



# Granville Island

## Granville Island Council Member Profile

### **Mandate**

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Building on the successes of the past, Granville Island (“GI”) strives to remain a dynamic destination for future generations to visit and enjoy.

The Council is being established with a view to strengthening local authority, capacity and capability for Granville Island, and to secure its future success and achievement of its vision and strategy.

The Council will be populated by local (Metro Vancouver) residents who understand and are enthusiastic about GI, offer a suitable combination of experience, perspectives and skills, and are reflective of the culture and energy of GI and the broader community it serves. The group will bring diverse perspectives which will instill creativity and innovation into realizing Granville Island’s vision of being the most inspiring public place in the world.

The Council will have enhanced responsibilities and decision-making authority when compared to the more limited authority vested in the former GI Trust, which as of November 2018, has been dissolved.

### **Roles and Responsibilities**

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The members of the Council are responsible for overseeing GI’s governance and practices. The Council will provide guidance on the management and affairs of Granville Island and will review, recommend and implement plans for its immediate and long-term renewal.

The Council will provide input, advice and recommendations with respect to the development of GI’s vision, mission and strategy.

The Council will exercise appropriate stewardship over GI by setting strategy, managing risk, and overseeing organizational performance.

### **About Granville Island and Strategic Direction: *Granville Island 2040***

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GI is a cultural, recreational and commercial destination for residents of Vancouver who enjoy GI’s offerings and amenities as part of their daily life, and has become one of the most popular tourist destinations in Vancouver.

It is comprised of 15.2 hectares of land area and 2.1 hectares of tidal water area, and represents a major public land holding in close proximity to downtown Vancouver. It includes approximately 700,000 sf. of net leasable area and accommodates over 275 businesses, employing over 2,000 people full-time generating approx. \$262 million in economic activity



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(2016) and generates approximately \$262 million in sales and \$37.5 million in tax receipts a year (2016).

For more information about Granville Island visit [www.granvilleisland.com](http://www.granvilleisland.com)

CMHC has managed Granville Island as a self-financing operation at no cost to Canadian taxpayers since the initial Federal Government investment in its redevelopment in the 1970's. Economic activity is stable but growth has levelled off. This situation poses long-term risks to Granville Island's economic sustainability. (Source: Granville Island 2040: Bridging Past & Future).

Since Granville Island's redevelopment in the 1970s, the Island has become one of the city's most visited and cherished neighbourhoods. During this same timeframe, the city has undergone significant physical, economic and cultural change. To help Granville Island remain relevant and successful within this changing urban context, CMHC-Granville Island has developed a renewed vision and strategy that will guide planning and decision-making at the Island.

Based on extensive community consultation and input from a team of technical experts, *Granville Island 2040: Bridging Past & Future* (link: <https://granvilleisland2040.ca>) was publically released in 2017. The report identifies a number of challenges facing Granville Island and outlines renewal opportunities and a vision for the next 25 years.

An important role for the Council will be the oversight of the execution of the *Granville Island 2040* strategy, monitoring progress, and identifying new initiatives that will help address new and emerging challenges and opportunities.

## Council Composition

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The Council will be composed of seven members, two appointed by CMHC, the remaining five from the local (metro Vancouver) community including one appointed by the City of Vancouver.

## Specific Skills, Knowledge and Experience of Council Members

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Council Members will bring a strong combination of skills, knowledge and experience in the following areas:

Community Relations	Track record of experience building relations with diverse communities; experience communicating with and engaging community partners and stakeholders at key touchpoints in a manner that is responsive, transparent and meaningful.
Arts & Culture	Demonstrated leadership in the arts and culture sector; extensive knowledge in the local arts and culture community (e.g., visual arts, literary arts, performing arts & creative sector).



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Government Relations	Significant experience within government (political or bureaucratic) at a senior level or in an executive leadership or consulting capacity or a strong understanding of the workings of government and public policy; track record of developing and implementing a strategic approach to government relations at the federal, provincial and/or municipal level.
Executive Leadership	Demonstrated entrepreneurial success and experience developing and implementing a big-picture strategic vision; experience in long-term strategic planning, including development, execution, and monitoring of strategic plans; experience driving an ambitious growth agenda and managing multiple large-scale projects.
Finance	Hands-on experience in managing all aspects of financing arrangements, oversight of financial reporting, budgeting and financial performance management; financial accreditation, e.g. CPA, CFA.
Property Development	Extensive experience identifying, financing and managing complex large-scale developments at a senior level; related experience as part of a public-private partnership model desired; extensive experience in development long-term leasing strategies.
Risk Management	Experience and expertise in a leadership role or providing professional advice with respect to risk management, including the establishment of risk tolerance and risk management processes.

## Collective Core Attributes, Competencies and Experience of Council Members

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Creative	Brings forward original and innovative ideas; thinks differently
Forward Thinking	Brings an eye to the future to all discussions and decision-making
Openness	Encourages and demonstrates receptiveness to other points of view; willing to change way of thinking
Mature leadership	Experience-driven perspectives and self-awareness of emotional patterns and triggers
Strategic Thinker	Generates and applies unique business insights to challenges and opportunities
Communicator	Expresses thoughts and ideas clearly and with respect for the views of others; listens actively
Influencer	Has credibility and influence with Council members, management and stakeholders



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Business Acumen	Track record of wise business judgements and broad business experience
Independence of Mind	Unfettered from speaking their mind honestly on all issues; willing to question and challenge the status quo
Active participant	Comes to meetings fully prepared, listens and speaks up
Team Player	Committed to the role of Council as a whole; works to resolve issues and is flexible in arriving at solutions
Passion	Demonstrates passion for Granville Island, its history, role in the community and future viability
Available	Available to dedicate time to Council commitments; not overloaded with other responsibilities

## Diversity Criteria to be considered for Council Members

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Gender	Strive for balanced gender representation
First Nations	Representation from individuals who identify as First Nations
Ethnicity	Representation from multiple ethnicities

## Qualifications

Each Council Member will unreservedly subscribe to and support the purposes of the Council and, when exercising the powers and performing the functions of a Council member, will act with a view to the purposes of the Council.

In order to be eligible to be serve as a Council member, an individual must:

- be at least 18 years of age;
- not have been found by any court to be incapable of managing his or her affairs; and
- not be an undischarged bankrupt.

Each Council member will adhere to the Council member Code of Conduct and on an annual basis will complete a Conflict of Interest Declaration.

## Ethical Responsibility

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A trustee should demonstrate through references, civic duties, and/or prior elected positions a history of ethical and responsible behavior.

## Working Conditions

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The Council shall meet up to six times a year and may meet more frequently as may be agreed up on by a majority of Council members or as may be determined by the Council Chair from time to time, provided that such meetings are contemplated by the Council Operational Budget for the relevant year.

A majority of Council members shall constitute a quorum of Council.

Questions arising at any meeting of the Council shall be determined by a majority of votes of the Council members present, and in case of an equality of votes, the chair of the meeting shall not have a second or casting vote and the vote will not pass.

Council members will be remunerated on a *per diem* basis, in such amounts as are approved by CMHC from time to time and reflected in the Council Operational Budget.

The Council will reimburse a Council member for reasonable expenses necessarily incurred by him or her in performing his or her duties as a Council member, provided that such expenses are contemplated by the Council Operational Budget for the relevant year or are otherwise approved in advance by CMHC.

The Council may establish such standing and/or ad hoc committees as it deems appropriate in carrying out its duties and responsibilities, in accordance with the Granville Island Operational Plan for the relevant year.

## **Term**

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Each Council member may only be appointed for a term not exceeding four years, and in determining the length of such terms, The Minister, CMHC and CoV, as applicable, will strive to ensure that the terms of not more than one-half of the Council expire in any particular year, provided that if a successor Council member is not appointed upon expiry of the term of Council member, such Council member, if consent given, will continue to hold office until such time as a successor Council member is elected.

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