

Rachel Dumas

From: Anja Nurvo
Sent: February 24, 2015 5:51 PM
To: Rachel Dumas; Meghan Wylie
Subject: FW: SSD Co. Request for Nominees
Attachments: SSD Co matrix attachment.pdf; 02 20 15 GVHA MA SSD co request for Nominees - BRAME.pdf

For mail log-in please.

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: [1-250-414-7135](tel:1-250-414-7135)
www.esquimalt.ca

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|--|--|-------------------------------|
| CORPORATION OF THE TOWNSHIP OF ESQUIMALT | | |
| For Information: | | |
| <input type="checkbox"/> CAO | <input type="checkbox"/> Mayor/Council | |
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| RECEIVED: FEB 25 2015 | | |
| Referred: <u>Anja</u> | | |
| <input type="checkbox"/> For Action | <input type="checkbox"/> For Response | <input type="checkbox"/> COTW |
| <input type="checkbox"/> For Report | <input checked="" type="checkbox"/> Council Agenda | <input type="checkbox"/> IC |

From: Meagan Brame
Sent: February 24, 2015 5:17 PM
To: Anja Nurvo
Subject: Fw: SSD Co. Request for Nominees

Anja - can you please add to the next agenda for discussion - I believe the Mayor is interested in having her name put forward - by having it on the agenda it will open the discussion - this is time sensitive as the deadline is March 3

Meagan Brame
Esquimalt Council
250-385-0660

From: Reception [<mailto:reception@gvha.ca>]
Sent: Friday, February 20, 2015 10:06 AM
To: meagan.brame@esquimalt.ca
Cc: Dave Cowen; Lori McLaren
Subject: FW: SSD Co. Request for Nominees

Dear Meagan Brame

On behalf of Dave Cowen, I am forwarding the attached letter and matrix regarding request for nominees for SSD Co.

Regards

Elizabeth Darche
Corporate Receptionist
Greater Victoria Harbour Authority
reception@gvha.ca | ☎ 250.383.8300
600-1019 Wharf Street, Victoria, V8W 2Y9
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February 19, 2015



Township of Esquimalt
Meagan Brame
Sent via email: meagan.brame@esquimalt.ca

Dear Member Agency Representative:

Re: Request for Nominees to the Board of Directors of Skwin'ang'eth Se'las Development Company

On behalf of the Greater Victoria Harbour Authority (GVHA), it is my pleasure to inform you that GVHA is seeking Member Agency nominees to fill two directorships on the Skwin'ang'eth Se'las Development Company (SSD Co.). Skwin'ang'eth Se'las means "Helping Hand" in Coast Salish Lekwungen dialect and the SSD Co. mission is to promote economic development opportunities for the Esquimalt Nation and Songhees Nation communities. As a one-third participant in SSD Co., GVHA is excited to assist in being a catalyst for the creation of Aboriginal owned businesses and to help promote Aboriginal employment and mentoring opportunities.

Success for Skwin'ang'eth Se'las will be measured by the creation of sustainable local businesses owned and operated by Esquimalt Nation and Songhees Nation community members. The new corporation will also emphasize and promote the long history and rich culture of the First Nations in the region. SSD Co. has corporate offices in VIATeC's new downtown facility, Fort Tectoria, to build on the synergies of being close to other entrepreneurs and innovators on a daily basis.

SSD Co. was incorporated on December 16th, 2013 and the founding board members have been busy with foundational work to set up the company and they are now ready to take on new directors. SSD Co. is a not-for-profit corporation under the Canada Not-for-Profit Corporations Act, and the organization will have a Board of Directors of nine individuals, three from each of the partner organizations of Esquimalt Nation, Songhees Nation and GVHA.

The chosen nominees will join lawyer Stewart Johnston for nomination to the SSD Co. Board. Mr. Johnston has been on SSD Co.'s board since inception and will be recommended by the GVHA Board for re-nomination to SSD Co. for a second term. Subject to SSD Co. board approval, the nominees will begin their term as SSD Co. Directors on March 9th, 2015.

Please note that Directors will not be a member of a sitting Board therefore there will be no conflict of fiduciary responsibility enabling Directors to focus on SSD Co. interests/business.

GREATER VICTORIA
HARBOUR AUTHORITY
600 - 1019 Wharf Street
Victoria, British Columbia
Canada V8W 2Y9

Corporate: 250-383-8300

Marina: 250-383-8326

Fax: 250-383-8306

Web: www.gvha.ca

Preference will be given to candidates who have the following core skills that are presently indicated by gaps in the SSD Co. Board Skills Matrix:

- Destination Marketing and Cultural Tourism
- Commercial Marine, Marine Transportation/Terminals, Marinas & Harbour-related Businesses
- Commercial Real Estate

As a GVHA Member Agency, you are encouraged to nominate as many individuals as you see fit who have demonstrated success in the following key areas:

- Working cooperatively and constructively with First Nations
- Governance
- Government, stakeholder and public/media relations

Please note that the purpose of this call for nominees is to build a strong candidate pool from which the GVHA Governance and Nominations Committee will build a slate of nominees for GVHA board consideration and subsequent nomination to the SSD Co. Board.

At present, all SSD Co. Director terms expire annually on the date of the AGM, unless otherwise determined by SSD Co. founding members. The Board meets monthly and committees will be struck as need arises.

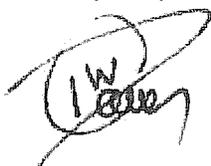
The Committee kindly requests a letter of interest and resume from interested nominees by Tuesday March 3rd in order to arrange for introductory meetings with the Committee late afternoon on March 4th. The Committee will then provide a recommendation for appointments to the Board on March 5th with individuals taking office subject to approval of SSD Co. Board on March 9th, 2015.

The ideal candidate should understand and embrace the Vision and Mandate of SSD Co. and have a firm understanding of First Nations and local community interests and issues. SSD Co. Directors may be private citizens or elected officials.

Nomination letters and resumes are to be emailed to Philomena Zegger, GVHA Corporate Board Secretary at: pzegger@gvha.ca

In order to assist you in this important process, attached is the Skwin'ang'eth Se'las Development Company Board Skills and Experience Matrix.

Yours very truly,

A handwritten signature in black ink, appearing to read 'Dave Cowen', with a large, sweeping flourish above the name.

Dave Cowen,
Chair, GVHA Governance and Nominations Committee

Attachment: 1
/dwc

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Skwin'ang'eth Se'las Development Company

BOARD SKILLS & EXPERIENCE MATRIX

A Board Competency Matrix informs the corporation of desirable skills and experience required for the Board to effectively oversee the corporation's activities, pursue its purposes and successfully guide its strategy.

Certain elements are deemed "core values" for the corporation, including:

- Understanding and respect of First Nations' economic and social relationships with the community, including the history, culture, spiritual values and governance of the Esquimalt and Songhees nations and broader Coast Salish community,
- Understanding and commitment to mitigating impact of the corporation's activities on the natural environment, based on principles of balanced and sustainability development, and
- Knowledge of, and commitment to, Victoria Harbour's continued role as a vibrant and dynamic working harbour, supporting the economic and social well-being of the Nations, the local communities and the region.

The Board's desired competencies are summarized below to assist it in determining the recruitment profile for directors:

Skwin'ang'eth Se'las Development Company Board Skills & Experience Requirements

The SSD Co. Board, through directors collectively, should possess the following skills and experience to effectively oversee governance of the SSD Co.'s affairs and to successfully guide corporate strategy.

| | |
|---|--|
| 1. Destination Marketing & Cultural Tourism – Experience within the tourism industry, with understanding of destination marketing, tourism product development. | |
| 2. Commercial Marine, Marine/Transportation/Terminals, Marinas & Harbour-related Business – Knowledge of port support services, experience in the operation of marine transportation/terminals and marinas or a business that requires water access. | |
| 3. Business, Risk Management, Accounting & Finance – Leadership in fostering/incubating entrepreneurial/start-up businesses, experience and accounting and finance at a CA, CMA or CGA level and/or knowledge of risk management principles, including assessment of likelihood and impact to guide strategy and decision-making | |
| 4. Commercial Real Estate – Experience in corporate real estate services, client advisory services, office leasing and sales, industrial leasing and sales, retail leasing, finance and mortgages, and real estate administration. | |
| 5. Human Resource Development – Experience as an HR professional or responsibility for HR issues with strong focus on skills and capacity development | |
| 6. Communications & Public/Community Engagement – Experience in the field of media or public relations, social media and/or consultation with locals community/stakeholders | |
| 7. Government Relations – Expertise in the operation of government bodies including experience in interacting with politicians and various levels of officials and understanding the mechanics of decision-making by government. | |
| 8. Board/Governance Experience – Significant experience as a member of a board of directors responsible for a not-for-profit organization. | |