



Policy Development and Amendments Policy FPC-GLS-001

The Town of Gander has completed the first reading of the **Policy Development and Amendments** policy. This policy outlines the formal processes for drafting, reviewing, revising, and amending policies in a consistent, transparent, and inclusive manner, ensuring that the Town of Gander's operations align with community needs and regulatory standards.

We invite the residents of Gander to review and provide feedback on this policy for consideration before the final reading on October 23, 2024. Anyone wishing to submit feedback must do so in writing prior to October 16, 2024.

By mail: Town Clerk's Office
Town of Gander
100 Elizabeth Drive
Gander, NL A1V 1G7

By e-mail: aoldford@gandercanada.com

In person: Drop-off at the Town Hall during business hours at the above address.

Contact: Alexa Oldford, Policy and Legislative Clerk - 709-651-5922

Title: Policy Development and Amendments	Classification: <input checked="" type="checkbox"/> Formal Policy of Council <input type="checkbox"/> Operational Procedures <input type="checkbox"/> Service Standard
Implementation Date: To be Determined	
Review Date: September 30, 2025	
Issuing Department: Governance and Legislative Services	
	Public Impact: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Signature of Approval: _____ Date: _____

Objective

Town of Gander Policy framework is designed for approving the development and maintenance of objective-based decision making, ensuring consistency and effectiveness, while also allowing a degree of flexibility to accommodate variations.

Purpose and Application

The purpose of the Policy Development and Amendments Policy is to outline appropriate action for drafting, reviewing, revising, and formally amending policies, while fostering a culture of respect, equity, and inclusion within the organization. This policy applies to all departments within the municipal structure that are involved in the policy-making processes, ensuring that all policy developments and amendments are undertaken in a consistent, transparent, and methodical manner.

Accommodation

Town of Gander is committed to fostering a proactive approach in achieving strategic goals, while simultaneously promoting an inclusive and diverse environment. In response to unique circumstances, the Town’s mission is to rigorously assess both typical and atypical situations and fulfill a Duty to Accommodate, ensuring equitable treatment without imposing undue burdens. Council, under its legislative authority, retains the right to vary guidelines and exercise discretion regarding policy accommodations.

Responsibilities

Authority: Council shall be responsible for policy approval.

Accountable: Town Clerk or designate is accountable for the overall management and enforcement of this policy.

Responsible: Department head to bring forward suggestions, recommendations for edits, modifications or policy developments.

Responsible: Management to review policy for cross-departmental and organizational impacts.

Responsible: Assigned staff to maintain and ensure accurate updates and distribution of policy amendments.

Consulted: Line departmental staff impacted are to be consulted to assess operational impacts.

Informed: Applicable staff and public.

Definitions

Policies/Amendments with Public Impact shall refer to policies or policy amendments which address community needs, enhance well-being, safety, and economic benefit.

Policies/Amendments without Public Impact shall refer to policies or policy amendments which affect the operations and administration of the organization without directly influencing the community.

Duty to Accommodate shall refer to the Town of Gander's obligation to remove existing barriers and provide accommodation in situational circumstances.

Policy Classification shall refer to how a policy is categorized in reference to impact or legal implications. Required approvals shall be dependent upon how a policy is classified.

Policy Approval Process shall refer to the process that is required to review, approve, and implement a policy. The process shall vary based on the classification of a policy.

Formal Policy of Council shall refer to policies that hold significant impact or legal implications and require detailed guidance on how to attain specific organizational goals.

Operational Procedures shall refer to the procedures required to attain specific organizational goals of operational processes.

Service Standards shall refer to the guidance of day-to-day administrative tasks which provide a level of service to stakeholders.

Policy Register shall refer to a single, consolidated document that tracks the status of all policies, including the date of policy adoption, amendment, rescission, and review. The Policy Register will also include the policy number, title, and a brief summary outlining the scope of each policy to ensure ease of reference and accessibility.

Values

Integrity, Transparency, and Accountability – The Town of Gander is committed to prioritizing honesty, openness, and ethical conduct in its interactions and operations. The Town understands the importance of maintaining clear, accurate, and accessible information. Council officials and municipal employees are held accountable for their conduct and performance. In doing this, Town of Gander can build trust with the community and provide demonstrate its commitment to serving the best interests of the public.

Compassion – The Town of Gander recognizes residents and employees all face their own challenges. It is our commitment to demonstrate empathy and understanding where possible. By fostering a sense of solidarity and community care, support can be provided to those in vulnerable situations.

Community Engagement – The Town of Gander is actively engaged with residents to encourage their participation and gather feedback ensuring citizens have a voice in shaping projects, fostering inclusive and responsive governance.

Accessibility and Inclusivity – The Town of Gander is committed to ensuring that all individuals, regardless of their background and ability, have equal access to opportunities and services. Through the implementation of practices and policies that promote diversity, equity, and inclusion, all individuals can be supported.

Quality of Life - The Town of Gander is dedicated to enhancing the quality of life for its residents through various initiatives, including, but not limited to, allocating resources to obtain quality healthcare, affordable housing, educational opportunities, developing and maintaining infrastructure, supporting local businesses, ensuring access to essential services, and promoting community safety through municipal enforcement.

Continuous Improvement – Periodic reviews shall take place to ensure policies remain relevant and effective to the Town of Gander’s organizational goals.

Policy Guidelines

The following objectives offer precise guidance for the implementation of this policy and the attainment of targeted goals.

- 1.0** Maintain detailed and actionable policy guidelines that adhere to regulatory standards supporting the Town of Gander’s commitment to transparency, accountability, and continuous improvement, ensuring effective governance and implementation of all policies.
- 2.0** Ensure privacy is safeguarded and maintained as per ATIPPA.
- 3.0** Evaluate and select the most appropriate document type for presenting information based on key factors that ensure clarity, relevance, and effectiveness of communication.
 - 3.1** A Formal Policy of Council is appropriate to:
 - 3.1.1** Create a formal, consistent approach to make decisions.
 - 3.1.2** Ensure directives align with organizational values and objectives.

- 3.1.3 Define the intent and direction of the Town on various issues.
- 3.1.4 Set expectations for processes and behaviour to support the long-term goals of the Town.
- 3.2 Operational Procedures are appropriate to:
 - 3.2.1 Detail the specific steps to accomplish tasks and achieve objectives.
 - 3.2.2 Standardize daily activities to ensure consistency, efficiency, and compliance with established policies.
 - 3.2.3 List the steps to be taken to give appropriate effect to policies or regulations.
- 3.3 Service Standards are appropriate to:
 - 3.3.1 Define the expected level of service to be delivered.
 - 3.3.2 Provide a benchmark against in which performance can be compared.
- 4.0 Use designated templates (Appendix) and consistent formatting to maintain uniformity and professionalism.
- 5.0 Complete sound research and analysis to ensure production of evidence-based policies.
- 6.0 Regularly monitor and evaluate all policies for effectiveness and compliance, identifying areas for improvement.
- 7.0 Ensure staffing responsibilities are not contingent on specific titles to accommodate potential organizational changes.
- 8.0 Foster an environment of inclusivity and respect in all communications, reflecting community diversity.
- 9.0 Adopt gender-neutral language to promote equality and inclusiveness, ensuring respect for all identities and fostering a diverse and inclusive environment.
- 10.0 Develop a comprehensive implementation plan detailing timelines, responsible parties, and resources. Communicate clearly with all impacted parties.
- 11.0 Ensure consistency in policy management by adhering to established amendment procedures and securing necessary approvals.
- 12.0 Maintain meticulous documentation of all policies and amendments, ensuring data integrity and accessibility. All amendments and motions of approval are to be added to policy appendix.
- 13.0 As required, amendments shall occur to allow for updates to address emerging needs.
- 14.0 All policies shall be viable, enduring and risk-managed and are to be used as a responsive tool to operational needs and obligations, including adaptability to environmental changes.

- 15.0** Ensure relevant naming and numbering of policies. A policy number will be assigned using the format: Type-Department-Next Number in sequence. For example, A Service Standard issued by Corporate Services, second in sequence will be given the following Policy Number: SS-CS-002.
- 16.0** Ensure that all Town of Gander's operations comply with municipal, provincial, and federal laws, with Council holding the authority to enact and enforce policies that align with these legal standards.
- 17.0** Advancements in technology are to be considered regarding current practices and if/how technology may be used to improve specific processes, creating a need for policy development or amendments.
- 18.0** To ensure clarity, accessibility, and proper management of policies, the Town of Gander will maintain a Policy Register, which will include a Table of Contents and a comprehensive record of the status of all municipal policies. This document will serve as a centralized reference for the Town's policies, tracking their status.

Policy Procedures

1.0 Policy Development:

- 1.1** Establish clear objectives for new policies, focusing on the specific goals the policy aims to achieve.
- 1.2** Articulate the purpose of the policy, detailing how it supports the fulfillment of organizational objectives.
- 1.3** Ensure that the policy is appropriately classified by Governance and Legislative Services (GLS) based on its scope and impact, enhancing alignment with organizational strategy and compliance requirements.
- 1.4** Present the proposed policy to the departmental Committee or Committee of the Whole to assess its necessity and relevance to organizational goals.
- 1.5** Secure endorsement of the Committee to commence the policy development process, ensuring alignment with strategic priorities.
- 1.6** Engage key stakeholders early in the policy development process to integrate diverse insights and to facilitate thorough decision-making.
- 1.7** Task designated staff to work collaboratively with departmental employees to compile essential data and best practices that will inform the policy development.
- 1.8** Identify and address potential barriers to policy effectiveness to enhance the impact of the policy and policy efficiency.
- 1.9** Assigned staff will initiate the drafting process, ensuring that the policy conforms to the approved classification and utilized the correct template.
- 1.10** All policies are to be developed in compliance with relevant regulations and standards, supporting legal and operational integrity.
- 1.11** Mark all draft policies with the current date and a "DRAFT" watermark to maintain document control and clarity throughout the policy development process.

- 1.12 Conduct an initial informal review of the policy draft to ensure its consistency and accuracy.
- 1.13 Present the draft policy to the departmental Committee or Committee of the Whole for deliberation and to obtain feedback.
- 1.14 Upon receiving approval of the Committee, notify Council that the policy is ready for referral to GLS Committee and Public presentation:
 - 1.14.1 Policies with Public Impact:
 - 1.14.1.1 Motion of first reading.
 - 1.14.1.2 A public notice will be issued via official Town of Gander social media platforms and the official Town of Gander website to advise the public of policy development having public impact. The notice must be posted after the first reading of Council and before the second reading. A minimum of ten (10) business days will be provided for the public to submit input for Council's consideration.
 - 1.14.1.3 If any, complete all necessary adjustments in preparation of second reading.
 - 1.14.1.4 Motion of second reading.
 - 1.14.1.5 Presentation for motion of adoption.
 - 1.14.2 Policies without Public Impact
 - 1.14.2.1 Motion of first reading with the opportunity for a minimum of one council cycle for the purpose of the public having an opportunity to provide input on the impacts of the policy amendment.
 - 1.14.2.2 If deemed necessary, complete appropriate adjustments in preparation of second reading.
 - 1.14.2.3 Motion of second reading.
 - 1.14.2.4 Presentation for motion of adoption.
- 1.15 Obtain the Town Clerk's formal sign-off on the finalized policy, affirming its readiness for implementation.
- 1.16 Remove the draft watermark from the policy document, indicating its completion and readiness for official use.
- 1.17 Properly file and update the policy in the organizational database to ensure accessibility and maintenance of accurate records.
- 1.18 Effectively communicate the policy development to all stakeholders, providing a copy of the policy to ensure knowledge and transparency.
- 1.19 Monitor the effectiveness of the policy, making amendments as necessary to meet organizational goals and to respond to evolving needs.

2.0 Policy Amendments:

2.1 Clearly define the objective for amending the existing policy, specifying the goals and intended improvements.

2.2 Develop proposed edits and draft amendments that are targeted to achieve the newly defined objectives, ensuring that changes are precise and purposeful.

2.3 Conduct a thorough review of the proposed amendments with a Designated Management Official to analyze their potential impact across different departments, ensuring comprehensive consideration of organizational effects.

2.3.1 Complete Policy Amendment Form (see appendix) to provide required information.

2.3.2 Review of proposed changes and completed form to be commenced by Governance and Legislative Services regarding policy format and identify level of organizational impact.

2.4 Presentation to departmental Committee or Committee of the Whole for initial deliberation.

2.5 Upon receiving approval of the Committee, begin drafting policy amendments.

2.6 Mark all draft policies with the current date and a “AMENDMENT DRAFT” watermark to maintain document control and clarity throughout the amendment process.

2.7 Upon agreement of the Committee, provide Council with notice that there is a requirement for a policy to be amended. All backup or accompanying documentation to support the policy amendment will also be provided to Council.

2.8 Referral to GLS Committee and Public presentation:

2.8.1 Amendments with Public Impact:

2.8.1.1 Motion of first reading with the opportunity for a minimum of 1 council cycle for the purpose of the public having an opportunity to provide input on the impacts of the policy amendment.

2.8.1.2 A public notice will be issued via official Town of Gander social media platforms and the official Town of Gander website to inform the public of any policy amendments that have public impact. The notice must be posted after the first reading of Council and prior to the second reading. A minimum of ten (10) business days will be provided for the public to submit input for Council's consideration

2.8.1.3 If deemed necessary, complete necessary adjustments in preparation of second reading.

2.8.1.4 Motion of second reading.

2.8.1.5 Presentation for motion of adoption.

2.8.2 Amendments without Public Impact

2.8.2.1 Presentation for motion of adoption.

2.8.2.2 If deemed appropriate, Council may refer amendment for public input and second reading.

2.9 Town Clerk Sign-off.

2.10 Filing and updating of Policy Database

2.11 Communicate the amendment of the policy to all stakeholders and provide updated copy of the policy.

2.12 Monitor the effectiveness of the amended policy.

3.0 Rescinding a Policy:

3.1 Identify a potential need for a policy to be rescinded.

3.2 Review by Designated Management Official for analysis and cross-departmental impact assessment.

3.3 Provide a detailed justification for the rescission of the policy.

3.4 Review of proposed changes and completed form to be commenced by Governance and Legislative Services regarding level of organizational impact.

3.5 Presentation to departmental Committee or Committee of the Whole for initial deliberation.

3.6 Upon agreement of the Committee, provide Council with notice that there is a requirement for a policy to be rescinded. All backup or accompanying documentation to support the policy rescission will also be provided to Council.

3.7 Presentation for Motion for approval.

3.8 Town Clerk Sign-off.

3.9 Remove from policy database.

3.10 Add "Policy Rescinded", Motion and date as a watermark to the policy.

3.11 File in Rescinded Policy folder

3.12 Communicate the decision to rescind the policy to all stakeholders.

3.13 Monitor the effects of the policy rescission.

4.0 Review timelines:

4.1 Formal Policy of Council – Every two years, or as required by legislative or operational changes, policies will undergo a formal review. Additionally, all newly adopted policies will be subject to an initial review after one year to ensure their effectiveness and relevance.

4.2 Operational Procedures – Every three years, or as required by legislative or operational changes, procedures will undergo a formal review. Additionally, all newly adopted procedures will be subject to an initial review after one year to ensure their effectiveness and relevance.

4.3 Service Standards – Every three years, or as required by legislative or operational changes, service standards will undergo a formal review. Additionally, all newly adopted service standards will be subject to an initial review after one year to ensure their effectiveness and relevance.

5.0 Adhere to review timeline requirements to ensure:

5.1 Relevance.

5.2 Effectiveness.

5.3 Alignment with strategic goals.

5.4 Cultural and social sensitivity.

5.5 Technological advancements relating to efficiency have been incorporated.

6.0 Clearly identify all draft policies by incorporating a watermark that labels them as “Draft” along with the date of creation or modification.

7.0 When applicable, provide appendices that are relevant to the document.

7.1 Templates for forms, reports, letters, or documentation useful for keeping records.

7.2 Fact sheets.

7.3 Process maps or visual aids to assist in complex processes.

7.4 Other documents that are relevant and useful for the purpose of the policy.

8.0 When applicable, implement policies through scheduled training and communication. Offer comprehensive sessions to ensure understanding and compliance, with the option for additional training upon request.

Statement of Jurisdiction

Town of Gander is obligated to comply with all relevant policies, acts, regulations, and legislations that govern municipal operations. It is imperative to note that the Town does not possess the authority to supersede mandates established by higher levels of government. If conflicts arise between Municipal, Provincial or Federal Acts/Regulations, the higher level of jurisdiction will prevail.

Appeals/Review Process

Appeals that are eligible to be heard by the Central Newfoundland Regional Appeal Board may be submitted to URPA.Appeals@gov.nl.ca. For complete information, please visit <https://www.gov.nl.ca/mpa/for/appeals/>.

Council may hear requests for internal review and additional appeal methods may be made available through Policy of Council or other judicial processes.

APPENDIX A

POLICY ADOPTION/AMENDMENTS AND MOTIONS OF COUNCIL

DRAFT - SEPTEMBER 16, 2024

Policy Adoption/Amendments

Date:	Date:
Date:	Date:
Date:	Date:

Policy Motions

Motion:	Motion:
Motion:	Motion:
Motion:	Motion:

DRAFT - SEPTEMBER 16, 2024

APPENDIX B
AMENDMENT FORM

DRAFT - SEPTEMBER 16, 2024



POLICY AMENDMENT REQUEST FORM

Requestor Information	
Name	
Signature	
Position Title	
Policy Classification	
Department	
Date	
Policy Information	
Policy Title	
Policy Number	
Most Recent Date of Implementation	
Amendment Details	
Section(s) to be Amended	
Reason for Amendment	
Description of Proposed Amendment(s)	
What are the potential impacts of the amendment(s)? (positive or negative)	
Are there any identified departments or external stakeholders affected by this amendment?	
Describe the evidence which supports the amendment request and attach any backup.	



POLICY AMENDMENT REQUEST FORM

For Governance and Legislative Services Departmental Use Only	
Overall Review	
Is the amendment Justified?	
Is the amendment public facing?	
Does the amendment have operational impact?	
Is the amendment compliance with governing acts and regulations?	
Is the overall impact considered low?	
Is the amendment inclusive?	
Does the amendment align with the Policy Framework?	
Are there concerns regarding ATIPP?	
Are there other considerations?	
Comments	
Is Approval of this Amendment Recommended?	
Recommended By	
Date of Recommendation	
Do you Approve this Amendment?	
Signature	
Approved By	
Date of Approval	

APPENDIX C
FORMAL POLICY OF COUNCIL TEMPLATE

DRAFT - SEPTEMBER 16, 2024

Policy Title:	Classification: <input checked="" type="checkbox"/> Formal Policy of Council <input type="checkbox"/> Operational Procedures <input type="checkbox"/> Service Standard Public Impact: <input type="checkbox"/> Yes <input type="checkbox"/> No Signature of Approval: _____ Date: _____
Implementation Date:	
Review Date:	
Issuing Department:	

Policy Objective

Purpose and Application

Accommodation

Town of Gander is committed to fostering a proactive approach in achieving strategic goals, while simultaneously promoting an inclusive and diverse environment. In response to unique circumstances, the Town’s mission is to rigorously assess both typical and atypical situations and fulfill a Duty to Accommodate, ensuring equitable treatment without imposing undue burdens. Council, under its legislative authority, retains the right to vary guidelines and exercise discretion regarding policy accommodations.

Definitions

**** Definitions that are relevant to the specific policy will be added here ****

Values

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Continuous Improvement – Periodic reviews shall take place to ensure policies remain relevant and effective to the Town of Gander’s organizational goals.

Responsibilities

Authority: Council will be responsible for Service Standard approval.

Accountable: _____

Responsible: Department head to bring forward suggestions, recommendations for edits, modifications or policy developments.

Responsible: Management to review policy for cross-departmental and organizational impacts.

Responsible: Assigned staff to maintain and ensure accurate updates and distribution of policy amendments.

Responsible: _____

Consulted: Line Departmental Staff impacted are to be consulted to assess operational impacts.

Consulted: _____

Informed: Applicable staff and public.

Policy Objectives and Guidelines

The following objectives offer precise guidance for the implementation of this policy and the attainment of targeted goals.

1.0

2.0

3.0

4.0

5.0

6.0

7.0

Statement of Jurisdiction

Town of Gander is obligated to comply with all relevant policies, acts, regulations, and legislations that govern municipal operations. It is imperative to note that the Town does not possess the authority to supersede mandates established by higher levels of government. If conflicts arise between Municipal, Provincial or Federal Acts/Regulations, the higher level of jurisdiction will prevail.

Appeals/Review Process

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Council may hear requests for internal review and additional appeal methods may be made available through Policy of Council or other judicial processes.

APPENDIX A
POLICY ADOPTION/AMENDMENTS AND MOTIONS OF COUNCIL

Policy Adoption/Amendments

Date:	Date:
Date:	Date:
Date:	Date:

Policy Motions

Motion:	Motion:
Motion:	Motion:
Motion:	Motion:

APPENDIX D
OPERATIONAL PROCEDURES TEMPLATE

DRAFT - SEPTEMBER 16, 2024

Title: Operational Procedures Template	Classification: <input type="checkbox"/> Formal Policy of Council <input checked="" type="checkbox"/> Operational Procedures <input type="checkbox"/> Service Standard Public Impact: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Signature of Approval: _____ Date: _____
Implementation Date:	
Review Date:	
Issuing Department: Governance and Legislative Services	

Objective

Purpose and Application

Accommodation

Town of Gander is committed to fostering a proactive approach in achieving strategic goals, while simultaneously promoting an inclusive and diverse environment. In response to unique circumstances, the Town's mission is to rigorously assess both typical and atypical situations and fulfill a Duty to Accommodate, ensuring equitable treatment without imposing undue burdens. Council, under its legislative authority, retains the right to vary guidelines and exercise discretion regarding policy accommodations.

Responsibilities

Authority: Council will be responsible for Operational Procedures approval.

Accountable: _____

Responsible: Department head to bring forward suggestions, recommendations for edits, modifications or policy developments.

Responsible: Management to review policy for cross-departmental and organizational impacts.

Responsible: Assigned staff to maintain and ensure accurate updates and distribution of policy amendments.

Responsible: _____

Consulted: Line Departmental Staff impacted are to be consulted to assess operational impacts.

Consulted: _____

Informed: Applicable staff and public.



Definitions (Optional)

Operational Procedures

The following operational procedures offer precise guidance for implementation and attainment of targeted goals.

1.0 _____

2.0 _____

3.0 _____

APPENDIX A

OPERATIONAL PROCEDURES ADOPTION/AMENDMENTS AND MOTIONS OF COUNCIL

Operational Procedures Adoption/Amendments

Date:	Date:
Date:	Date:
Date:	Date:

Motions

Motion:	Motion:
Motion:	Motion:
Motion:	Motion:

APPENDIX E
SERVICE STANDARD TEMPLATE

DRAFT - SEPTEMBER 16, 2024

SERVICE STANDARD

Title: Service Standard Template	Classification: <input type="checkbox"/> Formal Policy of Council <input type="checkbox"/> Operational Procedures <input checked="" type="checkbox"/> Service Standard Public Impact: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Signature of Approval: _____ Date: _____
Implementation Date:	
Review Date:	
Issuing Department: Governance and Legislative Services	

Objective

Purpose and Application

Accommodation

Town of Gander is committed to fostering a proactive approach in achieving strategic goals, while simultaneously promoting an inclusive and diverse environment. In response to unique circumstances, the Town's mission is to rigorously assess both typical and atypical situations and fulfill a Duty to Accommodate, ensuring equitable treatment without imposing undue burdens. Council, under its legislative authority, retains the right to vary guidelines and exercise discretion regarding policy accommodations.

Responsibilities

Authority: Council will be responsible for Service Standard approval.

Accountable: _____

Responsible: Department head to bring forward suggestions, recommendations for edits, modifications or policy developments.

Responsible: Management to review policy for cross-departmental and organizational impacts.

Responsible: Assigned staff to maintain and ensure accurate updates and distribution of policy amendments.

Responsible: _____

Consulted: Line Departmental Staff impacted are to be consulted to assess operational impacts.

Consulted: _____

Informed: Applicable staff and public.

Definitions (Optional)

Service Standard Guidelines

The following shall offer precise guidance for the implementation of this service standard and the attainment of targeted goals.

- 1.0
- 2.0
- 3.0
- 4.0

APPENDIX A

SERVICE STANDARD ADOPTION/AMENDMENTS AND MOTIONS OF COUNCIL

Service Standard Adoption/Amendments

Date:	Date:
Date:	Date:
Date:	Date:

Motions

Motion:	Motion:
Motion:	Motion:
Motion:	Motion: