



Opportunity
Interim Chief Executive Officer
Haida Enterprise Corporation
("HaiCo")

September 2018





The Opportunity

The Haida Enterprise Corporation (HaiCo) is conducting a search for an individual seeking an exciting legacy opportunity.

The HaiCo Board of Directors, along with leadership from the Council of the Haida Nation (CHN), seek the services of a seasoned individual with significant executive level experience, as interim Chief Executive Officer. This position affords the opportunity to contribute meaningfully to the development of a successful Haida Nation corporation, particularly for the person with capacity to capitalize on possibility through effective change.

The ideal candidate will be a mature socially conscious executive leader with strong business acumen, capacity to lead change based on excellent analytical skills, a strategic mindset, significant leadership and interpersonal skills. Ideally, the candidate would have gained this experience as a CEO/COO/VP or GM overseeing the management of multiple profitable operations or divisions. The candidate must have an interest in and passion for understanding Haida culture and enjoy building personal and professional relationships with people on Haida Gwaii. They will fully embrace the capacity building focus and as such, be committed to mentoring and coaching.

HaiCo, incorporated in 2009, currently operates a number of diverse businesses in forestry, seafood processing and tourism sectors. Owned by the Haida Nation, HaiCo has a mandate to enhance the economic, social, cultural and environmental well-being of the Haida Nation to build careers and business opportunities for Haida citizens. HaiCo has grown tremendously over the past eight years and now includes: Taan Forest, Haida Wild Seafoods and Haida Tourism. Having a foothold in the forestry, hospitality and sea food processing sectors provides HaiCo with the potential to grow in these and other sectors, including energy. Today, HaiCo employs approximately 50 permanent staff (on Haida Gwaii and Greater Vancouver, B.C.) plus a seasonal workforce that can exceed 300 (for further information see: <http://www.haico.ca>).

Much has been accomplished: the Board is in place; Senior Management and Staff have been hired. Taan Forest is profitable but other businesses have incurred losses and are struggling to be financially viable.

HaiCo is now seeking an interim leader, reporting directly to the HaiCo Board of Directors and working closely with CHN, who can implement necessary changes to ensure profitability. That interim CEO will mentor a Haida successor who can continue to build on that success but also focus on capacity building within the Haida Nation and on building strong and enduring relationships throughout the communities of Haida Gwaii and beyond.

The Haida Nation is well known for its capacity to protect and build on its legacy and territory. HaiCo is the vessel the Nation has chosen as the foundation for economic development throughout Haida Gwaii. Haida's have worked for many years to gain control over large portions of their territory including areas designated for logging, to both ensure better environmental and logging practices occur on and benefit Haida Gwaii. Similarly, the Nation has worked to ensure that Tourism is developed in culturally appropriate ways that retain the beauty of these Islands, and accrue the benefits to those who reside



here. The Nation believes the ocean and its bounty can be utilized for truly sustainable benefit. HaiCo, as a result of these efforts, now operates Taan Forest, Haida Tourism (Ocean House, Haida House and WestCoast Resorts), and Haida Wild (a fish processing facility).

The interim CEO will work out of the head office in Haida Gwaii, repositioning HaiCo for success, providing strategic vision and leadership to the corporate team. The interim CEO will oversee the operations of the businesses.

The position is being offered on an interim basis, to ensure reasonably timely delivery on a key expectation of the Shareholder regarding Haida leadership of its Company.

Key Challenges/Opportunities

The ideal candidate for this position will be an individual with the capacity for analysis and action necessary to address the current challenges HaiCo faces, including:

- Building on HaiCo's current success such as Taan and Haida House. HaiCo has recently acquired an adjacent property for Haida House in order to expand and build on its current success. Taan, meeting the highest standards of forest practices, is the foundation upon which the rest of the companies efforts are built.
- Creating a revised business model for our tourism based operations, which is built on Haida ways of existing with the land and sea, but on a sound economic footing.
- Performing organizational and operational reviews of Haida Wild and improving its potential for long-term viability.
- Reconfiguring HaiCo's operational structure, to support the changes sought in each of its enterprises.
- Working with the HaiCo Board to create a strategic plan which meets the short term needs and long term goals of the Haida Nation and is acceptable to the Haida Nation House of Assembly.
- Improving the communications between HaiCo and the community and establishing relationships based on trust and respect.
- Have a highly visible presence and bring a transparent, inclusive and honest approach to all interactions.

For further information or to discuss the position, please contact hr@haico.ca.

For further information on Haida Gwaii please go to:

<http://www.haidanation.ca/>

<http://www.gohaidagwaii.ca/>

<https://indd.adobe.com/view/e6c9440d-6a71-431a-91fb-70f1ce675b7b>

<https://lovehaidagwaii.com/>





Position Description

Interim Chief Executive Officer

General

Reporting through the Board Chair to an independent Board of Directors are accountable to the shareholders, the interim CEO plays the following primary roles:

- Works closely with the Board to determine overall strategic direction.
- Respects and implements Board decisions.
- Oversees and assumes management responsibility for the operation of all HaiCo businesses to ensure they produce a healthy return on investment and are consistent with the overall strategic direction and mission of HaiCo.
- Provides vision and leadership to management and staff of HaiCo and its subsidiary companies.
- Explores and recommends entrepreneurial activities that will strategically grow the HaiCo portfolio of businesses and investments through a collaborative business development process with the Board of Directors and various other stakeholders.
- Builds capacity within the Haida Nation through training, mentorship, professional development and business development.
- Mentors a successor recruited from amongst citizens of the Haida Nation.

Operating Philosophy:

The CEO will take a collaborative and inclusive approach to making all major decisions. He/she will ensure that decisions are made in accordance with the direction, and corporate policies and procedures set out by the Shareholders, the Board of Directors and the approved Strategic Plan, and are consistent with the CHN Letter of Expectations.

Position Overview

The interim CEO will work closely with the Board of Directors to continuously adjust or enhance HaiCo's business and strategic plans to ensure that HaiCo's established, current, and future business entities achieve their desired outcomes of:

- Expanding managerial and employment opportunities for Haida citizens in HaiCo businesses and in other related fields.
Key performance measures:
 - Annual increase/decrease in total number of Haida employed by HaiCo
 - Annual increase/decrease in number of Haida in supervisory or management positions



- Generating returns from HaiCo businesses to create sustainable wealth to allow for expansion of business activities and provide a return to the CHN treasury.
Key performance measures:
 - Achieving financial results as approved in the annual operating and capital budgets
 - Maximizing annual cash return to the CHN Treasury
- Maintaining a respect for Haida culture, traditions, and values.
- Maintaining high standards of environmental stewardship, employment equity and safety in the workplace.
Key Performance measures:
 - Safety statistics (by division) to exceed industry average as produced by WorkSafe BC
 - No material environmental or employment equity claims

Specific Accountabilities

Leadership and Vision: In consultation with the Board of Directors and the shareholders, develops a long-term vision for HaiCo that will guide the activities and decisions of corporate and subsidiary management and employees alike. Engages and inspires all management and staff under the HaiCo umbrella by clearly articulating the vision of the organization and enlisting the support of all involved to deliver on the vision.

Reports to the Board of Directors on a regular and current basis all relevant information regarding HaiCo's performance. Provides the Board of Directors with the information necessary to exercise their governance responsibilities.

Strategic Planning: In collaboration with the Board of Directors, shareholders and Senior Management Team, participates in the development and execution of a strategic planning process that develops a 5-year business plan and provides a roadmap for HaiCo that is focused on supporting the subsidiary businesses in achieving their objectives and meeting the needs of the shareholder. The strategic plan will set short-, medium- and long-term objectives and strategies in order to achieve HaiCo's vision.

Once approved by the Board, leads the implementation of the Strategic Plan and ensures management develops annual business plans that are aligned with the Strategic Plan.

Annual Operating & Capital Expenditure Budget: Working with the management team, formulates and recommends to the Board annual operating and capital budgets. The capital budget will be supported by a business case for all major initiatives. Once approved, ensures all initiatives, transactions and operations are managed according to the approved budget.

Organizational Management: Working with the Senior Management Teams develops and maintains an effective organizational structure that reflects operational needs of HaiCo and each of the operating businesses. Ensures the organization has a competitive compensation program based on a clear and measurable mandate and well-articulated performance objectives. Of critical importance is



the continued development of a strong senior team that is accountable for the day-to-day management of HaiCo and strong leadership in each of the subsidiary companies.

Implements progressive operating and human resources policies and programs aligned with the company's overall approach and enables the organization to attract, retain, develop and motivate top-notch staff.

Oversees all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission and Motions of the Board.

Takes responsibility for the development of programs, systems, procedures and polices that support industry best practices across all operations in support of enhanced accountability and increased revenue and profitability.

Leadership of Human Resources: Provides strong and effective leadership to the Senior Management Team and all employees in HaiCo. Ensures a quality and safe workplace that motivates, guides and supports staff in contributing their maximum to the realization of HaiCo's mission, vision, goals and objectives.

Leads a succession planning process for all mid and senior management positions in HaiCo and its subsidiaries. Ensures Haida people are provided opportunities to take on positions and are provided with the training needed to take on ever increasing levels of responsibility. Works with highly motivated potential employees to develop their leadership skills and business acumen to ensure Haida are part of the succession plans.

Subsidiary Operations: Within the context of the HaiCo's Strategic Plan, ensures each of the subsidiary companies have a business plan that establishes clear operating, financial and growth objectives.

In collaboration with the Management Team, applies consistent oversight of the performance of each subsidiary and proactively works with management to manage any issues or concerns in a timely manner.

Financial Management: Ensures that HaiCo meets or exceeds its financial objectives annually and pays a reasonable dividend to its shareholders.

Through the Chief Financial Officer, ensures the organization's financial position and those of its subsidiaries are always clearly understood and plans are formulated to ensure alignment with the objectives set out in the Strategic and Annual Plans. Ensures the Board of Directors is immediately made aware of significant variances.

From an operational perspective, ensures the company has the systems and processes to develop, analyze, model and present business opportunities to the Board.

Risk Management/Compliance: Ensures an enterprise risk management program is in place to effectively identify and manage operational, reputational and financial risk. Reports out on mitigation strategies for critically identified risks. Ensures complete legal and environmental compliance for all businesses.



Business Development: In collaboration with senior management, oversees the marketing of HaiCo and the various subsidiary companies.

Drives the investment strategy and growth of HaiCo. Evaluates investment and acquisition prospects and ensures an entrepreneurial mindset throughout the organization. Tempers entrepreneurialism with practical and analytical expertise on the team to conduct due diligence and ensure only viable transactions are closed.

External Communications: As a key spokesperson for HaiCo, develops and maintains strong relationships with Haida governance bodies, provincial and federal government agencies; with HaiCo's key customers, particularly those having business with multiple subsidiaries and shareholders, stakeholders, lenders, legal counsel and financial advisors including associations etc.

Internal Communications: Works with the Senior Management Team to ensure the flow of accurate and timely communications to and from HaiCo, its subsidiary companies, shareholders and other stakeholders, as appropriate.

Ensures stakeholders are appropriately informed regarding HaiCo's goals and objectives and channels political matters through the company's Board of Directors who are better positioned to deal with such matters. May be asked by the Board to engage in broader communications with shareholder and stakeholder organizations.

Trends in the Industry: Keeps abreast of trends and developments provincially, nationally and internationally and in the industries and business sectors in which HaiCo companies operate. Presents to the Senior Management Team and/or Board of Directors, as appropriate, new and innovative approaches that could enhance the performance of HaiCo or one of its subsidiaries. Maintains an up-to-date knowledge of the market in order to identify, monitor and assess the future prospects of HaiCo and its subsidiary companies.

REPORTING RELATIONSHIPS

Reports to: Chair, HaiCo Board

Directly Manages: Chief Financial Officer
General Managers of all operating businesses

Human Resources Manager

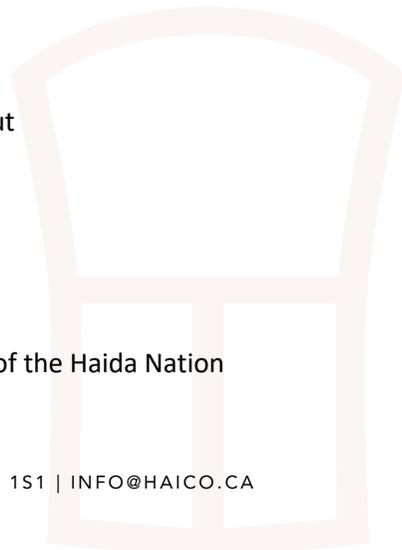
Marketing and Sales Manager

Consultants including Log and Custom Cut

Lumber Sales Managers.

Indirectly Manages: 300+ staff

Relates to: Council of the Haida Nation, Secretariat of the Haida Nation





Hereditary Chiefs Council
Community Groups, Village Councils & Local Communities
Federal and Provincial Government Bodies
Business Partners
Customers
Contractors & Consultants
Legal Counsel
Lenders
Accountants

Above Position Description approved by the Board of Directors of HaiCo - September 2018.

