



Staff Report for Committee of the Whole Meeting

Date of Meeting: April 16, 2025

Report Number: SRCFS.25.015

Department: Corporate and Financial Services

Division: Office of the Clerk

Subject: SRCFS.25.015 – Policy Development Framework

Purpose:

To recommend approval of a Policy Development Framework for all City Policies and Procedures.

Recommendation(s):

- a) That staff report SRCFS.25.015 be received;
- b) That the Policy Development Framework (Attachment A to Staff Report SRCFS.25.015) (the “2025 Policy Development Framework”) be approved.
- c) That the Policies listed in Table 1 of Attachment B to Staff Report SRCFS.25.015, which were previously approved by Council, be deemed Administrative Policies under the 2025 Policy Development Framework.
- d) That the Policies listed in Table 2 of Attachment B to Staff Report SRCFS.25.015, which were previously approved by staff, be deemed as Council Policies under the 2025 Policy Development Framework.
- e) That the Clerk be directed to add the policies contained in the Procedures listed in Table 3 of Attachment B to Staff Report SRCFS.25.015 with the Community Flag Raisings and Flag Protocol Policy, to create a single City flag policy.
- f) That the Policies listed in Table 4 of Attachment B to Staff Report SRCFS.25.015 be repealed.
- g) That staff be authorized to amend, repeal or replace any Administrative Policy or Procedures previously approved by Council.
- h) That staff be authorized to transition all previously approved Council Policies into any new Policy template established by the Clerk, and to make any necessary administrative or technical changes that may be required to facilitate the transition.

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Contact Person(s):

- Stephen M.A. Huycke, Director, Legislative Services/City Clerk, extension 2529.
- Sherry Adams, Commissioner of Corporate and Financial Services, extension 2521.

Report Approval:

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner, and City Manager. Details of the reports approval are attached.

Background:

The City routinely adopts policies to advance the business of the municipality. Additionally, the City also routinely adopts policies that may be specifically required by provincial legislation. Procedures are routinely approved to implement policies, by-laws, legislation and programs.

In 2011, the Executive Leadership Team (then known as the Senior Management Team) approved a Policy Development Framework (“2011 Framework”), including templates for all Policies and Procedures. Following a staff review of the 2011 Framework, and lists of all currently approved policies and procedures, it was determined that the Policy Development Framework and associated templates should be updated to reflect current standards and best practices.

Section 204 of the *Municipal Act, 2001*, (the “Act”) implicitly creates two distinct roles for Council with respect to City policies and procedures. Section 224(b) of the Act says it is the role of Council “to develop and evaluate the policies and programs of the municipality”. Section 224(d) of the Act states that it is the role of Council “to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council.” The proposed Policy Development Framework ensures that both these roles are being fulfilled in an efficient and effective manner.

Discussion:

Staff Recommend that Council approve the attached Policy Development Framework (Attachment A) (the “2025 Framework”). The proposed 2025 Framework provides guidelines to standardize the development of policies and procedures for the City. The proposed 2025 Framework also defines approval authority for various types of policies and procedures.

Currently, there is no Council approved process to determine which policies are approved by Council, and which policies are administrative. The proposed 2025 Framework establishes clear criteria to determine which policies are “Council Policies” that are approved by Council, and which policies are “Administrative Policies” to be approved by staff.

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Under the proposed 2025 Framework, Council Policies, which are approved by Council, would have the following characteristics:

- Council is required by Provincial Legislation to adopt a policy on the subject matter (for example, the policies required by Section 270 of the Act);
- The potential impacts to residents and businesses are considerable (e.g. it implements a City-wide program);
- The reputation of the municipality could be negatively impacted;
- The implementation can be reasonably expected to have financial consequences; and/or
- The Policy applies to the budgets, actions, conduct or work of Members of Council.

In other words, these types of policies fit into Council's role to "evaluate" the policies and programs of the municipality because they are mandatory, have broad reach or will have the most impact on residents.

Under the proposed 2025 Framework, Administrative Policies would have the following characteristics:

- They are primarily operational;
- They relate to Information Technology;
- They relate Human Resources (except for the entering into a collective agreement, can be reasonably expected to have financial consequences, or that apply to a Member of Council);
- They generally only impact staff;
- Any financial obligations are already approved in the City's Budget;

In other words, Administrative Policies are those that administer the day-to-day operations of the City, or implement already approved Council strategies, plans and budgets. Under the proposed 2025 Framework, Administrative Policies are approved by the City Manager unless other City Staff are delegated the authority by the City Manager or Council.

Under the proposed 2025 Framework, procedures, and standard operating procedures are considered operational in nature. It is a best practice in policy development that procedures, the "how" of implementing a policy, are not included in the policy itself. This is analogous to relationship between Legislation and Regulations. Legislation generally set out the broad rules to be followed, regulations define the process to implement those rules. To align with this best practice, the proposed 2025 Framework requires that procedures not be included in policies, and delegates approval authority for any procedure to City Staff.

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In addition to these important changes, the proposed 2025 Framework includes the following provisions:

- There will be standardized policy and procedure templates approved by the Clerk’
- Staff will be permitted to make administrative and technical amendments to Council policies to address administrative changes (e.g. organizational changes) adjustments;
- A digital library of Council and Administrative Policies (and some related procedures) will be established to ensure:
 - That Council and all Staff can access current policy versions; and
 - That a process is created to ensure that policies and procedures are routinely reviewed and updated as required.

Current Policies & Procedures

Should Council approve the proposed 2025 Framework, adjustments will need to be made to the currently approved policies and procedures as described below.

One Policy (Meeting Room Facilities Policy [Council Chambers, Committee rooms, OMB Hearings room]) approved by Council on May 21, 2001, would be considered an Administrative Policy under the proposed Framework. It is recommended that Council deem the policies listed in Table 1 of Attachment “B” to be Administrative Policies which can be amended, repealed and replaced by the City Manager (or designate), for the reasons noted in the table.

The City’s Accessibility Policy, approved by the Executive Leadership Team on January 1, 2013, would be considered a Council Policy under the proposed Framework. It is recommended that this policy, listed in Table 2 of Attachment “B” be deemed to be a Council policy going forward for the reasons noted in the table. Future amendments or repeals to these policies will be brought forward to Council for consideration.

The Customary Flag Configuration Procedure and the Flying Flags at Half-mast Procedure which were adopted at the same time as Council approved the Community Flag Raisings and Flag Protocol Policy. Under the proposed Framework, these two procedures would be considered policies because they set out the broad rules for flying flags at municipal facilities, not any process related to the same. It is recommended that the Clerk be delegated authority to combine any policy elements in the two (2) procedures listed in Table 3 of Attachment “B” with the Community Flag Raisings and Flag Protocol Policy to create a single policy document. Procedural matters will be maintained in procedures going forward

Additionally, it was determined that three Council approved policies are no longer required. It is recommended that Council specifically repeal the policies listed in Table 4 of Attachment “B” for the reasons noted in the table.

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In accordance with the proposed 2025 Framework, any Procedures previously approved by Council will be amended, repealed and/or replaced by Staff in the future.

Next Steps

If Council approves the proposed Policy Development Framework, staff will undertake the following activities:

- All previously approved policies and procedures will be transitioned to a new policy templates approved by the Clerk over the course of 2025
- Staff will develop an electronic library for Policies which will assist in ensuring that policies are current
- Staff will ensure that policies are regularly reviewed to ensure they are still current and/or relevant. Any Council Policies requiring amendments or repeal will be reported to Council through the regular Committee of the Whole/Council meeting process.

Financial Implications:

There are no financial implications from adopting the proposed Policy Development Framework.

Relationship to Strategic Plan 2024-2027:

This report has no specific link to the 2024 – 2027 Strategic Plan.

Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. All attachments have been reviewed and made accessible. If you require an alternative format please call the contact person listed in this document.

- Attachment A – proposed Policy Development Framework
- Attachment B – City Policies to be: deemed Administrative Policies (Table 1); deemed Council Policies (Table 2); Procedures to be deemed Council Policies (Table 3); or Repealed (Table 4)

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Report Approval Details

Document Title:	SRCFS.25.015 - Policy Development Framework.docx
Attachments:	- SRCFS.25.015 - Attachment A - Policy Development Framework.docx - SRCFS.25.015 - Attachment B.docx
Final Approval Date:	Apr 7, 2025

This report and all of its attachments were approved and signed as outlined below:

Sherry Adams - Apr 7, 2025 - 8:29 AM

Darlene Joslin - Apr 7, 2025 - 9:29 AM