

**Code of Conduct  
for the  
Northern Alberta Development Council**



# **Northern Alberta Development Council**

## **CODE OF CONDUCT**

### **I. DEFINITIONS**

For the purposes of this Code, the following key terms shall have the following definitions:

- a. "Chair" means a person designated the chair of the Northern Alberta Development Council by the Lieutenant Governor in Council. The Chair is a member of the Council. The Chair is considered a senior official, in accordance with the meaning of that term in sections 23.921(3) & 23.921(5) of the *Conflicts of Interest Act*.
- b. "Code" refers to this code of conduct.
- c. "Code Administrator" is person or group responsible for overseeing compliance by themselves and all members to this Code.
- d. "Council" refers to the Northern Alberta Development Council.
- e. "Department" means a department of the Government, or the public service of Alberta, established under the *Government Organization Act*, available at <http://www.qp.alberta.ca/documents/Acts/g10.pdf>.
- f. "Governance Committee" means a committee of Council members whose mandate revolves around the governance of the Council and whose role is defined by the NADC Act (see Appendix B) and the Northern Alberta Development Council Mandate and Roles Document (see Appendix C).
- g. "Lobbying" means communicating with a public office holder in an attempt to influence a government decision, but does not include submissions made in response to a request initiated by a public office holder for advice or comment.
- h. "Member" means a person appointed as a member to the Council by the Lieutenant Governor in Council.
- i. "Minor Child" includes a minor to whom a member has demonstrated a settled intention
- j. "Quorum" means 50 per cent plus one.

### **II. PREAMBLE**

The purpose of this Code is to establish the rules governing ethical conduct for the Members of the *Northern Alberta Development Council*. Public appointments require the highest standards of propriety, involving impartiality and integrity in relation to the provision of advice to the government. Albertans deserve public agencies that are transparent and accountable. The Code of Conduct is the Council's commitment to the values of accountability, integrity, and respect and provides a framework to guide ethical conduct in a way that upholds the integrity and reputation of the Council. Members are expected to behave in a way that aligns with this Code. Given the range and complex nature of the Council's activities, it is not possible to produce an exhaustive list of prohibitions that covers all situations. Members should therefore use the spirit and intent behind this Code to guide their conduct, and exercise care and diligence in the course of their work with the Council.

To demonstrate commitment to transparency and accountability, this Code is available to the public on the Council's website.

### **III. APPLICATION**

All Members and the Chair are subject to this Code. Government of Alberta employees, including the Executive Director, who support the Council, are subject to the Code of Conduct and Ethics for the Public Service of Alberta. Government of Alberta employees are not subject to the NADC Code of Conduct.

### **IV. ROLE OF CODE ADMINISTRATOR**

The Code Administrator is the Council's Chair unless the matter directly affects the Chair in which case it is the Vice-Chair. If the Council creates a Governance Committee, then the Governance Committee shall, as a whole, be the Administrator. The Code Administrator:

- a. Receives and ensures the confidentiality of all disclosures and ensures that any real or apparent conflicts of interest are avoided or effectively managed;
- b. Is responsible for ensuring procedural fairness; and
- c. Is responsible for providing advice and managing all concerns and complaints concerning potential breaches of the Code, including conflicts of interest with the Council.

### **V. CORE VALUES**

- a. Members shall act with impartiality and integrity.
- b. Members shall demonstrate respect and accountability.

### **VI. GUIDING PRINCIPLES**

The principles guide the behaviour and decisions of Members:

- a. Member shall uphold the Council's mandate and serve the public interest.
- b. Members' actions and decisions shall promote the public interest and to advance the mandate of the Council.
- c. Members must act in good faith and are prohibited from acting in self-interest or using their position on the Council to advance their own private interests, or those of a spouse, a direct associate, or minor or adult child.
- d. Members shall behave in a way that demonstrates that their behaviour and actions are fair and reasonable in the circumstance.
- e. When a Member, as an individual, is subject to more than one code of conduct, the Member must consider the expectations in all. Members understand that this Code is not intended to conflict with other codes of conduct. For all Members and the Chair, this Code, in the event of a conflict, will take precedence over other codes of conduct.
- f. Members must, when they become aware of a real or apparent conflict of interest or find themselves in a position of influence that may cause a real or apparent conflicts of interest, at the first opportunity, disclose this conflict to the Code Administrator, and withdraw themselves from any consideration of the matter.
- g. Members acknowledge that disclosure itself does not remove a conflict of interest.
- h. Members shall encourage their colleagues to act fairly and ethically and are able to raise concerns about a suspected breach by another to the Code Administrator without fear of reprisal.

- i. Members acknowledge that breaches of this Code may result in disciplinary action, up to and including removal of the Member.
- j. Members acknowledge that if they have any questions about the Code, or are not sure how to apply these principles, they should consult with the Code Administrator.
- k. Members must confirm on an annual or other interval as the Code Administrator may establish, their acknowledgement of and commitment to the Code's expectations.

## **VII. BEHAVIOURAL STANDARDS**

Behavioural standards help Members make appropriate decisions when the issues they face involve ethical considerations. Behavioural standards cannot cover all scenarios but provide guidance in support of day-to-day decisions. All Members must adhere to the following standards:

- a. Members must not engage in any criminal activity and comply with all relevant laws, regulations, policies, and procedures.
- b. Member conduct contributes to a safe and healthy workplace that is free from discrimination, harassment, or violence.
- c. Members must not use drugs or alcohol in a way that affects their performance and safety or the performance and safety of their colleagues, or that negatively impacts the reputation or operations of the Council.
- d. Members must act in a way that is consistent with the NADC Act and the Northern Alberta Development Council Mandate and Roles Document.
- e. Members must not comment publicly to the media about the Council or its work without first consulting with the Code Administrator. Members must not comment at all in the media, including social media, about the Council or its work without written approval by the Code Administrator. Members must promptly notify the Code Administrator of any media requests for comment and the Code Administrator will deal with them.

## **VIII. Restrictions Specific to the Chair**

In accordance with s. 23.925 of the *Conflicts of Interest Act*, the Chair is subject to additional statutory obligations that will immediately bind the Chair upon the Code's entry into force. Restrictions within Section VIII apply only to the Chair, and not all Members:

- a. The Chair must not take part in a decision in the course of carrying out his/her office or powers knowing that the decision might further a private interest of the Chair, a person directly associated with the Chair, or the Chair's minor or adult child;
- b. The Chair must not use his/her office or powers to influence or seek to influence a decision to be made by or on behalf of the Crown or a public agency to further a private interest of the Chair, a person directly associated with the Chair or to improperly further any other person's private interest;
- c. The Chair must not use or communicate information not available to the general public that was gained by the Chair in the course of carrying out his/her office or powers to further or seek to further a private interest of the Chair or any other person's private interest; and
- d. The Chair must appropriately and adequately disclose a real or apparent conflict of interest.

## IX. CONFLICT OF INTEREST

In accordance with the *Conflicts of Interest Act*, Members must take any necessary steps to avoid situations where they may be placed in a real or perceived conflict between their private interests and the interests of the Council.

Actions taken or advice provided on behalf of the Council must not provide them with an opportunity to further the private interests of themselves, their families, their business associates, or others with whom they have a significant personal or business relationship. All Members must adhere to the following standards:

- a. **Confidential Information:** Members must respect and protect confidential information, use it only for the work of the Council and not use it for personal gain. Members must comply with the NADC Act and the Northern Alberta Development Council Mandate and Roles Document protocols that guide the collection, storage, use, transmission, and disclosure of information.
- b. **Gifts and Gratuities:** Members must not accept or receive gifts and gratuities as a result of their membership on the Council other than the normal exchange of gifts between friends or business colleagues, tokens exchanged as part of protocol, or the normal presentation of gifts to people participating in public functions. The value of gifts must not exceed \$100 and must not include cash. The total value of the fees, gifts, and benefits received from the same source cannot exceed \$200 in any calendar year.

If a Member receives a gift:

- I. If feasible, the gift is returned.
  - II. If not feasible to return the gift, the gift must be raffled off to all Members and employees. Proceeds from the raffle will be [donated to a designated charity](#). If Members and employees are uninterested in the raffled item, the gift will be donated to a designated charity.
  - III. Plants or flowers will be displayed in the lobby, or at another central location where all employees may enjoy their presence.
  - IV. Gifts of food that may arrive during the holidays, and at other times of the year when gift giving is traditional, belong to all even if addressed to an individual. Under no circumstances may a food gift be taken home; food gifts must be shared with and distributed to all, with email notification, during work hours, in central, worksite locations.
- c. **Outside Activities:** Members must avoid participating in outside activities that conflict with the interests and work of the Council.
    - I. Members must not hold interests in a business directly or indirectly through a relative or friend that could benefit from, or influence, the decisions of the Council.
    - II. Members must not take or hold employment, including self-employment or appointments that could:
      - i. cause an actual or perceived conflict of interest; or
      - ii. are performed in such a way as to appear to be an official act or represent the Council opinion.

Prior to accepting or holding any employment or participating in an appointment or voluntary activity, Members must notify the Code Administrator, in writing, as outlined in section X(a) below. The Code Administrator will review the employment, appointment, or volunteer activity and if there is a conflict of interest, in writing, deny the employment, appointment, or volunteer activity, allow the employment, appointment, or volunteer activity, or put procedures in place to manage the conflict.

- III. Members may participate in political activities in Alberta including membership in a political party, supporting a candidate for elected office or seeking elected office. However, they must not use their position with the Council to seek contributions for a political party or activity from current or future client or entities doing business with the Council. In addition, any political activity must be clearly separated from activities related to the Council, must not be done while carrying out the work of the Council and must not make use of the Council facilities, equipment, or resources in support of these activities.
  - IV. Where Members are involved in volunteer work, the activity must not influence or conflict with decisions relating to the Council.
  - V. Members shall not accept additional compensation for duties, which they perform in the course of their appointment to the Council.
- d. **Lobbying:** Members shall be aware of and adhere to their responsibilities under the *Alberta Lobbyists Act*, available at <http://www.qp.alberta.ca/documents/Acts/L20P5.pdf>. Key aspects of the *Lobbyists Act* that may relate to the Council Members and their activities are summarized below:
- I. The *Lobbyists Act* applies to government departments and to Prescribed Provincial Entities (PPE) listed in the *Lobbyists Act General Regulation (247/2009)*. The Council is not a PPE or otherwise specifically listed in any schedule of the Act.
  - II. The *Lobbyists Act* prohibits anyone from providing paid advice to government or a PPE at the same time and on the same issue as they are paid to lobby government or a PPE. Payment for advice does not include reasonable remuneration received for serving on a board, commission, council, or other similar body established by or under the Council of an enactment on which there are at least two other Members who represent other organizations or interests. The Ethics Commissioner may grant an exemption from the application of the prohibition.
  - III. Individuals who are paid to lobby public office holders are required to register. Lobbyists must (1) identify the subject matter of their lobbying efforts, (2) identify which department or PPE they intend to lobby and whether they intend to lobby an MLA, and (3) declare whether they have any existing contracts to provide advice to government or a PPE.
- e. **Post-Separation:** Once Members have left the Council, they must not disclose confidential information that they became aware of during their time with the Council and must not use their contacts with their former colleagues to gain an unfair advantage for their current circumstance.

- f. **Property:** Members may have limited use of the premises and equipment used by the Council for authorized incidental purposes, provided that such use: involves minimal additional expense to the Council, is not performed on the Member's work time, does not interfere with the mission of the Council, and does not support a personal, private business.
- g. **Related Persons or Parties:** Members must avoid dealing with those in which the relationship between them might bring into question the impartiality of the Member or employee.

## X. MITIGATION PROCESSES

Mitigation and administrative processes help Members manage ethical dilemmas including any real or apparent conflicts of interest concerns. This also provides a framework within which to safeguard the reputation of the Council.

- a. **Disclosure:** It is the responsibility of each Member to declare in writing to the Code Administrator those private interests and relationships that they think could be seen to impact the decisions or actions they take on behalf of the Council. It is also the responsibility of each Member to declare in writing any gifts or hospitality offered and received in connection with their role on the Council. This requirement for disclosure is three fold:
  - I. To fill out the Council's *Conflicts of Interest Disclosure Form* (Appendix A) once a year;
  - II. Upon receipt of a meeting agenda, should a Member see an agenda item that could result in a perceived or actual conflict, the Member must immediately report this to the Code Administrator and the Council's Executive Director; and
  - III. Should any other real or apparent conflict come to light at any other time, the Member must immediately disclose this to the Code Administrator and the Council's Executive Director.
    - i. When there is a change in their responsibilities within the Council or in their personal circumstance, Members shall disclose in writing any relevant new or additional information about those interests as soon as possible.
- b. **Mitigation:** Members disclose these real or apparent conflicts of interest so that the Code Administrator is aware of situations that could be seen as influencing the advice given or actions taken on behalf of the Council. This provides Members, following a review by the Code Administrator, an opportunity to take action to minimize or remove the conflict. Where a real or apparent conflict of interest cannot be avoided, Members must take the appropriate steps to manage the conflict by the following process:
  - I. Removing themselves from matters in which the conflict exists or is perceived to exist.
  - II. Giving up the particular private interest causing the conflict.
  - III. In rare circumstances, resigning their position with the Council.
- c. **Council Procedure:**

## I. Register of Interests

- i. The Council will maintain a register of conflicts of interest comprised of information provided by Members in the Council's *Conflicts of Interest Disclosure Form*.
- ii. The register should also be updated when any material changes occur.
- iii. This information shall be kept in a register of interests maintained by the Council. The register will be accessible by Chair of the Council and the Council's Executive Director.

## II. Meetings

- i. In the event of the Council having to decide upon a matter in which a Member has an interest, all decisions will be made by vote, with a simple majority. A quorum must be present for the discussion and decision.
  - ii. Interested Members may not vote on matters affecting their own interests and must recuse themselves from the board meeting for the time the matter is being discussed.
  - iii. The meeting minute-taker should take special care to ensure that minutes or other documents relating to the item presenting a conflict are appropriately redacted for the person facing the conflict.
    - a) A balance needs to be made to ensure that the person still receives sufficient information about the activities of the Council generally without disclosing such sensitive information that could place the individual in an untenable position.
  - iv. All decisions under a conflict of interest will be recorded by the Council's support staff and reported in the minutes of the meeting. The report will record:
    - a) the nature and extent of the conflict;
    - b) an outline of the discussion;
    - c) the actions taken to manage the conflict;
    - d) independent external moderation will be used where conflicts cannot be resolved through the usual procedures.
- d. **Administration:** The Code Administrator receives and ensures the confidentiality of all disclosures and ensures that any real or apparent conflict of interest is avoided or effectively managed. As well, the Code Administrator is responsible for providing advice and managing all concerns and complaints concerning potential breaches of the Code, including conflicts of interest within the Council.
- I. **Reporting a Potential Breach by Another:** Members must report in writing a potential breach of this Code by another to the Code Administrator. When reporting a potential breach in good faith and with reasonable grounds, Members are protected from retaliation for such reporting.
  - II. **Responding to Potential Breach:** Once a potential breach has been reported, the Council's procedures for responding to and managing a potential breach will be promptly initiated. The Code Administrator will review the circumstance and details of the potential breach and will notify the alleged Member. The alleged Member has the right to complete information and the

right to respond fully to the potential breach. The identity of the reporter will not be disclosed unless required by law or in a legal proceeding. The Code Administrator will make a decision and complete a report of the review in a timely manner. The decision may range from finding no potential breach to one that reveals suspected criminal conduct.

- III. **Consequences of a Breach:** Members who do not comply with the standards of behaviour identified in this Code, including taking part in an action that furthers their private interests, may be subject to disciplinary action up to and including removal of the Member.
- IV. **Review of a Decision:** A Member can request in writing that the Minister responsible for the Council review the decision made by the Code Administrator that they have breached the Council's Code of Conduct.

## XI. Other Resources

- a. **Where to Get Advice:** When Members and employees require advice and guidance in determining whether misconduct or a conflict exists, or need clarification, they may discuss their issue with the Code Administrator or their designate.
- b. **Questions to Consider:** When Members are faced with a difficult situation, the following questions may help them decide the right course of action:
  - I. Have I reflected on or consulted with the Code Administrator about whether I am compromising the Code's values, principles, or behavioural standards?
  - II. Have I considered the issue from a legal perspective?
  - III. Have I investigated whether my behaviour aligns with a policy or procedure of the Council?
  - IV. Could my private interests or relationships be viewed as impairing my objectivity?
  - V. Could my decision or action be viewed as resulting in personal gain, financial or otherwise?
  - VI. Could my decisions or actions be perceived as granting or receiving preferential treatment?

## XII. AFFIRMATION AND NOTICE PERIOD

The Code of Conduct was introduced October 2018 and is reaffirmed annually to ensure it remains current and relevant. Any changes to the Code of Conduct will be made public after approval, and will enter into force 90 calendar days after being made public.

## **APPENDIX A – NORTHERN ALBERTA DEVELOPMENT COUNCIL CONFLICTS OF INTEREST DISCLOSURE FORM**

The purpose of the Northern Alberta Development Council (“Council”) Code of Conduct (“Code”) and the Conflicts of Interest Disclosure Form (“Form”), set forth herein, is to help inform the Council about what constitutes a conflict of interest, assist the Council in identifying and disclosing actual and potential conflicts, and to help ensure the avoidance of conflicts of interest where necessary.

Council Members shall conduct themselves in a manner without conflict to the interests of the Council. In their capacity as Council Members, they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of the Council.

All actual and potential conflicts of interests shall be disclosed by Members to the Code Administrator and the Council’s Executive Director by the process laid out in section X(a) of the Code.

Once a year, all Council Members shall be provided with a copy of the Form which they must complete and sign. All completed Forms, as well as all other conflict information, if any, provided by Members, shall be provided to and reviewed by the Code Administrator and the Council’s Executive Director.

### *Disclosure of Actual or Potential Conflicts of Interest*

I have read the Code, and agree to comply fully with its terms and conditions, at all times, during my service as a Council Member. If at any time following the submission of this Form, I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the Code Administrator and the Executive Director in writing.

## APPENDIX B – NORTHERN ALBERTA DEVELOPMENT COUNCIL ACT

### NORTHERN ALBERTA DEVELOPMENT COUNCIL ACT

#### Chapter N-4

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HER MAJESTY, by and with the advice and consent of the  
Legislative Assembly of Alberta, enacts as follows:

##### **Definition**

**1** In this Act, “Council” means the Northern Alberta  
Development Council.

RSA 1980 cN-9 s1

##### **Establishment**

**2** There is hereby established a council to be known as the  
Northern Alberta Development Council.

RSA 1980 cN-9 s2

##### **Functions**

**3** The functions of the Council are to investigate, monitor,  
evaluate, plan and promote practical measures to foster and  
advance general development in northern Alberta, and to advise the  
Government accordingly, and without limiting the generality of the  
foregoing, the Council may investigate the requirements of the

people resident in northern Alberta and make recommendations in that regard in respect of

- (a) social and economic development,
- (b) development of communities and service delivery, and
- (c) development of government services and programs.

RSA 1980 cN-9 s3

#### Composition

4 The Council shall be composed of not less than 8 and not more than 10 members appointed by the Lieutenant Governor in Council, one of whom must be designated as chair.

RSA 1980 cN-9 s4

#### Director and employees

5 In accordance with the *Public Service Act*, there may be appointed a Director and any other employees necessary to assist the Council to fulfil its functions.

RSA 1980 cN-9 s5

#### Powers

6 For the purpose of carrying out its functions, the Council may hold public meetings.

RSA 1980 cN-9 s6

#### Salaries and expenses

7 A member of the Council may be paid a salary and compensation for travelling and other expenses incurred as a member as the Lieutenant Governor in Council may prescribe.

RSA 1980 cN-9 s7

#### Annual report

8 The Council shall prepare an annual report of its activities that shall be laid before the Legislative Assembly not later than 15 days after the opening of the session next following the preparation of the report.

RSA 1980 cN-9 s8

## APPENDIX C – NORTHERN ALBERTA DEVELOPMENT COUNCIL MANDATE AND ROLES DOCUMENT

### Northern Alberta Development Council Mandate and Roles Document

#### 1. Mandate and Accountability

##### Agency Mandate

Created in 1963 under the *Northern Alberta Development Council Act* (S.A. 1963, c.41), the Northern Alberta Development Council ("the Council") is an advisory agency currently accountable to the Minister of Economic Development and Trade ("Minister") and responsible for providing advice and guidance regarding northern development.

The mandate of the Council is to investigate, monitor, evaluate, plan and promote practical measures to foster and advance general development in northern Alberta and to advise the government accordingly, and without limiting the generality of the foregoing, the Council may investigate the requirements of the people resident in northern Alberta and make recommendations in that regard in respect of

- a) social and economic development,
- b) development of communities and service delivery, and
- c) development of government services and programs.

Attached is the *Northern Alberta Development Council Act*, outlining the mandate and responsibilities of the Council in more detail.

##### Agency Accountability

Council members must act honestly, in good faith, leaving aside personal interests to advance the public interest and the mandate of the Council. The Council is accountable to the Minister of Economic Development and Trade.

##### Minister's Accountability

The Minister of Economic Development and Trade is accountable to the Legislature for the operation of the Council.

#### 2. Duties and Responsibilities

##### The Chair:

- Leads the Northern Alberta Development Council in developing, reviewing and approving an operational plan as well as longer term strategic plans, and monitoring throughout the year the progress made against the goals and targets established in the plan.
- Is responsible for convening and presiding over Council meetings.
- Must ensure that there is full participation during meetings and that all relevant matters relating to the Northern Alberta Development Council region are discussed and that effective decisions are made and carried out.
- Will regularly inform the Minister of Council deliberations and outcomes of stakeholder engagement in northern Alberta.
- Must meet with the Minister at least twice a year.

- Guides Council in the fulfillment of its mandate and roles. In guiding and directing Council, the chair ensures that Council's attention is on strategically important issues relating to northern Alberta and that there is cohesion of direction and purpose at both policy and strategic levels.
- Leads Council in providing strategic direction to staff supporting the Council through the Executive Director.
- Leads Council to conduct an annual evaluation and review of the performance of the Chair, Council and sub-committees and the Chair. Also reviews the results and adopts agreed upon improvements.

**The Council:**

- Will prepare and provide to the Minister an Annual Report indicating the Council's major activities and accomplishments and the extent to which its planned activities and goals were achieved.
- Will discuss with the Minister (or designate) its resource support needs and adjust its operational and strategic plans in accordance with the resource supports agreed to by the Minister (or designate).
- Will hold meetings as required, but generally at least four times a year.
- Will engage stakeholders, other government entities and the public in order to gather information and become knowledgeable about different perspectives to ensure informed advice is provided.
- Will make all reasonable efforts to ensure that the advice provided to the Minister is evidence-based.
- Is responsible for overseeing compliance with all relevant policies and procedures by which the Council operates and ensuring that the Council operates at all times in compliance with all applicable laws and regulations, the Council's Code of Conduct and to the highest ethical standards.
- Is responsible for addressing how it interacts with the public and will consult with the Minister on items of concern.
- May establish sub-committees, composed of members, that support the mandate of and are accountable to the Council.
- Is responsible for appointing a Vice-Chair to act on behalf of the Chair when the Chair is unavailable.
- Will assist with orientation of new Council members.

**The Minister:**

- Recommends to Cabinet the appointment of the Council Members and the Chair based on his assessment that the appointees have the appropriate knowledge, skills, experience and values to assist the Council in achieving its objectives and performing its functions.
- Monitors the operations and performance of the Agency to ensure that it is fulfilling its mandate in compliance with government policies.
- Informs the Council of government policies and direction affecting the work of the Council.
- Conducts regular (at least every three years) reviews of the Council's mandate and purpose to determine if the work of the Council is still relevant to the needs of Albertans, if it is aligned with government priorities and if the operations and functions are being carried out in a manner that can achieve government objectives.

#### **The Deputy Minister:**

- Supports and acts under the general direction of the Minister.

#### **The Department:**

- Is responsible for supporting the Council in the following areas: Operational support, including recruitment assistance, policy guidance, resource allocation, financial statement reporting, information technology and network maintenance and support, and communications support and guidance.

### **3. Recruitment and Appointment of Committee Members**

Individuals are recruited and appointed by the Government of Alberta and collectively constitute "the Council". Individuals appointed to the Council will be subject to the Council's Code of Conduct. Appointment of each member of the Council is currently for a term of up to four years, with the potential of re-appointment for additional years based on satisfactory performance. An individual's appointment is limited to a maximum of ten years of continuous service.

The Council Chair, in consultation with the Minister or designate, will develop a competency profile or matrix that outlines the skills, experience and knowledge the Council requires as a collective and identifies how each individual contributes to these needs. When vacancies arise, the matrix will be used to identify competencies required of the new recruit.

When a vacancy for a member occurs (other than a member who was a Member of the Legislative Assembly), the Council will recommend a set of desired competencies to the Minister to form the basis for the recruitment of a new individual. Competencies will include relevant professional and volunteer experience, specialized contextual knowledge, personal effectiveness skills, communication and stakeholder engagement.

The recruitment and selection process will be managed in compliance with the guidelines stipulated by the Public Agency Secretariat. The position(s) will be publicly advertised and all identified candidates will be screened against these requirements. The Chair of the Council will be included in the selection process.

After appropriate screening for conflict of interest considerations, a list of names will be made to the Minister for consideration. The Minister will choose and interview individuals from the list and make a recommendation to Cabinet.

Council members are entitled to be paid travelling and living expenses in accordance with the *Public Service Relocation and Employment Expenses Regulation* made under the *Public Service Act*, as though they were employees of the government. The remuneration of non-government members appointed to the Council is set according to Schedule 2, Part A of the *Committee Remuneration Order* (OC 466/2007) made under the *Public Service Act*.

Remuneration rates and payments will be disclosed by the Department to the public on an annual basis.

#### 4. Interaction between the Council and Department

The Council, through the Chair, maintains close contact with the Department through the Minister.

#### 5. Administration

##### Mandate and Roles Document Review Process

The Mandate and Roles document shall be in effect for not more than three years. It must be renewed or revised by the expiry date.

The Mandate and Roles document must be affirmed annually by the Minister and the Council Chair, or on a change in either the Minister or Council Chair.

##### Transparency

Copies of the Mandate and Roles document will be filed with the Minister of Economic Development and Trade, the Council and the Public Agency Secretariat. In support of the principle of transparency, this document will also be easily available to the public on the Council's website [www.nadc.ca](http://www.nadc.ca).

\_\_\_\_\_  
Chair  
Northern Alberta Development Council

\_\_\_\_\_  
Minister of Economic Development  
and Trade

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

<b>Category</b>	<b>Please give details of the interest and whether it applies to yourself or, where appropriate, a member of your immediate family, connected persons or some other close personal connection</b>	
	Your Interests	Spouse, adult interdependent partner and or minor child Interests
Current employment and any previous employment in which you continue to have a financial interest.		
Appointments (voluntary or otherwise) e.g. trusteeships, directorships, local authority membership, tribunals etc.		
Membership of any professional bodies, lobbying groups, special interest groups or mutual support organizations.		
Investments in unlisted companies, partnerships and other forms of business, major shareholdings and beneficial interests.		
Any contractual relationships with the Government of Alberta		
Any other conflicts pertinent to this competition that are not covered by the above.		

To the best of my knowledge, the above information is complete and correct. I undertake to update as necessary the information provided, and to review the accuracy of the information on an annual basis. I give my consent for it to be used for the purposes described in the Code and for no other purpose.

In my individual capacity:

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

This personal information is collected pursuant to section 33(c) of the *Freedom of Information and Protection of Privacy Act* (Alberta) as it relates directly to and is necessary for the appointment of members to the Northern Alberta Development Council. If you have any questions about the collection of this information, you may contact Jolanta Leskiw, FOIP Coordinator, [jolanta.leskiw@gov.ab.ca](mailto:jolanta.leskiw@gov.ab.ca) 780-643-3875.