



BEAVER HILLS INITIATIVE POLICIES OF THE BOARD OF DIRECTORS

Policy Type: Governance Process

Number: 1

**Policy Name: BHI BOARD OF DIRECTORS
TERMS OF REFERENCE (BHIBD)**

Date Approved: 02/13/06

a) Area of Responsibility

The BHI Board of Directors is the governing board of the Beaver Hills Initiative. On behalf of its members, it is responsible for ensuring that the BHI achieves its Mandate and Activities and operates within its governing policies.

b) Key Duties

The key duty of the Board is to represent the members in determining and demanding organizational performance. To distinguish the Board's role from the role of the Executive Director, the Board will concentrate its efforts on the following:

- i) A clear description of the formal liaison between the BHI and the members.
- ii) Written governing policies that define:
 - **Mandate:** the organizational outcomes, the recipients, and the cost or relative worth of the outcomes (what good, for which recipients, at what cost).
 - **Governance Process:** how the Board fulfills its operational responsibilities including how the Board liaises/communicates to the membership.
 - **Board/Executive Director Relationship:** delegation of authority from the Board to the Executive Director, and reporting requirements of the Executive Director to the Board
 - **Executive Director Limitations:** defined scope, roles and responsibilities of Executive Director.
- iii) The assurance that the role and responsibilities of the Executive Director are fulfilled through clearly defined communication channels, time lines, milestone delivery and reporting requirements

c) Composition

The BHI Board of Directors is composed of representatives of the following organizations:

- i) Municipalities including Beaver County, Lamont County, Leduc County, and Strathcona County

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- ii) Federal Government including Parks Canada, (Elk Island National Park), Prairie Farm Rehabilitation Administration (PFRA)/Agriculture and Agri-Food Canada
- iii) Provincial Government including Alberta Community Development, Alberta Parks and Protected Areas Division (Cooking Lake/ Blackfoot Recreational Area, Miquelon Provincial Park), Alberta Municipal Affairs, Alberta Environment, Alberta Sustainable Resource Development (Ministik Bird Sanctuary and other Natural Areas), Alberta Agriculture Food and Rural Development.
- iv) Environmental Non-Governmental Organizations including Ducks Unlimited Canada, Alberta Fish and Game Association, North Saskatchewan Watershed Alliance, Nature Conservancy of Canada, Alberta Conservation Association
- v) Industry organizations including the Fort Air Partnership Association, Northeast Capital Industrial Association, Alberta Industrial Heartland Association and Strathcona Industrial Association
- vi) University of Alberta



BEAVER HILLS INITIATIVE POLICIES OF THE BOARD OF DIRECTORS

Policy Type: Governance Process

Number: 2

**Policy Name: BHI BOARD CHAIR (BHIBC)
TERMS OF REFERENCE**

Date Approved: 02/13/06

a) Area of Responsibility

The role of the Chair is to ensure the integrity of the Board's process and to represent the Board to external partners and audiences. The Chair is the only Board member authorized to speak for the Board, except when he/she temporarily delegates this authority to another person. Confirmation of delegated spokesperson authority will be made jointly by the Chair and the Executive Director.

b) Key Duties

The Chairperson's key duties are to ensure that the BHI Board complies with its governance policies, communications protocols and business/work plan schedule of activities.

- i) The duties of the Chair are to ensure that during Board meetings:
 - Discussions and information provided at Board meetings is on task.
 - Roberts Rules of Order or similar process will be followed.
 - Board decisions will be by consensus, unless a vote is required by another authority or when consensus agreement is not possible.
 - Minutes will be taken as assigned and will be sent to Board Members within 10 days of any meeting.
- ii) The Chair has authority to make reasonable interpretations of Board policies on Governance Process and Board-Executive Director Relationship, with the exception of (a) employment or termination of an Executive Director and (b) instances where the Board specifically delegates portions of this authority to others.
- iii) The Chair has no authority to make decisions about policies created by the Board within Mandate and Executive Director Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Executive Director.
- iv) The Chair may represent the Board to outside parties in communicating Board-stated positions or information.

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- v) The Chair may delegate spokesperson authority, by joint decision with the Executive Director, but remains accountable.
- vi) The Chair shall be an ex-officio member of all working groups and sub-committees of the Board and has signing authority on behalf of the BHI.

c) Composition

The BHI Board Chair will be selected from the Board of Directors, along with a Vice-Chair who will serve in the absence of the Chair or as otherwise required.



**BEAVER HILLS INITIATIVE
POLICIES OF THE BOARD OF DIRECTORS**

Policy Type: Governance Process

Number: 3

**Policy Name: BHI EXECUTIVE DIRECTOR
(BHIED)
TERMS OF REFERENCE**

Date Approved: 02/13/06

a) Area of Responsibility

The Executive Director is accountable to the Board. The Executive Director is responsible for implementing all staffing actions, operational requirements, work plan activities and fulfilling reporting requirements to the Board.

The board will view Executive Director performance as identical to organizational performance. Consequently, the Executive Director's responsibilities are stated as performance in two areas:

- Organizational achievement of Mandates and policies
- Organizational operation within the Executive Director Limitations policies.

Organizational accomplishment of the Mandate and compliance with Executive Director Limitations will be viewed as successful Executive Director performance.

b) Key Duties

The Executive Director's role will be to comply with Board policies and Mandate, implement operational requirements under advisement of the Board, and follow instructions outlined in communications and directives from the Board.

- i) The Board will develop an annual work plan with the Executive Director to achieve targeted outcomes and the Mandate. Within the work plan, specific projects may be identified which include detailed requirements with specific timelines in order to satisfy requirements of the Mandate.
- ii) The Executive Director will comply with Executive Director Limitation policy.

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- iii) The Executive Director will be expected to exercise reasonable, ethical and sound judgment in daily operational requirements, and in achieving the Mandate.
- iv) The Executive Director will prepare an annual budget reflecting financial requirements, project costs, and other resource requirements of the annual work plan.
- v) The Executive Director will prepare quarterly Performance Reports and present the information on outputs, impacts and milestones to the Board.
- vi) The Executive director is a non-voting member of the Board of Directors, is an ex-officio member of all Board Working Groups and has signing authority on behalf of the BHI.
- vii) The Executive Director may act a delegated spokesperson for the Chair of BHI, when required to do so, and in joint agreement with the Chair.
- viii) The Executive Director reports to the Board through the Board Chair.

c) Composition

The BHI Board will appoint the Executive Director who will be employed under the terms laid out in the Fiscal Agency agreement.



BEAVER HILLS INITIATIVE POLICIES OF THE BOARD OF DIRECTORS

Policy Type: Governance Process

Number: 4

**Policy Name: BHI FISCAL AGENT (BHIFA)
TERMS OF REFERENCE**

Date Approved: 02/13/06

a) Area of Responsibility

Until the BHI achieves legal status as a not-for-profit society/corporation, an interim Fiscal Agent will execute the legal responsibilities of the organization. The Fiscal Agent is responsible and liable for:

Legal requirements and responsibilities

- Human resources
- Protection from risk (insurance)
- Fiduciary trust.

b) Key Duties

The Board will enter into a memorandum of understanding with the fiscal agent until such time as the BHI obtains legal status. The duties of the Fiscal Agent will be to:

- i) Provide legal authority and administrative processes to receive, hold, and expend funds
- ii) Conduct all staffing actions, and provide timely and accurate payroll and benefits to staff
- iii) Own property, as required on behalf of the BHI
- iv) Account for and regularly report on all income, expenditures, assets and liabilities related to BHI including audited financial statements.
- v) Extend risk protection to the activities of the BHI
- vi) Provide timely and efficient transfer of ownership of resources, property, data, and records to BHI once legal status is obtained.

The Fiscal Agency acts on behalf of the BHI. The Fiscal Agent does not direct the expenditure of money or the activities of the Executive Director.

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c) Composition

The BHI Board has agreed that Strathcona County will act as the fiscal agent for BHI and enter into a memorandum of understanding that clearly outlines roles, responsibilities, timelines and limitations of the agreement.



BEAVER HILLS INITIATIVE POLICIES OF THE BOARD OF DIRECTORS

Policy Type: Governance Process

Number: 5

**Policy Name: BHI EXECUTIVE TEAM (BHIET)
TERMS OF REFERENCE**

Date Approved: 02/13/06

a) Area of Responsibility

The Executive Team is a Board Working Group that will assist the Board to set agendas and priorities for Board consideration. The Executive Team will be made up of the Executive Director and Chairs of all Working Groups. The Executive Team will serve as a coordinating body to ensure consistency of purpose, shared use of resources, communications, and timely direction on specific projects.

b) Key Duties

The Executive Team will assist the Board to:

- i) Set meeting agendas
- ii) Establish priorities for Board consideration
- iii) Coordinate activities of Working Groups; and
- iv) Provide information to the Executive Director in preparing the Annual Work Plan/Business Plan and Budget

c) Composition

The BHI Executive Committee will be composed of:

- i) All Working Group Chairs
- ii) Board Chair
- iii) Executive Director

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BEAVER HILLS INITIATIVE POLICIES OF THE BOARD OF DIRECTORS

Policy Type: Governance Process

Number: 5

**Policy Name: BHI WORKING GROUPS
TERMS OF REFERENCE**

Date Approved: 02/13/06

General for All Working Groups

1. The Beaver Hills Initiative (BHI) Board of Directors is the governing board of the BHI. On behalf of its partners, it is responsible for ensuring that the BHI achieves its Mandate and Activities and operates with its governing policies.
2. The Working Groups (WG) are established under the Board of Directors. The WG will work independently from the Board reporting to the Executive Director and the Executive Team.
3. The Chair of the WG will provide updates on activities at scheduled Board Meetings and Executive Team Meetings as required. The Chairman forms part of the Executive Team.
4. Resources for activities of the WG will be in-kind time and approved funding through the Business Plan, Executive Director and the Board.
5. The WG will establish a Work Plan (WP) and adjust priorities as required.
6. The WP will be reviewed and updated as required, minimum annually. The working group will maintain a flexible membership policy to enable the addition of new members who share the mission and mandate of the BHI and the working group. New member applications or invitations will be considered and approved through a consensus among the existing members.

The Area of Responsibility:

1. Co-ordinate, update, and make data and information available to partners as directed by the overall Working Group Management Plans and WP.

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2. Build awareness, understanding and support for the activities of the BHI.
3. Strive to apply leading-edge theory and Beneficial Management Practices (BMP) to establish an understanding and appreciation of the importance of the Beaver Hills through applying a bioregional approach to sustainable development.
4. Build on the foundation of Key Messages approved by the board.
5. Maximize inter-agency cooperation and collaboration to advance the goals and principles of the BHI.

Key Duties

1. Work with consultants when required, within the partners of the group and other working groups.
2. Support the Board in the fulfillment of its responsibilities and mandate.
3. When requested by the Board, to undertake in-depth analyses of specific planning related issues and to report on the implications and alternative options for addressing these issues.
4. Actively support and pursue fulfillment of the BHI's three Mandates and Activities:
 - i. Data and information sharing
 - ii. Strategic Coordination of Planning; and
 - iii. Partnership Building.
5. Develop and implement management programs/activities that advance the Vision, Mission and Guiding Principles of the Beaver Hills Initiative
6. Increase basic knowledge, understanding, and appreciation of the Beaver Hills' unique landscape and the life it supports
7. Provide an advisory role amongst all partners and stakeholders with respect to land-use planning, policies and practices.
8. Work collaboratively and constructively with other working groups, organizations and agencies to expand the Beaver Hills partnership and advance the Initiative's mission and mandate

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9. Only speak or act on behalf of the Board when formally given such authority for a specifically defined purpose.
10. Individual agencies will fully maintain their jurisdictional autonomy and are not expected to work outside the scope of their respective mandates.
11. Working group members are free to initiate their own projects and undertakings for the individual or mutual benefit of its member agencies as long as such endeavors are consistent with the goals and principles of the BHI. Project proposals initiated from within the working group will be presented to the board for review and endorsement.

Planners Working Group (PLWG)

Outcomes:

1. Completion of a land use planning framework that:
 - i. Recognizes and protects the distinctive qualities and essential character of the Beaver Hills' environment and landscapes;
 - ii. Supports and complements the role of protected areas in maintaining the diversity of landscape types and habitat, and associated species and ecosystems throughout the Beaver Hills; and
 - iii. Protected and enhance the natural, social and economic capital of the Beaver Hills.
2. Innovative development where its type, size, design and location is in harmony with:
 - i. The social, economic and cultural fabric of the communities concerned;
 - ii. The environmental and ecological capacity of the area; and
 - iii. The distinctive character of the Beaver Hills
3. Provide an advisory service to partners and stakeholders concerning land use planning, policies and practices that contribute to the objectives of the BHI.
4. Community collaboration and participation when requested.
5. Coordinated, consistent and complementary messaging (internal and public) among the participating agencies and through agency resources.



6. Opportunities for local residents and visitors to appreciate, interact, and connect with nature through coordinated planning and programming involving all relevant agencies and stakeholders of the Beaver Hills.
7. Scientific and educational activities, which contribute to the long-term well being of the resident population and to the development of public support for the environmental protection of the Beaver Hills.
8. Activities and employment opportunities that are appropriate in type and scale to the essential qualities of the area and that bring benefits to, and contribute to the social and economic viability of the Beaver Hills.
9. Development of an annual Planners Working Group Work Plan (PLWGWP) that is consistent with the BHI Business Plan.

The BHI Planners Working Group is composed of the following organizations;

Beaver County
Lamont County
Leduc County
Strathcona County
University of Alberta
Community Development - Alberta Parks and Protected Areas Division
Elk Island National Park
Executive Director

See Attachment 6.1 for detailed list of current contacts

Communication and Education Working Group (C&EWG)

Outcomes:

1. Communication and Education Management Plan (CEMP) and Work Plan (WP) to be reviewed annually.
2. Community collaboration and participation as needed.
3. Coordinated, consistent and complementary messaging (internal and public) among the participating agencies and through agency resources.

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4. Opportunities for local residents and visitors to appreciate, interact, and connect with nature through coordinated planning and programming involving all relevant agencies and stakeholders of the Beaver Hills
5. The protection and celebration of biodiversity values that reflect and integrate the natural and cultural history of the Beaver Hills/Cooking Lake Moraine.

The BHI Communication and Education Working Group is composed of the following organizations

North Saskatchewan Watershed Alliance
Alberta Municipal Affairs
Alberta Fish and Game Association
North East Capital Industrial Association
Alberta Conservation Association
Nature Conservancy of Canada
Ducks Unlimited Canada
Agriculture and Agri-Food Canada
Strathcona County Wilderness Center
Heritage Appreciation Team Leader
BHI Executive Director

See Attachment 6.2 for detailed list of current contacts.

Councillor Working Group (CWG)

Outcomes:

1. The promotion of appropriate development (design and location) that is harmonized with the ecological features, function and aesthetic and cultural character of the Beaver Hills/Cooking Lake Moraine.
2. Community collaboration and participation.
3. The balanced integration of social, economic and environmental values that support a sustainable and superior quality of life for all residents (e.g. vigorous and healthy human communities, a wealth of natural capital, robust environmental communities providing a range of ecological services etc.).
4. The establishment of landscape linkages that secure the ecological connectivity between core protected areas within the Beaver Hills/Cooking Lake Moraine and

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between the Beaver Hills/Cooking Lake Moraine and surrounding regional habitat.

5. The protection and celebration of biodiversity values that reflect and integrate the natural and cultural history of the Beaver Hills/Cooking Lake Moraine.
6. Coordinated, consistent and complementary messaging (internal and public) among the participating agencies.
7. The delivery of a range of opportunities for the public to interact and connect with nature through a combined and coordinated planning and programming effort of protected area agencies in the Beaver Hills/Cooking Lake Moraine.
8. The retention and enhancement of the ecological health, integrity, diversity and character of the Beaver hills Moraine.

The BHI Councillor Working Group is composed of the following organizations:

Beaver County
Lamont County
Leduc County
Strathcona County
BHI Executive Director

See Attachment 6.3 for detailed list of current contacts.

GIS Working Group (GISWG)

Outcomes:

1. A GIS Management Plan (GISMP) and Work Plan (WP) to be reviewed annually.
2. Ensure fitness of use for the data capture, management and display.
3. Support the balanced integration of social, economic and environmental values that support a sustainable living for all residents (e.g. vigorous and healthy human communities, a wealth of natural capital, robust environmental communities providing a range of ecological services etc.).

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4. Coordinated, consistent and complementary messaging (internal and public) among the participating agencies, through provision of GIS services and agency resources.

The BHI GIS Working Group is composed of the following organizations:

Strathcona County

Nature Conservancy of Canada

Parks Canada

Agriculture and Agri-Food Canada

Alberta Parks and Protected Areas

Ducks Unlimited Canada

BHI Executive Director

See Attachment 6.4 for detailed list of current contacts

Protected Areas Working Group (PAWG)

Outcomes

1. The retention and enhancement of the ecological health, integrity, diversity and character of the Beaver Hills.
2. The promotion of appropriate development (design and location) that is harmonized with the ecological features, function and aesthetic and cultural character of the Beaver Hills.
3. Community collaboration and participation.
4. The balanced integration of social, economic and environmental values that support a sustainable and superior quality of life for all residents (e.g. vigorous and healthy human communities, a wealth of natural capital, robust environmental communities providing a range of ecological services etc.).
5. The establishment of landscape linkages that secure the ecological connectivity between core protected areas within the Beaver Hills and between the Beaver Hills and surrounding regional habitat.
6. The protection and celebration of biodiversity values that reflect and integrate the natural and cultural history of the Beaver Hills.
7. Coordinated, consistent and complementary messaging (internal and public) among the participating agencies.

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8. The delivery of a range of opportunities for the public to interact and connect with nature through a combined and coordinated planning and programming effort of protected area agencies in the Beaver Hills.

Composition

1. Membership is comprised of the key protected area agencies that have significant land bases and programs within the Beaver Hills and that share a mandate to provide some or all of the following functions: environmental education, preservation, nature-based recreation/tourism and/or heritage appreciation services. Membership also includes an academic element to bring leading-edge protected areas management theory into the working group dynamic.
2. The working group will maintain a flexible membership policy to enable the addition of new members who share the mission and mandate of the BHI and the working group. New member applications or invitations will be considered and approved through a consensus process among the existing members.
3. The founding member agencies are:
 - Parks Canada - Elk Island National Park
 - University of Alberta, Dr. Guy Swinnerton, Professor Emeritus
 - Alberta Community Development Parks and Protected Areas Division
 - Alberta Sustainable Resource Development
 - Strathcona County

See Attachment 6.5 for detailed list of current contacts.

Research and Monitoring Working Group(R&MWG)

Outcomes:

1. Development of an annual Research and Monitoring Work Plan (RMWP) that is consistent with the BHI Business Plan.
2. Community collaboration and participation when requested.
3. Opportunities for local residents and visitors to appreciate, interact, and connect with nature through coordinated planning and programming involving all relevant agencies and stakeholders of the Beaver Hills.

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4. Scientific and educational activities, which contribute to the long-term well being of the resident population and to the development of public support for the environmental protection of the Beaver Hills.
5. Activities and employment opportunities that are appropriate in type and scale to the essential qualities of the area and that bring benefits to, and contribute to the social and economic viability of the Beaver Hills.

The Research and Monitoring Working Group is composed of the following organizations:

Parks Canada, Elk Island National Park
Heritage Protection Specialist
Ducks Unlimited Canada
Strathcona County
BHI Executive Director

See Attachment 6.6 for detailed list of current contacts.

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ATTACHMENTS

Attachment 6.1 (Planners Working Group PWG):

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Attachment 6.3 (Councillor Working Group CWG)

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Councillor Jim Kallal

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Chairman of the BHI Board: Councillor Ray Lopushinsky

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Attachment 6.4(GIS Working Group GISWG)

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Attachment 6.5. (Protected Areas Working Group PAWG)

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Attachment 6.6 (Research and Monitoring Working Group R&MWG)

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