



BUSINESS IMPROVEMENT AREA

2026 BOARD OF DIRECTORS

NOMINATION INFORMATION

What is a Business Improvement Area (BIA)?

A BIA is a specific geographic area of the city in which businesses pool resources and work together, through a formal association, to enhance the economic development of their area.

What does the BIA association do?

Potential BIA activities and programs include place and destination branding, marketing, and communications; events and customer programs; market and economic development for the area; learning opportunities for members; visitor attraction; collaboration with other area organizations and services; advocacy; business attraction and retention; placemaking and activation, supporting participation in City initiatives (grants, programs, etc.) and coordination of City infrastructure services.

Activities of the association are intended to benefit the business district and levy-paying members collectively, in addition to the wider community.

What does a Board Member do?

A Board Member works with other Board Members to set the overall direction through creation of strategy, and oversees work to support economic development and BIA members. They work under the Municipal Government Act (MGA), MGA Regulation, City Bylaw and Association Governance Guidelines. The board stewards strategy and provides membership representation and accountability to the oversight of the association's activities.

Who is eligible to be a Board Member?

Any member in good standing (levy-paying, within boundaries, etc.) can be nominated to be a board member. The member does not have to be the business owner, they can be a designated representative of the business.

Want to learn more? Let's chat!

Ruby Benson, Manager of Member Communications and Public Space Activations
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What responsibilities does a Board Member have?

The Board has fiduciary responsibilities, including financial (budget, audit, signing authority) and legal responsibilities. Other responsibilities include: providing meaningful input for the development, approval and stewardship of the Strategic Plan and the direction of business affairs of the BIA. They also provide thoughtful counsel to the Board and the Executive Director on matters concerning the business and affairs of the BIA.

A board member is responsible for ensuring there is no actual or perceived conflict of interest. Practically, this means a board member cannot expect to direct any benefits to their specific business or those of family and friends, but will work for the benefit of all member businesses.

What capacity does it take to be a board member?

In addition to providing skills, representation and inclusionary perspectives to the board (see below), board members take on a number of responsibilities that require regular time and attendance from them.

Board members are expected to:

- Be available to attend Board Orientation (8 to 10 hrs in January),
- Be available for all meetings of the Board (usually 7-8 meetings per year booked at the start of the calendar year, plus special events that include SGM and AGM, averaging 2 hrs per month),
- Be prepared for meetings by reading the meeting package in advance and responding to feedback calls between meetings (4 to 5 hrs per month),
- Provide respectful feedback and contribute to collaborative decision-making at meetings,
- Join at least 1 committee of the Board (capacity commitments vary by committee), and
- Understand and conform to the Code of Conduct and other policies of the board (full governance guidelines, including situations that necessitate the removal of a Director, are available here.)

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Why join us?

Being on the board gives you a front seat to our association's activity, direction, and goals. With diverse voices at the table representing a cross section of locations, industries, gender expressions, sexual orientation, racial minorities, abilities, and ages, we can achieve more together!

Nominating and Election Process

NOTE: All board positions are up for re-election each year, with the intention of serving two-year terms.

1. Nominating Business Owner: Fill out the nomination form here (<https://forms.office.com/r/rW7ZUn66t8>). The nominator must be a levy-paying member of the OSBA. Proxies are not permitted for nomination purposes. Nominations submitted by non-eligible parties will not be accepted.
2. Provide this document with this link (<https://forms.office.com/r/SsRuBez6ri>) to your nominee to complete their Nomination Acceptance form online.
3. All Nomination and Nomination Acceptance Forms must be submitted by 11 pm on Friday, September 26, 2025. Nominations will only be accepted from the floor at the AGM if an insufficient number of nominations are received in advance.
4. Information gathered from Nomination Acceptance Forms will be used to create Nominee Bio information for the general membership prior to the AGM.
5. The election of the 2026 OSBA Board of Directors will take place at the OSBA AGM on October 8, 2025.
6. Pre-Registration and predefined Proxy Designations are REQUIRED, complete yours here: <https://forms.office.com/r/8uDgU8UGyJ>

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DEFINITIONS FOR SKILLS, SECTORS & IDENTITY CHARACTERISTICS

Strategic & Governance Core Skills

Non-Profit (Member-Driven, Arts and/or Social Sector) Governance – Knowledge of governance in membership-based or nonprofit organizations, especially in arts or social service sectors.

Other Board Experience – Prior service on any board (corporate, nonprofit, advisory), bringing governance and oversight knowledge.

Strategic Planning, Stewardship & Visioning – Ability to develop long-term strategies, oversee organizational direction, and steward resources responsibly.

Financial & Risk Acumen – Competence in reading financials, overseeing budgets, and understanding organizational risk.

Legal & Policy– Knowledge of bylaws, regulatory compliance, and board governance best practices.

Operational & BIA Sector Skills

Marketing & Communications – Skills in promotion, branding, public relations, and stakeholder engagement.

Economic / Business Development– Knowledge of economic revitalization and business development processes.

Urban Planning – Knowledge of local development, zoning, and urban design.

Government Relations & Advocacy– Experience navigating municipal or provincial processes, advocacy, and policy input.

Fundraising & Sponsorships – Ability to raise funds, secure sponsorships, and build strategic relationships.

Digital / Technology – Competence with IT systems, data, e-commerce, cybersecurity, or digital transformation relevant to members.

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DEFINITIONS FOR SKILLS, SECTORS & IDENTITY CHARACTERISTICS

Area Attributes & Board Cohesion Skills

Creative Culture and Community – Understanding of local community needs, culture, and history.

Human Resources – Experience with hiring, HR policies, performance management, or board development.

Collaboration, Conflict Resolution & Cultural Safety – Ability to work constructively with diverse perspectives and resolve differences respectfully, knowledge and practice of cultural humility and safety.

Sectors

Arts – Creative industries, cultural venues, and arts-focused businesses.

Retail – Stores selling goods directly to consumers (clothing, specialty, etc.).

Professional Services – Deliver specialized expertise and advice that contribute to the stability, health, and success of individuals and the community, including both regulated professionals (e.g., doctors, lawyers, accountants) and other experts (e.g., consultants, marketing firms, IT services).

Personal Services – businesses providing services that support comfort, wellness, and lifestyle needs. They focus on personal care, recreation, and convenience.

Drink – Beverage-focused establishments (as defined by AGLC license)

Dine – Restaurants and other food-focused businesses. (unlicensed by AGLC, or as defined by AGLC)

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DEFINITIONS FOR SKILLS, SECTORS & IDENTITY CHARACTERISTICS

Inclusivity (Demographic Characteristics)

Gender Identity: Male – Individuals identifying as men.

Gender Identity: Female – Individuals identifying as women.

Gender Identity: Non-binary or Other– Individuals identifying outside the male/female binary.

Age Group: Young Adult (18–25, 25–35) – Board members in early career or entrepreneurial stages.

Age Group: Older Adult (55+) – Board members in later career or retired stages.

Racialized / Visible Minority – Individuals who self-identify as part of a non-white, racialized group (per the federal Employment Equity Act).

Indigenous (First Nations, Métis, or Inuit) – Individuals who self-identify as Indigenous peoples of Canada.

Persons Born Outside Canada – Board members who immigrated to Canada, including both newcomers and long-term residents.

People with Disabilities – Persons with long-term or recurring physical, mental health, sensory, cognitive, or learning impairments.

LGBTQIA2S+ Identity – Individuals who self-identify as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, Two-Spirit, or related identities.

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