



CITY OF FORT SASKATCHEWAN AGENDA

Regular Council Meeting Tuesday, April 25, 2017 – 6:00 P.M. Council Chambers – City Hall

- | | | |
|------------------|--|--|
| 6:00 P.M. | 1. Call to Order | Mayor Katchur |
| | 2. Approval of Minutes of April 11, 2017 Regular Council Meeting | (attachment) |
| | 3. Delegations | |
| | <i>Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Each individual will be allowed a maximum of five (5) minutes.</i> | |
| | 4. Presentation | |
| (15 min.) | 4.1 Friends of the Traders | Earl Reid /
Brett Cox /
Jason Fournier /
Gord Thibodeau
(attachment) |
| | 5. Unfinished Business | |
| | 5.1 Repealing of Council Policies | Brenda Molter
(attachment) |
| | 6. New Business | |
| | 6.1 2016 Audited Consolidated Financial Statements | Jeremy Emann /
Carlie Persson,
PwC LLP
(attachment) |
| | 6.2 2016 Operating Budget Update | Jeremy Emann
(attachment) |
| | 6.3 Appointment of Assessment Review Board Members | Brenda Molter
(attachment) |
| | 7. Bylaws | |
| | 7.1 Bylaw C8-17 – 2017 Property Tax Bylaw – 3 readings | Jeremy Emann
(attachment) |
| | 7.2 Bylaw C10-17 – Cemetery Bylaw – 3 readings | Richard Gagnon
(attachment) |
| | 8. Notice of Motion | |
| | 8.1 Governance Review | Coun. Sperling
(attachment) |
| | 9. Points of Interest | |

10. **Councillor Inquiries**

11. **In-Camera**

11.1 **Harmful to Intergovernmental Relations**

Troy Fleming
(verbal)

The matters to be discussed falls within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*, Section 21(1)

12. **Adjournment**



**CITY OF FORT SASKATCHEWAN
MINUTES
IN-CAMERA AND REGULAR COUNCIL
Tuesday, April 11, 2017
Council Chambers – City Hall**

Present:

Members of Council:

Mayor Gale Katchur
Councillor Birgit Blizzard
Councillor Sheldon Bossert
Councillor Frank Garritsen
Councillor Stew Hennig
Councillor Arjun Randhawa
Councillor Ed Sperling

Administration:

Troy Fleming, Acting City Manager
John Dance, General Manager, Corporate Services
Brenda Rauckman, General Manager, Community & Protective Services
Brenda Molter, Director, Legislative Services
Jeremy Emann, Chief Financial Officer
Mark Morrissey, Director, Economic Development
Dean McCartney, Acting Director, Planning & Development
Clayton Northey, Manager, Accounting & Reporting
Matthew Siddons, Current Planner
Wendy Kinsella, Director, Corporate Communications
Reade Beaudoin, Digital Media Coordinator
Sheryl Exley, Recording Secretary

In-Camera Council Meeting

Call to Order

Mayor Katchur called the April 11, 2017 In-Camera Council meeting to order at 3:59 p.m.

R57-17

MOVED BY Councillor Hennig that Council move in-camera at 3:59 p.m. to discuss a matter that falls within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* (FOIP), Section 27(1) Privileged Legal Information.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

R58-17

MOVED BY Councillor Hennig that Council move out of in-camera at 5:05 p.m.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

The In-Camera Council meeting of April 11, 2017 adjourned at 5:05 p.m.

1. Call to Order

Mayor Katchur called the regular Council meeting of April 11, 2017 to order at 6:00 p.m.

2. Approval of Minutes of March 28, 2017 Regular Council Meeting

R59-17 MOVED BY Councillor Hennig that the minutes of the March 28, 2017 regular Council meeting be adopted as presented.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

3. Delegations

Mr. Howard Johnson, resident was in attendance to express his belief that the process to bring forward concerns to Council during regular Council Meetings is too restrictive.

4. Presentation

4.1 Business Retention and Expansion Project

Mark Morrissey, Director, Economic Development, along with Eric McSweeney and Shawna Lawson, of McSweeney & Associates were in attendance to provide Council with an overview of the key findings from the Business Retention & Expansion (BR&E) Project.

5. Public Hearing #1

5.1 Bylaw C1-17 - Amend Land Use Bylaw C10-13 – Redistricting Part of NW, SW 24-54-23 W4M from UR - Urban Reserve to R3 - Small Lot Residential District, RC - Comprehensively Planned Residential District, and PU - Public Utility District - Windsor Pointe, Stage 1

Presented by: Matthew Siddons, Current Planner

Mayor Katchur opened Public Hearing #1 at 6:22 p.m.

A Public Hearing was held to hear any submissions for and against Bylaw C1-17, which amends Land Use Bylaw C10-13 to redistrict part of NW, SW 24-54-23 W4M from UR - Urban Reserve to R3 - Small Lot Residential District, RC - Comprehensively Planned

Residential District, and PU - Public Utility District - Windsor Pointe, Stage 1. Bylaw C1-17 received first reading at the March 14, 2017 regular Council meeting.

Mayor Katchur asked if anyone in attendance wished to speak in favour or against Bylaw C1-17.

Stephen Fossen of Landrex Inc. (developer) spoke in favour of Bylaw C1-17.

Howard Johnson, resident spoke against Bylaw C1-17

Mayor Katchur closed Public Hearing #1 at 6:34 p.m.

6. Business Arising from Public Hearing #1

6.1 Bylaw C1-17 - Amend Land Use Bylaw C10-13 – Redistricting Part of NW, SW 24-54-23 W4M from UR - Urban Reserve to R3 - Small Lot Residential District, RC - Comprehensively Planned Residential District, and PU - Public Utility District - Windsor Pointe, Stage 1 – 2nd & 3rd reading

Presented by: Matthew Siddons, Current Planner

R60-17

MOVED BY Councillor Garritsen that Council give second reading to Bylaw C1-17 to amend Land Use Bylaw C10-13 by redistricting part of NW, SW 24-54-23 W4M from UR - Urban Reserve to R3 - Small Lot Residential District, RC - Comprehensively Planned Residential District, and PU - Public Utility District.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

R61-17

MOVED BY Councillor Garritsen that Council give third reading to Bylaw C1-17 to amend Land Use Bylaw C10-13 by redistricting part of NW, SW 24-54-23 W4M from UR - Urban Reserve to R3 - Small Lot Residential District, RC - Comprehensively Planned Residential District, and PU - Public Utility District.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

7. Public Hearing #2

7.1 Bylaw C2-17 - Close a Portion of Road Allowance in Westpark (West Lands Road Allowance)

Presented by: Matthew Siddons, Current Planner

Mayor Katchur opened Public Hearing #2 at 6:38 p.m.

A Public Hearing was held to hear any submissions for and against Bylaw C2-17, to close a portion of road allowance in Westpark (West Lands Road Allowance). Bylaw C2-17 received first reading at the March 14, 2017 regular Council meeting.

Mayor Katchur asked if anyone in attendance wished to speak in favour or against Bylaw C2-17.

There were no submissions.

Mayor Katchur closed Public Hearing #2 at 6:47 p.m.

8. Business Arising from Public Hearing #2

8.1 Bylaw C2-17 - Close a Portion of Road Allowance in Westpark (West Lands Road Allowance) – 2nd & 3rd reading

Presented by: Matthew Siddons, Current Planner

R62-17 MOVED BY Councillor Blizzard that Council give second reading to Bylaw C2-17 to close a portion of road allowance in Westpark (West Lands Road Allowance).

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

R63-17 MOVED BY Councillor Blizzard that Council give third reading to Bylaw C2-17 to close a portion of road allowance in Westpark (West Lands Road Allowance).

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

9. Unfinished Business

9.1 Procurement Policy FIN-020-C

Presented by: Jeremy Emann, Chief Financial Officer

R64-17 MOVED BY Councillor Garritsen that Council adopt Procurement Policy FIN-020-C.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa, Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

Mayor Katchur called a short recess at 7:04 p.m.

The regular Council meeting convened at 7:07 p.m.

R65-17 MOVED BY Councillor Garritsen that Council repeal Local Purchasing Policy FIN-011-C.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

10. New Business

10.1 Repealing of Council Policies

Presented by: Brenda Molter, Director, Legislative Services

R66-17 MOVED BY Councillor Garritsen that Council repeal the following Council policies:

- GEN-015-A – Internet Access
- GEN-019-A – Use of Wireless Communication Devices While Operating Mobile Equipment
- GEN-020-A – Computer and Network Resources Acceptable Use
- HUM-001-A – Employee Recognition Award Program
- HUM-015-A – Local Authorities Pension Plan
- HUM-024-A – Respectful Workplace
- HUM-026-A – Attendance Management
- SAF-001-A – Health & Safety
- SAF-016-A – Drug & Alcohol
- SAF-017-A – Joint Occupational Health & Safety Committee
- GEN-004-C – Camping in Temporary/Overflow Locations
- GEN-009-C – Memorials
- GEN-018-C – Electronic Message Sign
- HUM-002-C – Administrative Group Benefits
- HUM-016-C – Service Awards
- HUM-025-C – Opted Out and Excluded Group Benefits
- GOV-003-C – Facility Users Insurance Requirements

R67-17 MOVED BY Councillor Sperling that Council Resolution #66-17 be referred to the April 25, 2017 regular Council meeting.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

11. Bylaws

11.1 Bylaw C9-17 – Repeal Solid Waste Agreement Bylaws - C16-11, C24-05, and C25-05 – 3 readings

Presented by: Bradley McDonald, Manager, Utility Services

R68-17 MOVED BY Councillor Hennig that Bylaw C9-17 be given first reading, which repeals Solid Waste Agreement Bylaws: C16-11, C24-05, and C25-05.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

R69-17 MOVED BY Councillor Hennig that Bylaw C9-17 be given second reading, which repeals Solid Waste Agreement Bylaws: C16-11, C24-05, and C25-05.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

R70-17 MOVED BY Councillor Hennig that Council provide unanimous consent to proceed with third and final reading to Bylaw C9-17, which repeals Solid Waste Agreement Bylaws: C16-11, C24-05, and C25-05.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

R71-17 MOVED BY Councillor Hennig that Bylaw C9-17 be given third reading, which repeals Solid Waste Agreement Bylaws: C16-11, C24-05, and C25-05.

In Favour: Gale Katchur, Frank Garritsen, Stew Hennig, Arjun Randhawa,
Birgit Blizzard, Sheldon Bossert, Ed Sperling

CARRIED UNANIMOUSLY

12. Notice of Motion

Councillor Sperling gave notice that he will introduce the following motion at the April 25, 2017 regular Council meeting:

“That Council direct Administration to retain the services of Strategic Steps Inc., to conduct a comprehensive Governance Review of the City of Fort Saskatchewan, not to exceed \$25,000 and to be funded from the Financial Stabilization Reserve.”

13. Points of Interest

Members of Council were given the opportunity to bring forward information that would be of interest to the public.

14. Councillor Inquiries

Members of Council were given the opportunity to ask questions and provide concerns and comments.

15. Adjournment

The regular Council meeting of April 11, 2017 adjourned at 7:28 p.m.

Mayor

Director, Legislative Services

CITY OF FORT SASKATCHEWAN

Friends of the Traders

Topic Identification:

Earl Reid, Brett Cox, Jason Fournier and Gord Thibodeau from Friends of the Traders will be in attendance to provide a presentation on the feasibility of an Alberta Junior Hockey League (AJHL) team relocating to the City of Fort Saskatchewan.

Action Required:

The Friends of the Traders are requesting that the City explore the feasibility of entering into a lease with an AJHL team and the corresponding facility improvements over a multi-year timeline.

Attachments:

Friends of the Traders presentation

File No.:

Prepared by:	Sharleen Edwards Recreation Community Coordinator	Date: April 19, 2017
Approved by:	Barb Shuman Director, Recreation Services	Date: April 19, 2017
Approved by:	Brenda Rauckman General Manager, Community & Protective Services	Date: April 19, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: April 20, 2017
Submitted to:	City Council	Date: April 25, 2017

Presentation to City of Fort Saskatchewan Council

Earl Reid
Brett Cox

Jason Fournier
Gord Thibodeau



Why the AJHL?

- “ By choosing to play in the AJHL, a player is joining a fraternity of storied athletes through four decades of athletic and academic excellence. Since 1963, the Alberta Junior Hockey League has fostered the development of young athletes who have gone on to become Stanley Cup Champions, Ivy League Graduates and Community Leaders. AJHL Alumni include Mark Messier, Lanny McDonald, Brent Sutter, Mike Vernon, and Dany Heatley. The Alberta Junior Hockey League continues to be the premier developmental League in Canada for student-athletes striving to capitalize on their athletic and academic abilities.”
(AJHL Alumni - http://www.ajhl.ca/league/ajhl_alumni.html)

Why the AJHL? (cont'd)

- The AJHL's Fort Saskatchewan Traders share 31 years of history with the community of Fort Saskatchewan
- A Junior A Club provides name recognition for our community provincially and nationally; i.e. high profile championships
- The return of the Fort Saskatchewan Traders will increase civic pride and community involvement; gives the community "our team" on a provincial level.

Why the AJHL? (cont'd)

- A Fort Saskatchewan Junior A Hockey team will boost 'sports tourism' for the City. Visiting League teams, fans, hockey supporters, NCAA and WHL scouts and media representatives can be expected to occupy Fort hotels, share their meals at our restaurants and provide business to other Fort Saskatchewan service industries.
- This is an opportunity for the 'Fort Saskatchewan Traders' Junior A Hockey Players to mentor and fill a role model position in the community. Not only as hockey players for the young players to look up to and emulate but all other athletes and youth. Players conduct can benefit youth in our community to want to model their behaviour. The Fort Saskatchewan Traders will have a very positive impact for all youth in our community as players will be involved and volunteer in many community activities unrelated to hockey.

Why the AJHL? (cont'd)

- Increased use of ice facilities; during non-prime time / currently not used ice times; additional revenue for the city
- A Junior A Hockey team can bring the AJHL All Star Game, Royal Bank Cup and other league events to the City

Why an AJHL Team for Fort Saskatchewan?

- Fort Saskatchewan Junior A Hockey Club has an immediate 'market population' of 34,500 and is only a short half hour drive from a market population of one million people
- The Fort Saskatchewan Junior A Hockey Club would have an immediate "Market Population" of 24,569; with an additional 10,000 from the surrounding area
- Hockey Alberta recognizes Fort Saskatchewan as a major centre for hosting AAA and AA 'Elite Stream' programs for local and surrounding area PeeWee, Bantam and Midget players (11-17 years of age)
- Edmonton International airport a 45 minute/65 Km drive from Fort Saskatchewan

Why an AJHL Team for Fort Saskatchewan?

- Within 30 minutes of Fort Saskatchewan, Hockey Alberta has 12 associations hosting Elite Stream programs which includes Fort Saskatchewan for a total of 90 teams
- Close proximity to Edmonton's post-secondary institutions: • University of Alberta (U of A) • Northern Alberta Institute of Technology (NAIT) • MacEwan University • NorQuest College • Concordia College • King's University • as well as Private-sector Trade School and Colleges
- Easy access to the City of Fort Saskatchewan for scouting and recruiting for NCAA American Schools
- History shows a pattern of support for Junior A Hockey from 1976 - 2007; Community supported for 31 years in Fort Saskatchewan.

Ice-Users Groups

- Fort Saskatchewan Minor Hockey – President, Brett Cox

"Fort Saskatchewan Minor Hockey would like to express our support of a Junior A hockey team in the AJHL returning to Fort Saskatchewan. This would also be an excellent opportunity for minor hockey to work with the AJHL to continue to develop players to play the highest level of hockey possible."

FSMH is excited about the community being home to a Junior A program once again. We will be working with the organizing committee to assist where we can with promoting the team. Again, this is an opportunity for minor hockey to work with the Junior A team to build a relationship that will continue to grow and improve all hockey programs in our community."

- Fort Saskatchewan Adult Hockey League – President, Scott Parker

"The Fort Saskatchewan Adult Hockey League wishes to add our support to re-establishing an Alberta Junior A Hockey Team in Fort Saskatchewan"*

- Fort Saskatchewan Junior A Fury – President, Jeff Fischer

"The Fort Saskatchewan Jr. A Fury support the formation of any elite teams in Fort Saskatchewan, which would include the possible addition of an AJHL league team here in Fort Saskatchewan.

These teams give local and national recognition to the community and serve as aspirations and future dreams for young athletes.

A Fort AJHL team provides a higher level of opportunity in the eyes of aspiring athletes and gives local players the opportunity of continuing to play close to home and promotes athleticism and growth of the sport within our city."

- Fort Saskatchewan Senior AAA Community Hockey Club - Scott Chartrand

"I was able to meet with Earl Reid and Patrick LaForge last week concerning the interest of bringing Junior A hockey back to Fort Saskatchewan. After the onset of that meeting The Fort Saskatchewan Senior Chiefs feel that it is beneficial to bring a Junior A program back to Fort Saskatchewan, and we look forward to working together with that program."

- Fort Saskatchewan 'Noyen Construction Ltd.' Hawks Junior B Hockey Club – Secretary, Gloria Veenstra

"On behalf of the Fort Saskatchewan Noyen Construction Jr. B Hawks hockey club it is our pleasure to offer a letter of support to those working to establish an AJHL hockey team in the City of Fort Saskatchewan.

In conclusion, the Jr. B Hawks would fully support the organizing committee as they seek to expand the AJHL into the City of Fort Saskatchewan.

We look forward to seeing what our community can do for you and what the team can do for our community."

- Fort Saskatchewan Ringette – President, Wade Villeneuve

"On behalf of the Fort Saskatchewan Ringette Association, I would like to endorse the efforts of the City of Fort Saskatchewan to bring back an AJHL Junior A Team to the City. We as an association feel it would be an overall positive for the City to have such a team calling Fort Saskatchewan home.

If the team does make the decision to base themselves here we are hoping that this will help to push the decision towards construction / renovation to modernize the dressing rooms at the Jubilee Recreation Centre and possibly twin one of our current arena's."

Community Groups :

- Fort Saskatchewan Lions Club – President, Peter Belyk

"On behalf of the Fort Saskatchewan Lions Club, we are in complete support of an Alberta Junior Hockey team being re-established in our city. Our city is at a state where the citizens of Fort Saskatchewan are really looking forward in obtaining and supporting their own team just like we did with the 'Traders'."

- Fort Saskatchewan Chamber of Commerce – President, Lisa Makin

"On behalf of Fort Saskatchewan & District Chamber of Commerce, please accept this letter of support to attract a Junior A Hockey Club back to the community. The Chamber recognizes the value that a Junior A hockey team means to the economic vitality of the community. Fort Saskatchewan has long been a leader in producing and developing high calibre hockey players through our minor hockey program."

- Downtown Business Council – DBC – Executive Director, Kevin Clark

"Thanks for your inquiry regarding bringing back a Junior A hockey team into Fort Saskatchewan. The Fort Saskatchewan Downtown Business Council whole heartedly supports bringing back Junior A hockey to downtown. We feel that any additional traffic can only help surrounding businesses. This also aligns with our vision to make our historic downtown a "destination" shopping, restaurant and event hub."

The team's name comes from Fort Saskatchewan's history as a North West Mounted Police trading fort when it was originally settled in the 1870's. The Fort Saskatchewan Traders joined the Alberta Junior A Hockey League in the 1976-77 hockey season.

City:	Fort Saskatchewan, Alberta
League:	Alberta Junior Hockey League
Division:	North
Home arena:	Jubilee Recreation Centre
Colours:	Black, red and white



Franchise History

Fort Saskatchewan Traders 1976-2007

Founded: 1976-77

Division titles won: 1983-84, 2006-2007

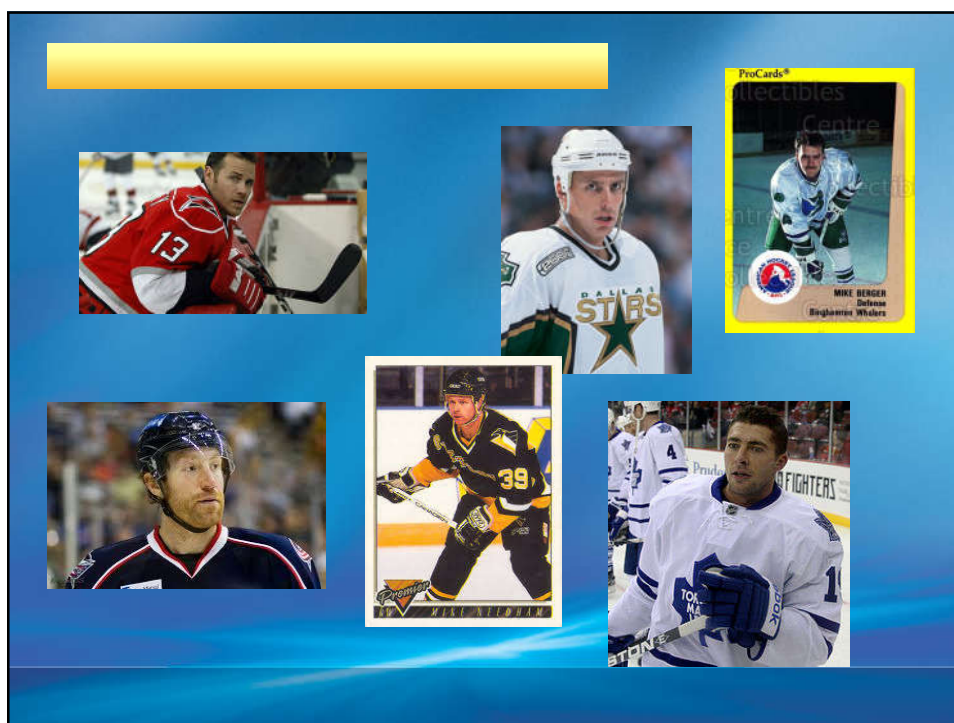
Regular season titles won: 1983-84, 1990-91, 1992-93

League Championships won: 1979, 1984

- Dave Babych	- Jim Benning	- Mike Berger
- Keith Brown	- Mike Commodore	- Paul Comrie
- Kevin Connaughton	- Taylor Fedun	- Matt Frattin
- Paul Healey	- Justin Hocking	- Pat MacLeod
- Clint Malarchuk	- Dave Marcinyshyn	- Richard Matvichuk
- John Mokosak	- Mike Needham	- Perry Pelensky
- Jim Playfair	- Kyle Rossiter	- Grant Sasser
- Wally Schreiber	- Sheldon Souray	- Randy Turnbull
- Brad Werenka	- Gary Yaremchuk	- Ken Yaremchuk
- Zarley Zalapski		

Traders moving on to the Canadian Women's National & Olympic Teams:



- Shannon Szabados



Over the years the 'Friends of the Traders' have experienced both support and encouragement from the community to see a return of a Junior A Hockey Team to the City of Fort Saskatchewan.

The 'Friends of the Traders' are envisioning a Fort Saskatchewan 'Downtown Ice District', this could be a step into revitalizing the downtown area of the city and encompassing both the Jubilee Recreation Centre and the newly renovated Curling Club with other service industries.

Fort Saskatchewan has a rich tradition and history as a hockey city, with supportive fans and exceptional players.



The 'Friends of the Traders' recognize that the JRC is a great old 'Downtown Arena' with immense character and understands that the facility is scheduled for renovations in the near future (through a Recreation Master Plan) but would encourage an expeditious timeline to accommodate occupancy of an AJHL team as well as benefiting all of the ice users.

Friends of the Traders' would welcome working with and would be excited to join in partnering with the City of Fort Saskatchewan, the Chamber of Commerce and the Downtown Business Association to create a 'Downtown Ice District' with an AJHL anchor.

"The 'Friends of the Traders' are requesting the City to explore the feasibility of entering into a lease with an AJHL team and the corresponding facility improvements over a multi-year timeline."

Thank you!

CITY OF FORT SASKATCHEWAN

Repealing of Council Policies

Motion:

That Council repeal the following Council policies as presented below.

	<i>Policy Title</i>	<i>Assigned Number</i>
1.	Internet Access	GEN-015-A
2.	Use of Wireless Communication Devices While Operating Mobile Equipment	GEN-019-A
3.	Computer Use	GEN-020-A
4.	Employee Recognition Award Program	HUM-001-A
5.	Local Authorities Pension Plan	HUM-015-A
7.	Respectful Workplace	HUM-024-A
6.	Attendance Management	HUM-026-A
8.	Health & Safety	SAF-001-A
9.	Drug & Alcohol	SAF-016-A
10.	Joint Occupational Health & Safety Committee	SAF-017-A
11.	Camping in Temporary/Overflow Locations	GEN-004-C
12.	Memorials	GEN-009-C
13.	Electronic Message Sign	GEN-018-C
14.	Administrative Group Benefits	HUM-002-C
15.	Service Awards	HUM-016-C
16.	Opted Out and Excluded Group Benefits	HUM-025-C
17.	Facility Users Insurance Requirements	GOV-003-C

Purpose:

To provide Council with information and recommendation to request a number of Council policies be repealed.

Background:

A presentation was made at the April 11, 2017 regular Council meeting asking for Council to repeal the above noted policies. During the presentation, Council requested to view the information prepared in an administrative format. These documents have been attached as information, and although most require review and revision, having the policies approved administratively will ensure there is no gap in oversight.

Following a review of the City's Council policies, and a number were deemed to be primarily operational in nature. Those policies have been summarized below, along with a brief overview of their intent. As noted above, for those Council policies which are repealed, the attached administrative policies would be in effect.

Factors which are considered when presenting policies for Council approval include:

- whether the policy is mandated by the *Municipal Government Act* or other legislation;
- whether the policy involves matters with inherent liability risks, such as for roads and sidewalks;
- if there are financial impacts;
- if the policy is political in nature, or driven by Council; and
- if there are social impacts to the community;

Factors which are considered when recommending policies be approved administratively by the City Manager include:

- whether the matter is administrative in nature;
- focuses on operational decisions;

The first 10 policy summaries noted below were drafted and approved with the intent of being administrative policies, however at the time they were approved by Council resolution. Given their operational nature and responsibility, Council support is requested for repealing the policies.

Policies 11 through 17 below were approved by Council resolution, however upon review are deemed to focus on operational matters and processes.

1. Internet Access – GEN-015-A
This policy provides guidance and acceptable practices for users of the City who require Internet access to carry out the duties of their position.
2. Use of Wireless Communication Devices While Operating Mobile Equipment – GEN-019-A
This policy focuses on an increased awareness for safety practices for City staff and contractors, who are operating City-owned vehicles, equipment, or personal vehicles while on City business.
3. Computer Use – GEN-020-A
This policy provides guidance and acceptable practices for individuals who require Internet access to carry out the duties of their position.
4. Employee Recognition Award Program – HUM-001-A
This policy provides information on the recognition of employees for their performance and achievements throughout the year.
5. Local Authorities Pension Plan (LAPP) – HUM-015-A
This policy clarifies that employees of the City shall be enrolled in LAPP, when appropriate.
6. Respectful Workplace – HUM-024-A
This policy provides clarity for the delivery of high quality public services, and promotes the expectation for respectful and responsible behavior from all City staff who interact with each other, as well as interact with external customers.
7. Attendance Management – HUM-026-A
This policy provides guidelines for managing City employee work attendance, as well as noting responsibilities of employees, supervisors, Human Resources, and the Leadership Team.
8. Health & Safety – SAF-001-A
This policy clearly identifies the City's philosophy for the protection of the health and safety of its employees and contractors.
9. Drug & Alcohol Internet Access – SAF-016-A
This policy provides the City's intent for maintaining a productive, safe, and healthy work environment, which could be impacted by use of drugs or alcohol. The policy also includes procedures for addressing the use of drugs and alcohol.

10. Joint Occupational Health & Safety Committee – SAF-017-A

This policy contains details for establishing the Joint Occupational Health and Safety Committee, which consists of a wide variety of City staff, who meet to discuss health and safety matters on behalf of the City and its employees.

11. Camping in Temporary/Overflow Locations – GEN-004-C

This policy identifies areas for temporary/overflow locations for camping during special events i.e., west parking lot at Harbour Pool, west parking lot at the Jubilee Recreation Centre when Turner Park campground is full. This policy is currently administered by Facility Bookings staff through the Recreation Department.

12. Memorials – GEN-009-C

This policy provides clarification on the ability for applicants to purchase commemorative memorials, such as plaques, benches, planters, or trees, for placement in the City. Currently, Administration receives and reviews applications to ensure any requests meet specifications, and based on the applicant's item of choice for the memorial, costs are charged accordingly.

13. Electronic Message Sign – GEN-018-C

This policy provides guidance for the placement of messages on the Dow Centennial Centre (DCC) electronic sign. This is an administrative responsibility, where staff from the DCC ensure appropriateness and consistency for the use of the electronic sign.

14. Administrative Group Benefits – HUM-002-C

This policy highlights the administrative benefits to City employees. The People Services Department coordinates benefits, such as sick leave, vacation entitlement, overtime, etc., for administrative employees from within current resources. Should additional funding be required, a request would be presented to Council through the annual budget process.

15. Service Awards – HUM-016-C

This policy provides information on the recognition of employees for their performance and achievements throughout the year. Administrative service awards are administered by the People Services Department, within the perimeters of their budget. Should additional funding be required, this would be addressed through the annual budget process.

16. Opted Out and Excluded Group Benefits – HUM-025-C

This policy highlights the benefits for City employees who are in the "opted out and excluded group" category (i.e., employees who, based on their position, are eligible to accumulate overtime). The People Services Department coordinates benefits, such as sick leave, vacation entitlement, overtime, etc., for Administrative employees from within current resources. Should additional funding be required, a request would be presented to Council through the annual budget process.

17. Facility Users Insurance Requirements – GOV-003-C

This policy provides guidelines for obtaining insurance from renters of City facilities. This is a process which the City's Facility Booking staff use to ensure appropriate levels of insurance are obtained for bookings.

Recommendation:

That Council support repealing the 17 Council policies as requested in the report.

Attachments:

1. Internet Access – GEN-015-A & new Administrative Policy
2. Use of Wireless Communication Devices While Operating Mobile Equipment – GEN-019-A & new Administrative Policy
3. Computer Use – GEN-020-A & new Administrative Policy
4. Employee Recognition Award Program – HUM-001-A & new Administrative Policy
5. Local Authorities Pension Plan (LAPP) – HUM-015-A & new Administrative Policy
6. Respectful Workplace – HUM-024-A & new Administrative Policy
7. Attendance Management – HUM-026-A & new Administrative Policy
8. Health & Safety – SAF-001-A & new Administrative Policy
9. Drug & Alcohol Internet Access – SAF-016-A & new Administrative Policy
10. Joint Occupational Health & Safety Committee – SAF-017-A & new Administrative Policy
11. Camping in Temporary/Overflow Locations – GEN-004-C & new Administrative Policy
12. Memorials – GEN-009-C & new Administrative Policy
13. Electronic Message Sign – GEN-018-C & new Administrative Policy
14. Administrative Group Benefits – HUM-002-C & new Administrative Policy
15. Service Awards – HUM-016-C & new Administrative Policy
16. Opted Out and Excluded Group Benefits – HUM-025-C & new Administrative Policy
17. Facility Users Insurance Requirements – GOV-003-C & new Administrative Policy

Prepared by: Brenda Molter
Director, Legislative Services

Date: April 20, 2017

Reviewed by: Troy Fleming
Acting City Manager

Date: April 20, 2017

Submitted to: City Council

Date: April 25, 2017

ADMINISTRATIVE POLICY



GEN-015-A

INTERNET ACCESS

Date Issued: October 1, 1997

Mandated by: Administration

Current Revision: April 29, 2016

Cross Reference: Internet Access Procedure GEN-015-A, Computer and Network Resources Acceptable Use Policy GEN-020-A

Next Review: January 1, 2019

Responsibility: Director, Information Technology

PURPOSE

To inform all users who require Internet access of their obligation to maintain the security and integrity of the City's data and systems when using the Internet for City business as referred to in the Computer and Network Resources Acceptable Use Policy GEN-020-A.

POLICY

The City recognizes Internet and email can be productive tools that enhance the City's ability to serve the residents of Fort Saskatchewan. As such, email and Internet access may be provided to users to aid in the fulfillment of their responsibilities and duties.

DEFINITIONS

City – the City of Fort Saskatchewan.

IT – the Information Technology Department for the City of Fort Saskatchewan.

User - an employee, elected official, contractor, consultant, intern, co-op placement, volunteer, technical support agency, or other authorized agent of the City of Fort Saskatchewan.

GUIDING PRINCIPLES

1. This Policy applies to all users of City email and Internet services.
2. Email and Internet services are to be used primarily for City business. Personal/Recreational use outside of regular works hours is permitted.
3. IT has the ability to access, read, monitor, intercept, copy, and delete communications and files on the City's network. However, IT may only do so when there is a legitimate business reason such



RESPECTFUL WORKPLACE

Date Issued:	23.Jun.2009	Mandated by:	23.Jun.2009-RCM
Current Revision:	23.Jun.2009	Cross-reference:	
Next Review Diarized:	23.Jan.2013	Responsibility:	Director of Human Resources & Payroll Services

POLICY

As an organization committed to the delivery of high quality public services, the City promotes and expects respectful and responsible behaviour of all its employees when interacting with each other and with customers during the course of City business.

DEFINITIONS

- *Complainant* - the individual who makes a complaint.
- *Discrimination* - refusing to provide an opportunity or benefit with respect to access to any term or condition of employment because of race, colour, religious beliefs, gender, physical disability (except in situations where a specific ability is a requirement of the position), sexual orientation, mental disability, marital status, family status, age, ancestry, place of origin or source of income. The behaviour giving rise to a complaint of discrimination need not be intentional in order to be considered discrimination.
- *Harassment* - when an individual is subjected to unwelcome verbal or physical conduct because of race, colour, religious beliefs, gender, physical disability, sexual orientation, mental disability, marital status, family status, age, ancestry, place of origin or source of income. Examples of harassment which will not be tolerated include verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts which allude to any of the above categories. The City also will not tolerate the display of pornographic, racist or offensive signs or images, practical jokes that result in awkwardness or embarrassment, whether indirect or explicit.
- *Personal harassment/bullying* - hurtful and/or disrespectful treatment of people by yelling or ridiculing, undermining an individual or groups with vindictive or humiliating words or acts, including malicious exclusion, and any acts of intimidation including stalking.
- *Prohibited behaviour* - discrimination, harassment, personal harassment/bullying or sexual harassment.
- *Respect* - to demonstrate regard for the rights of others.
- *Respondent* - the individual who the complainant alleges has engaged in prohibited behaviour.
- *Sexual harassment* - any unwelcome behaviour that is sexual in nature. Sexual harassment includes such things as unwanted touching (e.g. pinching, patting, rubbing), leering, sexist or dirty jokes, the display of sexually suggestive materials, derogatory or degrading comments, sexually suggestive gestures and unwelcome propositions, innuendos, demands or inquiries of a sexual nature. Unwanted sexual advances, unwanted requests for sexual acts and other verbal or physical conduct of a sexual nature constitute sexual harassment when:
 - such conduct undermines another individual's personal dignity by causing embarrassment,

ADMINISTRATIVE POLICY



HUM-024-A

- discomfort, humiliation or offence;
 - such conduct interferes with an individual's work performance or learning opportunities by creating an intimidating or hostile work or learning environment;
 - submission to such conduct is made either explicitly or implicitly a term or condition of employment or of educational services; or
 - submission to or rejection of such conduct affects decisions regarding that individual's employment including matters such as promotion, salary, benefits, job security, grades or employment references.
- *Zero tolerance* - strict application of rules.

GUIDELINES

1. The City is obligated to protect all employees from prohibited behaviour during City related activities.
2. The City forbids prohibited behaviour and expects complaints of prohibited behaviour to be investigated in a timely and respectful manner.
3. It is the responsibility of all employees, volunteers and contractors:
 - (a) to contribute to creating a positive work environment; and
 - (b) for creating and maintaining a work environment that is free of prohibited behaviour by:
 - (i) being polite, courteous and respectful to others;
 - (ii) open, honest and timely communication;
 - (iii) bringing forward concerns as soon as they arise; and
 - (iv) respecting and supporting the complaint process and the timeframe required to resolve complaints.
4. The Leadership Team will:
 - (a) communicate zero tolerance for behaviours that contravene the intent of this policy; and
 - (b) review to ensure consistent application of the complaint process.
5. Supervisors are responsible for creating, supporting and maintaining a positive work environment. This means, but is not limited to, informing themselves and informing staff about the content of this policy and supporting an awareness of prohibited behaviour in general. Supervisors shall be a role model in building and maintaining a workplace that is respectful by treating complaints as a serious matter and following up quickly.
6. Appropriate action will be taken against those whose behaviour contravenes this policy.

PROCEDURES

1. Individuals who experience perceived prohibited behaviour are strongly encouraged to take direct action by advising the respondent at the earliest time possible that his/her actions are of concern or offensive. The potential complainant may choose to communicate dissatisfaction or concern to the respondent in writing, rather than communicating verbally. Complainants using this process should keep a record of all incidents of prohibited behaviour and the way in which they were handled. This record will help the accurate reflection of events and how they were managed over time.

2. **Informal Complaint**

If a complainant is not comfortable confronting the respondent or if the actions do not stop after the complainant has confronted the respondent, the next step is to proceed with an informal complaint. This means that the complainant will approach a third party to help find a resolution to the complaint. CUPE members are advised to contact their union to ensure compliance with the CUPE Equality Statement and Membership Oath of Obligation. The following individuals can also assist by providing information about the process for dealing with an informal complaint:

- (a) supervisor;
- (b) respondent's supervisor;
- (c) section Superintendent or Director;
- (d) Director of Human Resources and Payroll Services; or
- (e) Department General Manager

Every attempt shall be made to resolve the complaint informally. For example, any of the parties listed above may intervene on the complainant's behalf by arranging for the complainant and respondent to come together to resolve the complaint, arranging for mediation or by advising the complainant of other options.

If this does not successfully resolve the informal complaint, the complainant may choose to initiate a formal complaint. It is not necessary to initiate an informal complaint before initiating a formal complaint. If a formal complaint is initiated, it supersedes an informal complaint.

At any time after the initiation of an informal complaint, the complainant may request that no further action be taken. The complainant still has the option of initiating a formal complaint at any time within one month of the incident. The respondent has the right to request a timely investigation if an informal complaint is initiated, whether or not the complaint is pursued or dropped.

3. **Formal Complaint**

A formal complaint is made in writing and is filed with the Director of Human Resources and Payroll Services within one month of the incident or being made aware of the incident. Under exceptional circumstances, the City Manager may accept a formal complaint filed more than one month after the incident. The Director of Human Resources and Payroll Services shall review the formal complaint to ensure that it is complete and that a formal complaint is the most appropriate process for achieving resolution. After determining that a formal complaint is complete and not vexatious, the Director of Human Resources and Payroll Services shall promptly inform the City Manager, Corporate Services General Manager, respondent and supervisor of the complainant about the formal complaint. If the complainant is not satisfied with the decision made by the Director of Human Resources and Payroll

ADMINISTRATIVE POLICY



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Services regarding whether the complaint should go forward, the complainant may appeal to the City Manager whose decision will be final. In the case of a complaint relating to the City Manager, the complainant may appeal to Council whose decision will be final.

To move the complaint forward, an investigator shall be arranged by the Director of Human Resources and Payroll Services. Reasonable efforts will be made to find a mutually acceptable investigator but if this is not possible, the City Manager will appoint an investigator.

Attempts to resolve the formal complaint through conciliation or mediation may continue throughout the investigation provided that both the complainant and the respondent agree.

4. Investigation

An investigation will begin either through a formal complaint or by actions witnessed and observed by a co-worker, supervisor or bystander.

The investigator shall:

- (a) request a detailed written statement from the complainant. Should the complainant prefer, the investigator shall interview the complainant. If the complainant provides a written statement, the investigator will follow up with an interview of the complainant.
- (b) provide the respondent with the complainant's written statement and/or written summary of the interview. The respondent shall be invited to make a written response, or if the respondent prefers, to respond orally to the investigator. Conversely, the complainant shall be provided with the respondent's written statement and/or written summary of the interview and have an opportunity to respond orally or in writing to the investigator.
- (c) interview the complainant and respondent as necessary.
- (d) interview any other persons and gather such other materials as may be necessary to conclude the investigation.
- (e) produce a report of fact relating to the formal complaint made. If there is evidence that the complaint was vexatious, a deliberate attempt to avoid supervision or malicious, this should be indicated in the report.
- (f) provide a report of fact relating to the formal complaint to the supervisor(s), complainant, respondent and Director of Human Resources and Payroll Services within sixty days of the filing of the formal complaint. The Director of Human Resources and Payroll Services may extend the timeline for the submission of the report. The complainant and respondent may then submit a response in writing to the Director of Human Resources and Payroll Services within ten working days of receiving the investigator's report. The report will indicate whether or not there is evidence to support the complainant.

All parties are expected to co-operate with the investigator by being forthcoming, honest and respectful.

5. Outcome

ADMINISTRATIVE POLICY



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If an investigation reveals evidence to support the complaint of prohibited behaviour, the respondent will be disciplined appropriately. Discipline may include one or more of the following:

- (a) direction to make a formal apology;
- (b) a written reprimand;
- (c) referral to counselling;
- (d) suspension or termination; or
- (e) any other measures as determined appropriate by the City Manager.

If an investigation does not find evidence to support the complaint of prohibited behaviour, there will be no documentation concerning the complaint placed on the respondent's file.

Regardless of the outcome of the investigation, if the complaint was made in good faith, and is not found to be vexatious, the complainant will not be disciplined.

The complainant and anyone who provides information will be protected from any form of retaliation from either co-workers or superiors under this policy.

The foregoing does not prohibit a person who is subjected to prohibited behaviour (employee, volunteer or contractor) from making a complaint directly to the local police detachment if the matter is perceived to be of a criminal nature or to the Alberta Human Rights and Citizenship Commission Phone 780-427-7661 or toll-free within Alberta 310-0000 and then enter the phone number.

6. Confidentiality and Privacy of Information

All persons are urged to keep complaints confidential. The City will make reasonable efforts to respect the confidential nature of a complaint made under this policy. However, anonymity and complete confidentiality cannot be guaranteed once a complaint is made. Information collected and retained as part of an investigation may be subject to release as part of a legal process or under the *Freedom of Information and Protection of Privacy Act*.

To respect the requirements of legislation and the requirement that the complaint process be fair to all parties, the following general principles will guide the release of written information by the City:

(a) GENERAL PRINCIPLES OF ENTITLEMENT TO INFORMATION

- (i) A complainant and a respondent have the right to their personal information.
- (ii) A complainant and a respondent have the right to see written statements, information or reports related to the complaint process.
- (iii) Individuals referred to in a written statement, information or report have the right to know what has been said about them and by whom.

(b) EXCEPTIONS TO THE ENTITLEMENT TO INFORMATION

- (i) A complainant or a respondent does not have the right to see personal information about each other or about a third party that is not directly related to the complaint.
- (ii) Where the City Manager or delegate (including the investigator):
 - (a) determines, in accordance with the *Freedom of Information and Protection of*

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Privacy Act, that disclosure of personal information will constitute an unreasonable invasion of a third party's personal privacy; or

- (b) reasonably believes that disclosure of information will imperil the safety of an involved individual.

7. Human Resources will support managers, supervisors and employees in resolving complaints and providing awareness, education and training to the organization on this policy.
8. This policy will govern all employees, volunteers and contractors except in situations where process differs from and is specifically stated in the collective agreement for those staff belonging to C.U.P.E. Local 30.
9. This policy shall be provided to new staff members at new employee orientations conducted by Human Resources.

City Manager (Original Signed by DD)
vrf/HUM-024-C.DOC/LN-PolicyManual-HumanResources

ADMINISTRATIVE POLICY



RESPECTFUL WORKPLACE

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

As an organization committed to the delivery of high quality public services, the City promotes and expects respectful and responsible behaviour of all its employees when interacting with each other and with customers during the course of City business.

DEFINITIONS

Complainant - the individual who makes a complaint.

Discrimination - refusing to provide an opportunity or benefit with respect to access to any term or condition of employment because of race, colour, religious beliefs, gender, physical disability (except in situations where a specific ability is a requirement of the position), sexual orientation, mental disability, marital status, family status, age, ancestry, place of origin or source of income. The behaviour giving rise to a complaint of discrimination need not be intentional in order to be considered discrimination.

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Prohibited behaviour - discrimination, harassment, personal harassment/bullying or sexual harassment.

Respect - to demonstrate regard for the rights of others.

Respondent - the individual who the complainant alleges has engaged in prohibited behaviour.



Sexual harassment - any unwelcome behaviour that is sexual in nature. Sexual harassment includes such things as unwanted touching (e.g. pinching, patting, rubbing), leering, sexist or dirty jokes, the display of sexually suggestive materials, derogatory or degrading comments, sexually suggestive gestures and unwelcome propositions, innuendos, demands or inquiries of a sexual nature. Unwanted sexual advances, unwanted requests for sexual acts and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- such conduct undermines another individual's personal dignity by causing embarrassment, discomfort, humiliation or offence;
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GUIDING PRINCIPLES

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forward, the complainant may appeal to the City Manager whose decision will be final. In the case of a complaint relating to the City Manager, the complainant may appeal to Council who decision will be final.

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- c. interview the complainant and respondent as necessary.
- d. interview any other persons and gather such other materials as may be necessary to conclude the investigation.
- e. produce a report of fact relating to the formal complaint made. If there is evidence that the complaint was vexatious, a deliberate attempt to avoid supervision or malicious, this should be indicated in the report.
- f. provide a report of fact relating to the formal complaint to the supervisor(s), complainant, respondent and Director, People Services within sixty days of the filing of the formal complaint. The Director, People Services may extend the timeline for the submission of the report. The complainant and respondent may then submit a response in writing to the Director, People Services within ten working days of receiving the investigator's report. The report will indicate whether or not there is evidence to support the complainant.

All parties are expected to co-operate with the investigator by being forthcoming, honest and respectful.

5. Outcome

If an investigation reveals evidence to support the complaint of prohibited behaviour, the respondent will be disciplined appropriately. Discipline may include one or more of the following:



- a. direction to make a formal apology;
- b. a written reprimand;
- c. referral to counselling;
- d. suspension or termination; or
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If an investigation does not find evidence to support the complaint of prohibited behaviour, there will be no documentation concerning the complaint placed on the respondent's file.

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- b. EXCEPTIONS TO THE ENTITLEMENT TO INFORMATION
 - i. A complainant or a respondent does not have the right to see personal information about each other or about a third party that is not directly related to the complaint.
 - ii. Where the City Manager or delegate (including the investigator):
 - 1. determines, in accordance with the *Freedom of Information and Protection of Privacy Act*, that disclosure of personal information will constitute an unreasonable invasion of a third party's personal privacy; or



-
2. reasonably believes that disclosure of information will imperil the safety of an involved individual.
 7. Human Resources will support managers, supervisors and employees in resolving complaints and providing awareness, education and training to the organization on this policy.
 8. This policy will govern all employees, volunteers and contractors except in situations where process differs from and is specifically stated in the collective agreement for those staff belonging to C.U.P.E. Local 30.
 9. This policy shall be provided to new staff members at new employee orientations conducted by People Resources.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

ATTENDANCE MANAGEMENT

Date Issued: 12.Oct.2010

Mandated by: Administration

Current Revision: 12.Oct.2010

Cross-reference:

Next Review Diarized: **01.Jan.2013**

Responsibility: Director of Human
Resources, Payroll and Health and
Safety Services

POLICY

The City of Fort Saskatchewan is committed to managing Employee attendance through a positive, supportive environment that promotes the best possible attendance in order to provide quality, best value municipal services.

DEFINITIONS

- *absence* - an incident of non attendance at work.
- *acceptable Average* - the number of incidents or days of non-culpable absences over a defined period of time.
- *attendance Management Program* - the guidelines and procedures to support optimum attendance at work and address non-optimum attendance at work.
- *culpable absence* - an unauthorized absence.
- *disability absence* - a category used to define absences that result from an identified condition of disability.
- *non-culpable absence* - an authorized absence.
- *undue hardship* - the limit by which the Employer is not expected to accommodate, usually related to the inability to sustain the economic or efficient cost of accommodation.

GUIDELINES

Employee absence is an expected factor at the workplace, however, this does not mean that all absences should be regarded as inevitable and accepted passively. The Employer recognizes the cost, increase disruption and burden on co-workers caused by uncontrolled absenteeism. The ability to meet the needs of citizens and customers can be greatly reduced if levels of workplace absence are unacceptably high. In order to provide a high level of service, the City of Fort Saskatchewan depends on the contribution of its Employees and their regular attendance is essential to the achievement of this goal. Employees have a responsibility to fulfill the duties for which they were employed unless prevented from doing so for legitimate reasons. Fostering an attendance culture is a key component of ensuring that the organization meets its performance and accountability obligations to deliver a quality service and therefore the City of Fort Saskatchewan supports the Attendance Management Program.

Human Resources monitors trends and patterns in determining what the City of Fort Saskatchewan will consider as an acceptable average of non-culpable absences and once an individual is identified as exceeding this average, they will be placed in the Attendance Management Program. The Employer



considers an acceptable average of absenteeism as 6 days/year, however the details of each situation must be considered.

The City of Fort Saskatchewan's Attendance Management Program has been developed to assist Supervisors in managing attendance. It does not intend to diminish the provisions of the collective agreement nor does it intend that Employees incapacitated due to illness or disability be influenced to work if unable to do so.

The Attendance Management Program provides an overview of the roles and responsibilities of the various parties involved in attendance management, defines the various types of absences, focuses on how to identify an attendance problem and outlines the counseling process to be used in assisting Employees overcome their absenteeism challenges. The objectives of the Attendance Management Program are:

- o To promote optimal and consistent attendance at work.
- o To raise awareness of the importance of good attendance.
- o To promote an atmosphere of mutual respect, fairness and concern.
- o To provide a framework for responding to excessive absenteeism.
- o To assist individual Employees overcome difficulties which adversely affect consistent attendance and to help prevent absenteeism problems from escalating.

Attendance management is the function of many individuals, and its success is dependent upon the commitment of all participants. Outlined below are some of the key responsibilities of the various groups who will impact the success of the program.

It is the responsibility of the **Employee** to:

- o Maintain a record of optimum attendance by attending work as assigned.
- o Follow established reporting procedures.
- o Schedule medical and dental appointments during non-work hours whenever possible.
- o Advise Supervisor of any disability that prevents them from maintaining optimum attendance.
- o Identify barriers to optimum attendance.
- o Comply with reasonable requests to provide medical evidence.
- o Participate in a plan to improve attendance with the Supervisor.

It is the responsibility of the **Supervisor** to:

- o Use the Attendance Management procedures to manage Employee attendance.
- o Raise awareness about the importance of consistent attendance.
- o Communicate the Employer's attendance expectations to Employees.
- o Advise Employees of proper procedures for reporting absences.
- o Ensure completion and maintenance of accurate attendance records.
- o Monitor and assess attendance statistics consistently.
- o Exhibit concern for the Employee's well being.
- o Maintain appropriate contact with Employee while on medical leave.
- o Assist Employees by ensuring they are aware of the services available through the Employee Assistance Program.



It is the responsibility of **Human Resources** to:

- Provide advice to Supervisors concerning matters related to attendance management.
- Assist in carrying out the necessary stages of the program as required.
- Interpret existing policies and the collective agreement to ensure proper application.
- Assist in the development of return-to-work options.
- Guide and assist Employees to access benefits available to them.
- Liaise with Workers' Compensation, Alberta Blue Cross and other benefit providers when appropriate.

It is the responsibility of the **Leadership Team** to:

- Be accountable for the attendance levels within their department.
- Offer support to Supervisors in the consistent application of attendance management.
- Reinforce the value the Employer places on regular attendance and support the program.

Absences that will require some type of Employer intervention are split into two distinct categories; Non-Culpable and Culpable. It is essential that we differentiate between these two types of absences, record them separately and resolve them differently. For instance, disciplinary measures may only be used to address absences that are determined culpable. Counseling measures are used to address non-culpable absences and are designed to be constructive and assist Employees reduce their level of absenteeism.

Non-Culpable Absence

Situations where an Employee is away from work too frequently and yet has genuine and documented reasons for the absences are presumed to be non-culpable. Although the Employee may be capable of doing the job when at work, the excessive absences create problems for the Employer. As a result, the Employee is not fulfilling the requirements of the employment contract. It is important to note that non-culpable absenteeism is not corrected in a disciplinary fashion but through education and assistance.

Examples of non-culpable absences may include:

- Excessive sick leave, with or without pay, even with medical certification.
- Excessive outside appointments during working hours.
- Excessive absences from work to deal with ongoing family problems.

Disability Absence is a category used to define absences that result from an identified condition of disability. These absences are considered to be non-culpable. Supervisors should consult with Human Resources in these situations to address opportunities for accommodation. Employers are required to accommodate Employees with a disability, within the meaning of the legislation, to the point of "undue hardship". This type of absenteeism may also require special, personalized attendance goals which may be below the norm as part of the employment accommodation.

Culpable Absence

These are unauthorized absences which are within the Employee's control and may warrant a disciplinary response, however, only after consultation with Human Resources is discipline to be contemplated. The following are situations of culpable absence:

- Excessive lateness.
- False explanation for an absence.
- No reason is provided for the absence.
- Unsubstantiated absences, where evidence of the reason is required.
- The reason for the absence is not legitimate.



Supervisors have a right to expect regular attendance by Employees, however, it is important to recognize that most absences are legitimate. Nevertheless, any absence is potentially disruptive for a section/department and Supervisors should be concerned about every instance of absence. Furthermore, excessive absence is a strong indication that a problem may exist. The way in which a Supervisor deals with Employee absences will play a critical role in effective attendance management and the prevention of attendance problems from escalating.

PROCEDURES

Identifying attendance problems begins with monitoring the attendance of all Employees periodically and in a consistent manner. Promoting and maintaining regular attendance and assisting Employees overcome difficulties which reduce consistent attendance is dependent on early identification of attendance problems. In this regard, it is essential that Supervisors keep up-to-date records of Employee leave, as well as, monitor attendance regularly. "Appendix 1" includes a sample attendance record which can be used to document the various types of Employee absences. "Appendix 2" is an attendance profile which can be used to help Supervisors note important information about absences (i.e. provided doctor's note etc.) Supervisors need to keep in mind that certain absences are excluded from statistics used to calculate absenteeism rates for the purposes of attendance management. These absences still need to be recorded; however, they should not be included when calculating an Employee's absenteeism. Some of these include:

Authorized Vacation	Banked Overtime Leave	Bereavement Leave
Witness/Jury Duty	Pregnancy Leave	Parental Leave
Family Sick Leave	Suspension	Approved Union Business

We must also ensure that those absences which are identified as culpable form part of the attendance record; although they are not included when calculating an Employee's non-culpable absenteeism rate. It is important that culpable absences are dealt with in accordance with the principles of progressive discipline. The process for the management of culpable absenteeism is outlined in "Appendix 5". After removing the above-noted absences, the total remaining absences/year is compared against the Employer average. The Human Resources department maintains statistics on the Employer's average absenteeism rate. This is based on section and department data provided to Human Resources via Leave and Attendance forms.

When an Employee's absenteeism record exceeds the Employer's acceptable average, this signals that there is *potential* attendance issue that requires attention. At this point the Supervisor needs to review all available information to determine the appropriate course of action. It is important to recognize that each Employee and situation is different and that each case must be assessed independently with some consideration and flexibility given to the particular circumstances. Therefore, once we have identified that there is a potential attendance issue, we must consider all available information before deciding how to best intervene.

The number of incidents of absence and length of absence are important in determining the approach that should be taken in handling attendance issues. For example, one (1) incident of twenty (20) days absence due to a bona fide illness is handled differently than twenty (20) separate incidences of one (1) day each. All absences have an adverse impact on a section/department; however, a single, lengthy episode will not usually be categorized as problem absenteeism where an Employee's previous attendance record has been good and is expected to return to acceptable levels after the current absence issue is resolved. You will need to assess whether it was an isolated illness or injury which has caused a spike in an otherwise acceptable attendance record. It should be noted that an Employee's absences from work does not necessarily constitute problem absenteeism simply because they have an



above average number of absences. It is the Supervisor's responsibility to review the available information and assess whether an absenteeism problem exists.

There are five stages in the counseling process to address *non-culpable attendance* issues, in addition to the initial interview, which are designed to raise awareness about an Employee's attendance problem and to encourage improvement. The objective is that through the encouragement and support of the Supervisor and the use of available resources, the Employee can be successful in achieving and maintaining an acceptable level of attendance. There are a number of points that may apply which are common to each stage:

- Any stage of the process can be extended, repeated or suspended all together if circumstances warrant, such as sufficient attendance improvement noted.
- If the attendance record continues to improve and the Employee achieves and maintains an acceptable level for a period of 12 months, then the attendance problem is considered resolved. The Employee is commended on their success and is removed from the program.
- If the Employee, after having been removed from the program, is required to re-enter the program, the process re-starts at the initial interview.
- **If the Employee indicates at any step that there is a medical condition or disability contributing to their attendance challenges then the Supervisor should discuss the situation with Human Resources so that appropriate steps can be taken.**

In instances where an attendance concern has been identified, the Supervisor will need to meet formally with the Employee to address the attendance issue. Many attendance issues are resolved during the initial-interview phase and, in such cases, the Supervisor continues to encourage the Employee and provides on-going monitoring and feedback. In other cases, the Employee shows no improvement and absences continue to be excessive. A series of subsequent meetings may be required in these situations in order to facilitate a solution to the attendance problem. What follows is an outline of procedures for Supervisors dealing with non-culpable attendance issues. It is important to note that:

- These guidelines should be administered with flexibility and discretion in order to allow the Supervisor to deal effectively with numerous types of attendance issues that may arise. For instance, in some situations it may be advisable to repeat one or more of the stages.
- The sample letters provided in "Appendix 4" are offered as guides to assist the Supervisor in letter preparation and, as such, may require editing to be suitable for a specific situation.
- Supervisors should be aware that unionized Employees have the right to union representation at meetings, if requested by the Employee.
- Supervisors should be cautious when dealing with disability absences. The Supervisor will need to consider whether accommodation is the appropriate response. Supervisors should contact Human Resources for assistance when dealing with such absences.
- Human Resources and Health and Safety representatives are available to provide assistance and advice throughout the process.

Below you will find each of the counseling stages explained and the process by which an Employee progresses through the stages.

The Initial Interview

Once the Supervisor identifies a situation of excessive absence, the Supervisor needs to arrange to meet with the Employee in order to ensure the Employee is aware of the concern and discuss ways to improve the situation (see "Appendix 3"). The interview should focus on discussing the attendance concern only, not other issues. The Supervisor explains that the interview has been scheduled because a review of the Employee's attendance profile has raised some concerns. As well, the Supervisor points out that when an



Employee is away there is an impact on the section/department. This impact, depending on the particular circumstances, may include:

- Increased work load for others (which affects staff morale).
- Decreased quality of service.
- Unmet deadlines.
- Overtime.

It is important during this first meeting for the Supervisor to review the Employer's policy on attendance management with the Employee. When the Supervisor takes a professional and positive approach to the interview and communicates with tact and sincerity, the Employee is encouraged to view the meeting as a sincere attempt to resolve the attendance issue. It is important that the Employee be engaged in determining the solution. In situations where it seems appropriate, the Supervisor can offer assistance by describing services that may help such as, the Employee Assistance Program (EAP).

Personal problems can affect the physical and emotional well-being of an Employee. The Supervisor should be vigilant as to indications that Employees are experiencing personal problems, particularly when these appear to be affecting their attendance or performance, however the EAP service is voluntary and therefore a Supervisor cannot force an Employee to seek help from the EAP. Furthermore, Supervisors should be aware that, if requested, unionized Employees have the right to union representation at any of the counseling meetings.

The interview concludes with a mutual plan. This will include:

- Outlining the problem and the plan for correcting it.
- Describing future goals; expectations and timeframe for improvement (usually 3 months).
- Monitoring Employee attendance during the defined timeframe.

The initial interview is considered an informal meeting to raise awareness about the attendance problem. As a result no formal letter is issued unless the Employee progresses to Counseling Stage 1 after the initial monitoring period. It is important for the Supervisor to ensure that the Employee feels future discussions are welcomed and that the door is open if difficulties arise. The Employee's absenteeism record is monitored over the next 3 months following the initial interview. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

- a) Inform the Employee that their attendance will continue to be monitored periodically and that the initial improvement is encouraging.
- b) If the Employee maintains one year of satisfactory attendance, acknowledge the Employee in writing (see "Appendix 4") and revert to standard attendance monitoring used for all Employees.
- c) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 1.



Counseling Stage 1

At this stage the Supervisor will:

- o Meet with the Employee to review the attendance record following the monitoring period.
- o Re-emphasize the attendance expectations.
- o Assist the Employee in identifying other resources which may be of benefit, such as the EAP.
- o Communicate to the Employee that their attendance will continue to be monitored.
- o Confirm the attendance issues and expectations for improvement in writing (Stage 1 concern letter, "Appendix 4").

The Employee's absenteeism record is monitored over the 3 months following the Stage 1 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

- a) Acknowledge the improvement with a letter to the Employee (Improvement letter format, "Appendix 4").
- b) Continue to monitor the attendance record every three months.
- c) If the Employee maintains one year of satisfactory attendance, acknowledge the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 2.

Counseling Stage 2

In certain cases, there may be no sustained improvement after two interventions by the Supervisor. In these instances, the Supervisor will:

- o Meet with the Employee to review the attendance record, re-emphasize the attendance expectations, and recommend other resources.
- o Suggest that the Employee seek a medical assessment and encourage discussion about other ways to improve attendance.
- o Advise the Employee that there is a continuing concern regarding attendance, and emphasize that improvement is required during the next three-month review period (Stage 2 concern letter, "Appendix 4").
- o Confirm the attendance issues and expectations from improvement in writing.

The Employee's absenteeism record is monitored over the 3 months following the Stage 2 meeting. The Employee's progress will dictate the next course of action.



If the Employee's attendance improves:

- a) Acknowledge the improvement with a letter to the Employee (Improvement letter, "Appendix 4").
- b) Continue to monitor the attendance record every three months.
- c) If the Employee maintains one year of satisfactory attendance, acknowledge the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 3.

Counseling Stage 3

At this stage the Supervisor will:

- o Meet with the Employee to once again review the attendance record and the attendance expectations.
- o Recommend the Employee seek out other resources to assist the Employee in addressing the attendance difficulties.
- o Advise the Employee that if there is no improvement in the next 3 month period, the Employer will be required to take further action (Stage 3, concern letter, "Appendix 4").
- o Confirm the attendance issues and expectations for improvement in writing.

The Employee's absenteeism record is monitored over the 3 months following the Stage 3 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

- a) Acknowledge the improvement with a letter to the Employee (improvement letter, "Appendix 4").
- b) Continue to monitor the attendance record every three months.
- c) If the Employee maintains one year of satisfactory attendance, congratulate the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

- a) Proceed to Counseling Stage 4.

Counseling Stage 4

If there is no improvement in the 3 month period following the Stage 3 meeting, the process includes two meetings with the Employee.

At the preliminary meeting the Supervisor will:

- o Ensure that unionized Employee brings along a union representative to the meeting.
- o Advise the Employee of the seriousness of the attendance concerns.



- Review the Employees past attendance record and the reasons why the Employee has reached this stage.
- Ask the Employee to seek a medical assessment to determine their capability of maintaining regular attendance at work.
- Provide the Employee with a letter to take to their doctor.
- Inform the Employee that they will be required to attend a follow-up meeting to discuss the outcome of the medical assessment once received and reviewed by Human Resources.
- Advise the Employee to bring a union representative to the follow-up meeting (if the Employee is unionized).
- Confirm the attendance issues and expectations for improvement in writing.

If the Employee refuses to provide the required medical information or the information indicates that regular and consistent attendance cannot be expected:

- The Supervisor, General Manager and Human Resources, in consultation with the City Manager or C.U.P.E. representatives where appropriate, will meet to review the case and determine the appropriate options and course of action.
- Once a decision has been made by the Employer, a follow-up meeting is held to advise the Employee of the action that will be taken.

If the Employee provides medical information indicating that there is no medical condition which would prevent regular and consistent attendance from work, a follow-up meeting proceeds as follows.

- Give the Employee another opportunity and advise the Employee that his/her attendance will be monitored over the next 3 months.
- Advise the Employee that he/she has reached the final stage of the counseling process and that if the attendance expectations are not met and sustained for a period of 12 months, termination will be considered.
- Document the attendance concerns and expectations for sustained improvement in a letter (Follow-up to Stage 4 meeting, "Appendix 4").

The Employee's absenteeism record is monitored over 3 months following the Stage 4 meeting. The Employee's progress will dictate the next course of action:

If the Employee's attendance improves:

- (a) Acknowledge the improvement with a letter to the Employee (improvement letter, "Appendix 4").
- (b) Continue to monitor the attendance record every three months.
- (c) If the Employee maintains one year of satisfactory attendance, congratulate the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
- (d) If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance the Supervisor, General Manager and Human Resources meet to determine whether to repeat this stage of the process, or proceed to Stage 5.

If there is no consistent attendance improvement:

- (a) Proceed to Counseling Stage 5.

Counseling Stage 5

If the counseling provided at Stage 4 does not yield the necessary attendance results then the Supervisor meets with Human Resources to discuss the termination process and assess whether any conditions exist which would suggest re-considering termination.



Discharge should be considered only when all the steps outlined previously have been met and when every possible action has been taken to accommodate the Employee. The following would be some of the considerations in ruling on a non-culpable absenteeism dismissal case.

- Has the Employee done everything possible to regain their health and return to work?
- Has the Employer provided assistance in every way possible (i.e. counseling, support, time off)?
- Has the Employer given the Employees sufficient notice that the attendance problem is jeopardizing his/her employment?
- Has the Employer determined if a disability requiring accommodation exists?
- Has enough time elapsed to allow for every possible chance of recovery?
- Has the Employer treated the Employee in a fair and equitable manner?

These procedures including the counseling stages outlined in the previous paragraphs are designed to help Employees resolve their attendance problems. However, when it is demonstrated that the Employee is not likely to be able to maintain regular attendance in the future, the Employee may need to be released through non-disciplinary discharge. This decision needs to be substantiated by the following test:

- The absences have been shown to be clearly excessive.
- It has been proven that the Employee will be unable to attend work on a regular basis in the future.
- All reasonable accommodations have been considered and provided when possible.

Conclusion

It is important to note that most attendance issues are resolved early in the process. While the steps described in the latter part of these procedures are occasionally necessary, in the majority of cases, the situation is resolved before it is necessary to terminate employment. Through implementation of positive actions suggested earlier, such as counseling the Employee and ensuring that the Employee is aware of the resources available to assist with their individual situation, the Supervisor will encourage and support the Employee in achieving and maintaining good attendance.

City Manager (Original Signed by DD)

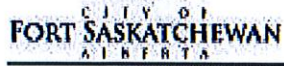


CITY OF
FORT SASKATCHEWAN
ALBERTA

Appendix 1: Employee Attendance Record for the year 20XX

Employee Name:																																			
Date of Hire:																																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Vacation	Sick	Other	
January																																			
February																																			
March																																			
April																																			
May																																			
June																																			
July																																			
August																																			
September																																			
October																																			
November																																			
December																																			
Total																																			

V= Vacation Day
S= Sick Day
O= Other



Employee: _____

[illegible]



Appendix 3: Suggestions for Attendance Interviews

Supervisors need to be well-prepared in order to encourage a successful interview. In order to be well-prepared, the supervisor should:

- Think about what is intended to be accomplished (e.g., raise employee awareness of employer concerns, help understand the cause of absences, identify solutions, etc.);
- Review the employee's file and past attendance record, identify similar problems in the past, reasons, and action taken to resolve the problems;
- Develop an appropriate approach and a number of alternatives;
- Seek advice from General Managers and/or human resources staff on key points to address during the interview;
- Set a mutually suitable time;
- Allow enough time for discussion;
- Organize all the facts and information well in advance of the interview;
- Discuss the attendance concern, not other issues;
- Plan for taking notes about the interview;

In any meeting with an employee to address an attendance issue, the interview tone and setting are extremely important to the success of the meeting. It is important that the supervisor conducts the meeting in a respectful manner and in a tone that shows genuine concern. A tactful presentation of the issue by the supervisor and a request for improvement will encourage a positive employee response and help to establish a cooperative relationship. Keep in mind that the purpose of these meetings is to raise the employee's awareness of the attendance problem, inform them that the employer is concerned, identify solutions and encourage improvement.

To ensure a well-conducted interview:

Points to Make

- Have a copy of the employee's attendance record to review with them;
- Emphasize the City's need and desire for every employee to be at work when scheduled;
- Identify how absences affect the department (morale of fellow employees, effectiveness and productivity of work group, quality of service provided);
- Stress the requirement for improvement and clearly define expectations;
- Inform the employee that their attendance will continue to be monitored;
- Remind the employee that the Employee Assistance Program is available to them;
- Emphasize future improvement rather than negative issues from the past;

Tone to take

- Meet in a suitable location (e.g. privacy);
- Ensure confidentiality;
- Show respect for the individual;
- Listen carefully, put the employee at ease (the purpose of the interview is to find a solution, not discourage the employee);
- Observe non-verbal communication signals and body movements;
- Use a tone of voice that demonstrates concern rather than anger or discipline;
- Control voice volume;
- Recognize that the choice of spoken words will affect the outcome of the meeting;
- Allow the employee the opportunity to comment;

Be sure to document the meeting.

Most attendance issues can be resolved if the situation is handled properly. Remember, unless there is evidence to the contrary, the supervisor always assumes that an absence is one of innocent or non-culpable absenteeism and therefore, is not subject to disciplinary action.

Suggested Answers to Questions Frequently Asked During Attendance Interviews

Q. The attendance of others is much worse than mine. Why have I been singled out for an interview when others who have worse attendance than mine have not been talked to?

A. This meeting has been arranged to discuss your attendance. It would not be appropriate to discuss another individual's attendance record in this meeting.

Q. I have medical certificates for every one of the days you mentioned. Don't you realize that I was sick on each one of those days?

A. Yes, I realize you were sick on those days. I do not believe you have been abusing sick leave, if I did, I would be considering a disciplinary process. I am, however, concerned that you are unable to be at work on a regular basis and that your absences have resulted in unsatisfactory attendance. Good attendance is a requirement of your position. We are entitled to expect a reasonable level of attendance from you. Your absences create staffing problems and increase workload for other staff. I would like to be able to provide you with support or resources that would help you with this problem. If there is a medical problem, it will benefit all to ensure that you seek advice and resources to remedy the situation. If you have a medical condition that may require accommodation, I can refer you to someone within Human Resources that will be able to discuss the specifics of what you require and what we can accommodate.

Q. How long will you be monitoring my attendance?

A. I monitor all my employees' attendance on an ongoing basis. In addition, as a result of your attendance record, you will remain in the attendance management program until you maintain an acceptable attendance record for 12 continuous months.

Q. What if I don't want to provide the medical evidence regarding my condition?

A. That certainly is your decision to make, you are under no obligation to provide us with any medical information however in the absence of any information that supports your medical condition, we will have to determine the likelihood of your ongoing employment with only your poor work record as reference. We are not required to accommodate your employment until you have disclosed the necessary information and continue to keep the employer informed of any changes.

Appendix 4: Sample Employee Attendance Letters

Improvement Letter

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In that meeting we reviewed your attendance record and found that some improvements were required. You will recall that you were also advised that your attendance record would continue to be monitored closely and reviewed further in three months.

Assessment of your attendance for the period X to Y reveals you recorded (no/very few) sick leave absences during this period. I want to commend you for the effort you have made and the resulting improvement in your attendance.

While your attendance record will continue to be monitored on a regular basis, your improvement indicates a positive resolve to our plan to improve your attendance in the months to come.

Keep up the good work!

Yours truly,

Supervisor

cc: General Manager
Human Resources

One Year Sustained Improvement

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

A review of your attendance record indicates that you drew X days of sick leave (year), X days in (year) and X days so far in (year).

Your record for the past 12 months reveals that your attendance has improved significantly and you have been able to minimize your absences for an extended period of time. We are very pleased and would like to recognize your efforts and acknowledge this improvement.

Recognizing that you have met your attendance targets, no further meetings will be required as long as an acceptable attendance record is maintained.

Thank you again for your efforts and diligence in improving your attendance.

Yours truly,

Supervisor

cc: General Manager
Human Resources

Relapse Letter

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In a letter dated X, following an initial three-month review of your attendance, I noted that your attendance record had improved and acknowledged your efforts.

However, the Department is concerned about your frequent use of sick leave during the current review period. A review of your record for the period X to Y reveals that you have drawn an additional X days of sick leave. A copy of your most recent attendance record is attached.

While the validity of your use of sick leave is not being questioned, the efficient operation of the Department depends on good attendance. Unscheduled absences reduce the Department's ability to plan, organize, and carry out its activities. Continual absences undermine employee reliability and may result in increased staffing and overtime costs.

Although you have been given an opportunity to improve your attendance, it appears that you have not maintained your initial improvement. Accordingly, your attendance record will again be monitored closely over the next three months and immediate and significant improvement is required. A meeting will be scheduled with you at that time to discuss your progress.

I would also like to take the opportunity to remind you again that if you are experiencing personal difficulties which you feel may be affecting your attendance, the City of Fort Saskatchewan has an Employee Assistance Program (EAP). The EAP is a voluntary, confidential counseling service for employees and their families and can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

Supervisor

cc: General Manager
Human Resources

Stage 1 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

A review of your attendance record for the period X to Y indicated you have utilized a significant amount of sick leave.

Your record indicates you were absent for X days in (year), X days in (year) and X days so far this year (please see attached copies of your attendance record). While the validity of your use of sick leave is not being questioned and we sympathize with your apparent need for frequent use of sick leave, the department must insist upon regular attendance. Frequent absences hinder the planning, organization and completion of work. Significant absences such as yours also place unwelcome stress on co-workers and may result in increased workload, deterioration in the quality of service and overtime costs incurred.

Your use of sick leave over the past X years/months is above the City of Fort Saskatchewan's average of 6 days. This is unacceptable and immediate and significant improvement in your attendance is required. Your attendance record will be monitored closely and reviewed again for improvement in three months time.

The City is willing to provide you with whatever assistance is required in order to maintain your attendance at an acceptable level. If you are experiencing personal difficulties, which you feel may be affecting your attendance; we recommend you contact the Employee Assistance Program (EAP). The EAP service can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 2 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In this letter dated (XXXX-Stage 1 Concern Letter), you were advised that your attendance record was unacceptable and that an immediate and significant improvement was required. You were further advised that your attendance would be monitored closely and reviewed in three months time.

A review of your attendance for the period X to Y reveals that you drew an additional X days of sick leave (please see the attached copy of your most recent attendance record).

While the validity of your use of sick leave is not being questioned, as previously noted, the efficient operation of the Department depends on good attendance. Unscheduled absences reduce the Department's ability to plan, organize and carry out its activities. Continual absences undermine employee reliability and may result in increased staffing or overtime costs.

Although you have been given an opportunity to improve your attendance, significant improvement has not materialized. While we sympathize with your situation, the Employer cannot accommodate ongoing absences without information to substantiate your need for accommodation. Accordingly, your attendance record will again be monitored closely over the next three months and immediate and significant improvement is required. A meeting will be scheduled with you at the end of the three month period to discuss your progress.

I would also like to take the opportunity to remind you again that if you are experiencing personal difficulties which you feel may be affecting your attendance, the City has an Employee Assistance Program (EAP). The EAP is a voluntary, confidential counseling service for employees and their families). The EAP service can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 3 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

Through letters dated (Stage 1 Concern and Stage 2 Concern), you were advised your attendance was unacceptable. You were further advised that an immediate and significant improvement was required and that your attendance would be reviewed in three months time.

A review of your attendance record from X to Y reveals that you have drawn an additional X days of sick leave (please see attached copy of your most recent attendance record). Although you have been given a number of opportunities to improve, and despite your commitment to maintain an acceptable level of attendance following the above-noted meetings, no significant change has occurred. While we sympathize with your situation the employer cannot accommodate ongoing absences without information to substantiate your need for accommodation.

Your attendance record indicates that you have claimed ____ sick days so far this year. (Refer to prior years if they support your case) These ongoing absences place undue strain on staff and operations in general and the Employer cannot permit this to continue. I must emphasize that your regular attendance at work is a requirement of your position.

(Refer again to the EAP program where appropriate)

Your attendance will again be monitored closely over the next three months. If immediate and significant improvement is not evident at the end of the period, the Department will be forced to take further action. A meeting will be scheduled with you at that time to discuss your progress.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 4 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

The Employer has written and met with you on a number of occasions (X times) regarding your frequent use of sick leave. On each occasion, you have been advised that, while you have otherwise been a valued member of the organization, your attendance record has been unsatisfactory. You were further told your frequent absences were having an adverse effect on the Department's ability to carry out its work, and of our expectation for immediate and significant improvement. You were also informed that your attendance would be monitored on an ongoing basis.

A review of your attendance for the period X to Y indicates you have drawn an additional ____ days of sick leave. Although you have been given a number of opportunities to improve over the past ____ years/months, your attendance continues to be substantially below acceptable levels. We view this as a serious matter, which has a significant negative impact on operations.

From our assessment, regular attendance would appear impossible in the future. That being the case, I must ask you to provide medical documentation indicating whether the Employer can expect regular and consistent attendance from you. I have enclosed a letter for you to take to your doctor. Please return this information in a sealed envelope to the Human Resources Department prior to "date of meeting".

You are required to attend a meeting on (date) at ____ a.m./p.m. At that meeting we will discuss your ability to maintain regular attendance in the future and expectations for your attendance. If you choose not to provide the requested medical information, as specified above, we may not have full information regarding your medical status and will be forced to rely on your attendance history to determine whether to terminate your employment. Please bring along a union representative to attend this meeting with you.

(Refer again to EAP if appropriate)

Yours Truly

Supervisor

Attachment

Cc: General Manager
Human Resources
CUPE Local 30

Follow-up to Stage 4 Meeting

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

On DATE, we met to discuss our expectations of your attendance in light of the information you have provided from your doctor.

By letters dated X, Y, and Z, you were advised that your attendance was unacceptable. You were further advised that an immediate and significant improvement was required or the City of Fort Saskatchewan Employer would be forced to take further action. On DATE, you were asked to provide medical information to determine your ability to attend work on a regular and consistent basis.

We were advised, based on the medical information provided, that you do not have a medical condition which would prevent you from performing your duties or from attending work on a regular and consistent basis.

Your attendance record indicates that you have used ___ sick days in (year), ___ sick days in (year), ___ sick days in (year) and ___ sick days so far this year. This is well-above the City's acceptable standard and the Employer cannot continue to accept this level of attendance. However, we will once again give you an opportunity to meet your attendance expectations. Your attendance will continue to be closely monitored at three month intervals. If at the end of any review period within the next 12 months you have not maintained an acceptable attendance level, the Employer will consider terminating your employment. We will meet with you again in three months to review your progress.

You have now been clearly advised that continued, excessive absenteeism could result in the termination of your employment. We sincerely hope that you are able to use this opportunity to demonstrate your ability to attend work on a consistent and regular basis.

If I can offer any assistance towards this goal, please let me know. I can be reached at _____. If you wish to utilize the confidential support services of the Employee Assistance Program, they can be reached at 780-992-6267.

Yours truly,

Supervisor

Cc: General Manager
Human Resources
CUPE Local 30

Termination Innocent Absenteeism

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

Re: Termination of Employment

Note:

This letter is only drafted as a last resort to the attendance management program, as the goal of the program is to inform employees of attendance problems and to work towards a resolution. Reaching this stage means that it has been determined that the employment relationship has broken down and there is no reasonable prospect for acceptable attendance in the foreseeable future.

Should an employee reach this stage, the supervisor and Human Resources will work closely to review the employee's progress through the program and to discuss the termination process.



**CITY OF
FORT SASKATCHEWAN
ALBERTA**

Appendix 5: Corrective Action for Culpable Absenteeism

Some absences clearly warrant a disciplinary response. If the employee's unacceptable attendance is clearly within the employee's control (i.e. the employee chooses to be absent without permission), it is appropriate for the Supervisor to respond with disciplinary measures in a manner specified within Policy or the Collective Agreement. Instances of culpable absenteeism include situations where the employee:

- Gives a false reason for the absence
- Offers no explanation for an absence
- Does not provide a doctor's certificate when required
- Is excessively late

Such absences may be deliberate violations of the employment agreement or they may be situations of poor employee judgment. Appropriate action by the Supervisor involves a response in which discipline is progressively increased for each related infraction until the behavior is corrected or the employee has been discharged. One thing to note, in the event of a serious offense, (e.g., an absence without leave for a lengthy period), strict adherence to the progressive discipline model is inappropriate and more serious disciplinary action up to and including discharge may be warranted at the first offence. The nature and frequency of the offence must be taken into consideration when determining the discipline issued. Some offences will require more serious disciplinary action than others. These decisions must be made in consultation with your Supervisor, Human Resources and in some situations the City Manager.

Progressive discipline is meant to be corrective and therefore a first offence is usually treated less seriously than subsequent offences. If after an early discipline, an employee commits a related offence within a reasonable period after the previous discipline, the process is normally moved to the next disciplinary stage. Of course, at any stage of the process a satisfactory resolution may be achieved and, in that event, the disciplinary response process will conclude.

Stages of corrective progressive disciplinary action response involve five main steps, which normally progress as follows:

- A verbal warning
- Written warning
- Suspension
- Discipline
- Discharge

The specifics of the circumstance will dictate whether it is appropriate to repeat a step rather than proceed to the next.

When an employee's absence is deemed to be culpable, the Supervisor should meet with the General Manager and Human Resources to determine the appropriate course of action.



as violation of the law, a breach of security, or violation of City policies. Communications may be disclosed to third parties, including law enforcement, if deemed appropriate.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager (KK)

ADMINISTRATIVE POLICY



INTERNET ACCESS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Internet Access Procedure
- Computer and Network Resources Acceptable Use Policy

Next Review: January 1, 2020

Responsibility: Director, Information Technology

PURPOSE

To inform all users who require Internet access of their obligation to maintain the security and integrity of the City's data and systems when using the Internet for City business as referred to in the Computer and Network Resources Acceptable Use Policy GEN-020-A.

POLICY

The City recognizes Internet and email can be productive tools that enhance the City's ability to serve the residents of Fort Saskatchewan. As such, email and Internet access may be provided to users to aid in the fulfillment of their responsibilities and duties.

DEFINITIONS

City – the City of Fort Saskatchewan.

IT – the Information Technology Department for the City of Fort Saskatchewan.

User - an employee, elected official, contractor, consultant, intern, co-op placement, volunteer, technical support agency, or other authorized agent of the City of Fort Saskatchewan.

GUIDING PRINCIPLES

1. This Policy applies to all users of City email and Internet services.
2. Email and Internet services are to be used primarily for City business. Personal/Recreational use outside of regular works hours is permitted.
3. IT has the ability to access, read, monitor, intercept, copy, and delete communications and files on the City's network. However, IT may only do so when there is a legitimate business reason such



as violation of the law, a breach of security, or violation of City policies. Communications may be disclosed to third parties, including law enforcement, if deemed appropriate.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

USE OF WIRELESS COMMUNICATION DEVICES WHILE OPERATING MOBILE EQUIPMENT

Date Issued: 28.Sept.2009

Mandated by: Administration

Current Revision: 13.Jan.11

Cross-reference:

Next Review Dairized: 01.Jan.2014

Responsibility: Information Systems
Director

POLICY

As an organization committed to safety, the City expects appropriate and safe usage of wireless communication devices by all City staff and contractors operating City-owned motor vehicles, mobile equipment or personal vehicles while conducting City-related business.

DEFINITIONS

- *wireless communication device* - any device capable of accessing, sending or receiving messages, or other information, either verbally or in written form. This includes cellular telephones, personal digital assistants (PDAs), laptop computers, smartphones, pagers, walkie-talkies and two-way radios.
- *mobile equipment* - any equipment that carries an operator and can be set in motion by operator action, for example cars, trucks, backhoes or loaders.
- *operating* - actively controlling a vehicle or other piece of equipment that is in motion or could be set in motion with a single movement.
- *hands-free device* - any accessory enabling wireless communication device usage without requiring the operator's hands.

GUIDELINES

1. (a) City employees and contractors are prohibited from:
 - (i) placing or receiving calls on wireless communication devices while operating mobile equipment; and
 - (ii) accessing or downloading information on wireless communication devices while operating mobile equipment. This includes reading, sending, responding to emails or text messages, or taking notes.
- (b) Notwithstanding Guideline 1(a):
 - (i) City approved hands-free or other devices installed and configured for hands-free use are permitted;
 - (ii) every reasonable attempt shall be made to limit the use of two-way radios and mike phones while operating mobile equipment. Conversations shall be kept as brief as possible or a passenger shall take the call; and

- (iii) use of wireless communication devices by any emergency personnel is permitted during the performance of their duties and arising out of and in the course of their employment. However, every reasonable attempt shall be made to limit the use of communication devices when not responding to an emergency.
- 2. General Managers are responsible for ensuring awareness and compliance with this policy.
- 3. Disciplinary action will be taken against those who contravene this policy.

PROCEDURES

- 1. If receiving a call on a wireless communication device, the employee must:
 - (a) first pull over and come to a complete stop at a safe location at the side of the road; or
 - (b) allow voice mail to take the message.
- 2. If placing a call, or accessing or downloading information on a wireless communication device, the employee must first pull over and come to a complete stop at a safe location at the side of the road.
- 3. Utilizing a "hands-free" device should be kept very brief in duration; do not attempt to have a lengthy or technical conversation. If the operator needs to, and it is safe to do so, pull the vehicle over and come to a complete stop at the side of the road before continuing with the conversation.
- 4. The operator's first responsibility is safe operation of mobile equipment.

City Manager (Original Signed by DD)

ADMINISTRATIVE POLICY



USE OF WIRELESS COMMUNICATION DEVICES WHILE OPERATING MOBILE EQUIPMENT

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference: NA

Next Review: January 1, 2020

Responsibility: Director, Information Technology

POLICY

As an organization committed to safety, the City expects appropriate and safe usage of wireless communication devices by all City staff and contractors operating City-owned motor vehicles, mobile equipment or personal vehicles while conducting City-related business.

DEFINITIONS

Wireless communication device - any device capable of accessing, sending or receiving messages, or other information, either verbally or in written form. This includes cellular telephones, personal digital assistants (PDAs), laptop computers, smartphones, pagers, walkie-talkies and two-way radios.

Mobile equipment - any equipment that carries an operator and can be set in motion by operator action, for example cars, trucks, backhoes or loaders.

Operating - actively controlling a vehicle or other piece of equipment that is in motion or could be set in motion with a single movement.

Hands-free device - any accessory enabling wireless communication device usage without requiring the operator's hands.

GUIDING PRINCIPLES

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 - a. placing or receiving calls on wireless communication devices while operating mobile equipment; and
 - b. accessing or downloading information on wireless communication devices while operating mobile equipment. This includes reading, sending, responding to emails or text messages, or taking notes.



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 - c. use of wireless communication devices by any emergency personnel is permitted during the performance of their duties and arising out of and in the course of their employment. However, every reasonable attempt shall be made to limit the use of communication devices when not responding to an emergency.
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4. The operator's first responsibility is safe operation of mobile equipment.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager

COMPUTER AND NETWORK RESOURCES ACCEPTABLE USE

Date Issued: October 12, 2010, Regular Council
Meeting Resolution R223-10

Mandated by: Administration

Current Revision: April 29, 2016

Cross Reference: Computer And Network
Resources Acceptable Use
Procedure GEN-020-A,
Computer Password Procedure
GEN-020-A2, Internet Access
Policy GEN-015-A

Next Review: January 1, 2019

Responsibility: Director, Information Technology

PURPOSE

The City of Fort Saskatchewan provides access to computing devices, information, and network resources for users to assist them in the performance of their accountabilities. This Policy defines acceptable uses for the technology resources provided to users in completion of their duties.

POLICY

Users shall conduct themselves in a professional manner when using the City's computer network and computing devices and when engaging in activity on social networks. Any use of the City's computer network, computing devices or any activity on social media shall uphold the reputation of the City.

DEFINITIONS

City – the City of Fort Saskatchewan.

Computing Devices – mobile communication and electronic devices such as, but is not limited to, computers, laptops, cell phones, smart phones and tablet devices as well as personal devices connected to the City network.

Social Network - an online community of people with a common interest who use a website or other technologies to communicate with each other and share information, resources, etc.

User - an employee, elected official, contractor, consultant, intern, co-op placement, volunteer, technical support agency, or other authorized agent of the City.



GUIDING PRINCIPLES

1. This Policy applies to the use of social networks, computing devices and information, and network resources.
2. Users shall sign an Acceptable Use Policy User Agreement (Schedule "A") acknowledging that they understand and agree to City policies and procedures relating to social media, computer, and network usage.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager (KK)

**SCHEDULE "A"****COMPUTER AND NETWORK RESOURCES ACCEPTABLE USE POLICY USER AGREEMENT**

Each user acknowledges their responsibility and agrees to follow the Acceptable Use Policy, procedures, and guidelines as follows:

1. to conduct themselves in a professional and business-like manner while using City owned computing devices, information, and network resources;
2. to conduct themselves in a professional and business-like manner while using personal devices;
3. to keep login credentials confidential and accept responsibility for all actions performed by their username;
4. to maintain a secure network environment;
5. to conform to Computer and Network Resources Acceptable Use Procedure GEN-020-A and Computer Password Procedure GEN-020-A2;
6. to use network resources and drive space responsibly;
7. to conform to the Internet Access Policy GEN-015-A;
8. to treat a remote access connection with the same consideration as the user's local workstation;
9. to keep current on Information Technology policies and procedures; and
10. to be aware of the risks associated with connecting their personal devices(s) to the City network, and that the City is not liable for any personal data loss.

I, _____ (please print name), have read the Internet Access Policy GEN-015-A, Computer and Network Resources Acceptable Use Policy GEN-020-A, Computer and Network Resources Acceptable Use Procedure GEN-020-A, Computer Password Procedure GEN-020-A2, and Electronic File Downloads Procedure GEN-020-A3. I understand and agree to abide by the terms and conditions as described in these documents. I also clearly understand that the City treats violations of its policies, procedures and guidelines, as described above, as serious offences, and that my employment with the City of Fort Saskatchewan may be terminated with cause if I violate those policies, procedures and guidelines.

Signature: _____

Position: _____

Department: _____

Date: _____

COMPUTER AND NETWORK RESOURCES ACCEPTABLE USE

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Computer And Network Resources Acceptable Use Procedure
- Computer Password Procedure
- Internet Access Policy

Next Review: January 1, 2020

Responsibility: Director, Information Technology

PURPOSE

The City of Fort Saskatchewan provides access to computing devices, information, and network resources for users to assist them in the performance of their accountabilities. This Policy defines acceptable uses for the technology resources provided to users in completion of their duties.

POLICY

Users shall conduct themselves in a professional manner when using the City's computer network and computing devices and when engaging in activity on social networks. Any use of the City's computer network, computing devices or any activity on social media shall uphold the reputation of the City.

DEFINITIONS

City – the City of Fort Saskatchewan.

Computing Devices – mobile communication and electronic devices such as, but is not limited to, computers, laptops, cell phones, smart phones and tablet devices as well as personal devices connected to the City network.

Social Network - an online community of people with a common interest who use a website or other technologies to communicate with each other and share information, resources, etc.

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AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Information Technology has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager (KK)



SCHEDULE "A"

COMPUTER AND NETWORK RESOURCES ACCEPTABLE USE POLICY USER AGREEMENT

Each user acknowledges their responsibility and agrees to follow the Acceptable Use Policy, procedures, and guidelines as follows:

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3. to keep login credentials confidential and accept responsibility for all actions performed by their username;
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7. to conform to the Internet Access Policy GEN-015-A;
8. to treat a remote access connection with the same consideration as the user's local workstation;
9. to keep current on Information Technology policies and procedures; and
10. to be aware of the risks associated with connecting their personal devices(s) to the City network, and that the City is not liable for any personal data loss.

I, _____ (please print name), have read the Internet Access Policy GEN-015-A, Computer and Network Resources Acceptable Use Policy GEN-020-A, Computer and Network Resources Acceptable Use Procedure GEN-020-A, Computer Password Procedure GEN-020-A2, and Electronic File Downloads Procedure GEN-020-A3. I understand and agree to abide by the terms and conditions as described in these documents. I also clearly understand that the City treats violations of its policies, procedures and guidelines, as described above, as serious offences, and that my employment with the City of Fort Saskatchewan may be terminated with cause if I violate those policies, procedures and guidelines.

Signature: _____

Position: _____

Department: _____

Date: _____

EMPLOYEE RECOGNITION AWARD PROGRAM

Date Issued: 26.Nov.1992

Mandated by: Administration

Current Revision: 22.Sep.2009

Cross-reference:

Next Review Diarized: 31.Jan.2013

Responsibility: EA to the City Manager

POLICY

The City recognizes its employees for:

- continued attempts to improve performance in daily operations throughout the year; and
- exceptionally outstanding achievements that occur either within or outside of the scope of the employee's job and that have the potential to promote the City's image.

DEFINITIONS

- *award* - a non-cash item.
- *employee* - an individual employed by the City.
- *exceptionally Outstanding Achievements* - extremely significant accomplishments that occur within the context of an employee going far beyond the call of duty.
- *nominations* - exceptionally outstanding achievements reported by local businesses, organizations, agencies, the general public or fellow employees.

GUIDELINES

1. **Recognition of Continued Attempts to Improve Performance in Daily Operations**
The value of this award will be determined by the City Manager on an annual basis.
2. **Recognition of Exceptionally Outstanding Achievements**
 - (a) There are no specific criteria to describe exceptionally outstanding achievements other than 'far beyond the call of duty' – each occurrence will be assessed on its own merit.
 - (b) The value of this award will not exceed the tax-free limit stipulated by Canada Revenue Agency for gifts and it will be purchased through a Fort Saskatchewan merchant.
 - (c) An employee is eligible to receive only one award per year.
 - (d) Final selection of award recipients is at the discretion of the City Manager.

ADMINISTRATIVE POLICY



HUM-001-A

3. Funds for all employee recognition awards will be budgeted and distributed through the City Manager's office.
4. **'Way-to-Go' Certificate**
Notwithstanding Guidelines 1 through 3, employees are encouraged to present a 'Way-to-Go' certificate to co-workers who accomplish day-to-day achievements related to good customer service.

PROCEDURES

1. **Recognition of Continued Attempts to Improve Performance in Daily Operations**
All employees will be recognized during the Lifestyles/Social Committee annual summer barbeque/picnic. Employees not available to attend the function will receive the award through inter-office distribution.
2. **Recognition of Exceptionally Outstanding Achievements**
 - (a) A select few exceptionally outstanding achievements, submitted by way of completed nomination forms available at City facilities, may be recognized and awarded during the organization's Annual General Meeting in January.
 - (b) **Nomination Process**
 - (i) Any person may submit a nomination depicting exceptionally outstanding achievement by a City employee, clearly identifying details including the date and place of occurrence. The nomination form is to be signed by the submitter.
 - (ii) The nomination form is to be forwarded to the nominated employee's respective department General Manager for assessment and confirmation of classification as exceptionally outstanding.
 - (c) **Selection Process**
 - (i) During a Leadership Team meeting early in January, all nominations classified by the General Managers as exceptionally outstanding during the previous calendar year will be reviewed collectively.
 - (ii) Only those nominations deemed exceptionally outstanding by majority vote of the Leadership Team will be considered for potential award.
3. **'Way-to-Go' Certificate**
Blank certificates will be available to all staff on the W drive in the 'Employee Recognition' folder or may be provided by each General Manager's Administrative Assistant.

ADMINISTRATIVE POLICY



EMPLOYEE RECOGNITION AWARD PROGRAM

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Executive Assistant to the City Manager

POLICY

The City recognizes its employees for:

- continued attempts to improve performance in daily operations throughout the year; and
- exceptionally outstanding achievements that occur either within or outside of the scope of the employee's job and that have the potential to promote the City's image.

DEFINITIONS

Award - a non-cash item.

Employee - an individual employed by the City.

Exceptionally Outstanding Achievements - extremely significant accomplishments that occur within the context of an employee going far beyond the call of duty.

Nominations - exceptionally outstanding achievements reported by local businesses, organizations, agencies, and the general public or fellow employees.

GUIDING PRINCIPLES

1. **Recognition of Continued Attempts to Improve Performance in Daily Operations**
The value of this award will be determined by the City Manager on an annual basis.
2. **Recognition of Exceptionally Outstanding Achievements**
 - a. There are no specific criteria to describe exceptionally outstanding achievements other than 'far beyond the call of duty' – each occurrence will be assessed on its own merit.
 - b. The value of this award will not exceed the tax-free limit stipulated by Canada Revenue Agency for gifts and it will be purchased through a Fort Saskatchewan merchant.
 - c. An employee is eligible to receive only one award per year.
 - d. Final selection of award recipients is at the discretion of the City Manager.



3. Funds for all employee recognition awards will be budgeted and distributed through the City Manager's office.
4. **'Way-to-Go' Certificate**
Notwithstanding Guidelines 1 through 3, employees are encouraged to present a 'Way-to-Go' certificate to co-workers who accomplish day-to-day achievements related to good customer service.

PROCEDURES

1. **Recognition of Continued Attempts to Improve Performance in Daily Operations**
All employees will be recognized during the Lifestyles/Social Committee annual summer barbeque/picnic. Employees not available to attend the function will receive the award through inter-office distribution.
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 - a. A select few exceptionally outstanding achievements, submitted by way of completed nomination forms available at City facilities, may be recognized and awarded during the organization's Annual General Meeting in January.
 - b. Nomination Process
 - i. Any person may submit a nomination depicting exceptionally outstanding achievement by a City employee, clearly identifying details including the date and place of occurrence. The nomination form is to be signed by the submitter.
 - ii. The nomination form is to be forwarded to the nominated employee's respective department General Manager for assessment and confirmation of classification as exceptionally outstanding.
 - c. Selection Process
 - i. During a Leadership Team meeting early in January, all nominations classified by the General Managers as exceptionally outstanding during the previous calendar year will be reviewed collectively.
 - ii. Only those nominations deemed exceptionally outstanding by majority vote of the Leadership Team will be considered for potential award.
3. **'Way-to-Go' Certificate**
Blank certificates will be available to all staff on the W drive in the 'Employee Recognition' folder or may be provided by each General Manager's Administrative Assistant.


City Manager

LOCAL AUTHORITIES PENSION PLAN

Date Issued: 24.Jul.91

Mandated by: Administration

Current Revision: 01.Apr.11

Cross-reference:

Next Review Diarized: 01.Jan.14

Responsibility: Director, Human
Resources and Payroll Services

POLICY

All eligible City staff shall be enrolled in the Local Authorities Pension Plan (LAPP).

GUIDELINES

As per the agreement, eligibility criteria for our members of the plan are set out below:

- *full-time permanent* – the employee regularly works the normal hours per week specified for a particular position over the period of a normal working year. For some employee classifications, normal hours of work per week are 37.5 and for others the normal hours of work per week are 40.
- *part-time permanent* – the employee works fewer than the normal hours per week specified for the position but not less than 1000 hours over a normal working year. For purposes of this policy, permanent part-time status requires that the employee must be engaged for a minimum of three years of continuous service for not less than 1000 hours per year.

PROCEDURES

Detailed procedures for administration of Local Authorities Pension Plan enrollments and all other related information can be found at www.lapp.ab.ca.

City Manager (Original Signed by DD)

ADMINISTRATIVE POLICY



LOCAL AUTHORITIES PENSION PLAN

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

All eligible City staff shall be enrolled in the Local Authorities Pension Plan.

GUIDING PRINCIPLES

Full-time Permanent – the employee regularly works the normal hours per week specified for a particular position over the period of a normal working year. For some employee classifications, normal hours of work per week are 37.5 and for others the normal hours of work per week are 40.

Part-time Permanent – the employee works fewer than the normal hours per week specified for the position but not less than 1000 hours over a normal working year. For purposes of this policy, permanent part-time status requires that the employee must be engaged for a minimum of three years of continuous service for not less than 1000 hours per year.

PROCEDURES

Detailed procedures for administration of Local Authorities Pension Plan enrollments and all other related information can be found at www.lapp.ab.ca.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

ADMINISTRATIVE POLICY



ATTENDANCE MANAGEMENT

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

The City of Fort Saskatchewan is committed to managing Employee attendance through a positive, supportive environment that promotes the best possible attendance in order to provide quality, best value municipal services.

DEFINITIONS

Absence - an incident of nonattendance at work.

Acceptable Average - the number of incidents or days of non-culpable absences over a defined period of time.

Attendance Management Program - the guidelines and procedures to support optimum attendance at work and address non-optimum attendance at work.

Culpable Absence - an unauthorized absence.

Disability Absence - a category used to define absences that result from an identified condition of disability.

Nonculpable Absence - an authorized absence.

Undue Hardship - the limit by which the Employer is not expected to accommodate, usually related to the inability to sustain the economic or efficient cost of accommodation.

GUIDING PRINCIPLES

Employee absence is an expected factor at the workplace, however, this does not mean that all absences should be regarded as inevitable and accepted passively. The Employer recognizes the cost, increase disruption and burden on co-workers caused by uncontrolled absenteeism. The ability to meet the needs of citizens and customers can be greatly reduced if levels of workplace absence are unacceptably high. In order to provide a high level of service, the City of Fort Saskatchewan depends on the contribution of its



Employees and their regular attendance is essential to the achievement of this goal. Employees have a responsibility to fulfill the duties for which they were employed unless prevented from doing so for legitimate reasons. Fostering an attendance culture is a key component of ensuring that the organization meets its performance and accountability obligations to deliver a quality service and therefore the City of Fort Saskatchewan supports the Attendance Management Program.

People Services monitors trends and patterns in determining what the City of Fort Saskatchewan will consider as an acceptable average of non-culpable absences and once an individual is identified as exceeding this average, they will be placed in the Attendance Management Program. The Employer considers an acceptable average of absenteeism as 6 days/year, however the details of each situation must be considered.

The City of Fort Saskatchewan's Attendance Management Program has been developed to assist Supervisors in managing attendance. It does not intend to diminish the provisions of the collective agreement nor does it intend that Employees incapacitated due to illness or disability be influenced to work if unable to do so.

The Attendance Management Program provides an overview of the roles and responsibilities of the various parties involved in attendance management, defines the various types of absences, focuses on how to identify an attendance problem and outlines the counseling process to be used in assisting Employees overcome their absenteeism challenges. The objectives of the Attendance Management Program are:

- To promote optimal and consistent attendance at work.
- To raise awareness of the importance of good attendance.
- To promote an atmosphere of mutual respect, fairness and concern.
- To provide a framework for responding to excessive absenteeism.
- To assist individual Employees overcome difficulties which adversely affect consistent attendance and to help prevent absenteeism problems from escalating.

Attendance management is the function of many individuals, and its success is dependent upon the commitment of all participants. Outlined below are some of the key responsibilities of the various groups who will impact the success of the program.

It is the responsibility of the Employee to:

- Maintain a record of optimum attendance by attending work as assigned.
- Follow established reporting procedures.
- Schedule medical and dental appointments during non-work hours whenever possible.
- Advise Supervisor of any disability that prevents them from maintaining optimum attendance.
- Identify barriers to optimum attendance.
- Comply with reasonable requests to provide medical evidence.
- Participate in a plan to improve attendance with the Supervisor.

It is the responsibility of the Supervisor to:

- Use the Attendance Management procedures to manage Employee attendance.
- Raise awareness about the importance of consistent attendance.
- Communicate the Employer's attendance expectations to Employees.
- Advise Employees of proper procedures for reporting absences.
- Ensure completion and maintenance of accurate attendance records.



- Monitor and assess attendance statistics consistently.
- Exhibit concern for the Employee's wellbeing.
- Maintain appropriate contact with Employee while on medical leave.
- Assist Employees by ensuring they are aware of the services available through the Employee Assistance Program.

It is the responsibility of People Services to:

- Provide advice to Supervisors concerning matters related to attendance management.
- Assist in carrying out the necessary stages of the program as required.
- Interpret existing policies and the collective agreement to ensure proper application.
- Assist in the development of return-to-work options.
- Guide and assist Employees to access benefits available to them.
- Liaise with Workers' Compensation, Alberta Blue Cross and other benefit providers when appropriate.

It is the responsibility of the Leadership Team to:

- Be accountable for the attendance levels within their department.
- Offer support to Supervisors in the consistent application of attendance management.
- Reinforce the value the Employer places on regular attendance and support the program.

Absences that will require some type of Employer intervention are split into two distinct categories; Nonculpable and Culpable. It is essential that we differentiate between these two types of absences, record them separately and resolve them differently. For instance, disciplinary measures may only be used to address absences that are determined culpable. Counseling measures are used to address non-culpable absences and are designed to be constructive and assist Employees reduce their level of absenteeism.

Non-Culpable Absence

Situations where an Employee is away from work too frequently and yet has genuine and documented reasons for the absences are presumed to be non-culpable. Although the Employee may be capable of doing the job when at work, the excessive absences create problems for the Employer. As a result, the Employee is not fulfilling the requirements of the employment contract. It is important to note that nonculpable absenteeism is not corrected in a disciplinary fashion but through education and assistance.

Examples of non-culpable absences may include:

- Excessive sick leave, with or without pay, even with medical certification.
- Excessive outside appointments during working hours.
- Excessive absences from work to deal with ongoing family problems.

Disability Absence is a category used to define absences that result from an identified condition of disability. These absences are considered to be non-culpable. Supervisors should consult with People Services in these situations to address opportunities for accommodation. Employers are required to accommodate Employees with a disability, within the meaning of the legislation, to the point of "undue hardship". This type of absenteeism may also require special, personalized attendance goals which may be below the norm as part of the employment accommodation.



Culpable Absence

These are unauthorized absences which are within the Employee's control and may warrant a disciplinary response, however, only after consultation with People Services is discipline to be contemplated. The following are situations of culpable absence:

- Excessive lateness.
- False explanation for an absence.
- No reason is provided for the absence.
- Unsubstantiated absences, where evidence of the reason is required.
- The reason for the absence is not legitimate.

Supervisors have a right to expect regular attendance by Employees, however, it is important to recognize that most absences are legitimate. Nevertheless, any absence is potentially disruptive for a section/department and Supervisors should be concerned about every instance of absence. Furthermore, excessive absence is a strong indication that a problem may exist. The way in which a Supervisor deals with Employee absences will play a critical role in effective attendance management and the prevention of attendance problems from escalating.

PROCEDURES

Identifying attendance problems begins with monitoring the attendance of all Employees periodically and in a consistent manner. Promoting and maintaining regular attendance and assisting Employees overcome difficulties which reduce consistent attendance is dependent on early identification of attendance problems. In this regard, it is essential that Supervisors keep up-to-date records of Employee leave, as well as, monitor attendance regularly. "Appendix 1" includes a sample attendance record which can be used to document the various types of Employee absences. "Appendix 2" is an attendance profile which can be used to help Supervisors note important information about absences (i.e. provided doctor's note etc.) Supervisors need to keep in mind that certain absences are excluded from statistics used to calculate absenteeism rates for the purposes of attendance management. These absences still need to be recorded; however, they should not be included when calculating an Employee's absenteeism. Some of these include:

Authorized Vacation
Witness/Jury Duty
Family Sick Leave

Banked Overtime Leave
Pregnancy Leave
Suspension

Bereavement Leave
Parental Leave
Approved Union Business

We must also ensure that those absences which are identified as culpable form part of the attendance record; although they are not included when calculating an Employee's non-culpable absenteeism rate. It is important that culpable absences are dealt with in accordance with the principles of progressive discipline. The process for the management of culpable absenteeism is outlined in "Appendix 5". After removing the above-noted absences, the total remaining absences/year is compared against the Employer average. The People Services department maintains statistics on the Employer's average absenteeism rate. This is based on section and department data provided to People Services via Leave and Attendance forms.

When an Employee's absenteeism record exceeds the Employer's acceptable average, this signals that there is potential attendance issue that requires attention. At this point the Supervisor needs to review all available information to determine the appropriate course of action. It is important to recognize that each Employee and situation is different and that each case must be assessed independently with some consideration and flexibility given to the particular circumstances. Therefore, once we have identified that



there is a potential attendance issue, we must consider all available information before deciding how to best intervene.

The number of incidents of absence and length of absence are important in determining the approach that should be taken in handling attendance issues. For example, one (1) incident of twenty (20) days absence due to a bona fide illness is handled differently than twenty (20) separate incidences of one (1) day each. All absences have an adverse impact on a section/department; however, a single, lengthy episode will not usually be categorized as problem absenteeism where an Employee's previous attendance record has been good and is expected to return to acceptable levels after the current absence issue is resolved. You will need to assess whether it was an isolated illness or injury which has caused a spike in an otherwise acceptable attendance record. It should be noted that an Employee's absences from work does not necessarily constitute problem absenteeism simply because they have an above average number of absences. It is the Supervisor's responsibility to review the available information and assess whether an absenteeism problem exists.

There are five stages in the counseling process to address non-culpable attendance issues, in addition to the initial interview, which are designed to raise awareness about an Employee's attendance problem and to encourage improvement. The objective is that through the encouragement and support of the Supervisor and the use of available resources, the Employee can be successful in achieving and maintaining an acceptable level of attendance. There are a number of points that may apply which are common to each stage:

- Any stage of the process can be extended, repeated or suspended all together if circumstances warrant, such as sufficient attendance improvement noted.
- If the attendance record continues to improve and the Employee achieves and maintains an acceptable level for a period of 12 months, then the attendance problem is considered resolved. The Employee is commended on their success and is removed from the program.
- If the Employee, after having been removed from the program, is required to re-enter the program, the process re-starts at the initial interview.
- If the Employee indicates at any step that there is a medical condition or disability contributing to their attendance challenges then the Supervisor should discuss the situation with People Services.

In instances where an attendance concern has been identified, the Supervisor will need to meet formally with the Employee to address the attendance issue. Many attendance issues are resolved during the initial-interview phase and, in such cases, the Supervisor continues to encourage the Employee and provides on-going monitoring and feedback. In other cases, the Employee shows no improvement and absences continue to be excessive. A series of subsequent meetings may be required in these situations in order to facilitate a solution to the attendance problem. What follows is an outline of procedures for Supervisors dealing with non-culpable attendance issues. It is important to note that:

- These guidelines should be administered with flexibility and discretion in order to allow the Supervisor to deal effectively with numerous types of attendance issues that may arise. For instance, in some situations it may be advisable to repeat one or more of the stages.
- The sample letters provided in "Appendix 4" are offered as guides to assist the Supervisor in letter preparation and, as such, may require editing to be suitable for a specific situation.
- Supervisors should be aware that unionized Employees have the right to union representation at meetings, if requested by the Employee.
- Supervisors should be cautious when dealing with disability absences. The Supervisor will need to consider whether accommodation is the appropriate response. Supervisors should contact People Services for assistance when dealing with such absences.



- People Services and Health and Safety representatives are available to provide assistance and advice throughout the process.

Below you will find each of the counseling stages explained and the process by which an Employee progresses through the stages.

The Initial Interview

Once the Supervisor identifies a situation of excessive absence, the Supervisor needs to arrange to meet with the Employee in order to ensure the Employee is aware of the concern and discuss ways to improve the situation (see "Appendix 3"). The interview should focus on discussing the attendance concern only, not other issues. The Supervisor explains that the interview has been scheduled because a review of the Employee's attendance profile has raised some concerns. As well, the Supervisor points out that when an Employee is away there is an impact on the section/department. This impact, depending on the particular circumstances, may include:

- Increased work load for others (which affects staff morale).
- Decreased quality of service.
- Unmet deadlines.
- Overtime.

It is important during this first meeting for the Supervisor to review the Employer's policy on attendance management with the Employee. When the Supervisor takes a professional and positive approach to the interview and communicates with tact and sincerity, the Employee is encouraged to view the meeting as a sincere attempt to resolve the attendance issue. It is important that the Employee be engaged in determining the solution. In situations where it seems appropriate, the Supervisor can offer assistance by describing services that may help such as, the Employee Assistance Program (EAP).

Personal problems can affect the physical and emotional well-being of an Employee. The Supervisor should be vigilant as to indications that Employees are experiencing personal problems, particularly when these appear to be affecting their attendance or performance, however the EAP service is voluntary and therefore a Supervisor cannot force an Employee to seek help from the EAP. Furthermore, Supervisors should be aware that, if requested, unionized Employees have the right to union representation at any of the counseling meetings.

The interview concludes with a mutual plan. This will include:

- Outlining the problem and the plan for correcting it.
- Describing future goals; expectations and timeframe for improvement (usually 3 months).
- Monitoring Employee attendance during the defined timeframe.

The initial interview is considered an informal meeting to raise awareness about the attendance problem. As a result no formal letter is issued unless the Employee progresses to Counseling Stage 1 after the initial monitoring period. It is important for the Supervisor to ensure that the Employee feels future discussions are welcomed and that the door is open if difficulties arise. The Employee's absenteeism record is monitored over the next 3 months following the initial interview. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

1. Inform the Employee that their attendance will continue to be monitored periodically and that the initial improvement is encouraging.



2. If the Employee maintains one year of satisfactory attendance, acknowledge the Employee in writing (see "Appendix 4") and revert to standard attendance monitoring used for all Employees.
3. If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

1. Proceed to Counseling Stage 1.

Counseling Stage 1

At this stage the Supervisor will:

- Meet with the Employee to review the attendance record following the monitoring period.
- Re-emphasize the attendance expectations.
- Assist the Employee in identifying other resources which may be of benefit, such as the EAP.
- Communicate to the Employee that their attendance will continue to be monitored.
- Confirm the attendance issues and expectations for improvement in writing (Stage 1 concern letter, "Appendix 4").

The Employee's absenteeism record is monitored over the 3 months following the Stage 1 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

1. Acknowledge the improvement with a letter to the Employee (Improvement letter format, Appendix 4").
2. Continue to monitor the attendance record every three months.
3. If the Employee maintains one year of satisfactory attendance, acknowledge the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
4. If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

1. Proceed to Counseling Stage 2.

Counseling Stage 2

In certain cases, there may be no sustained improvement after two interventions by the Supervisor. In these instances, the Supervisor will:

- Meet with the Employee to review the attendance record, re-emphasize the attendance expectations, and recommend other resources.



- Suggest that the Employee seek a medical assessment and encourage discussion about other ways to improve attendance.
- Advise the Employee that there is a continuing concern regarding attendance, and emphasize that improvement is required during the next three-month review period (Stage 2 concern letter, "Appendix 4").
- Confirm the attendance issues and expectations from improvement in writing.

The Employee's absenteeism record is monitored over the 3 months following the Stage 2 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

1. Acknowledge the improvement with a letter to the Employee (Improvement letter, "Appendix 4").
2. Continue to monitor the attendance record every three months.
3. If the Employee maintains one year of satisfactory attendance, acknowledge the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
4. If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

1. Proceed to Counseling Stage 3.

Counseling Stage 3

At this stage the Supervisor will:

- Meet with the Employee to once again review the attendance record and the attendance expectations.
- Recommend the Employee seek out other resources to assist the Employee in addressing the attendance difficulties.
- Advise the Employee that if there is no improvement in the next 3 month period, the Employer will be required to take further action (Stage 3, concern letter, "Appendix 4").
- Confirm the attendance issues and expectations for improvement in writing.

The Employee's absenteeism record is monitored over the 3 months following the Stage 3 meeting. The Employee's progress will dictate the next course of action.

If the Employee's attendance improves:

1. Acknowledge the improvement with a letter to the Employee (improvement letter, "Appendix 4").
2. Continue to monitor the attendance record every three months.
3. If the Employee maintains one year of satisfactory attendance, congratulate the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").



4. If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance, the Supervisor can repeat this stage of the process, or proceed to the next stage, depending upon the circumstances.

If there is no consistent attendance improvement:

1. Proceed to Counseling Stage 4.

Counseling Stage 4

If there is no improvement in the 3 month period following the Stage 3 meeting, the process includes two meetings with the Employee.

At the preliminary meeting the Supervisor will:

- Ensure that unionized Employee brings along a union representative to the meeting.
- Advise the Employee of the seriousness of the attendance concerns.
- Review the Employees past attendance record and the reasons why the Employee has reached this stage.
- Ask the Employee to seek a medical assessment to determine their capability of maintaining regular attendance at work.
- Provide the Employee with a letter to take to their doctor.
- Inform the Employee that they will be required to attend a follow-up meeting to discuss the outcome of the medical assessment once received and reviewed by People Services.
- Advise the Employee to bring a union representative to the follow-up meeting (if the Employee is unionized).
- Confirm the attendance issues and expectations for improvement in writing.

If the Employee refuses to provide the required medical information or the information indicates that regular and consistent attendance cannot be expected:

- The Supervisor, General Manager and People Services, in consultation with the City Manager or C.U.P.E. representatives where appropriate, will meet to review the case and determine the appropriate options and course of action.
- Once a decision has been made by the Employer, a follow-up meeting is held to advise the Employee of the action that will be taken.

If the Employee provides medical information indicating that there is no medical condition which would prevent regular and consistent attendance from work, a follow-up meeting proceeds as follows.

- Give the Employee another opportunity and advise the Employee that his/her attendance will be monitored over the next 3 months.
- Advise the Employee that he/she has reached the final stage of the counseling process and that if the attendance expectations are not met and sustained for a period of 12 months, termination will be considered.
- Document the attendance concerns and expectations for sustained improvement in a letter (Follow-up to Stage 4 meeting, "Appendix 4").

The Employee's absenteeism record is monitored over 3 months following the Stage 4 meeting. The Employee's progress will dictate the next course of action:

If the Employee's attendance improves:



1. Acknowledge the improvement with a letter to the Employee (improvement letter, "Appendix 4").
2. Continue to monitor the attendance record every three months.
3. If the Employee maintains one year of satisfactory attendance, congratulate the Employee and remove the Employee from the program (1-year sustained improvement letter, "Appendix 4").
4. If the Employee's absenteeism record deteriorates before they have attained one year of satisfactory attendance the Supervisor, General Manager and People Services meet to determine whether to repeat this stage of the process, or proceed to Stage 5.

If there is no consistent attendance improvement:

1. Proceed to Counseling Stage 5.

Counseling Stage 5

If the counseling provided at Stage 4 does not yield the necessary attendance results then the Supervisor meets with People Services to discuss the termination process and assess whether any conditions exist which would suggest re-considering termination.

Discharge should be considered only when all the steps outlined previously have been met and when every possible action has been taken to accommodate the Employee. The following would be some of the considerations in ruling on a non-culpable absenteeism dismissal case.

- Has the Employee done everything possible to regain their health and return to work?
- Has the Employer provided assistance in every way possible (i.e. counseling, support, time off)?
- Has the Employer given the Employees sufficient notice that the attendance problem is jeopardizing his/her employment?
- Has the Employer determined if a disability requiring accommodation exists?
- Has enough time elapsed to allow for every possible chance of recovery?
- Has the Employer treated the Employee in a fair and equitable manner?

These procedures including the counseling stages outlined in the previous paragraphs are designed to help Employees resolve their attendance problems. However, when it is demonstrated that the Employee is not likely to be able to maintain regular attendance in the future, the Employee may need to be released through non-disciplinary discharge. This decision needs to be substantiated by the following test:

- The absences have been shown to be clearly excessive.
- It has been proven that the Employee will be unable to attend work on a regular basis in the future.
- All reasonable accommodations have been considered and provided when possible.

Conclusion

It is important to note that most attendance issues are resolved early in the process. While the steps described in the latter part of these procedures are occasionally necessary, in the majority of cases, the situation is resolved before it is necessary to terminate employment. Through implementation of positive actions suggested earlier, such as counseling the Employee and ensuring that the Employee is aware of the resources available to assist with their individual situation, the Supervisor will encourage and support the Employee in achieving and maintaining good attendance.



AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.

A handwritten signature in blue ink, appearing to be "Ryan", written over a horizontal line.

City Manager



CITY OF
FORT SASKATCHEWAN
ALBERTA

Appendix 1: Employee Attendance Record for the year 20XX

Employee Name:
Date of Hire:

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Vacation	Sick	Other
January																																		
February																																		
March																																		
April																																		
May																																		
June																																		
July																																		
August																																		
September																																		
October																																		
November																																		
December																																		
Total																																		

V= Vacation Day

S= Sick Day

O= Other



Employee: _____

Name: _____ Department: _____ Year: _____

[illegible]



CITY OF
FORT SASKATCHEWAN
ALBERTA

Appendix 3: Suggestions for Attendance Interviews

Supervisors need to be well-prepared in order to encourage a successful interview. In order to be well-prepared, the supervisor should:

- Think about what is intended to be accomplished (e.g., raise employee awareness of employer concerns, help understand the cause of absences, identify solutions, etc.);
- Review the employee's file and past attendance record, identify similar problems in the past, reasons, and action taken to resolve the problems;
- Develop an appropriate approach and a number of alternatives;
- Seek advice from General Managers and/or human resources staff on key points to address during the interview;
- Set a mutually suitable time;
- Allow enough time for discussion;
- Organize all the facts and information well in advance of the interview;
- Discuss the attendance concern, not other issues;
- Plan for taking notes about the interview;

In any meeting with an employee to address an attendance issue, the interview tone and setting are extremely important to the success of the meeting. It is important that the supervisor conducts the meeting in a respectful manner and in a tone that shows genuine concern. A tactful presentation of the issue by the supervisor and a request for improvement will encourage a positive employee response and help to establish a cooperative relationship. Keep in mind that the purpose of these meetings is to raise the employee's awareness of the attendance problem, inform them that the employer is concerned, identify solutions and encourage improvement.

To ensure a well-conducted interview:

Points to Make

- Have a copy of the employee's attendance record to review with them;
- Emphasize the City's need and desire for every employee to be at work when scheduled;
- Identify how absences affect the department (morale of fellow employees, effectiveness and productivity of work group, quality of service provided);
- Stress the requirement for improvement and clearly define expectations;
- Inform the employee that their attendance will continue to be monitored;
- Remind the employee that the Employee Assistance Program is available to them;
- Emphasize future improvement rather than negative issues from the past;

Tone to take

- Meet in a suitable location (e.g. privacy);
- Ensure confidentiality;
- Show respect for the individual;
- Listen carefully, put the employee at ease (the purpose of the interview is to find a solution, not discourage the employee);
- Observe non-verbal communication signals and body movements;
- Use a tone of voice that demonstrates concern rather than anger or discipline;
- Control voice volume;
- Recognize that the choice of spoken words will affect the outcome of the meeting;
- Allow the employee the opportunity to comment;

Be sure to document the meeting.

Most attendance issues can be resolved if the situation is handled properly. Remember, unless there is evidence to the contrary, the supervisor always assumes that an absence is one of innocent or non-culpable absenteeism and therefore, is not subject to disciplinary action.

Suggested Answers to Questions Frequently Asked During Attendance Interviews

Q. The attendance of others is much worse than mine. Why have I been singled out for an interview when others who have worse attendance than mine have not been talked to?

A. This meeting has been arranged to discuss your attendance. It would not be appropriate to discuss another individual's attendance record in this meeting.

Q. I have medical certificates for every one of the days you mentioned. Don't you realize that I was sick on each one of those days?

A. Yes, I realize you were sick on those days. I do not believe you have been abusing sick leave, if I did, I would be considering a disciplinary process. I am, however, concerned that you are unable to be at work on a regular basis and that your absences have resulted in unsatisfactory attendance. Good attendance is a requirement of your position. We are entitled to expect a reasonable level of attendance from you. Your absences create staffing problems and increase workload for other staff. I would like to be able to provide you with support or resources that would help you with this problem. If there is a medical problem, it will benefit all to ensure that you seek advice and resources to remedy the situation. If you have a medical condition that may require accommodation, I can refer you to someone within Human Resources that will be able to discuss the specifics of what you require and what we can accommodate.

Q. How long will you be monitoring my attendance?

A. I monitor all my employees' attendance on an ongoing basis. In addition, as a result of your attendance record, you will remain in the attendance management program until you maintain an acceptable attendance record for 12 continuous months.

Q. What if I don't want to provide the medical evidence regarding my condition?

A. That certainly is your decision to make, you are under no obligation to provide us with any medical information however in the absence of any information that supports your medical condition, we will have to determine the likelihood of your ongoing employment with only your poor work record as reference. We are not required to accommodate your employment until you have disclosed the necessary information and continue to keep the employer informed of any changes.

Appendix 4: Sample Employee Attendance Letters

Improvement Letter

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In that meeting we reviewed your attendance record and found that some improvements were required. You will recall that you were also advised that your attendance record would continue to be monitored closely and reviewed further in three months.

Assessment of your attendance for the period X to Y reveals you recorded (no/very few) sick leave absences during this period. I want to commend you for the effort you have made and the resulting improvement in your attendance.

While your attendance record will continue to be monitored on a regular basis, your improvement indicates a positive resolve to our plan to improve your attendance in the months to come.

Keep up the good work!

Yours truly,

Supervisor

cc: General Manager
Human Resources

One Year Sustained Improvement

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

A review of your attendance record indicates that you drew X days of sick leave (year), X days in (year) and X days so far in (year).

Your record for the past 12 months reveals that your attendance has improved significantly and you have been able to minimize your absences for an extended period of time. We are very pleased and would like to recognize your efforts and acknowledge this improvement.

Recognizing that you have met your attendance targets, no further meetings will be required as long as an acceptable attendance record is maintained.

Thank you again for your efforts and diligence in improving your attendance.

Yours truly,

Supervisor

cc: General Manager
Human Resources

Relapse Letter

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In a letter dated X, following an initial three-month review of your attendance, I noted that your attendance record had improved and acknowledged your efforts.

However, the Department is concerned about your frequent use of sick leave during the current review period. A review of your record for the period X to Y reveals that you have drawn an additional X days of sick leave. A copy of your most recent attendance record is attached.

While the validity of your use of sick leave is not being questioned, the efficient operation of the Department depends on good attendance. Unscheduled absences reduce the Department's ability to plan, organize, and carry out its activities. Continual absences undermine employee reliability and may result in increased staffing and overtime costs.

Although you have been given an opportunity to improve your attendance, it appears that you have not maintained your initial improvement. Accordingly, your attendance record will again be monitored closely over the next three months and immediate and significant improvement is required. A meeting will be scheduled with you at that time to discuss your progress.

I would also like to take the opportunity to remind you again that if you are experiencing personal difficulties which you feel may be affecting your attendance, The City of Fort Saskatchewan has an Employee Assistance Program (EAP). The EAP is a voluntary, confidential counseling service for employees and their families and can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

Supervisor

cc: General Manager
Human Resources

Stage 1 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

A review of your attendance record for the period X to Y indicated you have utilized a significant amount of sick leave.

Your record indicates you were absent for X days in (year), X days in (year) and X days so far this year (please see attached copies of your attendance record.) While the validity of your use of sick leave is not being questioned and we sympathize with your apparent need for frequent use of sick leave, the department must insist upon regular attendance. Frequent absences hinder the planning, organization and completion of work. Significant absences such as yours also place unwelcome stress on co-workers and may result in increased workload, deterioration in the quality of service and overtime costs incurred.

Your use of sick leave over the past X years/months is above the City of Fort Saskatchewan's average of 6 days. This is unacceptable and immediate and significant improvement in your attendance is required. Your attendance record will be monitored closely and reviewed again for improvement in three months time.

The City is willing to provide you with whatever assistance is required in order to maintain your attendance at an acceptable level. If you are experiencing personal difficulties, which you feel may be affecting your attendance; we recommend you contact the Employee Assistance Program (EAP). The EAP service can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 2 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

In a letter date (XXXX-Stage 1 Concern Letter), you were advised that your attendance record was unacceptable and that an immediate and significant improvement was required. You were further advised that your attendance would be monitored closely and reviewed in three months time.

A review of your attendance for the period X to Y reveals that you drew an additional X days of sick leave (please see the attached copy of your most recent attendance record.)

While the validity of your use of sick leave is not being questioned, as previously noted, the efficient operation of the Department depends on good attendance. Unscheduled absences reduce the Department's ability to plan, organize and carry out its activities. Continual absences undermine employee reliability and may result in increased staffing or overtime costs.

Although you have been given an opportunity to improve your attendance, significant improvement has not materialized. While we sympathize with your situation, the Employer cannot accommodate ongoing absences without information to substantiate your need for accommodation. Accordingly, your attendance record will again be monitored closely over the next three months and immediate and significant improvement is required. A meeting will be scheduled with you at that time to discuss your progress.

I would also like to take the opportunity to remind you again that if you are experiencing personal difficulties which you feel may be affecting your attendance, the City has an Employee Assistance Program (EAP). The EAP is a voluntary, confidential counseling service for employees and their families. The EAP service can be reached at 780-992-6267.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 3 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

I am writing to confirm our meeting held on DATE.

Through letters dated (Stage 1 Concern and Stage 2 Concern), you were advised your attendance was unacceptable. You were further advised that an immediate and significant improvement was required and that your attendance would be reviewed in three months time.

A review of your attendance record from X to Y reveals that you have drawn an additional X days of sick leave (please see attached copy of your most recent attendance record.) Although you have been given a number of opportunities to improve, and despite your commitment to maintain an acceptable level of attendance following the above-noted meetings, no significant change has occurred. While we sympathize with your situation the employer cannot accommodate ongoing absences without information to substantiate your need for accommodation.

Your attendance record indicates that you have claimed ____ sick days so far this year. (Refer to prior years if they support your case) These ongoing absences place undue strain on staff and operations in general and the Employer cannot permit this to continue. I must emphasize that your regular attendance at work is a requirement of your position.

(Refer again to the EAP program where appropriate)

Your attendance will again be monitored closely over the next three months. If immediate and significant improve is not evident at the end of the period, the Department will be forced to take further action. A meeting will be scheduled with you at that time to discuss your progress.

Yours truly,

Supervisor

Attachment

cc: General Manager
Human Resources

Stage 4 Concern

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

The Employer has written and met with you on a number of occasions (X times) regarding your frequent use of sick leave. On each occasion, you have been advised that, while you have otherwise been a valued member of the organization, your attendance record has been unsatisfactory. You were further told your frequent absences were having an adverse effect on the Department's ability to carry out its work, and of our expectation for immediate and significant improvement. You were also informed that your attendance would be monitored on an ongoing basis.

A review of your attendance for the period X to Y indicates you have drawn an additional ____ days of sick leave. Although you have been given a number of opportunities to improve over the past ____ years/months, your attendance continues to be substantially below acceptable levels. We view this as a serious matter, which has a significant negative impact on operations.

From our assessment, regular attendance would appear impossible in the future. That being the case, I must ask you to provide medical documentation indicating whether the Employer can expect regular and consistent attendance from you. I have enclosed a letter for you to take to your doctor. Please return this information in a sealed envelope to the Human Resources Department prior to "date of meeting".

You are required to attend a meeting on (date) at ____ a.m./p.m. At that meeting we will discuss your ability to maintain regular attendance in the future and expectations for your attendance. If you choose not to provide the requested medical information, as specified above, we may not have full information regarding your medical status and will be forced to rely on your attendance history to determine whether to terminate your employment. Please bring along a union representative to attend this meeting with you.

(Refer again to EAP if appropriate)

Yours Truly

Supervisor

Attachment

Cc: General Manager
Human Resources
CUPE Local 30

Follow-up to Stage 4 Meeting

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

On DATE, we met to discuss our expectations of your attendance in light of the information you have provided from your doctor.

By letters dated X, Y, and Z, you were advised that your attendance was unacceptable. You were further advised that an immediate and significant improvement was required or the City of Fort Saskatchewan Employer would be forced to take further action. On DATE, you were asked to provide medical information to determine your ability to attend at work on a regular and consistent basis.

We were advised based on the medical information provided that you do not have a medical condition which would prevent you from performing your duties or from attending work on a regular and consistent basis.

Your attendance record indicates that you have used ___ sick days in (year), ___ sick days in (year), ___ sick days in (year) and ___ sick days so far this year. This is well-above the City's acceptable standard and the Employer cannot continue to accept this level of attendance. However, we will once again give you an opportunity to meet your attendance expectations. Your attendance will continue to be closely monitored at three month intervals. If at the end of any review period within the next 12 months you have not maintained an acceptable attendance level, the Employer will consider terminating your employment. We will meet with you again in three months to review your progress.

You have now been clearly advised that continued, excessive absenteeism could result in the termination of your employment. We sincerely hope that you are able to use this opportunity to demonstrate your ability to attend at work on a consistent and regular basis.

If I can offer any assistance towards this goal, please let me know. I can be reached at _____. If you wish to utilize the confidential support services of the Employee Assistance Program, they can be reached at 780-992-6267.

Yours truly,

Supervisor

Cc: General Manager
Human Resources
CUPE Local 30

Termination Innocent Absenteeism

DATE

Employee Name

Department

CONFIDENTIAL

Dear:

Re: Termination of Employment

Note:

This letter is only drafted as a last resort to the attendance management program, as the goal of the program is to inform employees of attendance problems and to work towards a resolution. Reaching this stage means that it has been determined that the employment relationship has broken down and there is no reasonable prospect for acceptable attendance in the foreseeable future.

Should an employee reach this stage, the supervisor and Human Resources will work closely to review the employee's progress through the program and to discuss the termination process.



Appendix 5: Corrective Action for Culpable Absenteeism

Some absences clearly warrant a disciplinary response. If the employee's unacceptable attendance is clearly within the employee's control (i.e. the employee chooses to be absent without permission), it is appropriate for the Supervisor to respond with disciplinary measures in a manner specified within Policy or the Collective Agreement. Instances of culpable absenteeism include situations where the employee:

- Gives a false reason for the absence
- Offers no explanation for an absence
- Does not provide a doctor's certificate when required
- Is excessively late

Such absences may be deliberate violations of the employment agreement or they may be situations of poor employee judgment. Appropriate action by the Supervisor involves a response in which discipline is progressively increased for each related infraction until the behavior is corrected or the employee has been discharged. One thing to note, in the event of a serious offense, (e.g., an absence without leave for a lengthy period), strict adherence to the progressive discipline model is inappropriate and more serious disciplinary action up to and including discharge may be warranted at the first offence. The nature and frequency of the offence must be taken into consideration when determining the discipline issued. Some offences will require more serious disciplinary action than others. These decisions must be made in consultation with your Supervisor, Human Resources and in some situations the City Manager.

Progressive discipline is meant to be corrective and therefore a first offence is usually treated less seriously than subsequent offences. If after an early discipline, an employee commits a related offence within a reasonable period after the previous discipline, the process is normally moved to the next disciplinary stage. Of course, at any stage of the process a satisfactory resolution may be achieved and, in that event, the disciplinary response process will conclude.

Stages of corrective progressive disciplinary action response involve five main steps, which normally progress as follows:

- A verbal warning
- Written warning
- Suspension
- Discipline
- Discharge

The specifics of the circumstance will dictate whether it is appropriate to repeat a step rather than proceed to the next.

When an employee's absence is deemed to be culpable, the Supervisor should meet with the General Manager and Human Resources to determine the appropriate course of action.



HEALTH AND SAFETY

Date Issued: 25.Nov.03

Mandated by: *Alberta Occupational Health and
Safety Act and Regulations & Council*

Current Revision: 14.Nov.2012

Cross Reference:

Next Review: 01.Jan.2015

Responsibility: Director, Human Resources

POLICY STATEMENT

The City of Fort Saskatchewan is committed to protecting the health and safety of its employees and for all who are involved in City operations. Safety is the direct responsibility of all managers, directors, superintendents, supervisors, workers, and contractors of the City of Fort Saskatchewan. All employees are accountable for their safety performance and are responsible to not tolerate any unsafe act or conditions.

In fulfilling this commitment to protect people, property, and the environment, the City will:

- (a) provide and maintain a safe and healthy work environment in accordance with industry best practices and in compliance with all legislative requirements and City safety requirements;
- (b) strive to eliminate any foreseeable hazards which may result in property damage, incidents, or personal injury/illness;
- (c) promote good management practices in combination with active employee involvement; and
- (d) provide the necessary training, education, and resources to conduct work in the safest manner possible.

City Manager

ADMINISTRATIVE POLICY



HEALTH AND SAFETY

Date Issued: April 12, 2017

Mandated by: *Alberta Occupational Health and Safety Act* and Regulations

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

The City of Fort Saskatchewan is committed to protecting the health and safety of its employees and for all who are involved in City operations. Safety is the direct responsibility of all managers, directors, superintendents, supervisors, workers, and contractors of the City of Fort Saskatchewan. All employees are accountable for their safety performance and are responsible to not tolerate any unsafe act or conditions.

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3. promote good management practices in combination with active employee involvement; and
4. provide the necessary training, education, and resources to conduct work in the safest manner possible

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

DRUG AND ALCOHOL

Date Issued: 14.Feb.12

Current Revision: 14.Feb.12

Next Review: 01.Jan.15

Mandated by: *Alberta Occupational Health and Safety Act, Regulations, Code.*

Cross Reference: HUM-013-A, HUM-007-A
Canadian Drug and Alcohol Model, Canadian Human Rights, Citizenship and Multiculturalism Act, Canadian Charter of Rights and Freedoms, Employment Equity Act,
Responsibility: Director, Human Resources and Payroll Services

POLICY

The City is committed to maintaining a productive, safe, and healthy work environment, all of which is jeopardized by the inappropriate use of drugs or alcohol. The City recognizes that substance addiction can be an illness, therefore is dedicated to providing assistance to employees in overcoming such an illness.

DEFINITIONS

- *City of Fort Saskatchewan business* - refers to all business activities undertaken by employees in the course of performing duties, whether conducted on or off City of Fort Saskatchewan premises
- *fit for duty* - free from adverse affects of drugs or alcohol.
- *safety sensitive* - a characteristic of operations where error could result in serious harm to a person, property or the environment.
- *substance* - alcohol or any substance listed on a schedule of the *Controlled Drugs and Substances Act* or any impairing agent or medication used by an individual in a manner that is inconsistent with the instructions of the prescribing physician.

GUIDELINES

This policy applies to all employees, visitors, contractors and volunteers conducting City of Fort Saskatchewan business. All person(s) are required to inform their Supervisor if they are taking any medication that may affect their ability to perform their work safely.

1. The Drug and Alcohol Policy is established to:
 - (a) Educate and provide guidelines, procedures, and communication of the City's expectations of appropriate behaviour relating to the use of drugs or alcohol while conducting City of Fort Saskatchewan business.

- (b) Further the mutual interests of clients, contractors, unions, volunteers, workers and the public in achieving a safe, healthy, and substance-free environment.
 - (c) Protect the employees' right to a safe and healthy worksite from those who may be affected by the inappropriate use of drugs or alcohol at the worksite.
 - (d) Ensure all factors that contribute to a workplace incident have been identified and the appropriate corrective action has been administered in a timely manner.
 - (e) Provide consistent, fair and manageable procedures for eliminating, detecting and treating substances that stand to impair an employee's work performance.
 - (f) Provide employees that require help with appropriate assistance.
 - (g) Treat employees fair and with respect.
2. The City Manager is responsible to ensure this policy is communicated and followed by all it applies to.
3. The Safety Advisor will ensure all new employees are aware and understand the contents of this policy.
4. The following is a listing of the Assignment of Responsibilities:
- (a) Managers/Directors:
 - (i) Promote a safe and healthy work environment free from adverse effects from drugs or alcohol;
 - (ii) Provide the necessary resources to support this policy;
 - (iii) Ensure employees are aware of the available resources (Employee Assistance Program), and actively support workers engaged in treatments;
 - (iv) Ensure subordinates receive the proper awareness and training to carry out this policy; and
 - (v) Report to work fit for duty.
 - (b) Supervisors:
 - (i) Educate workers about the drug and alcohol work rule and the safety objectives of the Drug and Alcohol Policy and Procedures;
 - (ii) Lead by example by being a role model with respect to complying with the drug and alcohol work rule;
 - (iii) Be knowledgeable about the signs and use of drugs and alcohol in the workplace;

- (iv) Identify, address, and document employee performance problems as they occur;
- (v) Be knowledgeable about assistance programs that help workers handle drug or alcohol use issues and also how to refer them for assistance;
- (vi) Investigate incidents thoroughly to determine all contributing factors;
- (vii) Be supportive and non-judgemental when an employee returns to work after completing any education, counselling, or rehabilitation program;
- (viii) Treat all issues related to drug and alcohol use with an employee with respect and confidentiality; and
- (ix) Report to work fit for duty.

(c) Workers:

- (i) Have an understanding of, and comply with the Drug and Alcohol Policy and Procedures;
- (ii) Be knowledgeable about your medications' side effects and report the use of medication that could affect your ability to perform your work safely;
- (iii) Report any suspicious behaviour of an employee that may be a result of drug or alcohol use;
- (iv) Encourage peers and co-workers to seek help when necessary;
- (v) Cooperate with investigators during an incident investigation process; and
- (vi) Report to work fit for duty.

City Manager (Original Signed by CC - Interim)

ADMINISTRATIVE POLICY



DRUG AND ALCOHOL

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Employee Assistant Program Policy
- Employee Discipline Policy
- Canadian Drug and Alcohol Model
- *Citizenship and Multiculturalism Act*
- *Canadian Charter of Rights and Freedoms*
- *Employment Equity Act*

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

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DEFINITIONS

City of Fort Saskatchewan business - refers to all business activities undertaken by employees in the course of performing duties, whether conducted on or off City of Fort Saskatchewan premises

Fit for Duty - free from adverse effects of drugs or alcohol.

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GUIDING PRINCIPLES

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 - b. Further the mutual interests of clients, contractors, unions, volunteers, workers and the public in achieving a safe, healthy, and substance-free environment.
 - c. Protect the employees' right to a safe and healthy worksite from those who may be affected by the inappropriate use of drugs or alcohol at the worksite.
 - d. Ensure all factors that contribute to a workplace incident have been identified and the appropriate corrective action has been administered in a timely manner.
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 - i. Educate workers about the drug and alcohol work rule and the safety objectives of the Drug and Alcohol Policy and Procedures;
 - ii. Lead by example by being a role model with respect to complying with the drug and alcohol work rule;
 - iii. Be knowledgeable about the signs and use of drugs and alcohol in the workplace;
 - iv. Identify, address, and document employee performance problems as they occur;
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- viii. Treat all issues related to drug and alcohol use with an employee with respect and confidentiality; and
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- v. Cooperate with investigators during an incident investigation process; and
- vi. Report to work fit for duty.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

JOINT OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

Date Issued: 14.Feb.12

Mandated by: Administration

Current Revision: 14.Feb.12

Cross Reference: Alberta Occupational Health and Safety Code, Part 13. (2009).

Next Review: 01.Jan.15

Responsibility: Director, Human Resources and Payroll Services

POLICY

The City of Fort Saskatchewan recognizes the need for, and benefit of, establishing and maintaining an effective Joint Occupational Health and Safety Committee (JOHSC) and is committed to providing the necessary resources for the JOHSC to operate.

DEFINITIONS

- *Internal Responsibility System (IRS)* - The legal duties and responsibilities of employers, supervisors and workers overlap and complement each other. Together, they create what is known as the internal responsibility system.
- *JOHSC* - A committee established as a forum for bringing the IRS into practice and consists of management and labour representatives who meet on a regular basis in an effort to continually improve workplace health and safety.

GUIDELINES

1. The JOHSC shall be equally represented by both management and labour.
2. The JOHSC will act as a tool for management in the promotion of a safe and healthy work environment and to remain in compliance with related Occupational Health and Safety legislation.
3. An organizational chart of the JOHSC members will be posted throughout the worksites to ensure all employees are aware of the committee members.
4. The JOHSC members will initiate safety objectives and handle employee concerns.
5. No disciplinary action shall be taken against a member of any Health and Safety Committee by reason of that member performing duties and functions as a member of that committee.

ADMINISTRATIVE POLICY



JOINT OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Alberta Occupational Health and Safety Code, Part 13. (2009)

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

The City of Fort Saskatchewan recognizes the need for, and benefit of, establishing and maintaining an effective Joint Occupational Health and Safety Committee (JOHSC) and is committed to providing the necessary resources for the JOHSC to operate

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5. No disciplinary action shall be taken against a member of any Health and Safety Committee by reason of that member performing duties and functions as a member of that committee.



AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

CAMPING IN TEMPORARY/OVERFLOW LOCATIONS

Date Issued: 10.Feb.86

Mandated by: Council

Current Revision: 30.Jan.12

Cross-reference:

Next Review Dairized: 01.Jan.15

Responsibility: Superintendent,
Facilities Maintenance

POLICY

The City has designated several city owned areas as temporary/overflow locations for camping during special events.

DEFINITIONS

- *self contained camping unit* - unit which has the capability of supplying indoor sleeping quarters; indoor food storage and cooking apparatus; electrical; sewer drain and water needs without any external hookups required.
- *special events* - tournaments, events planned by the community (e.g. Canada Day), weddings, family reunions, or any cultural/sport event where spectators or participants require overnight camping.
- *temporary* - for the duration of the special event to a maximum of 96 consecutive hours.

GUIDELINES

1. The west parking lot at Harbour Pool, or the west parking lot at the Jubilee Recreation Centre shall be designated as temporary/overflow camping locations for special events and only when Turner Park campground is full.
2. Camping in temporary/overflow camping locations shall only be allowed for self-contained camping units including motor homes, truck-mounted and stand-alone campers, and trailers.
3. Temporary/overflow camping for the special event, may begin the evening before the scheduled first day of the special event and must end no later than the day after the final day of the event or 96 hours, whichever comes first.
4. Any requests for trailer caravans, large group events, or events where camping for longer than 96 hours is required, must be submitted in writing to City Council a minimum of 30 days prior to the first day of the event.
5. The City shall supply refuse containers at the temporary/overflow camping locations.
6. Organizers of the special event must keep the area in the immediate vicinity of the temporary /overflow camping locations clean of any litter and empty the refuse containers, if necessary, during the time of their special event.
7. The fee for camping in the temporary/overflow locations is as per the current City of Fort

Saskatchewan Fees and Charges Bylaw.

PROCEDURES

1. To camp at one of the temporary/overflow camping locations, a permit, available from the City of Fort Saskatchewan Booking Office, must be obtained in advance. The Booking Office hours of operation are Monday – Friday, 8:00 a.m. – 4:00 p.m..
2. No camping stalls are assigned. The space on the parking lots assigned for temporary/overflow camping is for group camping on a first-come-first-served basis.

City Manager (Original Signed by CC - Interim)

ADMINISTRATIVE POLICY



CAMPING IN TEMPORARY/OVERFLOW LOCATIONS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, Recreation

POLICY

The City has designated several city owned areas as temporary/overflow locations for camping during special events.

DEFINITIONS

Self Contained Camping Unit - unit which has the capability of supplying indoor sleeping quarters; indoor food storage and cooking apparatus; electrical; sewer drain and water needs without any external hookups required.

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AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Recreation has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager



MEMORIALS

Date Issued: 26.Jun.89

Mandated by: Council

Current Revision: 13.Oct.09

Cross-reference:

Next Review Dairized: **01.Jan.2014**

Responsibility: General Manager,
Public Works and
Engineering

POLICY

City Council sees the need and opportunity of allowing commemorative memorials to be located within the City, giving the public an opportunity to create a lasting memorial to honor, remember and pay tribute to a person or an event.

DEFINITIONS

- *applicant* - the person or group submitting an application for a memorial.
- *commemorative* - honoring or preserving the memory of a deceased person or an event.
- *memorial* - infrastructure set up to keep alive the memory of a person or an event such as benches, planters or trees.
- *plaques* - a bronze plate affixed to or erected adjacent to a memorial.

GUIDELINES

1. Memorials commemorate a deceased person or an event. The City reserves the right to refuse any application in memory of a publicly controversial individual; a controversial historical leader; a loved one that is not deceased; an animal or a pet.
2. Memorials must meet specifications to be determined by the City.
3. The applicant is responsible for all costs associated with the purchase and installation of a memorial.
4. The City is responsible for the acquisition and installation of the memorial.
5. Once installed memorials become the property of the City.
6. Repair and replacement, as well as life-cycle replacement, will be completed as City resources and budgets allow.



7. Plaques may be affixed or erected adjacent to existing infrastructure providing there is a "significant connection" between the person or event and "the infrastructure".

PROCEDURES

1. Requests for memorial purchases require completion of an application form*. The application process shall be managed by the General Manager, Public Works and Engineering who can assist with completion of the form.
2. The applicant must provide three (3) potential site locations on municipally owned land within the City on the application form.
3. Approval or disapproval of potential locations for installation is at the sole discretion of the General Manager, Public Works and Engineering. The following factors will be considered in approval of sites:
 - (a) current density of memorials in the area;
 - (b) access for pedestrian and bicycle movement around the memorial;
 - (c) access for equipment and personnel to install the memorial; and
 - (d) other site considerations ie. slope of ground, potential for flooding of area etc.
4. After reviewing the potential sites listed on the application form, the General Manager, Public Works and Engineering will approve one (1) site location. If all three (3) potential sites are considered unacceptable the applicant must submit three (3) potential new sites until an acceptable site is located. The applicant is expected to work together with the General Manager, Public Works and Engineering to select an appropriate site.
5. The General Manager, Public Works and Engineering is responsible for providing the applicant with information regarding the cost of the request.
6. The memorial will not be acquired until the application has been approved and the applicant has submitted payment in full.

City Manager (Original Signed by DD)

*** The Commemorative Memorial Application Form is available at City Hall, Community & Protection Services and at the James E. Graham Building. You can also print of a form under the WDrive/Forms/Memorial GEN-009-C**

ADMINISTRATIVE POLICY



MEMORIALS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Memorials Procedure

Next Review: January 1, 2020

Responsibility: General Manager, Infrastructure & Planning

PURPOSE

Memorials provide the public an opportunity to establish a place to honor, remember and pay tribute to a person or event.

POLICY

Individuals may apply for memorials to be placed on public property to commemorate events or deceased individuals. Memorials may be in the form of trees, shrubs, plaques or benches.

DEFINITIONS

Applicant – the person or group submitting an application for a memorial.

Bench – a standard bench made with a black iron frame with wooden slats or blue iron frame with wooden slats.

City – the City of Fort Saskatchewan

Memorial – items such as trees, shrubs, plaques or benches that honor the memory of a person or an event.

Plaque – a bronze plate affixed to an existing building or structure in the City. A plaque may also be affixed to a bench or post, adjacent to a memorial tree or shrub.

Tree or shrub – A plant approved for a memorial by the City.

GUIDING PRINCIPLES

1. Memorials honor an event or deceased person.



2. Memorials must be approved by the City and must meet the specifications set out by the City. Memorials shall only consist of trees, shrubs, plaques or benches.
3. The City reserves the right to decline any application.
4. The Applicant is responsible for all costs incurred by the City regarding the purchase of a memorial.
5. The City is responsible for the acquisition and installation of the memorial.
6. Once installed or planted, memorials become property of the City.
7. Repair, maintenance, and replacement will be completed by the City, as resources and budgets allow.
8. The City reserves the right to relocate or remove any memorial at any time.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The General Manager, Infrastructure & Planning has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager



ELECTRONIC MESSAGE SIGN

Date Issued: 27.Jun.2006

Mandated by: 27.Jun.2006-RCM

Current Revision: 27.Jun.2006

Cross-reference:

Next Review Dairized: 01.Jan.2010

Responsibility: Communications &
Marketing Director

POLICY

City Council expects messages displayed on the Electronic Message Sign located adjacent to the Dow Centennial Centre to consist of information related to the common good of the community.

GUIDELINES

1. Messages submitted by the following are permitted:
 - a) City Council, City staff;
 - b) general public and nonprofit community organizations;
 - c) businesses hosting or sponsoring a charitable community event in Fort Saskatchewan;
 - d) Dow Centennial Centre's three major sponsors - Dow Chemical Canada Inc., Sherritt International and Landrex Developers Inc. - related to company branding; and
 - e) RCMP, NR CAER, other agencies in the event of an emergency.
2. Messages must reflect:
 - a) events that are open to the general public in Fort Saskatchewan; or
 - b) announcements of general public interest.
3. Message priorities shall be as follows:
 - a) City of Fort Saskatchewan information:
 - i) emergency announcements (e.g.: shelter in place, evacuations)
 - ii) important announcements (e.g.: road closures, detours, snow removal)
 - iii) promotional information: (e.g.: visit website, Town Hall Meeting, Dow Centennial Centre, special events, promotions, concerts);
 - b) community groups or businesses (e.g.: Boys and Girl's Club events, Farmer's Market); or
 - c) public service announcements (e.g.: Don't Drink and Drive, Happy Holidays, welcoming visitors attending events in the community).
4. Messages that promote the following are not permitted:
 - a) any candidate or Party in any election campaign;
 - b) personal benefit (e.g.: birthday greetings, garage sales, etc.);
 - c) religious view points;
 - d) false, misleading or deceptive information;
 - e) racist or sexist views; or
 - f) any other topic at the City's sole discretion.



5. Messages are posted at no cost.
6. The number of messages that can appear from any one source within an undefined period of time may be limited.
7. Appeals related to message display requests that have been denied may be submitted to the City Manager, whose decision is final.
8. The City is under no obligation to display any message from any source.

PROCEDURES

1. Message display requests must include preferred start and end dates, and draft message content including event particulars.
2. Message display requests to be received, edited for conciseness, clarity and conformity, and posted by the Communications and Marketing Director or his/her alternate.
3. Individuals in the following positions will be trained on message editing/posting:
 - a) Communications and Marketing Director;
 - b) Marketing Coordinator;
 - c) DCC Superintendent, Business Operations; and
 - d) DCC Assistant.
4. Messages:
 - a) may be removed by the City at anytime for any reason with no prior notification;
 - b) will be displayed based on time availability; and
 - c) are not guaranteed for quality or quantity.
5. Appeals related to denied message display requests are to be submitted in writing.

City Manager (Original Signed by LR)

ADMINISTRATIVE POLICY



ELECTRONIC MESSAGE SIGN

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, Communications & Marketing

POLICY

City Council expects messages displayed on the Electronic Message Sign located adjacent to the Dow Centennial Centre to consist of information related to the common good of the community.

GUIDING PRINCIPLES

1. Messages submitted by the following are permitted:
 - a. City Council, City staff;
 - b. general public and nonprofit community organizations;
 - c. businesses hosting or sponsoring a charitable community event in Fort Saskatchewan;
 - d. Dow Centennial Centre's three major sponsors - Dow Chemical Canada Inc., Sherritt International and Landrex Developers Inc. - related to company branding; and
 - e. RCMP, NR CAER, other agencies in the event of an emergency.
2. Messages must reflect:
 - a. events that are open to the general public in Fort Saskatchewan; or
 - b. announcements of general public interest.
3. Message priorities shall be as follows:
 - a. City of Fort Saskatchewan information:
 - i. emergency announcements (e.g.: shelter in place, evacuations)
 - ii. important announcements (e.g.: road closures, detours, snow removal)



- iii. promotional information: (e.g.: visit website, Town Hall Meeting, Dow Centennial Centre, special events, promotions, concerts);
 - b. community groups or businesses (e.g.: Boys and Girl's Club events, Farmer's Market); or
 - c. public service announcements (e.g.: Don't Drink and Drive, Happy Holidays, welcoming visitors attending events in the community).
4. Messages that promote the following are not permitted:
- a. any candidate or Party in any election campaign;
 - b. personal benefit (e.g.: birthday greetings, garage sales, etc.);
 - c. religious view points;
 - d. false, misleading or deceptive information;
 - e. racist or sexist views; or
 - f. any other topic at the City's sole discretion.
5. Messages are posted at no cost.
6. The number of messages that can appear from any one source within an undefined period of time may be limited.
7. Appeals related to message display requests that have been denied may be submitted to the City Manager, whose decision is final.
8. The City is under no obligation to display any message from any source.

PROCEDURES

1. Message display requests must include preferred start and end dates, and draft message content including event particulars.
2. Message display requests to be received, edited for conciseness, clarity and conformity, and posted by the Communications and Marketing Director or his/her alternate.
3. Individuals in the following positions will be trained on message editing/posting:
 - a. Director, Communications & Marketing;
 - b. Marketing Coordinator;
 - c. DCC Superintendent, Business Operations; and
 - d. DCC Assistant.



4. Messages:

- a. may be removed by the City at anytime for any reason with no prior notification;
- b. will be displayed based on time availability; and
- c. are not guaranteed for quality or quantity.

5. Appeals related to denied message display requests are to be submitted in writing.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Communications & Marketing has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager



ADMINISTRATIVE GROUP BENEFITS

Date Issued: Oct.77

Mandated by: Council

Current Revision: 21.Aug.12

Cross-reference: HUM-004-C, HUM-025-C

Next Review Diarized: 01.Jan.15

Responsibility: Director, Human Resources

POLICY

City Council believes that administrative staff should receive benefits on an equitable, but not necessarily directly comparable, basis to staff belonging to the opted out and excluded group or bargaining unit. Benefits will be provided to administrative staff as outlined in the guidelines included in this policy.

DEFINITIONS

- *administrative group* - a group of employees whose individual position description lists specific accountabilities which include direct staff supervision including performance and recruitment, dealing with issues of a highly confidential nature and/or are excluded from Alberta Employment Standards Code and Regulation Hours of Work definition.
- *annual vacation* - time off with pay that employees earn as an entitlement for continuous service.
- *bargaining unit* - a group of employees whose individual positions are designated through collective bargaining and are listed in Article #16 – Hours of Work in the current agreement. These positions are defined as "clerical and outside employees" as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.
- *family sick leave* - the period of time when an employee is absent from work to attend to the illness or injury of a spouse, dependent, or parent. Exceptions to the applicable family members may be granted with the approval of the Director, Human Resources.
- *group health benefit plan* - includes the following coverage, the specifics of which may be amended from time to time:
 - life insurance;
 - accidental death & dismemberment;
 - long term disability;
 - dental plan; and
 - extended health care
- *leaves of absence* - all leaves with or without pay except for sick leave, vacation and TOIL.
- *opted out and excluded group* - a group of employees:
 - whose individual position description do not list specific accountabilities of direct staff supervision;
 - who do not deal with issues of a highly confidential nature;
 - who are not excluded from Alberta Employment Standards Code and Regulation Hours of Work definition;
 - who are not included in the bargaining unit by definition of "clerical and outside employees" as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.
- *sick leave* - the period of time when an employee is absent from work due to illness or injury, including attending doctor or dental appointments.



- *statutory holidays* - the following are statutory holidays recognized under this policy:
 - New Year's Day;
 - Family Day;
 - Good Friday;
 - Easter Monday;
 - Victoria Day;
 - Canada Day;
 - Civic Holiday (first Monday in August);
 - Labour Day;
 - Thanksgiving Day;
 - Remembrance Day;
 - Christmas Day; and
 - Boxing Day.
- *time off in lieu of overtime (TOIL)* - time off with pay granted to all administrative employees as compensation for overtime that may have been worked. This recognizes that all administrative staff put in some overtime over the course of a year, however, the overtime is not recorded. The amount of TOIL is specified in the guidelines to this policy.
- *workers' compensation* - the insurance provided for employees under the *Workers' Compensation Act* of Alberta.

GUIDELINES

1. Sick Leave

- (a) Sick leave is earned at the rate of 1½ days for each full month of employment to a maximum of 130 working days.
- (b) Sick leave credits are not accumulated during periods of sick leave or other leaves (except vacation) in excess of 30 days.
- (c) Employees may be required to submit satisfactory proof to the City to substantiate illness or injury. A doctor's certificate will be required to substantiate illness or injury incurred once an employee begins vacation if sick leave is requested.

2. Family Sick Leave

An employee is entitled to use up to a maximum of six days per year of sick leave for family sick leave.

3. Statutory Holidays

- (a) Employees are entitled to a day off with pay on or for all statutory holidays.

4. Group Health Benefits

- (a) Participation in the group health benefit plans is mandatory for eligible permanent employees unless coverage is provided under another group plan through a spouse or other employer, with the exception of Life Insurance, Accidental Death & Dismemberment and Long Term Disability (LTD) benefits, which are mandatory for all permanent full-time administrative employees, regardless of additional coverage.



5. Health Care Spending Account

In the first pay period of each year, each eligible permanent full-time employee will be provided with a Health Care Spending Account in the amount of \$500.00 and each eligible permanent part-time employee will be provided with a Health Care Spending Account in the amount of \$250.00. To be eligible for the \$500 or \$250, permanent full-time or permanent part-time employees must have completed the 90 day waiting period for Alberta Blue Cross benefits, have applied and been approved for Alberta Blue Cross benefits, and be actively at work during the first pay period of each year. Actively at work means those employees who are at work for all or a portion of the first pay period of the year and includes those employees who are on maternity or parental leave, LTD, Sick Leave, WCB, vacation or other paid leave. It does not include employees who are on leave without pay within the first pay period of the year. To qualify for reimbursement from the Health Care Spending Account, the expense must meet the following criteria:

- (a) A qualifying medical expense under the Income Tax Act (Canada).
- (b) Incurred after the date the Health Care Spending Account credits (dollars) have been deposited to the eligible permanent employee's account.
- (c) Meet the reimbursement criteria, if any, of the employers Alberta Blue Cross group benefits program.
- (d) All other sources of reimbursement must have been accessed first. Expenses may be submitted on behalf of eligible dependents.

At the end of the Policy Year, unused Health Care Spending Account credits (dollars) may be carried forward to the next Policy Year. Carried forward credits must be used by December 31st of that year to avoid forfeiture. All provisions of the plan will comply with Canada Revenue Agency's requirements for Health Care Spending Accounts.

6. Vacation

- (a) Employees earn entitlement to vacation in accordance with the following schedule:

Years of Service	Vacation Entitlement
	Per month / Per year
1 to 2 years	1.25 days / 15 days
3 to 5 years	1.66 days / 20 days
6 to 15 years	2.08 days / 25 days
16 to 25 years	2.50 days / 30 days
26 years or more	2.97 days / 35 days

- (b) Where a new employee begins service between the first and 15th day, inclusive, of any month, the first day of that calendar month becomes the effective date of vacation accrual.
- (c) Where a new employee begins service between the 16th and last day, inclusive, of any month, the first day of the following calendar month becomes the effective date of vacation accrual.



- (d) Employees are not permitted to carry over more vacation entitlement than is earned in one year. Vacation credits in excess of the allowed carry-over of one-year's entitlement will be paid out in the month of December unless prior authorization to exceed the specified carry-over is given by the Department General Manager or City Manager, or in the case of the City Manager, by City Council.
- (e) Every employee is required to take at least one vacation period of a minimum of five consecutive working days in every calendar year.
- (f) Employees are advanced vacation credits, to a maximum of the credits that would be earned by December 31st of that year. If the employee's employment is terminated prior to earning any vacation credits that have been advanced, the employee will reimburse the City for the unearned credits paid. The City may deduct said amounts from the employee's final pay.
- (g) Vacation credits are not accumulated during periods of sick leave or other leaves (except vacation) in excess of 30 days.

7. Time Off in Lieu of Overtime (TOIL)

- (a) Four working days per calendar year are granted to all administrative staff for leave in lieu of overtime. TOIL is earned at the rate of one-third of a working day for each month of employment.
- (b) TOIL must be taken by December 31st of the year following the year in which it is earned or the entitlement is lost.

8. Leaves of Absence

- (a) Bereavement leave - an employee is granted a maximum of five regularly scheduled consecutive work days without loss of pay and benefits in the case of the death of a parent, spouse, common-law spouse, brother, sister, child, mother-in-law, father-in-law, brother-in-law, sister-in-law, grandparent, grandchild, former guardian, fiancée or any relative who has been residing in the same household. The employee is entitled to the leave on any normal working day that falls within the five-day period immediately following the day the death occurred. Where the burial occurs outside of the province, the leave may also include reasonable traveling time, not to exceed four days.
- (b) Mourner's leave - one-half day without loss of pay is allowed to attend a funeral, providing 24-hour advance notice is given to the supervisor.
- (c) Maternity/parental leave
 - (i) An employee expecting the birth of a child shall give notice in writing of the fact of her pregnancy to her immediate supervisor at least 12 weeks prior to the expected date of delivery and at least six weeks written notice must be given of the start day of the maternity leave.
 - (ii) Maternity/parental leave will cover a period of up to 12 months for the birth or adoption of a child. 15 weeks is the maternity leave portion for a mother giving birth (six weeks of which must be taken after the delivery), and 37 weeks is parental leave, entitled to the mother after delivery, the other parent after the time of birth, or adoptive parents after the time of adoption. Both parents may share parental leave as long as the total parental leave time is not in excess of 37 weeks. In the case where both parents are employees, the employer is not required to grant parental leave to more than one parent at a time.
 - (iii) When an employee decides to return to work after maternity/parental leave, at least three weeks written notice will be provided to the employer. On return from



maternity/parental leave, the employee shall be placed in her former position. If the former position no longer exists, the employee will be placed in an equivalent position.

- (d) Court appearance - an employee required by law to appear in court as a jury member or as a witness is paid the difference between pay received for the court service and the pay the employee would have received based on regular hours of work.
- (e) Leaves of absence without pay
 - (i) Leaves of absence without pay for periods up to one week may be granted by the Department General Manager.
 - (ii) Leaves of absence without pay for periods exceeding one week may be granted by the City Manager. The conditions of the leave will be determined by the City Manager in consultation with the Director, Human Resources.

9. Workers' Compensation

When an employee is absent due to a work-related accident covered by the *Workers' Compensation Act*, the employee will be compensated (in conjunction with Workers' Compensation Board [WCB] compensation) at the regular rate of pay enjoyed prior to the accident for the first four months of absence. Beyond this time, the employee will be compensated (in conjunction with WCB compensation) at the rate of 90% of net earnings as defined by the WCB. The employee may continue benefit coverage during this period with the employee paying 100% of the benefit premiums.

PRODEDURES

- 1. An employee granted sick leave is paid for the period of the leave as long as sufficient sick leave credits are available. The number of sick leave days paid are deducted from the employees accumulated sick leave credits.
- 2. A permanent employee participating in the City's LTD coverage may apply for LTD benefits if the illness or disability extends beyond 180 continuous calendar days (130 working days).
- 3. The list of statutory holidays will be amended to reflect any other day proclaimed a holiday by the Federal or Provincial Government or by City Council.
- 4. Coverage for group health benefits begins on the first day of the month following three months continuous full-time service.
- 5. The cost of participating in the group health benefit plans is shared as follows:

Benefit	ER	EE
Life Insurance	90%	10%
Accidental Death & Dismemberment	90%	10%
Long Term Disability	90%	10%
Dental Plan	90%	10%
Extended Health Care Plan	90%	10%

- 6. Vacation entitlement is calculated from the date the employee commences continuous service.



7. On termination of employment, an employee will be paid for any outstanding vacation credits earned to the termination date, calculated as the number of vacation days outstanding times the regular rate of pay at the time of termination.

City Manager (Original Signed by KK)

ADMINISTRATIVE POLICY



ADMINISTRATIVE GROUP BENEFITS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Non-Union Staff Compensation Policy
- Opted Out and Excluded Group Benefits Policy

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

City Council believes that administrative staff should receive benefits on an equitable, but not necessarily directly comparable, basis to staff belonging to the opted out and excluded group or bargaining unit. Benefits will be provided to administrative staff as outlined in the guidelines included in this policy.

DEFINITIONS

Administrative Group - a group of employees whose individual position description lists specific accountabilities which include direct staff supervision including performance and recruitment, dealing with issues of a highly confidential nature and/or are excluded from Alberta Employment Standards Code and Regulation Hours of Work definition.

Annual Vacation - time off with pay that employees earn as an entitlement for continuous service.

Bargaining Unit - a group of employees whose individual positions are designated through collective bargaining and are listed in Article #16 – Hours of Work in the current agreement. These positions are defined as “clerical and outside employees” as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.

Family Sick Leave - the period of time when an employee is absent from work to attend to the illness or injury of a spouse, dependent, or parent. Exceptions to the applicable family members may be granted with the approval of the Director, Human Resources.

Group Health Benefit Plan - includes the following coverage, the specifics of which may be amended from time to time:

- life insurance;
- accidental death & dismemberment;
- long term disability;



- dental plan; and
- extended health care

Leaves of Absence - all leaves with or without pay except for sick leave, vacation and TOIL.

Opted Out and Excluded Group - a group of employees:

- whose individual position description do not list specific accountabilities of direct staff supervision;
- who do not deal with issues of a highly confidential nature;
- who are not excluded from Alberta Employment Standards Code and Regulation Hours of Work definition;
- who are not included in the bargaining unit by definition of "clerical and outside employees" as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.

Sick Leave - the period of time when an employee is absent from work due to illness or injury, including attending doctor or dental appointments.

Statutory Holidays - the following are statutory holidays recognized under this policy:

- New Year's Day;
- Family Day;
- Good Friday;
- Easter Monday;
- Victoria Day;
- Canada Day;
- Civic Holiday (first Monday in August);
- Labour Day;
- Thanksgiving Day;
- Remembrance Day;
- Christmas Day; and
- Boxing Day.

Time off in Lieu of Overtime (TOIL) - time off with pay granted to all administrative employees as compensation for overtime that may have been worked. This recognizes that all administrative staff put in some overtime over the course of a year, however, the overtime is not recorded. The amount of TOIL is specified in the guidelines to this policy.

Workers' Compensation - the insurance provided for employees under the *Workers' Compensation Act* of Alberta.

GUIDING PRINCIPLES

1. Sick Leave

- a. Sick leave is earned at the rate of 1½ days for each full month of employment to a maximum of 130 working days.
- b. Sick leave credits are not accumulated during periods of sick leave or other leaves (except vacation) in excess of 30 days.



- c. Employees may be required to submit satisfactory proof to the City to substantiate illness or injury. A doctor's certificate will be required to substantiate illness or injury incurred once an employee begins vacation if sick leave is requested.

2. Family Sick Leave

An employee is entitled to use up to a maximum of six days per year of sick leave for family sick leave.

3. Statutory Holidays

Employees are entitled to a day off with pay on or for all statutory holidays.

4. Group Health Benefits

Participation in the group health benefit plans is mandatory for eligible permanent employees unless coverage is provided under another group plan through a spouse or other employer, with the exception of Life Insurance, Accidental Death & Dismemberment and Long Term Disability (LTD) benefits, which are mandatory for all permanent full-time administrative employees, regardless of additional coverage.

5. Health Care Spending Account

In the first pay period of each year, each eligible permanent full-time employee will be provided with a Health Care Spending Account in the amount of \$500.00 and each eligible permanent part-time employee will be provided with a Health Care Spending Account in the amount of \$250.00. To be eligible for the \$500 or \$250, permanent full-time or permanent part-time employees must have completed the 90 day waiting period for Alberta Blue Cross benefits, have applied and been approved for Alberta Blue Cross benefits, and be actively at work during the first pay period of each year. Actively at work means those employees who are at work for all or a portion of the first pay period of the year and includes those employees who are on maternity or parental leave, LTD, Sick Leave, WCB, vacation or other paid leave. It does not include employees who are on leave without pay within the first pay period of the year. To qualify for reimbursement from the Health Care Spending Account, the expense must meet the following criteria:

- a. A qualifying medical expense under the *Income Tax Act* (Canada).
- b. Incurred after the date the Health Care Spending Account credits (dollars) have been deposited to the eligible permanent employee's account.
- c. Meet the reimbursement criteria, if any, of the employers Alberta Blue Cross group benefits program.
- d. All other sources of reimbursement must have been accessed first. Expenses may be submitted on behalf of eligible dependents.

At the end of the Policy Year, unused Health Care Spending Account credits (dollars) may be carried forward to the next Policy Year. Carried forward credits must be used by December 31st of that year to avoid forfeiture. All provisions of the plan will comply with Canada Revenue Agency's requirements for Health Care Spending Accounts.



6. Vacation

- a. Employees earn entitlement to vacation in accordance with the following schedule:

Years of Service	Vacation Entitlement
	Per month/ Per year
1 to 2 years	1.25 days / 15 days
3 to 5 years	1.66 days / 20 days
6 to 15 years	2.08 days/ 25 days
16 to 25 years	2.5 days/ 30 days
26 years or more	2.97 days / 35 days

- b. Where a new employee begins service between the first and 15th day, inclusive, of any month, the first day of that calendar month becomes the effective date of vacation accrual.
- c. Where a new employee begins service between the 16th and last day, inclusive, of any month, the first day of the following calendar month becomes the effective date of vacation accrual.
- d. Employees are not permitted to carry over more vacation entitlement than is earned in one year. Vacation credits in excess of the allowed carry-over of one-year's entitlement will be paid out in the month of December unless prior authorization to exceed the specified carry-over is given by the Department General Manager or City Manager, or in the case of the City Manager, by City Council.
- e. Every employee is required to take at least one vacation period of a minimum of five consecutive working days in every calendar year.
- f. Employees are advanced vacation credits, to a maximum of the credits that would be earned by December 31st of that year. If the employee's employment is terminated prior to earning any vacation credits that have been advanced, the employee will reimburse the City for the unearned credits paid. The City may deduct said amounts from the employee's final pay.
- g. Vacation credits are not accumulated during periods of sick leave or other leaves (except vacation) in excess of 30 days.

7. Time Off in Lieu of Overtime (TOIL)

- a. Four working days per calendar year are granted to all administrative staff for leave in lieu of overtime. TOIL is earned at the rate of one-third of a working day for each month of employment.
- b. TOIL must be taken by December 31st of the year following the year in which it is earned or the entitlement is lost.

8. Leaves of Absence

- a. Bereavement leave - an employee is granted a maximum of five regularly scheduled consecutive work days without loss of pay and benefits in the case of the death of a parent, spouse, common-law spouse, brother, sister, child, mother-in-law, father-in-law,



brother-in-law, sister-in-law, grandparent, grandchild, former guardian, fiancée or any relative who has been residing in the same household. The employee is entitled to the leave on any normal working day that falls within the five-day period immediately following the day the death occurred. Where the burial occurs outside of the province, the leave may also include reasonable traveling time, not to exceed four days.

- b. Mourner's leave - one-half day without loss of pay is allowed to attend a funeral, providing 24-hour advance notice is given to the supervisor.
- c. Maternity/parental leave
 - i. An employee expecting the birth of a child shall give notice in writing of the fact of her pregnancy to her immediate supervisor at least 12 weeks prior to the expected date of delivery and at least six weeks written notice must be given of the start day of the maternity leave.
 - ii. Maternity/parental leave will cover a period of up to 12 months for the birth or adoption of a child. 15 weeks is the maternity leave portion for a mother giving birth (six weeks of which must be taken after the delivery), and 37 weeks is parental leave, entitled to the mother after delivery, the other parent after the time of birth, or adoptive parents after the time of adoption. Both parents may share parental leave as long as the total parental leave time is not in excess of 37 weeks. In the case where both parents are employees, the employer is not required to grant parental leave to more than one parent at a time.
 - iii. When an employee decides to return to work after maternity/parental leave, at least three weeks written notice will be provided to the employer. On return from maternity/parental leave, the employee shall be placed in her former position. If the former position no longer exists, the employee will be placed in an equivalent position.
- d. Court appearance - an employee required by law to appear in court as a jury member or as a witness is paid the difference between pay received for the court service and the pay the employee would have received based on regular hours of work.
- e. Leaves of absence without pay
 - i. Leaves of absence without pay for periods up to one week may be granted by the Department General Manager.
 - ii. Leaves of absence without pay for periods exceeding one week may be granted by the City Manager. The conditions of the leave will be determined by the City Manager in consultation with the Director, People Services.

9. Workers' Compensation

When an employee is absent due to a work-related accident covered by the Workers' Compensation Act, the employee will be compensated (in conjunction with Workers' Compensation Board [WCB] compensation) at the regular rate of pay enjoyed prior to the accident for the first four months of absence. Beyond this time, the employee will be compensated (in conjunction with WCB compensation) at the rate of 90% of net earnings as defined by the WCB. The employee may continue benefit coverage during this period with the employee paying 100% of the benefit premiums.



AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.

A handwritten signature in blue ink is positioned above a horizontal line. The signature is stylized and appears to be the name of the City Manager.

City Manager

SERVICE AWARDS

Date Issued: 30.Jul.1993

Mandated by: 23.Jun.2009-RCM

Current Revision: 23.Jun.2009

Cross-reference: HUM-002

Next Review Dairized: 01.Jan.2013

Responsibility: Human Resources &
Payroll Services Director

POLICY

City Council believes that full-time and part-time employees should be recognized for their length of service with the City of Fort Saskatchewan.

DEFINITION

- *Retirement* - termination of employment by a permanent employee who is at least 55 years of age and has ten or more years of service.

PROCEDURES

1. **Long service** - the City presents a cash gift, certificate and service pin differentiating the incremental years of service to all employees having completed service in full five year increments (5, 10, 15, 20, 25, 30, 35, etc.). The cash gift (in the form of a voucher), certificate and service pin comes from Human Resources within the month the employee reaches their anniversary date. Cash gifts are equal to \$50.00 for each five years of service: \$50.00 for five years, \$100.00 for 10 years, \$150.00 for 15 years, \$200.00 for 20 years, \$250.00 for 25 years, \$300.00 for 30 years, \$350.00 for 35 years, etc. When the voucher is submitted to Human Resources, along with a receipt from a local merchant in an amount equal to or more than the voucher, the employee will receive reimbursement of their purchase up to the full amount of the voucher. Each January at the Annual General Meeting, the City recognizes all employees having received a long service award in the previous year.
2. **Retirement** - the City provides funding for a gift for the employee using the scale outlined below. The gift is selected, in consultation with the employee, by the employee's General Manager and presented by the City Manager at the time of retirement. In exceptional circumstances, such a gift is presented on early retirement.

Years of Service	Full-Time	Part-Time
5 - 9	\$200	\$100
10 - 14	\$300	\$150
15 - 19	\$400	\$200

20 - 24	\$500	\$250
25 - 29	\$600	\$300
30 - 34	\$700	\$350
35+	\$800	\$400

3. **Resignation** - the City presents a gift to each employee who resigns in good standing after at least five (5) years of employment. The gift values will be as follows:

Years of Service	Gift Value
5 - 9	\$ 50
10 - 19	\$ 75
20+	\$100

Gifts will be chosen in consultation with the employee and the employee's supervisor.

4. Funding for gifts is allocated in the Human Resources annual operating budget.
5. The Human Resources and Payroll Services Director will ensure annually that the procedures outlined in this policy are adhered to.

ADMINISTRATIVE POLICY



SERVICE AWARDS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Administrative Group Benefits Policy

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

City Council believes that full-time and part-time employees should be recognized for their length of service with the City of Fort Saskatchewan.

DEFINITIONS

Retirement - termination of employment by a permanent employee who is at least 55 years of age and has ten or more years of service.

PROCEDURES

1. Long service - the City presents a cash gift, certificate and service pin differentiating the incremental years of service to all employees having completed service in full five year increments (5, 10, 15, 20, 25, 30, 35, etc.). The cash gift (in the form of a voucher), certificate and service pin comes from People Services within the month the employee reaches their anniversary date. Cash gifts are equal to \$50.00 for each five years of service: \$50.00 for five years, \$100.00 for 10 years, \$150.00 for 15 years, \$200.00 for 20 years, \$250.00 for 25 years, \$300.00 for 30 years, \$350.00 for 35 years, etc. When the voucher is submitted to People Services, along with a receipt from a local merchant in an amount equal to or more than the voucher, the employee will receive reimbursement of their purchase up to the full amount of the voucher. Each January at the Annual General Meeting, the City recognizes all employees having received a long service award in the previous year.
2. Retirement - the City provides funding for a gift for the employee using the scale outlined below. The gift is selected, in consultation with the employee, by the employee's General Manager and presented by the City Manager at the time of retirement. In exceptional circumstances, such a gift is presented on early retirement.

Years of Service	Full time	Part time
5-9	\$200	\$100
10-14	\$300	\$150
15-19	\$400	\$200



20-24	\$500	\$250
25-29	\$600	\$300
30-34	\$700	\$350
35+	\$800	\$400

3. Resignation - the City presents a gift to each employee who resigns in good standing after at least five (5) years of employment. The gift values will be as follows:

Years of Service	Gift Value
5-9	\$50
10-19	\$100
20+	\$100

Gifts will be chosen in consultation with the employee and the employee's supervisor.

4. Funding for gifts is allocated in the People Services annual operating budget.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.

City Manager

OPTED OUT AND EXCLUDED GROUP BENEFITS

Date Issued: 27.Oct.09

Mandated by: Council

Current Revision: 27.Oct.09

Cross-reference:

Next Review Diarized: 01.Jan.2014

Responsibility: Director, Human
Resources and Payroll Services

POLICY

City Council believes that opted out and excluded staff should receive benefits on an equitable, but not necessarily directly comparable, basis to staff belonging to the administrative group or bargaining unit. Benefits will be provided to opted out and excluded staff as follows:

DEFINITIONS

- *administrative group* - a group of employees whose individual position description lists specific accountabilities which include direct staff supervision including performance and recruitment, dealing with issues of a highly confidential nature and/or are excluded from Alberta Employment Standards Code and Regulation Hours of Work definition.
- *annual vacation* - time off with pay that employees earn as an entitlement for continuous service.
- *bargaining unit* - a group of employees whose individual positions are designated through collective bargaining and are listed in Article #16 – Hours of Work in the current collective agreement. These positions are defined as "clerical and outside employees" as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.
- *family sick leave* - the period of time when an employee is absent from work to attend to the illness or injury of a spouse, dependent, or parent. Exceptions to the applicable family members may be granted with the approval of the Director, Human Resources and Payroll Services.
- *group health benefit plan* - includes the following coverage, the specifics of which may be amended from time to time:
 - life insurance;
 - accidental death & dismemberment;
 - long term disability;
 - dental plan; and
 - extended health care
- *leaves of absence* - all leaves with or without pay except for sick leave, vacation, and time off in lieu of banked overtime.
- *opted out and excluded group* - a group of employees whose individual position description does not list specific accountabilities of direct staff supervision, dealing with issues of a highly confidential nature, are not excluded from Alberta Employment Standards Code and Regulation Hours of Work definition nor is included in the bargaining unit by definition of "clerical and outside employees" as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.

- *sick leave* - the period of time when an employee is absent from work due to illness or injury, including attending doctor or dental appointments.
- *statutory holidays* - the following are statutory holidays recognized under this policy:
 - New Year's Day;
 - Family Day;
 - Good Friday;
 - Easter Monday;
 - Victoria Day;
 - Canada Day;
 - Civic Holiday (first Monday in August);
 - Labour Day;
 - Thanksgiving Day;
 - Remembrance Day;
 - Christmas Day; and
 - Boxing Day.
- *workers' compensation* - the insurance provided for employees under the *Workers' Compensation Act* of Alberta.

GUIDELINES

1. Sick Leave

- (a) Sick leave is earned at the rate of 8% of all regular earnings and vacation payable to a maximum of the equivalent to 130 working days.
- (b) Employees may be required to submit satisfactory proof to the City to substantiate illness or injury. A doctor's certificate will be required to substantiate illness or injury incurred once an employee begins vacation if sick leave is requested.

2. Family Sick Leave

An employee is entitled to use up to a maximum of six days per year of sick leave for family sick leave.

3. Statutory Holidays

Employees are entitled to a day off with pay on or for all statutory holidays.

4. Group Health Benefits

Participation in the group health benefit plans is mandatory for eligible permanent employees unless coverage is provided under another group plan through a spouse or other employer, with the exception of Life Insurance, Accidental Death & Dismemberment and Long Term Disability benefits, which are mandatory for all permanent full-time opted out and excluded employees.

5. Vacation

- (a) Employees earn entitlement to vacation in accordance with the following schedule:

Years of Service	Vacation Entitlement
	Percentage calculated on all regular earnings and vacation payable.
1 to 2 years	6%
3 to 5 years	8%
6 to 15 years	10%
16 to 25 years	12%
26 years or more	14%

- (b) Employees are not permitted to carry over more vacation entitlement than is earned in one year. Vacation accruals in excess of the allowed carry-over of one-year's entitlement will be paid out in the month of December unless prior authorization to exceed the specified carry-over is given by the Department General Manager or City Manager, or in the case of the City Manager, by City Council.
- (c) Every employee is required to take at least one vacation period of a minimum of five consecutive working days in every calendar year.

6. Overtime

All overtime worked must be pre-approved by the Department General Manager.

7. Leaves of Absence

- (a) Bereavement leave - an employee is granted a maximum of five regularly scheduled consecutive work days without loss of pay and benefits in the case of the death of a parent, spouse, common-law spouse, brother, sister, child, mother-in-law, father-in-law, brother-in-law, sister-in-law, grandparent, grandchild, former guardian, fiancée or any relative who has been residing in the same household. Where the burial occurs outside of the province, the leave may also include reasonable travelling time, not to exceed four days.
- (b) Mourner's leave - one-half day without loss of pay is allowed to attend a funeral, providing 24-hour advance notice is given to the supervisor.
- (c) Maternity/parental leave
- (i) An employee expecting the birth of a child shall give notice in writing of the fact of her pregnancy to her immediate supervisor at least 12 weeks prior to the expected date of delivery and at least six weeks written notice must be given of the start day of the maternity leave.
 - (ii) Maternity/parental leave will cover a period of up to 12 months for the birth or adoption of a child. 15 weeks is the maternity leave portion for a mother giving birth (six weeks of which must be taken after the delivery), and 37 weeks is parental leave, entitled to the mother after delivery, the other parent after the time of birth, or adoptive parents after the time of adoption. Both parents may share parental leave as long as the total parental leave time is not in excess of 37 weeks. In the case where both parents are employees, the employer is not required to grant parental leave to more than one parent at a time.



- (iii) When an employee decides to return to work after maternity/parental leave, at least three weeks written notice shall be provided to the employer. On return from maternity/parental leave, the employee shall be placed in their former position. If the former position no longer exists, the employee will be placed in an equivalent position.
 - (d) Court appearance - an employee required by law to appear in court as a jury member or as a witness is paid the difference between pay received for the court service and the pay the employee would have received based on regular hours of work.
 - (e) Leaves of absence without pay
 - (i) Leaves of absence without pay for periods up to one week may be granted by the Department General Manager.
 - (ii) Leaves of absence without pay for periods exceeding one week may be granted by the City Manager. The conditions of the leave will be determined by the City Manager in consultation with the Director, Human Resources and Payroll Services.
8. Workers' Compensation

When an employee is absent due to a work-related accident covered by the *Workers' Compensation Act*, the employee will be compensated (in conjunction with Workers' Compensation Board (WCB) compensation) at the regular rate of pay enjoyed prior to the accident for the first four months of absence. Beyond this time, the employee will be compensated (in conjunction with WCB compensation) at the rate of 90% of net earnings as defined by the WCB. The employee may continue benefit coverage during this period with the employee paying 100% of the benefit premiums.

PROCEDURES

1. An employee granted sick leave is paid for the period of the leave as long as a sufficient sick leave accrual exists. The sick leave is deducted from the employee's accumulated sick leave.
2. A permanent employee participating in the City's long-term disability (LTD) coverage may apply for LTD benefits if the illness or disability extends beyond 180 continuous calendar days (130 working days).
3. The list of statutory holidays will be amended to reflect any other day proclaimed a holiday by the Federal or Provincial Government or by City Council.
4. Coverage for group health benefits begins on the first day of the month following three months continuous full-time service.
5. The cost of participating in the group health benefit plans is shared as follows:

Benefit	ER	EE
Life Insurance	90%	10%
Accidental Death & Dismemberment	90%	10%
Long Term Disability	90%	10%
Dental Plan	90%	10%
Extended Health Care Plan	90%	10%

6. Vacation entitlement is calculated from the date the employee commences continuous service.
7. On termination of employment, an employee will be paid for any outstanding vacation accrual.
8. Employees are required to sign an individual overtime agreement at the time of signing the employment letter of offer. Additional copies of the overtime agreement and the rules surrounding their use and application can be found on the Alberta Employment Standards website. An overtime agreement allows overtime hours to be banked and later taken off with pay, hour for hours, during regular work hours.

City Manager (Original Signed by DD)

ADMINISTRATIVE POLICY



OPTED OUT AND EXCLUDED GROUP BENEFITS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

- Administrative Group Benefits Policy

Next Review: January 1, 2020

Responsibility: Director, People Services

POLICY

City Council believes that opted out and excluded staff should receive benefits on an equitable, but not necessarily directly comparable, basis to staff belonging to the administrative group or bargaining unit. Benefits will be provided to opted out and excluded staff as follows:

DEFINITIONS

Administrative Group - a group of employees whose individual position description lists specific accountabilities which include direct staff supervision including performance and recruitment, dealing with issues of a highly confidential nature and/or are excluded from Alberta Employment Standards Code and Regulation Hours of Work definition.

Annual Vacation - time off with pay that employees earn as an entitlement for continuous service.

Bargaining Unit - a group of employees whose individual positions are designated through collective bargaining and are listed in Article #16 – Hours of Work in the current agreement. These positions are defined as “clerical and outside employees” as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.

Family Sick Leave - the period of time when an employee is absent from work to attend to the illness or injury of a spouse, dependent, or parent. Exceptions to the applicable family members may be granted with the approval of the Director, Human Resources.

Group Health Benefit Plan - includes the following coverage, the specifics of which may be amended from time to time:

- life insurance;
- accidental death & dismemberment;
- long term disability;
- dental plan; and
- extended health care



Leaves of Absence - all leaves with or without pay except for sick leave, vacation and TOIL.

Opted Out and Excluded Group - a group of employees:

- whose individual position description do not list specific accountabilities of direct staff supervision;
- who do not deal with issues of a highly confidential nature;
- who are not excluded from Alberta Employment Standards Code and Regulation Hours of Work definition;
- who are not included in the bargaining unit by definition of "clerical and outside employees" as stated on the Certificate issued by the Alberta Labour Relations Board certifying Canadian Union of Public Employees, Local 30.

Sick Leave - the period of time when an employee is absent from work due to illness or injury, including attending doctor or dental appointments.

Statutory Holidays - the following are statutory holidays recognized under this policy:

- New Year's Day;
- Family Day;
- Good Friday;
- Easter Monday;
- Victoria Day;
- Canada Day;
- Civic Holiday (first Monday in August);
- Labour Day;
- Thanksgiving Day;
- Remembrance Day;
- Christmas Day; and
- Boxing Day.

Time off in Lieu of Overtime (TOIL) - time off with pay granted to all administrative employees as compensation for overtime that may have been worked. This recognizes that all administrative staff put in some overtime over the course of a year, however, the overtime is not recorded. The amount of TOIL is specified in the guidelines to this policy.

Workers' Compensation - the insurance provided for employees under the *Workers' Compensation Act* of Alberta.

GUIDING PRINCIPLES

1. Sick Leave

- a. Sick leave is earned at the rate of 8% of all regular earnings and vacation payable to a maximum of the equivalent to 130 working days.
- b. Employees may be required to submit satisfactory proof to the City to substantiate illness or injury. A doctor's certificate will be required to substantiate illness or injury incurred once an employee begins vacation if sick leave is requested.



2. Family Sick Leave

An employee is entitled to use up to a maximum of six days per year of sick leave for family sick leave.

3. Statutory Holidays

Employees are entitled to a day off with pay on or for all statutory holidays.

4. Group Health Benefits

Participation in the group health benefit plans is mandatory for eligible permanent employees unless coverage is provided under another group plan through a spouse or other employer, with the exception of Life Insurance, Accidental Death & Dismemberment and Long Term Disability benefits, which are mandatory for all permanent full-time opted out and excluded employees.

5. Vacation

- a. Employees earn entitlement to vacation in accordance with the following schedule:

Years of Service	Vacation Entitlement
	Percentage calculated on all regular earnings and vacation payable.
1 – 2 years	6%
3 – 5 years	8%
6 – 15 years	10%
16 – 25 years	12%
26 years or more	14%

- b. Employees are not permitted to carry over more vacation entitlement than is earned in one year. Vacation accruals in excess of the allowed carry-over of one-year's entitlement will be paid out in the month of December unless prior authorization to exceed the specified carry-over is given by the Department General Manager or City Manager, or in the case of the City Manager, by City Council.

- c. Every employee is required to take at least one vacation period of a minimum of five consecutive working days in every calendar year.

6. Overtime

All overtime worked must be pre-approved by the Department General Manager.

7. Leaves of Absence

- a. Bereavement leave - an employee is granted a maximum of five regularly scheduled consecutive work days without loss of pay and benefits in the case of the death of a parent, spouse, common-law spouse, brother, sister, child, mother-in-law, father-in-law, brother-in-law, sister-in-law, grandparent, grandchild, former guardian, fiancée or any relative who has been residing in the same household. Where the burial occurs outside of the province, the leave may also include reasonable travelling time, not to exceed four days.



- b. Mourner's leave - one-half day without loss of pay is allowed to attend a funeral, providing 24-hour advance notice is given to the supervisor.
- c. Maternity/parental leave
 - i. An employee expecting the birth of a child shall give notice in writing of the fact of her pregnancy to her immediate supervisor at least 12 weeks prior to the expected date of delivery and at least six weeks written notice must be given of the start day of the maternity leave.
 - ii. Maternity/parental leave will cover a period of up to 12 months for the birth or adoption of a child. 15 weeks is the maternity leave portion for a mother giving birth (six weeks of which must be taken after the delivery), and 37 weeks is parental leave, entitled to the mother after delivery, the other parent after the time of birth, or adoptive parents after the time of adoption. Both parents may share parental leave as long as the total parental leave time is not in excess of 37 weeks. In the case where both parents are employees, the employer is not required to grant parental leave to more than one parent at a time.
 - iii. When an employee decides to return to work after maternity/parental leave, at least three weeks written notice shall be provided to the employer. On return from maternity/parental leave, the employee shall be placed in their former position. If the former position no longer exists, the employee will be placed in an equivalent position.
- d. Court appearance - an employee required by law to appear in court as a jury member or as a witness is paid the difference between pay received for the court service and the pay the employee would have received based on regular hours of work.
- e. Leaves of absence without pay
 - i. Leaves of absence without pay for periods up to one week may be granted by the Department General Manager.
 - ii. Leaves of absence without pay for periods exceeding one week may be granted by the City Manager. The conditions of the leave will be determined by the City Manager in consultation with the Director, Human Resources and Payroll Services.

8. Workers' Compensation

When an employee is absent due to a work-related accident covered by the *Workers' Compensation Act*, the employee will be compensated (in conjunction with Workers' Compensation Board (WCB) compensation) at the regular rate of pay enjoyed prior to the accident for the first four months of absence. Beyond this time, the employee will be compensated (in conjunction with WCB compensation) at the rate of 90% of net earnings as defined by the WCB. The employee may continue benefit coverage during this period with the employee paying 100% of the benefit premiums.

PROCEDURES

- 1. An employee granted sick leave is paid for the period of the leave as long as a sufficient sick leave accrual exists. The sick leave is deducted from the employee's accumulated sick leave.



2. A permanent employee participating in the City's long-term disability (LTD) coverage may apply for LTD benefits if the illness or disability extends beyond 180 continuous calendar days (130 working days).
3. The list of statutory holidays will be amended to reflect any other day proclaimed a holiday by the Federal or Provincial Government or by City Council.
4. Coverage for group health benefits begins on the first day of the month following three months continuous full-time service.
5. The cost of participating in the group health benefit plans is shared as follows:

Benefit	ER	EE
Life Insurance	90%	10%
Accidental Death & Dismemberment	90%	10%
Long Term Disability	90%	10%
Dental Plan	90%	10%
Extended Health Care Plan	90%	10%

6. Vacation entitlement is calculated from the date the employee commences continuous service.
7. On termination of employment, an employee will be paid for any outstanding vacation accrual.
8. Employees are required to sign an individual overtime agreement at the time of signing the employment letter of offer. Additional copies of the overtime agreement and the rules surrounding their use and application can be found on the Alberta Employment Standards website. An overtime agreement allows overtime hours to be banked and later taken off with pay, hour for hours, during regular work hours.

AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, People Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

FACILITY USERS INSURANCE REQUIREMENTS

Date Issued: 27.Jun.2006

Mandated by: Council

Current Revision: 30.Jan.12

Cross-reference:

Next Review Diarized: 01.Jan.13

Responsibility: General Manager
Corporate Services

POLICY

City Council expects renters of City owned rental facilities to obtain liability insurance for events that include alcohol consumption or involve a high risk activity.

GUIDELINES

1. High risk events include any activity considered high risk by the General Manager Corporate Services and/or the City's insurer, at their sole discretion, such as: organized sports, fireworks, bull-a-ramas, and rodeos.
2. Renters that do not obtain liability insurance for events that include alcohol consumption or high risk activities will not be permitted to rent a City owned facility.
3. Required liability insurance shall be at the sole cost of the renter.

PROCEDURES

1. Bookings Clerk to advise renter of liability insurance requirement at time of booking from an insurer acceptable to the City. Liability insurance requirement to include:
 - (a) minimum \$2,000,000.00 liability per claim;
 - (b) City being added to the policy as an additional insured; and
 - (c) insurer's requirement to immediately advise the City upon cancellation of insurance coverage.
2. Bookings Clerk to obtain proof of liability insurance from renter no later than one week prior to event taking place. Proof of liability insurance to be attached to facility rental contract.
3. General Manager Corporate Services to review liability insurance requirements biannually with Corporate Services Administrative Assistant.

City Manager (Original Signed by CC - Interim)

ADMINISTRATIVE POLICY



FACILITY USERS INSURANCE REQUIREMENTS

Date Issued: April 12, 2017

Mandated by: City Manager

Current Revision: April 12, 2017

Cross Reference:

Next Review: January 1, 2020

Responsibility: Director, Legislative Services

POLICY

City Council expects renters of City owned rental facilities to obtain liability insurance for events that include alcohol consumption or involve a high risk activity.

GUIDING PRINCIPLES

1. High risk events include any activity considered high risk by the General Manager Corporate Services and/or the City's insurer, at their sole discretion, such as: organized sports, fireworks, bull-a-ramas, and rodeos.
2. Renters that do not obtain liability insurance for events that include alcohol consumption or high risk activities will not be permitted to rent a City owned facility.
3. Required liability insurance shall be at the sole cost of the renter.

PROCEDURES

1. Bookings Clerk to advise renter of liability insurance requirement at time of booking from an insurer acceptable to the City. Liability insurance requirement to include:
 - a. minimum \$2,000,000.00 liability per claim;
 - b. City being added to the policy as an additional insured; and
 - c. insurer's requirement to immediately advise the City upon cancellation of insurance coverage.
2. Bookings Clerk to obtain proof of liability insurance from renter no later than one week prior to event taking place. Proof of liability insurance to be attached to facility rental contract.
3. The Director, Legislative Services to review liability insurance requirements biannually.



AUTHORITY / RESPONSIBILITY TO IMPLEMENT

The Director, Legislative Services has the responsibility and authority to implement this Policy and to develop procedures to enact it.



City Manager

CITY OF FORT SASKATCHEWAN

2016 Audited Consolidated Financial Statements

Motion:

That Council receive and authorize for release the 2016 Audited Consolidated Financial Statements as presented.

Purpose:

The purpose of this report is to present the 2016 Audited Consolidated Financial Statements to Council for their review and acceptance.

Background:

The City of Fort Saskatchewan's 2016 consolidated financial statements were prepared by Administration, who is responsible for their accuracy, objectivity, and completeness. These statements were prepared in compliance with legislation, in accordance with Canadian Public Sector Accounting Standards (PSAS), and were audited by the City's external auditors, PwC LLP.

The consolidated financial statements include the Statement of Financial Position as at December 31, 2016, as well as the Statement of Operations and Accumulated Surplus, Statement of Changes in Net Financial Assets (debt), and a Statement of Changes in Cash Flows for the year ended December 31, 2016. The supporting schedules and notes to the financial statements provide further information on the figures in the statements.

Plans/Standards/Legislation:

The City is required to prepare financial statements and a financial information return in accordance with Sections 276, 277 and 278 of the Municipal Government Act. The statements and return must be submitted to the Minister of Alberta Municipal Affairs by May 1st of the year following the statement date. The financial statements and the auditors' report must be made available to the public by May 1st.

Attachments:

1. Appendix A - 2016 Audited Consolidated Financial Statements
2. Appendix B - PwC Audit Findings Report

File No.:

Prepared by:	Clayton Northey Manager, Accounting & Reporting	Date: April 19, 2017
Approved by:	Jeremy Emann Chief Financial Officer	Date: April 19, 2017
Approved by:	John Dance General Manager, Corporate Services	Date: April 19, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: April 19, 2017
Submitted to:	City Council	Date: April 25, 2017



CITY OF
FORT SASKATCHEWAN

Consolidated Financial Statements of

City of Fort Saskatchewan

Year Ended December 31, 2016

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MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of the City of Fort Saskatchewan (City) are the responsibility of the City's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Council met with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their receipt of the consolidated financial statements.

The consolidated financial statements have been audited by PricewaterhouseCoopers LLP, independent external auditors appointed by the City. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the City's consolidated financial statements.

Troy Fleming
Acting City Manager
April 25, 2017

Jeremy Emann,
Chief Financial Officer
April 25, 2017

Auditors' Report

To be inserted

City of Fort Saskatchewan
City

City of Fort Saskatchewan
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at December 31, 2016, with comparative information for 2015

	Dec. 31, 2016	Dec. 31, 2015 (Restated, Note 23)
Financial Assets		
Cash	\$ 7,462,282	\$ 5,081,065
Investments (Note 2)	49,635,537	46,100,030
Net Taxes Receivable (Note 3)	478,986	435,578
Trade and Other Receivables (Note 4)	3,971,915	4,093,365
Sponsorships Receivable (Note 5)	90,000	92,000
Due From Other Governments (Note 6)	3,334,230	2,916,315
Inventory Held for Resale (Note 7)	1,299,769	44,932
	66,272,719	58,763,285
Liabilities		
Accounts Payable and Accrued Liabilities	6,796,932	5,944,802
Deposits on Account	2,046,756	2,988,824
Deferred Revenue (Note 8)	9,647,658	9,137,504
Vested Sick Leave	128,186	154,369
Liability for Contaminated Sites (Note 9)	1,499,008	1,312,500
Long-Term Debt (Note 10), (Note 11)	42,727,367	41,331,223
	62,845,907	60,869,222
Net Financial Assets (Debt)	3,426,812	(2,105,937)
Non-Financial Assets		
Tangible Capital Assets (Schedule 3)	453,104,533	424,298,230
Inventories of Supplies	505,464	406,654
Prepaid Expenses	453,990	427,762
	454,063,987	425,132,646
Accumulated Surplus (Note 12)	\$ 457,490,799	\$ 423,026,709

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the Year Ended December 31, 2016, with comparative information for 2015

	2016 (Budget, Note 20)	2016	2015 (Restated, Note 23)
Revenue			
Net Municipal Taxes (Schedule 1)	\$ 42,678,422	\$ 43,350,155	\$ 39,497,628
Sales, Rentals and User Charges	20,528,620	21,140,240	20,040,692
Fines and Penalties	2,544,800	3,342,745	3,144,724
Licenses and Permits	1,818,413	1,881,655	2,597,332
Government Transfers - Operating	1,409,224	1,630,963	1,546,096
Interest Income	668,200	783,503	686,946
Other Revenues	359,750	536,583	248,412
	<u>70,007,429</u>	<u>72,665,844</u>	<u>67,761,830</u>
Expenses (Schedule 2)			
Community Services	15,624,830	14,043,491	13,331,880
Utility Services	13,403,681	13,497,277	12,655,864
Infrastructure Services	10,200,344	10,622,220	10,533,597
General Government	9,554,292	8,784,121	9,066,538
Protective Services	8,614,158	8,716,393	8,373,242
Planning and Development	3,156,105	2,680,636	3,028,650
Library Services	1,005,095	933,894	888,934
Amortization of Tangible Capital Assets	-	13,090,059	11,358,275
	<u>61,558,505</u>	<u>72,368,091</u>	<u>69,236,980</u>
Annual Surplus (Deficit) Before Other	<u>8,448,924</u>	<u>297,753</u>	<u>(1,475,150)</u>
Other			
Contributed Tangible Capital Assets	-	25,662,574	39,702,132
Government Transfers - Capital	14,661,900	7,299,752	5,183,312
Developer Levies	-	1,204,011	892,393
	<u>14,661,900</u>	<u>34,166,337</u>	<u>45,777,837</u>
Annual Surplus	<u>23,110,824</u>	<u>34,464,090</u>	<u>44,302,687</u>
Accumulated Surplus, Beginning of Year	<u>423,026,709</u>	<u>423,026,709</u>	<u>378,724,022</u>
Accumulated Surplus, End of Year	<u>\$ 446,137,533</u>	<u>\$ 457,490,799</u>	<u>\$ 423,026,709</u>

The budgeted beginning accumulated surplus has not been adjusted for the restatement.

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS (DEBT)

For the Year Ended December 31, 2016, with comparative information for 2015

	2016 (Budget, Note 20)	2016	2015 (Restated, Note 23)
Annual Surplus	\$ 23,110,824	\$ 34,464,090	\$ 44,302,687
Acquisition of Tangible Capital Assets	(31,531,624)	(18,613,993)	(15,287,453)
Contributed Tangible Capital Assets	-	(25,662,574)	(39,702,132)
Amortization of Tangible Capital Assets	-	13,090,059	11,358,275
Land Reclassified as Held for Resale	-	1,244,000	-
Loss (Gain) on Disposal of Tangible Capital Assets	(117,000)	1,027,570	595,118
Proceeds on Disposal of Tangible Capital Assets	-	108,635	496,300
	(8,537,800)	5,657,787	1,762,795
Acquisition of Inventories of Supplies	-	(98,810)	(56,907)
Acquisition of Prepaid Expenses	-	(26,228)	(78,618)
	-	(125,038)	(135,525)
Change in Net Financial Assets (Debt)	(8,537,800)	5,532,749	1,627,270
Net Debt, Beginning of Year	(2,105,937)	(2,105,937)	(3,733,207)
Net Financial Assets (Debt), End of Year	\$ (10,643,737)	\$ 3,426,812	\$ (2,105,937)

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2016 with comparative information for 2015

	2016	2015 (Restated, Note 23)
Cash Provided By (Used In)		
Operating Activities		
Annual Surplus	\$ 34,464,090	\$ 44,302,687
Items Not Involving Cash		
Amortization of Tangible Capital Assets (Schedule 3)	13,090,059	11,358,275
Contributed Tangible Capital Assets (Schedule 3)	(25,662,574)	(39,702,132)
Loss on Disposal of Tangible Capital Assets	1,027,570	595,118
Changes in Non-Cash Assets and Liabilities		
Net Taxes Receivable (Note 3)	(43,408)	(97,684)
Trade and Other Receivables (Note 4)	121,450	3,361,772
Sponsorships Receivable (Note 5)	2,000	42,400
Due From Other Governments (Note 6)	(417,915)	799,127
Inventory Held for Resale (Note 7)	(10,837)	(7,015)
Accounts Payable and Accrued Liabilities	852,130	(3,628,609)
Deposits on Account	(942,068)	894,778
Deferred Revenue (Note 8)	510,154	2,398,066
Vested Sick Leave	(26,183)	(3,974)
Liability for Contaminated Sites (Note 9)	186,508	612,500
Inventories of Supplies	(98,810)	(56,907)
Prepaid Expenses	(26,228)	(78,618)
	<u>23,025,938</u>	<u>20,789,784</u>
Investing Activities		
Purchase of Investments (Note 2)	(64,360,507)	(38,700,000)
Sales of Investments (Note 2)	60,825,000	33,400,000
	<u>(3,535,507)</u>	<u>(5,300,000)</u>
Financing Activities		
Repayment of Long-Term Debt (Note 10), (Note 11)	(2,503,856)	(2,407,887)
Proceeds from Long-Term Debt (Note 10), (Note 11)	3,900,000	-
	<u>1,396,144</u>	<u>(2,407,887)</u>
Capital Activities		
Acquisition of Tangible Capital Assets (Schedule 3)	(18,613,993)	(15,287,453)
Proceeds on Disposal of Tangible Capital Assets	108,635	496,300
	<u>(18,505,358)</u>	<u>(14,791,153)</u>
Increase in Cash	<u>2,381,217</u>	<u>(1,709,256)</u>
Cash, Beginning of Year	<u>5,081,065</u>	<u>6,790,321</u>
Cash, End of Year	<u><u>\$ 7,462,282</u></u>	<u><u>\$ 5,081,065</u></u>
 Cash Paid for Interest	 1,541,468	 1,640,170
Cash Received from Interest	630,847	700,333

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan

SCHEDULE 1 - NET MUNICIPAL TAXES

For the Year Ended December 31, 2016, with comparative information for 2015

	2016 (Budget, Note 20)	2016	2015
Revenue			
Residential	\$ 25,461,293	\$ 26,044,047	\$ 23,780,220
Non-Residential	28,493,650	29,328,432	26,616,204
Government Transfers in Place of Property Taxes	409,100	673,825	849,724
Special Assessments and Local Improvement Taxes	6,000	-	2,874
	<u>54,370,043</u>	<u>56,046,304</u>	<u>51,249,022</u>
Requisitions			
Alberta School Foundation Fund	10,026,623	10,863,014	10,147,411
Elk Island Catholic Separate Regional District	1,384,353	1,506,394	1,323,714
Heartland Housing Foundation	280,645	326,741	280,269
	<u>11,691,621</u>	<u>12,696,149</u>	<u>11,751,394</u>
Net Municipal Property Taxes	<u>\$ 42,678,422</u>	<u>\$ 43,350,155</u>	<u>\$ 39,497,628</u>

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan

SCHEDULE 2 - EXPENSES BY OBJECT

For the Year Ended December 31, 2016, with comparative information for 2015

	2016 (Budget, Note 20)	2016	2015 (Restated, Note 23)
Expenses			
Salaries, Wages and Benefits	\$ 26,419,216	\$ 24,980,250	\$ 23,402,365
Contracted and General Services	23,431,838	21,982,085	22,882,993
Amortization of Tangible Capital Assets	-	13,090,059	11,358,275
Materials, Supplies and Utilities	9,404,347	9,046,168	8,818,553
Interest and Bank Charges	1,755,702	1,632,594	1,736,181
Loss (Gain) on Disposal of Tangible Capital Assets	(117,000)	1,027,570	595,118
Transfers to Individuals and Organizations	596,552	520,717	371,983
Other Expenses	67,850	88,648	71,512
	<u>\$ 61,558,505</u>	<u>\$ 72,368,091</u>	<u>\$ 69,236,980</u>

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan
SCHEDULE 3 - TANGIBLE CAPITAL ASSETS
For the Year Ended December 31, 2016, with comparative information for 2015

	Land	Land Improvements	Engineering Structures	Buildings	Machinery & Equipment	Vehicles	Assets Under Construction	2016	2015 (Restated, Note 23)
Cost									
Balance, Beginning of Year (Note 23)	\$ 91,470,055	\$ 20,413,169	\$ 329,806,695	\$ 78,759,905	\$ 16,245,575	\$ 4,981,388	\$ 2,025,696	\$ 543,702,483	\$ 490,653,271
Acquisitions	4,269,983	845,531	5,207,851	299,259	2,225,166	613,734	5,152,469	18,613,993	15,287,453
Contributions	2,355,400	-	23,186,745	-	-	120,429	-	25,662,574	39,702,132
Reclassified to held for resale	(1,244,000)	-	-	-	-	-	-	(1,244,000)	-
Disposals	-	(77,777)	(2,320,938)	-	(490,422)	(101,088)	-	(2,990,225)	(1,940,373)
Balance, End of Year	96,851,438	21,180,923	355,880,353	79,059,164	17,980,319	5,614,463	7,178,165	583,744,825	543,702,483
Accumulated Amortization									
Balance, Beginning of Year (Note 23)	-	(9,676,155)	(83,679,482)	(15,262,000)	(8,276,386)	(2,510,230)	-	(119,404,253)	(108,894,933)
Annual Amortization	-	(742,296)	(8,756,566)	(1,713,087)	(1,527,632)	(350,478)	-	(13,090,059)	(11,358,275)
Disposals	-	77,777	1,230,177	-	444,978	101,088	-	1,854,020	848,955
Balance, End of Year	-	(10,340,674)	(91,205,871)	(16,975,087)	(9,359,040)	(2,759,620)	-	(130,640,292)	(119,404,253)
Net Book Value of Tangible Capital Assets	\$ 96,851,438	\$ 10,840,249	\$ 264,674,482	\$ 62,084,077	\$ 8,621,279	\$ 2,854,843	\$ 7,178,165	\$ 453,104,533	\$ 424,298,230

The accompanying notes are an integral part of these consolidated financial statements.

City of Fort Saskatchewan

SCHEDULE 4 - SEGMENTED DISCLOSURE

For the Year Ended December 31, 2016, with comparative information for 2015

	General Government	Protective Services	Infrastructure Services
Revenue			
Net Municipal Taxes	\$ 43,350,155	\$ -	\$ -
Sales, Rentals and User Charges	174,577	149,961	801,957
Fines and Penalties	267,267	3,006,994	-
Licenses and Permits	-	52,927	627,956
Government Transfers - Operating	53,000	636,560	17,787
Interest Income	770,860	-	-
Other Revenues	605	42,891	38,188
	<u>44,616,464</u>	<u>3,889,333</u>	<u>1,485,888</u>
Expenses			
Salaries, Wages and Benefits	5,646,702	3,070,314	3,945,446
Contracted and General Services	2,303,449	5,125,057	3,365,409
Amortization of Tangible Capital Assets	1,057,190	572,219	8,481,740
Materials, Supplies and Utilities	233,852	196,156	2,018,576
Interest and Bank Charges	571,477	312,841	177,096
Loss (Gain) on Disposal of Tangible Capital Assets	-	-	1,047,649
Transfers to Individuals and Organizations	3,800	-	68,044
Other Expenses	24,841	12,025	-
	<u>9,841,311</u>	<u>9,288,612</u>	<u>19,103,960</u>
Annual Surplus (Deficit) Before Other	<u>34,775,153</u>	<u>(5,399,279)</u>	<u>(17,618,072)</u>
Other			
Contributed Tangible Capital Assets	-	-	25,662,574
Government Transfers - Capital	-	-	4,642,675
Developer Levies	-	-	-
	<u>-</u>	<u>-</u>	<u>30,305,249</u>
Annual Surplus (Deficit)	<u>\$ 34,775,153</u>	<u>\$ (5,399,279)</u>	<u>\$ 12,687,177</u>

City of Fort Saskatchewan

SCHEDULE 4 - SEGMENTED DISCLOSURE

For the Year Ended December 31, 2016, with comparative information for 2015

Utility Services	Community Services	Planning & Development	Library Services	2016	2015 (Restated, Note 23)
\$ -	\$ -	\$ -	\$ -	43,350,155	\$ 39,497,628
16,027,729	3,836,136	133,852	16,028	21,140,240	20,040,692
46,869	-	-	21,615	3,342,745	3,144,724
-	-	1,200,772	-	1,881,655	2,597,332
-	780,862	-	142,754	1,630,963	1,546,096
-	-	-	12,643	783,503	686,946
2,149	190,243	244,594	17,913	536,583	248,412
16,076,747	4,807,241	1,579,218	210,953	72,665,844	67,761,830
1,816,352	8,212,603	1,502,974	785,859	24,980,250	23,402,365
7,251,774	2,720,982	1,090,322	125,092	21,982,085	22,882,993
1,729,464	1,023,987	11,741	213,718	13,090,059	11,358,275
4,244,894	2,332,380	320	19,990	9,046,168	8,818,553
155,533	412,694	-	2,953	1,632,594	1,736,181
8,421	(28,500)	-	-	1,027,570	595,118
440	361,413	87,020	-	520,717	371,983
19,863	31,919	-	-	88,648	71,512
15,226,741	15,067,478	2,692,377	1,147,612	72,368,091	69,236,980
850,006	(10,260,237)	(1,113,159)	(936,659)	297,753	(1,475,150)
-	-	-	-	25,662,574	39,702,132
-	2,657,077	-	-	7,299,752	5,183,312
-	-	1,204,011	-	1,204,011	892,393
-	2,657,077	1,204,011	-	34,166,337	45,777,837
\$ 850,006	\$ (7,603,160)	\$ 90,852	\$ (936,659)	\$ 34,464,090	\$ 44,302,687

City of Fort Saskatchewan

SIGNIFICANT ACCOUNTING POLICIES

For the Year Ended December 31, 2016 with comparative information for 2015

1. **SIGNIFICANT ACCOUNTING POLICIES**

The consolidated financial statements of the City of Fort Saskatchewan (City) are prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAS).

Significant accounting policies adopted by the City are as follows:

a. Reporting Entity

The consolidated financial statements of the City reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The reporting entity is comprised of the organizations and committees which are owned or controlled by the City, and are accountable for the administration of their financial affairs and resources.

The reporting entity includes all divisions and departments that comprise City operations and the Fort Saskatchewan Public Library (Library). Inter-departmental and inter-organizational transactions have been eliminated.

The City is a member of various other boards, commissions and other organizations that are not part of the government reporting entity, including the Heartland Housing Foundation, the Alberta Capital Region Wastewater Commission, and the Capital Region Northeast Water Services Commission.

Property taxes levied include requisitions for education and affordable housing; organizations that are not part of the government reporting entity.

b. Basis of Accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and are measurable. Expenses are recognized as they are incurred and are measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user fees and charges are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

Property tax revenue is recognized on the accrual basis using the approved tax mill rates and the anticipated assessment related to the current year.

City of Fort Saskatchewan

SIGNIFICANT ACCOUNTING POLICIES

For the Year Ended December 31, 2016 with comparative information for 2015

1. SIGNIFICANT ACCOUNTING POLICIES

c. Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the period. Actual results could differ from these estimates.

d. Government Transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers are recognized in the consolidated financial statements as revenue in the period that the events giving rise to the transfer occurs, providing the transfers are authorized, any eligibility and stipulation criteria have been met by the City, and reasonable estimates of the amounts can be determined. Amounts to be recognized in future periods are recorded as deferred revenue.

e. Investments

Investments are recorded at amortized cost less amounts written off to reflect other than temporary declines in value. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. The City invests its funds pursuant to authorized investments allowed by the *Municipal Government Act*.

Investment income is reported as revenue in the period earned. When required by agreement or legislation, investment income on deferred revenue is added to the investment and forms part of the deferred revenue balance.

f. Inventories Held for Resale

Inventories held for resale are items that are held for resale in the ordinary course of operations and, therefore, are expected to provide resources to discharge existing liabilities or finance future operations.

Land and other assets may be classified as inventory held for resale when Council commits to selling the assets, the asset is in a condition to be sold, the asset is publicly seen to be for sale, there is an active market for the asset, there is a plan in place to sell the asset, and it is reasonably expected that the asset will be sold to a purchaser external to the City within one year of the financial statement date. Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

g. Deferred Revenue

Deferred revenue represents amounts received from which the related activities have yet to be performed. These amounts will be recognized as revenues in the period that the activities are performed.

City of Fort Saskatchewan

SIGNIFICANT ACCOUNTING POLICIES

For the Year Ended December 31, 2016 with comparative information for 2015

1. SIGNIFICANT ACCOUNTING POLICIES

h. Requisition Over-levies and Under-levies

Over-levies and under-levies arise from the difference between the actual levy made to cover each requisition and the actual amount requisitioned. If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue. Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies from the prior year.

i. Employee Future Benefits

The City is a member of a defined contribution multi-employer pension plan covering substantially all of its employees. Pension contributions are accounted for using defined contribution accounting, wherein contributions for current and past service benefits are recorded as expenses in the year in which they become due.

j. Liability for Contaminated Sites

The City adopted *Liability for Contaminated Sites* PS3260 effective January 1, 2015. Under PS3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination. This standard was adopted on a prospective basis. There were no adjustments as a result of the adoption of this standard.

City of Fort Saskatchewan

SIGNIFICANT ACCOUNTING POLICIES

For the Year Ended December 31, 2016 with comparative information for 2015

1. SIGNIFICANT ACCOUNTING POLICIES

k. Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) **Tangible Capital Assets**

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Assets	Useful Life - Years
Land Improvements	15 - 25
Engineering Structures	5 - 80
Buildings	10 - 50
Machinery and Equipment	3 - 25
Vehicles	10 - 25

Assets under construction are not amortized until the asset is available for productive use.

(ii) **Contributions of Tangible Capital Assets**

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) **Works of Art and Cultural and Historic Assets**

Works of art and cultural and historic assets are not recorded as assets in these consolidated financial statements.

(iv) **Inventories of Supplies**

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

City of Fort Saskatchewan

SIGNIFICANT ACCOUNTING POLICIES

For the Year Ended December 31, 2016 with comparative information for 2015

1. SIGNIFICANT ACCOUNTING POLICIES

I. Future Accounting Standard Pronouncements

The following summarizes upcoming changes to PSAS. In 2016, the City will continue to assess the impact and prepare for the adoption of these standards. While the timing of standard adoption may vary, certain standards must be adopted concurrently. The requirements in Financial Statement Presentation (PS1201), Financial Instruments (PS3450), Foreign Currency Translations (PS2601) and Portfolio Investments (PS3041) must be implemented at the same time.

PSAS	Description	Effective Date
PS2200	Related Party Transactions	April 1, 2017
PS3420	Inter-Entity Transactions	April 1, 2017
PS3320	Contingent Assets	April 1, 2017
PS3380	Contractual Rights	April 1, 2017
PS3430	Restructuring Transactions	April 1, 2018
PS1201	Financial Statement Presentation	April 1, 2019
PS3450	Financial Instruments	April 1, 2019
PS2601	Foreign Currency Translation	April 1, 2019
PS3401	Portfolio Investments	April 1, 2019

The City early adopted Assets (PS3210) effective January 1, 2016 with retroactive application with restatement. The effects of this change in accounting policy are detailed in Note 23.

City of Fort Saskatchewan
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2016, with comparative information for 2015

2. INVESTMENTS

	2016	2015
Non-Cashable GIC	\$ 26,135,507	\$ 18,100,000
Cashable GIC	23,500,000	28,000,000
Corporate Shares	30	30
	<u>\$ 49,635,537</u>	<u>\$ 46,100,030</u>

The investment pool consists of cashable and non-cashable guaranteed investment certificates (GICs). The cashable GICs are redeemable upon request, bearing interest at 1.40% to 1.65% (2015 - 1.50% to 1.55%). The non-cashable GICs mature from 365 to 730 days, bearing interest at 1.85% (2015 - 1.50 to 1.85%).

3. NET TAXES RECEIVABLE

	2016	2015
Current	\$ 381,248	\$ 352,899
Arrears	97,738	82,679
	<u>\$ 478,986</u>	<u>\$ 435,578</u>

4. TRADE AND OTHER RECEIVABLES

	2016	2015
Utilities Receivable	\$ 2,035,942	\$ 2,049,777
Developer Levy Receivable	302,881	1,344,389
Other Trade Receivables	1,633,092	699,199
	<u>\$ 3,971,915</u>	<u>\$ 4,093,365</u>

City of Fort Saskatchewan
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2016, with comparative information for 2015

5. SPONSORSHIPS RECEIVABLE

Sponsorships receivable relate to sponsorship agreements for the Lions Club Fish Pond over the next five years and beyond. Amounts to be received are as follows:

	2016	2015
Lions Club Fish Pond		
2016	\$ -	\$ 2,000
2017	2,000	2,000
2018	2,000	2,000
2019	2,000	2,000
2020	2,000	2,000
Subsequent	82,000	82,000
	<u>\$ 90,000</u>	<u>\$ 92,000</u>

6. DUE FROM OTHER GOVERNMENTS

	2016	2015
Federal Government	\$ 1,306,819	\$ 1,688,607
Provincial Government	2,021,526	1,194,122
Other Government	5,885	33,586
	<u>\$ 3,334,230</u>	<u>\$ 2,916,315</u>

7. INVENTORIES HELD FOR RESALE

	2016	2015
Land Held for Resale	\$ 1,244,000	\$ -
Other Inventory Held for Resale	55,769	44,932
	<u>\$ 1,299,769</u>	<u>\$ 44,932</u>

City of Fort Saskatchewan

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the Year Ended December 31, 2016, with comparative information for 2015

8. DEFERRED REVENUE

Deferred revenue is comprised of the funds noted below, the use of which, together with any earnings thereon, is restricted by agreement. These funds are recognized as revenue in the period they are used for the purpose specified.

	Balance January 1, 2016	Amounts Received	Amounts Recognized	Balance December 31, 2016
Capital Government Transfers				
Provincial	\$ 8,157,290	\$ 6,112,823	\$ (5,139,474)	\$ 9,130,639
Federal	360,346	830,132	(1,190,478)	-
	8,517,636	6,942,955	(6,329,952)	9,130,639
Operating Government Transfers				
Provincial	65,784	24,000	(75,784)	14,000
Federal	12,500	12,500	(12,500)	12,500
	78,284	36,500	(88,284)	26,500
Other Deferred Amounts	541,584	570,263	(621,328)	490,519
	\$ 9,137,504	\$ 7,549,718	\$ (7,039,564)	\$ 9,647,658

9. LIABILITY FOR CONTAMINATED SITES

In the current year, the City completed its assessment for contamination on its old snow dump site. The assessment identified soil and groundwater contamination that exceeded environmental standards. As a result, the City recorded an accrual of \$186,508 in the consolidated financial statements, which represents management's best estimate of the cost of future remediation of contamination at its old snow dump site.

	Balance, Beginning of Year	Additions	Reductions	Balance, End of Year
Public Works Yard	\$ 1,312,500	\$ -	\$ -	\$ 1,312,500
Old Snow Dump Site	-	186,508	-	186,508
	\$ 1,312,500	\$ 186,508	\$ -	\$ 1,499,008

City of Fort Saskatchewan
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2016, with comparative information for 2015

10. LONG-TERM DEBT

	2016	2015
Supported by:		
General Tax Levy Debentures	\$ 36,220,765	\$ 36,726,454
Utility Rates	6,506,602	4,604,769
	<u>\$ 42,727,367</u>	<u>\$ 41,331,223</u>

Principal and interest repayments are as follows:

	Principal	Interest	Total
2017	\$ 2,878,233	\$ 1,537,919	\$ 4,416,152
2018	2,992,552	1,423,600	4,416,152
2019	3,111,948	1,304,204	4,416,152
2020	3,236,668	1,179,484	4,416,152
2021	3,183,368	1,049,179	4,232,547
Subsequent	27,324,598	5,447,294	32,771,892
	<u>\$ 42,727,367</u>	<u>\$ 11,941,680</u>	<u>\$ 54,669,047</u>

Debentures are payable in semi-annual amounts up to the year 2036, with accompanying interest rates ranging from 2.226% to 6.375%. Debenture debt is issued on the credit and security of the City.

Debt obligations by function are as follows:

	2016	2015
General Government	\$ 13,607,465	\$ 14,240,843
Protective Services	11,107,454	10,007,674
Community Services	6,721,912	7,486,336
Infrastructure Services	4,783,934	4,991,601
Utility Rates	6,506,602	4,604,769
	<u>\$ 42,727,367</u>	<u>\$ 41,331,223</u>

City of Fort Saskatchewan

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2016, with comparative information for 2015

11. DEBT LIMITS

Section 276(2) of the *Municipal Government Act* requires that debt limits as defined by regulation for the City be disclosed as follows:

	2016	2015
Total Debt Limit	\$ 110,804,784	\$ 102,981,335
Total Debt	(42,727,367)	(41,331,223)
Debt Limit in Excess of Actual Debt	68,077,417	61,650,112
Service on Debt Limit	18,467,464	17,163,556
Service on Debt	(4,416,152)	(4,045,324)
Total Service on Debt Limit in Excess of Actual Debt Service Costs	\$ 14,051,312	\$ 13,118,232

The debt limit is calculated at 1.5 times revenue of the City (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities, which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality; rather, the financial statements must be interpreted as a whole.

12. ACCUMULATED SURPLUS

Accumulated surplus consists of restricted and unrestricted amounts as well as amounts invested in tangible capital assets as follows:

	2016	2015
		(Restated, Note 23)
Unrestricted Surplus	\$ -	\$ -
General Operating and Capital Restricted Surplus	47,113,633	40,059,702
Invested in Tangible Capital Assets	410,377,166	382,967,007
	\$ 457,490,799	\$ 423,026,709

City of Fort Saskatchewan

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2016, with comparative information for 2015

13. SALARIES AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials and the City Manager, as required by Alberta Regulation 313/2000 is as follows:

	Salary ^(a)	Benefits & Allowance ^(b)	2016 Total	2015 Total
City Manager K. Kloss	\$ 215,485	\$ 13,347	\$ 228,832	\$ 300,647
Mayor G. Katchur	77,346	8,105	85,451	86,160
Councillor F. Garritsen	34,558	4,553	39,111	42,644
Councillor B. Blizzard	36,458	4,563	41,021	41,744
Councillor S. Bossert	37,658	4,662	42,320	41,644
Councillor S. Hennig	35,658	4,589	40,247	41,344
Councillor A. Randhawa	35,458	2,834	38,292	39,846
Councillor E. Sperling	33,558	3,002	36,560	37,937

a) Salary includes regular base pay, honoraria, and per diems. The City Manager's annual salary is \$ 215,485. (Note: On a bi-weekly pay system normally there are 26 pay periods however every eleven years a 27th pay period occurs, as was the case in 2015, bringing the amount to \$225,026. The system also impacts the Mayor's and Councillor's salary.)

b) Benefits and allowances include the employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan (CPP), Employment Insurance (EI), health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, and long term disability plans. Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including car allowances. Included in the benefits and allowance for the City Manager is a pension allocation (MuniSERP) attributable to the years of 2013, 2014 and 2015 totalling \$59,625.

14. LOCAL AUTHORITIES PENSION PLAN

Employees of the City participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the *Public Sector Pension Plans Act*. It is financed by employer and employee contributions and investment earnings of the LAPP Fund.

The City is required to make current service contributions to the plan of 11.39% (2015 - 11.39%) of pensionable earnings up to the Canada Pension Plan year's maximum pensionable earnings and 15.84% (2015 - 15.84%) on pensionable earnings above this amount. Employees are required to make current service contributions under the Canada Pension Plan of 10.39% (2015 - 10.39%) of pensionable salary up to the year's maximum pensionable earnings and 14.84% (2015 - 14.84%) on pensionable salary above this amount. Contributions for current service are recorded as expenses in the year in which they become due.

Contributions to the LAPP made during the year by the City on behalf of its employees amounted to

City of Fort Saskatchewan
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2016, with comparative information for 2015

14. LOCAL AUTHORITIES PENSION PLAN

\$1,776,984 (2015 - \$1,743,256). Employee contributions for current and past service were \$1,611,208 (2015 - \$1,581,777).

LAPP reported a deficiency for the overall plan as at December 31, 2015 of \$923 million. Information as at December 31, 2016 was not available at the time of preparing these financial statements.

15. SUPPLEMENTARY PENSION PLANS

The APEX Supplementary Pension Plan (APEX) is an Alberta Urban Municipalities Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the *Alberta Employment Pension Plans Act*. The plan supplements the LAPP for a designated class of employees. The City and these employees are required to make current service contributions to APEX of 3.0% (2015 - 3.0%) and 2.5% (2015 - 2.5%) respectively of pensionable earnings. Total current service contributions by the City to APEX in 2016 were \$8,935 (2015 - \$9,552). Total current service contributions by the employees of the City in 2016 were \$7,446 (2015 - 7,960).

In addition, City Council approved the participation of the City in the Municipal Supplementary Employee Retirement Plan (MuniSERP) program. MuniSERP provides supplementary benefits to a prescribed class of employees in excess of the limits of the *Income Tax Act*. The total current and past service liability to the City to December 31, 2016 is \$0 (2015 - \$56,626). This amount changes as a result of withdrawing from the plan.

The cost of post-retirement benefits earned by employees under APEX and the MuniSERP program is actuarially determined using the projected benefit method prorated on service and management's best estimate of salary, benefit escalation and retirement ages of employees. The cost of post-retirement benefits for APEX is fully funded and MuniSERP is not funded.

16. LETTERS OF CREDIT

In 2016, the City held 61 (2015 - 69) Letters of Credit totaling \$ 8,234,280 (2015 - \$20,392,479) in the City's favour as security for property development.

17. COMMITMENTS AND CONTINGENT LIABILITIES

In addition, in the normal course of business, the City is party to various claims and legal proceedings. While the final outcome with respect to the claims and legal proceedings pending at December 31, 2016 cannot be determined at certainty, it is the opinion of management that their resolution will not have material adverse effects on the City's financial position or results of operations.

The City continues to review environmental objectives and liabilities for its activities and properties as well as any potential reclamation obligations. During 2015, the City inventoried properties that the City is responsible for to identify potential remediation obligations. All known and measurable liabilities have been recognized (Note 9).

City of Fort Saskatchewan
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2016, with comparative information for 2015

18. FINANCIAL INSTRUMENTS

The City's financial instruments consist of investments, net taxes receivable, trade and other receivables, sponsorships receivable, amounts due from other governments, accounts payable and accrued liabilities, deposits on account, vested sick leave, environmental liabilities, and long-term debt. It is management's opinion that the City is not exposed to significant interest or currency arising from these financial instruments.

The City is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that tax payers and entities to which the City provides services may experience financial difficulty and be unable to fulfill their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk.

Unless otherwise noted, the carrying values of all the City's financial instruments approximate their fair value.

19. SEGMENTED DISCLOSURE

The Schedule of Segmented Disclosures - Schedule 4 has been prepared in accordance with PS2700 *Segmented Disclosure*. Segmented disclosures are intended to help users of the financial statements identify the resources allocated to support major government activities.

The segments have been selected based upon functional activities provided by the City. For each reported segment, revenues and expenses represent amounts directly attributable to the functional activity. The functional areas that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

a. General Government

General Government includes Council and Legislative services. Corporate functions also included are Financial Services, Human Resources, Health and Safety, Taxation and Assessment, Information Technology, Corporate Strategy, and Communications and Marketing.

b. Protective Services

Protective Services operates Fire Services, Municipal Enforcement, and Emergency Management and Preparedness for the City. This segment also includes police protection provided on contract by the Royal Canadian Mounted Police (RCMP). Protective Services exists to provide effective service delivery to reduce risk and promote community confidence.

c. Infrastructure Services

Infrastructure Services includes Engineering Services, Fleet Services, Storm Sewers, Roadway and Park Maintenance, and Public Transit. Infrastructure Services maintains the City's assets, such as roads, fleet equipment, and material management. This also includes the purchasing, construction, maintenance and life cycle costing of these assets.

City of Fort Saskatchewan
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2016, with comparative information for 2015

19. SEGMENTED DISCLOSURE

d. Utility Services

Utility Services includes water distribution, wastewater collection and solid waste services. Solid waste services include collection, recycling and waste depot services. Utility Services coordinates the maintenance of utility infrastructure, billing, collections and meter reading within the City. These specific services are provided on a 'user pay' basis, ensuring that users pay the full cost of the utility.

e. Community Services

Community Services includes Recreation, Culture and Family and Community Support Services. Community Services is focused on providing a landscape for citizens to live an enhanced life, whether through recreation facilities, cultural experiences or social wellness.

f. Planning and Development

Planning and Development includes Planning and Economic Development. Planning and Development represents the City's interest through the development process. Economic Development focuses on business attraction and retention.

g. Library Services

The Fort Saskatchewan Public Library provides the City's residents with Library Services. The Library is administered by a separate board of directors.

City of Fort Saskatchewan

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2016, with comparative information for 2015

20. BUDGET DATA

The budget data presented in these consolidated financial statements is based upon the 2016 operating and capital and library budgets approved by Council on December 8, 2015 as amended on April 26, 2016. Amortization was not contemplated during development of the budget and, as such, has not been included. The chart below reconciles the approved budget to the budget figures reported in these consolidated financial statements.

	<u>Budget</u>
Revenues	
Operating Budget	\$ 73,499,040
Capital Budget	16,035,600
Less	
Transfers from Other Funds	(3,665,311)
Proceeds on Debt Issue	(1,200,000)
Total Revenue	<u>84,669,329</u>
Expenses	
Operating Budget	73,270,340
Capital Budget	31,531,624
Less	
Transfers to Other Funds	(8,843,485)
Capital Expenditures	(31,648,624)
Debt Principal Payments	(2,751,350)
Total Expenses	<u>61,558,505</u>
Annual Surplus	<u>\$ 23,110,824</u>

21. COMPARATIVE INFORMATION

Certain 2015 comparative information has been reclassified to conform with the financial statement presentation adopted for the current year.

City of Fort Saskatchewan

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2016, with comparative information for 2015

22. APPROVAL OF FINANCIAL STATEMENTS

These consolidated financial statements were received and approved for release by Council on April 25, 2017.

23. PRIOR YEAR RESTATEMENT

In the current year, as a result of continued improvements to the tangible capital asset accounting and management systems, certain asset balances were identified that required restatement. These asset balances primarily consisted of Engineering Structures and Land Improvements which had been contributed to the City from certain developers. The adjustments made to restate the 2015 comparative figures are shown below.

The City also early adopted PSAS section 3210 Assets effective January 1, 2016 with retroactive application with restatement. The City has determined that this change in accounting policy enhances the reliability and relevance of the financial statements for users as it better matches the timing of recognition of contributed assets to the City's risks of ownership of those assets. The following summarizes the effect of the change in accounting policy on the City's financial position, financial performance and cash flows:

	As Previously Reported	Restatement	Effect of Change in Accounting Policy	As Currently Reported
Consolidated Statement of Financial Position as at December 31, 2015				
Tangible Capital Assets	\$424,124,552	\$ 39,207,154	\$ (39,033,476)	\$424,298,230
Accumulated Surplus	422,853,031	39,207,154	(39,033,476)	423,026,709
Consolidated Statement of Operations				
Amortization of Tangible Capital Assets	11,578,142	362,605	(582,472)	11,358,275
Income from Contributed Tangible Capital Assets	39,748,321	39,569,759	(39,615,948)	39,702,132
Annual Surplus	44,129,009	39,207,154	(39,033,476)	44,302,687
Note 12 Accumulated Surplus				
Invested in Tangible Capital Assets	\$382,793,329	\$ 39,207,154	\$ (39,033,476)	\$382,967,007

City of Fort Saskatchewan

*Final Audit Findings for the year
ending December 31, 2016*

Prepared as of April 19, 2017



April 19, 2017

Members of City Council
City of Fort Saskatchewan

Dear Members of the City Council:

We have substantially completed our audit of the consolidated financial statements of the City of Fort Saskatchewan (the City) prepared in accordance with Canadian public sector accounting standards ("PSAS") for the year ended December 31, 2016. We propose to issue our auditor's report on those financial statements, pending resolution of outstanding items outlined on page 1.

We prepared the accompanying report to assist you in your review of the consolidated financial statements. It includes an update on the status of our work, as well as a discussion on the significant accounting and financial reporting matters dealt with during the audit process.

We will review the key elements of this report at the upcoming meeting and discuss our findings with you.

We would like to express our sincere thanks to the management and staff of the organization who have assisted us in carrying out our work, and we look forward to our meeting on April 25, 2017. If you have any questions or concerns prior to the City Council meeting, please do not hesitate to contact me in advance.

Yours very truly,

PricewaterhouseCoopers LLP

Carlie Persson, CPA, CA
Partner
Assurance

c.c.: Jeremy Emann, CPA, CA, Chief Financial Officer
Clayton Northey CPA, CMA, Manager, Accounting and Reporting

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Communications to City Council

<i>Key matters for discussion</i>	<i>Comments</i>
Client service team	<p>Carlie Persson is your engagement leader and Amna Rana is your engagement manager. Their contact information is below:</p> <p>Carlie Persson PwC Partner T: +1 780 441 6880 Email: carlie.persson@ca.pwc.com</p> <p>Amna B. Rana PwC Manager T: +1 780 441 6854 Email: amna.b.rana@ca.pwc.com</p>
Status of the audit	<p>PricewaterhouseCoopers LLP (PwC or we) have substantially completed our audit of the consolidated financial statements (the financial statements). Outstanding items at time of mailing include the following:</p> <ul style="list-style-type: none">• Receipt of signed management representation letter dated April 25, 2017• Receipt of legal confirmation• Final review of consolidated financial statements• Approval of the financial statements by City Council on April 25, 2017• Subsequent events procedures <p>We anticipate completing all items by April 25, 2017.</p>

Significant accounting, auditing and reporting matters	<i>Comments</i>
<p>Matter 1 - Contributed Tangible Capital Assets</p> <p>The City had significant additions to the contributed capital asset balance. The City identified contributed tangible capital assets from previous years that were unrecorded and also changed their accounting policy with the adoption of PSAS 3210.</p>	<p>In 2015, the City changed its informal operating practices to recognize contributed tangible capital assets in the year a Construction Completion Certificate (CCC) was issued. However, in 2016, as a result of continued improvements to the tangible capital asset accounting and management systems, certain asset balances were identified where CCC had been obtained in 2015 and hence should have been recorded in 2015. These asset balances primarily consisted of engineering structures and land improvements which had been contributed to the City from certain developers. The adjustment to the 2015 tangible capital assets net of amortization for this item was \$39,207,154 in 2015.</p> <p>In addition, the City also early adopted PSAS section 3210 “Assets” effective January 1, 2016 which was adopted retroactively with restatement. Under the new PSAS section 3210, exposure to risks of ownership has been added as a key characteristic required for an organization to recognize an asset. Management completed an analysis under PSAS 3210 and has determined that recognizing contributed tangible capital assets at the Final Acceptance Certificate (FAC) better matches the requirements of PSAS section 3210. The adoption of this standard resulted in an offsetting decrease in the contributed tangible capital asset balance net of amortization in 2015 of \$39,033,476.</p> <p>The City has determined that the adoption of PSAS section 3210 and resulting change in accounting policy enhances the reliability and relevance of the financial statements for users as it better matches the timing of recognition of contributed assets to the City’s risks of ownership of those assets.</p> <p>The net impact of the 2015 adjustment and adoption of PSAS section 3210 was a \$173,678 increase to the 2015 tangible capital asset balance and annual surplus (comprised of a \$219,867 decrease in amortization of tangible capital assets offset by a \$46,189 decrease in income from contributed tangible capital assets).</p>

Significant accounting, auditing and reporting matters	<i>Comments</i>
Matter 1 - Contributed Tangible Capital Assets - Continued	<p>PwC's views: We concur with management's assessment and resulting accounting treatment under PSAS 3210. We examined supporting documentation for the 2015 restatement and 2016 early adoption of PSAS 3210 with retroactive restatement. We performed detailed testing of asset additions, reviewed valuation methods and tested amortization expense. We confirmed accuracy and completeness of the contributed tangible capital asset additions listing with the City's operational function responsible for issuing completion certificates.</p> <p>We did not identify any additional audit inconsistencies other than as described on the previous page. Refer to "Internal Control Recommendations" on page 5 for process and control recommendations.</p>

Significant accounting, auditing and reporting matters	<i>Comments</i>
<p>Matter 2 - Risk of management override of controls</p> <p>Auditing regulatory authorities require that the risk of management override of controls be considered a key risk of every audit engagement.</p>	<ul style="list-style-type: none"> • We tested significant estimates made by management, reviewed for bias and whether the estimates were reasonable and supported. We did not note any exceptions. • We assessed significant and unusual transactions for reasonableness. • We reviewed manual journal entries that were significant or appeared unusual in nature. <p>Our procedures in this area were performed without exception.</p>
<p>Matter 3 - Risk of Fraud in Revenue Recognition and illegal acts</p> <p>Auditing standards require auditors to address the risk of fraud related to revenue recognition on all audits.</p>	<ul style="list-style-type: none"> • We assessed the appropriateness of revenue recognition policies and compliance with those policies. We understood and evaluated controls in place relating to the recording of revenue. • We tested amounts recognized into revenue and amounts that remained in deferred revenue. • We have reviewed any unusual journal entries recorded as revenue. <p>We noted no exceptions with respect to the risk of fraud in revenue recognition as a result of procedures performed. In addition, we noted no fraud involving senior management, or employees with a significant role in internal control or that would cause a material misstatement of the consolidated financial statements and no illegal acts came to our attention as a result of our audit procedures. We have also confirmed the same with senior management.</p>

Significant audit risks and audit approach:

Summary of adjusted and unadjusted items	<p>As a result of our audit, we identified adjusted items with a net effect of a \$ 173,678 on annual surplus for the year ending December 31, 2015, as described on page 2.</p> <p>Please see Appendix B for details of the adjusted misstatements.</p> <p>No unadjusted items related to the 2015 or 2016 financial statements were identified during the audit.</p>
Internal control recommendations	<p>The purpose of our audit is to express an opinion on the financial statements. The audit included consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.</p> <p>We have identified the following significant internal control recommendation as a result of our audit:</p> <p>Process and controls related to the tracking of contributed tangible capital assets</p> <p>In the second half of 2016, the City implemented Projecto which automated certain manual processes related to acquired tangible capital assets. However, the process related to contributed tangible capital assets are still highly manual and the City is lacking an integrated system to efficiently track these assets. As a result of improvements to the process in 2016, management identified a significant amount of unrecorded contributed tangible capital assets which resulted in the restatement as described under “<i>Matter 1- Contributed tangible capital assets</i>” above. The manual nature of the City’s processes require significant ongoing analysis and monitoring to ensure the financial records are accurate and reliable.</p> <p>Recommendation: We recommend that the City continue to review and restructure its internal accounting systems and processes as it relates specifically to contributed tangible capital assets to provide, accurate, timely and complete information for financial reporting purposes.</p> <p>Other less significant control recommendations have been discussed with management throughout the course of our audit.</p>

Required Communications

Independence	We confirm our independence with respect to the City and are not aware of any additional relationships that would impair our independence.
Other information in documents containing audited financial information	<p>We understand that audited financial statements will not be included in other documents.</p> <p>We will also report separately on the following:</p> <ul style="list-style-type: none"> • Municipal Financial Information Return for the City (December 31, 2016); • FCSS special reporting (December 31, 2016), and • LAPP reporting (December 31, 2016). <p>We have also been engaged by and have provided a separate independent auditors' report for the City of Fort Saskatchewan Public Library for the year ended December 31, 2016.</p>
Subsequent events	<p>No subsequent events which would impact the financial statements have come to our attention.</p> <p>We have confirmed with senior management that they are not aware of any other subsequent events that might affect the consolidated financial statements.</p>
Significant difficulties or disagreements that occurred during the audit	No difficulties or disagreements occurred while performing our audit.

Appendix A: Draft auditor's report



April 25, 2017

Independent Auditor's Report

To the City Council of the City of Fort Saskatchewan,

We have audited the accompanying financial statements of the City of Fort Saskatchewan which comprise the statement of financial position as at December 31, 2016 and the statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the City of Fort Saskatchewan as at December 31, 2016 and the results of its operations and accumulated surplus, change in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Other matters

Without modifying our opinion, we draw attention to note 23 to the financial statements, which explains that certain comparative information for the year ended December 31, 2015 has been restated. The financial statements of the City of Fort Saskatchewan for the year ended December 31, 2015 (prior to the restatement of the comparative information) were audited by another auditor who expressed an unmodified opinion on those financial statements on April 26, 2016.

As part of our audit of the financial statements of the City of Fort Saskatchewan for the year ended December 31, 2016, we also audited the adjustments described in note 23 that were applied to restate the financial statements for the year ended December 31, 2015. In our opinion, such adjustments are appropriate and have been properly applied. We were not engaged to audit, review, or apply any procedures to the financial statements of the City of Fort Saskatchewan for the year ended December 31, 2015 other than with respect to the adjustments and, accordingly, we do not express an opinion or any other form of assurance on the financial statements for the year ended December 31, 2015 taken as a whole.

Chartered Professional Accountants

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Appendix B: Summary of adjusted items

Adjusted items

The effect on the adjustments on the City's annual surplus are as follows:

	December 31, 2015	December 31, 2016
Annual surplus per financial statements	\$ 44,129,009	\$ 0
Change in contributed tangible capital assets*	\$ (46,189)	\$ 0
Change in amortization of tangible capital assets**	\$ 219,867	\$ 0
Annual surplus after recording all items	\$ 44,302,687	\$ 0

*Relates to the 2015 net impact of the \$39,207,154 adjustment and the \$39,033,476 adoption of PSAS section 3210 adjustment as described on page 2.

** Relates to the 2015 net impact of the \$362,605 amortization adjustment and the \$582,472 adoption of PSAS section 3210 amortization adjustment.

The matters raised in this and other reports that will flow from the audit are only those that have come to our attention arising from or relevant to our audit that we believe need to be brought to your attention. They are not a comprehensive record of all the matters arising, and, in particular, we cannot be held responsible for reporting all risks in your business or all internal control weaknesses. This report has been prepared solely for your use. It was not prepared or intended for any other purpose. No other person or entity shall place any reliance upon the accuracy or completeness of statements made herein. PwC does not assume responsibility to any third party, and, in no event, shall PwC have any liability for damages, costs or losses suffered by reason of any reliance upon the contents of this report by any person or entity other than you.

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City of Fort Saskatchewan

2016 Operating Budget Update

Purpose:

The purpose of this report is to provide Council with information regarding the 2016 operating budget annual surplus.

Background:

Operating Surplus

The annual surplus from general operations compared to the 2016 budget is the result of higher revenue or lower expenditures than budgeted and arises from a combination of circumstances during the year.

The City uses surpluses to fund reserves as part of a sound financial system to provide for future funding requirements, stabilization of fluctuations in operating and capital activities, contingency funding, and reduces need for debt financing. Surpluses are also used to supplement one-time expenditures as determined by Council during the annual budget process. In 2016, the City spent approximately \$7.8 million on projects that were approved by Council to be funded by reserves. These funds exist from previous years' surplus dollars and transfers to reserves.

The City had a \$4,956,680 annual surplus from operations compared to budget for the year ended December 31, 2016. The operating surplus primarily resulted from \$1,047,000 savings in staffing vacancies, \$950,000 savings from warmer than expected weather conditions (resulting in lower snow removal, heating, and electrical costs), \$785,000 additional revenue from traffic fines due to changes in provincial legislation, and \$627,000 additional revenue from supplementary tax notices.

The 2017 approved budget included measures to reduce future operating surpluses such as increasing budgeted traffic fine revenue and decreasing budgeted courses, conferences, and travel expenses.

A summary of the most significant variances from budget in 2016 detailed in Figure 1 and Figure 2 below.

Figure 1

Revenue Variances	2016 Budget	2016 Actuals	Surplus Variance	% of Surplus
Traffic Fines (Provincial changes)	\$ 2,222,200	\$ 3,006,994	\$ 784,794	15.8%
Supplementary tax notices	\$ 60,200	\$ 687,476	\$ 627,276	12.7%
Refunds for new development light poles	\$ 113,200	\$ 433,385	\$ 320,185	6.5%
Investment income	\$ 665,000	\$ 912,665	\$ 247,665	5.0%

Figure 2

Expenditure Variances	2016 Budget	2016 Actuals	Surplus Variance	% of Surplus
Staffing vacancies	\$ 23,246,173	\$ 22,199,196	\$ 1,046,977	21.1%
Snow & ice removal	\$ 1,009,770	\$ 346,872	\$ 662,898	13.4%
Conferences, travel and training	\$ 910,520	\$ 551,116	\$ 359,404	7.3%
Natural gas and electricity costs	\$ 2,360,530	\$ 2,073,831	\$ 286,699	5.8%

Effect of Surplus on Reserves

The operating surpluses provide the City additional options to address the needs of the community. Pursuant to Council Resolution R89-15, the City allocates surplus funds from operations equally between the Self Financing Infrastructure Reserve, the Land Purchases Reserve, and the Financial Stabilization Reserve.

Figure 3 lists some of the projects in 2016 that were financed from these three reserves.

Figure 3

Projects	Reserve funds used
Land Purchases Reserve	
New fire hall land	\$2,672,742
Self-Financing Infrastructure Reserve	
New fire hall land	\$1,735,258
Financial Stabilization Reserve	
West Rivers Edge Dog Park	\$600,000
Transportation Master Plan update	\$275,000
Families First Building Retrofit	\$166,750
Review Safety Code Services	\$95,000
Tourism Hosting Grant	\$85,000
Storm Water Management Facility Operations Plan (drainage study)	\$75,000

Figure 4 shows the expected balances of the Self Financing Infrastructure Reserve, the Land Purchases Reserve, and the Financial Stabilization Reserve after allocation of the 2016 operating surplus.

Figure 4

Reserves	Unadjusted Dec. 31, 2016 Balance*	LESS Committed Funds	2016 Operating Surplus	Uncommitted Adjusted Dec. 31, 2016 Balance
Financial Stabilization	\$ 9,108,730	\$ (1,578,259)	\$ 1,652,226	\$ 9,182,697
Self-Financing Infrastructure	\$ 10,291,649	\$ (1,730,652)	\$ 1,652,227	\$ 10,213,224
Land Purchases	\$ 414,667	\$ -	\$ 1,652,227	\$ 2,066,894
Totals	\$ 19,815,046	\$ (3,308,911)	\$ 4,956,680	\$ 21,462,815

* Includes \$1,244,000 transferred from equity in tangible capital assets to reserves related to the old hospital land that is currently held for resale.

Municipal best practice suggests that the City maintain an uncommitted reserve balance equal to three months of the City's operating expenditures, or \$18.3 million, for unexpected costs. As at December 31, 2016, the uncommitted balances of the Financial Stabilization Reserve and the Self Financing Infrastructure Reserve were \$7,116,000 and \$8,146,000 respectively before allocation of the 2016 unaudited surplus. Allocation of the 2016 unaudited surplus to these reserves brings the City in line with the best practice of having three months of the annual operating expenditures available for unexpected purchases.

The operating surplus also helps to replenish the Land Purchases Reserve, which was fully depleted in 2016 to finance the purchase of land for a new fire hall.

Financial Implications:

Pursuant to Council Resolution R89-15, the annual operating surplus of \$4,956,680 has been allocated equally between the Self Financing Infrastructure Reserve, the Land Purchases Reserve, and the Financial Stabilization Reserve.

Prepared by:	Clayton Northey Manager, Accounting & Reporting	Date: April 19, 2017
Approved by:	Jeremy Emann Chief Financial Officer	Date: April 19, 2017
Approved by:	John Dance General Manager, Corporate Services	Date: April 19, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: April 19, 2017
Submitted to:	City Council	Date: April 25, 2017

CITY OF FORT SASKATCHEWAN

Assessment Review Board Members

Motion:

That Council appoint the following individuals, as members of the Assessment Review Board for a term ending December 31, 2017:

Bennett, Judy	Hennig, Stewart
Chartrand, Darlene	Knowles, Richard
Chauvet, Paul	Normandeau, Guy
Dennett, Jack	Ralph, Raymond
Graff, Russell	Ross, Dianne
Groszko, Tina	

Purpose:

To appoint members to the Assessment Review Board (ARB) for a term ending December 31, 2017.

Background:

In the winter of 2009 the Minister of Municipal Affairs introduced amendments to the *Municipal Government Act* changing the operation and makeup of the former ARB. As a result of the changes, the Capital Region Assessment Services Commission (CRASC) proposed providing ARB hearing services to its members. CRASC has been providing services to the City since January 2010.

As per Bylaw C14-10, the Assessment Complaints Manager, in consultation with the City, may appoint up to three Members from the list of individuals adopted by Council resolution as a Board Member for individual hearings.

The list includes the names of individuals who have successfully completed the provincially legislated training courses and are qualified to sit on the ARB and are available to CRASC participating municipalities.

Plans/Standards/Legislation:

The appointment of ARB members falls under Part 11 of the *Municipal Government Act* and City of Fort Saskatchewan Bylaw C14-10.

File No.: 1320_20/ASSE

Prepared by:	Sheryl Exley Legislative Officer	Date: April 18, 2017
Approved by:	Brenda Molter Director, Legislative Services	Date: April 18, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: April 19, 2017
Submitted to:	City Council	Date: April 25, 2017

CITY OF FORT SASKATCHEWAN

Bylaw C8-17 - 2017 Property Tax Bylaw

Motion:

1. That Council amend the 2017 budget by allocating \$219,493 of additional growth assessment revenue to the Financial Stabilization Reserve.
2. That Council give first reading to Bylaw C8-17, providing for the collection of 2017 property taxes.
3. That Council give second reading to Bylaw C8-17, providing for the collection of 2017 property taxes.
4. That Council provide unanimous consent to proceed with third and final reading to Bylaw C8-17, providing for the collection of 2017 property taxes.
5. That Council give third reading to Bylaw C8-17, providing for the collection of 2017 property taxes.

Purpose:

To establish the 2017 property tax rates to raise revenue to be used toward the payment of budgeted municipal expenditures, the Provincial education tax requisition, and Heartland Housing Foundation seniors' accommodation.

Background:

On December 13, 2016 Council adopted the 2017 budget for municipal purposes within Fort Saskatchewan.

In addition to collecting property taxes for municipal purposes, the City is also required to collect property taxes on behalf of the Heartland Housing Foundation and Provincial education requisitions. The total amount the City collects for these organizations is:

- a) Heartland Housing Foundation – requisition of \$351,905 (2016 - \$326,741) to provide for a portion of their 2017 operating requirements. This is collected equally across residential and non-residential properties;
- b) Province of Alberta – requisition of \$13,200,934 (2016 - \$12,314,178) includes public and separate education taxes. Of the \$13,200,934:
 - 1) \$8,871,830 (67.2%) is collected from residential properties, and
 - 2) \$4,329,104 (32.8%) is collected from non-residential properties

The Province determines the allocation of the education requisition between residential and non-residential properties (machinery & equipment is exempt from education taxes).

Property Tax Impacts:

The following charts summarize the property tax impacts for Municipal, Education and Heartland Housing levies from 2016 to 2017, in dollar values and percentages, for sample residential and

non-residential properties. The chart also displays the combined tax impacts for both property classes.

Residential

	2017 Assessment \$400,000	2016 Assessment \$400,000	Dollar Change	Percent Change
Municipal Tax Levy	\$ 2,023.45	\$ 1,982.57	\$ 40.89	2.06%
Education Tax Levy	\$ 1,030.28	\$ 949.88	\$ 80.40	8.46%
Heartland Housing Foundation Tax Levy	\$ 22.86	\$ 21.37	\$ 1.47	6.92%
Combined Tax Impact	\$ 3,076.59	\$ 2,953.82	\$ 122.77	4.16%

Non-Residential

	2017 Assessment \$1,000,000	2016 Assessment \$1,000,000	Dollar Change	Percent Change
Municipal Tax Levy	\$ 9,259.03	\$ 9,711.14	\$ (452.11)	(4.66%)
Education Tax Levy	\$ 3,578.10	\$ 3,364.70	\$ 213.40	6.3%
Heartland Housing Foundation Tax Levy	\$ 57.14	\$ 53.43	\$ 3.71	6.9%
Combined Tax Impact	\$ 12,894.27	\$ 13,129.27	\$ (235.00)	(1.79%)

As outlined in the chart, residential properties will see their overall property tax bill increase by 4.16% and non-residential properties will see a decrease of 1.79% from 2016 to 2017, based on the combined examples provided.

Additional Growth Assessment Revenue:

The 2017 budget approved in December 2016 included estimated growth revenue of \$1,162,505. Growth revenue is estimated at budget time, as the final property assessment values for 2016 are not known until spring 2017. As there are many variables when it comes to these values, a conservative estimate is used for preparing the budget, and then adjusted to actual at the time the Property Tax Bylaw is prepared.

With the property assessment values now finalized, the City will realize \$219,493 of additional, ongoing property tax revenue related to growth, in addition to the amount included in the 2017 budget. As in previous years, it is recommended that this additional growth revenue collected for 2017 be moved to the Financial Stabilization Reserve, and then considered as part of the 2018 budget deliberations. Background on the rationale for this recommendation follows.

Assessment growth is basically the value of new construction which provides additional, ongoing tax revenue. As there are costs associated with new growth the additional revenue helps to offset those costs. Prior to 2013, the revenue from the additional growth was used to reduce the overall

tax increases and not specifically applied to growth. The result was in 2012 the City faced a 15% residential tax increase to maintain service levels.

As a mitigation strategy, the 15% increase was spread over three budget years. However, no provision was made to address growth pressures for those three years. For this reason in 2013 any additional assessment revenue was deferred to budget deliberations so Council could mitigate growth costs.

The practice of allocating the additional growth money to the following year's budget deliberations has:

- a) Helped with the City's financial position;
- b) More closely linked growth revenue to growth costs;
- c) Allowed money to be set aside to fund future operating costs of new projects; and
- d) Assisted in leveling future years' tax increases.

Although the City has experienced growth in its industrial base over the past few years, early projections indicate a significant reduction in new construction projects extending beyond 2016. This reduction would impact the amount of future growth related revenue. Deferring the allocation of the additional \$219,493 to the 2018 budget deliberation provides Council more options should the reduction in growth revenue be realized.

Effects on the Tax Split:

On December 13, 2016, Council passed a motion to allocate the 2017 municipal property taxes at a ratio of 59.0% non-residential and 41.0% residential. At this time, separate property tax rates for residential and non-residential properties were calculated on the basis of a 59.0 / 41.0 tax split using property tax revenue approved in the 2017 budget and estimated property assessment figures. The tax rates resulted in a 2.06% increase in the municipal tax portion for residential properties and a 4.66% decrease in the municipal tax portion for non-residential properties, from 2016 to 2017. The tax rates and related tax impacts were presented to Council on this date.

In March 2017, property assessors finalized the City's property assessment figures. This made it possible to calculate additional growth revenue of \$219,493, by comparing the final property assessment figures to the estimated figures used for budget purposes. Our analysis showed that from the time the budget was prepared and adopted by Council, to the time the assessment figures were finalized, the residential assessment base decreased in value by approximately \$74.1 million and the non-residential assessment base increased in value by approximately \$64.2 million. This resulted in a net reduction of \$374,942 to the residential portion of municipal property taxes, and a net increase of \$594,435 to the non-residential portion.

The combined effects of the assessment changes described above, produces a shift in the tax split to 60.1% non-residential and 39.9% residential, provided that the property tax rates set at budget are held constant. However, Council has an alternative option of maintaining the 59.0 / 41.0 tax split and applying it to the additional growth figure. Under this option, the property tax rates set at budget will change, resulting in a 4.71% increase in the municipal tax portion for residential and a 6.33% decrease in the municipal tax portion for non-residential, from 2016 to 2017.

Administration is not recommending that the 59.0 / 41.0 tax split be maintained, and that a fixed revenue split no longer be used as a guide for decisions regarding how taxation is applied in the future. Such a system, as has been used in the past, does not reflect the reality that the City's assessment classes are volatile and can grow or decrease at very different rates. A more formal strategy to the application of taxation is being discussed by Council for 2018.

Three readings of Bylaw C8-17 are required by April 25, 2017, in order to meet production deadlines and mail tax notices.

Additional information (Q & A) regarding the Property Tax Bylaw has been included as Attachment 2.

Recommendations:

1. That Council allocate \$219,493 of additional growth assessment revenue to the Financial Stabilization Reserve in the 2017 budget.
2. That Council maintain the property tax rates set during budget and allow the tax split to change from 59.0 / 41.0 to 60.1 / 39.9, as reflected in Bylaw C8-17.
3. That Council give three readings to Bylaw C8-17, which provides for the collection of 2017 property taxes.

Attachments:

1. Bylaw C8-17 – 2017 Property Tax Bylaw
2. 2017 Property Tax Bylaw – Questions and Answers

File No.:

Prepared by:	Len Mueller Senior Accountant	Date: April 20, 2017
Approved by:	Jeremy Emann Chief Financial Officer	Date: April 20, 2017
Approved by:	John Dance General Manager, Corporate Services	Date: April 20, 2017
Reviewed by:	Troy Fleming Acting City Manager	Date: April 20, 2017
Submitted to:	City Council	Date: April 25, 2017



CITY OF FORT SASKATCHEWAN

PROPERTY TAX BYLAW C8-17

A BYLAW OF THE CITY OF FORT SASKATCHEWAN IN THE PROVINCE OF ALBERTA TO AUTHORIZE SEVERAL RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE PROPERTY FOR THE 2017 TAXATION YEAR

WHEREAS the City of Fort Saskatchewan has prepared and adopted detailed estimates of the municipal revenues and expenditures as required at the Council meeting held on December 13, 2016; and

WHEREAS it is estimated that the tax levy for municipal requirements for the City of Fort Saskatchewan for the year of 2017 totals \$43,185,219; and

WHEREAS the amounts required with respect to requisitions are:

Heartland Housing Foundation Requisition	\$	351,905
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Education Property Tax Requisition

Alberta School Foundation Fund

Residential / Farmland	\$	7,809,028
Non-residential	\$	3,860,092
	\$	11,669,120

Elk Island CSRD #41

Residential / Farmland	\$	1,062,802
Non-residential	\$	469,012
	\$	1,531,814

and,

WHEREAS the Council of the City of Fort Saskatchewan is required each year to levy taxes on the assessed value of all property, including any supplementary assessment, at tax rates sufficient to meet the estimated expenditures and requisitions; and

WHEREAS the Council is authorized to classify assessed property, and to establish different rates of taxation in respect to each class of property subject to the *Municipal Government Act*, RSA 2000, M-26; and

WHEREAS the total taxable assessment of land, buildings and improvements for the City of Fort Saskatchewan is \$6,226,778,420.

NOW THEREFORE the Council of the City of Fort Saskatchewan, duly assembled, enacts as follows:

1. The City Manager is hereby authorized to levy the following rates of taxation against the assessed value of all property shown on the assessment roll for the City of Fort Saskatchewan and against the assessed value of property for which a supplementary assessment has been prepared.

	Assessment	Tax Rate	Tax Levy
Heartland Housing Foundation Requisition	<u>6,158,680,620</u>	0.05714	<u>\$ 351,905</u>
Education Property Tax Requisition			
Alberta School Foundation Fund			
Residential / Farmland	3,031,808,159	2.57570	\$ 7,809,028
Non-residential	<u>1,078,810,620</u>	3.57810	<u>\$ 3,860,092</u>
	<u>4,110,618,779</u>		<u>\$ 11,669,120</u>
Elk Island CSRD #41			
Residential / Farmland	412,626,661	2.57570	\$ 1,062,802
Non-residential	<u>131,078,600</u>	3.57810	<u>\$ 469,012</u>
	<u>543,705,261</u>		<u>\$ 1,531,814</u>
Total Education Property Tax	<u>4,654,324,040</u>		<u>\$ 13,200,934</u>
Municipal Property Tax			
Residential / Farmland	3,444,602,720	4.86734	\$ 16,766,053
Non-residential	1,308,495,870	9.06774	\$ 11,865,100
Machinery and Equipment	1,473,679,830	9.06774	\$ 13,362,946
Dow Centennial Centre	6,226,778,420	0.19129	\$ 1,191,120
			<u>\$ 43,185,219</u>

2. This Bylaw shall become effective upon third and final reading.

READ a first time this	day of	, 2017.
READ a second time this	day of	, 2017.
READ a third time and finally passed this	day of	, 2017.

MAYOR

DIRECTOR, LEGISLATIVE SERVICES

Date Signed _____

2017 Property Tax Bylaw

Questions and Answers



CITY OF
FORT SASKATCHEWAN

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How does the Property Tax Bylaw relate to the annual budget?

Each year, the City reviews how much money it needs to pay for municipal programs and services that are necessary to meet the needs of Fort Saskatchewan residents.

This budget process allows City Council to identify where the money is needed most and helps determine the budget to meet those needs. As part of this process, the City considers where the money to cover municipal programs and services comes from. One of the revenue sources for any municipality in Canada is property taxes.

To ensure that all Fort Saskatchewan property owners pay their fair share of property taxes, the City follows the guidelines established by the provincial government and uses a property assessment process. The Property Tax Bylaw provides the authority for the City to collect the taxes.

Why is the Bylaw being approved now?

Approval is really a timing thing. The Bylaw cannot be passed until all the information is in. Although the City budget was approved in December the final property assessment values to determine each property's tax bill is not known until March following budget approval. Also the Province tells us in early April how much money the City has to collect for them for education taxes. As a result the Property Tax Bylaw cannot be approved until the end of April.

What makes up my property taxes?

Your property tax bill consists of three major elements:

1. Municipal Taxes – help pay for services like police and fire protection, parks, roads, and recreation services
2. Education Taxes – go to the Government of Alberta to fund education
3. Seniors' Housing Taxes – go to the Heartland Housing Foundation to fund certain types of seniors' housing in Fort Saskatchewan



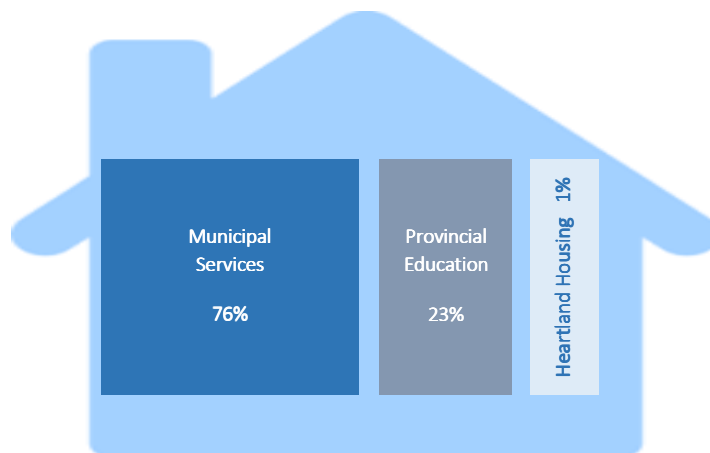
The City is required to collect the school and seniors' housing taxes on each organization's behalf.

How are taxes calculated?

Each year, City Council determines the municipal budget needed to provide services to residents and businesses. This includes fire and police service; snow removal; community and social services; road construction and maintenance; bylaw enforcement; park maintenance; recreation; and library.

The City's primary source of revenue is property taxes. However, it also receives revenues from other areas such as government grants and user fees.

The following diagram shows the portion of your taxes that go towards City services, the provincial education tax, and seniors' housing.



What is the Heartland Housing Foundation?

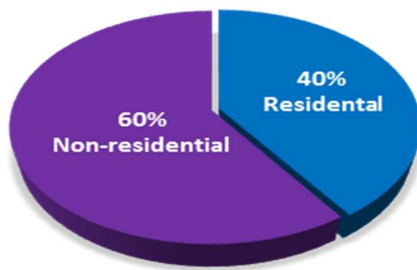
The Heartland Housing Foundation provides services to low and modest income seniors, individuals and families.



Within Fort Saskatchewan, Heartland Housing Foundation operates and manages one seniors' apartment complex, self-contained seniors' apartment complexes, and administers a number of rent-geared-to-income seniors' facilities.

Where do my municipal taxes come from?

For the municipal portion of property taxes the City collects \$43.2 million from residential (\$17.4 million) and non-residential (\$25.8 million) properties within Fort Saskatchewan. The following chart shows the percentage each property category pays.

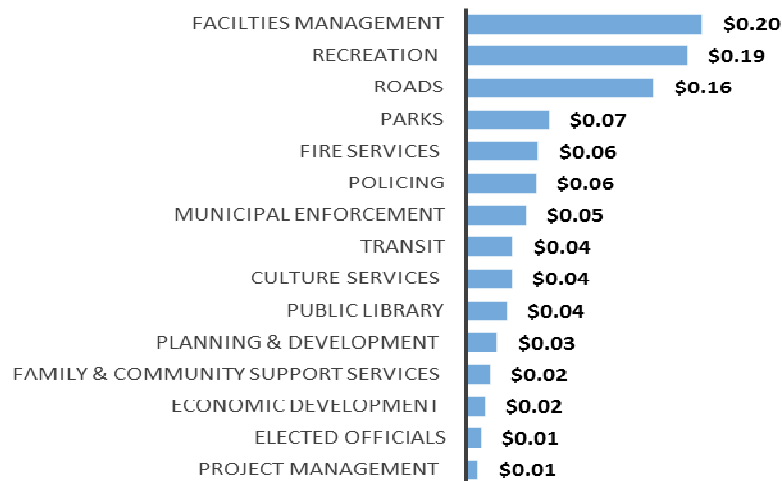


How are my municipal taxes spent?

Funding provided by municipal property taxes supports a variety of programs and services. The chart on the following page shows how every municipal dollar collected is allocated.



Your Tax Dollars At Work



What is an assessment?

In basic terms, your assessment is the estimated price your property may have sold for on the open market by a willing seller to a willing buyer, as of July 1 of the previous year.

What is the relationship between my assessment and my property taxes?

The City uses the assessed value of your property to calculate the amount of provincial education and municipal property taxes you pay in proportion to the value of the real estate you own.

The change in your property assessment compared to the overall change for all property in your assessment class determines whether you will pay more, less, or the same as the average property tax increase. If your tax bill is either higher or lower than last year, it may be due in part to a change in your property's assessed market value being higher or lower than the average change in property values City wide.



What other sources of revenue does the City have besides taxes?

The City receives funding from a variety of sources, as shown in the following

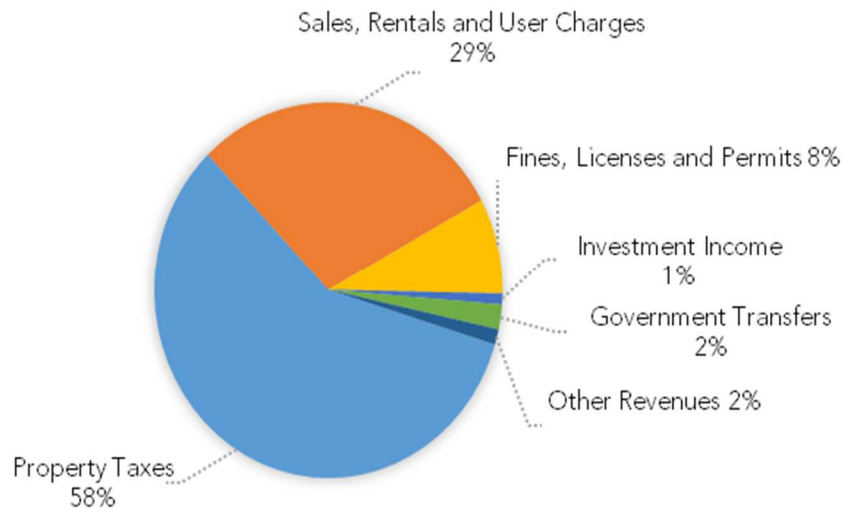


chart.

What change can I expect to see in my taxes?

The two charts on the following page illustrate the estimated change in taxes payable for an average home and a non-residential property in Fort Saskatchewan between 2016 and 2017 if your assessment did not change.



Residential

	2017 Assessment \$400,000	2016 Assessment \$400,000	Dollar Change	Percent Change
Municipal Tax Levy	\$ 2,023.45	\$ 1,982.57	\$ 40.89	2.06%
Education Tax Levy	\$ 1,030.28	\$ 949.88	\$ 80.40	8.46%
Heartland Housing Foundation Tax Levy	\$ 22.86	\$ 21.37	\$ 1.47	6.92%
Combined Tax Impact	\$ 3,076.59	\$ 2,953.82	\$ 122.77	4.16%

Non-Residential

	2017 Assessment \$1,000,000	2016 Assessment \$1,000,000	Dollar Change	Percent Change
Municipal Tax Levy	\$ 9,259.03	\$ 9,711.14	-\$ 452.11	-4.66%
Education Tax Levy	\$ 3,578.10	\$ 3,364.70	\$213.40	6.34%
Heartland Housing Foundation Tax Levy	\$ 57.14	\$ 53.43	\$ 3.71	6.95%
Combined Tax Impact	\$ 12,894.27	\$ 13,129.27	(235.00)	-1.79%

The change in your property assessment compared to the overall change for all property in your assessment class determines whether you will pay more, less, or the same as the average property tax increase.

Also, the percentage increase approved by Council only relates to municipal taxes. Your tax notice also includes requests related to the Provincial Education tax and Heartland Housing Foundation, which may also have increased over the previous year.

When are taxes due?

Property taxes are due on or before June 30.

How can I pay my taxes?

The City of Fort Saskatchewan offers a number of convenient options for you to pay your property taxes:

- Sign up for the **monthly Fort Electronic Payment Plan (FEPP)**. The plan divides your annual property taxes into 12 equal monthly payments which are automatically withdrawn from your chequing account on the 15th of each month. Applications are accepted until May 1st of the year that taxes are due and payable. Your tax account must be paid up to date (e.g. if joining in May, taxes for January to April of the current year must be paid plus any arrears owing), and a specimen cheque marked "VOID" must be attached to the application.
- **Telephone or Internet banking** through your financial institution (your seven digit roll number is your account number).
- At most **chartered banks, credit unions** and other financial institutions (allow 7 days to process payment).
- **Mail your cheque** (payable to City of Fort Saskatchewan) and enclose the remittance portion of the tax notice.
- **After hours payment** can be deposited in the "mail deposit" located at the main entrance to City Hall (please enclose the remittance portion of the tax notice).
- **In person** at the following City facilities:
 - **City Hall** (10005 - 102 St) - between 8 am and 4:30 pm, Monday through Friday by cash, cheque or debit card.
 - **Dow Centennial Centre** 8700 - 84 St
 - **Harbour Pool** 10001 - 94 Ave
 - **James E Graham Building** 11121 - 88 Ave

Note: Please bring the remittance portion of your tax notice and also check with your financial institution to ensure your single transaction limit is sufficient for debit card.

***Please note, credit cards or credit card cheques are not accepted for tax payments.**



CITY OF
FORT SASKATCHEWAN

Does Alberta have a tax deferral program for seniors?

The Government of Alberta's **Seniors Property Tax Deferral Program** allows qualifying seniors to defer their property tax payment through a low-interest home equity loan with Alberta seniors. Under this program, the Alberta government will pay your residential property taxes directly to the City on your behalf. You re-pay the loan, with interest, when you sell the home, or sooner if you wish.

To be eligible, a senior homeowner must:

- be 65 years of age or older;
- be an Alberta resident;
- own a residential property in Alberta; and
- have a minimum of 25% home equity.

For more information on this program, visit <http://www.seniors.alberta.ca/seniors/property-tax-deferral.html> or call the Alberta Supports Contact line at 1-877-644-9992 (780-644-9992 in Edmonton).

What if I have other questions about my property taxes or assessment?

Questions can be directed to the Financial Services Department by phone 780-992-6228 or email: finance@fortsask.ca.



CITY OF FORT SASKATCHEWAN

Cemetery Bylaw C10-17

Motion:

1. That Council give first reading to Bylaw C10-17, which regulates the operation of the Fort Saskatchewan Cemetery.
2. That Council give second reading to Bylaw C10-17, which regulates the operation of the Fort Saskatchewan Cemetery.
3. That Council provide unanimous consent to proceed with third and final reading to Bylaw C10-17, which regulates the operation of the Fort Saskatchewan Cemetery.
4. That Council give third reading to Bylaw C10-17, which regulates the operation of the Fort Saskatchewan Cemetery.

Purpose:

The purpose of this report is to request that Council adopt Cemetery Bylaw C10-17.

Background:

Parks Services operate the Fort Saskatchewan Cemetery. Cemetery Bylaw C20-02 was last updated in 2002. As part of the Cemetery Master Plan development, Parks Services deemed it necessary to update the current bylaw. The proposed Cemetery Bylaw has had a substantial number of revisions made to accommodate provincial regulation alignment, update options, and clarify definitions and wording.

Plans/Standards/Legislation:

1. 2014 – 2017 City of Fort Saskatchewan Strategic Plan
Corporate Goal 1.9 – Develop and implement a Cemetery Master Plan.
2. Province of Alberta - *Cemetery Act*.

Recommendation:

That Council give three readings to the Cemetery Bylaw C10-17.

Attachments:

1. Cemetery Bylaw C10-17
2. Cemetery Bylaw C20-02

File No.:

Prepared by: Richard Gagnon
Director, Infrastructure Management

Date: April 12, 2017

Reviewed by: Troy Fleming
Acting City Manager

Date: April 19, 2017

Submitted to: City Council

Date: April 25, 2017



CITY OF FORT SASKATCHEWAN

A BYLAW OF THE CITY OF FORT SASKATCHEWAN IN THE PROVINCE OF ALBERTA TO REGULATE THE USE OF THE MUNICIPAL CEMETERY

BYLAW C10-17

The Council of the City of Fort Saskatchewan, duly assembled, enacts the Cemetery Bylaw.

1. SHORT TITLE

- 1.1 This Bylaw shall be referred to as the Cemetery Bylaw.

2. DEFINITIONS

For the purpose of this Bylaw:

- 2.1 “*Agent*” shall mean a person who has received, usually by appointment, the power to act on behalf of another. This may include a funeral director acting in such a capacity;
- 2.2 “*Caretaker*” shall mean the person placed in charge of maintenance of the cemetery as assigned by the Manager;
- 2.3 “*Cemetery*” shall mean land that is set apart or used as a place for the burial of dead human bodies or other human remains or in which dead human bodies or other human remains are buried;
- 2.4 “*Cemetery Plot Deed*” shall mean the document issued by the City to the purchaser once the interment rights have been paid in full, identifying ownership of the interment rights;
- 2.5 “*City*” shall mean the City of Fort Saskatchewan;
- 2.6 “*City Manager*” shall mean the City’s Chief Administrative Officer or designate;
- 2.7 “*Columbarium*” shall mean a structure designed for storing the ashes of dead human bodies or other human remains that have been cremated;
- 2.8 “*Council*” shall mean the municipal Council of the City of Fort Saskatchewan;
- 2.9 “*Cremation Garden*” shall mean an area of the cemetery where cremated human remains may be scattered, as designated by the Manager;
- 2.10 “*Family*” shall mean a group of persons related to each other by blood, marriage or in an adult relationship of interdependence as defined in the *Adult Interdependent Relationships Act*;
- 2.11 “*Fees and Charges Bylaw*” shall mean the current Bylaw passed by the Council of the City of Fort Saskatchewan establishing fees, rates and charges for services provided by the City;

- 2.12 *"Infant"* shall mean a person under the age of one (1) year;
- 2.13 *"Inscription"* shall mean the engraved wording, including a message and/or photograph as a dedication to another;
- 2.14 *"Interment"* shall mean (with respect to the City's responsibilities):
- a. the excavation of a grave to the required depth and size, the backfilling of the grave, and the removal of any excess earth;
 - b. the placement of cremated human remains in a niche; or
 - c. the scattering of cremated human remains in a designated cremation garden;
- 2.15 *"Interment Right"* shall mean the right to require or direct the interment of human remains or cremated human remains in a plot, niche, or cremation garden and direct the associated memorialization;
- 2.16 *"Interment Rights Holder"* shall mean any person designated to hold the right to inter human remains in a specified plot or their designated agent;
- 2.17 *"Manager"* shall mean the person designated by the City Manager to oversee the provisions of this Bylaw;
- 2.18 *"Marker"* shall mean any permanent memorial structure that is set flush and level with the ground within the designate space and used to mark the location of a burial or plot;
- 2.19 *"Monument"* shall mean any permanent memorial projecting above the ground installed within the designated space and used to mark the location of burial or plot;
- 2.20 *"Monument Foundation"* shall mean:
- a. a concrete runner provided by the City, in specific areas of the cemetery, for the purpose of placing a monument on it, or
 - b. a concrete foundation provided by a monument company for the purpose of placing a monument on it;
- 2.21 *"Monumentation Permit"* shall mean the permit outlining the rights and obligations with respect to monumentation of the Interment Rights Holder.
- 2.22 *"Municipal Tag"* means a tag or similar document issue by the City pursuant to the *Municipal Government Act* for the purpose of notifying a person that an offence has been committed for which a prosecution may follow;
- 2.23 *"Niche"* shall mean a compartment contained within the columbarium;
- 2.24 *"Perpetual Care"* shall mean the preservation, improvement, embellishment and maintenance in perpetuity and in a proper manner of grave stones, grave markers, monuments, lots, plots, compartments, crypts or other space in a cemetery, or of compartments in a columbarium or mausoleum;

- 2.25 “*Plot*” shall mean a grave for the placement of dead human bodies, the ashes of dead human bodies, or other human remains;
- 2.26 “*Plot - Full Interment*” shall mean a single grave plot being not less than 120 cm by 275 cm;
- 2.27 “*Plot – Cremation*” shall mean a single grave plot being not less than 120 cm by 120 cm;
- 2.28 “*Plot – Infant*” shall mean a single grave plot being not less than 120 cm by 120 cm;
- 2.29 “*Rubbish*” shall mean boxes, papers, weeds, flowers or plants, wreaths, receptacles, toys or memorabilia and any other material.
- 2.30 “*Vault*” shall mean a concrete or fibreglass outer burial container to enclose a casket or cremation urn.

3. APPLICATION

- 3.1 The Manager shall be responsible for overseeing the cemetery operations in accordance with this Bylaw and the *Cemeteries Act*, and any regulations.

4. SALE OR TRANSFER OF INTERMENT RIGHTS

- 4.1 Interment rights may be obtained from the City upon payment of the appropriate fee as set out in the Fees and Charges Bylaw.
- 4.2 No person shall make a reservation for one or more interment rights without making payment in full of the appropriate fee at the time of the reservation, as set out in the Fees and Charges Bylaw.
- 4.3 A Cemetery Plot Deed for any interment rights so sold shall be executed by the City’s Legislative Services Department and forwarded to the purchaser(s).
- 4.4 No interment right shall be used for any purpose other than as a burial site for dead human bodies, the ashes of dead human bodies, or other human remains that have been cremated.
- 4.5 Any person purchasing an interment right shall not resell or transfer the same except to the City, in which case the offer must be in writing. If the interment right has not been exercised, the City will repurchase the interment right at 85% of the current price as set out in the Fees and Charges Bylaw.
- 4.6 Notwithstanding the provisions of Subsection 4.5, a plot or niche may be transferred between members of the same family provided the request, consented to in writing by the Interment Rights Holder of the plot or niche or his agent to the City. A fee, as set out in the Fees and Charges Bylaw, shall be charged for registering such transfer.
- 4.7 No Interment Rights Holder of a plot or niche shall be entitled to receive remuneration for any interment in said plot or niche.

4.8 The Manager retains the authority for assigning an interment right.

5. INTERMENTS AND DISINTERMENTS

- 5.1 Interments and disinterments shall be performed in accordance with this Bylaw, upon submission of the appropriate forms and payment of the appropriate fee as set out in the Fees and Charges Bylaw.
- 5.2 The Burial Permit, issued by the provincial government, shall be supplied to the Manager prior to any interment.
- 5.3 All applications for burials shall be made at least two (2) business days before the time for interment.
- 5.4 If any agent requests an interment by telephone, to alleviate any misunderstandings, the City requires all orders or interments to be confirmed in writing.
- 5.5 Every agent obtaining an interment right shall be held responsible for the cost thereof and for all charges in connection therewith, including disinterment or removal of remains or ashes where applicable. Any person signing an order for interment will be held responsible for all charges in connection with such interment. Such person shall, in addition, be held responsible for compliance with the regulations governing erection of monuments or placement of markers applicable to that part of the cemetery in which the interment is made. The fees for such are set out in the Fees and Charges Bylaw.
- 5.6 No request for interment or disinterment shall be made without the written proof of ownership of the plot or niche and submission of the appropriate forms.
- 5.7 With respect to non-cremated remains:
 - a. no more than two (2) full interments will be allowed in one full interment plot;
 - b. a second interment in the same plot will not be allowed unless provision is made for the top of the second box to be not less than 90 cm below the ground with no grave liner or 60 cm below the ground with a substantial grave liner.
- 5.8 With respect to cremated remains:
 - a. cremated remains may only be interred at approved location within the cemetery;
 - b. a maximum of two (2) cremation vaults may be interred in a full interment plot with the first interment centred in the upper half of the plot and the second interment centred in the lower half of the plot;
 - c. notwithstanding Section 5.8(a), a maximum of five (5) standard cremated remains without cremation vaults may be interred in a full interment plot;
 - d. a maximum of four (4) cremated remains without cremation vaults may be interred in one (1) cremation plot;
 - e. a maximum of one (1) cremated remains contained within a cremation vault may be interred in one (1) cremation plot. More than one (1) cremated remains contained within an cremation vault may be interred with approval of the Manager.
 - f. a maximum of two (2) cremated remains will be allowed in one (1) columbarium niche.

- 5.9 All burials shall be made within the confines of a single plot.
- 5.10 No plot for the burial of cremated remains shall be less than 46 cm in depth from the surface of the ground surrounding the plot except when the cremated remains are placed within a monument or columbarium structure, in a plot designed and approved for such interment purposes.
- 5.11 Scattering of ashes is only permitted in a designated scattering garden.
- 5.12 No person other than a City employee or designate shall open or close a plot or niche or make a disinterment in the cemetery.
- 5.13 For burial, non-cremated remains shall be placed in a concrete or fiberglass vault as approved by the Manager. The vault shall be able to withstand a 2,495 kilogram dynamic load.
- 5.14 The vault shall be at the cemetery at least two (2) hours before the time set for the interment.
- 5.15 Interments occurring later than 3:30 p.m. on Monday through Friday, or on Saturday or Sunday shall incur an overtime charge in accordance with the Fees and Charges Bylaw.
- 5.16 Interments occurring on statutory holidays shall incur an overtime charge in accordance with the Fees and Charges Bylaw.
- 5.17 It is a condition of every person who purchases interment rights in the cemetery, expressly waives any claim arising by reason of any error or mis-description of any interment right. The City undertakes that it will attempt, insofar as is reasonably possible, to avoid such errors. In case of error made on the City's behalf, the City's shall refund any/all money paid for an interment right. The City shall undertake to make an equivalent quality of plot or plots available in lieu of those originally allocated.
- 5.18 Disinterments or removal of the urn(s) from a niche will not be allowed unless permission is first obtained for that purpose from the Manager. If given, such permission shall be in writing and signed by the Manager. The person or agent will be responsible for all costs incurred in accordance with the Fees and Charges Bylaw.
- 5.19 Notwithstanding Clause 5.17, disinterment of a body shall not take place until a permit for disinterment, issued by the provincial government, is delivered to the City.
- 5.20 When a plot becomes vacant as a result of disinterment, the land may revert to the City at the Interment Rights Holder's option. In such case, upon application in writing, the City may at its sole discretion rebate an amount not to exceed 85% of the original purchase price of the plot.
- 5.21 When a niche becomes vacant, as a result of the removal of the urn, the niche may revert to the City at the Interment Rights Holder's option, providing no inscription has been placed on the said niche door. In such case, the City may at its sole discretion rebate an amount not to exceed 85% of the original purchase price of the niche.

- 5.22 The person officiating at an interment shall be responsible for the supply of lowering devices and the supply and placement of mats, wreaths, flowers, etc., around the plot.
- 5.23 The burial of destitute, indigent, or unclaimed persons shall be in such locations of the cemetery as indicated by the Manager.
- 5.24 The infant section of the cemetery shall be designated for the burial of deceased infants only.
- 5.25 Cremated remains shall not be scattered on any property located within City limits, owned by or under the control and/or management of the City.
- 5.26 Notwithstanding Clause 5.24, cremated remains may be scattered in designated areas of the cemetery upon approval of the Manager, and upon the purchase of Scattering Rights based on the fees set out in the Fees and Charges Bylaw.
- 5.27 Her Majesty the Queen, in the Right of Canada, shall have exclusive use of the Royal Canadian Mounted Police Reserve, designated within the cemetery.
- 5.28 Royal Canadian Legion plots, reserved for burials made under the auspices of the Department of Veterans Affairs, are designated as Legion plots.
- 5.29 Not more than one memorial service shall be conducted at any one time.

6. MONUMENTS AND MARKERS

- 6.1 No monuments, markers, or structures shall be installed, erected, or placed in the cemetery without first obtaining a Monumentation Permit from the Manager. Monumentation Permit approval shall take a minimum of two (2) business days.
- 6.2 A permit including a sketch of the proposed monument or marker outlining the height, size of base, foundation, and inscription must be presented to the Manager for approval. The permit fee in accordance with the Fees and Charges Bylaw, shall include approval of permit, marking of the plot, and follow-up inspection.
- 6.3 Permission shall first be obtained from the Manager when a monument or marker is to be removed for purposes of inscription, repair, or cleaning. Such permission shall be made in writing by the Interment Rights Holder of the plot, and shall include a description and timelines for the proposed work.
- 6.4 No person shall erect upon any plot, monument, marker, or structure until full payment is made to the City.
- 6.5 No concrete, stone, or other type of slab covering the whole or any portion of a plot that projects above the surface of the surrounding ground shall be permitted, except where one presently exists.
 - 6.5.1 In which case, a replacement cover may be installed provided it is the same size, shape, and design to the one being replaced. New slab coverings must be constructed flush with the surrounding ground and be capable of supporting

grounds maintenance equipment. The City is not responsible for damage to slab covers.

- 6.6 Only one (1) monument will be allowed on each plot. Markers may be placed at each plot in addition to a monument.
- 6.7 No inscription shall be placed on any monument or marker, which in the opinion of the Manager, is not in keeping with the dignity and decorum of the cemetery.
- 6.8 A maximum of two (2) inscriptions will be allowed on each niche door of the columbarium, at the sole expense of the agent.
 - a. Before any inscription is made on the said niche door, permission must be first obtained from the Manager. Such permission shall be requested in writing by the Interment Rights Holder, or the Interment Rights Holder's agent, of the niche.
 - b. A Monumentation Permit, including a sketch of the proposed inscription, must be approved by the Manager. The Monumentation Permit fee includes approval of the permit, removal and replacement of the niche door, and a follow-up inspection. The Monumentation Permit fee shall be paid in full in accordance with the Fees and Charges Bylaw, prior to the approval of the Monumentation Permit.
- 6.9 Inscriptions on niche doors of the columbarium shall be performed exclusively by a contractor determined by the City.
- 6.10 Monuments and/or markers shall be allowed only in specified areas of the cemetery, as designated by the Manager.
- 6.11 The foundation for monuments must:
 - a. be at least 15 cm wider than the widest portion of the monument;
 - b. not exceed 45 cm in depth and be able to support the weight being imposed thereon;
 - c. In no case shall be of lesser than 15 cm of reinforced concrete on top of 15 cm of crushed gravel; and
 - d. be placed at ground level.
- 6.12 A monument must not exceed 91 cm in width (including the foundation) on a single full interment plot or 214 cm in width (including the foundation) on a double full interment plot.
- 6.13 A monument must not exceed 91 cm in width (including the foundation) on a cremation plot.
- 6.14 A monument must not exceed 120 cm in height.
- 6.15 Markers shall not exceed 46 cm by 46 cm (including any border) and must be installed flush to the surrounding ground. They must be constructed in such a way as to not interfere with or be damaged by the ground maintenance equipment.
- 6.16 Every Interment Rights Holder of a monument or marker placed upon any plot shall maintain it in proper repair.

- 6.17 When, in the opinion of the Manager, any monument or marker placed upon a plot is in a state of disrepair, is in danger of becoming damaged, or poses a threat to the safety of visitors, the Manager shall notify the Interment Rights Holder in writing advising of the repairs to be undertaken. The City reserves the right to remove any articles deemed by the City to pose a safety hazard without providing reimbursement to the Interment Rights Holder should damage occur during removal.
- 6.18 While the City shall take all reasonable precautions to protect the property of plot Interment Rights Holders, it assumes no liability nor responsibility for loss of or damage to any monument, marker or part thereof, or any article of any type that may be placed on a plot.

7. MAINTENANCE OF PLOTS AND MONUMENTS

- 7.1 The Manager shall have sole control of all cemetery maintenance and safety of visitors, and is authorized to regulate and control the cemetery grounds in accordance with this Bylaw and any other relevant legislation.
- 7.2 Perpetual Care does not include the supplying and planting of flowerbeds.
- 7.3 No person shall change the grade of any plot. The City is authorized to restore a plot to its original grade at the expense of the Interment Rights Holder if this occurs.
- 7.4 No person shall make any walkway, cut any sod, or move any corner posts or grave markers in the cemetery.
- 7.5 No person shall place any object, structure of pottery, glass or cellophane, ironworks, metal, or wood on any plot. The Manager is authorized to remove such unauthorized articles and dispose of them.
- 7.6 No person shall place on any turf area flowers, wreaths, structures, or any article that restricts or hampers regular maintenance activities. The Manager is authorized to remove such unauthorized articles and dispose of them.
- 7.7 No person shall place on any columbarium flowers, wreaths or any structure or memorial tribute. The Manager is authorized to remove such unauthorized articles and dispose of them.
- 7.8 No trees, shrubs, or flowers may be planted in any part of the cemetery other than those planted by the City in the areas reserved for such planting. The Manager is authorized to remove any unauthorized trees, shrubs or flowers that have been planted.
- 7.9 The Manager has the authority to have removed from any plot any weeds or grass, funeral designs, or floral pieces that have become wilted, or any other unsightly articles.
- 7.10 Without restricting the generality of this part, no person shall erect upon any plot any curbs, fences, railings, walls, stone copings, trellises, hedges, trees, or shrubs. Where any of the same have previously been erected on or around a plot and have become unsightly or objectionable by reason of age or neglect, the Manager is authorized to

replace or remove them order to ensure that the area conforms to the general good appearance of the cemetery and ensure the area is left in a safe condition.

- 7.11 If any trees or shrubs, situated in any plot, by means of their roots, branches or other parts becomes detrimental to the adjacent plots or avenues or is dangerous or inconvenient to users, the Manager shall have the right to direct the removal of the trees or shrubs or such parts thereof as are detrimental, dangerous or inconvenient. The cost to maintain or remove any such trees or shrubs situated on any plot may be charged against the person who erected them.
- 7.12 Any structure, monument, plantings, wreaths, fences, etc., that are placed contrary to this Bylaw will be removed by the City and the person placing such will be responsible to reimburse the City the full costs of such removal. In addition, such person is subject to the fines in accordance to this Bylaw.
- 7.13 When any structure on a plot, other than a monument or marker, is in a state of disrepair, the Manager shall notify the Interment Rights Holder in writing advising of the repairs to be undertaken. Following notification, any structure not repaired within thirty (30) days, or by a time agreed to by the Manager, may be removed from the plot. The structure shall be retained by the Manager for up to one year to allow the person responsible for its maintenance to return it to a suitable condition. If after one year the structure has not been claimed, the Manager may dispose of the item, without prior notice to the Interment Rights Holder. Any costs associated with said disposal will be charged to the Interment Rights Holder of the plot.

8. CEMETERY

- 8.1 No person shall throw rubbish anywhere within the cemetery, except in the receptacles provided for that purpose. Any material which results in an untidy appearance or impedes maintenance activities to any part of the cemetery may be removed under the Manager's direction.
- 8.2 Any person who willfully destroys, mutilates, writes on, defaces or removes any monument, marker, structure, vehicle, building, machinery, tool, equipment, material, railing, fence, burial plot, tree, shrub, or plant in the cemetery, or plays any game or sport, or discharges or carries a firearm except firearms at a military funeral, or who willfully or unlawfully disturbs persons assembled for the purpose of burying a body in the cemetery, or who commits a nuisance, or at any time behaves in an indecent or unseemly manner in the cemetery, shall be subject to the penalties of this Bylaw.
- 8.3 No person shall drive a vehicle in the cemetery, except at a moderate rate and then only upon the roadway provided for that purpose.
- 8.4 Notwithstanding Section 8.3, no motorized sled, all-terrain vehicle, or horse shall be allowed in the cemetery, except when it is part of a funeral procession as approved by the Manager.
- 8.5 The owner of any moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the cemetery.

- 8.6 No person except the Manager or designate shall tamper with, disturb or remove any flowers, plants, trees, shrubs, monument, fence or other structure located within the boundaries of the cemetery.
- 8.7 No person shall disturb the quiet and good order of the cemetery by noise or other improper conduct.
- 8.8 The Manager shall have the right to prohibit the entry of any person who does not have related business at the cemetery.

9. ENFORCEMENT/PENALTIES

- 9.1 Any person who contravenes any provision of this Bylaw is guilty of an offence by:
 - a. doing something that is prohibited by this Bylaw;
 - b. failing to do something that is required by this Bylaw; or
 - c. doing something in a manner different from that which is required by this Bylaw
- 9.2 Where a contravention of this Bylaw is of a continuing nature, every day during which the contravention continues, shall be deemed to be a separate offence.
- 9.3 A violation ticket shall be served upon the person named therein in accordance with the provisions of the *Provincial Offences Procedure Act*.
- 9.4 Where a Peace Officer has reasonable grounds to believe that a person has violated any provision of this Bylaw, that Peace Officer may serve that person with a municipal tag.
- 9.5 Notwithstanding Section 9.4, where a Peace Officer has reasonable grounds to believe that a person has violated any provision of this Bylaw, that Peace Officer may serve that person with a municipal tag by personal service or by registered mail.
- 9.6 A person who has been issued a municipal tag pursuant to this Bylaw and has paid the penalty to the City by the date specified on that municipal tag, shall not be liable for prosecution of the subject contravention.
- 9.7 Nothing in this Bylaw shall prevent a Peace Officer from issuing a violation ticket for the mandatory court appearance of any person who contravenes any provision of this Bylaw.
- 9.8 A person who is convicted of an offence pursuant to this Bylaw is liable on summary conviction for a fine as outlined in the *Provincial Offences Procedure Act*, not exceeding ten thousand (\$10,000) dollars plus court costs, and in default of the payment of a fine imposed, a period of imprisonment not exceeding six (6) months.

10. INTERPRETATION

- 10.1 Wherever the provisions of this Bylaw are, or are deemed to be at variance with another Bylaw or legislation, the more restrictive of the two provisions shall apply.

- 10.2 All references in this Bylaw shall be read with such changes in number and gender as may be appropriate according to whether the references are to a male, female, or gender-neutral person, to a corporation, or to a partnership.
- 10.3 Any reference in this Bylaw to any federal or provincial statute shall mean that statute, as amended or replaced from time to time and any amendments thereto, and shall include any regulations enacted pursuant to that statute.
- 10.4 Nothing in this Bylaw relieves any person from compliance with any other Bylaw or applicable municipal, provincial, or federal legislation.

11. SEVERABILITY

- 11.1 Each provision of this Bylaw is independent of all other provisions. If any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

12. EFFECTIVE DATE

- 12.1 Bylaw shall come into force upon third and final reading.

13. REPEAL

- 13.1 Upon third reading of Cemetery Bylaw C10-17, Cemetery Bylaw C20-02 and any amendments thereto, are hereby repealed.

READ a first time this	day of	2017.
READ a second time this	day of	2017.
READ a third time and passed this	day of	2017.

Mayor

Director, Legislative Services

Date Signed _____



CITY OF FORT SASKATCHEWAN

CEMETERY BYLAW

BYLAW NO. C20-02

NOW THEREFORE the Council of the City of Fort Saskatchewan in the Province of Alberta, in open meeting of Council, enacts as follows:

PART 1 - CITATION

1. This bylaw is cited as the Cemetery Bylaw.

PART 2 - DEFINITIONS

- 2.1 In this bylaw,

- a) "caretaker" means the person placed in charge of maintenance of the cemetery;
- b) "cemetery" means land that is set apart or used as a place for the burial of dead human bodies or other human remains or in which dead human bodies or other human remains are buried (Section 1(b) Cemeteries Act).
- c) "city" means the City of Fort Saskatchewan.
- d) "columbarium" means a structure designed for storing the ashes of dead human bodies or other human remains that have been cremated (Section 1(e) Cemeteries Act).
- e) "council" means the Council of the City of Fort Saskatchewan.
- f) "family" means a group of persons related to each other by blood or marriage;
- g) "Fees and Charges Bylaw" means the current bylaw passed by the Council of the City of Fort Saskatchewan establishing fees, rates and charges for services provided by the City;
- h) "infant" means a person(s) under the age of one (1) year;
- i) "inscription" means the engraved wording, including a message and/or photograph, as a dedication to another;
- j) "interment" means the excavation of a grave to the required depth and size, the placing (but not the provision) of a concrete box, the backfilling of the grave and the removal of any excess earth;
- k) "Manager" means the Manager of Planning and Public Works of the City of Fort Saskatchewan and shall include, unless the context otherwise requires, any person authorized by the Manager to carry out his duties;
- l) "marker" means a headstone, used for the purpose of identifying an interment, that is flush with the ground;
- m) "monument" means a headstone, used for the purpose of identifying an interment, that is above ground level and is placed on a monument foundation

- n) "monument foundation" means
 - (i) a concrete runner provided by the City, in specific areas of the cemetery, for the purpose of placing a monument on it, or
 - (ii) a foundation provided by a monument company for the purpose of placing a monument on it;
- o) "niche" means a compartment contained within the columbarium;
- p) "perpetual care" means the preservation, improvement, embellishment and maintenance in perpetuity and in a proper manner of lots, plots, columbariums, or other space in the cemetery.
- q) "plot" means a grave for the placement of dead human bodies or other human remains or the ashes of dead human bodies or other human remains that have been cremated;
- r) "plot - full interment" means a single grave plot being not less than 120 cm by 275 cm;
- s) "plot - cremation" means a single grave plot being not less than 120 cm by 120 cm;
- t) "plot - infant" means a single grave plot being not less than 120 cm by 120 cm;
- u) "rubbish" means boxes, papers, weeds, flowers or plants, wreaths, receptacles and any other material the presence of which results in an untidy appearance or impedes maintenance activities to any part of the cemetery.

PART 3 - ADMINISTRATION

- 3.1 The Manager shall be responsible for the selling of plots and niches, and the making and keeping of all records required by law of all plots, niches, burials and disinterments in the cemetery.

PART 4 - SALE OR TRANSFER OF PLOTS

- 4.1 Plots and/or niches may be obtained from the City upon payment of the appropriate fee as set out in the Fees and Charges Bylaw.
- 4.2 No person shall make a reservation for one or more plot(s) and/or niche(s) without making payment of the appropriate fee, as set out in the Fees and Charges Bylaw, in full at the time of the reservation.
- 4.3 A Cemetery Plot Deed for any plot(s) so sold shall be signed by the Director of Legislative Services and delivered to the purchaser(s) under the corporate seal of the City.
- 4.4 No plot shall be used for any purpose other than as a burial site for dead human bodies or other human remains or the ashes of dead human bodies or other human remains that have been cremated.
- 4.5 No niche shall be used for any purpose other than storing of ashes of dead human bodies or other human remains that have been cremated.
- 4.6 Any person purchasing a plot or niche shall not resell or transfer the same except to the City, in which case the offer must be in writing. Upon the City agreeing to repurchase the plot or niche, the City shall refund the original purchase price, less a transfer fee as set out in the Fees and Charges Bylaw.

- 4.7 Notwithstanding the provisions of Subsection 4.6, a plot or niche may be transferred between members of the same family provided the request, consented to in writing by the owner of the plot or niche, is made in writing to the City. A fee, as set out in the Fees and Charges Bylaw, shall be charged for registering such transfer.
- 4.8 No owner of a plot or niche shall be entitled to receive remuneration for any interment in said plot or niche.
- 4.9 The Manager retains the authority for assigning a plot or niche.
- 4.10 Perpetual care includes only turf maintenance, noxious weed control and rubbish pick-up.
- 4.11 Perpetual care does not include the supplying and planting of flowerbeds.

PART 5 - INTERMENTS AND DISINTERMENTS

- 5.1 Interments and disinterments shall be performed in accordance with this bylaw upon payment of the appropriate fee as set out in the Fees and Charges Bylaw.
- 5.2 The Burial Permit issued by the proper officer of the Government of the Province of Alberta shall be supplied to the Manager prior to interment.
- 5.3 All applications for burials shall be made at least 48 hours before the time for interment (Sundays and holidays excepted).
- 5.4 When any agent orders an interment by telephone, the City accepts no responsibility for any error or misunderstanding that may arise therefrom.
- 5.5 Every agent obtaining a plot or niche shall be held responsible for the cost thereof and for all charges in connection therewith, including disinterment or removal of remains or ashes where applicable. Any person signing an order for interment will be held responsible for all charges in connection with such interment. Such person shall, in addition, be held responsible for compliance with the regulations governing erection of monuments or placement of markers applicable to that part of the cemetery in which the interment is made. The fees for such are set out in the Fees and Charges Bylaw.
- 5.6 No interment shall be made without the written proof of ownership of the plot or niche.
- 5.7 With respect to non-cremated remains:
 - (a) no more than two full interments will be allowed in one full interment plot;
 - (b) a second interment in the same plot will not be allowed unless provision is made for the top of the second box to be not less than 91 cm below the ground.
- 5.8 With respect to cremated remains:
 - (a) a maximum of two cremated remains contained within a cremation vault may be interred in a full interment plot with the first interment centered in the upper half of the plot and the second interment centered in the lower half of the plot;
 - (b) notwithstanding Section 5.8(a), a maximum of five standard cremated remains may be interred in a full interment plot with the first interment in the upper left hand quarter of the plot with successive interments in a clockwise direction and the fifth interment in the middle of the plot;
 - (c) No more than two cremated remains will be allowed in one niche.
- 5.9 All burials are to be made within the confines of a single plot. There must be a minimum of 30 cm of earth between remains buried in adjoining plots.

- 5.10 No plot for the burial of cremated remains shall be less than 46 cm in depth from the surface of the ground surrounding the plot.
- 5.11 No person(s) other than a City employee(s) or person(s) designated by the Manager shall open or close a plot or niche or make a disinterment in the cemetery.
- 5.12 For burial, non-cremated remains shall be placed in a concrete or fiberglass grave outer box as approved by the Manager and shall be able to withstand a 2,495 kilogram dynamic load.
- 5.13 The outer box shall be at the cemetery at least two hours before the time set for the interment.
- 5.14 Funerals arriving later than 3:30 p.m., Monday through Friday, shall incur an overtime charge in accordance with the Fees and Charges Bylaw.
- 5.15 Funerals occurring on statutory holidays shall incur an overtime charge in accordance with the Fees and Charges Bylaw.
- 5.16 It is a condition of every person that purchases a plot(s) or niche(s) in the cemetery, that the person expressly waives any claim arising by reason of any error or misdescription of any burial plot. The City undertakes that it will attempt, insofar as is reasonably possible, to avoid such errors but its liability shall only extend to refund, in case of error, of any money paid to the City for a plot or plots and it undertakes to make an equivalent quality of plot or plots available in lieu of those originally allocated.
- 5.17 Disinterments, or removal of the urn(s) from a niche, will not be allowed unless permission is first obtained for that purpose at the office of the Manager and, if given, such permission shall be in writing and signed by the Manager. The agent will be responsible for all costs incurred in accordance with the Fees and Charges Bylaw.
- 5.18 Notwithstanding Clause 5.17, disinterment of a body shall not take place until a permit for disinterment is issued by the Provincial Director of Vital Statistics and delivered to the City Office.
- 5.19 When a plot becomes vacant as a result of disinterment, the land may revert to the City at the owner's option and the City will in such case, rebate the original purchase price of the plot or where the owner thereof becomes a purchaser of another plot in the cemetery, the original price for the plot shall be allowed in part payment, less the transfer fee as set out in the Fees and Charges Bylaw.
- 5.20 When a niche becomes vacant as a result of the removal of the urn(s), the niche may revert to the City at the owner's option, providing no inscription has been placed on the said niche door and the City will in such case, rebate the original purchase price of the niche or where the owner thereof becomes a purchaser of another plot in the cemetery, the original price for the niche shall be allowed in part payment, less the transfer fee as set out in the Fees and Charges Bylaw.
- 5.21 The Funeral Director or other person officiating at the interment, shall be responsible for the supply of lowering devices and the supply and placement of mats, wreaths, flowers, etc. around the plot.
- 5.22 The burial of destitute or indigent persons and unclaimed bodies shall be in such portion of the cemetery as indicated by the Manager.
- 5.23 The infant section of the cemetery shall be designated for the burial of deceased infants only.
- 5.24 Cremated remains shall not be scattered on any property owned by or under the control and management of the City and located within City limits.

- 5.25 Her Majesty the Queen in the Right of Canada shall have exclusive use of the Royal Canadian Mounted Police Reserve, but does not include the Royal Canadian Legion plots.
- 5.26 Royal Canadian Legion plots reserved for burials made under the auspices of the Department of Veterans Affairs are designated as Legion plots.
- 5.27 The Manager may permit memorial services of a sacred character within the cemetery, but not more than one shall be conducted at any one time. Written permission must be obtained from the Manager prior to any such public memorial services within the cemetery.

PART 6 - MONUMENTS AND MARKERS

- 6.1 No monuments, markers or structure shall be installed, erected or placed in the cemetery without first obtaining a permit from the Manager.
- 6.2 A permit containing a sketch of the proposed monument or marker outlining the height, size of base, foundation and inscription must be presented to the Manager for approval. The permit fee, which shall include approval of permit, marking of the plot and follow-up inspection shall be in accordance with the Fees and Charges Bylaw.
- 6.3 When a monument or marker is to be removed for purposes of inscription, repair or cleaning, permission shall first be obtained from the Manager. Application for such permission shall be made in writing by the owner of the plot, including a description of the proposed work.
- 6.4 No person shall erect upon any plot any monument or marker while charges in connection therewith are due and owing to the City.
- 6.5 No concrete, stone or other type of slab covering the whole or any portion of a plot shall be permitted except where one presently exists; in which case, a replacement cover may be installed provided it is similar in size, shape and design to the one being replaced.
- 6.6 No person shall erect upon or around a plot any fence, railing, wall, stone coping, hedge or the like. Where any fence, railing, wall, stone coping, hedge or the like has been previously erected upon or around a plot and has, by reason of age or neglect become unsightly or objectionable, the Manager may cause such to be removed and will leave the area in a safe and proper condition. The cost of removal and restoration may be charged against the person who erected it.
- 6.7 Only one monument will be allowed on each plot. Markers may be placed at each plot in addition to a monument.
- 6.8 A maximum of two inscriptions will be allowed on each niche door of the Columbarium, at the sole expense of the Agent. Before any inscription is made on the said niche door, permission must be first obtained from the Manager. Application for such permission shall be made in writing by the owner of the niche, providing a description of the work proposed.
- 6.9 Inscriptions on niche doors of the Columbarium shall be performed exclusively by the City's contractor.
- 6.10 Twelve full months must elapse between the date of interment and the placing of any permanent monument except where a monument foundation exists or unless otherwise approved by the Manager.
- 6.11 Monuments and markers shall be allowed in all areas of the cemetery.
- 6.12 Notwithstanding Clause 6.11, only markers shall be allowed in the area set aside for markers.

- 6.13 No inscription shall be placed on any monument or marker, which in the opinion of the Manager, is not in keeping with the dignity and decorum of the cemetery.
- 6.14 The foundation for monuments must:
- (a) be at least 15 cm wider than the widest portion of the monument,
 - (b) be of sufficient depth to support the weight being imposed thereon, but in no case shall be of lesser than 15 cm of reinforced concrete on top of 15 cm of crushed gravel, and
 - (c) be placed at ground level.
- 6.15 A monument must not exceed 91 cm in width on a single plot or 214 cm in width on a double plot.
- 6.16 Markers that identify a subsequent burial within a plot shall not exceed 30 cm by 30 cm.
- 6.17 Every owner of a monument or marker placed upon any plot shall maintain it in proper repair.
- 6.18 When, in the opinion of the Manager, any monument or marker placed upon a plot is in a state of disrepair, he shall notify the owner in writing thereof and require that repairs be promptly undertaken. Any monument or marker not repaired within 30 days after a letter has been addressed to the owner or his agent, to the last address provided to the City, said monument or marker may be removed from the plot and retained in the custody of the caretaker for up to one year to allow the person responsible for its maintenance to return it to a suitable condition. If at the end of one year, no person has claimed the monument or marker, the Manager shall dispose of said monument or marker.
- 6.19 While the City will take all reasonable precautions to protect the property of plot owners, it assumes no liability nor responsibility for loss of or damage to any monument, marker or part thereof, or any article of any type that may be placed on a plot.
- 6.20 Any structure, monument, plantings, wreaths, fences, etc., that are placed contrary to this bylaw will be removed by the City and the person placing such will be responsible to reimburse the City the full costs of such removal. In addition, such person is subject to the fines as set out in the penalty section of this bylaw.

PART 7 - MAINTENANCE OF PLOTS AND CEMETERY

- 7.1 The Manager shall have sole control of all matters within the cemetery that are concerned with maintaining the grounds in a neat and pleasing condition, and to that end is hereby authorized to regulate and control the cemetery grounds in accordance with this bylaw.
- 7.2 No person shall throw rubbish upon the roads, walks or anywhere within the cemetery except in the receptacles provided for that purpose by the City.
- 7.3 No person shall change the grade of any plot. The City is authorized to restore a plot to its original grade at the expense of the owner.
- 7.4 No person shall make any walk, cut any sod, or move corner posts or grave markers in the cemetery.
- 7.5 No person shall place on any plot a chair, a wooden or wired trellis, a wooden or wired cross or articles or containers of pottery, glass or cellophane, ironworks, metal or wooden boxes containing artificial wreaths or flowers or other memorial tributes. The caretaker is authorized to remove such unauthorized articles and dispose of them.

- 7.6 No person shall place on any turf area flowers, wreaths, structures, or any article that restricts or hampers regular maintenance activities.
- 7.7 No person shall place on any columbarium flowers, wreaths, vases or any structure or memorial tribute. The caretaker is authorized to remove such unauthorized articles and dispose of them.
- 7.8 No shrubs, trees, or flowers may be planted in any part of the cemetery other than those planted by the City in the areas reserved for such planting.
- 7.9 The Manager has the authority to have removed from any plot any weeds or grass, funeral designs or floral pieces that have become wilted, or any other articles or things, which in his opinion are unsightly.
- 7.10 Without restricting the generality of this part, no person shall erect upon any plot any curbs, fences, railings, walls, stone copings, trellises, hedges, trees or shrubs. Where any of the same have previously been erected on or around a plot and have become unsightly or objectionable by reason of age or neglect, the Manager may cause the same to be replaced or removed in order to ensure that the area conforms to the general good appearance of the cemetery and ensure the area is left in a safe condition.
- 7.11 When, in the opinion of the Manager, any structure, other than a monument or marker, upon a plot is in a state of disrepair, he shall notify the owner in writing thereof and require that repairs be promptly undertaken. Any structure not repaired within 30 days after a letter has been mailed to the owner or his agent, to the last address provided to the City, may be removed from the plot and retained in the custody of the caretaker for up to one year to allow the person responsible for its maintenance to return it to a suitable condition. If after one year the structure has not been claimed, the Manager may dispose of the item.

PART 8 - CEMETERY

- 8.1 If any trees or shrubs situated in any plot shall by means of its roots, branches or otherwise becomes detrimental to the adjacent plots or avenues or dangerous or inconvenient to strangers, the Manager shall have the right to direct the removal of the said trees or shrubs or such parts thereof as are detrimental, dangerous or inconvenient. The cost to maintain or remove any such trees or shrubs situated on any plot may be charged against the person who erected them.
- 8.2 Any person who willfully destroys, mutilates, writes on, defaces, injures or removes any monument or marker, or any structure, vehicle, building, machinery, tool, equipment, or any material placed or left in the cemetery, or any railing, fence, or other work, for the protection, maintenance or ornamentation of the cemetery, or burial plot, or willfully destroys, cuts, picks, breaks or injures any tree, shrub or plant in the cemetery, or plays any game or sport, or discharges or carries a firearm except firearms at a military funeral, or who willfully or unlawfully disturbs persons assembled for the purpose of burying a body in the cemetery, or who commits a nuisance, or at any time behaves in an indecent or unseemly manner in the cemetery, shall be subject to the penalties of this bylaw.
- 8.3 No domestic animal shall be allowed in the cemetery.
- 8.4 No person shall drive a vehicle in the cemetery except at a moderate rate and then only upon the roadway provided for that purpose. No turning or backing up is permitted on any roadway within the boundaries of the cemetery.
- 8.5 Notwithstanding Section 8.4, no motorized sled, all-terrain vehicle, or horse shall be allowed in the cemetery except when it is part of a funeral procession.
- 8.6 The owner of any moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the cemetery.
- 8.7 No person may picnic within the boundaries of the cemetery.

- 8.8 No person except the Manager shall tamper with or remove any flowers, plants, trees or shrubs located within the boundaries of the cemetery, or touch any monument or any fence or other structure in the cemetery.
- 8.9 No person shall disturb the quiet and good order of the cemetery by noise or other improper conduct.
- 8.10 The City shall have the right to prohibit the entry of any person or persons who do not have related business at the cemetery.

PART 9 - ENFORCEMENT/PENALTIES

- 9.1 Any person who violates any provision of this bylaw shall be liable on summary conviction before a Police Magistrate in the City of Fort Saskatchewan, or any Justice of the Peace having jurisdiction therein, to a penalty not exceeding Five Thousand Dollars (\$5,000.00) exclusive of costs, for breach thereof, or in case of non-payment of the fine and cost, imprisonment in the nearest common jail for any period not exceeding sixty (60) days.
- 9.2 Each section of this bylaw shall be read and construed as being separate and severable from each other section. Furthermore, should any section or part of this bylaw be found to have been improperly enacted for any reason, then such section or part shall be regarded as being severable from the rest of the bylaw and the bylaw remaining after such severance shall be effective and enforceable.
- 9.3 Wherever the singular, plural, masculine, feminine or neuter is used throughout this bylaw the same shall be construed as meaning the singular, plural, masculine, feminine, neuter, body politic or body corporate where the fact or context so requires and the provisions hereof.

PART 10 - ENACTMENT


- 10.1 Bylaw C20-02 shall come into force and have effect after the third and final reading.
- 10.2 Bylaw No. C10-00, and all amendments thereto, is hereby repealed.

READ a first time in Council this 23rd day of July A.D. 2002


READ a second time in Council this 23rd day of July A.D. 2002.

READ a third time in Council this 23rd day of July A.D. 2002.

CITY OF FORT SASKATCHEWAN			
APPROVED		DATE	INITIALS
Dir. Leg. Svcs.	Legal & Form	July 24/02	RD
Dep't.	Content	July 23/02	PRM
City Mgr.	Principal	7/24/02	JM



Mayor



Director, Legislative Services

Date Signed: July 24, 2002 _____

OF FORT SASKATCHEWAN

Notice of Motion – Governance Review

Motion:

That Council direct Administration to retain the services of Strategic Steps Inc., to conduct a comprehensive Governance Review of the City of Fort Saskatchewan, not to exceed \$25,000 and to be funded from the Financial Stabilization Reserve.

Purpose:

To present an overview on the scope of the Governance Review to be undertaken by Strategic Steps Inc.

Background:

At the April 11, 2017 regular Council meeting, Councillor Sperling presented a notice of motion requesting that Administration retain the services of a consultant to conduct a Governance Review. The information included in this report will assist Council to provide an understanding of the intent of the Governance Review.

Strategic Steps Inc. was identified in the notice of motion as the consultant of choice to be used to conduct the Governance Review. Based on information received by the consultant, a summary has been provided highlighting the work to be completed.

The review would be a top-level intra-Council review, and would include the following areas.

1. Review and evaluate:
 - Council-specific bylaws (specifically the *Meeting Procedures Bylaw* and *Council Code of Conduct Bylaw*) and key policies for adequacy, relevancy, consistency, and conformity with legislation;
 - process and procedures used to prepare for Council meetings;
 - Council's understanding of their role and responsibilities;
 - Council's leadership and effectiveness in working together;
 - Council's understanding of disclosing confidential information;
 - Council's understanding of and alignment to City strategic priorities; and
 - the process for preparing and approving Council meeting minutes and a review of recent minutes;
2. Main tasks would include:
 - interviews with all members of Council;
 - interview with the City Manager and Director of Legislative Services;
 - request and review any other relevant documentation; and
 - attendance at least one Council meeting, including an in camera portion if scheduled.

3. Other individuals may also be interviewed as part of the process, as deemed appropriate.
4. Deliverables would likely include:
 - a report created for Council, highlighting recommendations; and
 - presentation of the report and recommendations to Council, preferably in an open session of Council.

Prepared by: Brenda Molter,
Director, Legislative Services

Date: April 18, 2017

Approved by: Troy Fleming,
Acting City Manager

Date: April 19, 2017

Submitted to: City Council

Date: April 25, 2017