

# 2022 Calgary Chamber Board, Desired Skills and Expertise

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The Calgary Chamber Board of Directors is a Governance Board. The skill competencies of the Calgary Chamber Board are critical in being able to govern the organization to ever increasing levels of performance and achievement. To this end, candidates for the 2022 Board should meet a variety of the following skills and expertise.

## BOARD GOVERNANCE

Proven experience in board governance. Including and understanding of the processes, policies, laws and institutions affecting the way board members interact and govern an organization.

## FINANCIAL LITERACY & ACUMEN

A CA/CPA designation, with an investment perspective and experience and literacy in reading financial reports including balance sheets, income statements and other related financial and management performance reports.

## DIGITAL TECHNOLOGY COMMERCIALIZATION

Understand technology and how it is utilized in creating value in business models, customer experiences and the internal capabilities that support the Chamber's core operations.

## TECH INNOVATOR

Someone who can look futuristically at new technology trends, innovations inside and outside the industry, is a creative thinker, and can also review systems and platforms and advise of where to streamline, reduce waste, and build robust systems that are secure and compliant to all data protection and cyber security guidelines.

## PRIVATE EQUITY AND VENTURE CAPITAL

Understanding of investments, and private equity markets and a strong understanding of venture capital and how it can support the long term growth and scalability of small businesses.

#### PURPOSE DRIVEN STRATEGIC PERSPECTIVE

Ability to think strategically through a purpose driven lens. Understand and interpret trends and developments taking place in the business community. A bigger picture thinker who gets above the issues and looks longer term at how people and business will change or evolve and what opportunities will be available for the Chamber to take advantage of. The Chamber Board is a forward and future focused board.

#### GOVERNMENT RELATIONS & POLICY EXPERIENCE

Understand the nuances of government relations and public affairs. Specifically, as it relates the balancing the interested of the Calgary Chamber members and fostering critical relationships with the government, governmental regulators and bureaucrats.

#### ENTREPRENEURSHIP

Understands what it means to be an entrepreneur. Has seen the good and the challenges of launching their own company and being the person final decision maker. They know the ins and outs of how to get an idea into a viable business for commercial success.

#### STRATEGIC MARKETING

Understands what a brand is and how to leverage that as it relates to a purpose driven organization. Has worked extensively with brands and translated that into dynamic and successful marketing content campaigns that have an inbound and outbound strategy.

#### DATA ANALYTICS

Building robust systems for the capture and analysis of relevant customer data is your expertise. Skill and knowledge of how to build robust feedback loops to ensure the data analysis is leading to increased sales and growth will be important, as will the ability to translate relevant data into meaningful business intelligence. Not necessarily the analyst at the computer but someone who understands the establishment of the overall system and how to ensure it delivers valuable insight for the business.

#### SPONSORSHIP AND PARTNERSHIP EXPERIENCE

Knowledge of how both non-traditional and traditional sponsorship and partnerships and marketing of such. Ability to articulate the importance of supporting the purpose of an organization for the betterment of the community-at-large, as opposed to a specific return on investment evaluation.

#### RISK MANAGEMENT AND MITIGATION

Knowledge of the forecasting and evaluation of enterprise risks together with the identification of procedures to avoid or minimize impacts to the organization.

#### FUTURIST FOR BUSINESS DEVELOPMENT

Systematically explore predictions and possibilities about the future of business, someone who can add value to not only the Chamber's strategic 5 year plan, but can also provide insight as to how to bring these assets to members to help them with their business.