

Governance Policy

for the

Agricultural Land Commission



Adopted November 2007

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I. INTRODUCTION

The Agricultural Land Commission is established by the Government of British Columbia under the *Agricultural Land Commission Act* to:

- (a) preserve agricultural land;
- (b) encourage farming on agricultural land in collaboration with other communities of interest; and
- (c) encourage local governments, first nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies.

As an administrative tribunal under the *Administrative Tribunals Act*, the commission operates independently, and considers applications openly and transparently with reference to the highest standards of administrative fairness and accountability.

The Governance Policy has been adopted by the commission to assist it in being publicly accountable, responsive and effective.

II. INTERPRETATION

A. DEFINITIONS

In this Governance Policy, unless otherwise specified in section 1 of the *Agricultural Land Commission Act, 2004*:

“**Act**” and “*ALCA*” mean the *Agricultural Land Commission Act, 2004*;

“**Agricultural Land Commission**” and “**ALC**” mean the commission together with the organization and staff employed to administer the legislation;

“**ALR**” means the Agricultural Land Reserve;

“*ATA*” means the *Administrative Tribunals Act*;

“**CEO**” means the chief executive officer of the ALC;

“**commission**” means the members constituted as the commission under the Act (as distinct from its organization and staff);

“**chair**” means the chair of the commission;

“**decision**” and “**order**” mean a decision of the commission or the CEO made under a power or right conferred by the legislation;

“**legislation**” means the *Agricultural Land Commission Act* and the regulations and rules made under the legislation, unless otherwise specified;

“**member**” means a member appointed to the commission pursuant to the Act;

“**minister**” means the minister responsible for the *ALCA*, unless otherwise specified;

“**officer**” means the CEO or another person or position designated by the CEO to be an officer;

“**policy instrument**” means resolutions and bylaws made under section 9 of the *ALCA*, in the form of policy statements, policy directives, general orders and notices issued by the commission or its officers;

“**vice-chair**” means a member appointed as a vice-chair, who chairs a regional panel.

B. INTERPRETATION

This Governance Policy:

- a) does not supersede or take precedence over legislation, regulations or any resolution, bylaw or order of the commission or an officer;
- b) does not fetter the decision-making authority of the commission or an officer;
- c) is public; and,
- d) is adopted by a resolution of the commission.

C. LEGISLATED FRAMEWORK FOR GOVERNANCE OF THE COMMISSION

The following points include or summarize legislation that establishes the governance framework for the commission. Please refer to the sections noted for complete wording.

Qualifications of commissioners

- The commission consists of individuals who are knowledgeable in matters relating to agriculture, land use planning, local government or first nations government. *ALCA section 5 (1)*

Commissioner performance of duties

- Commission members must faithfully, honestly and impartially perform their duties and must not, except in the proper performance of those duties, disclose to any person any information obtained as a member. *ALCA section 5 (6)*

Appointments

- The Lieutenant Governor in Council appoints one individual as a member and the chair after a merit based process, and vice chairs after a merit based process and consultation with the chair. *ALCA section 5 (2)*
- The minister appoints other members after a merit based process and consultation with the chair. *ALCA section 5 (3)*
- The Lieutenant Governor in Council appoints the chief executive officer. *ALCA section 8 (1)*
- The commission appoints other officers and employees to which the *Public Service Act* applies. *ALCA section 8 (3) & (4)*

Operation of the commission

- The chair, vice chairs and members are the board of directors of the commission. *ALCA section 5 (4)*
- The commission may pass resolutions and bylaws it considers necessary or advisable for the management and conduct of its affairs, the exercise of its powers and the performance of its duties and functions. *ALCA section 9*
- The commission may delegate any of its functions to the executive committee and, when it performs those functions, the actions and decisions of the executive committee are the actions and decisions of the commission. *ALCA section 10 (3)*
- The commission must submit a service plan to the minister for each financial year and report on its operations during the preceding financial year. *ALCA section 12 (2)*
- The commission determines the functions and duties of the CEO. *ALCA section 8 (2)*
- The executive committee is comprised of the chair and vice chairs. *ALCA section 10 (1)*
- The chair is the chair of the executive committee. *ALCA section 10 (2)*
- The chair may establish up to 6 panels comprised of two or more members and a vice-chair. *ALCA section 11 (2) and (4)*
- A panel has all of the powers, duties and functions of the commission in respect of an application or other matter before the commission and a decision of a panel is for all purposes a decision of the commission. *ALCA section 11 (3)*
- The chair is responsible for the effective management and operation of the tribunal and the organization and allocation of work among its members. *ATA section 9*
- The CEO may retain consultants. *ALCA section 8 (5)*

For additional information on the specific powers, duties and functions of the commission and its officers please refer to the *Agricultural Land Commission Act*, regulations made under this *Act*, commission policy instruments and this Governance Policy.

III. GOVERNANCE FRAMEWORK

A. FULL COMMISSION, COMMITTEES AND PANEL STRUCTURE

1. Full Commission

The full commission is the board of directors. It is responsible for policies and procedures, including the delegation (or resumption) of its powers to (or from) the executive committee.

The full commission meets at least once a year.

2. Executive Committee

The executive committee provides strategic leadership and performs functions delegated to it by the commission, including the establishment of committees and their terms of reference.

The executive committee meets quarterly or at the request of the chair.

3. Standing Committee on Operations and Strategic Planning

The Standing Committee on Operations and Strategic Planning:

- identifies significant operational policy and strategic planning issues and makes recommendations on these to the executive committee; and,
- provides strategic oversight with respect to the commission business and annual reports and budget.

This committee meets as required.

4. Special Committees on Specific Issues

Special committees are established to investigate specific issues and prepare recommendations to the executive committee.

These committees meet as required.

5. Regional Panels

Regional panels make decisions on applications, covenants that prohibit agriculture, and conflicts with bylaws. They also liaise with communities of interest and governments in their regions to achieve the purposes of the commission.

The chair establishes regional panels. Each panel is comprised of a vice-chair and at least two members. Panel absences and vacancies are filled by participation of the chair or cross-appointment from other panels. The size of a panel may be increased by the chair to address inter-regionally significant applications.

B. COMMISSION SUPPORT

Chief Executive Officer

The commission is supported by a CEO, appointed by the Lieutenant Governor in Council, who is responsible for:

- commission staff;
- commission delegated duties; and
- statutory duties with respect to compliance and enforcement and to the deposit and removal of soil and placement of fill.

When the chair and the CEO positions are occupied by the same person, special attention is given to ensure administrative fairness and accountability of their respective functions.

C. STANDARDS FOR CONDUCT OF COMMISSIONERS

1. Standards for Conduct

The Standards for Conduct for the Commission are intended to support commissioners to "...faithfully, honestly and impartially perform their duties..." *ALCA section 5 (6)*

Specifically, members:

- "must not, except in the proper performance of those duties, disclose to any person any information obtained as a member." *ALCA section 5 (6)*; and,
- must avoid any perceived or actual conflict of interest.

To help achieve their statutory obligations commissioners must:

- a) recognize and respect the rules of natural justice and codes of administrative practice and fairness, as evolved by the courts and other tribunals and organizations.
- b) act at all times in good faith and with honesty and due diligence for the public interest.
- c) not receive any personal or private financial or other substantive gain other than honouraria for commission service.
- d) maintain an appropriate level of knowledge of legislation, regulations, policy statements and decisions.
- e) make an informed decision by reading the material provided prior to meetings and by questioning staff and applicants.
- f) participate fully and frankly in the proceedings of the commission and in the governance of the Agricultural Land Commission.
- g) consider the implications for the independence, integrity and effectiveness of the commission before commenting publicly on matters concerning the commission.
- h) not release the outcome or details of commission discussions prior to the release of a written decision.

- i) avoid commenting publicly on applications or potential applications prior to a decision, in order to preserve their ability to make decisions without bias and pre-judgment.
- j) not reveal or divulge confidential information (defined as that which cannot be obtained legally from other sources) received in the course of their duties.
- k) not use confidential information for any purpose other than the work of the commission. (The commission is subject to the *Freedom of Information and Protection of Privacy Act*).

To avoid perceived or actual conflict of interest, commissioners must:

- a) disclose to the chair the nature of any past or present, direct or indirect personal financial interests, assets and holdings subject to an application or order under the ALC Act.
- b) keep any present direct or indirect personal financial interests, assets and holdings distinct from and independent of any decision, information or other matter that will be heard or acted upon by the commission.
- c) keep their personal interests, affiliations, memberships, directorships, voluntary or paid positions or activities separate and distinct from any responsibilities as a commissioner.
- d) not accept gifts or hospitality that may create or appear to create a conflict of interest, unless they are a normal and customary gesture of courtesy and would be considered reasonable and appropriate in that particular circumstance.
- e) disclose any potential conflicts of interest to the CEO. Where the chair is also the CEO, the chair will disclose any potential conflicts of interest to the executive committee.
- f) if a potential conflict of interest arises during the course of a meeting of the commission, remove him or herself from the meeting room, and not discuss the matter with other commissioners or vote on the matter. (Commissioners may vote on matters in which they have an interest, if the decision relates to the regulation of a large group and will not affect the member in a different manner than any other member of the group - e.g. a commissioner who owns lands within the ALR may vote on a policy regarding specific uses on all lands within the Reserve.) If there is any doubt that a potential conflict of interest may exist, the member must consult with the chair.
- g) immediately disclose to the chair or CEO an unexpected perceived or actual conflict of interest to themselves or another commissioner when this occurs. Where the chair is also the CEO, the chair will disclose any potential conflicts of interest to the executive committee.

2. Violations of the Standards for Conduct

The following governance procedures apply to the investigation of any potential conflict of interest and/or a violation of the Standards for Conduct:

- a) If a potential violation of the Standards for Conduct is identified, the CEO, in consultation with the chair and the vice-chair of that panel, will take actions deemed reasonable and necessary to determine the circumstances of the potential violation and to recommend a remedy or sanction.
- b) If the potential violation involves the chair, the CEO will consult with the vice-chairs. If in this case the chair and CEO is the same person, a senior member of management and the Deputy to the Minister responsible for the commission shall investigate the circumstances of the potential violation, in consultation with the vice-chairs.
- c) The actions taken to determine the circumstances of the potential violation may include, but are not limited to:
 - an internal investigation into the circumstances of the violation;
 - consultation with the Board Resourcing and Development Office, a government ethics advisor, human rights advisor, Freedom of Information and Privacy coordinator, legal counsel, or other qualified advisor bound by confidentiality; and,
 - in the case of criminal actions, consultation with law enforcement agencies.
- d) The remedies and sanctions that may be imposed on a member following an investigation may include, but are not limited to:
 - a private reprimand;
 - a public reprimand;
 - a recommendation to the Minister for suspension or dismissal; and
 - legal proceedings.

4. Additional Expectations

- a) The conduct and language of commissioners must be free of any discrimination or harassment based on any grounds prohibited by the Human Rights Code or Policy Directives of the provincial government. Commissioner conduct while representing the commission will reflect social standards of courtesy, respect and dignity.
- b) Commissioners will respect other commissioners' and staff rights to express their views and opinions, and will maintain collegial and professional relationships.
- c) Commissioners will maintain an excellent attendance record at regular meetings and will advise the vice-chair and/or chair/CEO in advance if they will be absent.

D. COMMISSION MEETINGS

The following policies apply to all meetings of the commission including the full commission, executive committee, standing and special committees and panels.

1. Agenda and Materials

The agenda for these meetings will be drafted by the staff under the direction of the CEO. The chair (or in the case of panels, the vice-chair), in consultation with the CEO, may make changes to the agenda at any time.

The agenda and a complete package of materials shall be sent to commissioners such that they are received by commissioners:

- for scheduled meetings, not later than the third business day prior to the date of the meeting; and
- for other meetings, as soon as practical.

The package of supporting material will identify which items require approval and which are for information only. The supporting material for items requiring approval will include staff and/or management analysis, if appropriate.

2. Conduct of Meetings

The chair of the commission is the chair of the full commission and of the executive committee. Vice-chairs are the chairs of the panels for their region of responsibility and are eligible to move or second a motion and vote. The chair of the commission may sit as a member of a panel and is eligible to move and second a motion and vote. The vice-chair of the panel will continue with their responsibilities unless the chair in consultation with the panel decides to assume this responsibility, for instance in a case where a matter involves more than one panel region and where there is more than one vice-chair on the panel at that time.

For items in respect of which a decision is sought, a show of hands vote or other suitable polling procedure shall be taken following a motion duly made and seconded.

If the result of a vote is a tie, the application fails.

Items may be tabled by a vote following a motion duly made and seconded. Motions to table an item are not subject to debate.

3. Quorum, Majority and Consensus

Under the *Interpretation Act*, a majority of members constitutes a quorum. A simple majority of members present at the meeting (in the case of panels, generally two members) is sufficient to decide all matters requiring a decision. In order for a motion to pass when only two members are present, both must be in agreement.

It is the commission's general practice to reach decisions by consensus when possible. In respect of the following matters, it is particularly desirable that a high degree of consensus exists among all members:

- the adoption of Rules;
- recommendations to the government respecting amendments to the Legislation; and
- amendments to this Policy or other policy instruments of the commission.

Commissioners who have removed themselves from the room because of a conflict of interest will not be considered as part of the majority for the purpose of achieving a quorum.

4. Meetings by Telephone/Videoconference/Electronic Voting

Meetings may be held by telephone, videoconference or other communications facilities that permit all participants in the meeting to hear each other. A commissioner who participates in the meeting by those means shall be counted as present at the meeting. Commissioners who have received and reviewed the material relevant to a decision may vote through secure electronic means.

Where all members of a panel, executive committee or the full commission are not able to participate in a conference call or video conference, provided that a quorum is able to participate, other members may be canvassed to obtain their position.

5. Minutes

Minutes shall be kept of all decisions of the commission. The minutes shall state the commission's decision and indicate whether any members wish to be recorded as opposed to the motion, and shall include decision-making considerations and information necessary to provide a clear understanding of the decision.

The chair or vice-chair is responsible for authorizing that the minutes reflect the decision.

6. Rules of Order

If a question of order or procedure arises that is not addressed by this Governance Policy, the commission will refer to Roberts' Rules of Order.

7. Exclusion Meetings

It is a legislated requirement of the commission to provide an opportunity to applicants for exclusion to meet with the commission prior to a decision.

8. Public Information Meetings

The commission may hold a public information meeting for applications using the process set out in Section 13 of the Agricultural Land Reserve Use, Subdivision and Procedure Regulation as a guideline.

The commission will consider holding a public information meeting for applications, which may have a significant impact on the community and/or where the commission considers it necessary to solicit additional public input.

A notice of the public information meeting will be posted on the commission's website.

9. Site Visits and Meetings by Individual Commissioners With Respect to an Application

Commissioners will not conduct site visits or meet with applicants, local governments or others to discuss current applications, except at the request of the vice-chair, the chair, CEO or panel. If the commissioner is requested to attend such a meeting or to conduct a site visit, the commissioner will report back to the commission panel on the results of the meeting in writing. The applicant will be provided a copy of the report. Staff members should attend when possible.

Commissioners who receive inquiries from potential applicants may provide general advice on commission policy and processes, but will avoid providing any opinion that could bias their decision on the matter.

E. REPORTING AND INFORMATION

The processes and decisions of the commission are intended to be open and transparent. The commission will ensure that information is made publicly available on how it is exercising its authority in order to achieve its legislated mandate.

The commission will also make available on request information within its files subject to the requirements and restrictions of the *Freedom of Information and Protection of Privacy Act*.

APPENDIX TERMS OF REFERENCE

A. TERMS OF REFERENCE OF THE FULL COMMISSION

1. Accountability

The full commission is the board of directors of the commission. The full commission is accountable to the government, via the chair, for achieving the legislated objects of the *Agricultural Land Commission Act*, for ensuring that the appropriate mechanisms and controls are in place to enable commissioners and staff to carry out their duties and for ensuring adherence to this policy.

2. Role and Responsibilities

A. *Legislation, Regulation and Policy:*

The commission is responsible for reviewing and deciding on policies, including this Governance Policy, recommended to it by the executive committee or by management, or, if appropriate, recommending policies, policy directives and legislative or regulatory initiatives to the minister via the chair.

B. *Delegation of Powers to the Executive Committee*

The commission, under subsection 10(3) of the *ALCA*, may delegate any of its functions to the executive committee.

The functions delegated to the executive committee are further described in the terms of reference for the executive committee and are delegated as per this Governance Policy. The resumption of any delegated powers by the commission requires an order of the commission.

C. *Delegation to Local Government/Authorities and the Chief Executive Officer*

The legislation enables the commission (Section 26) to delegate its powers under Section 25 of the legislation to local government or an authority. The legislation also enables delegation to the CEO. Delegation under either Section 26 or 27 may be made by the commission, the executive committee or a commission panel.

B. TERMS OF REFERENCE OF THE EXECUTIVE COMMITTEE

1. Accountability

The executive committee is accountable to the full commission.

2. Responsibilities

A. Strategic Planning and Oversight

The executive committee is responsible for recommending strategic and policy direction for the Agricultural Land Commission to the full commission.

In accordance with this commission strategic and policy direction, the executive committee provides direction to the CEO and senior staff with respect to the preparation and implementation of action plans and budgets to achieve the purposes, values and goals of the commission.

B. Legislation, Regulation and Policy

The executive committee is responsible for:

- a) identifying policy areas which should be addressed by management;
- b) reviewing and approving management's policy priorities and actions to achieve the commission's strategic and policy direction;
- c) approving operational policies and policy directives delegated by the commission;
- d) recommending approval of policies, guidelines and regulatory or legislative initiatives to the full commission, where required.

C. Management Oversight

The executive committee does not involve itself in day-to-day management. This is the responsibility of the Chief Executive Officer who may delegate to senior management.

The executive committee functions as the steering committee supporting the effective management and operation of the commission. To this end, the executive committee is responsible for creating and defining terms-of-reference for special committees.

C. TERMS OF REFERENCE OF REGIONAL PANELS

1. Accountability

Regional panels are accountable for making decisions that achieve the objects of the *Agricultural Land Commission Act*.

2. Responsibilities

A. Application Processing

Panels are responsible for decisions on applications submitted to the commission. A decision of a panel is a decision of the commission and there is no appeal to the executive committee or to the commission as a whole.

Panels are responsible for:

- a) ensuring decisions reflect the ALC Act and its regulations and policy instruments of the commission; and
- b) ensuring that decisions on applications are:
 - made with reference to administrative fairness principles and practices;
 - made within a reasonable period of time; and,
 - communicated promptly.

B. Working with Local Governments

In working with local governments regional panels are responsible for:

- a) reviewing and informing whether land use plans, including the plans and by-laws of local governments, are consistent with the legislation, regulations and any decisions or orders of the commission; and
- b) entering into delegation agreements with local governments.

C. Policy Development and Interpretation

Panel commissioners are expected to contribute to the development or revision of policies of the commission as requested and to bring emerging policy issues to the attention of the executive committee via the vice-chair.

D. TERMS OF REFERENCE OF THE STANDING COMMITTEE ON OPERATIONS AND STRATEGIC PLANNING

1. Accountability

The standing committee is accountable to the executive committee.

2. Responsibilities***A. Business Planning, Budgeting and Reporting***

The standing committee on operations and strategic planning provides ongoing guidance and input to the executive committee during preparation of the business and annual report and budget development and will make appropriate recommendations to the executive committee.

The standing committee will provide ongoing guidance and input to the executive committee during the preparation of the budget to reflect the priorities of the commission and will monitor quarterly financial statements in order to identify fiscal pressures that may require action or direction from the executive committee.

B. Legislation, Regulation and Policy

The standing committee will identify legislative, regulatory or policy initiatives for consideration by the executive committee.

When tasked by the executive committee to do so, the standing committee will provide guidance and input on the development of legislation, regulatory or policy issues and make appropriate recommendations to the executive committee.

The standing committee is specifically tasked with ensuring that this Governance Policy is kept relevant and up-to-date.

C. Operational Issues

The Standing Committee will identify any operational issues that may require action or direction of the executive committee.

D. Preparation for Annual Commission Meeting

The Standing Committee will prepare a proposed date and agenda for the annual meeting of the full commission, for consideration of the executive committee.

E. TERMS OF REFERENCE OF THE CHAIR

1. Accountability

The chair is accountable for the effective management and operation of the commission as per the *Administrative Tribunals Act* and with reference to the *Best Practice Guidelines* prepared by the Board Resourcing and Development Office. The Chair is also accountable for reporting to and liaising with the host Minister.

2. Role and Responsibilities

The chair is responsible for

- a) chairing and effectively managing meetings of the commission as a whole and of the executive committee;
- b) establishing or modifying panels;
- c) membership on committees established by the commission or the executive committee in consultation with the executive committee;
- d) ensuring that a vice-chair is selected to substitute for the chair in periods of absence;
- e) providing strategic leadership to the commission, the executive committee, and in association with the CEO, to commission staff;
- f) working with the vice-chairs and CEO to monitor and enforce the Governance Policy;
- g) ensuring coordination between regional panels on cross-panel issues;
- h) maintaining good relations between commission members and encouraging constructive debate and participation;
- i) liaising with the public, local governments, stakeholders and the media on behalf of the commission; and,
- j) ensuring that the commission is appropriately represented at functions and on occasions where it is in the commission's interest to be so represented.

Note that the chair and CEO may be the same person. If so the above terms of reference and the terms of reference for the CEO both apply.

F. TERMS OF REFERENCE OF THE VICE-CHAIRS

1. Accountability

Vice-chairs are accountable to the executive committee and to the full commission for the exercise of their responsibilities.

2. Responsibilities

Vice-chairs of the commission are accountable for the following position-specific duties:

- a) Serving as a member of the executive committee;
- b) Providing leadership to the commission panel;
- c) Implementing the business plan;
- d) Effectively managing meetings of the commission panel, including public meetings;
- e) Maintaining good relations between commission members and encouraging constructive debate and participation;
- f) Substituting for the chair of the commission if requested by the chair to do so;
- g) Working with the chair and CEO to monitor and enforce the Governance Policy; and
- h) Assessing the performance of panel members within the regions.

G. TERMS OF REFERENCE OF THE COMMISSIONERS

1. Accountability

The commission member is accountable to the commission and vice-chair of the panel to which they are appointed.

2. Responsibilities

All commission members are accountable for:

- a) Reviewing all application related documentation, background material and reports in conjunction with ALR applications and land use planning reviews for the panel region;
- b) Traveling with fellow panel members up to once per month for approximately 3 days;
- c) Meeting with applicants on-site to view properties under application, to discuss application details and gather land use information;
- d) Making decisions regarding applications as part of a panel within the spirit and intent of the ALC Act;
- e) Actively participating in a team environment and work closely with colleagues to ensure quality and consistency of decisions;
- f) Attending full commission meetings at least once per year as determined by the chair;
- g) Taking direction from the panel vice-chair regarding distribution of work amongst panel members;
- h) Substituting for the vice-chair of the panel if requested by the vice-chair or, in the absence of the vice-chair, the chair;
- i) Attending commission executive committee meetings on behalf of the panel vice-chair when requested by the vice-chair or, in the absence of the vice-chair, the chair; and,
- j) Meeting with local government, agricultural and other stakeholder groups at the request of the panel vice-chair or, in the absence of the vice-chair, the chair.

In performing these duties commissioners are expected to:

- a) Maintain a provincial perspective in their region;
- b) Discharge their duties under the legislation in a fair and impartial manner;
- c) Implement ALC business plan;
- d) Maintain an excellent attendance record at commission meetings;
- e) Fully participate in meetings of the commission panel, including public meetings;
- f) Maintain good relations with other commission members and staff;
- g) Adhere to the terms of the commission Governance Policy; and
- h) Liaise with the public, government representatives, and community of interest stakeholders on behalf of the commission.

H. DUTIES OF THE CHIEF EXECUTIVE OFFICER

1. Accountability

The CEO is accountable for the exercise of powers assigned under the *Agricultural Land Commission Act* and other duties as assigned by the commission.

2. Responsibilities

The CEO performs specific functions assigned by the *Agricultural Land Commission Act* including:

- a) approval of applications delegated to the CEO by the commission under Section 27; and
- b) making, varying and rescinding of orders and determinations and the levying of administrative penalties under Sections 50 to 54.

The commission under *ALCA Section 8(2)*, hereby assigns the following other duties to the CEO:

- a) manage the staff of ALC to provide administrative support, technical information, and professional advice by preparing documents and reports required by the commission in accordance with government and commission legislation, commission policy and priorities as determined by and through the commission, the executive committee and other committees established by the commission and the executive committee;
- b) be responsible for preparing the business plan and other directions of the commission, executive committee or panels
- c) report to the minister(s), the commission, the executive committee and panels as required;
- d) keep the commission, the executive committee, chairs of committees established by the commission and the executive committee current on major developments, ensuring the commission has sufficient information to permit it to address potential issues and to make decisions;
- e) direct and monitor the activities of the ALC staff so that the ALC's purposes, policies and priorities are achieved;
- f) develop and recommend to the executive committee the overall structure and staffing of the ALC;
- g) oversee the interfaces among the executive committee, panels, governments and other stakeholders;
- h) liaise with other ministries and organizations which may have interactions with the ALC; and,
- i) delegate any of these duties to senior staff.