

Muskoka Lakes Chamber of Commerce Chamber Board Recruitment Considerations

Many not-for-profit organizations have traditionally had constituency-based or geographically-based boards. Others are moving towards competency-based boards.

Recommended: The Muskoka Lakes Chamber of Commerce's preferred board mix includes members:

- a) from across our wide geographic area (Geographically-based)
- b) who represent our area's major industry sectors (Geo-economically based)
- c) who bring skills to the board (Competency-based)

Different Board types: Constituency-based boards are made up of members who represent specific interest groups (which isn't desirable for a Chamber of Commerce), while geographically-based boards are made up of members who represent a particular territory served by the organization.

Many organizations are moving towards competency-based boards, an action which is considered a best practice. In this case, board members are chosen based on a particular skill set/expertise needed to support the organization. Competency-based boards are able to make more effective use of intellectual capital resulting in better decisions.

Along with Geographic and industry sector diversity being desired traits of potential Board members, potential competencies for our Chamber of Commerce board could include:

Board Overall

- Business Acumen
- Board Experience

Audit & Risk

- Financial/Accounting
- Legal
- Risk Management

HR & Governance

- HR
- Governance

Membership

- Marketing, Communications and Event Planning
- Advocacy/Policy Development/Government Affairs & Relations

The board should also consider additional skills, as determined by the Board. As a best practice, boards should have a skills matrix to ensure that the board has the appropriate skills to achieve its mandate.

As well as competencies, leading boards are looking to ensure that their membership includes the following:

- **Experienced individuals** - individuals with the potential to become chair of the board; i.e. present or former chief executive officer, chief operating officer, or substantially equivalent level executive officer or owner of a business or corporation, university or major unit of government, or a professional who regularly advises such organizations.
- **Diversity of members** - typically relating to gender, age and ethnicity, reflective of the diversity of our business community.
- **Personal attributes of members** - including intelligence, perceptiveness, good judgment, maturity, fairness, integrity, honesty, commitment to act in good faith, discretion, the ability to communicate effectively, an ability to work collaboratively within a team, passion for the work of the Chamber, entrepreneurial.
- **Time and energy** - a willingness to devote the time and effort required to the board.
- **Positive record** - be well regarded in the community, have a positive record of accomplishment in present and prior positions and, if on other boards, have an excellent reputation for preparation, attendance, participation, interest and initiative.

Board members should have no conflict of interest or legal impediment which would interfere with the duty of loyalty owed to the Chamber and its members.

Board members must be members of the Muskoka Lakes Chamber of Commerce. As a Chamber, we particularly seek to recruit Board Directors who are actively involved in the local business and/or non-profit community.