

Alberta Police Interim Advisory Board: Report on Governance

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Introduction

The Minister of Justice and Solicitor General established the Alberta Police Advisory Board in spring 2020 to give municipalities a strong voice in setting RCMP policing priorities. As the order of government closest to its citizens, municipalities are well-positioned to help the RCMP identify and address community policing and public safety issues. The Board can therefore play an important role in ensuring that policing reflects the needs and concerns of Albertans across the province.

The Alberta Police Advisory Board is being implemented in two phases: in the first year, an interim Board is developing the structure and scope of the Advisory Board. On completion of the interim Board's mandate, the work of the operational Alberta Police Advisory Board will begin.

The interim Board has been mandated to:

1. Develop the scope and terms of reference for the operational Board.
2. Develop a recruitment and selection process for operational Board members.
3. Develop governance documents for the operational Board, including at minimum, a Competency Matrix for Board member appointments and review, a Code of Conduct, and a Mandate and Roles Document.
4. Provide input, advice, and recommendations to the government and RCMP "K" Division on the buildup of the provincial police service.
5. Provide input into discussions respecting the provincial policing priorities for the 2021/22 fiscal year to facilitate engagement during transition to the operational Board.

This report contains the interim Board's recommendations and advice on the operational Board's scope; terms of reference; recruitment and selection process; and governance documents (Mandate Items #1, 2, and 3).

Development of Draft Governance Documents

Over the past year, the interim Board has been engaging with key stakeholders to gather information and develop recommendations on the operational Board's composition, mandate, and governance. The interim Board distributed a survey to municipalities in March 2021 to learn more about municipal perspectives on Board governance (see Appendix 6).

Using the feedback from this survey and the Government of Alberta's Public Agency Governance Policy as guides, the interim Board has drafted following governance documents for operational Board:

1. Terms of Reference (Appendix 1)
2. Code of Conduct (Appendix 2)
3. Conflict of Interest (Appendix 3)
4. Recruitment and Selection Proposal (Appendix 4), which includes:
 - Competency Matrix
 - Position Profile
 - Application Interview Questions
 - Evaluation Matrix
 - Selection Process

These documents reflect the interim Board's recommendations and advice on the operational Board's scope, terms of reference, recruitment and selection process, and other key governance documents.

Although the interim Board was tasked with completing a Mandate and Roles document, this document is only required for public agencies that are subject to the *Alberta Public Agencies Governance Act*. As the classification of the operational Board is contingent on several Ministerial decisions regarding governance and implementation, the interim Board felt that it did not have enough direction to complete a draft Mandate and Roles document. However, the draft governance documents included in this report contain all the necessary information to complete a Mandate and Roles document if needed, once the Minister has given direction (see Appendix 5 for more information).

In drafting the attached governance documents, the interim Board applied the following key principles that were identified as priorities for governance:

1. Transparency

- The Alberta Police Advisory Board must enable the Minister of Justice and Solicitor General, the Government of Alberta and the communities and municipalities it represents to see and understand how the Board operates. Accordingly, the Board must provide information about its activities, governance, policies, and processes to stakeholders in a way that is accurate, complete, and timely.

2. Accountability

- The Board must be accountable to both the communities and municipalities it represents as well as the Minister of Justice and Solicitor General and the Government of Alberta. The Board must demonstrate its accountability by reporting on how it is achieving its mandate; how it is engaging with stakeholders; and how it is using its budget.

3. Grassroots

- The Board must be driven by Albertans at the local level who receive RCMP services, as they are best positioned to identify community policing and public safety issues. The Board's recommendations should not be driven by the Government of Alberta nor the RCMP.

4. Two-way communication

- The Board must engage in two-way communication between the communities it represents and the government to which it is accountable. This means that the Board must engage with municipalities and communities to learn more about the policing and public safety issues that these stakeholders experience, as well as report back to them on related Government of Alberta and RCMP outcomes and initiatives. Similarly, the Government of Alberta and the RCMP must not only accept and consider recommendations from the Board but share information as needed to support the Board's work.

Key Decision Points

As mentioned above, the implementation of the operational Alberta Police Advisory Board is contingent on several Ministerial decisions. Three key decisions relate to the Board's budget, recruitment and selection process and permanent operational Board.

Decision Point 1: Operational Board Financial Support

The interim Board has requested that the Ministry of Justice and Solicitor General provide an annual budget to the operational Board to support the following activities:

- Administrative support, including taking notes and minutes, preparing and distributing agenda packages, and managing records.
- IT support, including software licenses, file sharing and storage, and dedicated email and webpage(s).
- Research projects.
- Report development.
- Board member expenses and honoraria.

Provincial resources were not allocated to support the interim Board. As a result, the Alberta Urban Municipalities Association, the Rural Municipalities of Alberta, and the Alberta Association of Police Governance were required to provide an equivalent of a full time staff support, as well as cover the costs of Board member expenses and honoraria, to enable the interim Board to meet its mandate items. These associations cannot and should not be expected to continue to subsidize a Board that has been established by the Minister of Justice and Solicitor General. The interim Board would support using a portion of the funds raised by the new police costing model implemented to fund the operational Board.

Confirming financial support for the operational Board as soon as possible will ensure that those applying for the Board will have a full understanding of the Board's capacity as well as their level of financial support should they be appointed.

Decision Point 2: Operational Board Recruitment Process

The interim Board also feels strongly that the Board itself should be responsible for recruiting and selecting Board members on an ongoing basis. As the interim Board was mandated to develop a recruitment and selection process, it should have an opportunity to ensure this process is well executed. Interim Board members consist of representatives of municipalities from across the province who are well-positioned to ensure that those selected to the operational Board will effectively represent their own communities and Albertans more broadly. Additionally, making the Board responsible for recruitment and selection aligns with the principle of grassroots, with the Board being driven by Albertans at the local level who receive RCMP services.

Making a timely decision on this issue will ensure that the recruitment process can commence as soon as possible, and an operational board will be in place by the end of 2021.

Decision Point 3: Permanent Operational Board

The terms of reference provided to the interim Board indicated that when formed, the operational Board would be in place for a four-year term. Given the importance of building and maintaining an improved collaborative relationship between local communities, Alberta Justice and Solicitor General, and the RCMP, the interim Board strongly believes that the operational Board should be formed as a permanent entity. Disbanding the operational Board after a four-year term would waste the hard work of all parties in developing the Board's mandate and purpose, and would send a negative message to

municipal and community stakeholders about the importance of ongoing policing-related collaboration in the province.

Providing the newly formed operational Board with the assurance that their role will exist permanently (or at least not be subject to a pre-determined four-year term) will be crucial to developing a strong initial relationship between the Board and the Government of Alberta.

Next Steps and Implementation

As the role of the Alberta Police Interim Advisory Board is to provide recommendations on the governance of the operational Board to the Minister of Justice and Solicitor General, it is ultimately the responsibility of the Minister and the provincial government to decide whether to accept the Board's recommendations, and if so, how to integrate them into existing agency board committee processes.

The Board would appreciate an opportunity to meet with the Minister to discuss the recommendations identified in this report and how the Board and the Ministry can work together towards effective implementation.

Appendix 1 – Terms of Reference

ALBERTA POLICE ADVISORY BOARD TERMS OF REFERENCE

BACKGROUND

The Minister of Justice and Solicitor General (Minister) is establishing the Alberta Police Advisory Board (Board) in support of the Government of Alberta's and the Minister's mandate and responsibilities regarding the provision of adequate and effective policing in Alberta and in support of the participation and input of Albertans.

The Board will consist of diverse municipal and community representatives from across the province. The Board will ensure that local policing priorities and concerns are communicated to the Minister, the Government of Alberta, and the Royal Canadian Mounted Police (RCMP) to inform strategic planning and decision-making in relation to RCMP police services in Alberta.

MANDATE / RESPONSIBILITIES

On behalf of all municipalities policed by the RCMP (whether through the Provincial Police Service Agreement or a Municipal Police Service Agreement), the Board will collaborate with the Government of Alberta, RCMP "K" Division, and those municipalities to:

- Provide ongoing input, advice, and recommendations to the Government of Alberta and RCMP "K" Division on policing in Alberta.
- Collaborate with the Government of Alberta and RCMP "K" Division to develop annual provincial policing priorities.
- Engage with the Government of Alberta and RCMP "K" Division to provide input on any policing-related issues that the Board identifies as relevant.
- Serve as a communications conduit between all municipalities served by the RCMP and the Government of Alberta/RCMP "K" Division. This includes:
 - Regularly reporting to municipal associations and municipalities on the Board's activities and other policing-related information.
 - Regularly soliciting local input from municipalities and other relevant organizations on policing issues, initiatives, and priorities.
 - Distributing at least one policing priorities survey to municipalities each year and using the survey results to inform the Board's input into the provincial policing priorities development process.
 - Working with the Government of Alberta and RCMP "K" Division to provide information to municipal associations and municipalities on how police funds were spent and the resulting outcomes to municipalities.

SCOPE

The Board can discuss, research, develop policy positions, and provide advice and input to the Government of Alberta and RCMP “K” Division on any policing-related issue that it deems relevant. The Board will be responsible for developing its own issue identification and vetting processes.

The Board will undertake the necessary consultation, research, and analysis of current and anticipated policing issues as well as the priorities of importance to Albertans and Alberta municipalities. Priorities and issues identified by the Board may include, but are not limited to:

- Community safety and well-being;
- Crime reduction and prevention; and
- Cross-jurisdictional crime.

In addition to collaborating with the Government of Alberta and RCMP “K” Division to develop annual provincial policing priorities (as noted in the “mandate/responsibilities” section), the Board may also make recommendations and provide advice to the Minister with respect to the Justice and Solicitor General/RCMP joint business plan, annual performance plans, multi-year financial plans, and any other plans and documents it deems relevant.

MEMBERSHIP

The Board is comprised of 11 voting members based on the following:

- One member from the Alberta Association of Police Governance (AAPG)
- One member from the Alberta Urban Municipalities Association (AUMA)
- One member from the Rural Municipalities of Alberta (RMA)
- Two members from communities in the RCMP “K” Division Western Alberta District (Western Alberta community members)
- Two members from communities in the RCMP “K” Division Eastern Alberta District (Eastern Alberta community members)
- Two members from communities in the RCMP “K” Division Central Alberta District (Central Alberta community members)
- Two members from communities in the RCMP “K” Division Southern Alberta District (Southern Alberta community members)

The Board’s recruitment and selection process will strive to ensure that community members are diverse and represent a range of municipal types and sizes.

Non-voting members of the Board include:

- Executive Director, Law Enforcement and Oversight Branch, Justice and Solicitor General (or designate)
- Deputy Commissioner of RCMP “K” Division (or designate)

Chair

A Board Chair (Chair) will be elected by the Board for a two-year term through an internal nomination and voting process. Any voting Board member may nominate a fellow Board member for the Chair position. In the case of multiple nominations, the Board will vote by secret ballot.

Vice Chair

A Board Vice Chair (Vice Chair) will be elected by the Board for a two-year term through an internal nomination and voting process. Any voting Board member may nominate a fellow Board member for the Vice Chair position. In the case of multiple nominations, the Board will vote by secret ballot.

Chair and Vice Chair will be elected so that the terms are staggered, i.e. the first Vice Chair will serve a one-year term.

BOARD MEMBER TERMS

Board members will serve staggered four-year terms to support continuity. To allow for staggering upon the establishment of the Board, **initial terms** will be as follows:

- AAPG member: two years
- AUMA member: four years
- RMA member: four years
- Western Alberta community member #1: four years
- Eastern Alberta community member #1: four years
- Central Alberta community member #1: four years
- Southern Alberta community member #1: four years
- Western Alberta community member #2: two years
- Eastern Alberta community member #2: two years
- Central Alberta community member #2: two years
- Southern Alberta community member #2: two years

Ongoing terms (i.e. subsequent appointments to the Board) will be four years. Board members can serve a maximum of ten years.

RESPONSIBILITIES

Conduct

Board members must at all times observe the highest standards of integrity and objectivity in their duties. Detailed Board conduct requirements are found in the "Code of Conduct Policy."

Conflict of Interest

Board members are required to declare that they have no real or perceived conflicts of interest with their role on the Board. This is confirmed through the completion of a conflict of interest declaration form upon appointment to the Board.

Duties

Specific Board member duties are listed in the Public Board Member Position Profile (see Appendix 5).

Meetings

Meetings are expected to be held quarterly at minimum, either face-to-face or virtually. However, meetings can be held more or less frequently at the discretion of the Board.

Meeting agendas will be distributed at least one week in advance of each meeting. Copies will be maintained as records.

Reporting

Board members

Within the context of confidentiality provisions, the Board:

- Will report to their respective organizational members (i.e. AAPG, AUMA, and RMA) on key Board actions and decisions;
- Will keep municipalities and community organizations apprised of government policing priorities and initiatives respecting policing priorities and Board mandate matters;
- Will publish a quarterly report on Board activities and deliverables.

Minister and Justice and Solicitor General

The Board is accountable to the Minister and is required to report in writing to the Assistant Deputy Minister, Public Security Division, as follows:

1. An annual report outlining the Board's work during the previous year, including a summary of input, advice and recommendations provided to the Government of Alberta or RCMP "K" Division, due on December 31 of each year;
2. A summary of the results of the annual municipal policing priorities survey, due on December 31 of each year;
3. Any other report or document as determined necessary and appropriate by the Minister.

A record of meeting agendas, meeting attendees, and of any recommendations made by the Board will be provided to Justice and Solicitor General.

To support the Board's work, the Minister and RCMP "K" Division will provide the following information annually to the Board:

- A report on the previous year's policing priorities, resources, and outcomes.
- A report on how the Board's previous year's priority recommendations were addressed and/or implemented.

- RCMP resourcing plans for the upcoming year.
- The budget amount for the provincial police service.
- Financial reports showing how police funding was allocated in the previous year, including information on how funds raised by the police costing model were spent.

Quorum

Quorum is required to conduct a meeting and for any Board business. Quorum must include the Chair or Vice Chair. Quorum is set at a minimum of six voting members.

Voting

Elections and votes taken respecting any Board business requires a majority vote by those Board members in attendance to pass.

FUNDING SUPPORT

An annual budget will be provided to the Board to support the following activities:

- Administrative support, including taking notes and minutes, preparing and distributing agenda packages, and managing records.
- IT support, including software licenses, file sharing and storage, and dedicated email and webpage(s).
- Research projects.
- Report development.
- Board members expenses and honoraria.

Funding for the Board's budget is provided by the Ministry of Justice and Solicitor General.

EXPENSES

Expenses necessarily incurred in the performance of duties as a member of the Board will be reimbursed in accordance with the rates set out in the Travel, Meal and Hospitality Expenses Directive (Treasury Board Directive 4/2021) as amended from time to time, or any directive made in substitution, as if they were employees of the Government of Alberta.

CONFIDENTIALITY

Any information brought to the Board that is confidential must be clearly marked and identified as such. The members of the Board must maintain the confidentiality of any such materials and information that is brought before them in the conduct of their work. Any information and knowledge not clearly marked and identified as confidential that is learned, acquired or shared with the Board from the Minister, the Government of Alberta, the RCMP "K" Division, or the RCMP generally, as a result of membership on the Board or in relation to Board work and its mandate may be further communicated, disseminated, or shared beyond the Board without

express permission from the originator of the information.

Any information and knowledge shared by the Board members to the chairs, presidents, and executive directors of the organizations to which they belong will be governed by the same confidentiality provisions as noted by the Board and its members.

Members of the Board must sign a confidentiality agreement as a condition of their appointment and participation on the Board.

Appendix 2 – Code of Conduct

ALBERTA POLICE ADVISORY BOARD CODE OF CONDUCT

I. Preamble

The Code of Conduct (Code) for the Alberta Police Advisory Board (Board) applies to all members, including the Chair. The Code reflects a commitment to the Board's values and provides a framework to guide ethical conduct in a way that upholds the integrity and reputation of the Board and the Government of Alberta. Members are expected to behave in a way that aligns with this Code. Members understand that this Code does not cover every specific scenario. Therefore, the spirit and intent behind this Code is to be used to guide their conduct, and Board members will exercise care and diligence in the course of their work with the Board.

To demonstrate commitment to transparency and accountability, this Code is available to the public if requested.

II. Core Values

- a. Board members must act with impartiality and integrity.
- b. Board members must demonstrate respect and accountability.
- c. Board members must act and fulfill their work in an ethical manner.

III. Guiding Principles

These principles guide the behaviour and decisions of Board members:

- a. The actions and decisions of Board members are made to promote public interest, and to advance the mandate and long-term interests of the Board.
- b. Board members are responsible stewards of public resources.
- c. To serve the public interest, the Board members have a responsibility to uphold the Board's mandate and to represent fairly and diligently the voices of the organizations they may represent and all Albertans in the work of the Board. This has been agreed upon in the Terms of Reference, as arrived at in agreement between the Board, their respective organizations, and the Minister of Justice and Solicitor General.
- d. Board members have a responsibility to act in good faith and to place the interests of the Board above their own private interests and above the interests of any particular municipality, community or organization they may represent.
- e. Board members are expected to perform their duties in an ethical and respectful manner.

- f. Board members may be members of multiple organizations and subject to multiple codes of conduct. Board members understand that this Code is not intended to conflict with other codes of conduct, and members will discuss any potential conflicts with the Board Chair.
- g. The Code applies to all Board members unless a specific exemption from one or more provisions is granted by the Ministry of Justice and Solicitor General.
- h. Conflicts between the private interests of Board members and their responsibility to the public and the municipality, community, or organization that they represent, which are not specifically addressed in this Code, must be dealt with according to the principles and intent of this Code.
- i. Board members know that when they become aware of real or perceived conflicts of interest, they must at the first opportunity disclose this conflict to the Board Chair, who then may choose to elevate the issue to the Minister of Justice and Solicitor General.
- j. Board members understand that disclosure itself does not remove or resolve a conflict of interest.
- k. Board members should encourage their colleagues to act fairly and ethically and know that they can raise concerns about a suspected breach of this Code or a conflict of interest by another member to the Board Chair.
- l. Board members know that breaches of this Code may result in action to address the breach, up to and including, removal of the Board member.
- m. Board members know that if they have any questions about the Code, or are not sure how to apply these principles, they should consult with the Board Chair, who may clarify the question, or request further direction from the Ministry of Justice and Solicitor General.
- n. Each Board member confirms, on an annual basis, their understanding of and commitment to the Code's expectations.

IV. Behavioural Standards

Behavioural standards help Board 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 Board members must adhere to the following standards:

- a. Board members must not engage in any criminal activity and comply with all relevant laws, regulations, policies, and procedures.
- b. If a Board member is charged with a criminal offence under a statute in Canada or a statute in the Province of Alberta during their appointment to the Board, the Board

member must immediately report the charge to the Board Chair, who will then report the charge to the Ministry of Justice and Solicitor General.

- c. Board members must not use their status or position with the Board to influence or gain a benefit or advantage for any individual or business.
- d. Board member conduct contributes to a safe and healthy environment that is free from discrimination, harassment (as defined by the *Respectful Workplace Policy for the Government of Alberta* document), or violence.
- e. Board members may not use drugs or alcohol in any way that impacts their role on the Board, including meeting attendance and participation, and representing the Board at public functions.
- f. Board members must not comment at all in the media about the Board or its work. Board members must promptly notify the Board Chair of any media requests for comment and the Board Chair or a designate will provide any media comment and advise the Ministry of Justice and Solicitor General of such request.
- g. Board members must take reasonable steps to avoid situations where they may be placed in real or perceived conflict between their private interests and the interests of the Board.
- h. Board members must devote sufficient time and attention to official duties and obligations to support informed and balanced decision making.

Gifts and Gratuities

- i. Board members must not accept or receive gifts and gratuities other than:
 - the normal exchange of hospitality between persons doing business together;
 - tokens exchanged as part of protocol; or
 - normal presentation of gifts to persons participating in public functions, awards, speeches, lectures, presentations, or seminars.The above-mentioned gifts and hospitality (if received while members are representing the Board) should be of nominal or nil monetary value. Generally, the value of gifts should not exceed \$100 and must not include cash or cheques. Any tokens or awards received by a Board member that lack an easily determined value but may have a value in excess of \$100 must be disclosed to the Board Chair.
- j. Board members who run as candidates for a local authority election under the *Local Authorities Election Act* may receive campaign contributions that adhere to the requirements of the Act.

- k. Board members who run as candidates for a provincial election under the *Election Act* may receive campaign contributions that adhere to the requirements of the Act.
- l. Board members who run as candidates for a federal election under the *Canada Elections Act* may receive campaign contributions that adhere to the requirements of the Act.

Confidential Information and Conflicts of Interest

- m. Board members must use respect and protect confidential information, use it only for the work of the Board and not use it for personal gain. Board members must comply with protocols that guide the collection, storage, use, transmission, and disclosure of information, and abide by the terms of confidentiality set out in the Terms of Reference.
- n. Once Board members have left the Board, they must not disclose confidential information that they became aware of during their time with the Board and must not use their contacts developed as a Board member to gain an unfair advantage for their current circumstance.
- o. Board members must avoid participating in activities that conflict with the interests and work of the Board. For example:
 - Business Interests: Board 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 Board.
 - Community or Volunteer Interests: Prior to accepting any new community or volunteer activities where a conflict of interest might arise, members are required to notify the Board Chair in writing, or in the case of the Chair, they are required to notify the Ministry of Justice and Solicitor General.

Nothing in this section shall be interpreted to prevent the Board member from participating in activities required in relation to their role with municipal councils or their existing community or organizational commitments, if disclosed when applying for Board membership.

- Political Interests: Board members may participate in political activities including membership in a political party, supporting a candidate for elected office, volunteering for an election campaign, or seeking elected office. However, they must not participate directly in soliciting contributions for a political party. In addition, any political activity must be clearly separated from activities related to the work of the Board, must not be done while carrying out the work of the

Board and must not make use of Board facilities, equipment or resources in support of these activities.

V. Administrative Processes

Administrative processes help Board members manage ethical dilemmas, including any real or perceived conflict of interest concerns.

a. Declaration

To encourage Board members to regularly consider whether any activities carry a potential conflict of interest with their role on the Board, all members are required to complete and submit a conflict of interest declaration form. The form must be completed by new Board members within 60 days of their appointment to the Board, and existing Board members are required to complete a new declaration every three years throughout their time on the Board, and review the terms of the declaration at a Board meeting annually.

b. Administration

The Board Chair receives and ensures that the confidentiality of all disclosures and that any real or perceived conflict of interest is avoided or effectively managed. As well, the Board Chair is responsible for providing advice and managing concerns and complaints concerning potential breaches of the Code, including conflicts of interest within the Board. The Board Chair is responsible for ensuring procedural fairness.

In the event a potential conflict or breach by the Board Chair is reported by a Board member, the member will ask the Board Vice Chair to conduct an investigation and provide a decision.

c. Disclosure

It is the responsibility of each member to declare in writing to the Board Chair those private interests and relationships that they think could be seen to impact the decisions or actions they take on behalf of the Board. When there is a change in their responsibilities within the Board, or in their personal circumstance, members must disclose in writing any relevant new or additional information about those interests as soon as possible. Where a real or perceived conflict of interest cannot be avoided, Board members must take the appropriate steps to manage the conflict. Appropriate steps may include:

- Board members disclose these real or perceived conflicts of interest so the Board Chair is aware of situations that could be viewed as influencing the decisions or actions they are making on behalf of the Board. This provides Board members, following a review by the Board Chair, an opportunity to take action to minimize a conflict of interest (mandatory step);

- Board members must remove themselves from matters in which the conflict exists or is perceived to exist (mandatory step);
- Giving up the particular private interest causing the conflict; and
- In rare circumstances, resigning their position from the Board.

If Board members are unwilling to take any of the actions above in response to a real or perceived conflict of interest, the Minister of Justice and Solicitor General may remove the member from the Board.

d. Reporting a Potential Breach by Another Member

Board members are required to report in writing a potential breach of this Code by another member to the Board Chair. When reporting a potential breach in good faith and with reasonable grounds, Board members are protected from retaliation for such reporting.

In the event of a potential breach by the Board Chair, members are required to report the breach in writing to the Board Vice Chair, who will then follow the process outlined in the sub-section below.

e. Responding to a Potential Breach

Once a potential breach has been reported, the Committee's procedures for responding to and managing a potential breach will be promptly initiated. The Board Chair will review the circumstance and details of the potential breach and will notify the alleged Board member. The alleged Board 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 Board Chair makes a decision and completes a report in a timely manner. The decision may range from finding no potential breach to one that reveals suspected criminal conduct.

f. Consequences of a Breach

Board members who do not comply with the standards of behaviour identified in this Code, including taking part in a decision or action that furthers their private interests, may be subject to action up to and including removal of the Board member.

g. Review of a Decision

A Board member can request in writing that the Ministry of Justice and Solicitor General review the decision made by the Board Chair that they have breached the Board's Code of Conduct.

h. Unresolved Conflict

If there is no resolution, the matter will be elevated to the Deputy Minister or Ethics Commissioner with a notification to the Minister.

i. Leave from Board

Board members must take a leave from the Board in the following cases:

- Running for federal elected office.
- Running for provincial elected office.

In the case of running for provincial office, Board members must take leave from their position prior to filing nomination papers under section 61 of the *Election Act*. In the case of running for federal office, candidates must take leave from their position prior to filing their nomination papers under section 67 of the *Canada Elections Act*.

If, following the election, the member is not elected to federal or provincial office, they may resume their position on the Board.

j. Removal or Resignation from Board

If a member is elected to federal and provincial office, they must resign their position on the Board. Board member vacancies may also arise due to a Board member being removed or choosing to resign. With respect to filling Board vacancies, in the case of an at-large member, the Board will determine the appropriate process for replacement. In the case of an association member, the association will nominate a replacement Board member.

VI. Other Resources

a. Where to Get Advice

When Board members require advice and guidance in determining whether misconduct or a conflict exists, or need clarification, they may discuss their issue with:

- The Board Chair for concerns with Board members.
- The Board Vice Chair for concerns with the Board Chair.

b. Questions to Consider

When Board members are faced with a difficult situation, the following questions may help them decide the right course of action:

- Have I reflected on or consulted with the Board Chair about whether I am compromising the Code's values, principles or behavioural standards?

- Have I considered the issue from a legal perspective?
- Have I investigated whether my behaviour aligns with a policy, procedure or mandate of the Board?
- Could my private interests or relationships be viewed as impairing my objectivity?
- Could my decision or action be viewed as resulting in personal gain, financial or otherwise?
- Could my decisions or actions be perceived as granting or receiving preferential treatment?

VII. Affirmation

The Code of Conduct for the Police Advisory Board was accepted on _____, 20__ and is reaffirmed annually by the Board to ensure it remains current and relevant. This includes a signed acknowledgment by Board members to abide by the Code.

Appendix 3 – Conflict of Interest

ALBERTA POLICE ADVISORY BOARD CONFLICT OF INTEREST DECLARATION EXPLANATION AND INSTRUCTIONS

Appointment to Board

All members of a board must act impartially in carrying out their responsibilities. As a member of the Alberta Police Advisory Board (Board), you are required to identify and disclose, in writing, any real or perceived conflicts of interest. This is a continuing obligation to disclose, in accordance with the disclosure practice outlined in the *Alberta Public Agency Governance Act* and the *Conflicts of Interest Act*.

This document sets out information to assist you in identifying real or perceived conflicts of interest. Please (1) read this document, and (2) complete and sign the attached ***Conflict of Interest Declaration***.

What is a real or perceived conflict of interest?

This includes any interest that actually conflicts, may conflict, or may reasonably appear to conflict with responsibilities as a member of the Board. The existence of a real or perceived conflict of interest will not necessarily preclude a Board member from serving on the Board.

When does a real or perceived conflict of interest exist?

- You have a private interest that influences or appears to influence the objective exercise of your responsibilities as a Board member;
- Your private interests are *at variance to* or *in conflict with* your duties and/or responsibilities as a Board member; or
- You gain or appear to gain advantage, for yourself or others, by virtue of your role as a Board member.

What do private interests include?

Private interests include a personal obligation, financial interest, business interest or an interest of a closely associated person or entity. Private interests may also include involvement in an appointment, business, undertaking or employment.

- **Business interests:** include any interest arising as a result of your current, former or prospective affiliation with any for profit, not-for-profit or charitable entity.
- **Affiliation:** includes being a member, employee, volunteer, owner, shareholder, creditor, director, appointee, or trustee of an entity, or having any legal or equitable interest in such an entity.
- **Entity:** includes a corporation, partnership, sole proprietorship, firm, franchise, association, trust, organization, holding company, joint venture, society, or institution.

- **Closely associated person:** includes persons with whom you have a substantial relationship such as a spouse, adult interdependent partner, child, other relative, close friend, employer, business associate, or client.

What do private interests not include?

- An interest in a matter that is of general application.
- An interest in a matter that affects you as part of a broad class of the public. This means, for example, that a decision of the Board would affect you in the same way as it would affect others in the broad class.
- An interest that is trivial. This means that the interest may be a private interest, but it is of such minor significance that it is trivial.

ALBERTA POLICE ADVISORY BOARD CONFLICT OF INTEREST DECLARATION

Name of Board Member: _____

Declaration

- I have no real or perceived conflicts of interest to declare at this time.
- I have interests to declare that may actually conflict, or appear to conflict, with my responsibilities as a member of the Alberta Police Advisory Board.

Please list the interests declared below. If you are not sure if you have a real or perceived conflict of interest, please explain. Attach additional sheets if you need more space:

I, _____, declare that the information provided on this form is a complete and accurate accounting of any actual or perceived conflict(s) of interest that may affect my responsibilities as a member of the Alberta Police Advisory Board of which I am aware at this time.

I understand that I have a continuing obligation to disclose, in writing, any actual or perceived conflicts of interest that arise prior to, and during, any term of appointment in accordance with the disclosure practice outlined in the *Alberta Public Agency Governance Act* and the *Conflicts of Interest Act*.

Board Member's Signature: _____

Date: _____

The information on this form is collected pursuant to section 33(c) of the *Freedom of Information and Protection of Privacy Act* for the purpose of assessing the eligibility and suitability of candidates for an appointment to the public ABC. If you have any questions, please contact the Director of the Executive Search Unit, Alberta Public Service Commission, 780-408-8372, psc.executivesearchservices@gov.ab.ca; 5th Floor Peace Hills Trust Tower, 10011 109 Street, Edmonton, Alberta T5J 3S8.

For Program Area's Use:

Follow up required: Y / N Date Completed (dd/mm/yy): _____

Appendix 4 – Recruitment and Selection Proposal

ALBERTA POLICE ADVISORY BOARD RECRUITMENT AND SELECTION PROPOSAL

The Alberta Police Interim Advisory Board (interim Board) is responsible for developing recommendations related to the recruitment and selection of Board members for the operational Alberta Police Advisory Board (APAB).

This proposal includes a combination of recommendations as to how the recruitment process itself should proceed, as well as specific documents that the interim Board supports for use in the recruitment process.

The interim board recommends that the initial recruitment and selection process not follow the standard ministry- and Minister-focused process, and that instead the interim Board directly administer the recruitment and selection process for the creation of the initial operational Board.

Recruitment and selection recommendations

- The selection process should include an initial written submission (resume and cover letter) followed by an interview process for selected candidates.

The interim Board expects that there will be a high level of interest in participation on the operational APAB. A high level of interest combined with the interim Board's recommendation that selection criteria be more experiential in nature (as opposed to specific technical and/or behavioural competencies) will require a two-phased selection process involving an initial written application process followed by interviews of a short-list of candidates. A written application includes a resume and cover letter that link the applicant's experience to the competencies outlined in the position description as required to participate effectively on the APAB.

This approach will ensure minimal barriers for initial applicants while allowing for the experiences and perspectives of short-listed candidates to be well understood by the selection committee.

- Representatives from the current interim Board should form the selection committee for the operational APAB.

It is crucial that members of the interim Board be responsible for the operational Board member selection process. As the interim Board was mandated to develop a selection process, they should also have an opportunity to ensure it is effectively executed. Secondly, interim Board members consist of representatives of municipalities from across the province who are well-positioned to ensure that those selected to the operational APAB will represent their own communities and Albertans more broadly.

Depending on the size of the selection committee, a minimum of three interim Board representatives should be involved, including at least one from both an urban municipality and a rural municipality.

- The recruitment process should be designed in such a way as to make applying for the APAB accessible to all Albertans, including those belonging to marginalized groups.

While the selection process for APAB positions should be intensive, it should seek to minimize barriers that may prevent Albertans from applying. For example, the interview process should include a virtual interview option, and should reimburse applicant expenses for travelling for an interview.

Additionally, there should be an option to submit an initial application either digitally or through mailing a hard copy.

- Membership on the APAB does not require a set of specific qualifications but applicants must be able to demonstrate how their experiences align with the required Board member competencies.

Policing is an issue that impacts all Albertans in a variety of ways. For this reason, it is important that a wide range of perspectives are included on the APAB. As the APAB is not expected to address highly technical issues (as is the case with some other public agencies, boards and commissions), it is not necessary to require any members to possess specific behavioural or technical competencies. The interim Board's preferred alternative is to identify broad competencies and require applicants to provide examples of their experiences in meeting the competencies. Experiences could take the form of formal roles, certifications, etc., or may take the form of specific activities or scenarios.

Recruitment and selection documents

- Document 1: Competency Matrix

The competency matrix is intended to outline the competencies required for APAB Board members and provide the selection committee with several questions for each to assist them in evaluating applications and selecting Board members.

- Document 2: Position Profile

This document provides an overview of the APAB and required competencies in the same format as the position descriptions used by the Public Agencies Secretariat (PAS) to recruit for ABC positions.

- Document 3: Application/Interview Questions

This document would guide the selection committee by providing specific questions that can be used during the evaluation process. Each question is intended to provide information related to a specific competency in the competency matrix.

- Document 4: Evaluation Matrix

This document will be used by the selection committee to evaluate applications, provide a numerical ranking to each applicant, and support the identification of other non-quantitative considerations for each candidate. This matrix may be used during both the initial screening process and the interview process.

- Document 5: Selection Process

This document is intended to summarize the interim Board's recommended process and timelines for recruiting and selecting operational Board members.

ALBERTA POLICE ADVISORY BOARD BOARD MEMBER COMPETENCY DESCRIPTIONS AND MATRIX

The Alberta Police Advisory Board (APAB) is intended to enhance the role of municipalities and local representatives in informing provincial policing priorities. It is important that APAB members have the requisite experiences and perspective to represent their communities' views on policing.

The document below includes descriptions of the competencies required for APAB board members.

The competencies and descriptions are intentionally high-level to avoid limiting the potential candidate pool to those with formal professional and volunteer experience.

Competency Area 1: Relevant Experience	
Competency	Description
Familiarity with policing/public safety	<ul style="list-style-type: none">• Does the applicant have previous work/volunteer/academic experience relating to policing or public safety?• Does the applicant demonstrate a basic understanding of policing in Alberta, either at the local/detachment level or at the provincial level?• Does the applicant have work/volunteer/academic experience relating to root causes and factors influencing crime?
Governance and board participation	<ul style="list-style-type: none">• Does the applicant have previous experience participating on or supporting a non-profit board?• Does the applicant have other governance-related experience?• Does the applicant's experience suggest an understanding of the role of a board and of effective governance practices?
Community organization/participation	<ul style="list-style-type: none">• Is the applicant active in their community through professional or voluntary experience?• Does the applicant's experience suggest that they have a high level of familiarity with the various views and perspective within their community?• Does the applicant have experience working with or on behalf of marginalized populations?

Competency Area 2: Relevant Skills	
Competency	Description
Leadership/teamwork	<ul style="list-style-type: none"> • Does the applicant have previous experience serving in a leadership position? • Does the applicant have previous experience in working closely with a team?
Critical thinking/problem solving	<ul style="list-style-type: none"> • Has the applicant provided an adequate example of solving a complex problem or issue?
Public engagement	<ul style="list-style-type: none"> • Has the applicant demonstrated skills or experience in gathering information or input from community members?

ALBERTA POLICE ADVISORY BOARD PUBLIC BOARD MEMBER POSITION PROFILE

Role(s) Required

Eight public member positions on the Alberta Police Advisory Board (APAB).

Role Description

The successful candidates will represent their communities and Albertans in general in providing input to Alberta Justice and Solicitor General and the RCMP “K” Division related to provincial policing priority planning.

Board members contribute to:

- Establishing the policies that guide the Board in fulfilment of its mandate;
- Participating in the development of the business plan, goals, and priorities of the APAB;
- Providing ongoing input to the Minister of Justice and Solicitor General and the Commanding Officer of RCMP “K” Division regarding policing issues and priorities in the province;
- Engaging with relevant organizations, associations, municipalities, and individual Albertans on an ongoing basis to identify local priorities and concerns related to provincial policing;
- Informing relevant organizations, associations, municipalities, and individual Albertans on provincial policing initiatives or policy changes;
- Providing specific feedback on the Government of Alberta’s and RCMP “K” Division’s annual performance planning and multi-year financial planning processes.

The Board includes eight public members (two from each of Alberta’s four RCMP districts), as well as three association members. One member is elected as Chair through an internal selection process. One member is elected as Vice Chair through an internal selection process. Public members are appointed for four-year terms, and may be eligible for one or more additional four-year terms, to a maximum of ten consecutive years.

About the Agency

The Alberta Police Advisory Board was formed in 2021 and is responsible for providing advice to the Minister of Justice and Solicitor General and Commanding Officer of RCMP “K” Division. The Board composition includes members of the public, as well as one member each from the Rural Municipalities of Alberta, Alberta Urban Municipalities Association, and Alberta Association of Police Governance.

Competencies and Experience

In this role, you will demonstrate an understanding of the role of police in Alberta's communities, and the complex relationship that exists between police and various populations, including marginalized groups. You will demonstrate strong teamwork and strategic thinking in collaborating with your fellow Board members to develop advice and priorities to inform the Government of Alberta and RCMP "K" Division strategic planning in relation to provincial policing. Exercising strong communication and engagement skills, you will build relationships with organizations, associations, municipalities and individual Albertans across the province to understand local perspectives on policing. You will use this information to support strategic planning and priority development.

Specialized Knowledge and Expertise

- Familiarity with policing and public safety: Board members should have some familiarity with policing and the justice system. This can include experience in the policing and justice field, experience with organizations that interact with police in some way, experience related to marginalized groups who may be more likely to come into contact with police, root causes and factors influencing crime and social disorder, or a personal interest in learning more about policing in your community and across Alberta.
- Governance and Board participation: As the APAB has an important role in providing consistent information to the Government of Alberta and Royal Canadian Mounted Police "K" Division, it is critical that the Board functions effectively. For this reason, prospective Board members will be asked to share their experience and familiarity with effective Board governance.
While this could take the form of direct experience participating on a private sector or non-profit Board of directors, not everyone who would be a good fit in this role will have had formal Board governance experience. For this reason, this competency will be evaluated partially on experience, and partially based on applicants' perspective on the processes and characteristics that they believe would make the APAB operate effectively.
- Community organization/participation: It is important that APAB members have a strong understanding of the various perspectives that shape interactions with policing in communities across Alberta. Applicants will be asked to share their experiences in participating in community organizations, events, or causes. Of particular importance will be whether an applicant has experience working with different organizations and segments of the population, including rural and urban communities and marginalized populations, as this experience is invaluable to understanding the diverse views related to policing.
- Leadership/teamwork: Leadership and teamwork can be found in many aspects of society and can take many forms. Applicants will be expected to describe times they have been a member of a team or served in a leadership position. This could be related to a formal organization, or it could be an example of a specific situation in which the applicant showed leadership qualities.

- Critical thinking/problem solving: The APAB will address complex and important topics relating to policing, including spending, resource allocation, community engagement, and others. Understanding these topics and how different approaches may impact Alberta communities is critical to effectively serving on the APAB. Applicants will be required to demonstrate times in which they have solved a complex problem.
- Public engagement: To effectively represent communities across Alberta, the APAB will have to effectively engage with various sectors and community organizations. Applicants are required to demonstrate experience with community engagement. This could include formal engagement in a professional, non-profit or academic context, or of informal engagement with community member associated with a local project or initiative.

Remuneration, Time Commitment and Meeting Location

Board members will be remunerated for their time in accordance with the Committee Remuneration Order (O.C. 466/2007). Expenses necessarily incurred in the performance of duties as a member of the Board will be reimbursed in accordance with the rates set out in the Travel, Meal and Hospitality Expenses Directive (Treasury Board Directive April 1, 2021) as amended from time to time, or any directive made in substitution, as if they were employees of the Government of Alberta.

Meetings are expected to be held quarterly at minimum, either face-to-face or virtually. However, meetings can be held more or less frequently at the discretion of the Board.

Additional Notes

To be eligible for appointment a candidate must:

- be a resident of Alberta;
- reside in an area of Alberta that is policed by the RCMP;
- not currently be employed as a police officer for any police service operating in Alberta;
- not currently be employed as an Alberta Sheriff or a peace officer;
- not currently be employed in Alberta's justice system in any way;
- not currently serve as a sitting elected official at the provincial or federal level.

Final candidates will be asked to undergo a Canadian Police Information Centre (CPIC) check, and a disclosure and conflict of interest screening. The results of the check and screening may impact candidates' suitability for appointment.

It is recognized in Alberta as a fundamental principle and as a matter of public policy that all persons are equal.

Diversity and inclusion are valued and supported on the Boards of Alberta's public agencies.

ALBERTA POLICE ADVISORY BOARD

BOARD MEMBER APPLICATION INTERVIEW QUESTIONS

The following questions are recommended by the Interim Board for the intial establishment of an operational Board. The operational Board should review the recruitment and selection process going forward and make adjustments as it sees fit.

Please answer the questions below to the best of your ability.

1. Indicate your physical address and (if different) mailing address.

Purpose: Determine applicant's municipality/Metis settlement/First Nation of residence to assist with regional requirements.

2. Describe why you are interested in serving on the Alberta Police Advisory Board.

Purpose: Links to "familiarity with policing/public safety" competency.

3. Describe how your past experiences (professional, academic, volunteer, or personal) would make you a good fit on the Alberta Police Advisory Board.

Purpose: Links to all competencies.

4. Describe your thoughts on the effectiveness of policing in your community and in Alberta. What works well? What could be improved?

Purpose: Links to "familiarity with policing/public safety" competency and "critical thinking/problem solving" competency.

5. Describe any experience you have related to marginalized or vulnerable populations. This could include your personal experiences as part of a marginalized or vulnerable population, or experience working with or supporting marginalized or vulnerable populations.

Purpose: Links to "familiarity with policing/public safety" competency and "community organization/participation" competency.

6. Describe your previous experience in leadership roles.

Purpose: Links to "leadership/teamwork" competency.

7. Describe some complex issues you have dealt with and the solutions that you offered.

Purpose: Links to critical thinking/problem solving" competency.

8. Describe your community engagement experience. This could include a formal engagement in a professional, non-profit or academic context, or informal engagement with community members associated with a local project, issue or initiative.

Purpose: Links to “community engagement” competency.

9. Describe any other experiences that would be relevant to participating on the Alberta Police Advisory Board.

Purpose: Links to all competencies.

ALBERTA POLICE ADVISORY BOARD APPLICANT EVALUATION MATRIX

This matrix is intended to allow for the evaluation of applications for membership on the Alberta Police Advisory Board. The competencies listed below are described in the *Position Profile* document. For each candidate, each competency is to be scored based on the total ranking in the matrix below. Competencies are weighted differently based on their relative importance to serving effectively on the Board. The document also includes other comment areas that, when completed, may assist in differentiating among candidates with similar scores.

Applicant name: _____

Applicant community: _____

RCMP District: _____

Competency	Ranking	Notes/Comments
Familiarity with Policing and Public Safety	/20	
Governance and Board Participation	/20	
Community organization/participation	/20	
Leadership/teamwork	/15	
Critical thinking/problem solving	/15	
Public engagement	/10	
Total ranking	/100	

Supplementary considerations

- Did anything stand out about this application as unique?
- Did this application have any “red flags”?
- Is there anything in this application that requires further clarification or discussion with the applicant?
- Are there any gaps in the application that may require further training or education?

ALBERTA POLICE ADVISORY BOARD MEMBER RECRUITMENT AND SELECTION PROCESS

This document outlines the preferred recruitment and selection process for the Alberta Police Advisory Board (APAB) as identified by the interim Board. In this process, the Public Agency Secretariat will support the interim Board in recruiting applicants through their centralized process, but the candidate evaluation and selection process will be the responsibility of the interim Board.

Recruitment and Selection Committee Members

- Alberta Police Interim Advisory Board – three members (one each from RMA, AUMA, and AAPG)

Recruitment Process

To ensure that the recruitment opportunity is distributed as widely as possible, the interim Board would collaborate with RMA, AUMA, AAPG, and the Government of Alberta, including the Indigenous Policing Program delivered by Justice and Solicitor General, to post the opportunity in multiple places, including the associations' websites and the GOA's Public Agency Secretariat website. RMA and AUMA may also encourage other stakeholder organizations and their members to share the opportunity locally.

To allow time for the opportunity to be distributed and individuals to apply, it is recommended that recruitment remain open for approximately six weeks.

Recruitment and Selection Decision-Making

The Government of Alberta requires that appointments to public agencies, boards and commissions be based on the use of specific competencies. Therefore, applicant evaluations and selection decisions will be based on the rankings that applicants receive on the APAB competency matrix. Selection committee members should complete their matrices based on discussions with their fellow committee members, and engage in discussions on the competencies, etc. of comparable candidates. In other words, while competency matrix rankings will determine the final selection of applicants, it should be informed by engagement and discussion among the selection committee.

Recruitment and Selection Two-Part Process

To balance the need for applicants to provide a meaningful description of how their experiences will support their participation on the Board with the need to make the application process as straightforward and accessible as possible, applicants will be required to submit an initial application that consists of a resume and cover letter. The resume can highlight any specific professional, community, academic or other experience that may make them a good fit

for the Board, while the cover letter will allow them to expand on the link between their experiences and the Board's mandate, as well as the required competencies found in the position profile. There will be no specific structural requirements for the two documents, but to allow the selection committee time to review all applications, a word or page limit should be considered.

Based on the information provided by applicants in their initial application, the selection committee would evaluate each applicant using the competency matrix and invite a set number of short-listed candidates to participate in an interview. The exact number and distribution of short-listed candidates will depend on the final Board structure.

Following the initial application process, short-listed candidates could be interviewed by the selection committee using the interview questions found in the "APAB Interview Questions" document. Following the interviews, the selection committee would re-evaluate each applicant on the matrix to make final membership decisions.

Recruitment and Selection Timeline

Step	Date	Notes
APAB recruitment opportunity posted on PAS website, distributed by RMA, AUMA, AAPG, etc.	July 5, 2021	N/A
Recruitment closes	August 19, 2021	N/A
Selection process phase 1	August 23, 2021	The selection committee will review all written applications and evaluate based on competency matrix. This may also involve one or more in-person meetings to discuss applications, etc. Phase 1 will be complete when short-list of applicants is determined.
Selection process phase 2	September 27, 2021	Phase 2 will consist of interviews with short-listed applicants, and the re-completion of competency matrices for those applicants.
Final Board member selection	November 1, 2021	The at-large members of the APAB should be determined and notified by this point.

Board Member Orientation, Learning, and Development

Alberta Justice and Solicitor General, and RCMP “K” Division will collaborate to develop and provide presentations and written materials to support new Board member orientation, learning, and development. Topics should include, but are not limited to:

- APAB governance documents and policies.
- Previous APAB work completed to date (reports, newsletters, etc.).
- The policing system and police governance in Alberta.
- The budgeting and planning process for the Provincial Police Service Agreement, including the development of the Justice and Solicitor General/RCMP “K” Division joint business plan, annual performance plans, and multi-year financial plans.
- The budgeting and planning process for Municipal Police Service Agreement communities.
- The RCMP resourcing strategy and algorithm.

Evaluation and Succession Planning

Once appointed, the APAB will be responsible for creating evaluation and succession planning processes.

Appendix 5 – Compliance with Best Practices

ALBERTA POLICE ADVISORY BOARD COMPLIANCE WITH GOVERNANCE POLICY BEST PRACTICES

According to the Mandate and Roles Document (MRD) Guidebook provided by the Government of Alberta, it is a best practice that all public agencies have a document that clearly articulates the agency's mandate, including the roles and responsibilities of the agency and the department. Public agencies subject to the Alberta Public Agencies Governance Act (APAGA) are required to develop, review, and renew the MRD collaboratively with the responsible minister, and make it publicly available. For non-APAGA agencies, a document identifying key elements such as the mandate, roles, and responsibilities may be an MRD, terms of reference, or a memorandum of understanding.

The Guidebook includes a checklist of required content for an MRD in accordance with APAGA and the Public Agencies Governance Policy best practices. This checklist is shown in the table below, along with a brief analysis of whether the governance documents for the Alberta Police Advisory Board as drafted by the interim Board and included in this report contain the required content.

Topic	Required by APAGA	Governance Policy Best Practice	Contained in Draft Governance Document
Public Agency Mandate			
<i>Applicable Legislation and Regulations</i> <ul style="list-style-type: none">A reference to both the legislation used to establish the public agency as well as other legislation and regulations that may apply.	No	Yes	No. Minister's decisions will determine whether the Board is subject to APAGA or not.
<i>Public Agency Mandate</i> <ul style="list-style-type: none">Concise statement of the public agency's mandate and/or a reference to the mandate provided in the enabling legislation/documents.	Yes	Yes	Yes, in Terms of Reference.
<i>Independence (if applicable)</i> <ul style="list-style-type: none">Adjudicative agencies should have an acknowledgement of the importance of the arms-length relationship to the Minister in the execution of their decision-making responsibilities.	No	Yes	Not applicable.
Duties and Responsibilities			
<i>Roles and Responsibilities</i> <ul style="list-style-type: none">A description of the roles, responsibilities, and reporting relationships for the following: minister, public agency, department or employees of the	Yes	Yes	Yes, in Terms of Reference.

	<p>government, chair and if applicable, the Chief Executive Officer (CEO) and subsidiaries.</p> <ul style="list-style-type: none"> Include, where applicable, responsibilities relating to collaboration between the department and the public agency. 			
	<p><i>Code of Conduct Administration</i></p> <ul style="list-style-type: none"> Required to identify the person responsible and the process used to administer the public agency's code of conduct. If the public agency has its own staff, the administration of the code of conduct should be identified. Note: All APAGA agencies are subject to the code of conduct provisions in section 23.9(2) of the Conflicts of Interest Act. 	Yes	Yes	Yes, in Code of Conduct.
	<p><i>Financial, Staffing, and Administrative Arrangements</i></p> <ul style="list-style-type: none"> Identify the source of funding for the public agency, budget, and expenditure authority. Determine the agency's responsibility for staffing, and whether it will employ its own staff. 	Yes	Yes	Yes, in Terms of Reference.
	<p><i>Planning and Reporting</i></p> <ul style="list-style-type: none"> Business plans, annual reports, and financial reports should be identified including responsibilities and applicable timelines. Identify whether the business plan requires ministerial approval. 	Yes	Yes	Yes, in Terms of Reference.
	<p><i>Evaluation</i></p> <ul style="list-style-type: none"> Identify responsibilities for member and agency evaluations and how the information is to be shared. 	No	Yes	No. To be developed by the operational Board.
	<p><i>Orientation, Training and Development</i></p> <ul style="list-style-type: none"> Describe the programs/services provided for orientation, training and ongoing director and board development, and the person responsible for providing the programs. 	No	Yes	Yes. In recruitment and selection proposal.
	<p><i>Succession Planning</i></p> <ul style="list-style-type: none"> Describe the process for member performance reviews/evaluation, process to identify and confirm competencies, as well as linkages to succession planning. The review of the agency should also be referenced as this informs succession planning and required competencies. 	No	Yes	No. To be developed by the operational Board.

	<p><i>Committee Structure</i></p> <ul style="list-style-type: none"> Sub-committees should be described including structure, scope, timelines for review and reporting relationships with the board. Public agencies with budgets should indicate how their audit committee process is structured. 	Yes	Yes	Yes, in Terms of Reference.
	<p><i>Communications</i></p> <ul style="list-style-type: none"> The public agency and the minister's expectations should be identified including internal and external communication, collaboration and consultation/engagement. 	Yes	Yes	Yes, in Terms of Reference.
Recruitment and Appointment of Members				
	<p><i>Centralized Recruitment Process</i></p> <ul style="list-style-type: none"> Identify the roles of the minister, department, PAS and public agencies in the recruitment process including: <ul style="list-style-type: none"> Individuals responsible for developing a competency matrix and related documentation, and the primary person to facilitate the recruitment process, and For reappointments, the rationale, competency matrix and related documentation. 	No	Yes	The interim Board recommends that the Board itself be responsible for recruitment and selection. A draft competency matrix and related documentation are included in the recruitment and selection process.
	<p><i>Conflicts of Interest</i></p> <ul style="list-style-type: none"> Identify and clarify the process to ensure candidates are screened prior to the appointment. 	No	Yes	Yes, in Conflict of Interest Declaration.
	<p><i>Transparency</i></p> <ul style="list-style-type: none"> A description of the competencies required for the position needs to be identified and included in agency documentation as well as publicly, if applicable. 	No	Yes	Yes, in Competency Matrix.

Interaction between the Public Agency, Minister, and Department				
	<p><i>Clarity of roles</i></p> <ul style="list-style-type: none"> • Expectations and procedures related to communication, collaboration and consultation between the public agency and the minister, or the minister's designate, should be clarified including a description of: <ul style="list-style-type: none"> ○ Process for ensuring the minister is informed of challenges, issues and progression toward achievement of mandate and organizational goals, and ○ Application of relevant government policy. 	Yes	Yes	Yes, in Terms of Reference and Code of Conduct.

Appendix 6 – Stakeholder Survey Results

ALBERTA POLICE INTERIM ADVISORY BOARD STAKEHOLDER ENGAGEMENT AND GOVERNANCE SURVEY RESULTS

Overview

In March 2021, the Alberta Police Interim Advisory Board distributed a survey to municipalities to learn more about municipal perspectives on Board governance. This survey received 131 responses from 98 different municipalities. The Board also solicited input from municipalities through email and in person at RMA and AUMA events. Municipal feedback provided the foundation for the recommendations in this report.

Overall, many of the Interim Board's initial thoughts related to Board size, experience, and composition aligned with survey responses. Key survey outcomes were as follows:

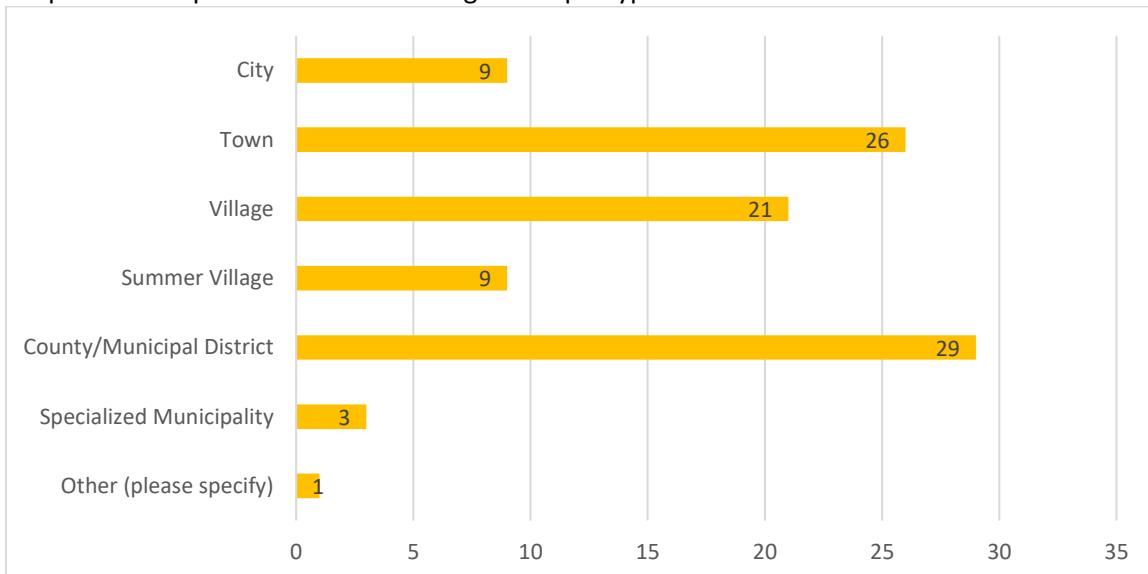
- Respondents clearly identified police costs, funding, and service levels as priority issues for the Board moving forward.
- Respondents generally agreed that the Board should play a role in communications between the Government of Alberta/RCMP and municipalities. However, a very large number of respondents were neutral on this question.
 - The high level of neutral responses may be an indication that respondents are not familiar enough with how the Board will be positioned in relation to the Government of Alberta/RCMP and municipalities to determine whether they can effectively support communications and information-sharing.
- Most respondents supported the operational Board representing all municipalities that receive policing from the RCMP. However, this support was not overwhelming, as 34% of respondents indicated that the Board should only represent municipalities impacted by the new police funding model.
- Respondents were comfortable with an 11-member Board comprised of three association representatives (one each from RMA, AUMA and AAPG) and eight at-large representatives.
- The majority of respondents supported an equal number of at-large representatives from each RCMP district.
- A significant majority supported an internal chair selection process.
- The most common written comments on Board composition focused on the need for at-large representatives to have a municipal background, with several comments suggesting that in each district, one at-large representative be from a municipality, and one from the broader community.
- Nearly all respondents supported the example competencies and believed that representatives from their community would fulfill the competencies.
- Written comments in this section commonly identified strong communication skills, board/governance background, and familiarity with municipalities as required competencies for Board members.

Survey Results

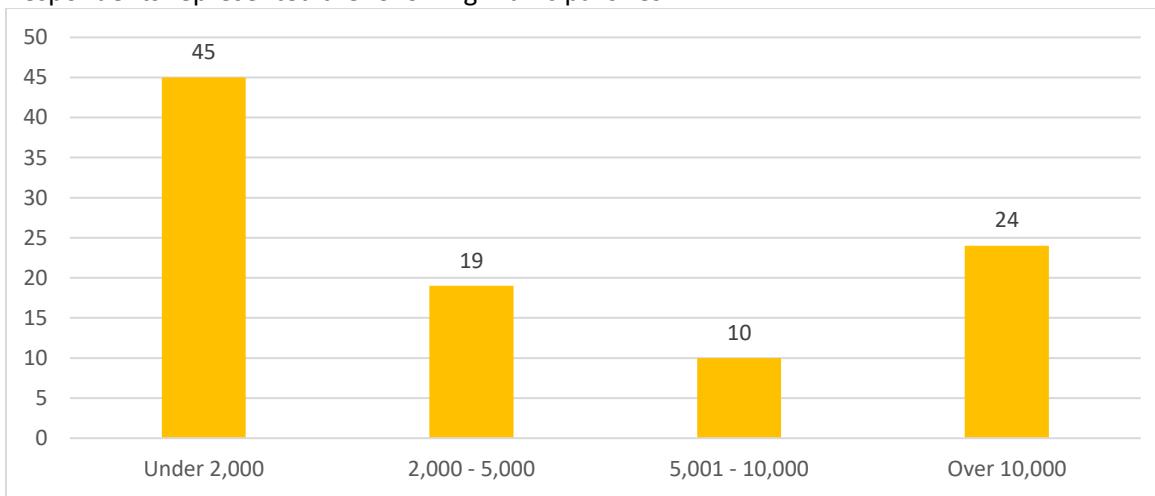
Demographic Information

Questions 1 through 4 asked respondents to identify themselves, their municipality, their municipal type, and their municipal size.

Respondents represented the following municipal types:



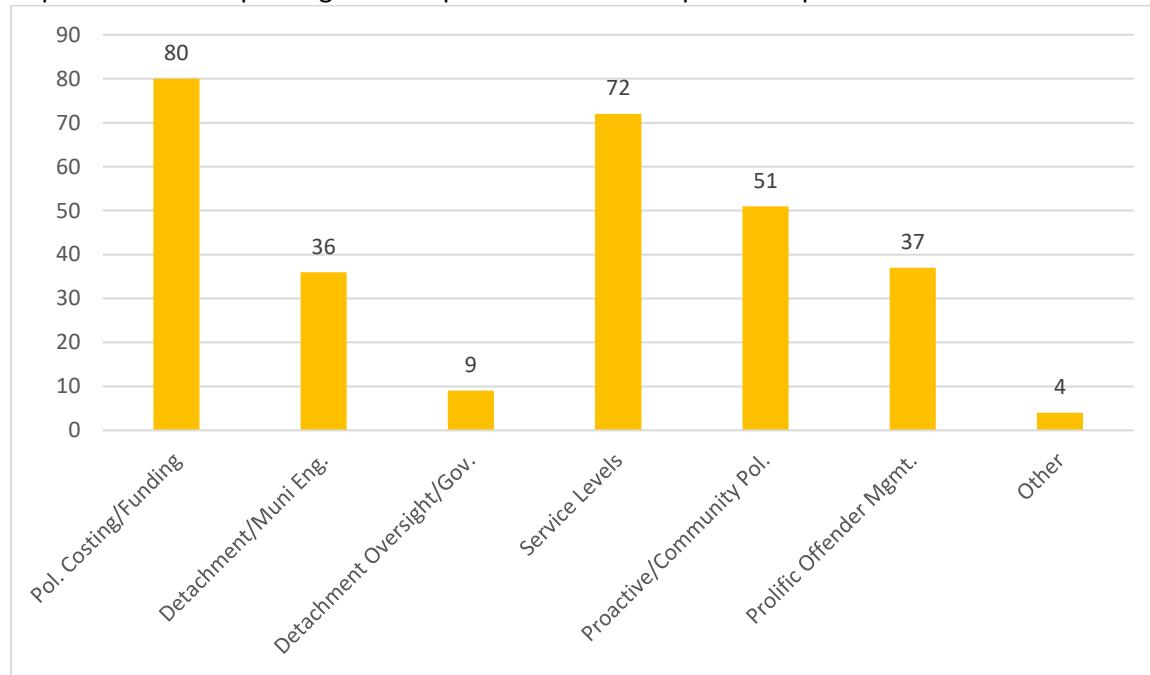
Respondents represented the following municipal sizes:



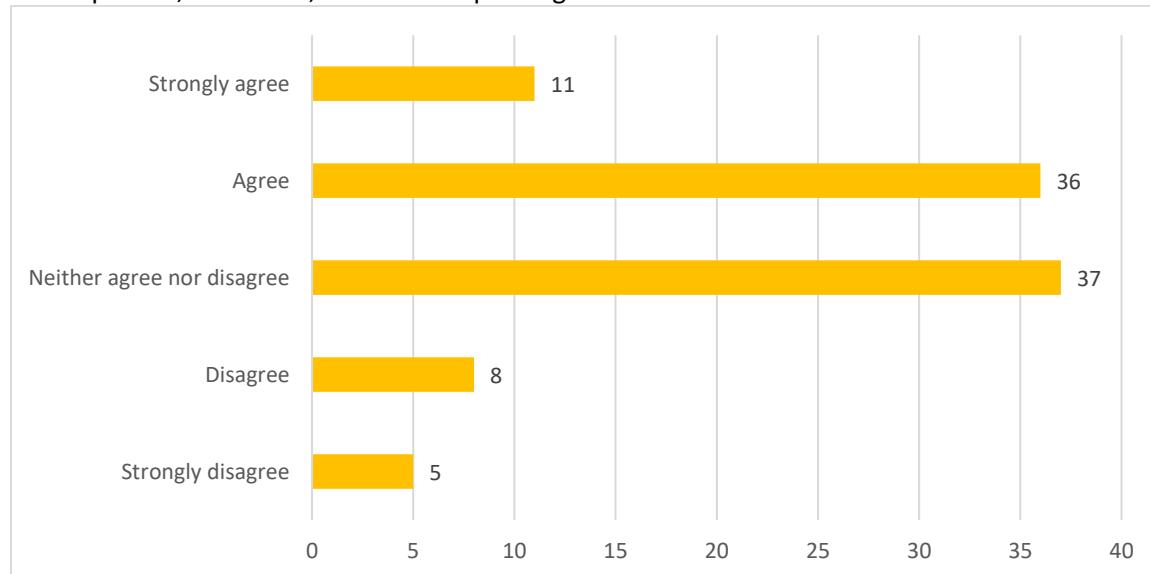
Board scope and deliverables

This section focused on gathering input on what areas of policing the operational Board should address, as well as whether the operational Board should serve as a communications and information-sharing conduit between the GOA/RCMP and municipalities. The section consisted of the following two questions.

Question 5: Aside from informing general policing priorities in the province, select the three most important areas of policing for the operational Board to provide input into:



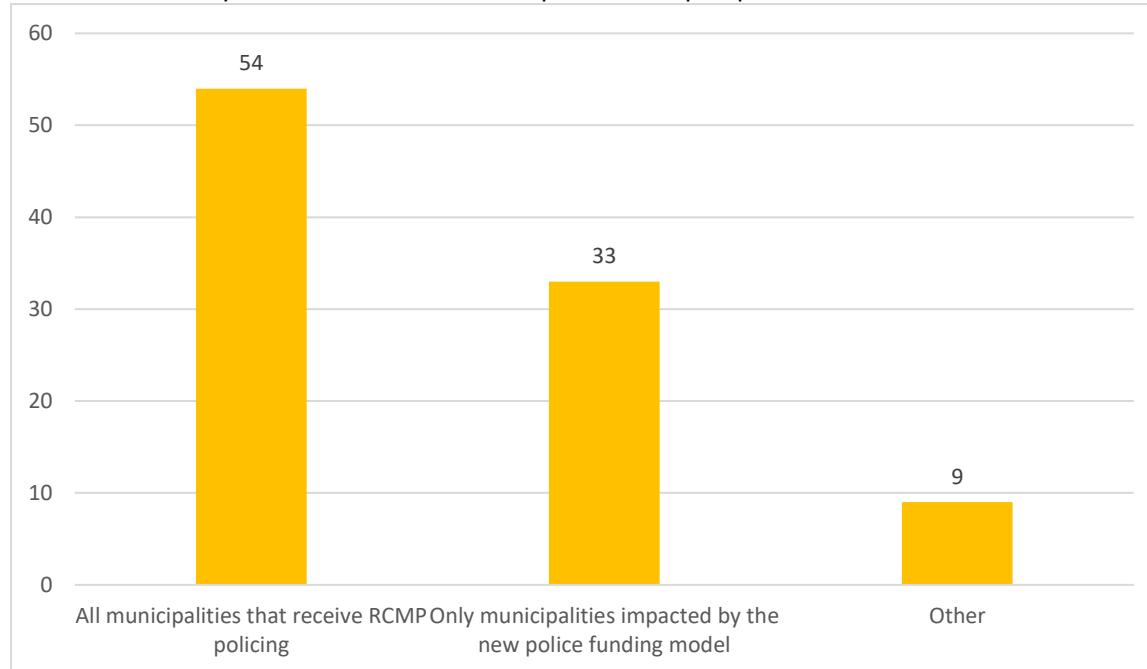
Question 6: The operational Board is well-positioned to serve as a communications conduit between municipalities, the RCMP, and GOA on policing issues.



Board representation

This section was intended to address what municipalities the operational Board should represent. It consisted of only one question.

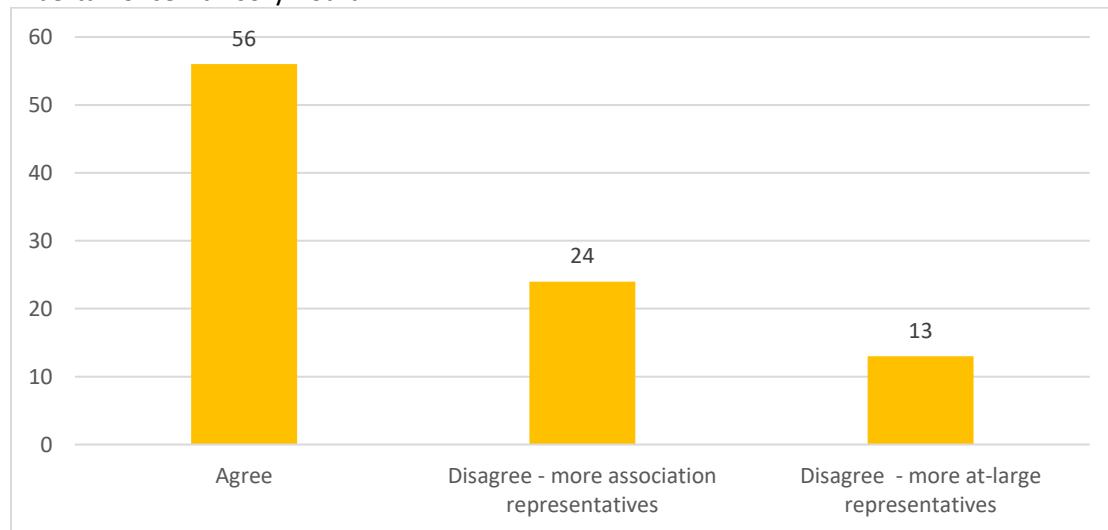
Question 7: The operational Board should represent the perspectives of:



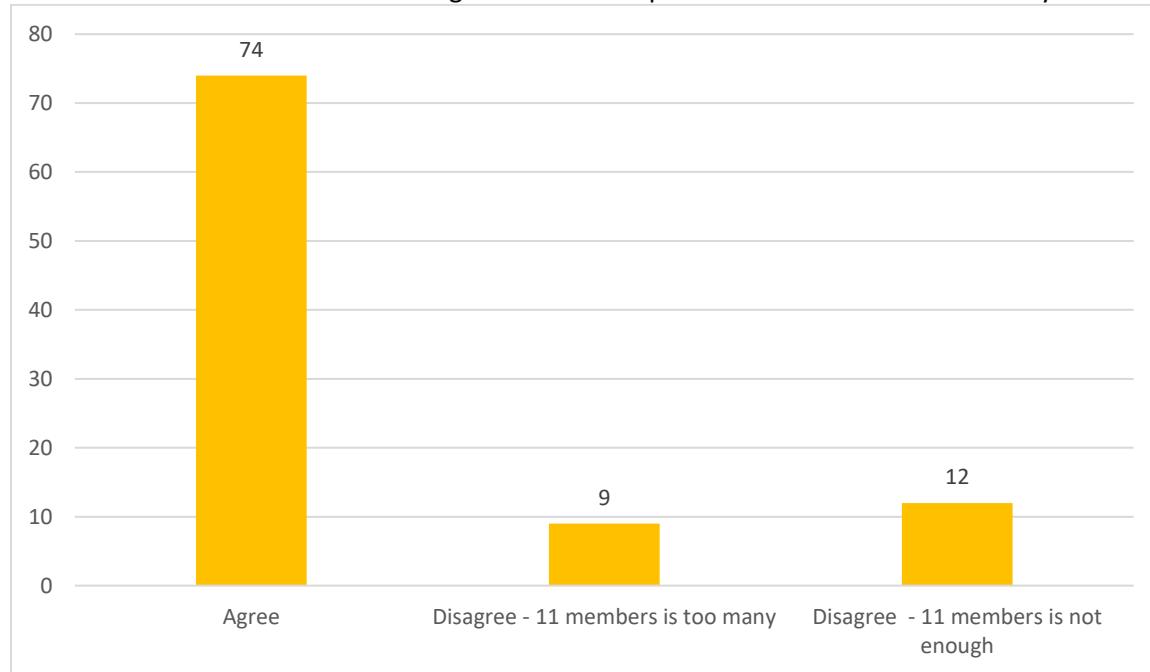
Board size, composition, and term

The questions in this section focused on an example of a hypothetical 11-member Board. This section also included a question on the chairperson selection process.

Question 8: The balance of association (3) and at-large (8) representatives in the example is right for the Alberta Police Advisory Board.



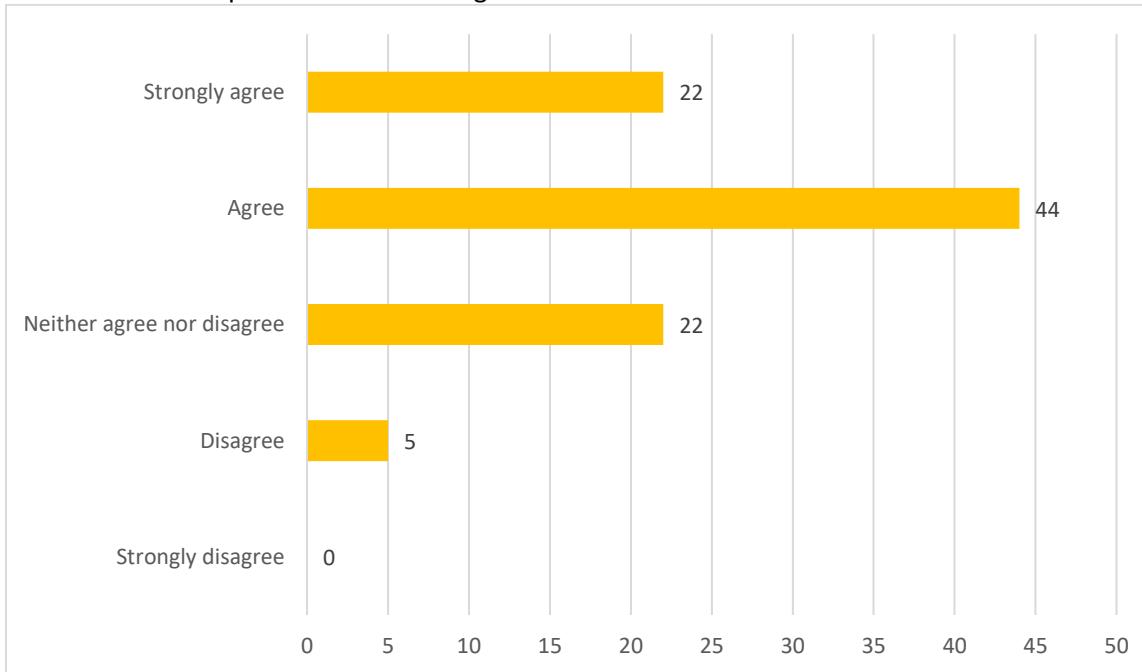
Question 9: Eleven members is the right size for the operational Alberta Police Advisory Board.



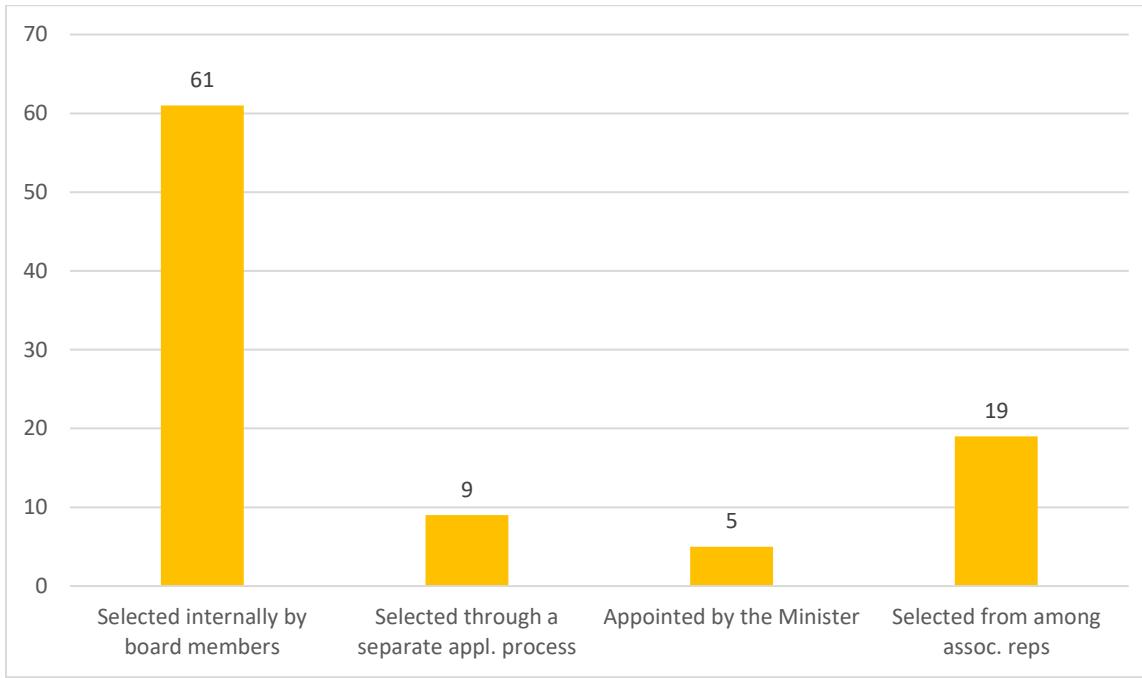
Question 10: If you answered "Disagree" to question 8, what is the right size for the operational Alberta Police Advisory Board?



Question 11: An equal number of at-large Board members should be recruited from each RCMP District.



Question 12: How should the Chairperson of the operational Alberta Police Advisory Board be determined?



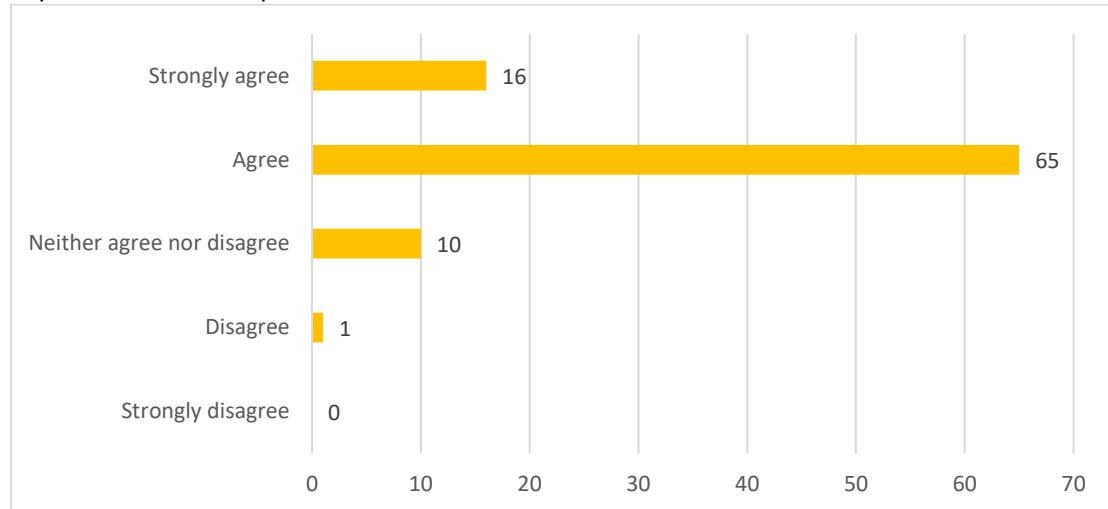
Question 13 asked respondents if they had any other comments on the hypothetical example, or general comments related to the Board size, composition, and chairperson selection process.

Board member characteristics and competencies

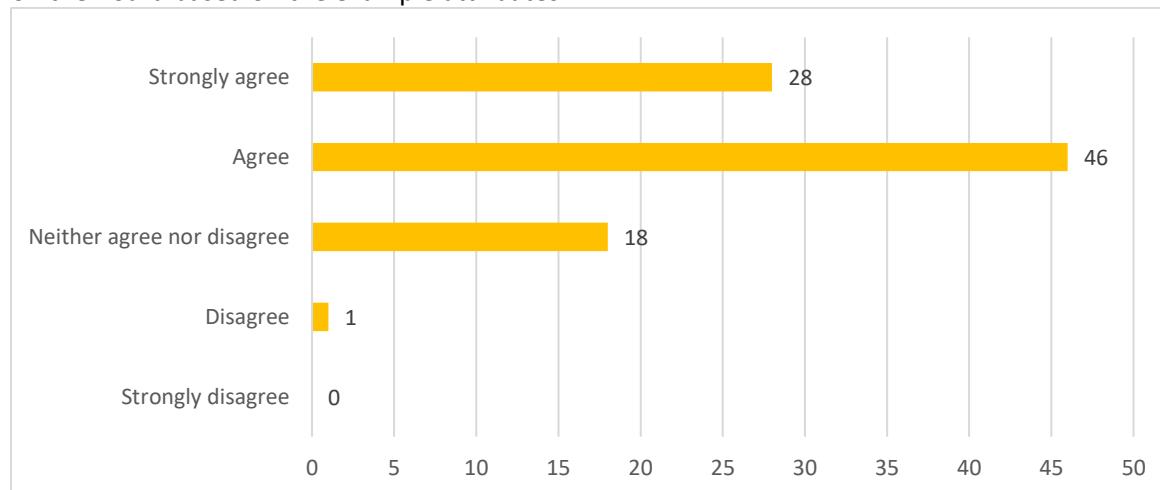
This section focused on determining the proper competencies, experiences, etc. needed for Board members to effectively contribute to the operational Board's mandate. The section was based around the following example attributes previously supported by the interim Board:

- Familiarity with policing and public safety
- Governance and Board participation
- Community organization/participation
- Critical thinking/problem solving
- Public engagement

Question 14: The example attributes will result in the right combination of competencies and experiences on the operational Board.



Question 15: There are representatives within our community that would be a good fit for participation on the Board based on the example attributes.



Question 16 asked respondents to list any other competencies or attributes that should be required for Board member.