



MANDATE AND ROLES DOCUMENT

September 21, 2024

**THE CANADIAN CENTRE OF RECOVERY EXCELLENCE
MANDATE AND ROLES DOCUMENT**

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1. INTRODUCTION

The Canadian Centre of Recovery Excellence (“CoRE”) and the Minister of Mental Health and Addiction (“Minister”) have jointly developed this Mandate and Roles Document (“MRD”) pursuant to, and in accordance with, the requirements in section 3 of the *Alberta Public Agencies Governance Act* (“APAGA”).

1.1 Nature of this MRD

This MRD is not a contract, nor does it establish or create legal obligations. Rather, it describes and reflects CoRE’s mandate, its relationships with the Minister and the Department of Mental Health and Addiction (“Department”), CoRE’s governance and operational structure, and roles and responsibilities.

APAGA requires that this MRD be reviewed and renewed, amended, or replaced within three years after it was made or most recently amended. Further, under APAGA, the MRD can be amended at any time by the Minister and CoRE.

2. GOVERNING LAW

2.1 Mandate and Activities of CoRE

CoRE was established as a crown corporation and an agent of the Crown in right of Alberta under the *Canadian Centre of Recovery Excellence Act* (“CoRE Act”).

CoRE’s mandate, as set out in the CoRE Act, is to support an improved approach to mental health and addiction issues (“MHA”) by:

- Conducting and supporting research, evaluations and innovations related to MHA,
- Providing advice, information, reports and the results of research and evaluations to the Minister as directed by the Minister and, if the Minister directs it, to another Minister or the Government of Alberta in support of the Minister’s or Government’s powers, duties and functions relating to mental health and addiction,
- Supporting the provision of services to individuals in Alberta with MHA,
- Providing provincial, national, and international leadership on:
 - addressing MHA, and
 - recovery-oriented systems for providing services to individuals with MHA.

In accordance with CoRE’s mandate, and as also set out in the *CoRE Act*, CoRE engages in the following activities:

- Monitoring and analyzing:
 - information and evidence related to MHA;
 - MHA services provided to individuals; and
 - MHA programs and systems for providing services to individuals with MHA, including the efficacy of those programs and systems.
- Conducting and facilitating research and evaluations with respect to:
 - information and evidence related to MHA;
 - mental health and addiction services provided to individuals with MHA; and

- mental health and addiction programs and systems for providing services to individuals with MHA, including with respect to the efficacy of those programs and systems.
- Facilitating or evaluating innovations related to the provision of services, and programs and systems for providing services, to individuals with MHA.
- Supporting the development of evidence-based clinical practice guidelines and documents for use by persons providing services to individuals with MHA.
- Consulting, collaborating, or forming partnerships with persons and entities within and outside Canada that have an interest in the provision of services to individuals with MHA.
- Communicating with the public, governments, the Canadian and international research community, voluntary entities, private sector entities, persons with or who have been affected by mental health or addiction issues and other stakeholders about issues related to mental health and addiction.
- Exchanging and disseminating information and evidence, including the results of research and evaluations, related to:
 - MHA; and
 - the provision of services, and programs and systems for providing services, to individuals with MHA.

In carrying out its activities, CoRE will comply, by content, time, and form, with approved research plans or other plans that are proposed to, or directed to be set by, the Minister. The *CoRE Act* also allows CoRE to establish a data repository in accordance with regulations.

2.2 Agency Status

As to CoRE's status of being an agent of the Government of Alberta, it is a:

- "provincial corporation" and "provincial agency" as those terms are defined in Alberta's *Financial Administration Act* ("FAA"); and
- "public agency" as that term is defined in APAGA and the *Conflict of Interest Act* ("COIA").

2.3 Other Governing Legislation

In addition to the *CoRE Act*, CoRE has duties and obligations under various other Alberta statutes, most significantly the following:

- The APAGA, which applies to CoRE as a "public agency" under that act,
- The COIA, which applies to CoRE as a "public agency" under that act,
- The *Fiscal Planning and Transparency Act*, which applies to CoRE as a "provincial agency" under that act,
- The *Freedom of Information and Protection of Privacy Act*, which applies to CoRE as a "public body" under that act,
- Section 11 of the *Government Organization Act*, which applies to CoRE as a "provincial agency".
- The *Health Information Act*, which applies to CoRE as a "custodian" under that act,
- The *Lobbyist Act*, which applies to CoRE as a "provincial entity" under that act,

- The *Public Sector Compensation Transparency Act*, which applies to CoRE as a “public sector body” under that act,
- The *Reform of Agencies, Boards and Commissions Compensation Act*, which applies to CoRE as a “public agency”, under that Act,
- The *Electronic Transactions Act*, which applies to CoRE as a “public body” under that act, and
- The *Sustainable Fiscal Planning and Reporting Act* as an “accountable organization” under that act.

Under section 11 of the *Auditor General Act*, Alberta’s Auditor General is the auditor of every provincial agency.

3. CORE’S OPERATIONS

3.1 Subsidiaries

CoRE does not have any subsidiaries.

3.2 Staffing and Administrative Arrangements

CoRE is responsible for hiring and management of its contractors and staff, except for a Chief Executive Officer (“CEO”) and a Chief Scientific Officer (“CSO”), who are appointed by the Minister after considering any recommendations of the Board.

3.3 Budget, Planning and Financial Arrangements

The Government of Alberta is the primary funding source of CoRE. CoRE must submit its annual budget to the Minister for approval based on the budget target provided to CoRE.

CoRE will not spend money unless:

- the expenditure is accounted for in a budget approved by the Minister;
- CoRE has received the prior written approval of the Minister; or
- CoRE is acting in accordance with an order of the Minister.

CoRE may make a grant contribution in support of its mandate and activities in accordance with a grant program established in bylaws and approved by the Minister.

CoRE will not:

- accept a gift, bequest, or other funding;
- enter a contract, agreement, memorandum of understanding or other arrangement to receive a gift, bequest, or other funding; or
- accept payment for services rendered, or recover expenses incurred, by itself from any party other than the Government of Alberta unless CoRE has received the prior written approval of the Minister or CoRE is acting in accordance with an order of the Minister.

4. GOVERNANCE

4.1 The Board, Chair of the Board, and Statutory Officers

A board, established under section 5 of the *CoRE Act* and consisting of not more than five members appointed by the Minister, will manage or supervise the management of the business and affairs of CoRE (the “Board”). The Board guides CoRE’s strategic direction, approves, and monitors CoRE’s work plan, and business plan, and is accountable to the Minister.

The *CoRE Act* sets out, under sections 10 and 11, the CEO and the CSO, respectively, as statutory officers.

The Minister designates one of the Directors of the Board to be the Chair of the Board and the CEO may be the Chair of the Board.

4.1.1 Board Recruitment and Appointment Process

The recruitment of candidates is coordinated by the Department and will be conducted in accordance with the Public Agency Secretariat (“PAS”) guidelines and the Government of Alberta’s agency recruitment and appointment principles.

The Department and CoRE collaboratively follow a competency matrix that outlines the skills, knowledge, experience, or attributes the Board requires, including those required of particular members where appropriate. When vacancies arise, the matrix is used to identify competencies required of a new recruit. A description of these competencies will be set out in a posting which will be publicly available on the PAS website.

- Suggestions for possible candidates may be solicited from stakeholders.
- Candidates will be assessed based on the extent to which their experience and qualifications match the competencies of the position or positions being recruited for.
- Qualified candidates will be interviewed and screened for eligibility and conflicts of interest.

Appointment of each member of the Board is for a fixed term of up to three years, with the potential for re-appointment, based on satisfactory performance.

An individual may only serve a maximum of two consecutive terms.

4.1.2 Board Orientation and Training

The Chair of the Board and CEO, or designate, will provide an orientation for new members of the Board on:

- CoRE’s mandate and activities;
- CoRE’s by-laws and policies;
- the Board and committee structures and terms of reference;
- key legislation and regulations that apply to CoRE and its activities;

- CoRE's current strategic, business, and financial plans; and
- the Department and Minister's priorities.

4.1.3 Board Performance Evaluations & Succession Planning

The Board conducts an annual evaluation and review of the performance of the Board, its committees and sub-committees, and its members. This process is led by the Chair or designate.

The Board reviews the results of evaluations, discusses potential ways to improve the Board's performance, and adopts action items for improvements. The Board will also conduct an annual evaluation of the performance of the CEO and CSO. The Board shares the results of the Board's and Board members' evaluation, action items, and results of action items with its contact in the Department.

To support effective succession planning, CoRE will consider the Board's current competencies as well as forecast the Board's needs and anticipated changes for the next three to five years.

4.2 Bylaws

Section 9 of the *CoRE Act* provides that the Board may make bylaws:

- establishing rules and procedures for conducting its business, including respecting the calling of meetings and quorum;
- establishing and prescribing the powers, duties and functions of any committee that the Board considers necessary for the efficient conduct of the business and affairs of CoRE;
- establishing a grant program for CoRE;
- respecting the recognition of external parties as affiliated parties;
- governing conflicts of interest of directors, officers, committee members, employees and agents of CoRE and affiliated parties, and other persons and entities with which CoRE has entered into a contract, agreement, memorandum of understanding or other arrangement;
- respecting the governance and administration of CoRE generally; and
- respecting any other matters the board considers necessary for carrying out the mandate and activities of CoRE.

4.3 Committees

Under the authority of the *CoRE Act* to establish and prescribe powers, duties, and functions of any committee that the Board considers necessary for the efficient conduct of the business and affairs of the Centre, the following committee is established, without limitation:

- a Finance and Audit Committee which includes the Chair of the Board, the CEO, CoRE's Executive Director of Finance and Corporate Services, and an Assistant Deputy Minister from the Department.

4.4 Roles and Responsibilities

4.4.1 The Minister

The Minister is responsible and accountable to the Legislative Assembly of Alberta for CoRE. The Minister reports to the Legislative Assembly on the affairs of CoRE and answers questions about CoRE.

The Minister also:

- reviews and responds to matters that require the approval of the Minister as set out in the *CoRE Act*, this MRD, or other governing legislation;
- may set policies that must be followed by CoRE in carrying out its powers, duties, and functions, pursuant to Section 10 of the APAGA;
- when appropriate, seeks advice or information from the Chair of the Board and ensures that communication channels are available for the Chair of the Board to consult directly with the Minister;
- consults with the Board Chair or Board, as appropriate, and at a minimum on a quarterly basis, when new strategic directions or policies impact the mandate of CoRE;
- directs the Board to develop and submit research plans, and amended plans, with reasonably set time, form, and content;
- determines the remuneration of each member of the Board, including the Chair, in accordance with any applicable legislation or regulations;
- monitors whether CoRE is acting within its mandate and achieving its long-term objectives and short-term targets, and compliance with all relevant government policies, the *CoRE Act*, this MRD, and other applicable Alberta and federal laws and takes appropriate action;
- sets and defines performance expectations for CoRE in conjunction with the Department;
- conducts a review at least every three years of CoRE's mandate and in the review considers, among other things, whether and the extent to which CoRE's mandate continues to be relevant to the goals, priorities, and policies of the Government of Alberta;
- appoints, as needed, individuals to the offices of CEO and CSO;
- meets with the CEO, the Chair of the Board, or both, as the case may be, at least quarterly to receive updates, align priorities, and help identify emerging issues; and
- may delegate their responsibility to their representative (Chief of Staff) or designate.

4.4.2 The Deputy Minister

The Deputy Minister:

- meets with the CEO, the Chair of the Board, or both, as the case may be, on a regular basis, to receive updates, align priorities, and help identify emerging issues, and
- acts on any responsibilities delegated from the Minister.

4.4.3 The Department

The Department supports the Minister in fulfillment of the Minister's role and as required by the Minister:

- consults CoRE on all proposed legislative and regulatory changes with respect to the mandate and related policy initiatives;
- works in consultation with CoRE on financial reporting with respect to its mandate and any services conducted;
- works in consultation with CoRE on preparations and submissions of any other plans or other accountability documents; and
- coordinates, as appropriate, with CoRE and the Minister on matters related to recruitment and appointment of members to the Board.

4.4.4 CoRE Board

The Board is accountable to the Minister for the activities and performance of CoRE. It is responsible for the governance of CoRE and overseeing the management of its business and affairs as well as directing and overseeing CoRE's operations, subject to constraints by or under applicable legislation or constating documents.

The Board:

- approves and submits to the Minister the annual budget, business plans, and performance results of CoRE;
- develops and submits research plans, and amended plans, within the time, form, and content, directed by the Minister;
- establishes a grant program in accordance with section 4(4) of the *CoRE Act* if it intends to make grants or contributions in support of CoRE's mandate and activities;
- establishes and administers a code of conduct (the "Code") governing the conduct of the Board and CoRE employees, and assures itself on a regular basis that CoRE has an ongoing, appropriate, and effective process for ensuring adherence to the Code;
- oversees, on a regular basis, compliance with all relevant policies, procedures, and standards by which CoRE operates and assures itself that CoRE always operates in compliance with applicable laws and regulations;
- assesses any significant risks to which CoRE is exposed and assures itself on a regular basis that CoRE has ongoing, appropriate, and effective risk management processes and policies;
- monitors the financial performance of CoRE, including overseeing the effectiveness of internal controls and reporting systems and obtains advice from the Office of the Auditor General, and assures itself that the financial results are reported on a timely and regular basis and in accordance with any legislated requirements and generally accepted accounting principles;
- identifies appropriate governance policies and processes to assist CoRE in fulfilling its mandate, including the frequency and structure of meetings;

- makes recommendations for the Minister's consideration for CEO and CSO appointments, as needed;
- establishes such committees as it considers necessary to carry out its duties and ensures that a written mandate for each committee is approved and reviewed annually;
- when appropriate, ensures that all material developments and significant emergent issues related to CoRE and the delivery of its mandate are disclosed to the Minister on a timely basis; and
- provides an orientation process, training, and ongoing development opportunities for Board members.

4.4.5 Chair of the Board

The Chair of the Board:

- with direction from the Board, represents the Board and its interests, as well as the interests of CoRE, in dealing with the Minister;
- provides leadership for the Board, effectively facilitates the work of the Board, and plans and manages the Board meetings;
- provides directly to the Minister timely notification or updates as to material issues or matters concerning CoRE's operations;
- provides directly to the Deputy Minister, or delegate, notification, or updates as to non-material issues or matters concerning CoRE's operations; and
- reviews, assesses, and completes conflict of interest forms with new, or changes in, directors.

4.4.6 Vice-Chair of the Board

The Vice-Chair serves the duties and acts the powers of the Chair when the Chair is absent, or unable to act.

4.4.7 CEO

The CEO shall take direction from and report to the Board, and is responsible for:

- the day-to-day-management of CoRE, and the development and execution of its strategic and business plans;
- ensuring that services are being delivered within the mandate, standards, policies and Ministerial approved budget;
- monitoring the performance and operations of CoRE, and taking corrective action when problems are identified;
- establishing appropriate systems for the management and control of CoRE, its operations, and the care of assets owned by or under the control of CoRE;
- providing support and reporting, as required, to the Board to allow it to carry out its governance responsibilities;
- maintaining, as required, effective communications with the Minister or the Minister's representatives, stakeholders, and any other business partners, as appropriate;

- meeting with the Minister at the request of the Minister, Minister's delegate, Deputy Minister, or request of the Chair of the Board to address issues and progression toward achievement of mandate and organizational goals; and
- meeting on a regular basis with both the Deputy Minister and the Minister's representative (Chief of Staff), to provide updates on the status of CoRE, for planning and alignment, or to identify emerging issues or concerns.

4.4.8 CSO

The CSO shall exercise the powers and perform the duties and functions prescribed by the Minister or as directed by the CEO.

4.5 Conflict

If in CoRE's view there is a contradiction or conflict between this MRD and CoRE's obligations under the Act, or any other document, CoRE shall advise the Minister. The Minister and CoRE will jointly work to resolve any such contradiction or conflict including, if necessary, amending this MRD.

4.6 The Code

The Code supports good governance by establishing principles and organizational values and expectations for all covered individuals.

The Board is responsible for reviewing the Code for its implementation and any recommended changes.

Day-to-day administration of the Code is, depending on the circumstances as to the covered individuals involved, administered, and managed by the CEO or the designated legal officer. Where the Code relates to a sole director, or the CEO, or Chair of the Board, CoRE's general counsel will be the designated officer for the purposes of administering the Code.

4.7 Communication, Collaboration, and Consultation

The Minister, Chair of the Board, and the CEO will engage in meaningful dialogue on a regular basis. Communications will be timely, clear, transparent, and constructive.

Communication between CoRE and the Department will be conducted in an open and collaborative manner, respecting privacy, and confidentiality matters.

CoRE's obligation to report is owed to the Minister. Communications may take place, as appropriate, between the Minister's representatives or delegate and various officials of CoRE.

5. Publication of this MRD

Copies of this MRD will be filed with the Minister, the Department, CoRE, and PAS. This MRD will also be available to the public on the PAS' website.

The Mandate and Roles Document of the Canadian Centre of Recovery Excellence is hereby affirmed by the Minister of Mental Health and Addiction and the Board Chair of the Canadian Centre of Recovery Excellence:

Minister of Mental Health and
Addiction

Board Chair of the Canadian Centre of
Recovery Excellence

Original Signed by Minister Williams

Original Signed by Board Chair

Honourable Dan Williams

Kymberly Kaufmann

Date

Date