

Executive Committee Terms of Reference

Approved by the Alberta Water Council on June 24, 2010

CONTEXT:

The Executive Committee was created in 2005 to perform a number of roles, including (1) establishing effective business practises; (2) ensuring the productivity of Council meetings; and (3) providing leadership to advance the Council's goals. In November 2007, the Council transitioned from a Minister's committee to a not-for-profit Society, resulting in a new set of responsibilities for the Council and its Executive Committee. While the Committee maintained its original responsibilities, a number of new tasks were delegated to it, including financial and statutory oversight on behalf of the Board of Directors.

During the first few years of the Council's operation as a not-for-profit Society, the Board of Directors delegated some additional roles to the Executive Committee as they arose, including:

- leading strategic planning to set the Council's vision, mission and long-term goals, strategies and activities, and
- leading the strategic review and identification of communication opportunities that will improve key relationships and advance stakeholders' understanding of the Council and its work.

The Executive Committee will operate in a manner that is consistent with the rules, policies and procedures adopted by the Council, including the use of consensus to make decisions in a multi-stakeholder process.

STRATEGIC INTENT:

The Executive Committee will provide leadership and oversight to ensure the Council operates effectively and achieves its vision, mission and goals.

OBJECTIVES:

1. To ensure the Council has a governance structure and processes that support the collaborative spirit and effective operation of the Board.
2. To provide oversight of financial and statutory obligations.
3. To lead the development of the Council's strategic plans.
4. To ensure the Council has a communication strategy that builds positive relationships and advances stakeholders' understanding of the Council and its work.

Note that while the Executive Committee provides leadership and oversight in the areas outlined above, the Council does not delegate its final decision-making authority for the approval of policies, annual operating budgets, audited financial statements, or strategic and communications plans to the Executive Committee.

KEY TASKS:

In accordance with the limitations above, the Executive Committee will:

1. Work with the Executive Director to set the Council's meeting agendas, review issues and coordinate reporting to the Board.

2. Chair Board of Director meetings (the chairing duties are typically shared among two or three executive members at each Board meeting).
3. As represented by the President, undertake an annual performance appraisal of the Executive Director.
4. Lead the Council’s strategic planning exercises and assess the effectiveness of the Board in meeting its chosen outcomes.
5. Oversee the Council’s strategic communications planning exercises and evaluate the Council’s success in achieving the plan’s outcomes.
6. Make interim decisions and take action on matters requiring the Council’s attention between regularly-scheduled meetings. In these cases, the Board will be briefed at their next meeting and the Executive Committee’s interim decisions will be effective only until the Board considers the matter and ratifies the decisions.
7. Act with the full authority of the Board (1) in areas expressly delegated by the Board, (2) where implementing Board-approved decisions, or (3) where there is established policy or precedent.

TIMELINES AND DELIVERABLES:

On a 3-year rotational basis, the Executive Committee will:

1. Lead a process to review and develop or update its 3-year Business Plan.
2. Lead a process to review and develop or update its Communication Strategy.
3. Lead a process to review and update its Process Guidelines.

On an annual basis, the Executive Committee will:

1. Lead the Council’s Operational Planning exercise.
2. Propose a core operating budget for the upcoming year.
3. Report on the Council’s communication activities during the previous year and the effectiveness of the strategy in meeting its outcomes.
4. As represented by the President, review the performance of the Executive Director.

MEMBERSHIP:

The Executive Committee includes a President, three Vice-Presidents and a Secretary-Treasurer. The Board appoints a Secretary-Treasurer, which is usually the Council’s Executive Director. The President and the three Vice-Presidents are chosen from among the Board’s Directors and are appointed so that each broad category has a representative on the executive committee. The four individuals selected by their respective broad categories decide which of them will serve as President. All terms are for two years and can be renewed.

BUDGET:

The budget will change each year depending on the activity being undertaken in the 3-year rotational cycle. Typically the Board approves hiring a consultant with expertise in strategic planning and communications to assist in the development of those strategic products. Those consultant costs would be approved in budgets specific to those activities. Otherwise, annual costs are anticipated to be as follows:

• Hosting	\$1,000	
• Stakeholder Support	\$3,000	
• Administrative Support	\$2,000	
• Conference calls	<u>\$ 500</u>	
Total		<u>\$6,500</u>