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Islands Trust
Legislative Services/Corporate Officer Function Review

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1) Introduction

The Islands Trust, established in 1974, has a focused legislative mandate for preserving and protecting the trust area and its unique amenities and environment for some 25,000 island residents. This is done primarily through the development of land use planning bylaws and policies. The Trust is a legal corporation and a federation much like a regional district but does not have the extended powers to handle delivery of core services such as water, sewer and transportation. The Islands Trust area covers the islands and water between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox. It is composed of 13 major islands and more than 450 smaller islands covering 5200 square kilometres of land and water.

The governance model of the organization is very unique comprising of a 26 member trust council, executive committee, local trust committees, a trust fund board, council committees and also advisory bodies such as advisory planning committees and separate boards of variance which are quasi legal judicial bodies mandated to adjudicate land use hardship cases. Unlike other local government jurisdictions in the province, island residents must deal with many jurisdictions for basic service delivery. These include the Islands Trust, seven regional districts, and a number of provincial ministries responsible for health, transportation and policing. Islands Trust acts as a gate keeper and facilitator for many of the island residents by attempting to represent their interests. The *Islands Trust Act* gives Trust Council specific authority to achieve its mandate by influencing provincial and regional government policies. The federation is supported by 46 full time staff and a number of contract employees including some 30 regular and relief minute recorders.

2) Project

In September, 2009 the Islands Trust Council adopted a Strategic Plan for 2008 - 2011 setting out corporate priorities to be accomplished for a three year time frame. Goal 4 of the strategy dealt with organizational effectiveness. One of the key objectives included an organizational review of the Corporate Officer (Secretary) function. The current duties for this function are being shared by the Chief Administrative Office, Director of Administrative Services, Director of Local Planning Services, Director of Trust Area Services and Executive Coordinator. The statutory and inherent responsibilities of this function have grown considerably over the years. The position was previously held by a full time staff member but when the current Chief Administrative Officer was appointed in 2003, the Corporate Officer (Secretary) function was consolidated forming a dual role for the Chief Administrative Officer. Over the past few years some of the key responsibilities of this function have been designated mostly to the Director of Trust Area Services and other directors who have little or no past training or experience with the legislative service function.

R.A. Beauchamp & Associates, a local government consulting firm, was hired to review the Corporate Officer function to determine any risk management, the effectiveness of corporate

service delivery and options available to the corporation for changes in the manner the function is delivered through resources of the corporation. The examination included research of other organizations, a review of legislation governing this statutory function, staff job descriptions and procedure bylaws governing the Trust Council, committees and advisory bodies. Interviews were conducted with members of the Trust Council Executive, Chief Administrative Office, Directors and some support administrative staff to gain an understanding of how the various corporate officer functions are currently being handled and delivered.

3) Corporate Governance Model

As noted above, the Islands Trust is unlike other local governance service delivery models in the Province of BC or elsewhere in Canada for that matter. The legal governance authority comes from the *Islands Trust Act and Regulations, Public Services Act, Local Government Act* and the *Community Charter*. There are also a number of provincial statutes and regulations that must be administered by the corporation to protect the interests of the islands residents. Islands Trust works as a federation with a multitude of legal corporations working together to serve the overall best interests of 13 groups of coastal islands, including one island which is incorporated with its own council and staff. The main office of the Trust is located in Victoria with sub-offices in Salt Spring Island and Gabriola Island. The legislative structure comprising of the Islands Trust Council, Trust Fund Board and the Executive Committee is explained in more detail on attached *Appendix 1*. The staffs are responsible for delivering priorities of the Trust Council and planning services as shown on attached *Appendix 2* described as Islands Trust Organization Chart.

4) Corporate Officer (Secretary) Function

In accordance with the *Islands Trust Act and Regulations* the Trust Council shall appoint a Corporate Officer (Secretary) whose statutory responsibilities are set-out in Section 198 of the *Local Government Act* and other statutes as follows:

- a) Administers accurate recordings of minutes of the meetings of council and committees and that the minutes, bylaws and other records of the business of the council and council committees are maintained and kept safe;
- b) Ensuring that access is provided to records of the corporation including council meeting minutes, as required by law or authorized by the council;
- c) Administer *Freedom of Information and Protection of Privacy* legislation including processing all requests and enquiries for corporate information;
- d) Certifying copies of bylaws and other documents, as required and requested;
- e) Administering oaths and taking affirmations, declarations and affidavits required to be taken under this or any other act relating to the corporation;

- f) Accepting, on behalf of the corporation, notices and documents that are required or permitted to be given to, served on, filed with or otherwise provided to the council or other officials of the corporation;
- g) Keeping of corporate seal, if any, and having it affixed to documents as required;
- h) Administers *Financial Disclosure Act* for elections, elected officials and appointed staff;
- i) Manages and coordinates the preparation of the annual report for the corporation.

The Corporate Officer (Secretary) is responsible for legislative service delivery for the corporation. This statutory position is commonly referred to as the Corporate Secretary, Municipal Clerk, or in some jurisdictions, Manager of Legislative Services. In addition to the above statutory responsibilities, this "Corporate Officer position" usually assumes the following responsibilities which are commonly referred to as legislative duties of the corporation:

- j) Coordinates all correspondence of the corporation including policy development for internal and external communications;
- k) Development of policies related to bylaw drafting ensuring that all legal requirements are included and adhered to. Also, maintains a registry of all current bylaws including consolidation of all bylaw amendments etc.;
- l) Coordinates development of policies and procedures for the corporation ensuring that they are consistent with all statutes, takes into account past policies and maintains the policy manual;
- m) Responsible for coordination of agenda preparation ensuring that consistency is maintained with procedures adopted by the corporation;
- n) Provides quasi legal advice to elected officials and staff for interpretations of legislation and policies in advance of seeking legal advice. Coordinates all legal opinions establishing policies for seeking legal opinions and a registry for reference purposes;
- o) Manages the orientation of council following elections and periodically on any changes to legislation or corporate policies;
- p) Training of staff for consistent preparation of agendas, minutes of meetings of the corporation;
- q) Administers elections and by-elections ensuring that consistent information is available for all candidates and general public;
- r) Coordinates all legal publications for the corporation to ensure information meets statutory requirements.

5) Current Allocation of Corporate Officer (Secretary) Functions

The current allocation of the Corporate Officer (Secretary) functions are primarily the designated responsibility of the Director of Trust Area Services however, in actual practice, the duties are still primarily being done by the Chief Administrative Officer and many other individuals in the organization. The allocation of duties by individual or groups of individuals are coded to match those set out in Section 4 (Corporate Officer (Secretary) Functions) above and are set out in attached *Appendix 3*.

6) Evaluation Criteria and Material Used

To assist with the evaluation of Corporate Officer (Secretary) function the consultant was provided with background information including the corporation's latest strategic plan, senior staff job descriptions, previous reports on governance and service delivery reviews prepared by Neilson-Welch, Stantec Consulting Ltd., Local Planning Services Review Report, Staff Report regarding the Corporate Secretary position, Minute Preparation Guide, Procedure Bylaws for Islands Trust and the Local Trust Committees and various provincial statutes governing Islands Trust. In addition, comparison of duties for the Corporate Officer (Secretary) were made with other local government jurisdictions and interviews conducted with members of the Trust Executive, Chief Administrative Officer, Directors, Executive Coordinator and some support staff responsible for administrative duties. The previous reports identified dealt primarily with governance representation and service delivery related issues and did not address the statutory and legislative governance services supported by staff to the organization.

7) Findings and Assessment

- a) Islands Trust elected representatives and senior staff are committed to ensuring that the highest possible professional standards are maintained by the corporation ensuring that constituents are well served and their properties protected from changes that are not consistent with land use policies adopted by the Trust Council.
- b) The Corporate Officer (Secretary) function is a statutory appointment providing legislative support to elected officials and all departments of the corporation. A lot of the key functions are of a quasi legal nature requiring interpretation of legislations and ensuring that the corporate memory is maintained and easily accessible to Trust Council, staff and the general public.
- c) Over the past number of years demands on the Islands Trust organization has changed considerably with added complexity of new legislation and regulation being adopted, increased population and a greater sense of involvement by the constituents in the decision making process to ensure preservation of the integrity of the many islands served by the Islands Trust. The constituents are putting added pressure on the Islands

Trust to go beyond the statutory land use protection mandate and to expand its role in advocacy regarding the policies and programs of the province and other agencies. This is putting pressure on resource demands for the corporation.

- d) The core statutory responsibilities of the Corporate Officer (Secretary) have been designated primarily to the Director of Trust Area Services with some to the Director of Administrative Services and Director of Local Planning Services. None of these individuals have specialized training in corporate administration and legislative services and are all doing these statutory functions off the corner of their desks. As a result of this the majority of the queries related to these functions are ultimately falling back on the desk of the Chief Administrator Officer. This is not effective use of the CAO's time which should be spent on high level strategic planning, inter-governmental relations, mentoring, staff development and serving the high level queries of the Trust Council members. Staff feel very uncomfortable being responsible for high-profile and complex functions in which they are not specifically trained, have no on-going professional development, or are unable to devote needed effort as a result of other core responsibility demands. This situation has even resulted in staff taking medical leave due to the related stress. In addition, the CAO recorded well over 100 hours of unpaid excess time in 2009 and has deferred over 100 hours of vacation time in each of the last two calendar years.
- e) Due to the complexity of the current governance model the corporation conducts more than 200 meetings and public hearings per year requiring staff support to prepare agendas, record proceedings ensuring that statutory requirements are adhered to and then take appropriate action on the decisions of the Trust Council and Committees. In order to support the recording of proceedings 30 regular and relief minute takers are needed to be trained to provide these services. There have been some inconsistencies identified in the training and minute taking procedures which are currently being coordinated by a number of staff.
- f) It has been noted there are some differences in the manner in which minutes are recorded and procedure bylaws governing the various trust committees which should be addressed to ensure that trustees chairing committees are not placed in an embarrassing position with a number of different procedures to try and keep separated on different islands. There is a minute recording guide to assist staff that needs to be updated and consistent training delivered throughout the organization in order to maintain a high level of accuracy and standard wording for minute content which become a historic archive of the corporation. A similar guide should be developed for agenda preparation.
- g) The corporate policy manual and related procedures are in need of updating with no one staff member currently designated to take on this undertaking. There is need to clarify what is a corporate policy and a procedure and the process in which these documents are amended. A staff member should be designated to maintain manuals.
- h) Legislative interpretations are being given by a number of staff including some junior members who have no or limited legal or legislative training. This puts the corporation

at risk for legal challenge. This should be addressed to ensure interpretations are given in a consistent manner and coordinated through one senior staff member. Currently, the only trained staff member for coordinating this is the CAO who is not always accessible for consultation.

- i) Due to the corporation's extraordinary high involvement in administering land use matters there is the constant threat of legal challenges on procedural matters which could result in litigation against the corporation. Costs of insurance and deductible continue to rise. There is no way of completely safeguarding the organization from litigation but ensuring that consistent legislative procedures are in place and statutory meeting procedures and public notifications are in full compliance will help minimize the risk to the organization.
- j) Legal costs for the corporation have risen to over \$300,000 in 2009. There are currently procedures in place for both elected officials and staff for seeking legal opinions that should be reviewed and appropriate changes made to ensure that a designated staff member is consulted before individuals seek legal opinions to ensure that any requests are not being duplicated. Closer monitoring of legal costs would result in a reduction of budget allocations for legal services.
- k) Some inconsistencies have been identified in handling of correspondence by the three offices that have their own procedures for processing correspondence. All correspondence, including emails, are corporate records and need to be processed in a consistent manner to meet statutory responsibilities under the *Local Government Act*. Emails, which are corporate records are not being managed posing risks for the corporation. While the new records management program being planned should ensure there are consistent policies and procedures in place to safeguard the corporate records, there is not sufficient capacity within the organization to implement the program. Some elected officials are experiencing problems with receiving correspondence from constituents and do not have a method of forwarding correspondence to their respective administration office for placement on agendas or to form part of public hearing proceedings. This should be evaluated to see if some Trustees should be provided with small electronic scanners to process corporate correspondence sent to them.
- l) Management of corporate records is currently designated the responsibility of the Director of Administrative Services. The director has primary statutory responsibilities for financial management and other core functions including human resources, information systems management, office procedures and administrative unit supervision. Subsequently, the function of records management is being done off the corner of his desk and not getting the attention needed to ensure that the corporate memory of the corporation is managed consistently and effectively. A consultant has been hired to assist in developing a new records management program. Information management is a major responsibility with many challenges in integrating paper and electronic records to form corporate history. Such an undertaking will not be successful unless there is a designated individual to help implement the program requiring on-

going monitoring and training of staff much like minute taking monitoring and mentoring.

- m) The Director of Trust Area Services has been designated responsibility for the Corporate Officer (Secretary) function, including responsibility for coordination of minutes and bylaws, handling of elections are in compliance with *Local Government Act* and the *Financial Disclosure Act*, ensuring procedural certainty and compliance for all Islands Trust entities with statutory and legal requirements for risk management purposes, public information and communications and provides advice regarding interpretation of legislation impacting Islands Trust. The designated corporate officer functions takes up approximately 50% of the position's responsibilities, while the position's other duties are related to other Council priorities such as advocacy with other levels of government, expansion of the *Natural Area Protection Tax Exemption Program (NAPTEP)*, carbon neutral operations, climate change adaptation, First Nations consultation and management of the Islands Trust Policy Statement. When the Director of Trust Area Services position was re-created and filled in 2007, there were no candidates with experience in both 'sides' of the position. To respond to Trust Council's priorities, the director hired has an environmental protection background, but no experience in the area of legislative functions which results in frequent consultation with the Chief Administrative Officer for advice and direction. As a result of this position taking on responsibility for administering the Trust Policy Statement, Council's direction regarding an expanded advocacy role and several other new initiatives of the Trust Council, the corporate secretary functions are not getting the attention required to meet the statutory and legislative obligations.
- n) The Director of Trust Area Services is currently designated head of *Freedom of Information and Protection of Privacy* legislation with four other staff assuming responsibility for processing and responding to FOI requests that can be very complex and time consuming for staff to research. The go to person for consultation is the CAO. This is not the best use of the CAO's time and this statutory function should be handled by a designated staff member. Unfortunately, there is no other staff member well versed in this specialized area to train other staff in proper protocol for administering this legislation. Based on the complexity of the Islands Trust Corporation it is likely that requests for information will increase over time putting more demands on staff to process FOI requests.
- o) We have examined other local government jurisdictions but have not been able to find similar comparisons due to the unique make up of the Islands Trust and multitude of sub-corporate entities within the federation. The closest comparisons found are those regional districts with a multitude of service functions that, in most cases, have a designated staff member responsible for the Corporate Officer (Secretary) Function. The position names vary from Corporate Secretary to the most common Manager of Legislative Services.

8) Summary

Many of the statutory functions and other relative legislative duties of the corporate officer are not being carried out and are falling through the cracks, exposing the corporation to risk of liability. There is little legal and legislative depth within the current organization beyond the Chief Administrative Officer. This is not surprising, as most staff have a planning background to serve the main mandate of the organization being land use planning. This is changing with the Trust Council broadening its scope of service to become more of an advocate to influence provincial policies and even to advocate for other services for their constituents that are currently handled by the province or other agencies (eg. ferries and policing). Broadening the corporate sphere of service is putting pressure on organization resources and risks where statutory and legislative functions (eg. annual report, agendas and minutes, records management, and procedures) are not being carried out or are done in an inconsistent and non-professional manner. This is damaging to the corporate image.

Because Islands Trust is such a unique corporate public body serving a number of sub-corporate entities within the governance structure that are constantly involved with public scrutiny, the need for reducing risk should be a high priority. The current arrangement of the Chief Administrative Officer being the “go to” person for statutory and legislative advice places added pressure on this position at the expense of more important responsibilities that are needed in providing a high level of leadership for the organization. It is not sustainable in the short-term for the CAO to continue working extensive unpaid hours or to continue deferring vacation time. Should the current CAO be absent for an extended time or leave, the organization would be hard pressed to select a senior staff member that would have the required background or willingness to step in and fill the void of these two positions.

We have identified within this report a number of deficiencies within the corporate legislative services mandate needing attention. Improving how these functions are delivered within the organization will be an ongoing management responsibility to ensure that legislative responsibilities and corporate policies are administered as seamless, and transparent as possible throughout the entire organization. The uniqueness of Islands Trust governance model provides for added challenges, but also opportunity, to develop a learning organization with a special service delivery model that the Islands Trust constituents can be proud of.

Islands Trust has a highly unusual situation with the CAO having been in the organization for many years and having developed a specialized and dependable corporate memory to resolve difficult legal situations. This apparent advantage is becoming a disadvantage, and could become a crisis when she leaves the position unless steps are taken to back fill some of this knowledge. Prudent succession planning requires that there be an immediate transfer of the legislative knowledge in the CAO’s position to a more suitable position in the organization.

9) Benefits of Having a Single Position for the Corporate Officer (Secretary) Function

As noted in Section 7 there are a number of inconsistencies with delivery of a number of legislative services currently delegated to a number of staff within the organization that could be better handled by designating a single person to be responsible for Corporate Officer (Secretary) functions. The following services and function improvements could be experienced:

- a) The Chief Administrative Officer will be more involved with strategic planning tasks assigned by the Trust Council and also free up more time for corporate leadership and mentoring of staff.
- b) Permit other directors to devote more time to their core responsibilities and new corporate initiatives approved by the Trust Council.
- c) There will be additional legislative services depth within the organization and provide for corporate succession planning options for the eventual vacancy of the CAO position.
- d) By adding more legislative depth to the organization the risk of liability to the organization would be lessened and legal fees reduced if effective monitoring of legal opinions and procedures for the organization exercised consistently.
- e) There will be more consistent management of corporate records and Freedom of Information and Protection of Privacy legislation.
- f) There will be significant reduction in stress being experienced by staff that is not suitably trained to administer the Corporate Officer (Secretary) functions.
- g) There will be better coordination of legislative functions across the organization.
- h) Allow Director of Trust Area Services to devote majority of his/her time to Trust Council and Executive Committee core responsibilities and new advocacy initiatives.
- i) A trained expert in legislative matters including meeting procedures and records management will provide for consistent orientation of elected officials and staff.
- j) Planning staff time will be freed up from current involvement in legislative matters such as interpreting legislation and policies, and developing procedural bylaws that are not specific to their area of expertise.
- k) Staff will have a single contact person for legislative matters including legislation interpretation and corporate policies. The CAO would remain the fall back person for such inquiries but not the initial go to person.

10) Options for Changes to the Corporate Officer (Secretary) Function

There are a number of options available to the organization when analyzing the most effective manner in which the Corporate Officer (Secretary) functions can be delivered for the organization. The consultant's mandate did not include assessing the capabilities of current

directors and management staff as this should be done by the CAO who is ultimately responsible for selecting and monitoring performance of these key positions. Based on our analysis and interviews held with elected officials and staff there is a strong indication that the current arrangement for delivering the Corporate Officer (Secretary) function is not serving the best interest of the corporation and that there is growing risk of liability for the organization if changes are not forthcoming. Some options available for consideration:

- a) Status quo with no change. This is not recommended as a viable option for the many reasons stated above.
- b) Formally transfer all Corporate Officer functions back to the CAO. Even though the CAO is quite capable of handling Corporate Officer (Secretary) functions this would be a regressive step as the organization is growing and service functions are being expanded to meet new expectations of the Trust Council.
- c) Require the Director of Trust Area Services to assume the mandatory Corporate Officer (Secretary) functions currently assigned to the position, but are carried out by others or not being carried out at all. This option would require different skills on the part of the Director of Trust Area Services which would require considerable training. This would also result in significant reduction of the discretionary functions that the position currently delivers for Trust Council (eg. advocacy to other levels of government, NAPTEP expansion, carbon neutral operations, First Nations consultation and communications).
- d) Outsource the Records Management and Freedom of Information and Protection of Privacy functions which would include training and development of policies for staff. This would be a stop gap arrangement leaving the other legislative duties to be handled by current staff, who, as noted earlier, are not trained in this area and would continue to leave the organization risk exposure high. It would also cost the organization an amount near that of funding a full time Corporate Officer (Secretary).
- e) Create a new position for a legal advisor to administer legislative services including legislation interpretation and policy and procedure development. This would still require contracting out other services such as records management that would push annual costs above that of a full time Corporate Officer (Secretary).
- f) Create a stand alone Corporate Officer (Secretary) position that could hold a title of Manager of Legislative Services and would be responsible for all statutory and other designated functions related to legislative services delivery for the organization.

11) Recommendations from Consultant

- a) That during 2010 a new stand alone Corporate Officer (Secretary) position be created with a strong emphasis on legal and legislative attributes for the position. It is recommended the position title be appropriately named Manager of Legislative Services.

- b) That the CAO review all senior management positions with the view of changing job descriptions to more clearly reflect primary responsibilities and required areas of expertise. A further review of additional positions within the organization should be undertaken to determine whether re-allocation or elimination of some functions can be done to provide funding towards the new position.
- c) That the legal opinion policies for elected officials and staff be reviewed with the view to provide better clarity for stricter compliance with policies to prevent duplications of opinions and that a designated staff member be consulted before legal opinions are requisitioned by elected officials or staff.
- d) That the minute taking guidelines be reviewed and updated to reflect consistent procedures for all minute takers. That a similar guide for agenda preparation be developed.
- e) That all procedure bylaws for the Local Trust Committees be reviewed with the view to standardize bylaws to provide consistency across the organization that will assist elected officials in conducting meetings for multi-jurisdictions on different islands.
- f) That procedures for handling all corporate correspondence be reviewed to provide clear guidelines for elected officials and staff including definitions of official correspondence for tracking and distribution of both hard copy and electronic records. That consideration be given to providing Trust Council representatives with scanning equipment to provide an effective method of forwarding public correspondence to the corporate offices in a timely manner.
- g) That the corporate policy and procedure manuals are reviewed and updated and a staff member designated the responsibility of maintaining these two important corporate documents.

12) Summary of Risks if Recommended Options are not Chosen

As noted throughout the report, due to the complexity of the Islands Trust governance model, there is greater legal and constitutional risk associated with delivery of corporate and legislative services than in other local government organizations in BC. Of equal importance, is the impact the current dual function is having on the CAO position. The primary risks include:

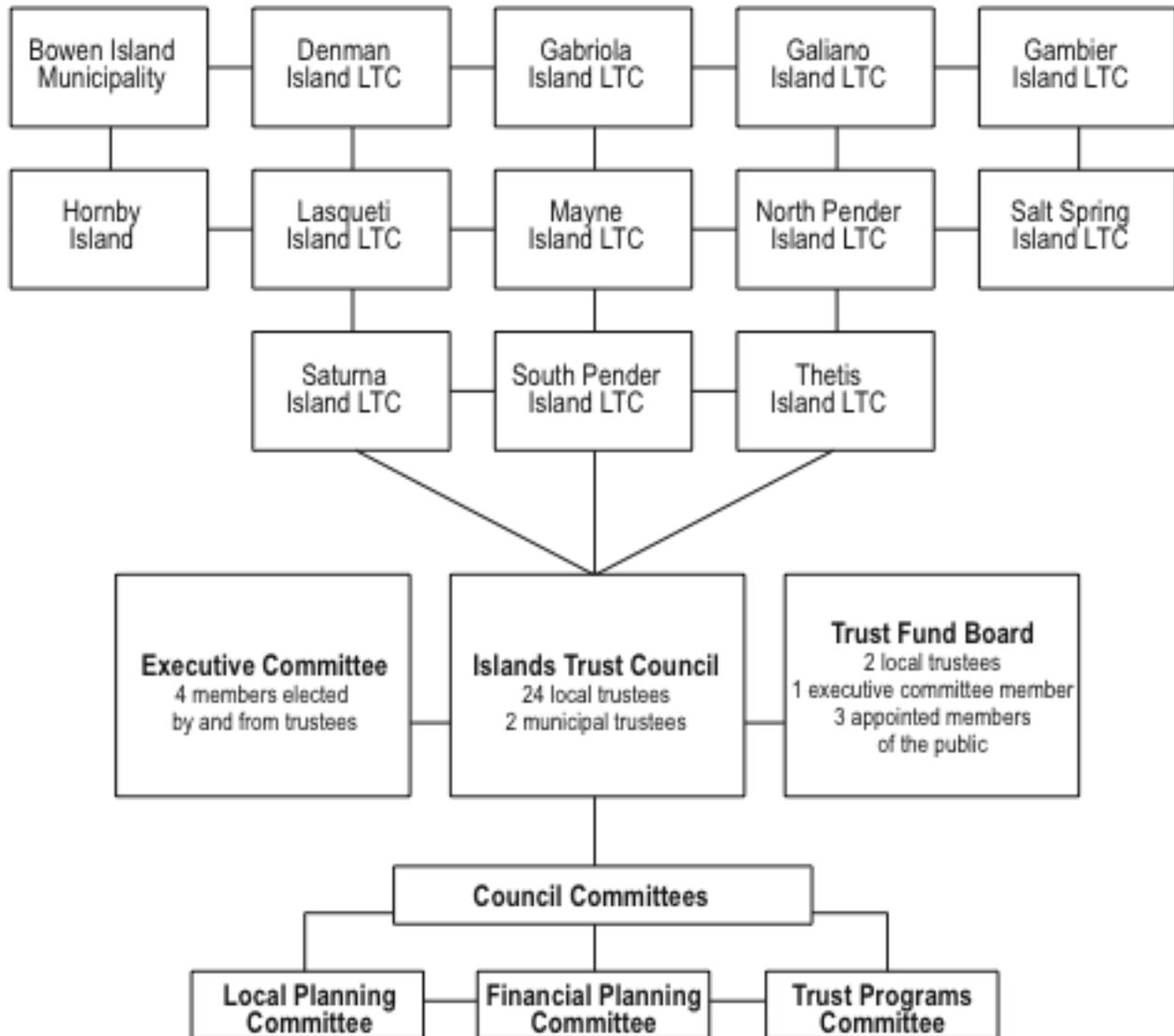
- a) The CAO's continued role of handling dual functions is becoming ineffective and may lead to health issues resulting in two key position vacancies.
- b) Growing risk of liability to the organization resulting from legislative duties not being administered in a consistent manner and some not done at all. Court cases can be very costly and damaging to the public image of the corporation.
- c) Impact on hiring of new staff if asked to carry out legislative functions that they are not trained to do that will create added stress and be damaging to the corporations image as an employer.

- d) Risk to elected officials positions being challenged if not provided with legislative procedure advice in a timely manner by a professional.
- e) Expanded advocacy and special projects beyond the capacity to meet statutory and legislative mandates of the organization.
- f) Growing demands on planning staff time to deal with procedural matters (eg. correspondence, procedure bylaws, and minutes) that they are not trained to deal with in a professional manner.

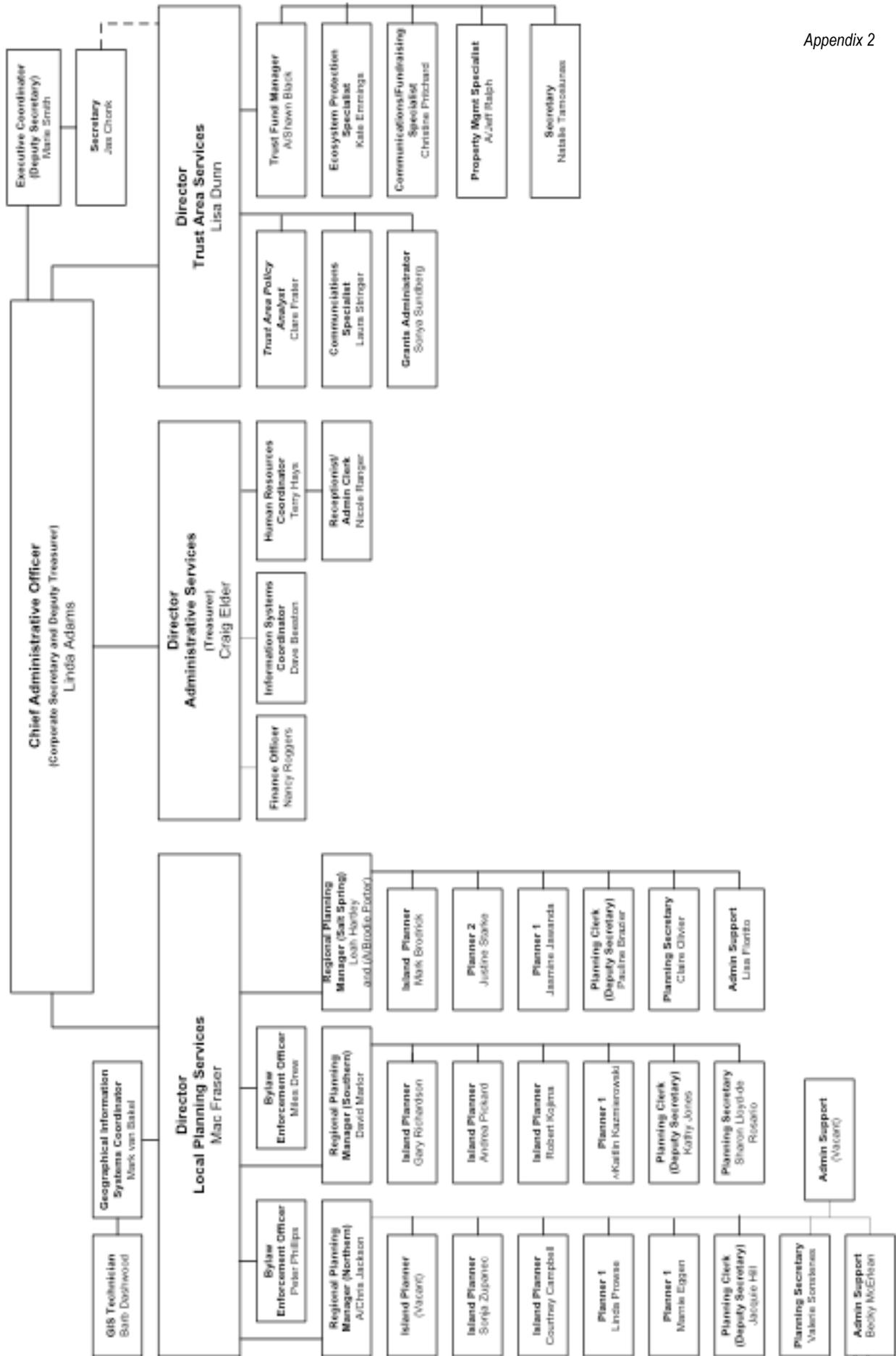
13) Summary of Costs of the Recommended Option

The associated costs of creating a new stand along Corporate Officer (Secretary) position will vary depending on method of implementation and qualification of the selected candidate. Based on comparisons with other local government jurisdictions the cost of this position including benefits would be in the range of \$95,000 - \$115,000 per annum. It is recommended the position be implemented for a partial year in 2010 and that costs realized from reductions in compensation paid for other positions and a reduction of legal fees be applied towards this position for budget purposes.

Islands Trust Legislative Structure Local Trust Committees and Island Municipalities



Islands Trust Organization Chart



Distribution of current Corporate Officer functions within Islands Trust

Corporate Officer (Secretary) Functions	CAO & Exec. Coordinator	Trust Area Services	Local Planning	Admin Services	Support Staff
Statutory Obligations (Sec. 198 of Local Government Act and other statutes)					
a) Administers accurate recording and safekeeping of minutes of meetings and committees of corporation;	✓	•		✓	✓
b) Manages the corporate memory including management of all corporate records including minutes, bylaws, policies correspondence etc. ensuring their safekeeping and access to elected officials, staff and public;	✓ ■	✓	✓	•	✓
c) Administers Freedom of Information and Protection of Privacy legislation including processing in a consistent manner of all request for corporate information;	■	•	✓	✓	✓
d) Certifies copies of bylaws and other official documents as requested;	✓ ■	•			✓
e) Administer oaths and take affirmations, affidavits and declarations on behalf of corporation;	■	•			✓
f) Accept on behalf of corporation, notices and documents that are served on, filed or otherwise provide to corporation;	■	•			
g) Keeping of corporate seal, if any, and having it affixed to documents as required;	N/A	N/A			
h) Administers <i>Financial Disclosure Act</i> for elections, elected officials and appointed staff;	✓	•			✓
i) Responsible for coordinating preparation of annual report;	✓	•	✓	✓	✓
Other typical Corporate Officer (Secretary) tasks and responsibilities					
j) Coordination of all correspondence for the corporation including policy development for internal and external communications;	✓	✓	✓	✓	✓
k) Development of policies related to bylaw drafting ensuring consistency and compliance with legislation. Maintain registry of all bylaws;	✓	•	✓	✓	✓
l) Coordinates the development and maintenance of policies and procedures manuals;	✓ ■	•	✓	✓	✓
m) Responsible for coordination of all agendas and meeting procedures ensuring consistency with the procedures adopted by corporation;	✓	•	✓	✓	✓
n) Provides quasi legal advice to elected officials and staff on interpretation of legislation and policies, coordinates all legal opinions and registry for reference purposes;	■	•	✓	✓	✓
o) Manages the orientation of council after elections and periodically on new legislation or corporate policies;	•	✓	✓	✓	
p) Training of staff for consistent preparation of agendas, minutes of meetings for corporation;	✓	•	✓	✓	✓
q) Administers elections, by-elections ensuring that consistent information is available for candidates and public;	✓	•			✓
r) Coordinates all legal notice publications to ensure statutory requirements are met.	✓	•	✓	✓	✓

- Primarily responsible for function ✓ partially responsible for function ■ Function primarily carried out by CAO