

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

Appointments to the Board of Directors of the B.C. Ferry Authority will be guided by the following selection criteria.

Statutory Qualifications:

Persons appointed to the Board must be "qualified individuals" as defined in the *Coastal Ferry Act*. Specifically, this means an individual who:

- Is not an employee or an officer, other than the Chief Executive Officer, of British Columbia Ferry Services Inc.;
- 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.; and,
- Is not an employee of
 - A municipality, regional district, trust council or greater board, as those terms are defined in the *Local Government Act (British Columbia)*, within the appointment areas, as defined by the Lieutenant Governor in Council.

As well, all appointments to the B.C. Ferry Authority Board must comply with the provisions related to Director qualifications and conflicts addressed in sections 8 and 9 of the *Coastal Ferry Act*.

Personal Attributes:

All persons appointed to the B.C. Ferry Authority 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.

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 B.C. Ferry Authority as the governing body of British Columbia Ferry Services Inc.;
4. Thorough knowledge of the responsibilities and duties of a director; and,
5. Ability to distinguish corporate governance from management.

Representation:

The B.C. Ferry 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 Board of Directors of B.C. Ferry Authority, as a whole, should possess all of 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. ~~an accounting or financial advisor designation or senior level experience as a Chief Financial Officer in a large or complex commercial or non-profit entity.~~
5. **Legal** - a law degree or experience in managing legal issues of a complex commercial nature.
6. **Transportation** - knowledge of and experience in addressing transportation issues, including environmental and safety issues.
7. **Marketing** - experience in developing and/or leading marketing or customer service initiatives.
8. **Tourism** - knowledge of and experience in the tourism industry in British Columbia, including the hospitality and retail sectors.
9. **Labour Management** - knowledge of and experience in human resources and labour relations practices in British Columbia.
10. **Regulatory** - experience working in or significant knowledge of the issues associated with, a commercial entity regulated by statute.
11. **Community and Aboriginal Relations** - experience in leading consultation processes with local governments and/or aboriginal interests in British Columbia.