

POLICY DEVELOPMENT & MANAGEMENT

Date Issued: March 9, 2021 – R61-21

Mandated by: City Council

Current Revision: March 9, 2021

Cross Reference:

- Policy Development & Management Procedure GOV-019-A

Next Review: January 1, 2026

Responsibility: Director, Legislative Services

1. PURPOSE

- 1.1 To establish a governance framework and provide guidance for the development and management of the City's Policies and Procedures.
- 1.2 To ensure that municipal Policies and Procedures comply with legislation, common law, and align with the City's Guiding Principles.
- 1.3 To ensure that municipal Policies and Procedures are clear, concise, incorporate best practices, and reflect the needs of the community.

2. POLICY

- 2.1 Pursuant to the MGA and any other applicable legislation, the City shall develop Council and Administrative Policies and Procedures to formalize direction and processes for City operations.

3. DEFINITIONS

- 3.1 *Administration* – means the administrative and operational arm of the City, comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the City Manager.
- 3.2 *Administrative Policy* – means a document approved by the City Manager that provides high-level internal direction and guiding principles for specific programs and the general operations of the City and Administration.
- 3.3 *Administrative Procedure* – means a document that sets out the specific processes and workflows of City programs and operations. This document may or may not be created to accompany an Administrative Policy or Council Policy and may be reviewed by, but does not require the approval of, the City Manager.
- 3.4 *City* – means the municipal corporation of the City of Fort Saskatchewan.

- 3.5 *City Manager* – means the City’s Chief Administrative Officer or designate.
- 3.6 *Council* – means the members who comprise the municipal Council for the City, and includes the Mayor and Councillors, individually and as a whole.
- 3.7 *Council Policy* – means a document approved by Council that provides high-level strategic direction and guiding principles for matters closely aligned with City Bylaws, matters of governance, and will impact the City as a whole.
- 3.8 *Council Procedure* – means a document approved by Council that sets out specific processes for an associated Council Policy.
- 3.9 *Policies and Procedures* – means all Council or Administrative Policies and Procedures.
- 3.10 *Legislative Services* – means the Administration from the City’s Legislative Services Department, both individually and as a whole.
- 3.11 *MGA* – means the Municipal Government Act, RSA 2000, c M-26, as amended from time to time.

4. GUIDING PRINCIPLES

- 4.1 Policies and Procedures shall be drafted to set out the requirements of City operations, in response to changes in relevant legislation, or following direction from Council.
- 4.2 Policies and Procedures shall be prepared, analyzed, and reviewed with an inclusive lens, understanding that Policies and Procedures are interpreted by diverse populations.
- 4.3 As subject-matter experts, Administration from City departments shall be responsible for drafting Policies and Procedures within their area of responsibility and expertise.
- 4.4 Legislative Services shall provide and oversee the maintenance of templates, as required.
- 4.5 All Policies and Procedures shall comply with applicable legislation and City bylaws. If any portion of a Policy or Procedure is found to be non-compliant with legislation or a City bylaw, the Policy or Procedure shall be removed from circulation, updated accordingly, or repealed.
- 4.6 Legislative Services is authorized to make minor, non-substantive corrections or revisions to Council Policies and Procedures, including correcting clerical, grammatical or typographical errors, updates in formatting, or changes that provide further clarity to the intent of the document.
- 4.7 Unless otherwise stated within this Policy or associated Procedure, Policy review dates shall be set for a period of 5 years, or as required.

5. AUTHORITY / RESPONSIBILITY TO IMPLEMENT

- 5.1 The City Manager is responsible for administrative compliance and monitoring of this Policy.
- 5.2 The City Manager may delegate responsibility to the Director, Legislative Services for the administrative compliance of the Policy, and for the development of Procedures to ensure a consistent application across the organization.

POLICY DEVELOPMENT & MANAGEMENT

Date Issued: March 9, 2021

Responsibility: Director, Legislative Services

Current Revision: March 9, 2021

Cross Reference:

- Policy Development & Management Policy
GOV-019-C
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1. PURPOSE

- 1.1 To aid in the development and management of the City's Policies and Procedures.

2. DEFINITIONS

- 2.1 *Administration* – means the administrative and operational arm of the City, comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the City Manager.
- 2.2 *Administrative Policy* – means a document approved by the City Manager that provides high-level internal direction and guiding principles for specific programs and the general operations of the City and Administration.
- 2.3 *Administrative Procedure* – means a document that sets out the specific processes and workflows of City programs and operations. This document is often created to accompany an Administrative Policy or Council Policy and may be reviewed by, but does not require the approval of, the City Manager.
- 2.4 *City* – means the municipal corporation of the City of Fort Saskatchewan.
- 2.5 *City Manager* – means the City's Chief Administrative Officer or designate.
- 2.6 *Council* – means the members who comprise the municipal Council for the City, and includes the Mayor and Councillors, individually and as a whole.
- 2.7 *Council Policy* – means a document approved by Council that provides high-level strategic direction and guiding principles for matters closely aligned with City Bylaws, matters of governance, and will impact the City as a whole.
- 2.8 *Council Procedure* – means a document approved by Council that sets out specific processes for an associated Council Policy.

- 2.9 *Document Owner* – means Administration from a City department who is responsible for the drafting and establishment of a Policy or Procedure, and is considered the subject-matter expert.
- 2.10 *Policies and Procedures* – means all Council or Administrative Policies and Procedures.
- 2.11 *Legislative Services* – means the Administration from the City's Legislative Services Department, both individually and as a whole.
- 2.12 *MGA* – means the Municipal Government Act, RSA 2000, c M-26, as amended from time to time.

3. PROCEDURES:

3.1 Fundamentals of Policies and Procedures:

- 3.1.1 Policies and Procedures are created as separate documents and have different purposes, but are often complimentary to one another:
- a. A Policy sets out the intent of what the City aims to achieve, and creates the framework for the Procedure; and
 - b. A Procedure is a more detailed document that prescribes processes and is more technical in nature. As a result, Procedures may need revision from time to time to ensure they accurately reflect current processes and best practices.
- 3.1.2 Whether a Policy or Procedure is created as an Administrative or Council document is determined by Legislative Services, based on the intent, purpose, Council direction, or legislative requirements.
- 3.1.3 Where possible, defined terms should be used consistently between all Policies and Procedures.
- 3.1.4 Associated Policies and Procedures shall be cross-referenced, as well as any other applicable legislation (e.g., bylaws, Policies, etc.).
- 3.1.5 A complete list of all City Policies and Procedures are available on the City's Website.

3.2 Hierarchy of Documents:

- 3.2.1 Council Policies:
- a. Are established based on a strategic goal or objective, as determined by Council, and are approved by Council resolution.
 - b. May be established:
 - i. for matters relating specifically to Council operations;
 - ii. when there is a statutory requirement to do so; or

- iii. to codify the City's position, and protect the City from unnecessary liability or risk.
- c. Shall be the responsibility of Council or the City Manager or designate.
- d. May warrant the creation of one or more Council Procedures or Administrative Procedures, to fulfill the guiding principles of the Policy.

3.2.2 Administrative Policies:

- a. Are established by Administration upon the approval of the City Manager when there is no existing Council Policy.
- b. May be established for matters which are operational in nature and are within the discretion and jurisdiction of Administration.

3.2.3 Council Procedures:

- a. May be established to accompany a Council Policy, for those matters which are specific to Council, support the Council Policy, or are required by legislation.
- b. Includes information on how processes shall be administered to achieve the objectives outlined in the Policy.

3.2.4 Administrative Procedures:

- a. Administrative Procedures may be established to accompany either Council Policies or Administrative Policies, as a means of implementing the Policy.
- b. Include information on how processes shall be administered to achieve the objectives outlined in the Policy.

3.3 Responsibilities:

3.3.1 The City Manager shall:

- a. Review and approve all Administrative Policies.
- b. Review and approve any future amendments to Administrative Policies.

3.3.2 The Document Owner shall:

- a. Develop Policies and Procedures, as required, and collaborate with Legislative Services from the initial drafting stage through to the document's final approval.
- b. Engage other City departments during the document's drafting stage where there is an overlap of responsibilities or interest, or an opportunity for better service delivery.
- c. Conduct any necessary research and benchmarking associated with the document's development.

- d. Ensure Policies and Procedures are reviewed periodically, and in accordance with the included review date, to ensure legislative compliance, suitability, and best practices are maintained.
- e. Ensure approved Policies and Procedures applicable to their area of responsibility are implemented and communicated to those impacted.

3.3.3 Legislative Services shall:

- a. Oversee and maintain the City's Policies and Procedures.
- b. Maintain a log of all the City's active and inactive Policies and Procedures, and catalogue them for staff access and reference.
- c. Provide administrative support and guidance for City departments throughout the drafting, review, revision, approval and distribution processes for all Policies and Procedures.
- d. Provide notification to those departments who have Policies and Procedures scheduled for review.

3.4 General Procedures:

3.4.1 Policies and Procedures shall:

- a. Comply with federal, provincial, and municipal legislation.
- b. Align with, and support, Council's Strategic Plan.
- c. Contain clear and concise language to enable a wide range of City and public users to understand and consistently interpret the document.

3.4.2 Policies and Procedures are established or amended as a result of:

- a. new or amended legislation;
- b. direction from Council;
- c. direction from the City Manager;
- d. on-going review and update; or
- e. in response to best practices or identified opportunities that exist.

3.5 Establishment and Amending Policies and Procedures:

3.5.1 Collaboration:

- a. Upon identifying a need to establish or revise a Policy or Procedure, the Document Owner shall advise Legislative Services at the earliest opportunity.

- b. Legislative Services will assist the Document Owner in determining the form of Policy or Procedure required, assist in identifying possible stakeholder departments, and provide guidance and advice through the development process.
- c. It is essential that adequate time is provided for all parties to participate and respond in the Policy and Procedure development process.
- d. When collaboration is necessary with a large group of stakeholders, the Document Owner may opt to establish a working team with representation from those impacted areas.

3.5.2 Development:

- a. Prior to initiating the drafting or amendment of Policies and Procedures, the Document Owner is to determine, and be able to clearly articulate, the purpose, requirements, constraints, and the expected outcomes of the document.
- b. The Document Owner shall prepare Policies and Procedures using the appropriate approved template found on the City's MyFort website, ensuring that it is consistent with existing Policies, Procedures, and bylaws to ensure there are no areas of overlap or conflict.
- c. Once a draft has been prepared the Document Owner shall provide a Microsoft Word version of the Policy or Procedure, along with any necessary attachments, to Legislative Services for a draft review.
- d. All Policy and Procedure drafts shall undergo a comprehensive review, conducted by Legislative Services.
- e. Reviews of draft Policies and Procedures shall consider:
 - i) best practices;
 - ii) consistency between the Policy and Procedure, as well as other City Policies, Procedures, and bylaws;
 - iii) verifying compliance with legislation; and
 - iv) obtaining external legal assistance, where necessary.
- f. Following the Legislative Services review, the document shall be provided back to the Document Owner for their review of the Legislative Services recommendations.
- g. Based on the Legislative Services recommendations, the Document Owner shall make any necessary changes to the document and forward the final Microsoft Word version to Legislative Services.

3.5.3 Document Review:

- a. Approved Council Policies, and Procedures if applicable, shall be reviewed by Administration, and subsequently addressed by Council prior to the review date, or as required.
- b. Approved Administrative Policies and Procedures shall be reviewed by the Document Owner prior to the review date, or as required, for any necessary revisions and forwarded to Legislative Services for finalization and coordination of approval and distribution.
- c. Except when permitted by the Policy, amendments to existing documents are subject to the same review and approval process as for a new document. The amendments should be clearly identified or summarized to clarify their rationale.

3.5.4 Approval:

- a. Legislative Services shall manage the approval process for all Policies and Procedures.
- b. Policies and Procedures shall be approved by the appropriate approving authority:
 - i) Council Policies and Procedures shall be approved by Council resolution, in accordance with the MGA; and
 - ii) Administrative Policies shall be approved by the City Manager.
- c. Upon approval, Legislative Services will coordinate the distribution of all Policies and Procedures.
 - i) Approved Policies and Procedures shall be circulated by Legislative Services to Administration (Directors and the Leadership Team). These individuals are responsible to distribute the information within their divisions/departments, as they deem appropriate.
 - ii) Legislative Services shall arrange with the Corporate Communications Department to have the documents posted publicly. The Document Owner is responsible for providing Corporate Communications with any additional locations they would like it posted.

3.5.5 Maintenance:

- a. Document Owners shall maintain their Policies and Procedures by periodically reviewing documents to ensure alignment with legislative changes, best practices, benchmarking, determine areas of overlap, or to recommend repeal if necessary.
- b. Unless otherwise specified, all Policies and Council Procedures shall be reviewed as per the document review date, or as required.
- c. Administrative Procedures typically experience more revision to reflect current processes, resulting in on-going reviews.
- d. Substantive changes to Council Policies and Procedures shall be presented to Council for approval.

- e. If there are no substantive changes to a Policy or Council Procedure at the document review date Legislative Services may renew the document for an additional term, as established by the original document approval.

3.5.6 Cataloguing of Policies and Procedures:

- a. For ease of reference, Policies and Procedures are catalogued by Legislative Services into the following categories based on each document's purpose:
 - i) Governance – for matters related to legislative requirements, Council directives, procedural matters, and other matters where appropriate;
 - ii) Finance – for matters related to the management of the City's financial matters including fees and charges, procurement, capital assets, etc.;
 - iii) Human Resources – for matters related to the conduct, performance management, and compensation of Administration;
 - iv) Safety – for matters related to the safety of Administration and the public; and
 - v) General – for all matters not directly aligned with the aforementioned categories.

3.5.7 Repealing Council Policies & Procedures:

- b. Council Policies and Procedures shall remain in force unless repealed by a Council resolution, or superseded by another Council-approved document.
- c. To delete Administrative Policies and Procedures, the Document Owner shall submit a request to Legislative Services, clearly indicating why the document is no longer required.
- d. Legislative Services shall submit the request to the City Manager who may authorize the repeal of the Administrative Policy and Procedure. Once authorization is received, Legislative Services shall remove the documents from the City's website and MyFort, and provide notification to Administration.