

## **BRITISH COLUMBIA FERRY SERVICES INC. SKILLS AND EXPERIENCE PROFILE**

It is a requirement in the Coastal Ferry Act (the "Act") that the Directors of the B.C. Ferry Authority (the "Authority"), when electing Directors to the Board of British Columbia Ferry Services Inc. ("BCFS"), must select individuals in such a way as to ensure that, as a group, the Directors of BCFS are qualified BCFS candidates who hold all of the skills, and all of the experience, needed to oversee the operation of BCFS in an efficient and cost effective manner. To meet this requirement, appointments to the Board of Directors of BCFS will be guided by the following selection criteria.

### **STATUTORY QUALIFICATIONS**

A person appointed to the Board must be "a qualified BCFS candidate" as defined in the Act. Specifically, this means an individual who:

- does not hold an elected public office of any type;
- is not an employee, steward, officer, director, elected official, or member of any union representing employees of BCFS;
- is not an employee of a municipality, regional district, trust council, or greater board within the appointment area; and
- is not an employee, Director, or Officer of the Authority or an employee, Officer, or Executive<sup>1</sup> of BCFS.

As well, all appointments to the Board must comply with the provisions of the Business Corporations Act, including section 124, which describes persons who are disqualified from being a Director.

### **PERSONAL ATTRIBUTES**

All persons appointed to the Board should possess the following personal attributes:

1. high ethical standards and integrity in professional and personal dealings;
2. ability and willingness to raise potentially controversial issues in a manner that encourages dialogue;
3. flexibility, responsiveness, and willingness to consider change;
4. ability and willingness to listen to others;
5. capability for a wide perspective on issues; and
6. ability to work as a team member.

1. "Executive" means an individual who is the Chief Executive Officer or an Executive Vice President or Vice President of BCFS or who is, despite his or her title, acting in a similar capacity or performing similar functions to a Chief Executive Officer or an Executive Vice President or a Vice President of BCFS.

## CORE COMPETENCIES

All Directors should possess the following core competencies:

1. well-developed faculty for critical analysis;
2. financial literacy, including an ability to read financial statements and ability to understand the use of financial ratios and other indices to measure performance;
3. appreciation of the unique role of the Authority as the governing body of BCFS;
4. thorough knowledge of the responsibilities and duties of a director; and
5. ability to distinguish corporate governance from management.

## REPRESENTATION

The Board should, in its composition, reflect the diversity of the people served by coastal ferry services in British Columbia, and should include members who are resident in coastal communities and regular users of the services.

## KEY SKILLS AND EXPERIENCE

The Board, as a whole, should possess the following skills and experience, while individual Directors must possess more than one.

1. **Leadership** – experience at a senior level managing the operations of a large or complex commercial or non-profit entity.
2. **Business** – experience in operating a business in British Columbia.
3. **Board Experience** – previous experience as a member of a Board of Directors of a commercial or non-profit entity.
4. **Accounting and Finance** – accounting or financial expertise.
5. **Information Technology** – information technology leadership skills.
6. **Legal** – a law degree or experience in managing legal issues of a complex commercial nature.
7. **Transportation** – knowledge of and experience in addressing marine transportation issues, including environmental and safety issues.
8. **Marketing** – experience in developing and/or leading marketing or customer service initiatives.
9. **Tourism** – knowledge of and experience in the tourism industry in British Columbia, including the hospitality and retail sectors.
10. **Human Resources** – knowledge of and experience in human resources and labour relations practices in British Columbia.
11. **Regulatory** – experience working in or significant knowledge of the issues associated with a commercial entity regulated by statute.
12. **Stakeholder Relations** – public and/or stakeholder relations experience.
13. **Construction and Contract Management** – experience working with major construction projects.