

## Advisory Committee on Alternative Capital Financing (ACACF)

The Advisory Committee on Alternative Capital Financing, which is composed of private sector members, reports to Treasury Board and Finance as required to provide recommendations on proposals for alternative financing for capital projects. As per its [terms of reference](#), the committee also maintains an ongoing overview of public policy developments, both nationally and internationally, concerning the various funding approaches supporting public infrastructure development; evaluates capital projects and supporting business cases referred by Treasury Board and Finance, and provides feedback to ministries on alternative capital financing proposals.

Details on the nomination process to select committee members is outlined below.

### Nomination Process

The Nomination Process begins with the formation of a review panel with the specific task of considering potential candidates and preparing a short list of candidates for the President of Treasury Board and Minister of Finance's consideration. The review panel generally comprises of 1 individual that is inside of government and the current chair of the Advisory Committee on Alternative Capital Financing (ACACF). Potential candidates are identified from various sources:

- current ACACF members,
- members of the review panel,
- other ministries involved in alternatively financed projects, such as the Treasury Management division of Treasury Board and Finance, and the President of Treasury Board and Minister of Finance's office.

Individuals currently providing advisory services on an alternative capital financed project or active in the capital development process industry are not eligible due to the real or perceived conflict of interest. The panel considers each potential candidate's background and experience using the criteria below. In making its recommendations, the panel takes into account the experience and background of the current membership. The panel's recommendations attempt to bring geographic balance to the ACACF. The panel may make initial contact with potential candidates to see if they will let their name stand for consideration for the review process only.

As part of its review, the panel updates the membership criteria (listed below) if needed to reflect current governance practices.

Panel recommendations are then brought forward to the President of the Treasury Board and Minister of Finance for consideration. The President of the Treasury Board and Minister of Finance's office will notify selected candidates. Appointments to the ACACF are made by the Minister through a Ministerial Order.

## Membership Criteria

Committee members come from a variety of backgrounds to ensure that a broad mixture of expertise is brought to bear in the review of capital projects. All members are ideally residents of Alberta and:

- are private sector representatives;
- are well regarded in their communities;
- are persons of integrity with a strong support for ethics;
- are of senior stature with a proven and outstanding record in their profession;
- have a working knowledge of government-owned alternative capital financing projects and a familiarity with the province's capital plan;
- possess an appreciation of the public sector decision making process and accountability framework, including the unique role of this Committee;
- are independent and can bring an unbiased perspective on the matters brought before the Committee and the members' employment or involvement in other activities must not place them in a real or perceived **conflict of interest** position;
- have excellent analytical, leadership and communication skills;
- have senior level experience in addressing strategic and conceptual issues, and experience reviewing and analyzing complex information and making solid business decisions or advising on highly complex business matters; and
- are available to participate in approximately 3 – 4 meetings of the Committee per year.

In addition, as a group, the committee must have:

- a strong understanding of financial planning and management, investment banking, contract law, accounting, real estate and large capital projects such as highway systems and social infrastructure such as schools, hospitals, post-secondary institutions and other government-funded facilities, and
- representation from the following general areas of expertise: management, investment banking/finance, law, real estate, accounting, engineering, academic, and/or business sectors.