

<b>POLICY TITLE</b>	Administration of Policies, Procedures and Guidelines
<b>CATEGORY</b>	Administration
<b>POLICY NUMBER</b>	A09 ADM 001
<b>DEPARTMENT</b>	Corporate Services
<b>POLICY AUTHOR</b>	City Clerk
<b>POLICY TYPE</b>	City Policy
<b>APPROVED BY</b>	Council
<b>EFFECTIVE DATE</b>	11/19/2019
<b>REVIEW DATE</b>	11/19/2024

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## **POLICY STATEMENT**

The Corporation of the City of Cambridge, hereby referred to as “the City”, is committed to good governance and ensuring the transparent provision and operation of City program and services. This policy therefore formalizes and defines a transparent process for the creation, management, retention and review of corporate policies.

## **PURPOSE**

The purpose of this policy is to define provide a framework for the approval of policies, procedures and guidelines.

## **DEFINITIONS**

“Administrative Policy” is a written direction approved by the City Manager and City Leadership Team that focuses on the internal operations of the City as a corporation. Administrative policies outline delegations of authority by Council to the City Manager and other municipal officers. Administrative policies are focused internally, impacting the work and behaviour of internal staff, contractors and consultants.

“Corporate Policy” is a written statement of position, intent or direction that communicates City priorities, provides guidance for present and future decisions, sets standards of performance and service delivery, and articulates principles of acceptable behaviour and action. Corporate policies can be required by

provincial legislation. Corporate policies are externally focused, relating to interactions between the City, the public, and other external entities and are applicable to staff and citizens.

“Departmental Policy” is a written direction with respect to activities or services of a department that do not have city-wide application. Departmental policies impact staff and services within those departments, and are therefore driven by departmental staff needs, or users of municipal services offered by that department.

“Guidelines” is operational guidance which may be related to a policy direction, are not subject to the same enforcement as policies or procedures. Guidelines can include best practices, and general advice on routine matters, and are generated by internal staff to promote knowledge sharing.

“Procedures” is a set of step-by-step instructions to help staff carry out routine tasks that operationalize a policy. Procedures aim to achieve efficiency, quality, consistency, and ensure safety while reducing miscommunication and failure to comply with the policy. Procedures identify assigned responsibilities to relevant departments and divisions in order to accomplish the tasks, and therefore apply to City Staff. Note that the Fire Department’s Standard Operating Guidelines are considered procedures within this framework.

## **AUTHORITY**

This policy operates under Sections 224, 227, and 229 of the *Municipal Act, 2001*, as amended, which outline the role of Council, the Chief Administrative Officer, and City Administration in the development and approval of policies.

## **SCOPE**

This policy applies to all policy instruments, including: corporate, administrative and departmental policies, procedures and guidelines..

## **POLICY**

### **1) Policy Framework**

The Policy Framework provides structure for the City’s use of policy instruments by:

- Defining the types of policy instruments the City will employ;
- Defining responsibility for development, approval, and review;
- Guiding development and review processes;
- Standardizing formats;
- Assigning formal review periods; and
- Policy Library.

## **2) Principle of Good Governance**

The Policy Framework has the principle of good governance embedded within it. Good governance demonstrates the capacity of a City to “formulate and implement sound policies and systems that reflect the interests of local citizens, and do so in a way that is transparent and inclusive”. The City and Council must be guided by the principle of good governance in relation to their duties of stewardship and public accountability. To ensure that Council is able to effectively provide approval, oversight and advice to the municipality, and to address issues and concerns of the community of Cambridge, it must govern through policy. Policies are the foundation of good governance and provide for consistent and transparent operation of the City’s services, programs and facilities.

## **3) Roles and Responsibilities**

### **a) Council**

Council is responsible for the review and approval of all policies, procedures and guidelines.

### **b) Policy Administration Team**

To ensure that the policies, procedures and guidelines developed are aligned to the vision, mission and values of the City, and to provide review and oversight over the process, the City should establish a Policy Administration Team. The role of the Policy Administration Team is to meet regularly to discuss and review proposed changes to new or existing policy instruments. The team is comprised of senior staff members to ensure a corporate view of the policies, and to ensure that the appropriate consultation and collaboration amongst staff and the community has occurred to create a comprehensive and effective policy instrument. The team does not have approval authority over policies (corporate, administrative or departmental), however, it does have authority over procedures and guidelines.

The Policy Administration Team should be formed to include the following members:

- Deputy Manager, Corporate Services;
- Deputy Manager, Community Development;
- Deputy Manager, Corporate Enterprise;
- City Clerk; and
- Administrative Assistant (Clerk’s Staff).

### **c) City Manager and City Leadership Team**

The City Manager and the City Leadership Team, are responsible for the review and approval of all administrative policies.

#### **d) Clerk's Department**

The Clerk's department shall be responsible for record keeping and annual reporting of all policies, procedures and guidelines. Clerk's staff will provide assistance to the author in the development, amendment or updating of policies and procedures by facilitating a preliminary review of draft documents.

Clerk's staff also supports the overall development and review of policies by supporting the Policy Administration Team, notifying authors of review dates, and maintaining and posting the Policy Library.

#### **e) Author**

The author of a policy, procedure or guideline refers to the division (and department where applicable) with the primary responsibility for the preparation or amendment to that policy instrument. The author is responsible for:

- Developing the policy using the established template and process;
- Consulting with other relevant stakeholders (internal and external) as appropriate; and
- Liaising with the Clerk's department as required.

### **4) Development, Review and Approval Process**

All corporate policies, as well as amendments to corporate policies, are to be considered and approved by Council. Below is the approval and review process for corporate policies.

1. **Notification:** The author is responsible for liaising with the Clerk's department and for consulting with the relevant stakeholders. A crucial step in this process is that the Clerk's team be notified of the policy prior to being drafted or reviewed.
2. **Draft Policy:** The author begins to develop the policy, incorporating their functional expertise and liaising with the Clerk's department, to ensure that the appropriate policy instrument has been used (i.e. policy, procedure or guideline).
3. **Draft Policy Review:** During this process, the author would liaise with the Clerk's team to ensure that the appropriate engagement and reviews have

taken place with the Policy Administration Team, and with internal and external stakeholders, as required.

- i. Corporate, administrative and departmental policies are reviewed by the Policy Administration Team to ensure that that draft policies are aligned to the vision, mission and values of the City, and to provide review and oversight over the process.
4. **Policy Consideration for Approval:** The appropriate decision making body considers the policy for approval.
    - i. Corporate policies require Council approval
    - ii. Administrative policies require City Manager and City Leadership Team approval
    - iii. Departmental policies require approval by the head of the Department
    - iv. Procedures require Policy Administration Team approval
    - v. Guidelines require Policy Administration Team approval
  5. **Policy Posted:** The policy, if approved, is posted to the Policy Library. Regular maintenance and updates to the policy registry and directory are the responsibility of the Clerk's team.
  6. **Policy Review:** The policy has an embedded review date. It is the author's responsibility to action the review of the policy, and the Policy Administration Team's responsibility is to consider the review. Policies shall be reviewed every 5 years, with the exception of legislative changes.

## 5) Policy Library

All policies, procedures and guidelines will be classified under one of the following five categories:

- **Administration:** Policies related to operational items. This category covers topics such as: communications, general corporate and strategic policies, information and technology, privacy, and security.
- **Financial:** Policies related to internal financial controls and operations for the City. This category covers topics such as: asset management, budget, financial operations controls, financial planning controls, and purchasing.
- **Governance:** Policies related to Council, or means by which this City is governed and Council remains accountable and transparent. This category covers topics such as: Council and Committees, elections, and records management.
- **Human Resources:** Policies related to employees of the City. This category covers topics such as: development, management, recruitment and health and safety.

- **Municipal Services:** Policies related to the provision of municipal services. This category covers topics such as: general municipal services, accessibility, cemetery services, community development, engineering and construction, facilities, permits, recreation and culture, special requests and winter services.

## 6) Naming Convention

In order to standardize the categorization and numbering of policies, a naming convention has been established based on the identified policy categories. Each policy will have a category code, a policy number, and a policy title.

### **Policy Title:**

The naming convention for corporate, administrative and departmental policies, is as follows:

- TMRMS(space) Category Code(space) Policy Number(space)
- E.g., A09 HRM 007

Procedures and guidelines associated with a policy are assigned an additional three number sequence which immediately follow the policy number. The naming convention for procedures and guidelines is as follows:

- Category Code(space) Policy Number(hyphen)Procedure Number(space)
- E.g., A09 HRM 007-001

### **Policy Number:**

The Clerk's department will assign all policies, procedures and guidelines a policy number prior to or after approval. All policy numbers will be determined according to the category and the next available policy number, and the category code.

The following 3-digit category codes will be used:

- Administration – ADM
- Financial – FIN
- Governance – GOV
- Human Resources – HRM
- Municipal Services – MUN

### **Topic:**

The policy author shall determine the topic of the policy instrument during the draft policy stage.

## 7) Policy Format



To assist staff in writing policies, a template has been developed with all the necessary fields. The purpose of the template is to develop and maintain consistency in how policies are presented and stored, and to ensure that policies considered by Council are consistent and standardized. In addition, the template ensures that staff and the public are able to easily see which department is involved and responsible for the Policy.

The revised policy format is included in the appendix of the administrative policy. The template would be provided to staff on the intranet website in Microsoft Word format.

## **POLICY COMMUNICATION**

This Policy will be communicated to staff through the Corporate Leadership Team and Senior Management Team, as well as being made available on the City of Cambridge website.

## **RELATED PROCEDURES**

N/A.

## **RELATED DOCUMENTS/LEGISLATION**

*Municipal Act, 2001*