

**B.C. FERRY AUTHORITY
SKILLS AND EXPERIENCE PROFILE
Schedule A**

Appointments to the board of directors (the "board") of the B.C. Ferry Authority (the "Authority") will be guided by the following selection criteria.

Statutory Qualifications:

A person appointed to the Authority board must be a "qualified Authority candidate" as defined in the *Coastal Ferry Act* (the "Act"). Specifically, this means an individual who:

- does not hold elected public office of any type;
- is not an employee, steward, officer, director, elected official or member of any union representing employees of British Columbia Ferry Services Inc. (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, officer or executive¹ of BCFS.

As well, all appointments to the Authority board must comply with the provisions related to director qualifications and conflicts addressed in sections 8 and 9 of the Act.

Personal Attributes:

All directors 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.

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 shareholder of BCFS as set out in the Act;
4. thorough knowledge of the responsibilities and duties of a director; and
5. ability to distinguish corporate governance from management.

¹ "executive" means an individual who is the chief executive officer or an executive 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 executive vice president of BCFS.

Representation:

The Authority board should, in its composition, reflect the diversity of the people served by coastal ferry services in British Columbia.

Key Skills and Experience:

The Authority 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. **Legal** - a law degree or experience in managing legal issues of a complex commercial nature.