

## BOARD COMPETENCIES GUIDELINES

The *South Coast British Columbia Transportation Authority Act* (the “Act”) requires that a Screening Panel be established annually to identify potential candidates for the Mayors’ Council to consider for appointment to the TransLink Board of Directors. Pursuant to Section 171(1) of the Act, the Mayors’ Council selects and appoints seven qualified individuals as directors of TransLink. For greater certainty, the statutory directors (the Chair and Vice-Chair of the Mayors’ Council) appointed pursuant to Section 171(3) of the Act and the minister-appointed directors appointed pursuant to Section 171(1.1) of the Act, are not part of the seven appointed directors.

These Board Competencies Guidelines are supplemental to the Articles of *South Coast British Columbia Transportation Authority* and are intended to be used by the Screening Panel as a tool to provide additional background and guidance for the Skills and Experience requirements for prospective Board members set out in Section 13.3 of the Articles.

Skills and Experience	Description
Previous Board experience	Strong board experience and governance skills, particularly at large complex enterprises or at other organizations with a citizen-centred approach to governance; includes not-for-profit, public/crown, private/commercial, committee (board or council) or other board or corporate leadership; well developed faculty for critical analysis; thorough knowledge of the responsibilities and duties of a director; demonstrated knowledge of citizen-centred governance best practices; ability to distinguish corporate governance from management.
Corporate leadership	Experience as a senior executive and/or leadership role in a complex commercial or non-profit organization with a citizen-centred approach to governance; an understanding of current best practices in corporate management in a complex, evolving business environment; demonstrates skills in advocacy, capacity building, and/or organization design
Strategic planning	Experience in preparing long term strategic plans for large complex organizations and policy development, and in particular those providing services to the public; encourages vision and/or innovation; appreciation of the unique role of TransLink as set out in the Act and in its responsibility for and role in regional transportation; experience in and understanding of considering needs of stakeholders and the public in strategic planning and delivery of services

Policy experience surrounding the establishment and delivery of a wide variety of road and transit services and the public environment of transportation	Regional policy experience relating to transportation, transit and/or goods movement and regional inter-connections and relatedness; senior level expertise in an industry where meeting customer needs and consideration of a wide variety of stakeholder interests is critical, in particular in the transportation and/or transit industry, and where frequent balancing of social, economic and environmental impacts is required
Transportation operations similar in scope to TransLink's operations	Demonstrated knowledge and/or experience in transportation, transit and/or goods movement operations in a large complex organization
Capital project oversight	Experience developing, overseeing, managing and/or delivering large capital/infrastructure projects throughout their life cycle
Complex procurement processes	Experience with procurement and risks relating to delivery of complex large capital/infrastructure projects, program delivery and approval processes
Real estate development	Relevant experience in property acquisition and development, including property management, from inception to completion
Community engagement and leadership	Demonstrated awareness and perspective of the communities (people and places) TransLink serves; frequent transit user; professional experience in community leadership, community organizing, volunteer engagement, community and social services, community development and/or community organizing
Knowledge of the federal, provincial, and local government environments as well as treaty, unceded and non land-based Nations	Experience in public policy and/or intergovernmental relations; accountability to elected officials or experience in public office; knows policy and legislation development
Finance	Financial or accounting leadership expertise. Financial management and literacy, including expertise in financial statements, financial systems, debt issuance, asset management, financial ratios, current accounting processes and other indices to evaluate a corporation's financial performance.
Audit and internal controls	Depth and experience in financial analysis, internal controls and audit processes, ensuring internal control and risk management systems are functioning effectively and the integrity of financial and accounting information

Risk management	Risk assessment and management experience, with an understanding of, and experience with, modern enterprise risk management systems and programs to ensure adequate risk identification, monitoring and accountability
Information technology, cyber security	Knowledge of complex information technology systems and management or cyber security related functions and programs, including best practices relating to oversight on prevention, post-breach response and recovery efforts
Legal	Experience in managing legal issues of a complex commercial or operational nature
Safety	Operational safety expertise; safety and emergency management experience; experience with modern, progressive and proactive safety programs and processes; familiarity with safety programs focused on employees and members of the public
Sustainability	Experience with sustainability and corporate responsibility issues or initiatives (economic, social and community) preferably related to the transportation and/or transit industry, including corporate climate action risks, adaptations, plans and programs
Environmental strategies	Experience with environmental management and programs
Marketing and communications	Depth in open and respectful consultative processes, public engagement, public speaking, outreach and media relations with a wide range of stakeholders (ex. transit passengers, local and senior government, community and regional stakeholders); understanding of diverse cultures
Human resource processes	Experience as a senior executive, partner or leadership role in human resource, leadership and people management, organizational design, organizational culture; depth in labour relations, compensation matters, leadership development and succession planning