

2024 BIA Policy & Procedures Review Environmental Scan

**Creating, expanding and disestablishing Business Improvement Areas (BIAs).**

Edmonton Current State	Policy/Procedure C462B guides these processes but lacks specificity.
Edmonton Future State	Administrative Procedure will more clearly define process responsibilities, provide consistent application timelines across processes and clearly identify application requirements.
Victoria	No written process/regulation for expansion/contraction at this time.
Vancouver	10-20 year renewals for BIA's. Require additional documentation for expansion and renewal initiatives.
Calgary	No current formal policy, but internal working documents guiding the process.
Regina	No written process/regulation for expansion/contraction at this time.
Winnipeg	Has a guide to support proponents.
Hamilton	An established process to be led by the BIA and requires Council approval.
Toronto	BIA led and supported by Administration. Process set out by Ontario Municipal Act.
Ottawa	BIA led and supported by Administration. Process set out by Ontario Municipal Act.
Fredricton	BIA / Steering Committee led process supported by Administration.
Halifax	Establishment initiated by business community, voted on by property and business owners and approved by Council

**Required annual reporting templates and requirements for BIA**

Edmonton Current State	C462B requests an annual report. No further description provided.
Edmonton Future State	Proposed C462C will outline a table of contents for items to be included in the annual reports. Items to include, list of Board of Directors including roles on the Board, Business Report (activities for the year), Business Plan (activities planned for the year ahead) and a copy of the audited financials for the past year. Seeks to balance reporting consistency with respect for the unique nature of each BIA.
Victoria	No formal templates provided. BIA is to submit reports and financials for review and approval by Council.
Vancouver	Template provided for budget. BIA also provides board contact info, AGM info and financial statements.
Calgary	Template provided for budget and acknowledgement form for signatures. BIA provides financial statements.
Regina	No formal templates provided. Board required to submit its annual report with financial statements.
Winnipeg	No templates for annual reports. Each BIA has different capacities, so expectations are adjusted accordingly.
Hamilton	Annual report provided to Council, but primarily a financial review. Considering the addition of qualitative info.
Toronto	BIAs are required to have annual financial audits and annual reporting. No template is available for the annual report.
Ottawa	Optional template available. Left up to BIAs to determine length and content of annual reports.
Fredricton	Present budget to council for approval. Membership approves audited statements but is not required to be presented to the City.
Halifax	No templates provided. Financial statements required, but based on the amount of general annual revenue. Service Agreement includes: activity plans, a report on previous year's activities, etc.

**Mechanisms to address non-compliance**

Edmonton Current State	No enforcement mechanisms for BIA association non-compliance. Collections actions for business member non-payment of BIA tax.
Edmonton Future State	No changes under proposed C462C, however expectations will be clarified.
Victoria	No formal mechanisms in place at this time.
Vancouver	Funding can be withheld if unwilling to meet the Grant Allocation By-law.
Calgary	Readjustment of the levy rates/amounts collected from the members each year based on paid/unpaid amounts.
Regina	No information provided for non-compliance
Winnipeg	No formal mechanisms in place at this time.
Hamilton	Incentives/penalization was explored, but yet formalized.
Toronto	Considering consequences for BIA's that are "not in good standing."
Ottawa	If arrears or non-reporting of information/, the Auditor General can request information required
Fredricton	Periodic disbursements of levy which could be withheld.
Halifax	Collections via property owners' property taxes if needed.

**Internal municipal structure to support BIAs**

Edmonton Current State	Economic Investment Services and Parks and Roads Services provide dedicated support for BIAs.
Edmonton Future State	No changes.
Victoria	City of Victoria’s Economic Development team attends monthly board meetings and provides updates.
Vancouver	Currently one staff person, with colleague support depending on BIA need.
Calgary	Team of two who attend BIA meetings for specific topics/updates.
Regina	No information provided regarding municipal structure
Winnipeg	Attend all of BIA board meetings and provide updates.
Hamilton	One BIA liaison attends AGM’s and board meetings as needed.
Toronto	13 staff including advisors who support a portfolio of BIA’s. Also a sub-team that supports BIA’s with streetscaping projects, etc.
Ottawa	No information provided regarding municipal structure
Fredricton	No information provided regarding municipal structure
Halifax	One BIA Liaison attends AGMs and provides support as required.

**Who are the tax payers?**

Edmonton Current State	Non-exempt businesses within the BIA boundary.
Edmonton Future State	No changes.
Victoria	Property owners.
Vancouver	Property owners are levied, but individual business owners may request membership.
Calgary	Business owners are levied via municipal assessment and taxation process.
Regina	BIAs charge a levy to property owners collected through property taxes process.
Winnipeg	Business owners listed on assessment rolls listing are levied.
Hamilton	Property owner is responsible for paying the levy. Tenants and property owners are considered as members.
Toronto	Property owner is responsible for paying the levy. Tenants and property owners are considered as members.
Ottawa	Property owner is responsible for paying the levy. Tenants and property owners are considered as members.
Fredricton	The province assesses and collects levies from property owners.
Halifax	Commercial property owners are levied via the Halifax Regional Municipality.

**Mid-Term replacement of BIA Board Members**

Edmonton Current State	A process was not clearly defined, and if mid-term replacements are needed, a one-off Council Report is required.
Edmonton Future State	The board of the BIA will be able to accept nominations and choose a replacement for the balance of the term, without further approval from Council.
Victoria	Process set out in municipal bylaws
Vancouver	Follow procedures set by Societies Act - Registered Non-Profits.
Calgary	BIA Boards have the ability to replace members mid-term (two year terms) without notices to Council.
Regina	No information provided regarding mid-term replacements
Winnipeg	Dictated by the City's Procedural Bylaw. Right to appoint a member mid-term to be ratified at the next AGM.
Hamilton	BIAs designate process for proposing replacement members by the BIA, but still requires approval by Council.
Toronto	Approvals from Council required. City works alongside BIA to put forward recommendations for approval.
Ottawa	Interim replacement for BIA Board Members until elected at next AGM. Administration requires minutes of replacement/selection and administration and has authority to approve
Fredricton	No information provided regarding mid-term replacements
Halifax	BIA's set their own policies, practices and procedures.

**Individual BIA Board Operating Guidelines**

Edmonton Current State	BIA Associations are encouraged to have operating guidelines to guide their day-to-day operations and decisions.
Edmonton Future State	Under the new BIA bylaws, there will be a requirement to establish and maintain operating guidelines.
Victoria	The BIA has its own board of directors and set of bylaws and is a separate entity, so there is a level of independence. This information is reviewed and provided to the City for information/record-keeping.
Vancouver	BIAs are run by non-profits that are governed by the Societies Act in BC. Primary relationships with BIA's are internal and at arm's length.
Calgary	Administration recommends that BIA has operating guidelines. Currently working on the creation & acceptance of standardized guidelines.
Regina	No information provided regarding BIA Board Operating Guidelines
Winnipeg	City of Winnipeg Business Improvement Zone Procedures Bylaw
Hamilton	Annual budgets required to be submitted to Council and typically adopted near the end of the year.
Toronto	BIA's are considered as boards of the City of Toronto, and as such several requirements set out with expectations that need to be followed.
Ottawa	Financial Reports are required annually. Administration hires an auditor and performs audits of financials of all BIAs; Administration pays for it up front and costs are charged back to BIAs.
Fredricton	No information provided regarding BIA Board Operating Guidelines
Halifax	All BIAs must be structured as non-profits governed by a Board comprised of commercial property owners and commercial tenants. Contractual obligations detailed in Service Agreements (Bylaws, Annual Reporting / Activity Plans, Membership Lists, Voting, etc.).