	<h1>Town of Cochrane Policy</h1>
Policy No.: Policy Title: Approval Date: Revision Date: Department:	1301-02 Developing Policies and Procedures July 14, 2003 July 9, 2007 Municipal Services

Policy Statement

Council policies are statements from Council governing duties or standards of performance imposed by the Town or legislation.

1. Reason for Policy

- 1.1 Policies will address recurring issues providing guidelines or boundaries and setting the means for achieving obligations.

2. Related Information

- 2.1 Reference Manual for Developing Policies and Procedures (Appendix A).

3. Definitions


- 3.1 Policy is a guide for decision-making and is accompanied by procedures. The function of a policy is to ensure that decisions and actions are being undertaken in a consistent manner throughout the organization.
- 3.2 Procedure is a guide for *doing*. A procedure outlines the means in which Town employees are to carry out a particular policy. A procedure requires Chief Administrative Officer approval.
- 3.3 Responsible Department means the office or department that will develop and administer a particular policy and procedures and will be accountable for the accuracy of its subject matter, issuance and timely updating.

4. Responsibilities

- 4.1 Town Council to:
 - 4.1.1 Approve by resolution this policy and any amendments.
 - 4.1.2 Consider the allocation of resources for successful implementation of this policy in the annual budget process.

- 4.2 Chief Administrative Officer to:
 - 4.2.1 Implement this policy and approve procedures.
 - 4.2.2 Ensure policy and procedure reviews occur and verify the implementation of policies and procedures.
- 4.3 Director of the Department to:
 - 4.3.1 Ensure implementation of this policy and procedure.
 - 4.3.2 Ensure that this policy and procedure is reviewed every three years.
 - 4.3.3 Make recommendations to the Chief Administrative Officer of necessary policy or procedure amendments.
- 4.4 Supervisor to:
 - 4.4.1 Understand, and adhere to this policy and procedure.
 - 4.4.2 Ensure employees are aware of this policy and procedure.
- 4.5 All Employees to:
 - 4.5.1 Understand and adhere to this policy and procedure.
- 4.6 Municipal Clerk to:
 - 4.6.1 Ensure implementation of this policy and related procedures.

5. End of Policy

	<h1>Town of Cochrane Procedure</h1>
Policy No.: Policy Title: Department:	1301-02 Developing Policies and Procedures Municipal Services

1. General Guidelines

- 1.1 The Reference Manual will be used by Administration for Developing Policies and Procedures (Appendix A)

2. End of Procedure

Approval



Julian deCocq, C.A.O.

JANUARY 10 2008
Date



TOWN OF COCHRANE

REFERENCE MANUAL FOR DEVELOPING POLICIES AND PROCEDURES

Issued by: Municipal Clerk
July 9, 2007

DEVELOPING POLICIES AND PROCEDURES

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Guide to Developing Policies and Procedures

1.

1.1 About this Guide

This guide contains information regarding the development, approval and maintenance of policies and procedures for the Town of Cochrane.

The policies and procedures that are approved will become part of the Town's Policies and Procedures Library. A hard copy will be maintained by the Municipal Clerk's Office and an electronic version will be accessible for viewing at www.cochrane.ca

For Town policies and procedures to be consistent and relevant, it is recommended that staff follow the guidelines set out in this reference manual. For staff use, policy and procedure templates will be available on the Town's intranet site.

Clarification and/or assistance is available through the Municipal Clerk's Office.

1.2 What is a Policy / Procedure?

Policy forms the written basis of operation, secondary to legislation and bylaw, which serves as a guide to decision-making, proscribes limits and assigns responsibilities within an organization. Policies are often viewed as rules related to the overall mission, goals and objectives of an organization.

In general, a policy is a guiding or governing principle. Policies, and any amendments, must be approved by Town Council through resolution.

A Town policy will meet the following criteria:

- Has broad application throughout the organization.
- Helps to ensure compliance with laws and regulations while improving efficiency.
- Enhances the Town's mission and operating philosophy.
- Mandates specific action or constraint and contains procedures for compliance.
- Subject matter requires Town Council's review and approval.

If a policy fits these criteria, it is a policy. If it does not, it is an administrative directive.

Procedure gives directions according to which operations are conducted within the framework of policy. It is a series of steps that outline sequences to be followed in the implementation of policy.

Procedures, and any amendments, must be approved by the Chief Administrative Officer. Any relevant instructions and/or forms are to be attached to procedures.

1.3 General Guidelines

A standard, yet flexible, template will ensure consistency is maintained throughout all Town policies and procedures (template available on Town intranet).

Arrange all details of the policies and procedures in a clear and logical manner that readers can easily assess at first glance. The writing style should stress clarity, consistency and simplicity.

Group the information being presented into subjects. Use bold headings to identify sections. Use numbers and indents to itemize steps or show a chronological progression. Avoid repeating the same information.

2. Policy

2.1 Numbering

Each policy will be assigned a policy number by the Municipal Clerk. The numbering will be as follows:


- 1000 – 1099: Administration
Subjects of a general administrative nature that cannot be classified elsewhere.
- 1100 – 1199: Communications / Public Affairs
Public relations functions such as internal and external communications, community and media relations.
- 1200 – 1299: Community Services
Services offered to the public such as recreation and family service programs, as well as animal handling and cemetery functions.
- 1300 – 1399: Corporate Governance
Governing guidelines for the municipality, such as policies and procedures, boards and committees, legislation and strategic planning.
- 1400 – 1499: Emergency Services
Protective services such as ambulance, fire and policing.
- 1500 – 1599: Environment
Environmental issues such as regulatory reporting, rivers, and chemical and hazardous material handling.
- 1600 – 1699: Equipment and Vehicles
Use, service and repair of all equipment and vehicles.
- 1700 – 1799: Finance
Financial matters including banking, accounting, budgets, tendering process, taxes and grants.

- 1800 – 1899: Human Resources
Human Resources management.
- 1900 – 1999: Information Management
Information services including computer systems, network and web administration, FOIP and records management.
- 2000 – 2099: Land Use and Planning
Land use and planning, including subdivision and new development planning.
- 2100 – 2199: Legal
Bylaw enforcement, litigation, agreements and contracts, leases, and insurance and risk management.
- 2200 – 2299: Property Management
Maintenance and operation of all facilities and properties owned or leased by the municipality, including athletic parks, recycle depot, cemetery and pool.
- 2300 – 2399: Public Works
Municipal infrastructure including water supply and distribution, sewer and wastewater, as well as roads and signage.

Each policy number will be followed by a two digit number signifying whether the version is the original “01”, or subsequent revised versions (i.e. 02, 03, etc.). For example, the first policy in “Administration” is numbered 1001-01, if a revised version is approved at a later date, it will be numbered 1001-02.

2.2 Title Block

The first page of each policy is to contain the following title block:

	Town of Cochrane POLICY
Policy No.: Policy Title: Approval Date: Revision Date: Department:	

2.3 Content

In addition to the Title Block, each standard policy shall contain at least the following three headings:

Policy Statement is an expression of the intent, or a description of what we are doing:

- Summary of people's actions.
- Who should follow policy.
- When policy applies.
- Major conditions or restrictions.

Reason for Policy refers to why we are doing it:

- Legal or regulatory reasons.
- Description of conflict or problem the policy will resolve.
- Recognizes the legitimate interests of all parties.
- Overall benefits.

End of Policy is self-explanatory.

In addition to the basic headings required above, a policy may include one or more of the following headings:

Related Information will list only information that is in the policy, such as:

- Related Town policies.
- Documents required to complete the procedures.
- Documents that provide helpful, relevant information.
- Provincial statutes, regulations or bylaws.

Exclusions list any locations, organizations, funding sources or job classifications that are excluded from the policy.

Definitions will only be used to describe unique terms that, by being defined, will add to the reader's understanding of the basic policy.

- Define unfamiliar terms or technical terms.
- Define terms with special meaning.
- List terms in alphabetical order.

Special Situations contain information about important circumstances that affect only a few people or circumstances that occur infrequently. These items will be listed in order of importance and, if applicable, they may include procedures relative to the special situation.


Responsibilities will summarize the duties of any person, group or organization participating in the given policy. It will also refer to the scope of the authority vested in a group or individual.

Appendices will contain lengthy or complex reference information that would otherwise disrupt the flow of other sections.

3. Procedure

3.1 Title Block

Each procedure will include the following Title Block:

 Cochrane, Alberta 1993	<h2>Town of Cochrane Procedure</h2>
Policy No.: Policy Title: Department:	

3.2 Content

Procedure describes a chronological series of interrelated steps and will:

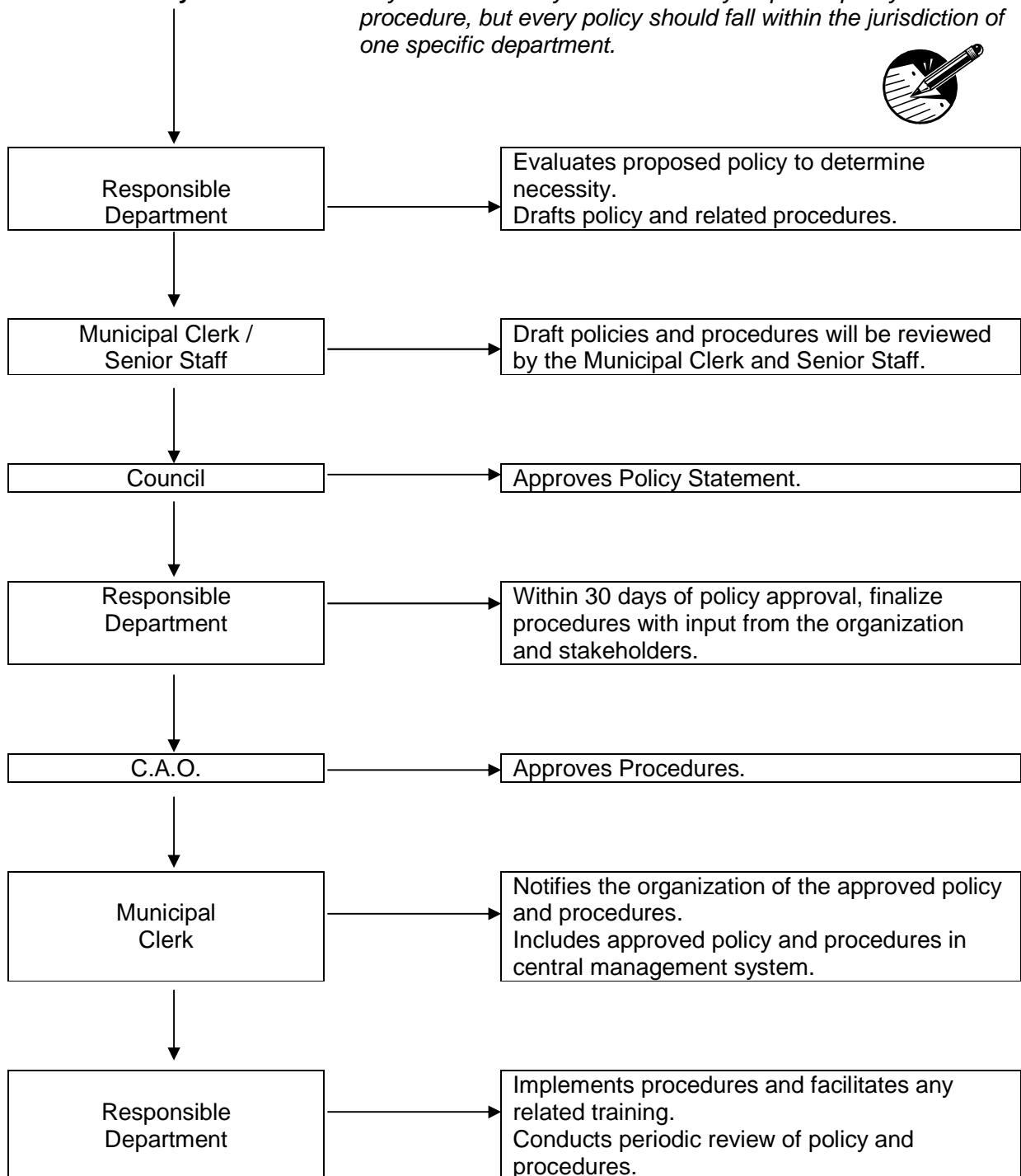
- List steps to follow in order to comply with the policy.
- Usually be divided into sections marked by indented headings.
- Use an introductory section for complex procedures or those with options.
- Clearly identify cautions or warnings.
- Refer the reader to:
 - Related documents;
 - Related appendix entries;
 - Relevant Special Situations.

3.3 Approval

Procedures must be submitted to the C.A.O. for approval within 30 days following a policy being approved by Council.

4. Policy / Procedure Development Process

Need for Policy / Procedure: *Anyone can identify issues that may require a policy and procedure, but every policy should fall within the jurisdiction of one specific department.*



5. Writing Tips

Because policies are written for a diverse audience, they must be complete yet simple and easy to read. A policy is NOT a law and a lawyer should not be needed to interpret it.

Select your words carefully. Words like should and may imply a choice. For example,

“Staff should not smoke in the Town Hall”.

This means they should not smoke but it is acceptable if they do.

Always attempt to use as few words as possible to state a case. For example,

“All staff must....”

The word “all” is redundant. Simply using “staff” implies all unless an explanation is given.

Do not use long words when short words will do.

Don't Use	Use
accomplish	do
attempt	try
utilize	use
construct	build
deficiency	lack
equitable	fair
infrequent	rare
occurrence	event
terminate	end
requisite	required

Do not use extra syllables.

Don't Use	Use
discontentment	discontent
experimentalize	experiment
irregardless	regardless
orientated	oriented
preventative	prevent
administrate	administer

Use compact substitutes for wordy phrases.

Don't Use	Use
in the nature of	like
in view of the fact that	since
give encouragement to	encourage
make an adjustment in	adjust
is equipped with	has
a majority of	most
large number of	many

Avoid the use of words that duplicate the meaning of a word or words already used.


Don't Use

basic principles
mutual cooperation
personal opinion
consensus of opinion
past history
ask the question

Use

principles
cooperation
opinion
consensus
history
ask



 <p>Cochrane, Alberta 1903</p>	<h1>Town of Cochrane Policy</h1>
<p>Policy No.: Policy Title: Approval Date: Revision Date: Department:</p>	

Policy Statement

1. Reason for Policy

1.1

1.1.1

2. Related Information

2.1

2.1.1

3. Definitions

3.1

3.1.1

4. Responsibilities

4.1 Town Council to:

4.1.1 Approve by resolution this policy and any amendments.

4.1.2 Consider the allocation of resources for successful implementation of this policy in the annual budget process.

4.1.3

4.2 Chief Administrative Officer to:

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4.4 Supervisor to:

4.4.1 Understand, and adhere to this policy and procedure.

4.4.2 Ensure employees are aware of this policy and procedure.

4.5 All Employees to:

4.5.1 Understand and adhere to this policy and procedure.

4.5.2

5. Exclusions

5.1

5.1.1

6. Special Situations

6.1

6.1.1

7. Appendix

7.1

7.1.1

8. End of Policy

	<h1>Town of Cochrane Procedure</h1>
Policy No.: Policy Title: Approval Date:	

1.

1.1

2.

2.1

3.

3.1

4.

4.1

4.1.1

5. End of Procedure

Approval

Julian deCocq, C.A.O.

Date