



GRANVILLE ISLAND COUNCIL

Member Profile

Mandate

Building on the successes of the past, Granville Island's goal is to remain a dynamic and creative destination for future generations to visit and enjoy.

The purpose of the Council is to strengthen local authority, capacity, and decision-making capabilities for the Island, and to secure its future success and the achievement of its vision and strategy. The inaugural Council was appointed in the fall of 2019, and six members' four-year terms will expire at the end of 2023.

The Council is made up of local (Metro Vancouver) residents who understand, and are enthusiastic about Granville Island, offer a suitable combination of experience, perspectives, and skills, and collectively reflect the culture and energy of the Island and the broader community that it serves. The members 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.

Roles and Responsibilities

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

The Council will provide input, advice, and recommendations with respect to the development of Granville Island's vision, mission, and strategic directions.

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

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

Granville Island is a cultural, recreational, and commercial destination for residents of Vancouver who enjoy the Island's offerings and amenities as part of their daily life. Because of its success as a local gem, Granville Island has become one of the most popular tourist destinations in Vancouver. The Island is well-loved by locals and is cherished in the hearts of many people across Canada and beyond.

It is comprised of 15.2 hectares of land and 2.1 hectares of tidal water and represents a significant public land holding in close proximity to downtown Vancouver. Granville Island contains roughly 960,00 ft² of leasable area and accommodates over 320 businesses which provide fulltime jobs to over 3,000 people.

The Island is a significant economic engine, generating over \$300 million in economic activity, \$105 million in annual sales, and a resultant \$2 million in tax receipts/year.

For more information about Granville Island visit 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 plateaued, and the Island has seen very little change in recent decades. This situation poses long-term risks to Granville Island's economic sustainability and is one of the most critical priorities for the Island.

Since Granville Island's redevelopment in the 1970s, the Island has become one of the most visited and cherished neighbourhoods in the city. During this same time, Vancouver has undergone significant physical, economic, and cultural change. In order live up to the original goals of creativity and innovation, and to ensure Granville Island remains relevant and successful, CMHC-Granville Island has developed a renewed vision and strategy that will guide planning and decision-making on 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 publicly released in 2017. The report identifies a number of challenges facing Granville Island and outlines renewal opportunities and a long-term vision.

Critical jobs for Council are contributing to the implementation of the *Granville Island 2040* strategy, monitoring progress, assisting in identifying new and emerging challenges, and helping to capitalize on opportunities to realize the vision.

Council Composition

The Council is composed of seven members. Of the seven, one is appointed by the City of Vancouver, the term for which is not yet expiring. Six members are to be appointed through this process; two will be appointed by CMHC, and the rest by the Minister responsible for CMHC.

Specific Skills, Knowledge, and Experience of Council Members

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

Community Relations	Track record of experience building relationships 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/maker sector in general).
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.
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 an asset; extensive experience in developing 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.
Social Enterprise	Experience in implementing and leading social enterprise business models that strive to achieve a positive social impact while generating revenue.
Diversity, Equity, Inclusion	Experience working in the field of Diversity, Equity, and Inclusion (DEI) and advancing equity objectives in the workplace. Relevant experience in areas including accessibility, anti-racism, Reconciliation, LGBTQ2SIA+ communities, newcomers, seniors, women, and youth amongst others.
Reconciliation	Demonstrated commitment to advancing Reconciliation through action.

Collective Core Attributes, Competencies, and Experience of Council Members

Creative	Brings forward original and innovative ideas; thinks differently
Forward Thinking	Brings an eye to the future in 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 other Council members, Management, and internal/external stakeholders
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

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.

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 their 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

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

Working Conditions

The Council shall meet up to six times a year and may meet more frequently as may be agreed upon 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.

CMHC will reimburse a Council member for reasonable expenses necessarily incurred by them in performing their 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

Each Council member may be appointed for a term not exceeding four years, and in determining the length of such terms, The Minister, CMHC, and City of Vancouver, 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.
