

ALBERTA ANTI-RACISM ADVISORY COUNCIL

Mandate and Roles Document

02/26/2026

Abstract

This Mandate and Roles Document (MRD) is intended to be a vehicle that enhances and clarifies the understanding of the unique roles and responsibilities of each: the Government of Alberta, the Minister, the Deputy Minister, and the AARAC, through a collaborative process involving the Minister, Deputy Minister and the AGENCY.

Updated September 2025

**Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)**

Table of Contents	
1. Preamble	2
2. Definitions	2
3. Agency Mandate	2
3.1 Overview	2
3.2 Mandate	3
3.3 Classification	3
3.4 Independence	3
4. Legislation and Regulations	3
4.1 Applicable Legislation	3
4.2 Privacy	4
5. Composition	4
6. Financial Information	4
6.1 Funding Source	4
6.2 Compensation Disclosures	4
7. Accountability, Roles and Responsibilities	4
7.1 Government of Alberta ("Government" or "GoA")	4
7.2 Minister	4
7.3 Deputy Minister ("DM")	5
7.4 Assistant Deputy Minister (ADM)	7
7.5 The Executive Director	8
7.6 The Anti-Racism Secretariat	8
7.7 The Council	9
7.8 The Council Co-Chairs	9
7.9 All Council Members	10
8. Communications	11
8.1 With the Public	11
8.2 With the Ministry	11
9. Recruitment and Appointment	11
9.1 Recruitment and Appointment	11
9.2 Termination	12
9.3 Code of Conduct ("CoC")	12
9.4 Administration of MRD	12
10. Approvals	13

**Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)**

1. Preamble

This Mandate and Roles Document (MRD) for Alberta Anti-Racism Advisory Council (AARAC) has been developed collaboratively between the Minister of Jobs, Economy, Trade and Immigration, AARAC and the Ministry of Jobs, Economy, Trade and Immigration.

This document reflects a common understanding of each signatory's respective accountabilities, roles and responsibilities, pursuant to, and in accordance with, the requirements in Section 3 of the Alberta Public Agencies Governance Act (APAGA).

This MRD is not a contract, nor does it establish or create legal obligations. Rather, it sets out the understanding between the AGENCY, the Minister and the Department regarding their respective accountabilities, roles and responsibilities, as well as defines the relationships between the Government of Alberta (GoA), the Minister, AARAC and the Department.

2. Definitions

"Agency" means the Alberta Anti-Racism Advisory Council (AARAC)

"Alberta Public Agencies Governance Act" ("APAGA") means the Act which provides the legislative framework to enhance transparency and accountability while promoting good governance of the nearly 250 provincial agencies, boards and commissions (ABCs) in Alberta.

"Chair" means the Chair (Co-Chair) of AARAC.

"Council" means the Alberta Anti-Racism Advisory Council.

"Department" refers to the Department of Jobs, Economy, Trade and Immigration

"Deputy Minister" ("DM") means the Executive Head of the Department.

"Government of Alberta" ("GoA" or "Government") means the Government of Alberta.

"Minister" means the Minister responsible for Jobs, Economy, Trade and Immigration.

3. Agency Mandate

3.1 Overview

The AARAC is an advisory body under the Government of Alberta, responsible for providing advice on efforts to address racism and promote more inclusive and accepting communities across Alberta.

Alberta Anti-Racism Advisory Council (AARAC) Mandate and Roles Document (MRD)

3.2 Mandate

Created under s. 7 of the Government Organization Act, the AARAC ("the Council") is an advisory council accountable to the Minister. The Council is responsible for providing advice on efforts to combat racism and promote more inclusive and accepting communities across Alberta. Attached is the Ministerial Order ("MO"), which outline the mandate and responsibilities of the Council in more detail.

The Council provides advice to GoA on ways to:

- Remove systemic barriers to accessing government programs and services;
- Remove language barriers in accessing information;
- Educate and inform Albertans to encourage acceptance and prevent future racism;
- Connect with law enforcement agencies and communities to raise awareness and assist local collaboration across Alberta; and
- Identify strategies and actions to combat racism.

3.3 Classification

The Council is a public agency, under the Department, which is subject to APAGA. The Council functions as an advisory body providing advice to the Minister.

3.4 Independence

The Council is an advisory body created to provide advice to the Minister. While the Council may recommend to the Minister directions that could be pursued, ultimately the Council receives its direction from the Minister and does not operate independently.

4. Legislation and Regulations

The Council has responsibilities under, and is subject to, a number of statutes including:

4.1 Applicable Legislation

- *Access to Information Act;*
- *Alberta Public Agencies Governance Act (APAGA);*
- *Auditor General Act;*
- *Conflicts of Interest Act;*
- *Financial Administration Act;*
- *Government Accountability Act;*
- *Government Organization Act;*
- *Interpretation Act;*
- *Ombudsman Act;*
- *Protection of Privacy Act;*
- *Public Interest Disclosure (Whistleblower Protection) Act;*
- *Public Sector Compensation Transparency Act;*
- *Public Service Act; and*

**Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)**

- *Reform of Agencies, Boards and Commissions Compensation Act (RABCCA).*

4.2 Privacy

All personal information provided to the Council is collected under the authority of the *Access to Information Act* and the *Protection of Privacy Act*

5. Composition

The Council consists of up to 25 members appointed by the GoA. These positions are appointed by the Minister via MO. AARAC does not have Alberta Public Service (APS) staff and is supported by a secretariat provided by and responsible to the GoA.

6. Financial Information

6.1 Funding Source

The Council is funded by the Department and does not have its own budget.

6.2 Compensation Disclosures

The Council is required, under the Public Sector Compensation Transparency Act, to disclose the compensation and severance paid to eligible members twice per year.

Compensation and Severance Disclosures can be found at:

<https://www.alberta.ca/public-sector-body-compensation-disclosure>

7. Accountability, Roles and Responsibilities

7.1 Government of Alberta ("Government" or "GoA")

Accountabilities

The GoA is accountable to the Premier and the citizens of Alberta.

Responsibilities

The GoA is responsible for the financial and policy framework in which the Council operates.

7.2 Minister

Accountabilities

Alberta Anti-Racism Advisory Council (AARAC) Mandate and Roles Document (MRD)

The Minister is determined under section 16 of the *Government Organization Act* as the Minister responsible for the Council. The Minister is answerable to the Legislative Assembly and the public for the activities and performance of the Council.

Responsibilities

The Minister will recommend to cabinet the appointments of candidates for Council Members and Co-Chairs. In doing so:

1. Recommends the appointment of Council Members and the Co-Chairs based on her/his assessment that the appointees have the appropriate knowledge, skills, experience and values to assist the Council in achieving its objectives and performing its functions;
2. On an annual basis, provides strategic direction to the Council to support the development of its operational plan and guide identification of its priorities;
3. Approves all public communications, acts as public spokesperson for the Council as appropriate and ensures the AARAC communication protocol is adhered to;
4. Monitors the operations and performance of the Council to ensure that it is fulfilling its mandate in compliance with GoA policies;
5. Informs the Council of GoA policies and direction affecting the work of the Council by attending their meetings;
6. Conducts regular reviews of the Council's mandate and purpose to determine if the work of the Council is still relevant to the needs of Albertans, if it is aligned with GoA priorities, and if its operations, and functions are being carried out in a manner that can achieve GoA objectives.
7. Meets, from time to time, with the Co-Chairs of the Council with respect to significant events concerning the Council and to discuss matters of mutual concern;
8. Administers the Code of Conduct with respect to the Council; and
9. Conducts a review of the mandate and operations of the Council at least every seven years, in accordance with Section 19 of APAGA.

It is understood that the Minister may delegate certain activities under this document to the DM or other staff in the Department.

7.3 Deputy Minister ("DM")

Accountabilities

The DM is the senior public servant in the Department and has a dual accountability and reporting relationship to the Minister and the DM of Executive Council.

Responsibilities

Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)

The DM acts under the general direction of the Minister. The DM supports the Minister in fulfilling the collective and individual responsibilities as well as accountability to the Legislature.

The DM is responsible for:

- Ensuring sound public service advice on policy development and the implementation within the Department, and with respect to the GoA's overall policy and legislative agenda;
- Effective departmental management;
- Providing advice on management of the Minister's portfolio; and
- Fulfillment of authorities that have been assigned to the DM, or other department officials, either by the Minister or directly through legislation.

In regard to the Council, the DM is responsible for:

- a) Assisting the Minister with carrying out accountabilities, including communication and oversight;
- b) Helping to ensure clear roles and responsibilities that align with the Minister's expectations, in order to avoid potential or perceived conflicts;
- c) Overseeing the joint development of accountability and governance documents;
- d) Allocates staff resources to support the work of the Council;
- e) Working with the Council to ensure the Minister's directions are carried out and implemented; and
- f) Carrying out any additional duties delegated by the Minister.

The DM ensures the Department supports the Council in fulfilling its mandate and other duties by:

1. Advising the Council of issues and concerns raised by stakeholders and seeking the advice and input of the Council in responding to those issues and concerns;
2. Providing information and advice about government public policy priorities, expectations and directives that may affect the work of the Council;
3. Meeting with the Council and/or the Co-Chairs with respect to significant events concerning the Council and to discuss matters of mutual concern;
4. Ensuring the Department fulfills its role in support of the Council by planning resource needs, and
5. Working through the Department in areas where there are mutual considerations, including, but not limited to:
 - a Communications;
 - b Budget, forecast, Standing Committee on Public Accounts;
 - c Emergency Planning and Response;
 - d Recruitment and appointments (herein later described); and
 - e How the Department is providing supports to the Council

Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)

It is understood that the DM will delegate certain activities under this document to the ADM or other staff in the Department.

7.4 Assistant Deputy Minister (ADM)

Accountabilities

The ADM is accountable to the DM and provides strategic guidance for the functioning of the Council.

Responsibilities

The ADM acts under the general direction of the DM and is responsible for:

- Acting as Code Administrator, as detailed in the Code of Conduct;
- Ensuring the Council has the necessary resources to effectively carry out its mandate;
- Providing information and advice to the Council to facilitate its work;
- Making strategic decisions on issues that may have broader impact; and
- Engaging with internal and external stakeholders to address issues that could impact or support the Council's work.

In regard to the Council, the ADM is responsible for:

- a) Directly supporting the appointment and selection process for Council members;
- b) Meeting with Co-Chairs to support strategic planning and the effective operations of the council in meeting its mandate;
- c) Connecting Council to other ministries or orders of government that may be seeking advice from Council;
- d) Communicating Council's recommendations regarding priority issues and work plans to other ministries that may be impacted for their input;
- e) Meeting with Council regularly to communicate the strategic direction of government.
- f) Supporting performance measurement and monitoring of Council members through regular performance assessments;
- g) Guiding the Council in navigating through difficult issues or conflicts;
- h) Providing oversight for the planning and delivery of Government-led multicultural events being supported by the Council;
- i) Ensuring accuracy and accountability regarding Council expenditures and related financial tracking, monitoring and reporting;
- j) Facilitating and approving communication requests put forward by Council for posting on the Government hosted Council web page used for sharing Council updates with community members; and
- k) Acting as liaison for meetings between Minister or Deputy Minister and Council.

**Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)**

7.5 The Executive Director

Accountabilities

The Executive Director is responsible for the Council's Secretariat and accountable to the ADM.

The Executive Director oversees the general administration of the business of the Council, including:

Responsibilities

- a) Supporting the effective and efficient operation of the Council;
- b) Ensuring that Council's priorities and results are accurately represented in the Department's Business Plan and Annual Report;
- c) Ensuring that the Anti-Racism Secretariat provides Council members with the operational support required to fulfill their mandate;
- d) Assigning a member of the Anti-Racism Secretariat to attend full Council and subcommittee meetings to provide board secretariat functions, including being the custodian of all minutes, records, and other Council documents;
- e) As directed, assigning a member of the Anti-Racism Secretariat to support board recruitment procedures in accordance with Department policies, including working with the Council Co-Chairs to orientate and evaluate Council members;
- f) Facilitating accurate and timely board remuneration and reimbursement of expenses; and
- g) Forecasting and managing expenditures and ensuring that the annual budget is not exceeded.

7.6 The Anti-Racism Secretariat

Accountabilities

The Anti-Racism Secretariat is accountable to the Executive Director.

Responsibilities

The Anti-Racism Secretariat provides the Council with administrative support, which includes supporting the scheduling of meetings, distributing materials, facilitating internal and external communications, maintaining accurate records, and coordinating Council activities in the following areas:

- a) Providing ongoing orientation and logistical support for Council members;
- b) Meeting regularly with the Council Co-Chairs;
- c) Facilitating regular meetings and timely communication between the government and Council members;

Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)

- d) Preparing meeting materials, including agendas, meeting minutes, background documents, as well as any draft communications or reporting for review;
- e) Maintaining the SharePoint website to keep Council records updated; and
- f) Coordinating payment and reimbursement for Council members.

7.7 The Council

The relationships among the Minister, the Council members, its Co-Chairs, and Secretariat staff shall be relationships fostering collaboration, coordination and cooperation.

The Council will comply with the government's financial, human resources, administrative and internal control policies. The Council will manage all risks and potential liabilities in accordance with GoA directives, policies, programs and risk management requirements.

Council members must act honestly, in good faith, leaving aside personal interests to advance the public interest and the mandate of the Council. The Council will cooperate with the department on a review of its mandate and activities at least once every seven years.

The Council is accountable to the Minister through the Co-Chairs.

7.8 The Council Co-Chairs

Accountabilities

The Co-Chairs are accountable to the Minister, through the ADM for the mandate and conduct of the Council.

Responsibilities

The Council Co-Chairs will be the primary contact between the Council and the Minister.

The Co-Chairs represent the Council and its interests in dealing with the Minister, the Department, stakeholders, and the community. The Co-Chairs are responsible for:

- a) Providing leadership to the Council;
- b) Facilitating the work of the Council to achieve its mandate;
- c) Acting as spokespersons for the Council, as directed by the DM and Minister;
- d) With the Secretariat, schedule and plan Council meetings:
 - o chair and manage Council meetings;
 - o ensuring that the Council and its sub-committees meet regularly;
- e) Providing the Minister with regular updates on the Council's operations and keeping the Minister informed regarding emerging issues and priorities;
- f) Meeting with the Secretariat as required to address emerging issues and priorities;
- g) Ensuring that the Council conducts an annual evaluation of its performance and the work of individual Council Members;

Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)

- h) Ensuring that all Council Members have completed appropriate onboarding and board governance training;
- i) Administering Council activities and ensuring their alignment with the Council's mandate;
- j) Ensuring the Council complies with Government of Alberta financial, human resources, administrative and internal control policies;
- k) Ensuring that:
 - o A Code of Conduct is in place that conforms with the requirements of the Conflicts of Interest Act and has been reviewed for compliance by the Ethics Commissioner;
 - o Council members are aware of their obligations as outlined in the Code of Conduct;
 - o Appropriate procedures have been implemented to foster compliance with the Code of Conduct; and
 - o Procedures are in place for the Council to address conflict of interest matters.

7.9 All Council Members

Accountabilities

Council members are accountable to the Minister, through the Co-Chairs for their performance as Council members.

Responsibilities

Each Council member is responsible for participating actively on the Council and conducting themselves appropriately as council members. Each member's responsibilities include;

- a) Maintaining compliance with all relevant policies and procedures by which the Council operates, and ensuring that the Council operates at all times in compliance with all applicable laws and regulations, the Council's Code of Conduct and to the highest ethical standards.
- b) Provide advice and recommendations to the Minister to support combatting racism and promoting inclusion in Alberta.
- c) Make all reasonable efforts to ensure that the advice provided to the Minister is evidence-based.
- d) Participate in the preparation of an annual update for the Minister indicating the Council's major activities and accomplishments and the extent to which its planned activities and goals were achieved.
- e) Will participate in meetings as required, at least three times a year or more frequently at the direction of the Minister and Co-Chairs.
- f) Through a process led by the Co-Chairs, conducts an annual evaluation and review of the Council's performance. The Council will review the results of this evaluation and discuss potential ways to improve the Council's effectiveness, adopting agreed-upon improvements, as required.

Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)

- g) With the approval of the Co-Chairs, may establish Sub-committees that support the mandate of the Council and are accountable to the Council.
- h) The specific mandate of each Sub-committee will be contained in a separate document entitled "Sub-Council Mandates" and will be reviewed periodically by the Council if applicable.
- i) In addition, each individual Council member is responsible for:
 - o Attending Council meetings and serving on committees;
 - o Reviewing and voting on policy and other matters;
 - o Reviewing and recommending changes to the Minister relating to the bylaws and policies of the Council, as necessary; and
 - o Ensuring the Council carries out its activities in accordance with its Terms of Reference.

8. Communications

8.1 With the Public

The Minister or delegate may speak publicly regarding the Council.

The Co-Chairs may speak for the Council, in consultation with the Department and in accordance with established communication parameters.

Members or alternates do not speak on behalf of the Council publicly.

8.2 With the Ministry

There will be ongoing interaction between the Council, the Minister, the ADM and DM, and Department staff, as needed, to facilitate the work of the Council. The primary contact for the Council will be the Executive Director responsible for the Anti-Racism Secretariat.

9. Recruitment and Appointment

9.1 Recruitment and Appointment

The Government of Alberta uses a competency-based recruitment process for all members of public agencies, boards and commissions (ABC). The Public Agency Secretariat (PAS), Public Service Commission (PSC), leads the coordination of recruitment activities through collaboration with departments across the Government of Alberta, Premiers Office and ABC's.

The Centralized Recruitment Process is located here:

<https://open.alberta.ca/publications/centralized-recruitment-guidebook-for-albertas-publicagencies-boards-commissions>. The Council's first point of contact for starting a recruitment process is a Governance Specialist in the Department.

Members will receive remuneration in accordance with the Committee Remuneration

Alberta Anti-Racism Advisory Council (AARAC) Mandate and Roles Document (MRD)

Order 466/2007, Schedule 1, Part B, as amended from time to time. Members of the Council are entitled to be paid travel and living expenses in accordance with the Travel, Meal and Hospitality Expenses Policy, as amended from time to time.

9.2 Termination

The Minister may recommend to Cabinet the termination of the appointment of the Chair or AARAC member for reasons including but not limited to:

- significant breach of an obligation under the Code of Conduct;
- theft;
- fraud;
- criminal charges; and
- other reasons deemed warranted.

9.3 Code of Conduct ("CoC")

The CoC provides a framework to guide ethical conduct and reflects the key values of the Council and the public it serves. The CoC is reviewed and approved by the Ethics Commissioner.

Any actual, potential, or perceived conflict of interest involving the Co chairs will be brought to the attention of the Code Administrator, who will determine the appropriate course of action to resolve the conflict of interest.

Members of the Council are required to bring any actual, apparent, potential, or perceived conflicts of interest to the attention of the Co-Chairs who, in consultation with the Executive Director, will determine the appropriate course of action to resolve the conflict of interest in line with the Code of Conduct.

The Council's CoC will be available on PAS' website at <https://www.alberta.ca/public-agency-secretariat>

9.4 Administration of MRD

The MRD shall be in effect for not more than three years. It must be renewed or revised by the expiry date, when there are changes to the Co-Chairs and/or the Minister. The Mandate and Roles document may be amended at any time and either party may initiate a review. Amendment(s) must be signed by both the Co-Chairs and the Minister.

Transparency

Copies of the MRD will be filed with the Minister, the Council and the Anti-Racism Secretariat. The original of this signed document will be kept with the department's Legal and Legislative Services Unit with copies provided to the Minister, the Council and the PAS. In support of the principle of transparency, this document will also be readily available to

**Alberta Anti-Racism Advisory Council (AARAC)
Mandate and Roles Document (MRD)**

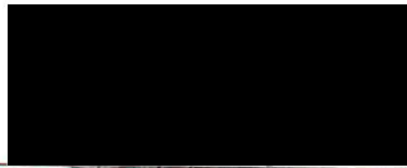
the public on the Council's website <https://www.alberta.ca/anti-racism-advisory-council> and the PAS website at <https://www.alberta.ca/public-agency-secretariat>

Periodic Council Review

The mandate and operations of every public council must be reviewed by the responsible Minister at least every seven years. The next review for the Alberta Anti-Racism Advisory Council is scheduled for January 2030.

10. Approvals

We, the undersigned, agree to the terms and conditions described in this MRD and commit to seeing that the intent of this document is carried out.



Mike Shaikh
Co-Chair
Alberta Anti-Racism Advisory Council

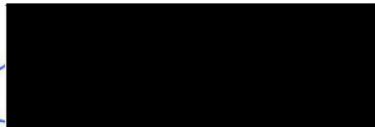
Feb. 3 / 2026

Date



Norman Poon
Co-Chair
Alberta Anti-Racism Advisory Council

Date



Honourable Joseph Schow
Minister
Jobs, Economy, Trade and Immigration

02.02.26

Date