

VAA Board Member Attributes Matrix

In order to do its work effectively and fulfill its fiduciary responsibilities, the Victoria Airport Authority (VAA) Board of Directors is intentionally composed of diverse attributes. To assist in recruiting and replacing these skills as members depart, the following tables provide an overview of the attributes inventory on the Board of Directors. The matrix will provide a guideline for recruitment and assist the Governance Committee in preparing its request to Nominators.

The Board believes these are the attributes that every good, progressive director needs to govern in modern times. Both the Essential and Desired Attributes reference Diversity and its descriptors are aligned with the Board's policy on Diversity, Equity and Inclusion (Policy 127).

The experience levels for each of the following identified skills is ranked on a scale of 1 to 5: 1 – Little to no experience; 2 – Some experience or knowledge; 3 – Average experience or knowledge; 4 – Above average experience; 5 – in-depth knowledge and experience.

Essential Attributes		Board Score
Integrity and Accountability	- Demonstrated integrity and high ethical standards both in personal and professional dealings. - Willing to act on and remain accountable for decisions made in the boardroom.	
Conflict of Interest	No real or perceived conflicts that are not easily satisfied through disclosure or exclusion from particular issues. This is verified annually.	
Time Availability	Ability to devote the required time for preparation before and participation at board and committee meetings.	
Financial Literacy	- Competent in understanding financial matters and statements. - Familiar with current accounting processes used to evaluate a corporation's financial performance.	
Strategic Insight	- Capable of contributing to Board work on identifying key trends, assessing risks or opportunities. - Skilled in providing insight and suggestions in making strategic decisions, including encouraging innovation and focusing on the corporation's strategic vision. - Senior Management experience in developing organizational strategic plans including the allocation of resources and monitoring of strategy execution s to achieve the desired results.	

Essential Attributes Continued		Board Score
Board Experience	- Understanding of and experience with a policy governance board. - Experience with other types of boards (i.e., community and not-for-profit) or as a CEO reporting to a board.	
Leadership	- Ability, shown by prior actions, of taking into consideration all stakeholders as part of making sound business decisions. - Ability to set the tone at the top and promote a positive organizational culture.	
Risk Management	Understanding of, and experience with, modern enterprise risk management systems and programs.	
Informed Judgment	Ability to helpfully communicate wise and thoughtful counsel on a broad range of issues.	
Mature Confidence	- Ability to facilitate superior board and team performance by demonstrating respect for others. - Places a premium value on collective achievement over individual performance.	
High Performance Standards	High standards for self and others reflected in a record of achievement.	
Diversity	In order to support cultural diversity at the board and organizational level, director experience includes: - Refer to Policy #127 Diversity, Equity and Inclusion for clear definitions. - Open-minded thinking - Experience with diversity and inclusion initiatives - Appreciation and respect for diversity of ideas at the board level - Reflective self-awareness - Willing to challenge the status quo	
Interpersonal Skills	- Ability to communicate with respect, encouraging openness to diverse perspectives and reflecting a collegial environment. - Ability to clearly and concisely express their ideas and concerns, encouraging input from others and staying calm in heated debates.	

The experience levels for each of the following identified skills is ranked on a scale of 1 to 5: 1 – Little to no experience; 2 – Some experience or knowledge; 3 – Average experience or knowledge; 4 – Above average experience; 5 – in-depth knowledge and experience.

Desired Attributes		Board Score
Tourism	• Senior leader familiar with destination management, tourism trends, community economic development, and human capital in the labour market. • Knowledge of community challenges and opportunities, business practices and entrepreneurship.	
Senior Executive Administration or Management	• Leader responsible for strategic direction of an organization: CEO, COO, EVP, SVP of similar sized organization or larger	
Strategic Human Resource Management	• Senior human resource executive in a strategic role: knows executive compensation, performance management systems, succession planning and development. • Responsible for health and safety in a large manufacturing or industrial company (CSR)	
Engineering, Land and Project Development, and Sustainability	• Senior executive, oversight and/or project management of large capital projects from inception to completion. • Complex engineering, multi-sourced financing projects including public, government and environmental approval processes. • Strategic involvement in environment, sustainability, community and communications.	
Air Transportation and Aviation	• Senior executive, in particular: international airports, aviation, airline, development manufacturing and maintenance of aircraft, cargo and logistics, and other modes of international passenger and cargo movement.	
Business, Commerce and Industry	• Senior advisor familiar with financial and business analytics, able to assess programs in order to provide strategic advice on community economic development and commercial opportunities	
Communications, Marketing and Public Relations	• Public Issues Management	

Desired Attributes Continued		Board Score
Finance and Accounting	- Chief Financial Officer or senior financial executive of a large corporation. - Senior Audit Partner with one of the major Canadian audit firms. - Corporate finance leadership, including investment banking, mergers and acquisitions, and other complex transactions.	
Digital and Technology	Senior leader, digital universe, information technology, social media, e-commerce, cybersecurity, new economy, business intelligence and analytics and their application in for-profit businesses.	
Legal	Senior Partner of a law firm with a broad range of clients and experience with complex transactions, preferably a leadership role within the firm or senior legal executive in a large corporation with experience in large, complex deals or projects.	
Government and Regulated Industries	- Extensive work with, or within, government. Knows policy and legislation development, credibility and connections within a) political and civil service sectors and b) community organizations. - Experience in compliance with government regulations	
Consumer Interests	- Senior executive from an industry where meeting individual customer needs is critical to the organization's success; in particular, the travel, hospitality, theme park and cruise industries, with direct-to-consumer sales. - Shopping centre design development and management.	
Organized Labour	- Experience with Collective Agreements - Experience operating in a unionized environment - Member /representative of organized labour	
Diversity	The Board aspires to be reflective of the community it serves and should include diversity of ages, and categories identified in the <i>Employment Equities Act</i> : women, visible minorities, Indigenous, Black and people of colour, and persons with disabilities.	