# **BOARD OF DIRECTORS POLICY MANUAL**

# THE LETHBRIDGE ECONOMIC DEVELOPMENT INITIATIVE SOCIETY (LEDI)

operating as

ECONOMIC DEVELOPMENT LETHBRIDGE (EDL)

> Economic Development Lethbridge

> Choose Lethbridge

> Celebrate Lethbridge

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# **SECTION I – BOARD MANUAL**

# 1. THE LEDI

#### **Introduction**

The Lethbridge Economic Development Initiative Society (LEDI) was established in 2003 under the Societies act and operates as Economic Development Lethbridge (EDL). It is an independent organization that operates at arms-length from the City of Lethbridge, its primary core funding source.

The core funding from the City of Lethbridge is leveraged for specific projects and initiatives as strategically defined by the EDL Board of Directors based on the economic opportunities and needs of the community.

Policies developed by the Board guide them as well as the employees, other volunteers and those affiliated with EDL.

#### **Branding**

*Our slogans 'Choose Lethbridge'* and *'Celebrate Lethbridge'* and their respective logos were developed in 2005. They are the branded images of Economic Development Lethbridge and are also available for use on quality initiatives by other Lethbridge and area organizations upon sign-off by the Chief Executive Officer of EDL.

*Choose Lethbridge* is used whenever efforts are undertaken to attract industry, business, conventions and events to the city and region. *Celebrate Lethbridge* is used to elevate the awareness of Lethbridge assets to the local population and to promote pride in our community.

One of the strategic goals presented to city council in the 2015 – 2018 business plan was to "build internal brand identity and capacity for firstclass small city attributes through citizen and business engagement in community-wide strategic initiatives including technological capacity to achieve Intelligent Community designation, ultimately resulting in a new brand strategy for Lethbridge in 2018."

New brand development was completed in 2018 with deployment of the brand scheduled for 2019.

# **Brand Goal:**

Lethbridge embodies an intelligent and thoughtful community, with deep roots that support innovation.

# **Objectives:**

- Support the goal of economic diversification for Lethbridge;
- Capture the personality of the city: solid (rooted in history and tradition), enthusiastic, friendly, intelligent, green;
- Help to build a knowledge economy founded in creativity and innovation;
- Attract smart, interesting businesses and people to enrich life in the city;
- Continue to build a diverse, friendly community.

# Key Messages:

- Lethbridge is a desirable and welcoming place to live and raise a family;
- Lethbridge is a place that embraces our traditions, culture and natural beauty;
- Lethbridge is a place of innovation in neurosciences and renewable energy;
- Lethbridge welcomes businesses that think differently.

# **Tagline:**

**Brighter Together** 

# **Brand Story:**

Our spirit of innovation is more than just the way we do business. It's a way of life. We recognize that we are a product of our incredible environment, that we each play a role in weaving the cultural fabric we proudly call our community. We are not afraid to stand apart, but we are brighter together. We are Lethbridge.

# **Brand Essence:**

Bold Vibrant Technological Grounded Smart

#### Note:

If additional branding information is required, please refer to the full Branding Book.

Logos:





# Economic Development





# Mission/Mandate

EDL's mission is to strengthen and diversify the Lethbridge economy by initiating and facilitating proactive economic development strategies and

promoting Lethbridge as an excellent place to live, learn, invest, visit and do business.

# **Objectives**

To fulfill the purpose of the organization, the EDL board undertakes the following:

- Hire and evaluate the Chief Executive Officer
- Set the strategic direction for the organization through four-year business plans aligned with the municipal funding cycles
- Establish governance policies that support the mandate of the organization
- Present to City Council for approval, the four-year operating budget required to operate and manage EDL

# **Organizational Culture**

The Board approaches its tasks in a manner that emphasizes strategic leadership, future thinking, a clear distinction between Board and staff roles and the willingness to make decisions for the collective benefit of EDL and the community as a whole.

Meetings are conducted in the spirit of mutual good will, courtesy and cooperation. Discussion is encouraged, and differences are respected.

# 2. THE BOARD

# **Introduction**

The EDL Board of Directors governs EDL through established policies and protocol. The appointed and elected members are drawn from a diverse cross section of the broader community with the intention to best accomplish the mandate and objectives of the organization.

As required, the Board undertakes new endeavors and initiates partnership agreements with other compatible individuals or groups to further its business.

# **Board Roles**

The Board will:

- Provide strategic leadership
- Set future goals
- Approve policies and plans
- Select its members
- Provide committee service
- Be proactive
- Provide links between EDL and stakeholders
- Hire and evaluate the CEO

# **Board Responsibilities**

Strategy & Business Planning:

- Set strategic priorities focusing on long-term, future impacts
- Approve specific business plans that support strategic directions
- Monitor EDL's mandate and corporate strategy as they relate to the development, implementation and revision of plans and procedures

Organizational Leadership:

- Ensure financial support and necessary resources are viable for EDL to fulfill its mandate and objectives
- Approve annual budgets to achieve objectives
- Approve policies to guide management in the administration of programs and services
- Evaluate the performance of the CEO

**Board Effectiveness:** 

- Conduct a bi-annual review of the Board in order to assess and improve the effectiveness of the Board
- Nurture the Board by:
  - Recruiting enthusiastic advocates
  - Providing the resources to broaden the knowledge of Board members
  - Encouraging further commitment
- Engage in active and enthusiastic advocacy on behalf of EDL

# **Code of Conduct**

To successfully conduct the affairs of EDL, Board members must behave in an ethical and appropriate manner and exercise judgment consistently in the best interests of the EDL. Board members have fiduciary responsibilities in law and thus must behave in a manner above and beyond reproach.

Board members are required to sign a Code of Ethics & Confidentiality Agreement (See Appendix A). In relation to this Board members will therefore observe the following:

- Demonstrate genuine concern for the best interests of EDL, aside from any personal interest and maintain ethical standards in accordance with this concern
- Commit to and support the mandate, policies and culture of EDL
- Refrain from any appearance of interference with institutional operations by clearly differentiating Board and employee roles
- In the interest of effective governance, be willing to suppress personal differences of opinion and temperament so the majority view can prevail
  - Once decisions are made, present a collective and assenting voice in public on matters decided by the Board
- Avoid conflicts of interest and perceptions of conflicts of interest
  - For the record, immediately declare any conflict of interest, either personal or business to the Chair and refrain from further discussions of the topic
- Refrain from use or disclosure for personal gain of any confidential information obtained while serving as a Board member
  - Refrain from any deliberations or access to information pertaining to a contract or employment opportunity being considered by the Board for EDL that might benefit oneself as a Board member, a family member or a close associate
  - Refrain from personal use of EDL property and services
- Direct any requests for employee time to the CEO of EDL

# Appointment to the Board

Economic Development Lethbridge shall be governed by a Board of Trustees known as the Lethbridge Economic Development Initiative Society Board of Directors. Adequate information will be provided to ensure candidates understand the business of EDL and their forthcoming obligations as Board members.

In general, board members should:

- Have an understanding of business and/or the impact of their sector on economic development
- Be of sufficient experience or level in an organization to be able to represent the interest or concerns of their sector
- Be able to leverage broad networks within their sector to better link EDL to the community
- Be willing to act as an advocate for EDL in the community and their sector

# **Board Composition**

The Board shall consist of up to thirty-one (31) members of whom eleven (11) shall be appointed and up to twenty (20) shall be elected.

Of the eleven, the Mayor and Manager of the City of Lethbridge are mandatory appointments. In addition, City Council shall appoint one Councillor, as well as four community members to represent the Environment, Indigenous, Multi-Culturalism and Seniors. Additionally, one representative shall be appointed by the Board of each of the Lethbridge County, the Lethbridge Chamber of Commerce, the Lethbridge College and the University of Lethbridge. The scope of these appointments are as follows:

**City of Lethbridge:** Includes the Mayor, City Manager, and appointed member of Council pursuant to the Bylaws of the Society.

**Environment:** Includes organization or business representative engaged with environmental or sustainability projects/services, includes renewable energy developers and related companies.

**Indigenous:** Includes representation in the areas of reconciliation, urban indigenous services or indigenous business operators/owners.

**Multi-Cultural:** Is often recommended by the Southern Alberta Ethnic Association but should also be connected to businesses or organizations supporting newcomers, or local ethnic associations.

**Seniors:** Historically alternates every two years between the Board of Directors for Lethbridge Senior Citizens Organization (LSCO) and Nordbridge Seniors Centre.

**Lethbridge Chamber of Commerce:** A designate representative of the Chamber Board of Directors (board to board) or peer to peer appointments are preferred.

**Lethbridge College:** Designated senior leader from the Lethbridge College as appointed by the President & CEO.

**Lethbridge County:** Includes Lethbridge County Council representative (or designate) pursuant to County policy as may be amended from time to time.

**University of Lethbridge:** Designated representative of the senior leadership team from the University of Lethbridge as appointed by the President or Vice-Chancellor.

Of the twenty elected representatives, Board members may be drawn from the following sectors:

**Agriculture & Agri-food:** Sector includes primary agriculture, agri-feed, agri-food, agri-processing and agri-tech/research.

**Airport:** Initially this sector would be represented by on-site aviation related business, but eventually transitioning to commission or authority representative. (Board to Board.)

**Arts, Culture & Entertainment:** Sector includes performing, visual, or other fine arts. Could be performers or businesses in the entertainment field. Cultural includes festivals/events and organizations doing work in those areas.

**Community & Social Services:** Sector includes agencies and organizations involved in community and social development (non-governmental).

**Construction:** Sector focus on commercial/industrial service providers but includes leaders from residential construction and trades.

**Education:** Sector would have a representative from either School District 51 or Holy Spirit School division for a 2-year term alternating between the two organizations.

**Financial & Professional Services:** Includes banking, accounting, finance, investment and professional services firms including legal, insurance, consulting, engineering, and marketing/advertising.

**Health & Wellness:** Sector includes businesses and organizations that are not Alberta Health Services such as private medical clinics, physiotherapy clinics, pharmacy, chiropractor, dental, other private practitioners, or imaging/diagnostics services.

**Hospitality & Tourism:** Sector includes hotels, restaurants, tourism operators, tourism organizations with business focus/destination development focus as other organizations have mandate for destination promotion and marketing.

**Industrial & Manufacturing:** Sector includes businesses engaged in the production of goods/products including metal, fabrication, woodwork, aerospace, plastics, packaging, etc. Typically focus is to target a member of the Industrial Association of Southern Alberta but qualified representatives of non-members may also apply.

**Nonprofit:** Sector includes registered societies or CRA approved charities that can speak to the volunteer sector, community needs or other development needs.

**Real Estate and Development:** Sector focus on commercial real estate developers/agents/brokers, land or commercial development companies, leaders and service providers within the real estate and land development area.

**Regional Economic Development Agencies:** Board to board level appointment is preference but no concerns with potential for perception of municipal competition as board members are drawn from elected official in member communities. Suggestion is 2-year rotation between SouthGrow and Alberta SouthWest. (Note that REDA's have expressed concern about staff level appointments.) **Retail:** Sector includes representatives from any retail business but given the wealth creation focus of EDL, preference for big box, large scale retail operations with a view of big picture landscape vs small business owner. (Small business owners are represented through designated Chamber seat and adding new spot for entrepreneur.)

**Sector-at-Large:** An unaffiliated sector for special projects, highly qualified applicants who do not necessarily fit an existing sector. This may also be a representative to better reflect key board priorities, major sporting, cultural or entertainment events organizing committees.

**Sports/Recreation:** Sector includes semi-professional teams, service providers, training/facility operators, sport organizations and others promoting sport in the community.

**Supply Chain & Logistics:** Sector includes businesses providing services related to transportation, warehousing/storage, customs brokerage, load or route planning, key service providers in air, road, rail, organizations.

**Technology:** Sector includes Clean-tech, Green-tech, GIS, Blockchain, Artificial Intelligence, Data centre operations, instrumentation/controls/automation, Virtual or augmented reality, Cloudtech, Health-Tech, etc.

**Young Entrepreneur:** Includes young, small business owners and start-up entrepreneurs aged 18-30.

**Young Professional:** Sector includes those 18-30 starting out in a professional career, with a key focus of representing the interests of the young talent the community is trying to retain.

The CEO and Past President are ex-officio non-voting members of the Board.

# Term of Office

Upon ratification by their respective organizations, appointed members may have a term of two years. The rule does not apply to the current Mayor or Manager of the City of Lethbridge whose terms are infinite. Appointed and elected members may hold office for two, two-year terms; all of whom have a maximum term of four years.

No person shall hold office for a term exceeding four consecutive years with the exception of Past-President (ex-officio) who is eligible to serve for an additional one-year term This rule does not apply to the Mayor or Manager of the City of Lethbridge. A board member filling a vacant position with less than 50% of the term remaining can remain on the Board for up to four years beyond the balance of the term.

#### Absenteeism or Suspension

The President/Chair of the Board will use prudence and discretion in matters of absenteeism and suspension. A Board member may be asked to resign from the Board for the following reasons:

- Absence from three (3) consecutive board meetings in one year
- Actions or statements in contravention of, or in conflict with, the authority of the Board or the Code of Conduct

#### **Remuneration**

Members shall hold office without remuneration but shall be entitled to reimbursement or indemnification for action or judgment.

#### **Meetings**

The Board of Directors shall hold a minimum of six meetings annually at a time and place called by the President/Chair.

A majority of the Board shall form a quorum. At each year's Annual General Meeting, there shall be elected from the members a President/Chair and a slate of officers composing the Executive Committee.

The procedure of meetings of the Board shall follow so far as is applicable, the Roberts Rules of Order.

#### **Board Positions**

#### **Members of the Board**

The expectations of Board members are as follows:

- Know and abide by all governing documents and procedures of the Board and EDL
- Consider the entire organization, the community as a whole and the long-term when reviewing issues and strategies
- Attend Board meetings; be on time; be well informed of agenda items; contribute knowledge; work to achieve consensus
- Notify the CEO on behalf of the Board President of any absences
- Chair and/or participate on a board committee as required
- Be informed of and support Board activities and events
- In public, represent the collective voice of the Board in a positive manner
- Be informed of EDL activities and role in the community

The time required to meet the duties of a Board member will normally involve a minimum commitment of <u>four (4) hours a month</u>.

#### **Executive Members of the Board**

Officers shall be the President/Chairperson, Vice President/Vice-Chairperson, President Elect, Secretary/Treasurer and a Director-at-Large. The CEO is an ex-officio member.

### The President/Chairperson may be appointed as Past President, an exofficio participant in the Board of Directors and the Executive Committee for one-year following the completion of their term as President.

#### **President/Chairperson**

As the Chief Officer of the Board, the position of President/Chairperson includes the following duties:

- Chair all meetings of the Board
- Be an ex-officio member of every board committee
- Oversee all Board functions and activities
- Set the example for and guide Board protocol
- Keep the Board informed of all Board matters

- As the official spokesperson for the Board, represent the board at all levels of government, in the media, at private functions and in public
- Execute all contracts and other binding documents as they pertain to the Board. (*The CEO executes operational contracts.*)
- Represent the Board at the budget deliberations of the City of Lethbridge as they pertain to EDL
- Designate specific areas of responsibility or authority to Board members
- Meet on a regular basis with the CEO to exchange information
- Liaise with government officials, community groups and others whose interests pertain to or may have an effect on the progress of EDL
- Be the Chair of the CEO Review Committee

The time required to meet the duties of President will normally involve a minimum commitment of  $\underline{10 \text{ hours per month}}$ .

# **Past President**

This position is an ex-officio/non-voting resource to the Executive Committee and Board and would serve as a "Director-at-Large" with duties as determined by the Executive Committee.

# Vice-President/Chairperson

The Mayor of the City of Lethbridge is the permanent designate in the role of Vice President/Chairperson. As second in command, the position of Vice President includes the following duties:

- In the absence or incapacitation of the President, perform those duties
- Perform such duties as reasonably requested by the President
- Serve as a member of the Nominations Committee.

The time required to meet the duties of Vice President will normally involve a minimum commitment of approximately <u>eight (8) hours per month</u>.

#### **President Elect**

The position of President Elect includes the following duties:

- Perform such duties as reasonably requested by the President
- Serve as a member of the Human Resources Committee, usually as Chair

The time required to perform the duties of President Elect will normally involve a minimum commitment of  $\underline{six}$  (6) hours per month.

# Secretary/Treasurer

The position of Secretary/Treasurer includes the following duties:

- File the minutes of the meetings of the Board
- Perform such duties as reasonably requested by the President
- Serve as a member of the Audit/Finance Committee

The time required to perform the duties of Treasurer will normally involve a minimum commitment of  $\underline{six}$  (6) hours per month.

# **Director-at-Large**

The position of Director-at-Large includes the following duties:

- Perform such duties as reasonably requested by the President
- Serve as a member of the CEO Review Committee
- Act as a roving ambassador for the Board

The time required to perform the duties of Director-at-Large will normally involve a minimum commitment of  $\underline{six}$  (6) hours per month.

# **Succession Planning**

The foundation on which EDL's Board is built is directly related to the organization's ability to develop lasting relationships with members of the community.

By initially attracting individuals to volunteer at the committee level it enables them to focus on a specific area of interest rather than the entire organization. Committees tend to be smaller in size, less formal and more discussion oriented. With guidance from the Committee Chair, the CEO and information from the staff, understanding of the operation and protocol of the organization begins to form.

In consultation with the CEO, the Committee Chair selects individuals from the Board and/or public and also from groups with established relationships with EDL. Ideally, the selected individuals will possess knowledge pertinent to the mandate of the committee. After some time and if the necessary qualities or interests are demonstrated, that individual may agree to move up to a Board position.

The challenge of encouraging Board members to share in the Board's work and stand for election becomes an ongoing task for all Board members. Members of the Board should be encouraged to speak freely and openly about their ambitions with respect to either chairing the Board or a specific committee. The point is to encourage continuity and sustainability.

The rotation of Board members onto and off from the Board is important to its rejuvenation and continuity. Thus, current Board terms need to be reviewed in this context. The Board may choose to maximize its membership to accommodate new members or it may encourage some members to resign before the completion of their term allowing for someone with a certain pre-determined set of skills to be on the Board.

To maximize the wealth of potential from the community and to further reinforce that knowledge at the Board level, training about the organization, communication amongst members and current information is essential.

# 3. THE COMMITTEES

# **Introduction**

Committees are established by Boards to monitor and/or recommend policies. They are responsible to the Board and are governed by the same principles and statutes as the Board. Committees are an important link between the Board and other volunteers in the community. They provide a suitable training ground for future Board members and provide individuals with the opportunity to develop skills.

The Board may establish Standing Committees, Sub-Committees or Ad-Hoc Committees to perform specific tasks. The Board may also dissolve them once their functions are complete, insignificant or obsolete. Specific terms of reference are created to outline committee powers and responsibilities.

### **Structure**

Each Committee consists of a Chair and at least three (3) other people. The President of the Board and the CEO of EDL are ex-officio members of all committees.

From time to time staff members may work with Committees but they only receive direction from the CEO.

#### Terms of Reference

Each committee shall receive and be guided by Terms of Reference developed for each committee that include the following:

- 1. Mandate of Committee
- 2. Composition and Appointments
- 3. Time Commitment
- 4. Chairmanship
- 5. Resources
- 6. Interaction

#### **Committee Chair**

Only a member of the LELI Board shall chair a committee and those duties include:

- Consult with the Board to select committee members
- Ensure all Committee actions are in harmony with established Board policies
- Ensure the objectives of the Committee are attained
- Plan for and guarantee succession as appropriate
- Report to the Board at its regular meetings
- Prepare and deliver an annual report of activity
- Formulate Committee agendas in consultation with the CEO
- Ensure Committee minutes are kept and filed by the Board Secretary at the offices of EDL

#### **Committee Members**

Committee members are to:

• Be selected by the Committee chair in consultation with the Board

- Embrace the mandate and objectives of EDL and promote it
- Meet commitments
- Adhere to policies and procedures

#### **Standing Committees**

Standing Committees are composed solely of Board members and have specific mandates as defined by the Board on an ongoing basis. Standing Committees may develop and recommend policy to the Board of Directors for approval.

Standing Committee members should be selected and/or confirmed each year at the Board meeting following the Annual General Meeting. Maximum service is four years as per Board membership term limitations.

#### **Sub-Committees**

All Sub-Committees are created and dissolved by the Board. A Sub-Committee will report to carry out duties assigned by the Committee it supports. At no time may a Sub-Committee develop or enact policy. The Sub-Committee structure, terms of reference and members are consistent with Committees.

# Ad-Hoc Committees/Community Initiative Committees

Community Initiative Committees are Ad-Hoc Committees whose terms of reference and structure is created and dissolved by the Board of Directors. The committee reports directly to it by a specifically selected individual. The committee members are selected from the Board and the broader community as determined by the Board.

# **STANDING COMMITTEES OF THE BOARD**

- Executive Committee
- Finance/Audit Committee
- Nominations Committee
- CEO Review Committee (the Executive Committee is sometimes delegated authority by the Board to sit as the CEO Review Committee)

# • Human Resources Committee

# **EXECUTIVE COMMITTEE**

#### Type of Committee: Standing

#### Mandate:

- Provide leadership in the coordination of visioning and strategic planning to culminate in a substantive plan
- Reviews strategic directions and business plan implementation with the CEO of the organization in preparation for Board meetings
- Focuses on essential issues affecting the whole organization and its diverse perspectives; develops, interprets, reviews and recommends EDL Board governance policies
- Provides strategic advice to the CEO as requested and confirms completion of annual CEO performance review
- Reviews recommendations of other committees of the Board and brings recommendations forward to the Board for approval
- Administers a bi-annual board performance review

Chairmanship: The Chair is the President.

#### **Composition and Appointments:**

• The committee is composed of the President and four other Board members who hold the positions of: Vice-Chairperson – always the Mayor of the City of Lethbridge, President Elect, Secretary/Treasurer and Director-at-Large. The immediate Past President may be appointed as an ex-officio member with Director-at-Large duties as assigned.

#### Time Commitment:

There will be a minimum of six meetings per year with additional ones called at the discretion of the Chair.

#### **Resources Required:**

- CEO provides expertise, information, co-ordination and guidance
- Clerical support preparation or compilation of materials and reports
- Meeting space at the EDL offices

# **Executive Committee - Continued**

# Interaction:

CEO – preparation of reports and recommendations on strategic issues Board – review recommendations, monitor business plans and bring strategic issues forward to the Board

City Council – ongoing communication on EDL

# **CEO REVIEW COMMITTEE**

Type of Committee: Sub-Committee of the Executive Committee

#### Mandate:

- Recommend for hiring, establish performance criteria and conduct the annual review of the CEO
- Recommend the CEO salary, benefits, vacations, leave of absence and other compensations.

#### Chairmanship: The Chair of the Board

#### **Composition and Appointments:**

- A minimum of three (3) Executive Committee members; generally, the Chair, the Director-at-Large and at least one other member of the Executive Committee. *Note: This committee may be composed of the entire Executive Committee if ratified by the Board.*
- May include up to three (3) members of the Board of Directors for the purposes of hiring a new CEO, usually but not restricted to the Chairs of the Board Standing Committees
- Each year, the Board will ratify the Committee members at the time the annual CEO Review is begun or at the time of the initiation of a CEO Search.

#### **Time Commitment:**

There will be a minimum of two meetings per year with additional ones called at the discretion of the Chair.

#### **Resources Required:**

- Knowledge of and experience in conducting performance reviews
- Clerical support
- Meeting space at the EDL offices

#### **Interaction:**

Executive Committee – confirm completion of the review and/or guide the CEO hiring process

Board – table the review and/or approve recommendations for changes to compensation and/or roles and responsibilities; approve hiring recommendation

# **FINANCE/AUDIT COMMITTEE Type of Committee:** Standing

# Mandate:

- Review the financial systems and internal accounting controls of EDL, ensuring they comply with the Board's financial reporting policies and organizational procedures
- Review and recommend to the Board the four-year operating budget and other budgets as required and prepared by administration
- Review audit results and recommend to the Board appropriate actions
- Chair to review the monthly financial results and cash flow

**Chairmanship:** The Chair shall be a member of the Board, usually the Finance Sector member.

# **Composition and Appointments:**

- Members should have complementary business experience, sound judgment and ability to inquire
- A minimum of three (3) Board members and the ex-officio members
- The Secretary/Treasurer of the Executive Committee
- Each year, the Board will ratify the committee members no later than the Board meeting following the Annual General Meeting

#### **Time Commitment:**

There will be a minimum of four meetings per year with additional ones called at the discretion of the Chair.

#### **Resources Required:**

- CEO and/or Staff Designate provides expertise, co-ordination and guidance
- Financial resources and expertise as required
- Clerical support
- Meeting space at the EDL offices

#### **Interaction:**

CEO – preparation of budget, financial statements and reports Board – review committee recommendations and make approvals City Council – approval of four-year budgets

# **NOMINATIONS COMMITTEE Type of Committee:** Standing

#### Mandate:

- Sustain the continuity and quality of the Board
- Select suitable prospective Board members for nomination
- Ascertain future Board member requirements
- Host Board orientations for new Board members

Chairmanship: The Chair shall be a member of the Board

#### **Composition and Appointments:**

- A minimum of three (3) Board members and the ex-officio members
- The Vice President of the Executive Committee
- Each year, the Board will ratify the Committee members no later than the meeting following the Annual General Meeting

#### Time commitment:

There will be a minimum of three meetings per year with additional ones called at the discretion of the Chair.

# **Resources Required:**

- CEO and/or Staff Designate provides expertise, co-ordination and guidance
- Board Nominations Form and Process
- Clerical support
- Meeting space at the EDL offices

#### Interaction:

CEO - consultation General Public – solicit future Board members Committees of the Board – recommend potential Board members Board – review recommendations and approve Board slate

# HUMAN RESOURCES COMMITTEE Type of Committee: Standing

#### Mandate:

- To assist the CEO by providing advice in establishing and reviewing the benefit, vacation and compensation packages for EDL staff
- Recommend changes to policy and compensation to the Board for approval

**Chairmanship:** The Chair shall be a member of the Board, usually the President Elect of the Executive Committee

# **Composition and Appointments:**

- Members should have complimentary business experience and be knowledgeable of current practices
- A minimum of three (3) other Board members and the ex-officio members
- Each year, the Board will ratify the Committee members no later than the meeting following the Annual General Meeting

# **Time Commitment:**

A minimum of two meetings per year with additional ones called at the discretion of the Chair.

# **Resources Required:**

- Knowledge of and experience in Human Resources
- Clerical support
- Meeting space at the EDL offices

#### **Interaction:**

CEO – prepares compensation package proposals Board – review committee recommendations and make approvals

# 4. THE CEO OF EDL

#### **Introduction**

The CEO is an employee of EDL and reports to the Board of Directors. The EDL Board bestows the responsibility of the operation of the organization on the CEO. While discharging the duties of CEO, established policies and procedures must be followed. Through its CEO Review Committee, the Board hires, evaluates and terminates the CEO.

#### **Responsibilities**

- To be directly accountable to the Board in all matters relating to the planning, policy and procedures of EDL
- To assist Board members in the performance of their duties and responsibilities
- To engage in planning in conjunction with the Board, to oversee policy implementation and to monitor procedural compliance
- To facilitate the preparation of budgetary and statistical reports; projected program and service reports and any other documents pertaining to the overall administration of EDL
- To monitor the development of programs and services delegated to subordinate employees and ensure that schedules and timelines for organizational development are met
- To establish a community presence and develop relationships with pertinent governments, businesses, associations and groups
- To act as the official spokesperson for the organization on public issues and in the media
- Employ, assign and/or terminate all employees for each position established at EDL
- Using discretion, to disseminate information among other staff members, communities, government and the population at large when required to carry out the work of EDL
- Professionally interpret and represent EDL

# **Performance Review**

As the Board's single official link to the operation of EDL, the CEO is accountable for all the performance and exercises all authority delegated to the organization by the Board. The performance of the CEO is synonymous with the entire performance of the organization thus the following shall occur:

- An annual review must be based on criteria previously established and agreed upon by the Board and the CEO
- The CEO Review Committee conducts the review

# **Succession**

To protect EDL from sudden loss of the CEO, sufficient executive back-up is required. Accordingly, there shall be at least one other staff familiar with executive issues and processes.

# **Policy Manual Revision Schedule**

First Approved: June 20, 2007 Revised and Approved: November 16, 2011 Revised and Approved: December 14, 2016 Reviewed and Approved: January 16, 2019

# 5. POLICIES

#### **Introduction**

The Board establishes policies to ensure that EDL achieves its mandate and goals. The Board policies are monitored and reviewed on a yearly basis to ensure relevance. The Board has governance policies, which address the responsibilities, authority and administration of the Board of Directors. As an adjunct to the by-laws, the governance policies provide further guidance.

To amend they merely require a quorum at a regular Board meeting whereas by-law changes require a resolution at a formal meeting of the membership.

EDL also has operating policies which address day-to-day workplace and staff issues. These policies are prepared and managed by the CEO, with the approval of the Board.

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<b>GOVERNANCE POLICY</b>	
Title: CEO and Board Relationship	
Prepared by: C. Dick	Category: Governance
Revision date: January 25, 2016	Owner: Chief Executive Officer

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to outline the relationship between the Board and the CEO as one of encouragement, support and communication. The Board is the link between EDL Governance and the CEO whereas the CEO is the link between Board Governance and EDL's operation. The Board and CEO relationship policy establishes the lines of authority of each entity.

#### PERSONS IMPACTED

The Board, the CEO and EDL staff

# POLICY STATEMENT

As the governance arm of EDL, the Board uses informed and fair judgment, embraces integrity and commitment, and uses resources effectively. The Board promotes a co-operative and understanding relationship with the CEO.

As the operational head of EDL, the CEO reports to the Board on key operational matters and keeps the Board informed of policy and procedure relevant to the governance and operation of EDL and its employees. The CEO keeps the Board informed of standards, practices and trends in other professionally related areas. The CEO is authorized to report contradictory or unlawful Board action. The CEO promotes a harmonious relationship with the Board to achieve success in the strategic direction of EDL.

# RESPONSIBILITY

The Board:

- Undertakes strategic planning
- Decides and approves the development of policies
- Discusses and adopts the four-year Business Plan and budget(s)
- Monitors the mandate and business strategic performance against policies and approved plans

- Comments and advises on the performance of the CEO
- Through its CEO Review Committee, conducts the annual performance review of the CEO and establishes the CEO compensation package

#### The CEO:

- Recommends policy development
- Implements business strategy and monitors performance against policies, procedures and approved plans.
- Determines and supervises the implementation of the business plan
- Participates in an annual performance review
- Monitors and reports on four-year Business Plan and budget(s)
- Monitors and recommends the expenditure of resources

#### **REVISION/REVIEW**

The CEO Review Committee will conduct a review of this policy in conjunction with the four-year business planning cycle to align with the City of Lethbridge with recommendations forwarded to the Board for approval.

#### **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document - Adopted	Cheryl Dick	6/20/2007
2	Reviewed	Cheryl Dick	11/16/2011
3	Revised	Trevor Lewington	1/26/2016
4	Reviewed & Approved	EDL Board	12/14/2016

GOVERNANCE POLICY		
Title: Finance		
Prepared by: C. Dick	Category: Finance	
Revision date: January 26, 2016	Owner: Chief Executive Officer	

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this Finance Policy to ensure the programs and business decisions of EDL are funded in accordance and compliance with legislative and regulatory requirements.

## PERSONS IMPACTED

The Board, the CEO, EDL Staff and the public

## POLICY STATEMENT

The financial criterion at EDL is based on the strategic plan, the approved level of service and exterior factors impacting economic opportunities. The City of Lethbridge provides an annual base budget that the Board may reallocate within the approved level of service. EDL solicits revenue from other sources to leverage its core funding as much as possible.

## RESPONSIBILITY

City Council:

• Approves a base level of service and provides a budget to meet the requirements in relation to EDL's four-year Business Plan and the City of Lethbridge funding cycle

The Board:

- Presents to City Council along with the CEO, the four-year Business Plan, annual reports/presentations and proposed changes to the level of service
- Ensures audited financial statements are submitted to the City of Lethbridge
- Reviews accounts no less than quarterly to confirm optimum use

The CEO:

- Determines and supervises the implementation of the business plan
- Monitors and recommends level of service
- Monitors and recommends financial development and expenditures

The Staff:

• Develops and implements the business plan as led by the CEO

## **REVISION/REVIEW**

The Finance Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board for approval.

## **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document – Adopted	Cheryl Dick	06/20/2007
2	Reviewed	Cheryl Dick	11/16/2011
3	Revised	Trevor Lewington	01/26/2016
4	Reviewed & Approved	EDL Board of Directors	12/14/2016

## **GOVERNANCE POLICY**

Title: Human Resources		
Prepared by: C. Dick	Category: Human Resources	
Revision date: January 26, 2016	Owner: Chief Executive Officer	

## PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to ensure EDL staff members receive certain benefits, resources and tools by providing guidelines for compensation and by promoting a healthy, supportive work environment.

# **PERSONS IMPACTED**

The CEO and EDL staff

# POLICY STATEMENT

EDL values its employees and considers them vital to the day-to-day operation and future direction of the organization. EDL strives to provide a working environment that encourages personal and professional growth while striving to attain high ethical standards in all aspects of staff activity and responsibility.

## RESPONSIBILITY

The Board:

• Reviews and approves the Human Resources policies

The CEO:

• Co-ordinates the implementation of the policies

The Staff:

• Implements the policies

## **REVISION/REVIEW**

The Human Resources Committee will conduct a review of these policies in conjunction with the four-year planning cycle with recommendations forwarded to the Board for approval.

# **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document – Adopted	Cheryl Dick	06/20/2007
2	Reviewed	Cheryl Dick	11/16/2011
3	Revised	Trevor Lewington	01/26/2016
4	Reviewed & Approved	EDL Board of Directors	12/14/2016

GOVERNANCE POLICY	
Title: Retention and Succession Planning	
Prepared by: C. Dick	Category: Human Resources
Revision date: January 26, 2016	Owner: Chief Executive Officer

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to outline the concepts of retention and succession planning that is vital to the long-term survival and prosperity of EDL. The Board is ultimately responsible for recruiting and hiring a qualified and dynamic CEO, who is in turn responsible for fostering a workplace environment that is conducive to building succession from within through the hiring and retention of qualified and dynamic staff, and the ongoing support of internal progression.

## PERSONS IMPACTED

The Board, the CEO and EDL staff

# **POLICY STATEMENT**

As the governance arm of EDL, the Board expresses the intention of the organization as it relates to retention and succession planning, through ongoing consultation with the CEO. The Board is responsible for ensuring an appropriate retention and succession plan for the CEO and staff through establishing policy relevant to the concepts of retention and succession planning, as well as procedures specific to the CEO, including a hiring procedure in the event of resignation by or termination of the CEO. The CEO is responsible for establishing, as an operational matter, procedures for the staff consistent with the objectives of this policy, and to keep the Board informed in that regard.

# RESPONSIBILITY

The Board:

- Approves the Retention and Succession Planning Policy.
- Provides direction and advice as requested or required by the Human Resources Committee and the CEO.
- Receives updates from the CEO annually regarding the Retention and Succession Planning Policy for the staff.

The Human Resources Committee:

- Develops the Retention and Succession Planning Policy and related procedures.
- Is responsible for monitoring and supporting the overall retention and succession planning of the organization as a whole through policies, procedures and approved plans.

The CEO Review Committee:

• Is responsible for including Retention and Succession procedures related to the CEO specifically in the annual review process.

The CEO:

- Recommends policy development to the Board and Human Resources Committee as appropriate for organizational development.
- Implements approved strategy and reports to the Human Resources Committee and the Board on performance based on policies, procedures and approved plans.
- Determines and supervises the implementation of the Retention and Succession Planning Policy and any procedures related to the staff.

## **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year business planning cycle of the organization, with any recommendations to be forwarded to the Board for approval.

#### **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document – Adopted	Cheryl Dick	03/19/2014
2	Revised	Trevor Lewington	01/26/2016
3	Reviewed & Approved	EDL Board of Directors	12/14/2016

OPERATIONAL POLICY		
Title: Finance		
Prepared by: C. Dick	Category: Finance	
Revision date: January 26, 2016	Owner: Chief Executive Officer	

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this Finance Operational Policy is to ensure the activities of EDL are financially supported by fiscal practices and policies that comply with legislative and regulatory requirements.

#### **PERSONS IMPACTED**

EDL, the EDL staff, associates and the community at large.

## POLICY STATEMENT

EDL establishes its financial criterion through discussion at all levels within the organization by establishing priorities based on the goals, strategic plan, and responses to new demands, initiatives or shifts in existing opportunities.

#### **BUDGET MANAGEMENT**

#### Overview

The CEO ensures the financial stability of the organization and manages the financial resources in an optimum and responsible manner. In consultation with the Finance/Audit Committee, the CEO consolidates all revenue and expenditures and reports on allocations and projections.

#### **Operating Budget**

- The operating budget shall outline projected annual expenses and revenues and shall be presented for Board approval
- Through a process of monthly reviews, any shortfall in revenue or over expenditure is balanced by reductions in expenditure or planned increases in revenues

## **Revenue Generation**

- EDL actively seeks revenue from private and public sources to augment or fully support specific activities beyond the core funding provided by the City of Lethbridge
- All documents and supporting requests are prepared by the CEO and submitted to the Executive Committee for approval. Where such requests are outside of the approved existing annual budget or if a potential new risk is created for the organization, the CEO is to identify those revenue generations that fall outside of the EDL's mandate or where a reputation risk might be created.

## **Spending Thresholds**

- The CEO is authorized to spend up to \$25,000 without prior approval from or reporting to the Board
- The CEO shall report expenditures between \$25,000 and \$49,999 to the Board
- The CEO shall receive Board approval on any expenditure exceeding \$50,000

## **Signing Authority**

• All documents executed under the seal on behalf of the Society shall be signed by any two of: the President/Chairperson, the Vice-President/Vice-Chairperson, the President-Elect, the Secretary/Treasurer, the Director-at-Large, or such other signing officer as may from time to time be designated by resolution of the Board. All other contracts and documents may be signed by the Chief Executive Officer.

#### **Budget Tolerances**

In any given monthly budget report, justifications of a variance of less than 15% per budget line or 10% of total budget are not necessarily required.

On an annual basis, deficit positions are not acceptable unless approved as an exception by the Board of Directors and are financially manageable going forward.

## **Expense Levels**

EDL covers the expenses incurred by employees on a direct reimbursement basis as outlined in the Travel, Entertainment and Mileage Operational Policy. The CEO position receives a monthly car allowance.

# RESPONSIBILITY

The Board:

- Presents to City Council with the CEO, the four-year business plan, annual report(s) and proposed changes to the level of service
- Ensures audited financial statements are submitted to the City of Lethbridge
- Review statements of account no less than quarterly to confirm optimum use of financial resources
- Enhance the financial well-being of the organization through promoting the organization positively to prospective and current partners

The CEO:

- Determines and supervises the implementation of the business plan
- Monitors and recommends level of service
- Develops the budget
- Monitors and recommends revenue and expenditure
- Develops reports and procedures for the dissemination of financial information
- Notifies the Board of financial irregularities
- Enhances the financial well-being of the organization through effective management of funds and implementation of investment policy

The Staff:

• Adheres to budget

#### **REVISION/REVIEW**

The Audit/Finance Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board for approval.

# **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document – Adopted	Cheryl Dick	06/20/2007
2	Reviewed	Cheryl Dick	11/16/2011
3	Revised	Trevor Lewington	01/26/2016
4	Reviewed & Approved	EDL Board of Directors	12/14/2016

OPERATIONAL POLICY	
Title: Investment	
Prepared by: T. Lewington	Category: Financial
Revision date: July 20, 2015	Owner: Chief Executive Officer

## PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to outline EDL's investment policy to ensure investment of the organization's funds is made with judgment and a reasonable duty of care.

# POLICY

EDL shall invest its funds in a prudent manner. The organization will ensure a high level of financial safety and security, while achieving the best investment return within the prescribed limits that meet the organization's cash flow requirements and conform to all appropriate policies, Provincial statutes and regulations.

# SCOPE

The EDL investment policy applies to all investment transactions involving the financial assets of the organization. The Chief Executive Officer has the authority to invest organization managed funds.

## **STANDARDS**

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Investment officials exercising due diligence and acting in accordance with procedures consistent with this investment policy shall be relieved of personal responsibility for market price changes or the credit risk of a certain investment, provided that appropriate action is taken to control adverse developments and that such developments are reported on a timely basis. Investment officials shall refrain from personal business activity that could conflict with the proper execution of their responsibilities or could impair their ability to make impartial investment decisions. Officials shall disclose to the Board of Directors or the Finance Committee of the Board of Directors any material interests in financial institutions with whom EDL invests.

## **OBJECTIVES**

This investment policy has the following objectives listed in the order of their priority:

## **Capital Preservation**

EDL recognizes its fiduciary responsibility for the stewardship of funds with which it has been entrusted. The prime investment objective is therefore to ensure the safety of principal. To assist in achieving this objective the organization will ensure that sufficient diversification exists within its investment portfolio. Further, to ensure minimal investment risk through alignment with Canadian Deposit Insurance Corporation (CDIC) approved financial products within the maximum insurable limits.

## Maintenance of Liquidity

EDL will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might be reasonably anticipated in the short and longer term.

For the purposes of this policy, the organization defines liquidity as the ability to convert an investment into cash with minimum risk associated with loss of principal or accrued interest. Organization managed funds require that the Chief Executive Officer approve any investment with a maturity date one to five years from the date the investment was purchased.

## **Rate of Return**

EDL's investment portfolio will be effectively managed to ensure that an optimum rate of return is realized on all investments within the parameters of the objectives established within this policy.

## INVESTMENTS

The authorized investments are as follows:

- 1. Securities issued or guaranteed by either the Crown in right of Canada or an agent of the Crown, or, securities issued or guaranteed by either the Crown in rights of a Province or Territory or an agent of the province or territory;
- 2. Guaranteed Investment Certificates, Term Receipts, Higher Interest rate Investment or Savings Accounts and Deposit Accounts issued or guaranteed by a Schedule I Canadian Bank, Treasury Branch, Credit Union or Trust Corporation.

No investment in instruments other than those indicated as authorized in this policy shall be executed.

## RESPONSIBILITIES

Management responsibilities of the financial investments of the organization are hereby delegated to the CEO. The CEO is responsible for the control, administration and management of the organization's investments in accordance with this investment policy approved by the Board of Directors. The CEO may delegate the administration of the organization's funds to the Director of Operations but will ensure an adequate level of control through periodic review of the program's status.

The CEO:

1. All investment certificates and securities issued to Economic Development Lethbridge are in the name of the organization.

The CEO, or their designate, will report to the Finance Committee of the Board of Directors on the investment activities undertaken by the organization on a semi-annual basis. Information provided to the Finance Committee will include, but will not be limited to:

- 1. Total assets within the investment portfolio.
- 2. Specific holdings within the investment portfolio.
- 3. Effective rate of return for the investment portfolio.
- 4. Evaluation of portfolio performance.

The Finance Committee:

1. Provide financial oversight by monitoring the organization's current and long-term financial assets and provide guidance to management through sound investment policy.

The Board of Directors:

- 1. Review and approve investment policy based on the recommendations of the Finance Committee of the Board of Directors.
- 2. Provide financial oversight by monitoring assets as reported on current financial reports and within annual financial statements.

## DEFINITIONS

<u>Asset Backed Securities</u> - These are securities created by the sale of certain assets, such as a major block of accounts receivables, by a corporation to another, and investors buy a stake in those assets; investors have a claim on those assets. Mortgage backed securities are a similar financial instrument. EDL shall not invest in Asset Backed Securities.

**Banker's Acceptances** - This instrument is essentially a commercial draft drawn by a borrower for payment on a specified date and accepted, or guaranteed, by his or her bank. The bank's acceptance is signified by countersignature on the draft. Once a draft of this type has been co-signed, it becomes a "Banker's Acceptance" backed by the credit of the accepting bank. These are extremely liquid and tend to yield higher than government obligations.

<u>Canada Deposit Insurance Corporation (CDIC)</u> – CDIC is a federal Crown corporation created by Parliament. CDIC insures eligible deposits you make with our member institutions in case they fail. CDIC is not a bank or a private insurance company.

<u>Commercial Paper</u> - is the name given to unsecured promissory notes issued by a wide range of Canadian corporations. The notes are backed by the general credit of the issuing corporation and are usually unsecured. In addition, unused bank lines of credit and/or a parental guarantee support most borrowers. In most cases, they are authorized investments for life insurance, trust companies, and pension funds. Notes are usually issued in multiples of \$1,000 subject to a minimum of \$50,000, although a number of companies have minimums of \$100,000. Maturities range from overnight to one year. The notes may be interest bearing or discount, fully registered or in bearer form. EDL shall not invest in Commercial paper.

**Derivatives** - The term derivatives refer to a wide array of financial products that are dependent for their value on (or derived from) an underlying financial instrument (e.g. stocks, bonds, currencies), a commodity, or an index representing values or group of such instruments or assets. Some of the most commonly used derivatives are swaps, options, futures, forwards and a variety of structured securities. EDL shall not invest in derivatives.

**Federal and Provincial Crown Corporation Notes** - These investments are guaranteed by or are a direct obligation of the Crown. They are of high quality and liquidity. Issued in either discount or interest-bearing form, these notes yield approximately the same as direct provincial or federal obligations.

<u>**Guaranteed Notes**</u> – Banker's Acceptance equivalent of an advance made in Canadian Dollars by a Non-Acceptance Lender as part of an accommodation by way of Banker Acceptance. Guaranteed Notes pricing is based on par with Banker's Acceptance.

Interest Rate - The actual interest rate as shown on the security.

**Liquidity** - A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be transacted at those quotes.

**<u>Provincial Treasury Bills and Notes</u>** - Several provinces issue treasury bills and notes. These too are high-quality, low-risk, extremely liquid investments. These can be either interest bearing or discount.

<u>**Provincial and Canada Bonds</u>** - These securities form an active part of the short-term money market as the long-term debt approaches maturity. Like the other government investments, they are considered high quality and their yield is in line with other government issues.</u>

**<u>Rate of Return</u>** - The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

<u>**Risk</u></u> - The potential for loss of principal and/or accrued interest on an investment.</u>** 

<u>Schedule I Bank</u> - Schedule I banks are domestic banks and are authorized under the Bank Act to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

<u>Securities</u> - Includes bonds, debentures, trust certificates, guaranteed investment certificates or receipts, certificates of deposit, deposit receipts, bills, and notes that are not asset backed but GIC's from Schedule one banks who have mortgage divisions (RBC mortgage Corp, TD mortgage Corp, etc.)

<u>Short Term Investments</u> - An investment when purchased having a maturity date within 12 months. Including but not limited to Investment Savings accounts, premium rate deposit accounts and Premium Money market Mutual funds.

<u>**Term Receipts</u>** - These instruments operate under various labels (Certificates of Deposit, Term Deposits, Fixed Term Deposits, Guaranteed Investment Certificates, etc.). These tend to be fully registered, nontransferable, interest bearing notes. Terms range from one day to six years. Though some may have call features, which allow them to be liquidated on demand for an interest penalty, usually these tend to be non-liquid investments.</u>

<u>Government of Canada Treasury Bills</u> - The Bank of Canada, as agent for the Government of Canada, calls for tenders for a specified amount of treasury bills.

The terms at issue are regularly 91 days and 182 days, and occasionally terms of 270 days and 364 days. "T-Bills" are available in bearer form only and are sold at a discount to mature at face values of \$1,000, \$5,000, \$25,000, \$100,000 and \$1,000,000. They are extremely liquid and considered a prime investment vehicle.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	H. McIntosh-Rivera	07/20/15
2	Revised	T. Lewington	1/26/16
3	Reviewed & Approved	EDL Board of Directors	12/14/2016

#### **Revision History**

OPERATIONAL POLICY		
Title: Medium - & Long-term Asset Management		
Prepared by: H. McIntosh-Rivera	Category: Financial	
Revision date: July 07, 2015	Owner: Chief Executive Officer	

## **PURPOSE & SCOPE**

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), believes that ensuring the organization maintains healthy assets as required to execute the organizations' mandate and the strategic direction of the Board of Directors is critical to EDL's stability and sustainability. Managing the diverse nature of medium- to long-term assets of the organization within the not-for-profit funding environment, including the life span of those assets and the risks associated with losing the use of those assets as they age, are all important elements for continued stability in core EDL operations and consistent tenant service delivery at Tecconnect.

The purpose of this Medium- to Long-Term Asset Management Policy is to ensure that the organization maintains the necessary operating assets related to three categories:

- 1) property, plant and equipment,
- 2) office equipment, appliances, furnishings and fixtures, and
- 3) computers, servers and technology equipment,

to ensure the organization can effectively execute on its mission and strategies. Further, to provide the organization with a policy framework related to the ongoing replacement or rehabilitation of these assets at the end of their useful life.

EDL will not plan for replacement of buildings but may plan for the replacement of the above listed elements that are an integral part of, related to, or housed within an EDL owned building.

This Asset Management policy will guide management decisions related to asset investment and the funding application framework, to ensure that the assets of the organization remain healthy, and support ongoing EDL operations, activities and initiatives as determined by the strategic direction of the Board of Directors. One of the primary outputs of this policy will be the creating of a capital budget, encompassing anywhere from a one to four-year time period based on what is best suited to the operating budget cycle and available funding program parameters, which will be approved by the Board of Directors.

# POLICY OBJECTIVES

Medium-term and long-term assets of the organization (excluding building(s)) will be managed in a manner that meets the following objectives:

- The assets of the organization remain healthy and available to support ongoing EDL operations, activities and initiatives as determined by the strategic direction of the Board of Directors.
- Financial recognition and reporting of assets are in accordance with Generally Accepted Accounting Principles (GAAP) for the Non-profit sector.
- The acquisition of assets will leverage federal, provincial or municipal grant funding and/or private sector in-kind/financial support for capital asset procurement/rehabilitation as part of a balanced capital budgeting process. (*Schedule III*)
- The organization will seek to invest in assets that maximize available resources and whenever possible provide a definite return-on-investment for the organization.

# POLICY STATEMENT

The Medium- & Long-Term Asset Management policy will guide EDL management decisions related to asset investment, divestiture, and refurbishment, and the funding application framework, to ensure that the assets of the organization remain healthy, and support ongoing EDL operations, activities and initiatives as determined by the strategic direction of the Board of Directors.

# PARAMETERS

- This policy applies to medium- and long-term assets of Economic Development Lethbridge which are material to the organization (with a cost greater than \$5,000 and a life greater than one year) within the following categories:
  - 1. property, plant and equipment,
  - 2. office equipment, appliances, furnishings and fixtures, and
  - 3. computers, servers and technology equipment, buildings.

- This policy does not apply to, nor plan for, the replacement of buildings.
- All material assets of EDL will be inventoried and catalogued based on the years of life as outlined in *Schedule I*, and assessed for level of risk to the organization
- Assets deemed to be necessary to the organization as per the CEO and approved for acquisition by the Board of Directors as part of a Capital Budget will be scheduled for acquisition as defined within the Capital Budget where funds have been secured and/or appropriate procurement methods (*Schedule III*) arranged and assigned to that acquisition
- All decisions related to assets are at the discretion of the CEO under the leadership of the Board of Directors
- The parameters of asset acquisition, divestiture and refurbishment are outlined as follows:

# Acquisition of Assets

Assets will be acquired based on the following parameters:

- The assets must be deemed necessary by the CEO of the organization, as they are required to the ability to maintain ongoing operations, and
- The assets acquired must be in alignment with the objectives as outlined in this policy, and
- Funding to replace this asset has been secured, in whole or in part, and
- The method of funding *(Schedule III)* is the most beneficial option from a public-interest and value-for-money perspective, and
- The asset has been identified in a capital budget which has been approved by the EDL Board of Directors, and
- The asset is acquired using a process that ensures a fair market value for the assets and the appropriate level of quality as deemed necessary for this asset, whether new or used, to align with the assigned years of life and expectations of the organization.

# Divestiture

Assets that have reached the end of their book life will be managed as follows:

• The asset will be evaluated to determine if it has remaining useful life expectancy based on available expert opinion, market

comparisons, consumer reports, and operational costs of failure, and

- If the asset is deemed to have useful life remaining with a minimal cost of failure, the asset will continue to be used within the useful life timeframe with replacement and/or retirement scheduled for that time based on the ongoing needs of the organization.
- If the asset has minimal useful life remaining or a high operational cost associated with failure of the asset it will be replaced and/or retired at that time based on the ongoing needs of the organization.
- When an asset is retired is it evaluated for market /salvage value based on market comparable. Where salvage value exceeds \$500 the assets will be sold using the most inexpensive means possible in "as-is where-is" condition within a reasonable period of time, and
- When an asset is retired and is deemed to be worth less than \$500 or is deemed un-sellable when a buyer does not come forward within a reasonable period, the asset is disposed and/or destroyed in the most cost-effective, way possible within the waste and recycling parameters of the municipality and province of Alberta.

#### Refurbishment

Assets that have not reached the end of their book life, but are no longer functioning properly, may be refurbished as per the following parameters:

- The refurbishment of the asset costs is less than the remaining book-value of the assets, and
- The resources required to affect the refurbishment of the assets are deemed reasonable and appropriate for the remaining book value of the asset, and
- The impact of the refurbishment of the asset on ongoing operations is deemed reasonable in relation to the value of the asset and the risks associated with the downtown for repairs to the organizations, and
- The cost to refurbish the asset is approved by the CEO within the annual operating budget or the Board of Directors if outside the parameters of the annual operating budget.

• The Board of Directors retains the right to sell the assets of the organization at any time in accordance with legal requirements, obligations and outstanding covenants.

(See Schedule II for a 2014/2015 list of medium- to long-term assets

# DEFINITIONS

## Assets

Assets are anything that an organization owns, or solely control, which provide future economic benefit. These are classified as short-term or current assets when they are items that can be converted quickly to cash, such as account receivables, inventory and short-term investments. These are considered the most liquid assets. Other assets, such as long-term investments, land, buildings, property, plant and equipment, are considered medium- to long-term assets and are more difficult to quickly convert to cash.

Assets are the life blood of an organization. The current assets are what provide the working capital to support day-to-day operations and resources to support projects and initiatives. Medium- and Long-term assets are what generate a return for the firm, and it is often because of these assets that a company is able to generate working capital, such as funding for projects, support from partners, private-public partnerships, and attract human resources.

## Accrual Basis Accounting

In most cases, GAAP requires the use of accrual basis accounting rather than cash basis accounting. Accrual basis accounting, which adheres to the revenue recognition, matching, and cost principles discussed below, captures the financial aspects of each economic event in the accounting period in which it occurs, regardless of when the cash changes hands. Under cash basis accounting, revenues are recognized only when the company receives cash or its equivalent, and expenses are recognized only when the company pays with cash or its equivalent.

## **Acquisition**

Acquisition is the act of getting (acquiring) or receiving something, or the item that was received.

## **Cost Principle**

Assets are recorded at cost, which equals the value exchanged at the time of their acquisition. In the Canada, even if assets such as land or buildings appreciate in value over time, they are not revalued for financial reporting purposes.

## **Divestiture**

Divesture is the act of divesting; the sale, liquidation or act of disposing of property.

## **Matching Principle**

The costs of doing business are recorded in the same period as the revenue they help to generate.

#### **Depreciation**

According to the matching principle, depreciation is the method used to distribute the cost of the assets over the term of its expected life span according to the matching principle.

## **Materiality Principle**

The materiality principle, states that the requirements of any accounting principle may be ignored when there is no effect on the users of financial information. Economic Development Lethbridge applies the following materiality threshold to capital transactions:

- Transactions with a minimum book value of \$5,000, and
- have a useful life greater than 1 year.

#### **Principle of Conservatism**

Accountants must use their judgment to record transactions that require estimation. The number of years that equipment will remain productive and the portion of accounts receivable that will never be paid are examples of items that require estimation. In reporting financial data, accountants follow the principle of conservatism, which requires that the less optimistic estimate be chosen when two estimates are judged to be equally likely.

#### <u>Refurbishment</u>

Refurbishment is the action required to make something new or restore as if new again.

## **STAKEHOLDERS AFFECTED**

- EDL Board of Directors
- EDL Staff
- Lethbridge City Council
- Vendors & Service Providers
- Tecconnect clients

## RESPONSIBILITIES

Management responsibility for the medium- and long-term assets of the organization is hereby delegated to the CEO. The CEO is responsible for the control, administration and management of the organizations' medium- and long-term assets in accordance with this policy.

The CEO:

- The assets of the organization remain healthy and available to support ongoing EDL operations, activities and initiatives as determined by the strategic direction of the Board of Directors.
- A capital budget is proposed for Finance Committee review, to be completed everyone, two, three or four years as the CEO deems necessary in relation to the aging of assets and the accompanying organizational risk, alignment with operating budget cycles and/or funding cycles.
- Financial recognition and reporting of those assets are in accordance with Generally Accepted Accounting Principles (GAAP) for the Not-For-Profit sector.

The Finance Committee:

- Work with management to create short- to medium-term balanced capital budgets in accordance with best practices related to asset management and not-for-profit organizations, and in accordance with GAAP.
- Champion and support grant and funding applications to secure funding opportunities as identified by management to meet capital budget needs.
- Provide guidance and feedback to the CEO related to asset procurement, divestiture and refurbishment frameworks as required to execute the Board of Directors strategic directions.

The Board of Directors:

- Review the recommendation of the Finance Committee regarding asset requirements.
- Approve short to medium-term capital budgets.
- Provide financial oversight by monitoring assets as reported on current financial reports and annual financial statements.

## **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	H. McIntosh-Rivera	07/07/15
2	Revised	T. Lewington	1/16/16
3	Reviewed & Approved	EDL Board of Directors	12/14/2016

ltem	Definition	Years of Life	Notes
Building	3582 30 Street North, Lethbridge	40	Land is leased from the City of Lethbridge.
Heavy Equipment – Generator	Specific piece of Equipment	20	Per manufacturer recommendations. EDL no longer owns this datacentre related equipment.
Heavy Equipment – Chillers	Specific Piece of Equipment	15	Per manufacturer recommendations. EDL no longer owns this datacentre related equipment.
Appliances	A device or piece of equipment designed to perform a specific domestic task.	8	Currently replaced as needed within the operating budget. Typically, below materiality threshold.
Office Equipment, Furnishings & Fixtures	Asset used for the operating functions of a company. Office equipment includes tables, desks, chairs, podiums, equipment such as photocopiers, projectors, smart boards, and light fixtures.	5	Currently replaced as needed within the operating budget. Typically, below materiality threshold.
Computing Equipment– Server	Dedicated computer equipment that operate as a network system and may include a file server, email server and other backup applications. Included the equipment and infrastructure required to maintain this connectivity, including items such as UPS unit, routers, modems and other infrastructure.	5	Currently replaced as needed within the operating budget.
Technology Equipment – Switch Gears and UPS Batteries	Specific Pieces of Equipment	5	Per manufacturer recommendations. EDL no longer owns this datacentre related equipment.

## Schedule I – Economic Development Lethbridge Depreciation Framework

Computing Equipment – General	Desktops, Laptops & Monitors	3	Evergreening plan on place. Currently replaced base on the cycling schedule and within the operating budget. Typically, below materiality threshold.
Computing Equipment– Rack Format	Rack, and rack mounted server and computer equipment and related networking infrastructure	3	
Mobile Communication Equipment	Assets such as cell phones, tablets, and other handheld devices	2	Currently replaced every two years within the annual operating budget. Typically, below materiality threshold.

# Schedule II - Economic Development Lethbridge, Furniture, Fixtures, Fittings & Equipment, reported by geographical location/business unit.

This is a listing of all items owned by Economic Development Lethbridge by category with values recorded at cost. Risk on ongoing operations rated as *High*, *Medium* or *Low* based on the individual items or categories bearing on delivering key activities, deadlines and projects in relation to EDL's strategic priorities and goals, considered in relation to end of their useful life.

Tecconnect Furniture, Fixtures, Fittings & Equipment Inventory List, November 201						ber 2014
Category & Description	Quantity	Age	Risk Level	Unit Cost	Total Cost	Sub-total
Boardroom / Lunchroom Furniture						
Boardroom tables - 14, round tables - 8, soft seat chairs - 26, hard seat chairs - 28, nesting chairs - 58, credenzas - 2, black						
sofa, black chairs - 2 and coffee table - 1		4	Medium	\$65,785	\$65,785	
Counter – high-chairs	5			\$1,300	\$1,300	
Glass Dry – Erase Boards	2	1		\$600	\$600	
Podium	1	4	Low	\$4,400	\$4,400	
Sub-total						\$ 72,085
Office Furniture						
Workstations with movable cabinets	13	4	Medium	\$1,900	\$24,700	
Workstation with movable cabinet (new style)	1			\$1,770	\$1,770	
Overhead cabinets & tack boards	19	4	Medium	\$175	\$3,325	
Office chairs (all original chairs)	14	4	Medium	\$395	\$5,530	
Office chair	2	2		\$600	\$600	
Office chair (match with new workstation)	1			\$420	\$420	
Side chairs	6	2	Low	\$250	\$1,500	
Orange chairs (??)	6	4	Low	\$390	\$2,340	
Day-Use chairs	2			\$300	\$600	
Black 2 drawer filing cabinets	4	4	Low	\$550	\$2,200	
White boards	6	4	Low	\$500	\$3,000	
Bookshelves	3	4	Low	\$140	\$420	
Demo room sound boards	7	4	Medium	\$171	\$1,197	
Demo room desk and equipment	1	4	High	\$290	\$290	
Sub-total						\$ 47,292
Miscellaneous						
Donated desk	1	used	Low	\$200	\$200	
Exterior Furniture & Ashtray	1	3	Low	\$1,864	\$1,864	
Baby Change Station and accessories	1			\$350	\$350	
Sub-total						\$ 2,414
Storage Room Miscellaneous						
Shop vacuum	1	4	Low	\$250	\$250	
Dyson fans	4	1	Medium	\$446	\$1,784	
Coat racks	2	3	Medium	\$725	\$1,450	

Sub-total						\$ 3,484
Category & Description	Quantity	Age	Risk Level	Unit Cost	Total Cost	Sub-total
Signage						
Timeline signage by kitchen	4	3	Low	\$100	\$400	
Tenant signs in entry way	26	4	Low	\$40	\$1,050	
Donor wall	1	4	Low	\$350	\$350	
Welcome sign	1	1	Low	\$130	\$130	
Partnership wall	1	4	Low	\$250	\$250	
Tenant door signs	1	3	Low	\$212	\$212	
Door & wall signs	25	3	Low	\$49	\$1,225	
Sub-Total						\$ 3,617
Kitchen						
Dishwasher	1	4	Medium	\$680	\$680	
Fridge	1	4	Medium	\$1,440	\$1,440	
Microwave	1	4	Low	\$200	\$200	
Small Appliances & kitchen supplies	1	4	Low	\$3,860	\$3,860	
Tecconnect mugs	46	3	Low	\$5	\$230	
First aid kit	1	1	Low	\$70	\$70	
Sub-Total						\$ 6,480
Electrical Room						
Network gear *	1	4	High	\$32,000	\$32,000	
Security system / cameras	1	4	High	\$10,000	\$10,000	
UPS - back up for ports	1	1	High	\$4,595	\$4,595	
PVR & miscellaneous equipment	1	4	High	\$10,000	\$10,000	
Phones	18	4	High	\$280	\$5,040	
EDL server	1	4	High	\$2,945	\$2,945	
Wireless antenna to City of Lethbridge	1	2	High	\$3,750	\$3,750	
Sub-Total						\$ 68,330
Mechanical & Shelving Furniture						
Shelving units	7	3	Low	\$256	\$1,792	
Storage room cabinet	1	4	Low	\$425	\$425	
Computer technology racks	2	4	Medium	\$450	\$900	
Sub-Total						\$ 3,117

Category & Description	Quantity	Age	Risk Level	Unit Cost	Total Cost	Sub-total
Computer Technology						
Laptops	7	1-3	Medium	\$1,500	\$7,500	
Laptops (STEM)	4			\$1,600	\$6,400	
Laptops Refurbished (STEM)	3	?		?	?	
Tablet – iPad	1	5?			\$500?	
Tablet – Levono (STEM)	1				\$1,180	
Monitors	6	2	Low	\$160	\$800	
Monitors (STEM)	4			\$150	\$600	
Keyboards & mouse	7	3	Low	\$150	\$900	
Keyboards & mouse (STEM)	3			\$40	\$120	
Raspberry Pi (STEM)	3			\$130	\$390	
Surface Pen Platinum (STEM)	1			\$120	\$120	
TV's (OLD in storage for breakout spaces)	2	4	High	\$2,021	\$4,042	
TV's NEW (breakout spaces)	2			\$1,000	\$2,000	
Clickshare (breakout spaces)	2			\$2,700	\$2,700	
TV (OLD in storage – small boardroom)	1	4	Medium	\$1,223	\$1,223	
TV NEW (small boardroom)				\$1,400	\$1,400	
Video conferencing (small boardroom)	1			\$1,300	\$1,300	
Extra Desk top printer (NEW)	1			\$50	\$500	
Personal office printer	1	1	Low	\$550	\$550	
<b>Tec</b> connect shared printer/photocopier- Inoperable & replaced with rental in 2018	1	0				
Conference room technology	1	0	High	\$35,500	\$35,500	
Foyer phone system	1	3	High	\$5,275	\$5,275	
Sub-Total						\$73,000
Summary						
Office Contents						\$ 136,997
Computer / Mechanical Equipment						\$ 118,482
Tecconnect Furniture, Fixtures, Fitting a	nd Equipme	nt Inven	tory Total			\$ 255,479

\* Note - These are the only two items in the above list which have asset book value at November 2014 and will be completely depreciated as of December 31, 2015.

Economic Development Lethbridge, 308 Stafford Dr S, Furniture, Fixtures, Fittings & Equipment Inventory List						
Category & Description	Quantity	Age	Risk Level	Unit Cost	Total Cost	Sub-total
Furniture						
Desks	2	10	Low	\$1,500	\$3,000	
Workstations w/overhead cabinets	8	10	Low	\$3,000	\$24,000	
Standing Desks	4	3	Low	\$800	\$3,200	
File Cabinets Large	7	6	Low	\$685	\$4,795	
File Cabinets – Under Desk	9	10	Low	\$375	\$3,375	
Bookshelves	10	1-10	Low	\$225	\$2,250	
Storage Room Shelving	2	12	Low	\$90	\$180	
Basement Storage Racks	3	1	Low	\$78	\$234	
Tables - Floating	2	6	Low	\$450	\$900	
End Tables	1	10	Low	\$125	\$125	
Boardroom Table	1	10	Low	\$3,000	\$3,000	
Office, Reception & Boardroom	00	10	Low	¢oor	ድ 470	
Chairs	22	10	Low	\$235	\$5,170	
Artwork	8	3-6	Low	\$150	\$1,200	
White Boards	4	6	Low	\$73 \$500-	\$292	
Cabinets & Cupboards	5	10	Low	\$1,500	\$4,500	
Sub-total						\$56,221
Kitchen						
Dishwasher	1	1	Low	\$470	\$470	
Fridge	1	1	Low	\$700	\$700	
Microwave	1	1	Low	\$100	\$100	
Small Appliances & kitchen supplies		7-10	Low	\$500	\$500	
Sub-Total						\$1,770
Electronics & Telecommunications						
Printer - Phaser	1	5	High	\$3,495	\$3,495	
Printer - Xerox	1	5	Medium	\$870	\$870	
Wall Monitors/Screens	1	1	High	\$1,750	\$1,750	
Tablets & Mobile Phones	5	1-3	Medium	\$125-\$800	\$1,300	
Projector	1	11	Low	\$3,000	\$3,000	
Telephone System	1	12	High	\$12,000	\$12,000	
Sub-Total						\$22,415
Category & Description	Quantity	Age	Risk Level	Unit Cost	Total Cost	Sub-total
Computer Technology						
Laptops – 2015	3	New	Low	\$1,325	\$3,975	
Laptops – 2014	3	1	Low	\$925	\$2,775	
Laptops – 2013	1	2	Medium	\$1,200	\$1,200	

Laptops – 2012	6	3	High	\$1,200	\$7,200	
Laptops – 2011 and older	6	4-6	Obsolete	\$1,190	\$7,140	
Monitors	10	1-5	Low	\$220	\$2,200	
Keyboards & mouse	12	2-5	Low	\$55	\$660	
Portable Back-up Drives	2	7	Low	\$95	\$190	
UPS	1	5	High	\$325	\$325	
File Server System	1	2	High	\$6,289	\$6,289	
Roof Antenna – Data Connectivity	1	2	High	\$13,000	\$13,000	
Rack and Connectivity Technology	1	10	High	\$5,500	\$5,500	
Sub-Total						\$50,454
Summary						
Office Contents						\$57,991
Computer / Mechanical Equipment	Computer / Mechanical Equipment					\$72,869
EDL location Furniture, Fixtures, Fittings & Equipment Inventory Total						\$130,860

\* Note

Oue to the age of the majority of furniture, fixtures, fittings and equipment at the 308 Stafford Drive location and in the absence of concrete financial cost data, many of the costs are based on averages and best guess on historic costs in relation to 2015 prices.

- Economic Development Lethbridge employs an evergreening strategy in relation to computer technology, as newer well-maintained computers are proven to maximize company productivity and require minimal maintenance and technology support services, which provides for significant cost savings to the organization. Computers are continually cycled through the organization based on work needs, with older machines moved to static stations such as the boardroom. Laptops are retired after four years in use, with two retired machines kept in storage one year after retirement as back-ups. After five years machines are destroyed to ensure client confidentially is maintained.
- ♦ Cell phones are replaced every two years.

Value-at-Cost Summary, Medium- to Long-term Assets, All EDL Locations				
Office Contents	\$194,988			
Computer / Mechanical Equipment	\$191,351			
Furniture, Fixtures, Fittings & Equipment Inventory - Total	\$386,339			

Methods of Fur	nding Capital Procurement
Publicly Funded	<ul> <li>Description: Known as traditional procurement, this is the process whereby public agencies procure capital assets – retaining direct responsibility for financing, design, construction and (usually) operations, and assuming most or all of the risks throughout an asset's life cycle.</li> <li>Forms / Examples: Traditional procurement takes a variety of forms, such as design-bidbuild, construction management, unit price, cost plus or design-build.</li> <li>Application: This option is appropriate where it provides the best value for money and is necessary to protect the public interest.</li> </ul>
Self- Supporting Project	<ul> <li>Description: This usually relates to an ancillary type of project that differs from or enhances the main services or product lines of a company, but produces a good or service they would need to purchase to operate, and as such they can benefit from cost savings and revenue generation to cover some/all of the project costs. </li> <li>Forms / Examples: A common example of a self-supporting project is ancillary services such as those in place at postsecondary Institutions. Where the institution could not purchase, for example, costly printing equipment, an ancillary print shop may be able to undertake that asset acquisition and offer printing services to the institution at cost while offering services to other clients at market rates. </li> <li>Application: By introducing new products and services or using existing products to branch into new markets, businesses create additional revenue and growth opportunities, with provides costs savings for the primary company and allows assets to be acquired through the ancillary revenues.</li></ul>
Internal Payback	<ul> <li>Description: Projects that overtime proved cost savings that are equal to or greater than, the initial investment in the asset.</li> <li>Forms / Examples: Acquiring energy efficient equipment is a common example.</li> <li>Application: These types of projects are of particular importance where significant cost savings and efficiencies can be realized with the acquisition of a new asset.</li> </ul>

## Schedule III - Forms of Alternative Capital Procurement

Partnerships	<ul> <li>Description:         <ul> <li>A partnership is an arrangement where parties, known as partners, agree to cooperate to advance their mutual interests. Organizations may partner together to increase the likelihood of each achieving their mission and to amplify their reach.</li> </ul> </li> <li>Public-private partnerships (P3s) are a long-term, performance-based approach to procuring public infrastructure that can enhance governments' ability to hold the private sector accountable for public assets over their expected lifespan. P3s transfer a major share of the risk associated with infrastructure development to the private sector.</li> <li>A joint venture is a relationship which arises from an express or implied agreement between two or more parties to undertake some common objective for their mutual benefit. Nonprofits may enter into joint ventures with for-profits to raise capital, to access the expertise possessed by their for-profit co-ventures, and to take advantage of opportunities otherwise unavailable to them. For-profits may enter into joint ventures with nonprofits to access new sources of capital, to exploit specific assets owned by the nonprofit (such as intellectual property rights), to take advantage of available tax credits (such as the federal Low-Income Housing Tax Credit), and to acquire greater community or political support.</li> <li>Forms / Examples:         <ul> <li>Partnerships can take a number of forms, with public-private</li> </ul> </li> </ul>
	partnerships and joint ventures being two of the most common. <b>Application:</b> According to the Government of Canada, P3s work because they engage the expertise and innovation of the private sector and the discipline and incentives of capital markets to deliver public infrastructure projects.
Operating Leases	<ul> <li>Description:</li> <li>Almost any long-lived asset that can be purchased can also be leased.</li> <li>Businesses may choose to lease an asset for the following reasons: <ul> <li>Smaller financial outlay – monthly payments versus up-front costs</li> <li>Flexibility - not to be locked into rapidly changing technology</li> <li>Caliber of Asset – can lease what is prohibitive to buy</li> <li>Tax advantage - entire payment is an expense and not a capital purchase</li> <li>Incentives - some leases include maintenance and other services in a single price</li> </ul> </li> <li>Forms / Examples: <ul> <li>Items commonly leased include real estate (office or store space, a warehouse, a parking lot), vehicles (cars, trucks, trailers), equipment (copiers, computers, machine tools).</li> </ul> </li> </ul>

	Application: In an organization with medium-term funding and an expectation that different projects will be undertaken at different times, and where some projects may have a defined end date, may find that leasing assets is a viable alternative which could help alleviate the capital requirements of getting new projects off the ground.
Integrated Strategies	<b>Description:</b> In some cases, the best approach to meeting service delivery needs may be a <b>combination</b> of varying procurement and service-delivery methods, integrated into a single project specific strategy.
	<b>Forms / Examples:</b> For example, one or more aspects of demand could be met through an alternative service delivery strategy such as outsourcing. Part of an existing asset could be sold to offset costs. Another aspect of service delivery could be provided through a public-private partnership and, where it provides the best value for money and is necessary to protect the public interest, a portion of service delivery need could be met through traditional (publicly financed) means.
	<b>Application:</b> To determine the best service delivery option, agencies need to assess which strategy will achieve the best value for money and best protect the public interest.

OPERATIONAL POLICY					
Title: Human Resources – Medical C	Cannabis Policy				
Prepared by: P. Epp	Category: Procedural Agreements				
Revision date: January 4, 2019	Owner: Chief Executive Officer				

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), considers its' employees to be their most valuable resource, and for that reason, their health and safety is of paramount concern. Medical cannabis will be treated the same as all other regularly prescribed medication. EDL has the same expectations from employees who use medical cannabis as who use all other types of medication and will accommodate individuals up to the point of undue hardship.

## PERSONS IMPACTED

EDL, the CEO and EDL staff

## DEFINITIONS

**Workplace** – includes but is not restricted to all land, property, structures, installations, vehicles and equipment owned, leased, operated or otherwise directly controlled by EDL or under EDL's operating authority. This includes client premises when EDL employees are working on such premises in the performance of their employment duties.

<u>Medical cannabis</u> – is cannabis and cannabinoids that are prescribed by doctors for their patients and is used to treat a variety of medical conditions (such as pain, anxiety, nausea and glaucoma).

<u>Cannabis</u> – refers to any marijuana products in any form including oils and edibles.

<u>Fit for duty</u> – means the ability to mentally and physically perform the essential duties of the job in a safe and reliable manner.

## **GUIDELINES**

Employees under the influence of drugs on the job can pose serious health and safety risks both to themselves and their fellow employees. To help ensure a safe and healthy workplace, EDL reserves the right to prohibit certain items and substances from being brought on to or present at the workplace.

## **EXPECTATIONS**

The following expectations apply to employees and management alike while conducting work on behalf of the organization at the workplace:

- Employees may only use medical cannabis with a license in their name from a physician.
- If an employee is required to use medical cannabis while at work, they must inform the Director of Operations or CEO. An employee is not required to disclose their specific medical diagnosis; however, they are required to provide a note from their doctor (medical cannabis prescription form available) and a copy of the possession license.
- All information provided regarding medical cannabis use is considered confidential and will be treated as such, keeping an employee's privacy as a top concern second only to safety.
- Employees who have a medical condition which requires additional accommodation can discuss their cannabis use schedule in the context of the general accommodation plan with EDL and their primary care physicians.
- EDL will work with the individual that requests accommodation in an effort to ensure that the measures taken are both effective, and mutually agreeable.
- In the event that medical cannabis is deemed to pose a significant or potential hazard to the employee and/or other employees, EDL will attempt to find alternative work for the employee, up to the point of undue hardship.

## **ROLES AND RESPONSIBILITIES**

EDL will clearly communicate all expectations surrounding medical cannabis use, misuse, and abuse while at work. To help enforce this policy, management and employees are expected to adhere to the following:

- In the event that an employee is taking medical cannabis during regular working hours, they are expected to use it in moderation, only at the recommended level of dosage and the applicable frequency of the doses.
- EDL asks that, where possible, employees who require medical cannabis use a method of ingestion other than smoking.

- Employees who choose to smoke medical cannabis must abide by all provincial smoking regulations.
- Employees who choose to smoke medical cannabis are not permitted to smoke in the presence of other employees.
- EDL will determine an appropriate smoking area for the employee, with the goal of maintaining the confidentiality of the employee's medical situation.

#### Management is required to:

- Treat employees who use medical cannabis the same as all other employees using prescription medication.
- Provide accommodation up to the point of undue hardship.
- Be aware of the effects of cannabis use and ensure employees are not placed in any safety sensitive situations.
- Assess the effects of the use of cannabis on an employee's performance on the job.
- Ensure that the use of medical cannabis does not adversely affect the safety of the employee and/or his/her co-workers.
- Ensure that any employee who asks for help due to a drug dependency is provided with the appropriate support (including accommodation) and is not disciplined for doing so.
- Respond to any employee queries regarding the use of medical cannabis, while maintaining the privacy of an employee's specific situation at all times.

# **Employees are required to:**

- Disclose their medical cannabis use to management.
- Work with EDL to develop and comply with accommodation plans.
- Follow the agreed-upon accommodation plan and the guidelines of this policy.
- Never share their medication with any other employee, even those who may have a similar prescription.
- Required to store cannabis related products in a secure location and ensure they are properly labeled.
- Maintain ongoing communication with management regarding the effects of cannabis on their ability to perform their job duties.
- Never participate in activities which could cause a safety risk such as driving while under the influence of cannabis.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	10/10/2018
2			

# Economic Development

# LETHBRIDGE

# Medical Cannabis Prescription Form

**Note to Physician:** This form will be used only to address and outline an individual's use of cannabis for medical purposes.

1. The information shared on this form will be kept private and confidential.

2. Please **do not** provide a diagnosis or any other related medical information.

#### Employee Name: \_\_\_\_\_

I have reviewed this form and give you permission to supply Economic Development Lethbridge with information related to my prescription here.

Employee Signature:

Date:

# \*\*Please return this form by fax, email or mail.

#### Medical Assessment

Name of physician:

Based upon my diagnosis, this individual has been prescribed the use of medical cannabis to alleviate one or more of their symptoms. The use of the prescribed medication is required.

Comments:

Job duty restrictions or limitations while using required medical cannabis (if any):

# Economic Development

Signature of Physician:	
Name of Physician:	(please print)
Date: Medical Office	 Stamp

#### Forward by mail, email or confidential fax to:

Economic Development Lethbridge 308 Stafford Drive South Lethbridge, AB T1J 2L1 Attention: Human Resources

Email: info@chooselethbridge.ca

Fax: 403-331-0022

# Accommodation Plan Form

This accommodation plan form can be used for existing employees or for new employees. Employees who have a disability that requires accommodation are encouraged to come forward to develop an accommodation plan. This form will be used in conjunction with the Medical Cannabis Prescription Form to outline specific workplace accommodations. Temporary accommodation may be granted pending the receipt of appropriate paperwork.

All information contained in this form will be confidential and will only be disclosed to those people who need to know and are involved in the accommodation process. This form will be reviewed on a regular basis and where needed; changes may be made. An employee or the employer may request to review the accommodation plan form when deemed necessary. Either party may request this by contacting the employee, Director of Operations or CEO as appropriate. A copy of this form will be provided to the employee for his/her personal records.

# Part One: To be completed by employee

The first part of this form will be filled out by the employee. The Director of Operations and/or CEO will then review this form and meet with the employee to determine possible accommodations.

In the event that a request for accommodation is approved, EDL will advise the employee and provide the employee with a completed copy of the Accommodation Plan Form for their review, discussion and agreement.

In the event that a request for accommodation is denied, EDL will contact the employee within 5 business days providing the reason for the denial of the request. Please note that employees may have the participation of a representative in the development of the accommodation plan.

**Directions:** Please fill out the section below listing any accommodation requests. Where information is not relevant, please insert N/A. If an assessment has been conducted, please attach a copy to this form and fill out the pertinent sections.

Employee Section		
Employee Name:		
Title:		
Department:		
Immediate Supervisor:		
Assessment Date:		
Assessment Completed By:		
Please list specific types of accommodatio	ons required	

I understand that the accommodation requested above may not be granted but that the organization will attempt to provide a reasonable accommodation that does not create an undue hardship on the employer's business.

Employee Signature:

Date:

#### Part Two: To be completed by immediate supervisor

The Director of Operations and/or CEO will review the accommodation request, with the necessary stakeholders and determine the feasibility of the request (keeping in mind that all accommodation requests will be met except for those that qualify for undue hardship on Economic Development Lethbridge).

Employer Section		
Supervisors Name:		
Other review participants:		
Signature(s):		
Date of Review:		
Evaluation of impact of accommo	odation (if any)	
Accepted:	Not accepted:	
If not accepted, outline alternative accommodations available		

### Part Three: Form review and agreement

Once part one and two of the form have been completed, the employee and his/her supervisor must meet to review the accommodation request and, if need be, come to a resolution on accommodation details. Where portions of the accommodation request have been denied, EDL will provide a detailed explanation for the denial based on the evaluation of impact. The below form will outline the agreed upon accommodation(s). Where there is no agreement, this shall be documented.

Accommodation Plan		
Employee name:		
Management participants:		
Date:		
Accommodation agreed	upon	
Alternative formats req	uired	
Additional informat	lon	
Date of next review:		
If no agreement on an accommodation, an explanation must be provided below		

Workplace Emergency Response Information Plan Required?	Yes:	No:

Employee Signature:	Date:	
Manager of Immediate Supervisor:	Date:	
Chief Executive Officer:	Date:	

OPERATIONAL POLICY		
Title: Human Resources – Recreational Cannabis / Non-prescribed		
Substances Policy		
Prepared by: P. Epp	Category: Procedural Agreements	
Revision date: January 4, 2019	Owner: Chief Executive Officer	

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), considers its employees to be their most valuable resource, and for that reason, their health and safety is of paramount concern. Cannabis will be treated the same as all other recreational substances. EDL has adopted this policy to communicate its expectations and guidelines surrounding cannabis use, misuse, and abuse.

# PERSONS IMPACTED

EDL, the CEO and EDL staff

# DEFINITIONS

**Workplace** – includes but is not restricted to all land, property, structures, installations, vehicles and equipment owned, leased, operated or otherwise directly controlled by EDL or under EDL's operating authority. This includes client premises when EDL employees are working on such premises in the performance of their employment duties.

**<u>Recreational</u>** – relating to or denoting activity done for enjoyment when not working.

<u>**Cannabis**</u> – refers to any marijuana products in any form including oils and edibles.

<u>Non-prescribed substance</u> - sometimes called an over the counter, or OTC, medicine - is any drug that you can buy without a doctor's prescription.

<u>Fit for duty</u> – means the ability to mentally and physically perform the essential duties of the job in a safe and reliable manner.

# **GUIDELINES**

Employees under the influence of recreational drugs or non-prescribed substances on the job can pose serious health and safety risks both to themselves and their fellow employees. To help ensure a safe and healthy workplace, EDL reserves the right to prohibit certain items and substances from being brought on to or present at the workplace.

### **EXPECTATIONS**

The following expectations apply to employees and management alike while conducting work on behalf of the organization at the workplace:

- Employees are expected to arrive to work fit for duty and able to perform their duties safely and to standard; employees must remain fit for duty for the duration of their shift;
- Use, possession, distribution, or sale of drugs during work hours, including during paid and unpaid breaks, is strictly prohibited;
- Employees are prohibited from reporting to work while under the influence of recreational cannabis and any other non-prescribes substances;
- If unexpected circumstances arise where employees are requested to perform unscheduled services while under the influence of recreational cannabis or any other non-prescribed substances, they are responsible to refuse the request and to ask that the work be delegated to another employee;
- Employees are expected to abide by all governing legislation pertaining to the possession and use of cannabis and any other non-prescribed substances.

#### **ROLES AND RESPONSIBILITIES**

EDL will clearly communicate all expectations surrounding cannabis and any other non-prescribed substances use, misuse, and abuse. To help enforce this policy, management and employees are expected to adhere to the following:

#### Management will:

- Identify any situations that may cause concern regarding an employee's ability to safely perform their job functions;
- Ensure that any employee who asks for help due to a drug dependency is provided with the appropriate support (including accommodation) and is not disciplined for doing so; and

• Maintain confidentiality and employee privacy.

#### **Employees must:**

- Arrive to work fit for duty, and remain fit for duty throughout their shift;
- Perform work safely in accordance with organization-established safe work practices;
- Refrain from consumption, possession, sale, or distribution of cannabis and other non-prescribed substances at the workplace, and during working hours even if away from the workplace;
- When off duty, refuse a request to come into work if unfit for duty;
- Report limitations and required modifications as a result of medically approved cannabis use;
- Report unfit co-workers to management;
- Seek advice or appropriate treatment, where required;
- Communicate dependency or emerging dependency;
- Follow the after-care program, where established; and
- Abide by all governing legislation pertaining to the possession and use of cannabis.

# **DISCIPLINARY ACTION**

Employees found in violation of this policy may be subject to disciplinary action, up to and including termination of employment. Where applicable, EDL may also take legal action in accordance with applicable law.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	9/18/2018
2			

OPERATIONAL POLICY		
Title: Human Resources – Suspected Employee Impairment Policy		
Prepared by: P. Epp Category: Procedural Agreements		
Revision date: January 4, 2019	Owner: Chief Executive Officer	

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), seeks to create a safe and healthy work environment. Impairment on the job can lead to serious accidents and interfere with the accuracy and efficiency of work. Impairment may be due to alcohol use or other substance or drug use. Impairment could also be due to other medical or psychological conditions.

All employees are expected to be fit for duty when reporting to work and remain fit for the duration of the shift. This includes refraining from using alcohol, drugs, or other substances that cause impairment.

This policy outlines the procedures to follow when dealing with an employee who appears to be impaired while at work. All employees will be treated following the same procedure if they are suspected of impairment in the workplace.

#### **GUIDELINES**

Supervisors are expected to observe changes in an employee's behavior, attendance, or performance if they suspect the employee of impairment. Supervisors should assess each situation on a case-by-case basis to determine whether emergency action is required.

#### Signs of impairment

The most immediate signs of impairment due to cannabis use are dilation of the blood vessels in the eyes (making them bloodshot), increased heart rate, increased appetite and memory impairment, along with difficulty paying attention or solving problems.

When monitoring for symptoms of impairment due to cannabis use, there may be reactions of anxiety, fear or panic, especially if they are new to the drug or taking it in an unsettling location. Hallucinations, paranoia and delusional behavior can be symptoms of cannabis use that is very potent, or consumption of a large amount.

# At the time of suspected impairment

In the event an employee suspected of impairment becomes violent, verbally abusive, or otherwise threatening, EDL supervisors should:

- Seek immediate assistance by calling the police (911);
- Make reasonable efforts to keep themselves and other employees safe; and
- Contact the Director of Operations or CEO as soon as is reasonably possible to inform them of the situation.

In the event an employee suspected of impairment requires medical assistance, Economic Development Lethbridge supervisors should:

- Seek immediate medical assistance by requesting emergency services (911);
- Contact the Director of Operations or CEO as soon as is reasonably possible to inform them of the situation.

In a non-emergency case of suspected impairment, EDL supervisors should:

- Meet with the employee privately to assess whether the employee shows any signs of impairment.
- Indicate to the employee that they must leave the worksite immediately for the safety of the impaired employee and the safety of others and arrange for appropriate transportation home, such as contacting the employee's emergency contact to pick up the employee or calling a taxi. Note that riding a bicycle home while impaired is also unsafe;
- Inform the employee they are being placed on administrative leave with pay for the remainder of the workday due to suspected impairment;
- Contact the Director of Operations or CEO as soon as is reasonably possible to inform them of the situation.

In all situations, EDL supervisors should:

- Remain calm, respectful, and firm during all interactions with the employee;
- Ask the employee if they are under the influence in a non-accusatory way; and
- Treat the employee in a fair and equitable manner while following this policy.

# Follow-up

Employees are expected to return to work for their next scheduled workday or shift, unless they are medically unable to do so. If the employee fails to report to work the next day or for their next scheduled shift without medical documentation, appropriate corrective or disciplinary action will be followed in accordance with EDL's practices.

Any performance or disciplinary follow-up should take place following the employee's return to work either the following day, or at their next scheduled shift. EDL supervisors should not discuss performance or administer discipline while the employee is impaired. Supervisors shall:

- Refer and encourage the employee to contact EDL's Employee Assistance Program (Human Resource Coaching) through Arete's toll-free number 1-877-922-8646;
- Discuss with the employee possible consequences and expectations;
- Administer appropriate corrective or disciplinary action in accordance with EDL's practices; and
- Document all communication and action in the employee's personnel file.

Supervisors may contact the Director of Operations or CEO to request that a mediator be present, or as a witness, to disciplinary and performance meetings.

# Privacy

EDL supervisors are expected to maintain the privacy of any employee suspected of impairment on the job. Details of incidents shall remain confidential and be shared only with the Leaders group and/or CEO. In the event it is revealed that the impaired employee has a substance dependency, the CEO shall adhere to EDL's policies and practices regarding accommodation, including respecting the privacy and confidentiality of the employee throughout the accommodation process.

It is not EDL's job to diagnose an employee with a dependency, but instead, it is the responsibility of a medical professional. Employees suspected of a substance dependency should be directed to the appropriate health care professionals for assistance.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	10/10/2018
2			

OPERATIONAL POLICY		
Title: Education Assistance Program Guidelines		
Prepared by: T. Lewington Category: Human Resources		
Revision date: May 28, 2015	Owner: Chief Executive Officer	

# **POLICY STATEMENT**

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), believes that continuing education is an important part of an employee's career development. In support of this spirit of lifelong learning, the organization provides financial assistance to those employees who have successfully participated in continuing education opportunities.

EDL has a proven track record of leveraging unique and creative opportunities. These guidelines are provided as general direction for the organization and recognize the need to remain both nimble as well as flexible to maximize opportunities for learning as they arise.

# ELIGIBILITY

The policy applies to all active permanent full-time and part-time employees who have completed their probationary period. Approval is required by direct manager or CEO.

# REIMBURSEMENT

To be eligible for reimbursement, an employee must have successfully completed pre-approved eligible courses. Successful completion means that an employee completed the educational opportunity in compliance with the institution/course requirements. In such cases, EDL will reimburse the employee up to 100% of tuition costs (as recognized by CRA) and 50% of the cost of course textbooks, to a maximum of \$5,000 per calendar year. Amounts will be pro-rated for part-time employees. This cap can also be evaluated at as an average over time should annual amounts fluctuate during a program offering. In addition, where grants or other funding is made available to the organization, the CEO may choose to adjust the proportions and limitations set out above.

Should an employee voluntarily terminate employment with EDL within one year after the date of completing the pre-approved course, s/he must repay the Educational Assistance amount to EDL.

# ELIGIBLE COURSES

In order to be eligible for reimbursement, a course must:

- Encourage/support the employee's growth and development in the organization;
- Be related to the employee's current job assignment, or be a prerequisite for a degree, diploma or certificate related to the employee's current job assignment;
- Help prepare the employee for new opportunities within the employee's current functional group.

# **Other Requirements/Guidelines**

<u>Pre-professional Exams</u>

Fees to write pre-professional entrance exams or in relation to the challenge of final exams are eligible for reimbursement under the Educational Assistance program provided that the employee successfully passes/defends the exam.

• <u>College and University (Undergraduate and Masters) Courses</u> All courses must be taken at certified Canadian institutions and must be courses in which a final grade is granted. International institutions may be approved at the discretion of the CEO where no such suitable offering exists in Canada.

• <u>Professional Certifications</u>

In order for courses leading to Professional certifications to be covered, each course must be a prerequisite for an eligible certification and must be taken at an Authorized Training Centre/Partner or a certified Canadian institution. The employee must be enrolled in the program and actively working towards completion.

# **OTHER COURSES/FEES UNDER THE PROGRAM**

The following programs are eligible for cost recovery at the discretion of the CEO. For educational opportunities such as these, an outline/proposal detailing the rationale as to how this would benefit both the employee and EDL should be provided to the Leadership team for approval.

- Language courses;
- Computer software training;
- Health and safety training;

- Training seminars;
- Cross-functional course/degrees
- Optional "prep" courses/exams;
- General Interest courses;
- Executive Master's program

# **APPLICATION AND ACCOUNTABILITY**

Employees wishing to apply for the Educational Assistance program are responsible for doing so prior to enrolling in the course of study. The application must be approved by the employee's manager and CEO. Anticipated costs for educational assistance should be factored into the next annual budget where possible.

Completion of professional development does not imply or guarantee promotions or salary increases.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	T. Lewington	5/28/15
2	Revised language in Section A	P. Epp	7/14/15
3	Revised	T. Lewington	1/16/16
4	Reviewed & Approved	EDL Board of Directors	12/14/2016

OPERATIONAL POLICY			
Title: Human Resources – Joint Work Site Health and Safety			
Representative Policy			
Prepared by: P. Epp	Category: Procedural Agreements		
Revision date: May 18, 2018	Owner: Chief Executive Officer		

# PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), is vitally interested in the health and safety of its employees. This policy has been created to provide information pertaining to the duties and responsibilities of EDL's joint work site health and safety representative. This policy is intended to comply with the requirements for health and safety representatives provided in the *Occupational Health and Safety Act*.

# PERSONS IMPACTED

EDL, the CEO and EDL staff

# GUIDELINES

#### **Appointing a Representative**

• For work sites that comprise of five to 19 workers, and where work is expected to last 90 days or more, or if ordered to by a Director, the company will designate a worker as a health and safety representative.

#### Responsibilities

#### Employer

Economic Development Lethbridge shall:

- Keep readily available all health and safety information and provide that information to the representative.
- Ensure that current paper or stored electronic copies of the *Occupational Health and Safety Act*, the regulations, and the *Occupational Health and Safety Code* are readily available for reference by workers and the representative.
- If required to make a report or plan under the OHS Act, the regulations, or the OHS Code, ensure that the report or plan is in writing and a paper or stored electronic copy of the report or plan is readily available for the representative at the work site affected by the report or plan.

- If required to develop procedures or to put procedures in place under the OHS Act, the regulations, or the OHS Code, ensure that they are in writing and a paper or stored electronic copy of the current procedures is readily available for reference by the representative if there is one, at the work site affected by the procedures.
- Establish a health and safety program that includes the prescribed elements.

#### Representative

Edl is committed to maintaining the health and wellbeing of its employees. As such, EDL has appointed a health and safety representative which is responsible for:

- Establishing rules of procedure for fulfilling its duties;
- Receiving, providing consideration, and following up on complaints regarding health and safety;
- Participating in the identification of hazards to workers or other persons connected to a work site;
- Developing and promoting measures to protect the health and safety of persons in the workplace and evaluating the effectiveness of those measures;
- Cooperating with an officer exercising their duties under the OHS Act, OHS Code, or relevant regulations;
- Making recommendations to EDL regarding the health and safety of workers;
- Inspecting the work site at regular intervals;
- Participating in investigations of serious injuries and incidents at the workplace in accordance with the act;
- Maintaining records in connection with health and safety complaints and attendance to other matters;
- Taking time off from work for authorized activities related to health and safety responsibilities;
- Being present at the investigation of work refusals. If a worker is killed or critically injured on the job, participating in the subsequent investigation;
- Any other duties that are specified in the Occupational Health and Safety Act, or the Occupational Health and Safety Code.

# Employee

Employees must:

- Report any hazards in the workplace to the representative;
- Work proactively with the representative to resolve health and safety issues in the workplace; and
- Follow instructions related to safe work practices provided by the representative.

# **Responding to Health and Safety Matters**

If the health and safety representative bring a health and safety matter to the attention of the organization, and makes recommendations to remedy the matter:

- If the matter can be resolved by the organization within 30 days, the organization shall do so and inform the representative;
- If the matter cannot be resolved by the organization within 30 days, the organization shall respond in writing, stating how the concern will be addressed and when the concern will be addressed, including a timetable for implementing changes to address the matter. Or, if the organization disagrees with any recommendations or does not accept or believe there are any health and safety concerns, the organization shall give reasons why there is disagreement with any recommendations or does not accept or believe there are any health and safety concerns, the any health and safety concerns;
- Where the parties cannot resolve a problem or address a concern after the provision of written reasons by the organization, the organization, and the health and safety representative may refer the matter to an officer;
- An employee may refer any health and safety matter directly to an officer.

# Posting Name of Representative

EDL shall ensure that the name and contact information of the joint work site health and safety representative is posted conspicuously at every work site where workers are represented by the representative.

# **Term of Office**

A health and safety representative may hold office for a term of not less than one year and may continue to hold office until their successor is selected or appointed.

# Inspection of Work Site with an Officer

When an officer inspects a work site, the officer may request the health and safety representative to be present at that inspection.

## Meetings between Employer and Health and Safety Representative

EDL shall meet with the representative regularly to discuss health and safety matters.

The health and safety representative may call a special meeting with EDL to deal with urgent concerns at the work site.

#### **Representative Role in Workplace Inspections**

The representative must ensure that the workplace is inspected regularly. Other workers, as well as the employer, must give the representative any information and assistance needed to carry out these inspections.

In some cases, the representative must also participate in the development of assessment reports and control-program reports required under the designated substance regulations.

# **Representative Training**

EDL will ensure that the representative is trained in the duties and functions of a representative. Where a representative requiring training provides reasonable notice, EDL will permit the individual to take time away from their regular duties to attend training.

Employees requiring training will be allowed to take the greater of 16 hours or the number of hours normally worked during two shifts.

# Time Away and Entitlement Pay

A health and safety representative is entitled to take the following time away from the representative's regular duties:

- The period of time that the representative determines is necessary to prepare for each meeting with the employer or prime contractor, as applicable;
- The time required to attend each meeting with the employer or prime contractor, as applicable;
- The time required to attend health and safety training, as approved by the representative's employer;

• Such time as the representative determines is necessary to carry out the representative's duties as a representative under this act, the regulations, and the code.

The health and safety representative are deemed to be at work during the times described above and is entitled to be paid for those times at the applicable rate of pay.

#### **Posting Requirements**

Copies of the following materials will be posted in a conspicuous location:

- A health and safety notice prepared by or for a Director concerning conditions or procedures at the work site.
- Name of representative and where he/she works;
- Reports on compliance; and
- Other related information, as a safety officer directs.

The required information may also be provided electronically provided that all affected employees are informed of the orders and notices and have ready access to them.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	5/18/2018
2			

OPERATIONAL POLICY			
Title: Human Resources – Non-Disclosure Agreements (NDA)			
Prepared by: T. Lewington	Category: Procedural Agreements		
Revision date: November 1, 2022	Owner: Chief Executive Officer		

# PURPOSE AND SCOPE

The Lethbridge Economic Development Society, operating as Economic Development Lethbridge (EDL), has created this policy to establish EDL's requirements for communicating organizational expectations for entering into non-disclosure agreements.

Entering into contractual obligations such as confidentiality agreements and nondisclosure agreements (NDA) presents certain risks for the organization and carries with it certain responsibilities. This policy aims to raise awareness and provide guidance to support effective use and governance of non-disclosure agreements for EDL employees.

# POLICY STATEMENT

Economic Development Lethbridge (EDL or the organization) recognizes the importance of protecting the confidential, trade secret and other proprietary information of clients and their need to prevent the disclosure of such information to competitors, third parties or the general public.

EDL will enter into organizational non-disclosure agreements where required by the client to advance an investment inquiry or where deemed necessary to support a local business expansion.

In general, EDL will not enter into non-disclosure agreements by individual staff. In rare cases where the scope of a project requires limiting access to or internal sharing of confidential information, an individual NDA may be used where the NDA permits the disclosure of confidential information to the CEO and Board Chair. In such cases, the NDA may require the CEO and Board Chair to be bound by confidentiality and non-disclosure obligations that are at least as restrictive as those contained in the NDA.

NDA's should provide for a reasonable timeframe in relation to the nature of the project but should expire at a predetermined timeframe or event. (Like a public announcement of the project.)

# DEFINITIONS

<u>Unilateral NDAs</u> - Unilateral NDAs, also known as one-way NDAs, only require one party to protect the confidential information of one party. They are the most common type of NDA, and you will come across them whenever companies need to disclose confidential information to employees, advisors, clients, partners, and other stakeholders. One party is the disclosing party and one party is the recipient.

<u>Bilateral NDAs</u> - Also known as mutual NDAs or two-way NDAs, bilateral NDAs require both parties to protect the confidential information of both parties. Both parties can limit how the other party will use and share their information.

Bilateral NDAs are commonly used in situations where parties are required to exchange a lot of private business information during negotiations. These include corporate takeovers, joint ventures, and mergers and acquisitions. Both parties may be a recipient or disclosing party.

<u>Multilateral NDAs</u> - Multilateral NDAs or multiparty NDAs involve three or more parties where at least one of them will protect the confidential information disclosed by the other parties. The party or parties will also require the other parties to protect that information from further disclosure.

These agreements eliminate the need for separate bilateral or unilateral NDAs between two parties. For example, you can enter into a single multilateral NDA with parties A, B, and C instead of entering into three separate bilateral NDAs between A and B, B and C, and A and C.

Multilateral NDAs are often found in complex, negotiation-heavy deals. A typical example of this type of NDA is a multiparty confidentiality agreement. Three or more companies can use this agreement to ensure that each party is only disclosing confidential information so that each party can determine whether it is interested in entering into further agreements.

#### PERSONS IMPACTED

EDL, the CEO and EDL employees.

# PROCEDURE

- 1. All requests for entering into an NDA should be reviewed and approved by the CEO.
- 2. The CEO will ensure the NDA conforms to the requirements of this policy or work with the client to create mutually acceptable language.
- 3. The CEO will retain legal counsel were necessary due to the scope/scale of a project or potential risk to EDL.
- 4. EDL staff and board members will complete code of conduct and confidentiality agreements during onboarding processes or as required thereafter.
- 5. EDL staff will use existing processes to protect confidential information an NDA is a legally binding agreement.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	T. Lewington	11/01/2022
2.			

OPERATIONAL POLICY			
Title: Human Resources – Occupational Health and Safety Policy			
Prepared by: P. Epp Category: Procedural Agreeme			
Revision date: May 10, 2018	Owner: Chief Executive Officer		

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), is vitally interested in the health and safety of its employees. Protection of employees from injury or occupational disease is a continuing objective. EDL will make every effort to provide a safe and healthy work environment. All supervisors, employees, contractors, service providers, and suppliers must be dedicated to the continuing objective of reducing risk of injury. EDL is ultimately responsible for worker health and safety and will take every reasonable precaution possible for the protection of our employees.

EDL is committed to promoting a safe and healthy workplace for all employees, contractors, customers and visitors. In pursuit of our commitment, EDL will develop, implement and enforce such policies and procedures that promote and provide a healthier, safer work environment. EDL understands the importance of safety to the wellbeing and productivity of its people and strives to safeguard the workplace from injury and misconduct through dereliction of duty towards safety.

EDL will act in compliance with the *Occupational Health and Safety Act* of Alberta and its regulations, as well as the *Occupational Health and Safety Code*.

# PERSONS IMPACTED

EDL, the CEO and EDL staff

# GUIDELINES

All Canadian workers hold three key workplace rights related to health and safety: the right to know, the right to participate and the right to refuse unsafe work. These legal rights now define how occupational health and safety are protected:

- <u>The right to know</u> guarantees that all employees can ask questions about health and safety at work and be informed about hazards protections from hazards that concern them.
- <u>The right to participate</u> in workplace health and safety allows employees to get involved in maintaining and improving health and safety in their own workplace, whether through joining a committee or providing individual feedback on improvements that could be made.
- <u>The right to refuse unsafe work</u> ensures that employees are protected from punishment or threat of punishment if they refuse to do work because of a *sincere* belief that work threatens their own or anyone else's health or safety.

# COMMUNICATION

EDL encourages open communication on health and safety issues and is committed to ensure that all employees are aware of and understand these rights and take steps to protect and uphold these rights in the workplace. It is essential to providing an injury-free and productive work environment.

- Employees who voice or identify a health and safety concern will not be subject to retaliation.
- Health and safety comments will be reviewed by the Director of Operations and presented to the Leaders group. The Leaders group will initiate an investigation on each reported or potential hazard.
- Employees are encouraged to inform their supervisor or human resources of any matter they perceive to be an actual or potential workplace hazard.
- Communication can be written or oral and may be anonymous if so desired.

# RESPONSIBILITIES

# **Economic Development Lethbridge**

EDL will ensure the health, safety, and welfare of:

- Workers engaged in EDL work;
- Individuals who are not engaged in EDL work but are present at the organization's work site where work is being carried out; and
- Other people at or in the vicinity of the worksite who may be affected by hazards related to the worksite.

Furthermore, the organization will ensure that:

- Employees are aware of their rights and duties regarding health and safety and of any issues arising from work being carried out by the organization;
- No employee is subject to or contributes to harassment or violence in the workplace;
- Employees are properly supervised by an individual who is competent and familiar with applicable health and safety legislation;
- There is full cooperation with the joint work site health and safety representative in the exchange of information and resolution of health and safety concerns;
- Health and safety concerns are resolved in a timely manner;
- There is full cooperation with any person exercising a duty under the *Occupational Health and Safety Act* or *Occupational Health and Safety Code*.

EDL will also ensure that employees are properly trained in health and safety matters before they:

- Begin performing work;
- Perform a new duty, use a new piece of equipment, or use a new process; or
- Are moved to a new area of work.

# **Supervisors**

Supervisors, as long as it is reasonable to do so, are responsible for:

- Ensuring that they are competent to supervise;
- Taking all necessary precautions to ensure the health and safety of every employee under their supervision;
- Ensuring that employees under their supervision work in accordance with all applicable health and safety policies and procedures set out by legislation and the organization;
- Ensuring that employees under their supervision use all required hazard controls and personal protective equipment (PPE) as required by legislation or by the organization;
- Ensuring that no employee under their supervision is subject to or contributes to harassment or violence in the workplace;
- Ensuring that employees receive adequate training in their specific work tasks to protect their health and safety;

- Advising employees under their supervision of all known or foreseeable health and safety hazards in the area where employees will work;
- Reporting any concern, committed act, or harmful condition pertaining to health and safety;
- Ensuring investigations into injuries or incidents are performed in conjunction with the health and safety representative where applicable, and reports from investigations are retained for a minimum of two years after the injury or incident; and (from reporting workplace injuries)
- Complying with all health and safety legislation and cooperating with any person exercising their duty under health and safety legislation.

# Employees

All employees at EDL are responsible for:

- Taking all reasonable precautions to protect the health and safety of themselves and others in the vicinity of the work site;
- Cooperating with the organization and its supervisors in protecting the health and safety of all employees, other workers engaged in work for EDL, and any other worker present at the work site;
- Using all provided PPE and devices as required by health and safety legislation or the company in order to protect their health and safety;
- Not participating in or causing harassment or violence in the workplace;
- Reporting any concerns, acts, or harmful conditions that pertain to health and safety;
- Reporting all accidents to their supervisor or the CEO when a personal injury is sustained or when, regardless of injury, the employee is entitled to medical aid;(from reporting workplace injuries)
- Complying with all health and safety legislation and cooperating with any person exercising their duty under health and safety legislation.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	5/9/2018
2			

OPERATIONAL POLICY			
Title: Human Resources – Progressive Discipline Policy			
Prepared by: P. Epp	Category: Procedural Agreements		
Revision date: May 11, 2018	Owner: Chief Executive Officer		

#### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has adopted a policy of progressive discipline to ensure that employees have the opportunity to correct any performance or behavioral problems that may arise. EDL has established a set of reasonable rules and guidelines for employees to follow. These have not been put in place to restrict the freedoms of our employees, but rather they are in consideration of their safety, and the overall protection of EDL employees, property, and our business practices.

#### PERSONS IMPACTED

EDL, the CEO and EDL staff

# **GUIDELINES**

#### **Progressive Discipline Process**

In the event that an employee of EDL violates company policy or exhibits problematic behavior, a system of progressive discipline shall be utilized.

Progressive Discipline can be issued on either: attendance, conduct, health and safety or other performance concerns.

Employees will be given four opportunities to correct the unwanted behavior, unless the behavior or concern is one of a severe nature, in which case, progressive discipline can be accelerated to match the violation. Typically, progressive discipline will progress through the following steps:

- 1. Coaching informal
- 2. Verbal Warning formal
- 3. Written Warning formal
- 4. Final Written Warning with Possible Suspension formal
- 5. Termination

With each violation or apparent problem, the employee will be provided with a written document to:

- 1. Alert them to the problem, provide a reiteration of the correct company policy regarding the violation,
- 2. Advise them of the consequences associated with further infractions, and
- 3. Provide a suggestion towards a method of improvement.

All formal warnings will be considered as part of future infractions for a period of eighteen (18) months. If no further discipline happens within the time period, the warning will become inactive. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary actions.

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the past performances of the employee, and the seriousness of the violation, EDL reserves the right to skip the four-step disciplinary process and move straight to termination where necessary.

#### **Investigations and Documentation**

All violations or alleged violations will be properly investigated and documented by a supervisor or the CEO. All formal measure that have been taken within the progressive discipline process will be documented and kept in the employee's personnel file.

#### **Suspension and Review Period**

During the final written warning, an employee may be suspended and/or put on review.

<u>Suspension</u>: Employees put on a suspension will be excluded without pay from the workplace for a period of one to three (1-3) days depending on the violation. Typically, suspension will be for three (3) days unless the employee is required at work to complete projects or perform required duties.

#### **Termination of Employment**

The final stage of progressive discipline is termination of employment. Termination of employment with EDL may occur following an employee committing multiple violations of company policy, after the logical steps for progressive disciplinary action have been taken or immediately following a severe violation.

# Appeals

In the event that an employee feels that they have been wrongfully accused, or disciplined, they may file a written appeal with their supervisor or the CEO. Written appeals must contain:

- Details of the discipline;
- Events surrounding the discipline;
- Why the employee feels the discipline is not warranted or appropriate.

Their supervisor or the CEO shall review and respond to all written appeals within ten (10) business days.

# Suspension with Pay – Pending Investigation

In the event that an EDL employee is placed on suspension pending the results of an investigation, the employee will be notified of the decision, a stated timeline for the investigation and the actions that predicated the decision.

This form of suspension is not disciplinary but is intended to allow EDL the time to examine the issues thoroughly and to determine appropriate action. Should the investigation not be completed during the stated timeline, EDL will reserve the right to extend the suspension, as necessary.

During the course of the investigation, the suspended employee will be provided with the details of the allegations and given an opportunity to respond to them. The suspended employee must ensure that he/she is available for interviews during this period. If the suspended employee fails to make him/herself available, EDL will proceed with the investigation and make a determination based on the information available.

The suspended employee will have the right to legal representation, or an EDL representative present at any such interview, and will be given 24 hours notice prior to any interviews taking place.

As the suspended employee will be suspended with full pay, he/she will be required to be available for interviews during this period. Should the suspended employee need to leave town or be otherwise unavailable for interviews, he/she must submit a request and be granted approved leave. Any EDL employee who is placed on suspension with pay will be required to temporarily turn over his/her office keys, access passes and EDL identification. Any and all EDL property, business information, and confidential information are to remain at the worksite. In the event that any EDL employee placed on suspension with pay maintains any files or equipment at his/her residence which are the property of EDL, he/she will be required to turn these items over to an EDL representative, until such time as the investigation is completed.

EDL employees placed on suspension with pay should not have contact with anyone from the office other than their designated point of contact.

#### Administration

If you have any questions or concerns about this policy or its related procedures, please contact the CEO at 403-331-0022.

#### **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	5/11/2018
2			

OPERATIONAL POLICY		
Title: Human Resources – Right to Refuse Dangerous Work Policy		
Prepared by: P. Epp	Category: Procedural Agreements	
Revision date: May 22, 2018	Owner: Chief Executive Officer	

## PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), and in accordance with the *Occupational Health and Safety Act*, if an employee of EDL believes on reasonable grounds that there is a dangerous condition at the work site or that the work constitutes a danger to the worker's health and safety or to the health and safety of another worker or another person, the employee shall have the right to refuse any work that they believe to be dangerous.

The Right to Refuse Dangerous Work Policy applies to EDL employees who are on the company's premises or acting on behalf of the organization at all times and without exception.

# PERSONS IMPACTED

EDL, the CEO and EDL staff

# **GUIDELINES**

Any EDL employee can refuse to work if they have a reasonable belief that there is:

- A dangerous condition at the work site; or
- That the work constitutes a danger to the worker's health or safety or to the health and safety of another worker or another person.

# RESPONSIBILITIES

## Work Refusal Procedure

If work is refused or stopped, the following actions are required of employees and employers:

#### **Employees**

- Inform your supervisor or the CEO of the work refusal immediately, and provide an explanation detailing the rationale behind the refusal.
- Stay nearby in a safe place until an investigation has been completed.

• If you are dissatisfied with the results of the investigation, you may continue to refuse the work provided you have reasonable grounds to base the continued refusal on.

## Supervisor/CEO

- When a work refusal occurs, the supervisor or CEO shall remedy the dangerous condition immediately if possible. If the dangerous condition is not remedied immediately, the supervisor or CEO will inspect the working condition in the presence of the employee as long as it is safe to do so. The inspection must take place in the presence of:
  - A joint work site health and safety representative; or
  - Another worker selected by the employee refusing to do the work.
- Upon completion of an inspection, the supervisor or CEO shall prepare a written report of the refusal to work, the inspection, and action taken, if any. The report shall not contain any personal information related to the worker who initiated the work refusal. A copy of the report shall be provided to the employee who initiated the work refusal and the joint work site health and safety representative.
- If an employee is dissatisfied with the resolution and continues to refuse the work, the supervisor or CEO must contact an OHS officer and notify them of the situation, and request that they provide assistance.
- While awaiting the arrival and findings of the OHS officer, the supervisor or CEO may assign other reasonable work during normal work hours for the employee who has refused work.
- The OHS officer will conduct an investigation to determine whether the work is safe or unsafe. The findings of the investigation must be provided in writing to the employee, the supervisor or CEO and the joint work site health and safety representative. If the work is determined to be safe, the employee shall be expected to return to work.

# **Continuing Work That Has Been Refused**

• If work has been refused and the supervisor or CEO has investigated the situation and determined that the work does not constitute a danger to the health and safety of any person or that a dangerous condition does not exist, and the worker continues to refuse the work, then the supervisor or CEO may ask another worker to perform the refused work while waiting for the inspector to investigate and give a decision on the continued refusal.

- Where a second worker is asked to perform work that has been refused, the second worker must be informed in writing of the following information:
  - The first worker's refusal;
  - The reasons for the refusal;
  - The reason why, in the opinion of the employer, the work does not constitute a danger to the health and safety of any person or that a dangerous condition is not present; and
  - The worker's right to refuse to do dangerous work under the *Occupational Health and Safety Act.*
- The second worker also has the right to refuse the work if they have reasonable grounds to believe that the work is unsafe.

# **Payment for Refused Work**

- Under the *Occupational Health and Safety Act*, any worker who initiates a work refusal is entitled to payment at their appropriate rate despite the work refusal.
- A person acting as a worker representative during a work refusal is paid at either the regular or the premium rate, whichever is applicable.
- EDL is not required to continue payment to a worker who continues to refuse to perform work after the refused work has been inspected and ruled safe by an officer.

# **Discipline for Refusal to Work**

- Employees will not be disciplined for refusing to work if they have a reasonable belief that the work is unsafe or could endanger themselves or others.
- Employees are required to work in accordance with the regulations set forth by the *Occupational Health and Safety Act* and have the rights to seek their enforcement.
- The organization shall not penalize, dismiss, discipline, suspend, or threaten to do any of these things to a worker who has obeyed the act and its regulations.
- If a work refusal was made in bad faith, or if the worker continues to refuse the work after an officer finds that the work is unlikely to

endanger the worker, EDL may elect to apply disciplinary action up to and including termination of employment.

No person shall be disciplined for any of the following actions:

- Acting in compliance with the OHS Act, the regulations, the OHS Code or an order given under the act, the regulations, or the code or the terms, conditions, or requirements on an acceptance under section 55 of the act or on an approval under section 56 of the act;
- Being called to testify, intending to testify or testifying in a proceeding under the act;
- Giving relevant information about work site conditions affecting the health and safety of any worker engaged in work or any other person present at the work site to an employer or a person acting on behalf of an employer; an officer or another person concerned with the administration of the OHS Act, the code, or the regulations; or the joint work site health and safety representative;
- Performing duties or exercising rights as a health and safety representative;
- Assisting or having assisted with the activities of a joint work site health and safety representative;
- Refusing to do work under section 31 (1) of the act;
- Seeking to have a joint work site health and safety representative designated;
- Being prevented from working because of an order under the act, the regulations, or the OHS Code; or
- Taking reasonable action to protect the health and safety of that worker or any other person.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	P. Epp	5/9/2018
2			

OPERATIONAL POLICY		
Title: Human Resources – Salary Administration		
Prepared by: C. Dick	Category: Human Resources	
Revision date: January 26, 2016	Owner: Chief Executive Officer	

## PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to ensure the ongoing operation of an effective and efficient salary model for staff positions.

## PERSONS IMPACTED

EDL, the CEO and EDL staff

# POLICY STATEMENT

EDL has established a specific mechanism to ensure the continuing relevance and suitability of salary levels, enhancing the organization's ability to attract and retain quality employees.

## Salary Administration

EDL staff pay levels will be based on a series of position salary grids that are derived from two target salary grids in use at the City of Lethbridge and updated by that organization. This mechanism ensures that EDL compensation is relevant and competitive, while avoiding the administrative and cost burdens of recurring labour market compensation analysis. Individual staff pay levels, within the range of the applicable salary grid, will be determined through:

- The CEO's determination of a starting salary at date of hire, and
- The application of incremental, cumulative pay adjustments, at the discretion of the CEO based on performance and tenure, and
- The annual assignment by the CEO of additional pay based on merit, on a non-cumulative basis

Individual staff pay levels will be limited to a range of 80% to105% of the EDL target amount for that position. Exceptions to this policy must be reviewed and approved by the Human Resource Committee.

# **Operating Budget Parameters**

The Salary component of the operating budget for each year will be determined by accounting for current salaries plus:

- The impact of realignment with the target City of Lethbridge salary grids for the current or immediately preceding fiscal year,
- New or modified staff positions approved by the Board
- Funding levels and year over year increases provided by the City of Lethbridge to EDL's core operating grant
- Impacts of EDL cost of living adjustments

Within the overall salary component of the operating budget for each year, the CEO will have discretion to allocate a maximum of 2% of the salary budget in the form of cumulative pay increments, and 1% of the salary budget in the form of non-cumulative merit pay. In addition, the CEO will develop a recommendation for a cost of living adjustment (COLA) up to 1.5% each year to be reviewed by the Human Resources Committee.

# RESPONSIBILITY

The Human Resources Committee:

• Reviews salary administration recommendations from the CEO

The Board:

- Approves any recommended changes to the specific target grids drawn from the City of Lethbridge, and recommended by the HR Committee, should the need arise
- Approves permanent changes to staff positions

The CEO:

- Determines the appropriate position on the applicable EDL salary grid for each position in the organization
- Determines the starting salary for each new incumbent in an approved position within the established grid or by exception through Board approval
- Determines the magnitude of individual salary increments, if any, for each employee based on the parameters above
- Determines the level of merit pay for each employee, on an annual basis based on performance and within the parameters above
- Recommends cost of living adjustments on an annual basis

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board for approval.

<b>Revision:</b>	Changes:	By:	Date:
References	Compensation Review Final Report		April 2008
1	New Document – Adopted	Cheryl Dick	05/19/2010
2	Reviewed	Cheryl Dick	11/16/2011
3	Revised	Trevor Lewington	01/26/2016
4	Reviewed & Approved	EDL Board of Directors	12/14/2016

OPERATIONAL POLICY		
Title: Travel, Entertainment and Mileage Expense Policy		
Prepared by: T. Lewington	Category: Financial	
Revision date: August 22, 2017	Owner: Chief Executive Officer	

# **PURPOSE AND SCOPE**

The Lethbridge Economic Development Society, operating as Economic Development Lethbridge (EDL), has created this policy to establish EDL's requirements for managing, accounting for and reporting business travel and entertainment (T&E) expenses.

This Policy outlines the process for reimbursement of mileage expenses related to the use of a personal vehicle for organizational purposes.

The principles in this Policy apply to all employees of the organization as well as those working under contract for or otherwise representing Economic Development Lethbridge.

# POLICY STATEMENT

We hire knowledgeable, well trained individuals and have delegated to them the responsibility to make informed decisions that benefit the organization. This includes making informed decisions and using good judgement about travel related expenses.

# **OPERATIONAL REQUIREMENTS**

Submit expense reports on a timely basis. It is recommended that expense reports are timed with the semi-monthly payroll cycle to ensure reimbursements for expenses can be processed without delay.

All expenses are to be accompanied by an original, legible receipt containing sufficient detail to explain the business nature of the expense.

All airline travel is routinely booked as economy class tickets. However, if extended travel time is required, the CEO has the discretion of permitting an upgrade to business class.

When travel changes occur, team members are expected to minimize associated change, late or cancellation fees where possible.

Travel advances may be requested for up to 80% of the anticipated travel expenses 30 days prior to incurring the expense. This process is in place in lieu of individual corporate travel cards to minimize the financial burden of travel related expenses on team members.

# **Ground Transportation**

The preferred means of ground transportation are taxi, rental car, personal car or public transportation. Limos should only be used for traveling to and from airports where there is a major cost savings or in exceptional situations when safety or timing is an issue. As a publicly funded organization, travelers must be conscious of the image or perception created by our methods of transportation.

A car rental should be used for EDL business when the rental cost is less than the reimbursable personal mileage cost unless otherwise agreed to by manager or CEO.

# **Car Allowance and Mileage Reimbursement**

It is the policy of EDL to reimburse employees who are authorized to use their own vehicles for occasional organizational use.

To be eligible for mileage reimbursement, employees must:

- Maintain liability insurance coverage of not less than \$1 million.
- Maintain and provide proof of a valid operator/driver license.
- Immediately notify their manager of any changes to the status of their license or insurance coverage.
- Make claims on their expense report on a timely basis and ensure they are approved by their manager.

Kilometer reimbursement will be paid at a rate of \$0.49 per kilometer. Mileage rates are reviewed each year by the Human Resources Committee of the Board of Directors and will be linked to the annual rate review conducted by the City of Lethbridge.

Mileage allowances are considered a taxable benefit and will appear on an employee's T4 slip. Kilometer reimbursement is generally a tax-exempt reimbursement.

# Lodging

- When possible, have EDL administration book lodging. This minimizes out-of-pocket expenses for individuals.
- Reasonable expenses will be reimbursed, including room cost, fees, taxes, exercise facility charges, laundry (where necessary), baggage handling, parking, business center and internet charges. Other expenses that may be incurred should be approved by your manager or CEO.

# Meals and Entertainment- Individual EDL team member

- When you are traveling in Canada or the U.S., your individual meal expenses (including alcohol) when eating alone or with other employees should not exceed an average of \$100/day (in Canadian currency). For higher cost markets or when circumstances dictate, team members are trusted to determine what is appropriate.
- Submit complete receipts, indicating date and place, an itemized description of expenses, the names of attendees, their business relationship to EDL and the business purpose of the meal. Any exceptions to the meal limits should be highlighted and explained.

# Meals and Entertainment – Hosting

- The nature of EDL's work often requires the hosting of business delegations, investors or other key stakeholders.
- Hosting related expenses are generally not related to team member personal travel expenses and are covered under budgets for specific hosting initiatives.
- Hosting expenses should generally be pre-arranged with the appropriate manager. Hosting of government officials can be highly regulated and should be reviewed in advance with the CEO.

# **Spouse/Domestic Partner/Family Travel**

- Spouse/domestic partner travel, meals and lodging expenses are only reimbursable if the spouse/domestic partner presence serves a legitimate business purpose and is pre-approved by your manager. If your spouse/domestic partner participation is personal, the incremental travel expenses, meals, lodging and other expenses cannot be charged to the organization.
- Expenses for guests who are not spouses or domestic partners are subject to the above rules. Any expenses for children taken on a business trip are personal and are not reimbursable.

## **Other Travel Related Expenses**

- Reasonable, necessary and appropriate tips and other gratuities are reimbursable.
- Passport, visa, landing charges, airport taxes, inoculations and medical expenses not covered through group insurance/benefit plans and incurred as a direct result of business travel are reimbursable.
- Uninsured loss or theft of cash or valuables is reimbursable, provided that the loss or theft is not due to the team member's negligence, it has been reported to the airline (in the case of lost baggage) or local police and a copy of the airline or police report is attached to the expense report.
- Reasonable costs associated with access to technology will be reimbursed to enable team members to conduct EDL business efficiently while travelling. This may include personal data and long-distance packages for mobile phones, internet access plans or other related charges. These charges should be investigated and approved prior to departure where possible.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	T. Lewington	7/30/15
2	Revised	T. Lewington	1/26/16
3	Reviewed & Approved	EDL Board of Directors	12/14/2016
4	Revised	P. Epp	8/22/2017

OPERATIONAL POLICY		
Title: Human Resources – Workplace Violence and Harassment Policy		
Prepared by: P. Epp	Category: Procedural Agreements	
Revision date: May 8, 2018	Owner: Chief Executive Officer	

## PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), is committed to building and preserving a safe, productive, and healthy working environment for its employees based on mutual respect. In pursuit of this goal, the organization neither condones nor tolerates acts of violence or harassment against or by any employee.

## PERSONS IMPACTED

EDL, the CEO and EDL staff

# GUIDELINES

EDL will ensure that all employees are clear about the roles and responsibilities of management and staff, as well as this policy and procedures, specifically:

- On how to recognize workplace violence and harassment;
- The policy procedures and workplace arrangements that effectively minimize or eliminate workplace violence and harassment;
- The appropriate response to workplace violence and harassment, including how to obtain assistance; and
- Procedures for reporting, investigating, and documenting incidents of workplace violence and harassment.

In addition, a copy of this policy will be made available to all employees.

# DEFINITIONS

<u>Violence</u>: Whether at a work site or work-related, means the threatened, attempted, or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm, and includes domestic or sexual violence.

<u>Harassment:</u> Means any single incident or repeated incidents of objectionable or unwelcome conduct, comment, bullying, or action by a person which the person knows or ought reasonably to know will or would

cause offence or humiliation to a worker, or adversely affect the worker's health and safety.

Harassment includes a sexual solicitation or advance, as well as conduct, comment, bullying, or action because of race, religious beliefs, color, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, gender, gender identity, gender expression, or sexual orientation.

Harassment does not include any reasonable conduct of an employer or supervisor in respect to the management of workers or a work site.

<u>Work site:</u> Means a location where a worker is or is likely to be engaged in any occupation and includes any vehicle or mobile equipment used by a worker in an occupation.

## **REPORTING PROCEDURES**

The following section outlines the informal and formal procedure for reporting violence and harassment in the workplace:

#### **Reporting Violence and Harassment**

If you are either directly affected by or witness to any violence and harassment in the workplace, it is imperative for the safety of all EDL employees that the incident be reported without delay. Reporting any harassment, violence, or potentially violent situations should be done immediately to their supervisor or the CEO.

An incident that involves workplace violence is an accident that had the potential to cause serious injury to a worker. As such, EDL will investigate all incidents of violence, prepare a report which outlines the circumstances of the violence, and retain this record of workplace violence for two years. In addition, the organization will ensure that the report is available upon request to an occupational health and safety officer.

EDL shall provide appropriate assistance to any employee who is the victim of violence and harassment.

The organization will ensure that a worker is advised to consult a health professional of the worker's choice for treatment or referral if the worker

reports an injury or adverse symptom resulting from workplace violence or is exposed to workplace violence.

# **Informal Procedure**

If you have been the subject of violence and harassment, you may:

- Confront the alleged offender personally, or in writing, clearly stating what the unwelcome behavior or action was and requesting that it stop immediately; or
- Discuss the situation with the alleged offender's supervisor, your supervisor, or any other supervisor.

Any employee who is the victim of violence and harassment can and should, in all confidence and without fear of reprisal, personally report the occurrence to their supervisor or the CEO.

# **Formal Procedure**

An employee who is the subject of violence and harassment may make a written complaint to their supervisor or the CEO. The written complaint must be delivered to the employee's direct report or to the CEO in the event of a conflict of interest. In the case where the complaint is against the CEO, then a written complaint should be provided to the Board Chair. It must include the following information:

- The date and time of each incident you wish to report;
- The nature of the violence or harassment;
- The name of any persons involved in the incident;
- The name of any persons who witnessed the incident; and
- A full description of what occurred.

Once a written complaint has been received, EDL will complete a thorough investigation. Employees will not be demoted, dismissed, disciplined, or denied a promotion, advancement, or employment opportunity because they lodged a complaint when they honestly believed they were the subject of violence and harassment or the threat of violence in the workplace.

## **Investigation Procedures**

The investigation will include:

- Informing the accused of the complaint; and
- Interviewing the complainant, any persons involved in the incident and any identified witnesses; and

• Interviewing any other persons who may have knowledge of the incident.

Statements from all parties involved will be taken and a decision will be made. If necessary, the organization may employ outside assistance. Where it is determined that violence and harassment has occurred, a written report of the remedial action will be given to the employees concerned (as necessary).

A copy of the complaint detailing the complainant's allegations shall be provided to the respondent and contain the following information:

- The respondent is invited to reply in writing to the complainant's allegations.
- The reply will be made known to the complainant before the case proceeds.
- The organization will take all measures to prevent any unnecessary disclosure of the incident and the identities of the parties.

## Fraudulent or Malicious Complaints

Unfounded, frivolous, or fraudulent allegations of violence and harassment may cause both the accused person and the organization significant damage.

If EDL determines that any employee has knowingly made false statements regarding an allegation of workplace violence or harassment, immediate disciplinary action will be taken and may include immediate dismissal without further notice.

# Confidentiality

All records of violence and harassment and subsequent investigations are considered confidential and are strictly prohibited from being disclosed to anyone except to the extent required by law.

In cases where criminal proceedings are forthcoming, the organization will assist police agencies, lawyers, insurance companies, and courts to the fullest extent. EDL will do everything it can to protect the privacy of the individuals involved and to ensure that complainants and respondents are treated fairly and respectfully. The organization will protect this privacy so long as doing so remains consistent with the enforcement of this policy and adherence to the law. Neither the name of the person reporting the facts nor the circumstances surrounding them will be disclosed to anyone whatsoever, unless such disclosure is necessary for an investigation or disciplinary action.

# Reprisal

This policy prohibits reprisals against individuals, acting in good faith, who report incidents of workplace violence and harassment or act as witnesses. Management will take all reasonable and practical measures to prevent reprisals, threats of reprisal, or further violence and harassment. Reprisal is defined as any act of retaliation, either direct or indirect.

# **Disciplinary Measures**

If it is determined by the organization that any employee has been involved in a violent behavior or unacceptable conduct related to another employee, immediate disciplinary action will be taken. Such disciplinary action may involve counselling, a formal warning, and other disciplinary measures, and could result in immediate dismissal without further notice.

# **Roles and Responsibilities**

We trust that all EDL employees will help us eliminate violence and harassment from our workplace, and as such, employees of EDL are required to comply with the following responsibilities.

# All Employees

• All EDL employees are personally accountable and responsible for complying with this policy and must make every effort to prevent and eliminate violence and harassment in the work environment and to intervene immediately by advising a member of management if they observe a problem or if a problem is reported to them.

# Co-workers

If you are a co-worker who has witnessed violence or harassment in the workplace:

- Inform the victim that you have witnessed what you believe to be violence or harassment and that you find it unacceptable. Support is often welcome. If that person does not feel that they have been the victim of violence and harassment, then normally the incident should be considered closed.
- If you feel comfortable doing so, inform the alleged offender that you have witnessed the act and find it unacceptable.

• Encourage the victim to report the incident to their supervisor or the CEO.

## Management

- Management has a legal responsibility for creating and maintaining a violence- and harassment-free workplace.
- Management will enforce this policy and ensure its application in the day to day operations of EDL by its employees.
- Managers must be sensitive to the climate in the workplace and address potential problems before those problems become serious.
- If a manager becomes aware of violence and harassment in the workplace and chooses to ignore it, that manager and the organization risk being named co-respondents in a complaint and may be found liable in legal proceedings brought about by the victim.

When an employee has asked their manager to deal with a violent incident, the manager shall:

- Support the employee without prejudice.
- Work with the employee and document the offensive action and have the employee sign a complaint.
- Contact their superior or senior management and provide details of the incident on behalf of the employee.

# **Special Circumstances**

If an employee has a legal court order (for example, a restraining order or "no-contact" order) against another individual, the employee is encouraged to notify his or her supervisor, and to supply a copy of that order to the CEO. This will likely be required in instances where the employee strongly feels that the aggressor may attempt to contact that employee at EDL, in direct violation of the court order. Such information shall be kept confidential.

If any visitor to the EDL workplace is seen with a weapon (or is known to possess one) or makes a verbal threat or assault against an employee or another individual, employee witnesses are required to immediately contact the police, emergency response services, their immediate supervisor, and the CEO.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	5/9/2018

OPERATIONAL POLICY		
Title: Privacy and Protection of Personal Information Policy		
Prepared by: A. Zanidean	Category: Compliance	
Revision date: July 18, 2016	Owner: Chief Executive Officer	

# PURPOSE AND SCOPE

The purpose of this Privacy and Protection of Personal Information Policy is to govern the collection, use and disclosure of Personal Information by Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), in a manner that recognizes both the right of an individual to have his or her Personal Information protected and the need of EDL to collect, use or disclose Personal Information for purposes that are reasonable.

EDL will manage Personal Information in accordance with this Privacy and Protection of Personal Information Policy.

EDL collects Personal Information from clients, prospective employees, and current employees; its donors, tenants, volunteers, and sponsors; and the members of its Board of Directors.

This Privacy and Protection of Personal Information Policy does not deal with publicly available information or information that cannot be associated with an identifiable individual.

# DEFINITIONS

"Personal Information" means information about an identifiable individual, if collected, including but not limited to:

- 1. the individual's name, home or business address, or home or business telephone number;
- 2. the individual's age, sex, gender, marital status, or family status;
- 3. An identifying number, symbol, or other particular assigned to the individual;
- 4. information about the individual's health and health care history, including information about a physical or mental disability;
- 5. information about the individual's educational, financial, employment, or criminal history, including criminal records where a pardon has been given;

- 6. anyone else's opinions about the individual; and
- 7. the individual's personal views or opinions, except if they are about someone else.

"Interested Parties" means individuals, including prospective employees, current employees, donors, tenants, volunteers, sponsors, and members of EDL's board of directors, who have had their Personal Information collected, used, or disclosed by EDL.

# **PRIVACY PRINCIPLES**

EDL adopts the following principles as the foundation of this Privacy and Protection of Personal Information Policy:

## Accountability

EDL is responsible for Personal Information under its control and shall be accountable for compliance with the principles set out in this Privacy and Protection of Personal Information Policy and in applicable privacy legislation.

- EDL's Chief Executive Officer (CEO) is responsible for ensuring that EDL complies with this Privacy and Protection of Personal Information Policy. The CEO may delegate his or her responsibilities to an EDL employee.
- EDL will bring the Privacy and Protection of Personal Information Policy into effect, and assign responsibilities and duties, which shall include:
  - implementing procedures to protect Personal Information and to oversee EDL's compliance with this Privacy and Protection of Personal Information Policy;
  - establishing general guidelines to receive and respond to inquiries and complaints;
  - o informing staff about EDL's policies and practices; and
  - developing publicly available information to explain EDL's Privacy and Protection of Personal Information Policy.

## **Identifying Purposes for Collection**

EDL will identify the purposes for which Personal Information is collected at or before the time the information is collected.

• EDL will document the purposes for which Personal Information is collected and will only collect Personal Information for the identified purposes.

- EDL will specify to the individual, orally, electronically or in writing, the identified purposes at or before the time Personal Information is collected. Upon request, employee(s) collecting Personal Information will explain these identified purposes or refer the individual to a designated employment position(s) within EDL who will explain the purposes.
- Unless required by law or law enforcement or in emergency situations, EDL will not use or disclose for any new purpose Personal Information that has been collected without first identifying and documenting the new purpose and obtaining the consent of the individual.

## **Obtaining Consent for Collection, Use or Disclosure**

EDL will obtain the consent of an Interested Party for the collection, use or disclosure of his or her Personal Information, except as required by law, or law enforcement or in emergency situations.

- The consent of an individual is required for the collection, use or disclosure of Personal Information, except as required by law, or law enforcement or in emergency situations. In those limited circumstances, Personal Information can be collected, used or disclosed without the knowledge and consent of the individual.
  - Generally, EDL will seek consent to use and disclose Personal Information at the same time it collects the information. However, in certain circumstances, EDL may seek consent to use and disclose Personal Information after it has been collected.
  - In obtaining consent, EDL will ensure that an Interested Party is advised of the identified purposes for which Personal Information will be used or disclosed. Purposes will be stated in a manner that can be reasonably understood by the Interested Party.
  - In determining the appropriate form of consent, EDL will take into account the sensitivity of the Personal Information and the reasonable expectations of the Interested Party.
  - An Interested Party may withdraw consent at any time, subject to legal, statutory, and regulatory obligations or contractual restrictions and provided reasonable notice is given to EDL. An Interested Party may contact EDL for more information regarding the potential implications of withdrawing consent.

# **Limiting Collection of Personal Information**

EDL will limit the collection of Personal Information to that which is necessary for the purposes it identifies. EDL will only collect information by fair and lawful means.

- EDL will not collect Personal Information indiscriminately and will limit the amount and type of information to that which is necessary to fulfill identified purposes.
- EDL collects Personal Information primarily from Interested Parties, but EDL may also collect Personal Information from other sources, including but not limited to employers or personal references.

# Limited Use, Disclosure, and Retention of Information

EDL will not use or disclose Personal Information for purposes other than those for which it was collected, except with the consent of the Interested Party or as required by law or law enforcement and in emergency situations. EDL will only retain Personal Information as long as necessary for the fulfillment of those purposes or as required by law and in accordance with EDL's policies and operating practices.

- EDL will keep Personal Information only as long as it remains necessary or relevant for the identified purposes or as required by law. Where Personal Information has been used to make a decision about an Interested Party, EDL will retain that Personal Information for a period of time that is reasonably sufficient to allow for access by the Interested Party.
- EDL will maintain reasonable practices for information and records retention and destruction which apply to Personal Information that is no longer necessary or relevant for the identified purposes or required by law to be retained. Such information will be destroyed, deleted or made anonymous.
- EDL will maintain a record of the third parties that Personal Information is disclosed to in accordance with this Privacy and Protection of Personal Information Policy indefinitely or for a minimum of seven years.

## **Accuracy of Personal Information**

EDL will endeavor to ensure that Personal Information is as accurate, complete and up to date as is necessary for the purposes for which it is used.

• Personal Information used by EDL shall be as accurate, complete and up to date as is necessary to minimize the possibility that

inappropriate information may be used to make a decision about an Interested Party.

- EDL will update Personal Information as and when necessary to fulfill the identified purposes or upon notification by the Interested Party.
- Notwithstanding paragraph D.6.2., EDL will not routinely update Personal Information, unless it is necessary to fulfill the identified purposes.

## Security Safeguards

EDL will protect Personal Information by security safeguards appropriate to the sensitivity of the information.

- EDL will protect Personal Information against loss or theft, as well as unauthorized access, disclosure, use, modification or destruction, through appropriate security measures. The nature of the safeguards will vary depending on the sensitivity of information collected, on the format/medium in which the information is collected and will be applied to the best of their ability.
- Contractors, consultants, tenants, and third-party service providers will be advised of EDL policies that reference privacy of information, as required.
- EDL will use care in the disposal or destruction of Personal Information, to prevent unauthorized parties from gaining access to the information to the best of their ability.

## **Openness Concerning Policies and Practices**

EDL, through its website, will make information available about its policies and practices relating to the management of Personal Information.

- The information that EDL makes available about its policies and practices, and will include:
  - the employment position(s) and EDL's contact information for those employment positions that are accountable for EDL's policies and practices and to whom complaints or inquiries can be forwarded;
  - the means of gaining access to Personal Information held by EDL;
  - A copy of any document that explains EDL's policies, standards or codes;
  - what types of Personal Information is made available to related organizations; and

• a description of the type of Personal Information held by EDL including a general account of its use.

# **Individual Access to Personal Information**

Upon written request, EDL will inform an Interested Party of the existence, use and disclosure of his or her Personal Information and allow access to that information.

- Upon request, EDL will afford Interested Parties a reasonable opportunity to review the Personal Information in their respective file. Personal Information will be provided within a reasonable time period and at a reasonable or no cost to the individual.
- In certain situations, EDL may not be able to provide access to all the Personal Information that it holds about an Interested Party. For example, EDL may not provide access to information if doing so would likely reveal Personal Information about a third party or could reasonably be expected to threaten the life or security of another individual. Also, EDL may not provide access to Personal Information if disclosure would reveal confidential commercial information, if the information is protected by solicitor client privilege, if the information was generated in the course of a formal dispute resolution process, or if the information was collected in relation to the investigation of a breach of an agreement or a contravention of a federal or provincial law. If, upon a request being made by an Interested Party, access to his or her Personal Information cannot be provided, EDL will provide the reasons for denying access.
- An Interested Party can obtain information or seek access to their individual file by contacting the employment position(s) designated responsible for such files. This does not preclude employees from seeking access to their employment file in accordance with handbooks, collective agreements, or employment manuals.

# **Challenging Compliance**

Interested Parties will be able to address a challenge concerning compliance with the above principles to EDL's Chief Executive Officer, who is accountable for EDL's policy compliance.

• EDL will follow best practices for addressing and responding to all inquiries, or complaints from individuals about EDL's handling of Personal Information.

- EDL will investigate all complaints concerning compliance with this Privacy and Protection of Personal Information Policy. If a complaint is found to be justified, EDL will take appropriate measures to resolve the complaint including, if necessary, amending its policies and procedures. An Interested Party will be informed of the outcome of the investigation regarding his or her complaint.
- EDL will promptly correct or complete any Personal Information found to be inaccurate or incomplete. Any unresolved differences as to accuracy or completeness will be noted in the individual's file. Where appropriate EDL will notify third parties having access to the Personal Information in question about any amended information or the existence of any unresolved differences.
- An Interested Party that has concerns with EDL's privacy practices should contact the employment position(s) designated for this purpose.

## **Questions and Complaints**

If you have a question or concern about any collection, use or disclosure of personal information by EDL, or about a request for access to your own personal information, please contact the Director of Office Administration. If you are not satisfied with the response you receive, you should contact the Information and Privacy Commissioner of Alberta:

Office of the Information and Privacy Commissioner of Alberta Suite 2460, 801 - 6 Avenue SW Calgary, Alberta T2P 3W2 Phone: 403-297-2728 Toll Free: 1-888-878-4044 Email: generalinfo@oipc.ab.ca Website: <u>www.oipc.ab.ca</u>

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	A. Zanidean	7/18/2016
2	Approved by Board	T. Lewington	9/14/2016
3	Reviewed & Approved	EDL Board of Directors	12/4/2016

OPERATIONAL POLICY		
Title: Purchasing & Procurement Policy		
Prepared by: T. Lewington	Category: Procedural Agreements	
Revision date: January 4, 2019	Owner: Chief Executive Officer	

## PURPOSE

The Lethbridge Economic Development Initiative Society – operating as Economic Development Lethbridge ensures that goods and services are acquired through a process that is fair, open, transparent, and accessible to qualified vendors. EDL acquires goods and services in an economical, timely and efficient manner to meet its business requirements and ensure consistency in the management of procurement processes.

## **PERSONS IMPACTED**

The CEO and EDL staff.

# **GUIDELINES & EXPECTATIONS**

## The procurement process will:

- Maintain high legal, ethical, managerial, and professional standards in the management of the resources of the organization
- Obtain the best value for money by achieving fulfillment of specified needs including but not limited to quality, health & safety standards, environmental impacts, productivity, and service life
- Employ fair and transparent process when calling for, receiving, and evaluating quotations and proposals
- Employ appropriate purchasing techniques including negotiating contractual terms and conditions, cost reduction techniques, and cooperative buying processes
- Secure expense authorization consistent with financial management policies and approval processes of EDL
- Seek legal assistance or advice if necessary, for any non-standard clauses in purchasing contracts or long-term multi-year commitments
- Where applicable, ensure the supplier of goods and services holds a valid City of Lethbridge business license
- Recognize the important role of the organization in supporting economic development and will naturally seek to source from "local" companies when all other considerations are equal and no external trade, legal or public procurement policy prevents such a consideration

• Comply with the terms and conditions of external funding agreements as may be entered into and approved by the Board from time to time. (IE: Alberta Innovates 3-year funding agreements.)

#### Acceptable methods of Purchasing/Procurement:

- Small purchase procedures
- Competitive sealed bids
- Non-competitive engagement or sole sourcing
- And other such other procurement methods as determined by the CEO given the circumstances

**Small Purchases:** For purchases or commitments of less than \$25,000 - efforts will be made to get the lowest and best available price, but written records of such efforts are not necessary as such spending approvals fall within the discretion of the CEO. Purchases of supplies, equipment and services which cost more than \$25,000 will require prior written estimates. EDL will solicit written responses from at least three vendors, and if no such responses are available, a statement explaining the procurement will be prepared and filed.

**Competitive Sealed Bids:** Bidding will be employed when detailed specifications for the goods or services to be procured can be prepared and the primary basis for award is cost. When the cost of a contract, lease or other agreement for materials, supplies, equipment, or contractual services exceeds \$50,000 in accordance with EDL's financial management policy, upon approval of the Board, an invitation for bids will generally be prepared. Such bids may be solicited through various marketing/advertising channels and can also solicit sealed bids from responsible perspective suppliers. EDL will include a complete, accurate and realistic specification and description of the goods or services to be procured. EDL will make the decision as who is awarded the contract. EDL may cancel an Invitation for Bid or reject all bids if it is determined that such is in the best interests of EDL. Bidders will be notified in writing of such cancellation or rejection.

**Non-competitive Negotiations or sole sourcing** may be used for procurements more than \$25,000 when competitive sealed bids are not feasible. EDL may purchase goods and services through non-competitive negotiations when it is determined by the CEO that a competitive negotiation or bidding is not feasible such as: an emergency exists which will cause organizational harm as a result of the delay; the product or service can be obtained only from one source who is able to meet all the requirements; the contract is for the purchase of perishable items with a time definite deadline; the supplier is uniquely compatible with existing products and services; there exists exclusive rights, such as licenses, copyright and patent rights; the purchase is to maintain specialized products that must be maintained by the manufacturer or its representatives; the goods and services supply is controlled by a statutory monopoly; the purchase of a prototype or a first good/service to be developed in the course of research, experiment, study, or original development; a geographical economic development advantage to using a local company; or other criteria deemed to be important and specific to the purchasing need. The CEO must approve all procurements by non-competitive negotiation when only one supplier is involved or only one bid or response to an RFP/RFQ is received.

## Additional notes:

- 1. Competitive negotiations will be used, regardless of contract amount, upon determination that the specifications cannot be made specific enough to permit the award of a bid on the basis of either the lowest bid or the lowest evaluated bid price deeming the bidding process not feasible. This is often the case for consulting services on emerging or dynamic projects.
- 2. While the organization receives public funds from all three orders of government and should respect public procurement policies and procedures as far as may be relevant, EDL is not a public sector body and as such is not subject the provincial public procurement requirements of the Municipal Government Act.

# **ROLES AND RESPONSIBILITIES**

## Management is required to:

- Signing authority for all procurements and contracts lies with the CEO subject to existing spending limit authorization policies of the Board.
- Managers will code and approve invoices acknowledging purchase terms and conditions have been met prior to providing to the CEO for final approval.

## **Employees are required to:**

- o Conduct a needs analysis of why this goods/service is required
- Assess and document the service provider/supplier market
- Recommend procurement method for approval by CEO
- Implement strategy with contracts/agreements as appropriate

## **REVISION/REVIEW**

The Executive Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	P. Epp	10/10/2018
2	Amended spending	T. Lewington	01/04/2019
	authorization		

OPERATIONAL POLICY				
Title: Requests for Letters of Support				
Prepared by: T. Lewington	Category: Administration			
Revision date: August 2, 2019	Owner: Chief Executive Officer			

#### Purpose

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this procedure to provide guidelines to staff in responding to requests for letters of support.

This set of guidelines is not directive – they are meant to streamline requests being brought before the Board and provide the CEO with general direction.

## **Persons Impacted**

EDL staff and the Board

## **Policy Statement**

EDL receives many requests from the community for letters of support for a broad range of issues, projects and events. To ensure consistency and fairness, the following process has been adopted:

- Letter of Support addressed to City Council generally EDL will not provide letters of support addressed to City Council due to the Mayor, City Manager and a Member of Council are members of the Board of Directors.
- 2. <u>Letter of Support addressed to the provincial or federal government</u> requests will be evaluated by the CEO on a case by case basis for alignment with EDL's business plan and advocacy objectives and where necessary may be elevated to the Executive Committee for review.
- 3. <u>Letter of support addressed to another third party</u> requests will be evaluated by the CEO on a case by case basis for alignment with EDL's business plan and advocacy objectives and where necessary may be elevated to the Executive Committee for review.

# Considerations

In reviewing requests for letters of support, the CEO will consider potential risks to the organization that include but are not necessarily limited to:

- Alignment of the request with EDL's mandate.
- Compliance requirements of Alberta's Lobbyist Act.
- Reputational risks to the organization, Board or staff.
- Consistency of the request with other letters previously provided in similar situations.
- Negative perceptions of government staff, commissions, boards and partners.
- Negative media exposure.
- Relevance of the request to EDL's advocacy work and objectives.

# Responsibility

The Board:

- Will review and approve this policy
- Receives updates from the CEO of key requests for letters of support provided or rejected

The Executive Committee:

• Will review and approve requests for letters of support when required

The CEO:

- Reviews requests for letters of support in compliance with this policy
- Elevates requests for letters of support to the Executive Committee where there is potential risk to the organization's reputation or relationships
- Draft and send letters of support as appropriate

## **Revision/Review**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year business planning cycle of the organization, with any recommendation to be forwarded to the Board for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document – Adopted	T. Lewington	08/02/19
2			

OPERATIONAL POLICY				
Title: Retention and Succession Planning				
Prepared by: C. Dick	Category: Human Resources			
Revision date: January 26, 2016	Owner: Chief Executive Officer			

# PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this procedure to provide guidelines for succession planning. This set of guidelines is not directive – they are meant to facilitate good practices within the organization as outlined by the Retention and Succession Governance Policy of the Board.

EDL also recognizes the need to be prepared for the vacancy of key positions within the organization and aims to be proactive in the planning for these vacancies. Succession planning is integrated into the annual review process for the identification and assessment of possible leaders.

This procedure will be used in conjunction with the Retention and Succession Governance Policy of the organization and the approved responsibilities of the CEO as well as these Standing Committees: Executive/CEO Review Committee, Human Resources Committee and Finance Committee.

# PROCESS

## **Steps for CEO Retention**

It is the intention of the organization to hire and retain a well-qualified, high performing CEO as outlined in the job description and required by the organization.

- 1. Through the CEO Review Committee's annual performance review, the Board will ensure that the CEO's job description is up-to-date and encompasses the primary activities required of the CEO.
- 2. It is the responsibility of the CEO Review Committee to ensure the annual CEO review process includes a Retention element that provides the established CEO with the opportunity to express their needs and expectations in terms of remaining in the position going forward. Relevant items for discussion will be brought forward by the Board Chair

to the Board of Directors during the annual performance review report to the Board.

## **Steps for Staff Retention and Succession Planning**

As per the Human Resources Governance Policy statement, EDL values its employees and considers them vital to the day-to-day operation and future direction of the organization. It is the responsibility of the CEO to ensure the annual review process is complete for all staff and that the Retention and Succession Policy is considered in the context of performance. Performance reviews are designed to help keep employees on the right track with direction and goals that will lead to their continuous improvement and provide career advancement opportunities where possible.

- 1. EDL, through the CEO, will ensure that timely and annual performance management and feedback are provided to employees (usually August of each year). This will encompass determining the skills and competencies required for success in each internal position as well as goal setting.
- 2. The CEO will identify internal candidates that fit the requirements of leadership positions.
- 3. The CEO, in consultation with the Human Resources Committee and in alignment with budgetary considerations, will determine whether or not to have possible candidates undergo training to prepare for future leadership position(s).
- 4. Through the annual review process, the CEO will ensure they possess and update information on the candidates or employees' skills, education and performance.
- 5. The CEO will encourage and support an employee's growth and development in the organization through the availability of Education Assistance Guidelines if programs/courses pertain to the employee's current job assignment, or are a prerequisite for a degree, diploma or certificate related to the employee's current job assignment.
- 6. In the event of an internal vacancy, the CEO is responsible for hiring externally or appointing an internal candidate to the position, advising the Human Resources Committee and the Board as per the annual reporting required in Retention and Succession Policy.
- 7. The CEO will make every effort to ensure a smooth transition, without any undue pressure or requirements to fill open position with an unsuitable person.
- 8. The CEO will inform staff and concerned stakeholders of the status of the vacant position on a regular basis.

9. The succession plan implementation will be reviewed annually with the Human Resources Committee.

Employees who have the potential to move into the CEO position will be given professional development opportunities, pending budget and time availability, in order to prepare them for the role or the additional duties they may require following the departure of the CEO.

# Steps in the CEO Hiring Process

In the event of the planned or unplanned departure of the CEO from their position, EDL believes that it is critical that the transition to a new CEO is seamless and with minimal upheaval for the organization. The following steps provide guidelines for managing that transition.

- 1. Should the CEO position be unfilled, the Board of Directors will:
  - Appoint an Acting CEO, either from the internal staff or from outside resources to make the necessary decisions for regular operations until a new CEO is appointed by the Board.
  - Appoint a special CEO Hiring Committee comprised of individuals capable of making the necessary assessment and recommendation to the Board to fill the planned/unplanned vacancy. (For example, a combination of members of the CEO Review Committee, the Human Resources Committee and former Board Presidents may be appropriate with the Chair of the Human Resources Committee being responsible for chairing the special committee. This would be determined as appropriate at the time.)
- 2. The Board, through the CEO Hiring Committee, will make every effort to ensure a smooth transition, without any undue pressure or requirements to fill the position with an unsuitable person.
- 3. Compensation will be recommended by the Executive/CEO Review Committee in consultation with the CEO Hiring Committee. The final contract is approved by the Board of Directors.
- 4. The Executive Committee will ensure the new position holder is provided with the support necessary for success.

The following points outline considerations for assessment of potential internal candidates in the event of CEO departure:

1. The CEO Hiring Committee is responsible for developing a hierarchy of candidates to participate in a formal interview process once the CEO presents their resignation to the Board of Directors, including individuals who may be asked to act as the Acting CEO during the selection process.

- 2. Management staff within EDL may be considered for potential succession to the position of CEO without requiring an external competition.
  - As appropriate, the CEO Hiring Committee will create a short list of employees who may be considered for the position.
  - The level of interest of the potential candidates, their strengths and growth opportunities will be identified through 'without prejudice' interviews.
  - Those interested employees will be further evaluated looking at factors such as their qualifications and readiness.

Even with the identification of a strong internal candidate(s), the CEO Hiring Committee may still proceed with an external competition.

## **Revision/Review**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year business planning cycle of the organization, with any recommendation to be forwarded to the Board for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document – Adopted	Cheryl Dick	04/16/2014
2	Revised	Trevor Lewington	01/26/2016
3	Reviewed & Approved	EDL Board of Directors	12/14/2016

# SECTION III – PROCEDURAL POLICIES & AGREEMENTS

•	Canadian Anti-Spam Legislation (CASL)	146
•	Group Overtime Procedure Agreement	150
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PROCEDURAL POLICY			
Title: Canadian Anti-Spam Policy (CASL)			
Prepared by: H. McIntosh-Rivera Category: Compliance			
Revision date: September 22, 2016	Owner: Chief Executive Officer		

### PURPOSE

The purpose of this policy is to ensure that Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), will act in accordance with Canada's Anti-Spam Legislation Policy (CASL) any time our organization:

• Makes use of commercial electronic messages (or CEMs).

## PERSONS IMPACTED

The CEO and EDL staff

# GUIDELINES

EDL understands the goal of the anti-spam legislation in Canada is to deter damaging and misleading forms of spam. In order to achieve the goals of Canada's Anti-Spam Legislation, EDL will act in compliance with the legislation. EDL realizes that education and awareness are the keys to ensuring the right steps are taken to combat spam and will make sure that the necessary parties within the organization become aware of CASL and the various rules and regulations that the legislation outlines.

## Examples of CEM's as Part of EDL's Regular and Ongoing Business

Electronic messages:

- Seeking or encouraging new business, start-ups, entrepreneurs, investors and/or convention, meeting or event investment into the Lethbridge market.
- Promoting programs, partnerships of opportunities relative to the Lethbridge market.
- Related to any and all Tecconnect activities, events, promotion, client attraction, sponsorship, partner relations, tenant or client correspondence.
- Related to any and all convention, meeting and event specific activities, including events, promotion, client attraction, sponsorships, partner relations, publications, advertising, and client correspondence.

- Related in any way to commercial real estate information, submission requests, and listings.
- Promoting EDL planned, sponsored or otherwise promoted events and or speakers. See CEM definition (a) and (d).
- Related to all correspondence with customers, vendors, service providers, and other such parties.

## **Commercial Electronic Messages (CEMs)**

Commercial electronic messages (including email marketing) will be based on a consumer opt-in approach. EDL will gain express consent to send commercial electronic messages prior to sending them, unless we have a pre-existing business relationship with the consumer, in which case, consent is implied.

EDL will ensure the following practices are followed when using electronic messaging for marketing purposes:

- Determine generally how CASL applies to the company's operations, advertising, IT, and marketing activities particularly.
- Train necessary members of the organization about CASL and implement policies for compliance.
- Create a comprehensive list of categories of CEMs sent out by the organization.
- Create a comprehensive inventory of all current contact lists to determine whether consent is express, implied or a CASL exception applies. This list should be updated every six months, at least.
- Ensure that electronic addresses are protected under the EDL Privacy Policy.
- Create an adequate system that records each instance of express consent obtained. If consent is written, EDL will record when, why, and the manner in which it was obtained. If consent is oral, EDL will retain a complete and unedited audio recording or determine a means of verifying with an independent third party.
- Establish a procedure for maintaining a list of recipients who gave implied consent. Because implied consent expires at the two-year anniversary of a transaction EDL will upgrade implied consent to express consent *before* this two-year anniversary as express consent does not have an expiry date, unless the recipient unsubscribes.

- Create compliant unsubscribe mechanisms to meet requests.
- Create standardized templates that CEMs must utilize. Each template should include the mandatory identity and contact information, along with a compliant unsubscribe mechanism.

Practice due diligence while constantly establishing procedures for monitoring the organization's compliance and responding to violations.

# DEFINITIONS

<u>Commercial Electronic Message (CEM)</u> - an electronic message that, having regard to the content of the message, the hyper-links in the message to content on a website or other database, or the contact information contained in the message, it would be reasonable to conclude has as its purpose, or one of its purposes, to encourage participation in a commercial activity, including an electronic message that:

- 1. Offers to purchase, sell, barter or lease a product, goods, a service, land or an interest or right in land;
- 2. Offers to provide a business, investment or gaming opportunity;
- 3. Advertises or promotes anything referred to in paragraph (1) or (2); or
- 4. Promotes a person, including the public image of a person, as being a person who does anything referred to in any of paragraphs (1) to (3), or who intends to do so.

<u>Electronic Address</u> - means an address used in connection with the transmission of an electronic message to:

- 1. An electronic mail account;
- 2. An instant messaging account;
- 3. A telephone account; or
- 4. Any similar account.

<u>**Commercial Activity</u>** - means any particular transaction, act or conduct or any regular course of conduct that is of a commercial character, whether or not the person who carries it out does so in the expectation of profit, other than any transaction, act or conduct that is carried out for the purposes of law enforcement, public safety, the protection of Canada, the conduct of international affairs or the defence of Canada.</u>

**Implied Consent** - means it is reasonable to conclude you have someone's permission to send them a CEM based on prior relationships (existing

business relationships or existing non-business relationships). Note: Implied consent expires 6-months after receiving someone's business card or contact information if they have not become a client or responded to a contact from your organization. A relationship expires in two years if not active within that time (activity includes two-way communications, purchases, partnerships, etc.).

**Express Consent** - means that someone actively gave you permission to send them a CEM, either orally or in writing. Express consent remains valid until they unsubscribe.

**Existing Business Relationship** - exists only where the recipient of a CEM has:

- 1. Purchased, leased or bartered products, goods, services or land from the sender within two years before a message is sent;
- 2. Accepted a business, investment or gaming opportunity from the sender within two years before a message is sent;
- 3. Has an existing written contract with the sender about a matter other than in numbers one or two, or such a contract expired in the two years prior to the message; or
- 4. Made an inquiry or application for products, goods, services, etcetera within six months before the message is sent.

**Existing Non-Business Relationships** - exist only where the recipient:

- 1. Made a donation, gift, or volunteered for a registered charity or political party who sends the message; or
- 2. Is a member in a club, association or voluntary organization that sends the message and is operated for social welfare.

Important Links:

- CASL Act: <u>http://www.canlii.org/en/ca/laws/stat/sc-2010-c-23/latest/sc-2010-c-23.html</u>
- Government Website: <u>http://fightspam.gc.ca/eic/site/030.nsf/eng/home</u>

Revision History				
<b>Revision:</b>	Changes:	By:	Date:	
1	New Document	B. Zanidean	9/22/2016	
2	Reviewed & Approved	EDL Board of Directors	12/14/2016	

#### **Revision History**

PROCEDURAL AGREEMENT			
Title: Group Overtime Procedure Agreement			
Prepared by: P. Epp Category: Procedural Agreements			
Revision date: June 21, 2017	Owner: Chief Executive Officer		

## PURPOSE

This procedural agreement is with the Staff Team of Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL). It is intended to provide flexibility to both the employee and employer. This outlines our 'time off in lieu of overtime' procedure as a way to allow employees time to relax and recoup after busier periods of work as well as helping EDL manage financial and human resources as effectively as possible.

## PERSONS IMPACTED

The CEO and EDL staff

# **GUIDELINES**

As an EDL staff member, this agreement signifies the support of <u>(Insert</u> <u>Staff Member Name</u>) for this organizational arrangement. This means:

- 1. I will take time off in place of overtime pay for those hours worked in excess of 8 hours in a day or 44 hours in a week. All overtime that will be claimed needs to be approved in advance by my supervisor.
- 2. Time off in place of overtime pay will be calculated at 1.5X my regular wage at a time that I would have normally worked and received wages from EDL.
- 3. EDL endorses this approach and, as such, supervisors will accommodate time off requests in a supportive, positive manner. However, when the request directly impacts operational requirements, everyone recognizes that options will need to be considered.
- 4. In order to avoid burn-out and maintain good operating practices, the time off will be taken within six months of the end of the pay period in which I earn it, unless agreed upon and approved in writing by the CEO. Should I need an extension to take the time off, I will discuss this with my supervisor at least two weeks prior to the end of the six-month window and offer, for approval, specific dates for when the time off will be taken.

- 5. If it is not operationally possible for this to be managed in accordance with paragraph 4, I can be paid at the legal overtime rate of 1.5X my regular wage for the overtime hours as approved in writing by the CEO. However, I will discuss this with my supervisor at least two weeks prior to the end of the six-month window, recognizing that time off in lieu is encouraged and supported as part of this agreement.
- 6. Time off in place of overtime is treated as hours of work. Remuneration paid in respect to time off in place of overtime pay is treated as wages. This ensures consistent application across the organization.
- 7. EDL will not amend or end this agreement without at least one-month notice in writing. If an EDL staff member wants to request reconsideration of this arrangement, they can do so in writing during the month of July in any year so that a change can be considered as part of the annual budgeting process.
- 8. Employees designated as Management in their contracts are not eligible for overtime as they are governed by their individual employment contracts. However, time off in lieu may be provided to those employees at the discretion of the CEO. In light of the team spirit of EDL, Management employees also sign this agreement.

## **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	H. McIntosh-Rivera	4/28/2013
2	Revised	Patty Epp	6/21/2017
3	Reviewed & Approved	EDL Board of Directors	9/20/2017

#### **Revision History**

PROCEDURAL POLICY			
Title: Group RSP & Health Benefits Eligibility Policy			
Prepared by: P. Epp Category: Procedural Agreements			
Revision date: June 1, 2017	Owner: Chief Executive Officer		

### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to provide general information to employees concerning EDL's Group RSP program and Employee Health Benefits plan.

## PERSONS IMPACTED

The CEO and EDL staff

# **GUIDELINES**

In an effort to better improve the quality of services offered to EDL's employees, EDL has implemented a company sponsored Group RSP program and an Employee Health Benefits plan for all eligible employees.

A Group RSP program is provided to assist and support our employees with their retirement objectives, with individual contributions into a RRSP account held in the employee's name.

An Employee Health Benefits plan is provided to offer employees the ability to remain healthy, engaged and productive while employed with EDL.

# ELIGIBILITY

EDL employees with a minimum of 3 months' employment, and employed under one of the following terms of employment, are considered eligible for participation in the Group RSP program and Employee Health Benefits plan:

- Permanent, full-time employment
- Full-time, contract employment with a minimum one-year contract (eligible at the discretion of the CEO)
- Permanent, part-time employment working at least 20 hours per week
- Part-time, contract employment working at least 20 hours per week with a minimum one-year contract (eligible at the discretion of the CEO)

# **GROUP RSP PARTICIPATION**

Participation in the Group RSP program, currently offered through Canadian Western Trust (CWT), is completely voluntary. Individuals who wish to participate must notify the Director of Operations, so they can provide the employee with the appropriate application form and arrange a meeting with the Group RSP Account Servicing Agent at CWT.

## Contributions

Employee contributions to the Group RSP must amount to a minimum amount of 1% of the employee's pre-tax income per pay period and to a maximum of 4%. Employee RSP contributions will be made through direct payroll deductions in the amount requested by the individual.

EDL will match employee contributions up to a maximum of 4% per pay period.

The employee may change the rate or amount of contribution to the plan, or stop contributing to the plan, at any time.

If the employee wishes to withdraw cash from their RRSP before the age of retirement, the amount withdrawn will be included in their income for that year and taxed as ordinary income, just as if it were salary. A percentage to cover tax will be withheld at source by the financial institution and remitted to the CRA on the employees' behalf. For federal purposes, a withdrawal of up to \$5,000 is subject to 10% withholding; over \$5,000 and up to \$15,000, 20%; and over \$15,000, 30%. The employee is required to report the income and amount of tax withheld on their annual income tax return and either receive a refund or, if not enough tax was withheld, pay the difference. If the RSP contributions are invested within the RSP, the withdrawal amount will be subject to current market prices and any applicable administration fees.

The current rules governing RRSP withdrawals are complex and subject to change. Employees are encouraged to consult their professional adviser prior to making withdrawals from their Group RRSP.

Employees will have access to view their RSP account on-line at their convenience and will receive an annual statement of their investments.

### Additional Rules/Information

EDL's Group RSP will not be subject to any vesting rules.

EDL may terminate the Group RSP Plan at any time with 30 days notice.

The Group RSP and the manner in which it is operated are governed by the Income Tax Act and amounts contributed to the plan shall be subject to all applicable Federal Tax laws.

Should any employee require further assistance or information regarding the Group RSP, please contact *Canadian Western Trust Client Service Team at 1-800-663-1124*.

### **EMPLOYEE HEALTH BENEFITS PLAN PARTICIPATION**

Participation in the EDL's Employee Health Benefits Plan, currently offered through the Chambers of Commerce Group Insurance Plan, is mandatory for all eligible employees for all benefits elected by EDL. It is the employer's responsibility to ensure employees are enrolled in the Plan at the correct time.

#### **New Employees**

New insurance and increases begin on the "effective date" which is always on the first day of the month. Full-time employees starting after the Plan's effective date become eligible for insurance once they have been continuously employed for three months.

If a part-time employee (working less than 20 hours per week) becomes a full-time employee, the individual's three-month period starts when full-time work begins.

Eligible employees must apply for coverage based on their current family status. Employees must choose couple or family coverage when they have one or more dependents unless the dependent is covered through another plan.

#### **Opting out of Coverage**

When an employee's spouse has group insurance through another firm, the EDL employee may opt out of Health and Dental benefits. To do so, the employee must provide details on the spouse's insurance including the name

### of the other insurer. *Please refer to the Chambers of Commerce Group Insurance Plan Guide for specific details regarding coordination of benefits.*

In the event an employee's spouse loses their group insurance, employees may elect any Health and Dental benefits currently offered by EDL to continue their coverage of these benefits. To do so, the employee must apply for Health and Dental benefits within 60 days of the end of the spouse's benefits. Coverage will be effective the first of the month following the date the spousal coverage was lost.

If the employee misses the 60-day deadline, any request for benefit changes will be treated as a "Late Entrant".

A "Late Entrant" is any eligible employee who has not enrolled in the plan within 120 days of the date full-time employment began. Medical evidence of insurability will be required on the employee and dependent(s) and no coverage takes effect until the first day of the month after the Insurance Company approves the application. If accepted into the Plan, "Late Entrants" are subject to a \$250 Dental benefit maximum in the first 12 months of coverage.

#### **Reinstated Employees**

Coverage for an employee who has been laid-off, terminated or taken a leave of absence may be reinstated provided that the employee returns within six months of the termination date and the Health Benefits provider is notified of the return in writing within 31 days. Coverage is effective on the first of the month following the date of return.

#### **Ending Coverage**

When an employee leaves EDL, is granted a leave of absence, or is laid off, all benefits except Disability stop at the end of the month in which the event takes place. Disability benefits stop on the day the employee stops working. Employees leaving the organization mid-month are required to pay the entire month's premiums.

#### **Cost Plus Chambers Plan Group Benefit**

The Chambers of Commerce Group Insurance Plan also offers a Cost Plus Reimbursement Plan. Cost Plus is a cost efficient and tax effective means of supplementing existing group insurance benefits. The Chambers of Commerce Group Insurance Cost Plus Plan can:

- Cover items not covered or paid for by the group plan; and
- Reimburse these costs on a tax-free basis to individuals.

The dollar amount allocated per employee to the Cost Plus Plan is subject to change at the time of the annual renewal of the Chambers Plan coverage.

EDL may terminate, amend or modify the Employee Health Benefits Plan from time to time to ensure the options selected still meet the coverage needs of the employees and budget needs of EDL.

For more information regarding the Chambers of Commerce Group Insurance Plan coverage, please contact the Director of Operations with EDL.

### **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

#### **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	4/28/2017
2	Reviewed & Approved	EDL Board of	9/20/2017
		Directors	

PROCEDURAL POLICY		
Title: Vacation / Leave / General Holiday Policy		
Prepared by: P. Epp Category: Procedural Agreements		
Revision date: June 23, 2017	Owner: Chief Executive Officer	

### PURPOSE

The Lethbridge Economic Development Initiative Society, operating as Economic Development Lethbridge (EDL), has created this policy to provide guidelines for paid and unpaid leave for employees. Our goal is to effectively attract and retain exemplary employees, to support and develop these employees, and to hold them accountable for maintaining acceptable standards of behavior and achieving organizational outcomes.

### PERSONS IMPACTED

The CEO and EDL staff

### **GUIDELINES**

EDL understands the importance of personal time off for its employees and recognizes the long-term beneficial effects of rest and recreation away from the workplace. As such, the purpose of this policy is to explain the standards, guidelines and procedures for paid and unpaid time off for all employees and to facilitate good practices within the organization.

## VACATION

Employees are encouraged to use their accrued paid vacation time for rest, relaxation and personal pursuits. EDL recognizes that other paid time off may be required from time to time.

The following policy statements are intended to guide paid vacation procedures for employees:

- For vacation purposes, the reference year spans EDL's fiscal year, running from January 1 to December 31. Vacation days earned by an employee during a reference year will be granted to the employee at the end of that reference year and may not be taken prior to then unless approved by the CEO.
- Employees with one (1) or more years of service are entitled to vacation every reference year in accordance with the following schedule:

Service with Company	Time Allowed
After each of the first four (4) years of employment	Two (2) weeks paid vacation
After five (5) consecutive years of employment	Three (3) weeks paid vacation
After ten (10) consecutive years of employment	Four (4) weeks paid vacation

- Employees shall receive vacation pay at the rate of four (4) percent of their earnings for the vacation year. After five (5) consecutive years of service employees will receive six (6) percent of their earnings for the vacation year. After ten (10) consecutive years of service employees will receive eight (8) percent of their earnings for the vacation year.
- Employees vacation entitlement may vary from this schedule as prescribed in their individual letter of employment.
- Paid vacation time granted to an employee must be used in its totality within one (1) month after the end of the reference year in which it is earned.
- Employees are required to submit in writing notification of their wish to take vacation time at least two (2) weeks in advance. Time off requests during peak vacation seasons (e.g. summer, spring break, Christmas, etc.) must be submitted at least four (4) weeks in advance. Notification must include departure date, return-to-work date, and the number of vacation days required. Vacation may only be taken once approval is received from their supervisor or CEO.
- Any conflict in vacation requests between employees will be decided based on employee seniority, company needs and the good judgement of the supervisor/CEO.
- If a mutually acceptable time for vacation cannot be found, EDL reserves the right to schedule vacations for employees as a method of ensuring that banked vacation time is utilized prior to year-end or, if previously approved, within the first month after the reference year. The employee will receive at least two (2) weeks written notice of the start date of their vacation.
- Vacation days may be carried over into the following year under certain limited circumstances. Instances such as these will be addressed on a case-by-case basis by the CEO.
- Vacation scheduling is the responsibility of the employee and their supervisor, and/or the CEO, who will ensure that all employees are given

their full vacation entitlement while taking into account the operation of the organization.

- Vacation time may be divided into half-day increments if desired by the employee, provided that his or her supervisor can effectively allocate tasks to remaining employees.
- If an employee's services are terminated, compensation will be paid in lieu of vacation time earned but not taken, according to applicable labour laws.
- Employees are not entitled to accrued vacation during period of sabbatical, or suspension from the organization.
- If a general holiday occurs during an employee's vacation period, the employee will be granted one (1) additional day of vacation. Brief illnesses that occur during a vacation period may not be counted towards sick pay.

# LEAVE OF ABSENCE

EDL employees will from time to time encounter life circumstances that will necessitate their absence from work due to illness, injury and other causes. In these circumstances, employees will be offered reasonable, but limited protection from loss of earnings. Employees will be eligible for current and new unpaid leaves after 90 days of employment.

The following policy statements outline what constitutes an extended leave of absence and how employees who wish to continue their participation in Economic Development Lethbridge's benefit plan may do so while they are on leave from their position with the organization.

- A leave of absence other than vacation may be approved by the CEO, with or without pay, on a case-by-case basis.
- When an employee is granted a leave of absence, EDL can continue to offer the coverage held by an employee on a premium-paying basis with the exception of long-term disability, weekly indemnity and critical illness coverage. If the leave is four (4) months or less, critical illness coverage can be continued on a premium-paid basis.
- The employee must provide the organization with post-dated cheques payable to EDL for the total of premiums owing. The employee can choose to write bi-weekly cheques to coincide with company paydays or a monthly cheque to cover the premium expenses for the entire month.

- In order for insurance to continue, the current Group Insurance Plan Provider must be notified before the leave starts and provided with a scheduled return to work date. The continuation of benefits cannot exceed six (6) months.
- If benefits are discontinued, the employee is eligible to resume participation in EDL's benefit plan immediately upon returning to work.

# LEAVES

### **Long-Term Illness and Injury Leave**

Unpaid leave will be provided up to sixteen (16) weeks of job protection per year for long-term personal sickness or injury. Medical certificate and reasonable notice will be required.

### Personal and Family Responsibility Leave

Unpaid leave will provide up to five (5) days of job protection per year for personal emergencies and caregiving responsibilities related to education of a child.

#### **Domestic Violence Leave**

Unpaid leave will provide up to ten (10) days of job protection per year for employees addressing a situation of domestic violence.

#### **Citizenship Ceremony Leave**

Unpaid leave will provide up to a half-day of job protection for employees attending a citizenship ceremony.

#### **Critical Illness of a Child**

Unpaid leave will provide up to 36 weeks of job protection for parents of critically ill or injured children.

#### Death or Disappearance of a Child

Unpaid leave will provide up to 52 weeks of job protection for employees whose child disappeared as a result of a crime, or up to 104 weeks if a child died as a result of a crime.

#### Bereavement

EDL understands that employees should have time off work to attend funeral services, grieve in private, and deal with family issues in the event of a death of an immediate family member. Employees are expected to notify their

immediate supervisor and request Bereavement / Funeral Leave time off as soon as possible when a death occurs in their family.

## **Definitions**

For the purposes of the Bereavement/Funeral Leave Policy, immediate family members consist of the following:

- Spouse
- Domestic Partner
- Parent
- Child
- Brother
- Sister
- Father-In-Law
- Mother-In-Law
- Brother-In-Law
- Sister-In-Law
- Son-In-Law
- Daughter-In-Law
- Grandparent
- Grandchild

The following statements outline our intention to ensure that our employees are provided with the appropriate amount of time they need.

- Only permanent or contract, full-time employees are eligible for bereavement/funeral leave benefits.
- A maximum of 37.5 hours (five working days) per occurrence will be paid to an employee in the event of a death in the immediate family. Additional unpaid time may be requested where extensive travel outside the immediate area is required to attend the funeral.
- Bereavement/funeral leave pay shall be equal to the regular hourly rate of the employee.
- In the event bereavement/funeral leave pay is granted, the employee is expected to attend the funeral of the relative for which the bereavement/funeral leave was requested.
- EDL reserves the right to inquire as to the name, and nature of the relationship with the deceased. Proof of relationship may be required.

- If an employee does not qualify for bereavement/funeral leave benefits, approved time off may still be granted with or without pay, at the discretion of the CEO.
- Time off without pay may be granted to attend a funeral in the event of the death of a close friend. Days required off for bereavement/funeral leave without pay shall be counted as an absence without pay.
- Use of bereavement/funeral leave time for any purposes other than the reason listed above, are inappropriate and non-compensable.

# **PROTECTED LEAVES**

Employees may need to take planned/unplanned leave of absence in order to attend to situations that directly affect their families or dependants. EDL is committed to providing a work-life balance for its employees and understands that situations can and will arise that call for immediate, emergency leave.

EDL has adopted the following policy to ensure that its employees are provided with authorized time off as per applicable legislation without fear of a negative impact on their employment status or opportunities with the organization.

NOTE: Protected Leaves outlined below are generally unpaid unless exceptional circumstances apply.

Protected Leaves consist of the following:

- Maternity Leave
- Parental Leave
- Compassionate Care Leave
- Jury Leave

#### Maternity/Paternal Leave

EDL has adopted the following policy to ensure its employees are provided with authorized time off to coincide with the birth or adoption of a child. The maternity and parental leave policy has been designed to allow our employees to recover from childbirth, bond with, and care for their newborn or adopted child, without fear of a negative impact on their employment status or opportunities with EDL. Information contained in this has been derived from the Alberta Employment Standards Code Section 45 to 53, Division 7. Permanent, full-time employees that have become a new parent in the following regards shall be eligible for either maternity or parental leave.

Pregnancy Leave

• Biological birth Mother

#### Parental Leave

- Mother/Father
- Adoptive Parent
- Domestic Partner

#### Qualifying for Pregnancy/Parental Leave

- To be eligible to receive maternity/parental leave, staff members must have completed a minimum of one (1) year of continuous service with EDL.
- To ensure that EDL can make the necessary arrangements to accommodate an employee taking maternity or parental leave, employees are asked to provide six (6) weeks' notice before commencement of leave. This is to help the organization procure staffing solutions and to alleviate any additional work stress on other employees that may occur as a result of the employee's absence.
- Submission of a request for maternity/parental leave shall be accompanied by appropriate documentation.
- A leave will not apply if a pregnancy ends more than sixteen (16) weeks before the due date.
- A pregnant employee whose pregnancy ends "other than as a result of a live birth" within sixteen (16) weeks of the estimated due date is entitled to maternity leave; leave will end either sixteen (16) weeks after the leave began or six (6) weeks after the pregnancy ends.
- Employees are expected to give four (4) weeks' notice regarding their expected date of return to work. The CEO should be contacted as soon as possible in the event of any changes.

**Duration of Leave Parameters** 

- Maternity leave can start at any time within twelve (12) weeks prior to the estimated date of delivery.
- Parental leave begins on the date of or after the date of birth or adoption and has to be completed within fifty-two (52) weeks of date of birth or

adoption. As such, employees are expected to advise the CEO of the exact start date.

- EDL will ensure that all staff members who require maternity and/or parental leave are provided with up to sixteen (16) weeks of maternity leave, and up to thirty-seven (37) weeks of parental leave. The maximum duration of leave available (maternity + parental) shall be equal to fifty-three (53) weeks.
- In the event that the employee requires leave before the actual birth or adoption due to medical reasons or to fulfill legal adoption obligations, documentation shall be required.
- In the event that an employee requires more than the allotted fifty-three (53) weeks of available maternity/parental leave, an extension may be made by the CEO at its discretion.

Use of Sick Leave Benefits, Vacation and/or Family Medical Leave

- In the event that an employee requires use of sick leave benefits at any time prior to the commencement of a maternity/parental leave period, the EDL Sick Leave Policy shall apply.
- After the paid maternity/parental leave has concluded, employees shall be allowed to use up any unpaid vacation time, and/or sick days.
- Employees who elect to extend maternity leave through the use of accrued vacation time are required to provide four (4) weeks' notice, prior to the exhaustion of the leave.
- EDL employees who elect to extend their leave through the use of medical leave are requested to provide EDL with as much advance notice as is possible prior to the exhaustion of their maternity leave.

## **Compassionate Care Leave**

For the purposes of Compassionate Care Leave the following definition of family member applies (sourced from Alberta Employment Standards):

- Spouse, common-law partner, or adult interdependent partner;
- Child;
- Father or mother;
- Stepfather, stepmother (spouse, common-law partner, or adult interdependent partner of the employee's mother or father);
- Mother-in-law, father-in-law (see spouse's mother or father, below);
- Brother, half-brother, stepbrother, sister, half-sister, or stepsister;
- Grandfather or grandmother;

- Step-grandfather, step-grandmother (spouse, common-law partner, or adult interdependent partner of the employee's grandmother or grandfather);
- Grandchild or step-grandchild;
- Grandchild's spouse, common-law partner, or adult interdependent partner;
- Son-in-law, step-son-in-law, daughter-in-law, or step-daughter-in-law, whether by marriage, common-law partnership, or adult interdependent partnership;
- Brother-in-law, step-brother-in-law, sister-in-law, or step-sister-in-law, whether by marriage, common-law partnership, or adult interdependent partnership;
- Uncle, step-uncle, aunt, or step-aunt, whether by marriage, common-law partnership, or adult interdependent partnership;
- Nephew or niece;
- Spouse, common-law partner, or adult interdependent partner of the employee's niece or nephew;
- Current or former foster parent;
- Current or former foster child;
- Spouse, common-law partner, or adult interdependent partner of the current or former foster child;
- Current or former ward;
- Current or former guardian;
- Spouse, common-law partner, or adult interdependent partner of the current or former guardian; and
- A person to whom the employee is not related but considers to be like a close relative.

The family members in relation to the employee's partner include:

- Child;
- Grandchild;
- Grandfather or grandmother;
- Father or mother;
- Stepfather or stepmother, whether by marriage, common-law partnership, or adult interdependent partnership;
- Brother, half-brother, stepbrother, sister, half-sister, or stepsister;
- Uncle or aunt;
- A current or former foster parent; and

- A current or former ward.
- EDL employees who are the primary or non-primary caregivers are entitled to compassionate care leave of up to twenty-seven (27) weeks to support or give care to a seriously ill family member.
- Leave will be available for multiple weekly installments within the period outlined in the medical certificate.
- Full time and part time employees qualify for the leave if they have been employed by EDL for a period of at least ninety (90) consecutive days prior to the leave requirement.
- The medical condition of the critically ill person must be confirmed by a physician who is caring for the ill family member. The medical note must contain the date of issue by the physician or the day the leave began, if it began before the certificate was issued, and it must also contain the fact that the ill family member requires the care or support of one or more family members.
- Employees are required to provide EDL with two (2) weeks' written notice of the date they will start the leave. In cases of emergency, less notice will be accepted; however, the medical note must be provided as soon as possible after the leave has begun.
- End date for a leave can be either the date of death of the family member or the end of the twenty-seven (27) week period (whichever is earlier), or the employer would be allowed to postpone the employee's return for two (2) weeks when leave ends and the employee fails to return to work or provide proper notice. If an employee decides not to return to work at the end of the compassionate care leave, they must provide EDL with two (2) weeks' written notice.

#### **Reservist Leave**

- EDL requests that whenever possible, employees provide notice thirty (30) days prior to any active military service requiring leave.
- Unless prevented by military necessity, the employee shall obtain a Request for Leave of Absence Form from the CEO.
- The CEO shall review and approve the Request for Leave of Absence Form and provide the employee with any pertinent documents.

# **Jury Duty Leave**

- Employees selected for jury duty must provide the CEO with as much advance notice as is possible. Advance notice shall be accompanied by a copy of the summons to jury duty for documentation purposes.
- EDL will ensure that staff required to report for jury duty are provided with time off to perform their civic duty. Time off for jury duty will be paid/unpaid at the discretion of the CEO.
- Any employee that is required to appear in a court of law as a plaintiff, defendant, or witness shall not be eligible for a paid leave of absence. In these instances, the employee may use vacation time, or request an unpaid leave of absence.
- However, an employee will be eligible for paid leave if they are required to appear in a court of law to represent the organization or is required to attend court proceedings arising in the course of employment, but not if the court proceedings are a direct result of misconduct or negligence of the employee.

# SICK LEAVE

EDL shall provide the following program to assist employees who are absent from the workplace due to illness or injury. Employees have a responsibility to make every effort to ensure that they return to work in a state of health and well-being which will enable them to perform their job to the best of their abilities.

- Employees are provided with 10 paid sick days per calendar year. Employees may not carry over sick days from year to year. Employees may not receive a payout for unused sick days.
- An employee who does not intend to report to work, or who will be late for his/her scheduled start time must personally call-in, email or text and report the lateness/absence to their supervisor or the CEO at least thirty (30) minutes prior to his/her regularly scheduled start time.
- In all instances, employees should attempt to provide as much advance notification as possible when they are going to be absent in order to allow us time to arrange appropriate coverage.
- Employees who are absent for three (3) or more consecutive working days are required to submit a note from a licensed physician or medical practitioner stating the nature of the illness that led to the absence. This note should include a return to work date if applicable.

# **REVISION/REVIEW**

The Human Resources Committee will conduct a review of this policy in conjunction with the four-year planning cycle with recommendations forwarded to the Board of Directors for approval.

# **Revision History**

<b>Revision:</b>	Changes:	By:	Date:
1	New Document	Patty Epp	4/28/2017
2	Reviewed & Approved	EDL Board of	9/20/2017
		Directors	