

Community Development Advisory Board

Parsons Creek Land Development

Mandate and Roles Document

1. Mandate and Accountability

Board Mandate

Created under s. 7 of the *Government Organization Act*, the Community Development Advisory Board (CDAB) is an advisory board accountable to the Minister of Housing and Urban Affairs (Minister) and responsible for providing advice and guidance regarding the Parsons Creek Development Project in Fort McMurray. The mandate of the CDAB is set out in the CDAB establishing Ministerial Order 17/2008 (attachment 1) as follows:

The purpose of the CDAB is to:

- Make recommendations to Alberta Housing and Urban Affairs (HUA) regarding the overall development plan of the Parsons Creek land parcel, including land use and cost implications.
- Provide policy recommendations to HUA.
- Work and consult with Wood Buffalo Housing and Development Corporation (WBDHC) on affordable housing issues as determined by HUA.

Board Accountability

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

Minister's Accountability

The Minister is accountable to the Legislature for the operation of the CDAB.

2. Duties and Responsibilities

The Board:

- Will prepare and provide to the Minister an Annual Report indicating the CDAB's major activities and accomplishments and the extent to which its planned activities and goals were achieved.

- Will discuss with the HUA Project Lead, Housing and Urban Affairs, their resource support needs. The CDAB will adjust its business and strategic plans in accordance with the resource supports agreed to and approved by the Minister.
- Will hold meetings as required, but generally at least six times a year.
- Will engage stakeholders 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 CDAB operates, and ensuring that the CDAB operates at all times in compliance with all applicable laws and regulations, the CDAB's Code of Conduct and to the highest ethical standards.
- Through a process led by the Chair, conducts an annual evaluation and review of the performance of the CDAB, sub-committees and the Chair of the CDAB. The CDAB reviews the results of such evaluation and discusses potential ways to improve CDAB effectiveness. The CDAB also discusses the results of the evaluation and adopts agreed upon improvements.
- Is responsible for addressing how it interacts with the public and will consult with the Minister on items of concern. The Chair and the HUA Minister shall be the sole spokesperson(s) for the CDAB. No other member shall speak to media representatives regarding CDAB activities without the prior consent of the Chair.
- May establish sub-committees that support the mandate of the CDAB and are accountable to the CDAB.
- Is also responsible for:
 - Conducting business in an open and transparent manner;
 - Ensuring that all work done on behalf of the CDAB is fair and ethical;
 - Ensuring that members refrain from using their CDAB title for identification in support of any cause other than championing the Parsons Creek Development Project and its objective;

The Minister:

- Appoints, or recommends the appointment of the Board members and the Chair based on the assessment that the appointees have the appropriate knowledge, skills, experience and values to assist the CDAB in achieving its objectives and performing its functions.
- Monitors the operations and performance of the CDAB to ensure that it is fulfilling its mandate in compliance with government policies.
- Informs the CDAB of government policies and direction affecting the work of the Board.
- Conducts regular (at least every seven years) reviews of the CDAB's mandate and purpose to determine if the work of the CDAB 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:

- The Deputy Minister supports and acts under the general direction of the Minister.
- The Deputy Minister is responsible for the following activities which have been delegated by the Minister.
 - Works with the CDAB to implement policy recommendations approved by the Minister.

The Department:

- Is responsible for supporting the CDAB in the following areas:
 - The HUA Parsons Creek Project Lead will be the liaison between the CDAB and the Parsons Creek Project Manager and within the Government of Alberta (GOA) as required.
 - The HUA Land Management Branch will provide professional and technical support to the Project Lead and Parsons Creek Project Manager.
 - The HUA Land Management Branch will provide administrative support to the CDAB and Parsons Creek Project Manager.
 - The HUA Land Management Branch will oversee retention and management of all related files, correspondence and other records for the project.

3. Recruitment and Appointment of CDAB Members

On September 2, 2008, Cabinet agreed to the following foundational documents for the CDAB:

- Terms of Reference (attachment 2)

- Membership (attachment 3)
- Qualification and Eligibility Requirements (attachment 4).

These documents, which form part of the CDAB's establishing MO 17/2008, set out the representative membership of the CDAB and the process for the recruitment and appointment of members.

Individuals are recruited and appointed by the Government of Alberta and collectively constitute the CDAB.

The appointment of each member of the CDAB is for an initial fixed term of three years for the Chair and government representatives, and two years for public members, with the potential for reappointment based on satisfactory performance. In the case of reappointment, all members will be appointed for two year terms. The appointment of members is limited to a maximum of ten years of continuous services.

When a vacancy occurs, consideration will be given to ensure that the new member possesses values that include respect, integrity, excellence and accountability. Core competencies include strong interpersonal skills, effective communication skills, ability to arrive at consensus, critical and strategic thinking, leadership skills and an understanding of wise stewardship of resources. Specific competencies for each member as identified in the CDAB's foundational documents are provided in the CDAB: Responsibility and Competency Matrix (below).

In the event of a vacancy, a request will be sent to the appropriate representative stakeholder agency to provide a name of a nominee within their organization to become a member of the CDAB. Prior to being appointed, potential members will be screened for real or potential conflicts of interest. Before being appointed, individuals must review and agree to abide by the CDAB Code of Conduct. It is imperative that all representative members of the board understand their fiduciary obligation to work in the best interest of the CDAB.

The recruitment and selection process is managed by the Land Management Branch of HUA.

Membership on the CDAB occurs through Ministerial Order. Nominees will become eligible for appointment on the CDAB once they have met the necessary requirements as set out in the CDAB Membership agreed to by Cabinet on September 2, 2008, or when deemed qualified by the Minister.

Community Development Advisory Board: Membership, Responsibility and Competency Matrix

Members	Responsibilities and Competencies
<p>1. Chair, Community Development Advisory Board</p> <ul style="list-style-type: none"> • Must be independent from the Government of Alberta or any other vested interests in the Wood Buffalo Region; and • Will be named in consultation with Northern MLAs and the Premier's Office. 	<p>The Chair must have experience in land development processes and housing and demonstrate:</p> <ul style="list-style-type: none"> • An understanding of the community needs • An awareness of essential economic principles regarding supply and demand in the prevailing market • An awareness of the economic drivers present in the Regional Municipality of Wood Buffalo (RMWB) and Alberta.
<p>2. Regional Municipality of Wood Buffalo (RMWB)</p> <p><i>Council Member</i></p>	<p>Responsible for planning and engineering approvals, including the Parsons Creek Design Concept Plan and Area Structure Plan, as well as taking the lead for providing water and sewer offsite services, including the proposal to use up to \$100 million of its Municipal Sustainability Initiative (MSI) program funding.</p> <p>The member must possess understanding of the competencies of the RMWB and must have:</p> <ul style="list-style-type: none"> • Knowledge of the planning and approval processes • An understanding of the principles described in the Parsons Creek Design Concept • An awareness of community needs • An understanding of the RMWB's communication and public consultation processes • An awareness of essential economic principles regarding supply and demand in the prevailing market.
<p>3. Wood Buffalo Housing and Development Corporation (WBHDC)</p> <p><i>Board Member</i></p> <ul style="list-style-type: none"> • Local non-profit (Part 9) responsible for addressing affordable housing sites. 	<p>The member must possess:</p> <ul style="list-style-type: none"> • An understanding and ability to provide an affordable housing needs analysis • An understanding of land development processes • An understanding of community issues of the RMWB • Must be aware of essential economic principles regarding supply and demand in the prevailing market.

Members	Responsibilities and Competencies
<p>4. Urban Development Institute – Wood Buffalo (UDI)</p> <p><i>Board Member</i></p> <ul style="list-style-type: none"> • Industry association representing land developers and local builders (formerly represented by the Wood Buffalo Home Builders Association, which is now part of UDI (Fort McMurray Chapter). 	<p>The member must possess:</p> <ul style="list-style-type: none"> • An understanding of land development processes • An understanding of local issues impacting overall land development.
<p>5. Treasury Board, Oil Sands Sustainable Development Secretariat (OSS)</p> <p><i>Assistant Deputy Minister Oil Sands Sustainable Development Secretariat and Corporate Policy</i></p> <ul style="list-style-type: none"> • Representative of the Ministry responsible for the implementation of the Community Development Plan (CDP), and co-ordination of various GoA departments and activities associated with the Fort McMurray land development. 	<p>Responsible for the implementation of the Community Development Plan (CDP) and:</p> <ul style="list-style-type: none"> • Coordination of various GOA departments • Coordinate of non-governmental groups impacting or impacted by the land development process.
<p>6. Housing and Urban Affairs (HUA)</p> <p><i>Assistant Deputy Minister Homeless Support and Land Development</i></p> <ul style="list-style-type: none"> • Representative of the Ministry responsible for creating affordable housing. 	<p>Responsible for:</p> <ul style="list-style-type: none"> • Coordinating land development services • Addressing land for affordable housing • The sale of serviced land parcels to fund social assets.
<p>7. Public Member at Large</p> <ul style="list-style-type: none"> • Must not be affiliated with any land development activities in Fort McMurray or the RMWB • Will be named in consultation with MLAs and the Premier’s Office. 	<p>Responsible for:</p> <ul style="list-style-type: none"> • Representing broader community interests of Albertans outside of Fort McMurray.

- Appointed members are expected to attend all scheduled meetings. Designates may be permitted with prior approval from the Chair.

Orientation and Training

Board members will be provided with an orientation binder that includes all relevant information on the development of the Parsons Creek Development Project. Board members will be notified of relevant GOA training sessions, particularly those offered by the Agency Governance Secretariat. Board members may suggest relevant training to the Board Chair that they feel will assist the Board in their advisory role.

Remuneration

The members of the CDAB will be paid in accordance to the Committee Remuneration Order, Schedule 1, Part A.

CDAB members are entitled to be paid travelling and living expenses in accordance with the Subsistence and Travel Allowance Regulation made by MO 1/98, as amended, or any order made in substitution therefore, as though they were employees of the government. No further remuneration will be paid to CDAB members.

4. Interaction between CDAB and Department

The CDAB Chair, the ADM Homeless Support and Land Development (HSLD), and the HUA Project Lead will meet prior to all CDAB meetings to discuss upcoming meeting requirements and ongoing project status.

The ADM, HSLD will provide regular updates to the Deputy Minister.

The CDAB will receive reports and updates from the HUA Parsons Creek Project Lead and others providing project support, as they become available.

The CDAB will provide and refer appropriate recommendations to the Deputy Minister, HUA and to the HUA Project Lead.

The CDAB will consult and collaborate with the following areas of HUA when necessary:

- Organizational Planning and Effectiveness – Agency Governance support.
- Strategic Corporate Services – financial assistance and funding disbursement, IT requirements, facility and equipment requirements for Fort McMurray office.
- HUA Communications Branch – communication strategies for Parsons Creek and website development.
- Land Management Unit Asset Administrator – Project Manager financial contract monitoring.

The CDAB is accountable to the Minister.

5. Administration of Code of Conduct

The Code of Conduct for the CDAB applies to all members.

The CDAB Chair is the Code Administrator for the Board. 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 with the CDAB. The Code Administrator will make decisions and provide reports on each decision. Board members may request, in writing, that the Ethics Commissioner review a decision that has been made by the Code Administrator about a real or apparent breach of the Code, including conflict of interest involving that member.

6. Administration

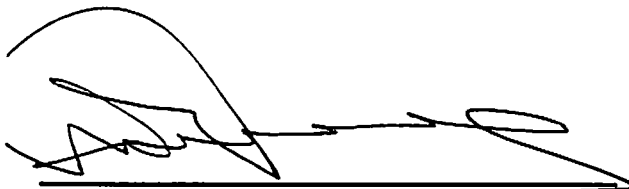
Review of the Mandate and Roles Document

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 Board Chair, or on a change in either the Minister or Board Chair.

7. Transparency

Copies of the Mandate and Roles document will be filed with the Minister of Housing and Urban Affairs, the CDAB and the Agency Governance Secretariat. In support of the principle of transparency, this document will also be easily available to the public on the through the HUA website (www.housing.alberta.ca).



Gary Friedel, Chair
Community Development Advisory Board



Honourable Jonathan Denis, QC
Minister
Housing and Urban Affairs

April 20, 2010
Date

May 11 / 2010
Date



ALBERTA
HOUSING AND URBAN AFFAIRS

Office of the Minister
MLA, Calgary Cross

Government of Alberta

Housing and Urban Affairs

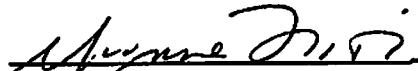
Ministerial Order 17/2008

I, Yvonne Fritz, Minister of Housing and Urban Affairs, pursuant to section 7 of the *Government Organization Act* make the following order:

1. The Community Development Advisory Board ("Agency") is established according to the attached Community Development Advisory Board Terms of Reference (Appendix 1) and Community Development Advisory Board Membership (Appendix 2) as agreed to by Cabinet on August 26, 2008.
2. Members will become eligible for appointment once they have met the necessary requirements as set out in the "Qualification and Eligibility Requirements" in the attached Appendix 3 or as deemed qualified by the Minister.
3. Membership on the Agency will occur through Ministerial Order.
4. The board members will be appointed for the following terms:
 - a. Chair, 3 years for the first term and every 2 years thereafter,
 - b. Representative, Regional Municipality of Wood Buffalo (RMWB), 2 years or based on elected term,
 - c. Representative, Wood Buffalo Housing and Development Corporation (WBHDC) 2 years,
 - d. Assistant Deputy Minister, Oil Sands Sustainable Development Secretariat, 3 years for the first term and every 2 years thereafter,
 - e. Assistant Deputy Minister, Homeless Support and Land Development, 3 years for the first term and every 2 years thereafter,
 - f. Representative, Urban Development Institute Representative (UDI), 2 years, and
 - g. Public Member at Large, 2 years.
5. Members may serve on the Agency for no more than 10 consecutive years.
6. The members of the Agency will be paid in accordance with Schedule 1, Part A of the Order in Council 466/2007.

7. The chairman and members are entitled to be paid travelling and living expenses in accordance with the *Subsistence and Travel Allowance Regulation* made by Ministerial Order 1/98, as amended, or any order made in substitution, therefore, as though they were employees of the government.
8. The Agency will adhere to all the requirements of the Agency Governance Secretariat in accordance to the Public Agencies Governance Framework.
9. The Agency shall prepare annual financial statements for the Minister for the immediately preceding fiscal year
 - a. in a form and manner acceptable to the Minister, and
 - b. in accordance with:
 - i. the generally accepted accounting principles recommended from time to time by the Canadian Institute of Chartered Accountants, and
 - ii. any modification of the principles referred to in sub-clause (i) or any supplementary accounting standards or principles established by the Minister by regulation.
10. The Agency will prepare a business plan and provide annual reports and updates on the Parsons Creek Project to the Minister.
11. This Order remains in effect until December 31, 2016 unless it is revoked earlier by the Minister.

Dated at Edmonton, Alberta, this 09 day of December, 2008.



Yvonne Fritz
Minister of Housing and Urban Affairs

Housing and Urban Affairs

Fort McMurray Community Development Initiative - Parsons Creek Project

Appendix 1

<u>Terms of Reference</u>	
Body	Community Development Advisory Board (CDAB)
Purpose	<ol style="list-style-type: none"> 1. The purpose of the CDAB is to make recommendations to government (Alberta Housing and Urban Affairs (HUA)) regarding the overall development plan of the Parsons Creek land parcel, including land use and cost implications. 2. Provide policy recommendations to HUA. 3. Work and consult with Wood Buffalo Housing Development Corporation (WBHDC) on affordable housing issues as determined by HUA.
Scope	<p>The Board will provide recommendations to government (HUA) on the following items relating to the Parsons Creek Project:</p> <ul style="list-style-type: none"> • Dedication of lands for specific-purpose use, including market rental housing and commercial needs • Servicing of land • Release of serviced land parcels • Affordable housing • Social Infrastructure • Cost implications, including use of surplus funds (profits) • Collaboration with other housing organizations • Engagement of the community, including the Aboriginal communities, faith-based organizations and other stakeholders and service providers <p>The Board will receive reports and updates from the Parsons Creek Project Lead and others providing Project support.</p> <p>The Board will refer the appropriate recommendations to:</p> <ul style="list-style-type: none"> • Deputy Minister (DM), HUA • Land Development Team — c/o Project Lead, Housing Services, HUA
Membership	<ul style="list-style-type: none"> • Chair, TBD • Representative, Regional Municipality of Wood Buffalo (RMWB) • Representative, Wood Buffalo Housing and Development Corporation (WBHDC) • Representative, Urban Development Institute Representative (UDI) • TB, Assistant Deputy Minister, Oil Sands Sustainable Development Secretariat • HUA, Assistant Deputy Minister, Housing Services • Public Member at Large, TBD
Terms of Reference Amendment	<p>These <i>Terms of Reference</i> can be amended as follows:</p> <ul style="list-style-type: none"> • Changes to the Terms of Reference can be undertaken by HUA in consultation with the CDAB Chair. CDAB members can recommend amendments for approval.

Housing and Urban Affairs
Fort McMurray Community Development Initiative - Parsons Creek Project
Appendix 2

Community Development Advisory Board Membership

Members	Areas of Responsibility
1. Chair, Community Development Advisory Board - TBD	<ul style="list-style-type: none"> - Will possess a good understanding of the community's needs, - Will have experience in land development and housing, - Be independent from Government of Alberta or any other vested interests in the Wood Buffalo Region, and - Will be named in consultation with Northern MLAs and the Premier's Office.
2. Regional Municipality of Wood Buffalo (RMWB) <i>Proposed Representative: Council Member</i>	<ul style="list-style-type: none"> - Responsible for planning and engineering approvals, including the Parsons Creek Design Concept Plan and Area Structure Plan, as well as taking the lead for providing water and sewer offsite services, including the proposal to use up to \$100 million of its Municipal Sustainability Initiative (MSI) program funding.
3. Wood Buffalo Housing and Development Corporation (WBHDC) <i>Proposed Representative: Chair</i>	<ul style="list-style-type: none"> - Local non-profit (Part 9) responsible for addressing affordable housing sites.
4. Urban Development Institute – Wood Buffalo (UDI) <i>Proposed Representative: Board Member</i>	<ul style="list-style-type: none"> - Industry association representing land developers and local builders (formerly represented by the Wood Buffalo Home Builders Association, which is now part of UDI (Fort McMurray Chapter).
5. Treasury Board, Oil Sands Sustainable Development Secretariat (OSS) <i>Proposed Representative: Assistant Deputy Minister, Oil Sands Sustainable Development Secretariat and Corporate Policy</i>	<ul style="list-style-type: none"> - As the Ministry responsible for the implementation of the Community Development Plan (CDP), and co-ordination of various GoA departments and activities associated with the Fort McMurray land development.
6. Housing and Urban Affairs (HUA) <i>Proposed Representative: Assistant Deputy Minister, Housing Services</i>	<ul style="list-style-type: none"> - As the Ministry responsible for creating affordable housing.
7. Public Member at Large	<ul style="list-style-type: none"> - To represent the broader community interests of Albertans outside Fort McMurray. This individual will not be affiliated with land development in Fort McMurray and will be named in consultation with MLAs and the Premier's Office.

- Appointed members to attend all scheduled meetings. Designates will not be permitted

Community Development Advisory Board Appendix 3

The Community Development Advisory Board (CDAB) is structured to bring together a diverse group of knowledgeable representatives that will be able to collaborate effectively to represent the overall community needs balanced by provincial considerations. The Terms of Reference for the CDAB are outlined in Appendix 1.

The CDAB shall be comprised of a provincially appointed Chair and six board members representing the following:

- Regional Municipality of Wood Buffalo (RMWB)
- Wood Buffalo Housing and Development Corporation (WBHDC)
- Urban Development Institute – Wood buffalo (UDI)
- Treasury Board, Oil Sands Sustainable Development Secretariat (OSS)
- Housing and Urban Affairs (HUA)
- Public Member at Large

Once the board composition has been finalized, it will be posted on the website at <http://www.housing.alberta.ca/>. Membership status will be updated as required.

Appointment Process

Names of individuals to sit on the CDAB are acquired through a nomination process. A request will be sent to the Regional Municipality of Wood Buffalo, Wood Buffalo Housing Development Corporation and the Urban Development Institute to provide the name of a nominee within their organization to become a member of the CDAB. Requests will be sent to the Premier and Northern MLA's to submit the name of a nominee for the Chair and the Public Member at Large. In addition, Government MLA's will also be requested to submit the name of a nominee for the Public Member at Large.

Membership on the CDAB will occur through Ministerial Order. Members will become eligible for appointment once they have met the necessary requirements as set out in the following "Qualification and Eligibility Requirements" or as deemed qualified by the Minister.

Qualification and Eligibility Requirements

The CDAB will be responsible for providing recommendations to HUA on the overall land development plan for the Parsons Creek site in Fort McMurray. The CDAB members must be aware of essential economic principles regarding supply and demand in the prevailing market.

The *Chair* shall be independent from the Government of Alberta and other vested interests in the Wood Buffalo Region and shall possess:

- A demonstrable understanding of the community's needs;
- Experience in land development processes; and
- An awareness of the economic drivers present in the Regional Municipality of Wood Buffalo (RMWB) and Alberta.

The *Regional Municipality of Wood Buffalo* shall select a member who can demonstrate understanding of the competencies of the RMWB and shall possess:

- Knowledge of the planning and approval processes;
- An understanding of the principles described in the Parsons Creek Design Concept;
- An awareness of the community needs; and
- An understanding of the RMWB's communication and public consultation processes.

The *Wood Buffalo Housing and Development Corporation (WBHDC)* representative shall possess:

- An understanding and ability to provide an affordable housing needs analysis;
- An understanding of the land development processes; and
- An understanding of community issues of the RMWB.

The *Urban Development Institute – Wood buffalo (UDI)* representative shall possess:

- An understanding of land development principles; and
- An understanding of local issues impacting the overall land development.

The *Treasury Board, Oil Sands Sustainable Development Secretariat (OSS)*, representative maintains responsibility for the implementation of the Community Development Plan and shall:

- Coordinate with various GoA departments; and
- Coordinate with non-governmental groups impacting or impacted by the land development process.

***Housing and Urban Affairs (HUA)* is responsible for:**

- Coordinating land development services;
- Addressing land for affordable housing; and
- The sale of serviced land parcels to fund social assets.

The *Public Member at Large* will be independent of any land development activity in the RMWB and:

- Shall be responsible for representing broader community interests of Albertans outside of Fort McMurray;
- Shall not be affiliated with any land development in Fort McMurray.

The CDAB shall remain in place until Parsons Creek is fully developed, anticipated for 2016. Any vacancy that may arise from time to time shall be filled based on the criteria herein described.