

THE CORPORATION OF THE CITY OF PORT COQUITLAM
COMMITTEE MEETING AGENDA

November 9th, 1992

Description of Item

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MEMORANDUM

TO: B.R. Kirk
City Administrator

DATE: November 5, 1992

FROM: J.E. Yip, P. Eng.
Deputy City Engineer

SUBJECT: **KITCHENER/DAVIES TRAFFIC IMPROVEMENTS**
(Public Works Committee Meeting October 23, 1993)

RECOMMENDATION:

- 1) That Council approve the priority identified in the summary of recommendations of the attached report for the implementation of traffic improvements in the Kitchener/Davies Neighbourhood Area.
- 2) That Council approve the implementation of items 1 and 2 of the
A) Patricia/Hastings/Woodland recommendations being:
 - i) installation of temporary traffic circle at Patricia and Murchie, removal of barricades on Murchie, removal of median barrier at Woodland and Kitchener, and installation of appropriate signage (cost \$7,100.00) and;
 - ii) installation of speed humps on Jervis, Raleigh and Lancaster complete with required signage (cost \$7,500.00).
- 3) That \$14,600.00 being the total estimated cost for the works be allocated to the Special Public Works Capital Reserve Fund.
- 4) That the remaining recommendations for both the Patricia/Hastings/Woodland and Hastings/Davies areas be deferred at this time. These recommendations to be considered following an evaluation of the effects of the traffic control circle. The evaluation period will be from 4 to 6 months.

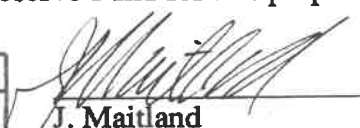
BACKGROUND & COMMENTS:

The attached memorandum from the Project/Traffic Technician dated October 16, 1992 outlines the implementation of the Urban Systems Report for the Patricia/Davies area traffic control. The items for implementation have been placed in order of priority complete with associated costs.


J. E. Yip, P. Eng.
Deputy City Engineer

There are sufficient funds in the Public Works Capital Reserve Fund for this purpose.

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J. Maitland
Treasurer/Deputy Administrator

JEY:ca

THE CORPORATION OF THE
CITY OF PORT COQUITLAM

MEMORANDUM

TO: Igor Zahynacz
City Engineer

DATE: Oct 16. 1992

FROM: Ike De Boer
Project/Traffic Technician

PROJECT: 559

SUBJECT: Kitchner/Davies Traffic Improvement Implementation

SUMMARY OF RECOMMENDATIONS:

Listed below is a summary of the Urban Systems recommendations and the estimated costs for the traffic improvements in the Kitchener/Davies area.

A) Patricia/Hastings/Woodland

- 1) Install temporary traffic circle at Patricia and Murchie, remove barricades on Murchie and a section of median barrier at Woodland and Kitchener, install traffic sign on Kitchener approx. costs for this work = \$7,100
- 2) Install speed humps on Jervis, Ralieggh and Lancaster complete with associated signage at an approx cost of \$7,500
- 3) Install a temporary traffic circle at Hastings and Kitchener only after a review is done of the circle at Murchie and Patricia, approx cost \$5,000
- 4) Reconstruct Hastings and Patricia to full standards at an approx cost of \$337,000

B) Hastings/Davies (south of Lougheed)

- 1) The installation of a temporary traffic circle at the intersection of Ralieggh and Davies, again a reveiw of the Patricia/Murchie circle will be done prior to a circle placed here, approx cost \$5,000
- 2) Construct a right turn lane on the east side of Westwood at Lougheed at an approx. cost of \$51,500
- 2) Reconstruction of Davies and Hastings to full standards at an approx. cost of \$430,000

BACKGROUND:

Urban Systems, a traffic engineering firm, was retained by the City of Port Coquitlam to investigate various traffic related problems in the northwesterly corner of the City. The areas that were studied included the Hastings/Davies corridor south of the Lougheed Highway and Hastings/Patricia/Woodland area north of the Lougheed. The consultant was asked to come up with recommendations to alleviate local residents concerns dealing with traffic volume and speed of the short cutting traffic.

The recommendations that are listed below were obtained from the Urban Systems report and were used as a basis for scheduling and implementation.

RECOMMENDATIONS/IMPLEMENTATION:

The two study areas were done separately for priority and costing, they are listed below. Traffic counts will be done prior to any work being carried out at various locations so a before and after comparison can be done. The count locations are shown on the attached Figure 1.

A) Hastings/Patricia/Woodland (north of Lougheed)

1) Install a temporary traffic circle at the intersection of Murchie and Patricia. When the circle is in place the removal of the barriers on Murchie and on Kitchener at Woodland will be done. When the median is removed from Kitchener, a stop sign should be placed on Kitchener east of Woodland to allow left turning onto Woodland. See Figure 4 for location.

The traffic circle will be constructed of extruded asphalt and filled with sand to form a 4m radius circle within the road right of way. Along with the circle some asphalt curbing is required to channel traffic around the circle on the north side. See Figure 2 for details of the circle also Figure 4 for location.

Note that a 'No Parking' area will have to be implemented on either side of the traffic circle.

Approx. cost of the circle complete with signage and curbing, removal of barriers at Murchie and on Kitchener is \$7,100.

2) Install asphalt speed 'humps' on Ralieggh, Lancaster and Jervis, these devices are intended to slow existing short cutting traffic from the Lougheed to Westwood. The design of these 'humps' was taken from a traffic report done by the New South Wales Traffic Authority (Australia) and was also used by The City Of New Westminster. Approx. cost of the asphalt humps complete with signage is \$7,500. See Figures 6 for speed hump design and location and Figures 7 & 8 for design and associated signage.

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3) The installation of a temporary traffic circle be installed at the intersection of Kitchener and Hastings. This circle will be placed after a review of the temporary circle at Murchie/Patricia is done. When the circle is placed the existing four way stop signs will be removed. Approx cost of the circle complete with signage and some asphalt curb and is \$5,000.

4) Reconstruction of Hastings from Loughheed to Patricia and Patricia from Hastings to Woodland was recommended and especially needed on Patricia. Currently Hastings has an 11m curb width which is 90% in place and has a sidewalk full length on the east side. To complete Hastings to full standards a second sidewalk, streetlighting, bike paths and some curb and gutter will cost approx. \$138,500 to complete. Reconstruction of Patricia will include curb and gutter full length both sides (10m width), sidewalk, bike paths, streetlighting and storm sewer at an approx. cost of \$337,000. See Figure 4 for location of works on Hastings and Patricia.

B) Hastings/Davies (south of Loughheed)

1) The installation of a traffic circle was recommended for the 'T' intersection of Ralieggh and Davies. This device will be placed here after reviewing the traffic circle effeciency at Patricia and Murchie. Cost for the installation of a temporary circle complete with signage and curbing is approx. \$5,000, see Figures 2 & 9 for location, details and associated signage.

2) As part of the south side improvements, widening of Westwood northbound at Loughheed is required to allow for a dedicated right lane. This widening is necessary due to northbound thru traffic queuing and not allowing right turns until the signal changes. If this change is made, traffic may use this access to the Loughheed as opposed to using the Davies/Hastings 'shortcut'. See Figure 5 for location. Cost of widening along with property acquisition total \$51,500.


3) Reconstruction of Davies from Ralieggh to Fox and on Hastings from Loughheed to Davies, the reconstruction will include: sidewalks, streetlighting, curb and gutter and storm sewer. As recommended the width of the new sections to be 9m from curb to curb. Existing width on Davies is 11m. See Figure 4 for location. Total cost for the improvements \$430,000 1992 dollars.

4) Local business's and residents have indicated that speed humps be placed on Ralieggh from Loughheed to Davies. The placement of speed humps was not recommended by the consultant, when the traffic circle is in place the monitoring of Ralieggh will be done to determine if the humps are warranted.

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Also attached are rough copies of the cost breakdown of the above recommendations.

attach


Ike de Boer
Project/Traffic Technician

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CITY OF PORT COQUITLAM

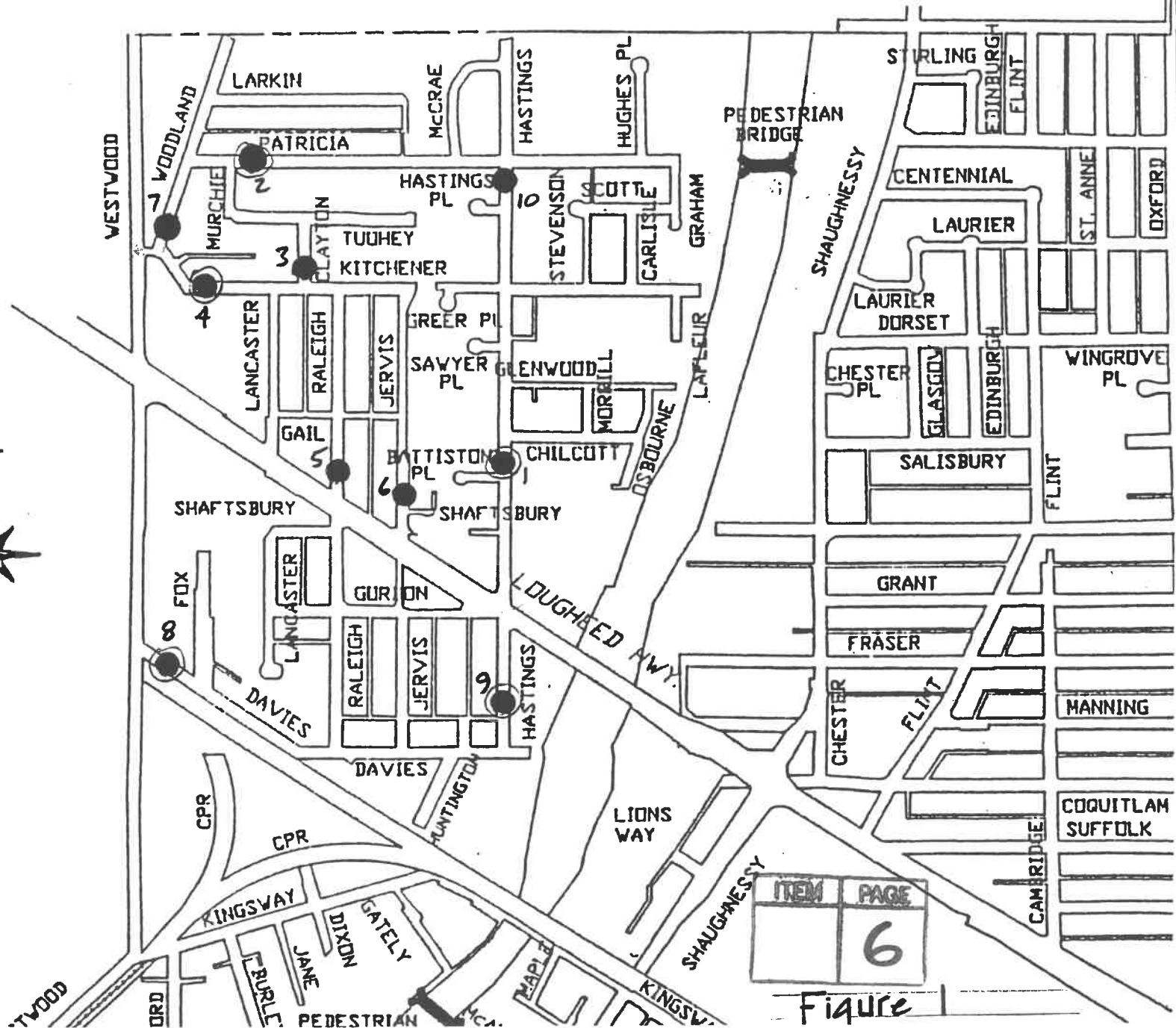
OXFORD

100 0 200 400



SCALE

* Traffic Count Locations.



25 m (typ)

WD-A43R

Patricia/Davies

2.50 4.00 4.50



Extruded Asphalt
Curb painted yellow

Proposed X-Walk

Murchie/
Raleigh

4.00

R=12.50

RB-25

4.00

RB-25

R=12.50

See Figure 3

9.00

Proposed 1.5 m
Asphalt Walk

300 m²
(Typ)

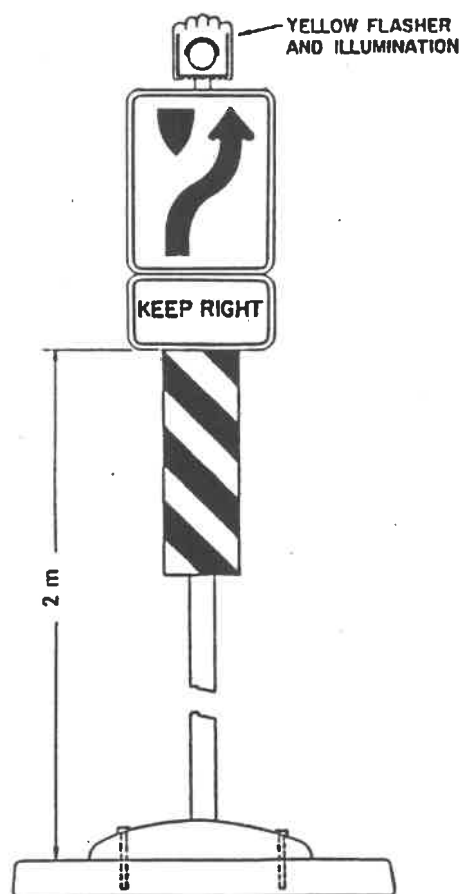
WD-A43R

2.50 4.00 4.50

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Figure 2

END PROTECTION FOR RAISED SAFETY ZONE



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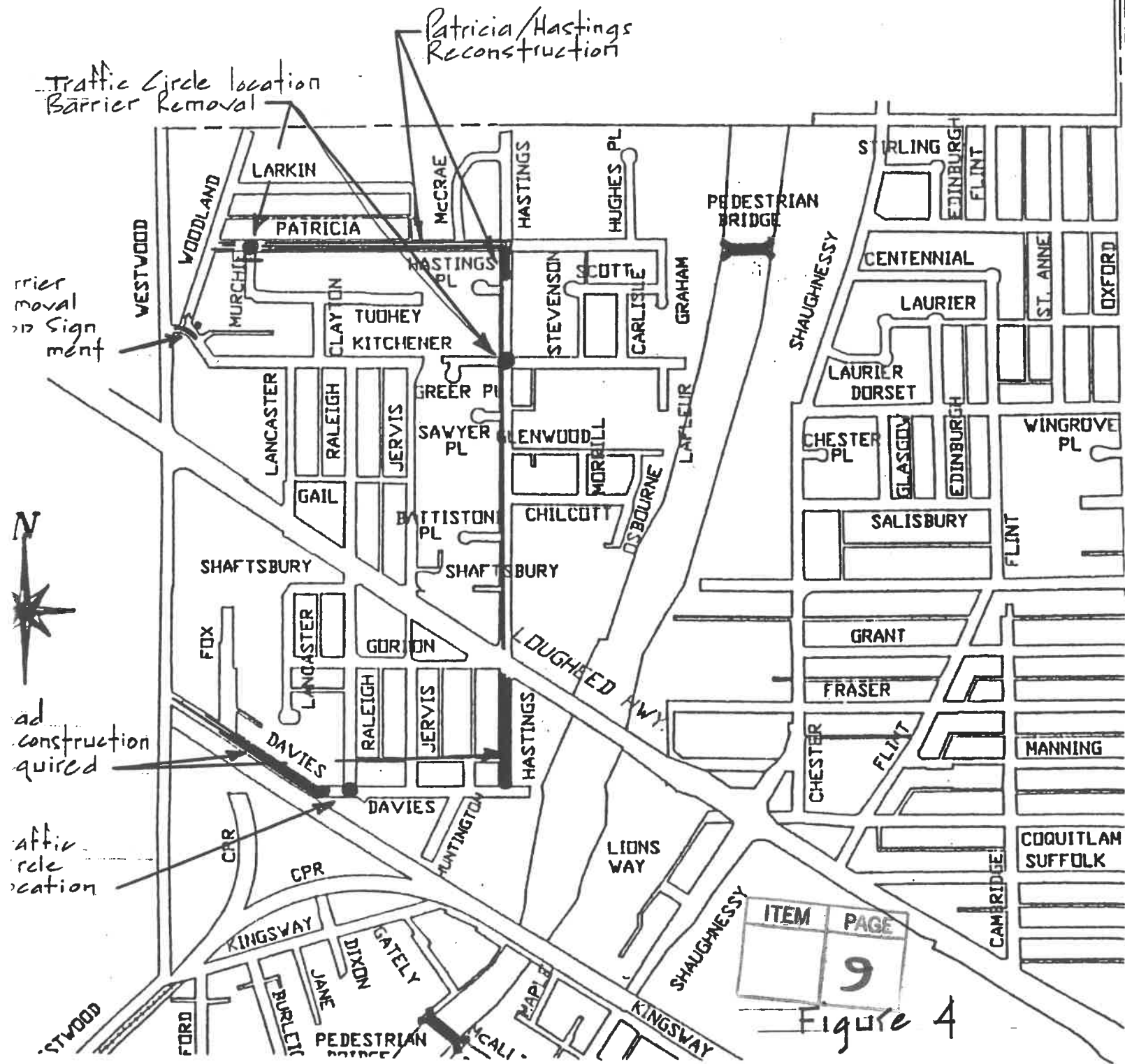
CITY OF PORT COQUITLAM

OXFORD

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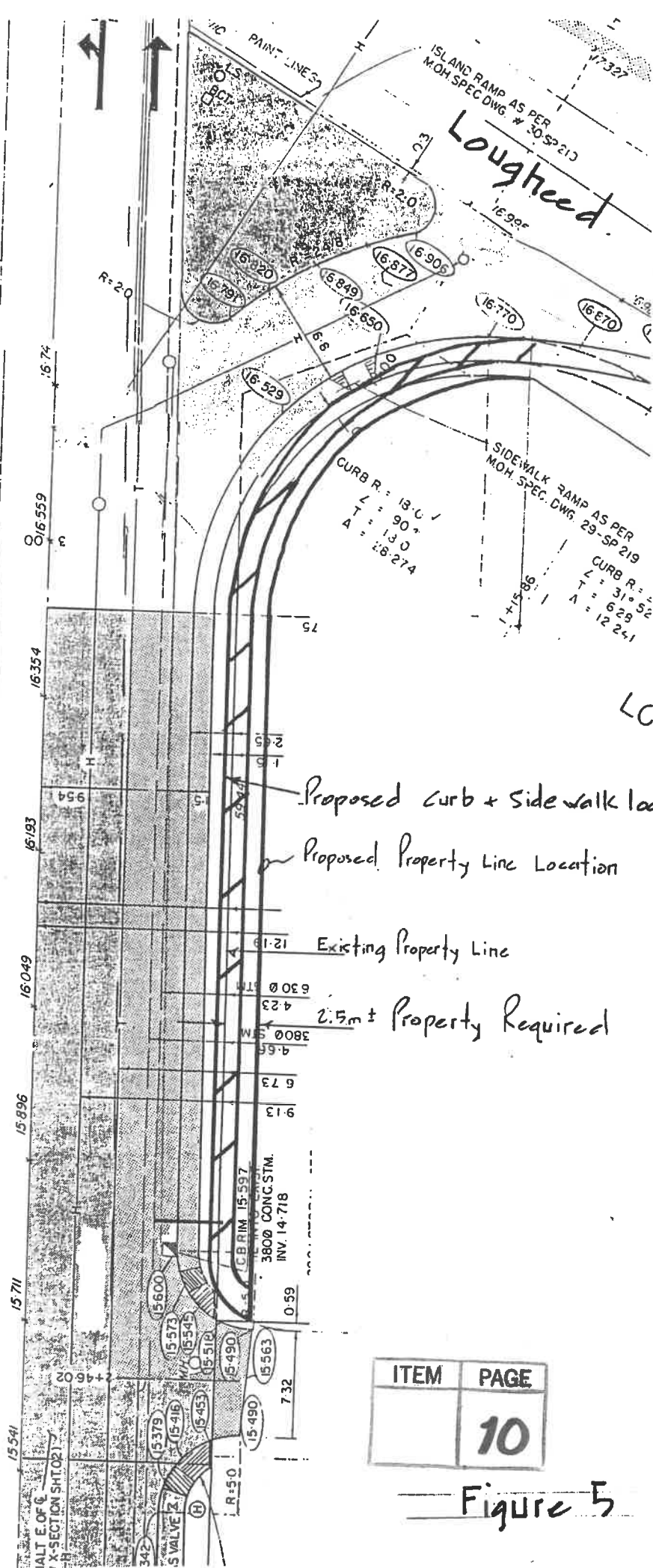


Figure 5

CITY OF PORT COQUITLAM

OXFORD

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SCALE

Speed Hump Location

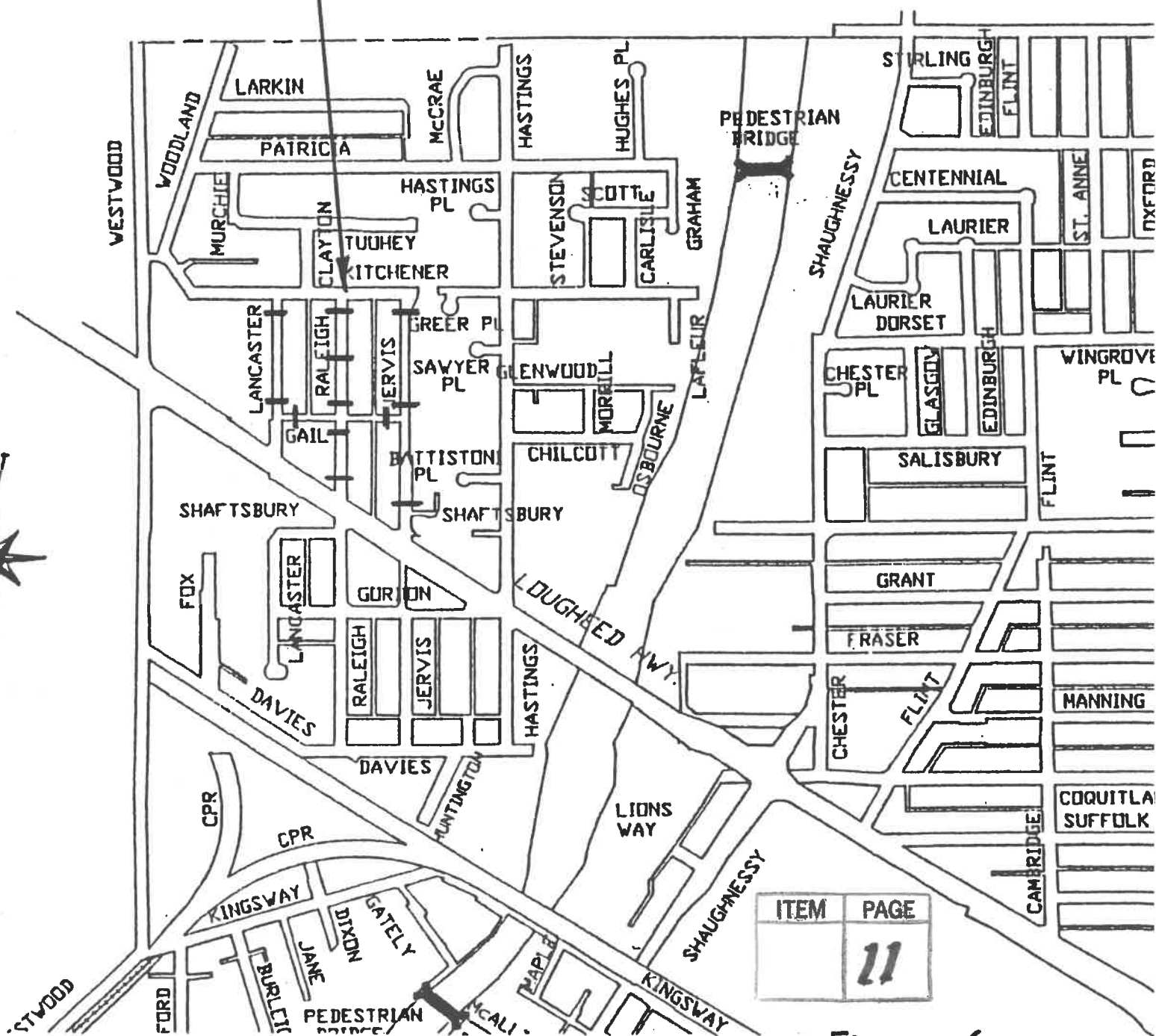


Figure 6

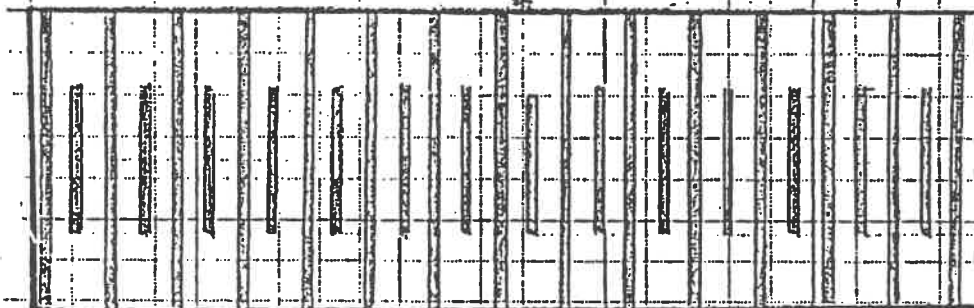
ENGINEERING DEPARTMENT	DESIGNED BY:	PROJECT: ROAD HUMP DESIGN		
	CHECKED BY:			
	JOB N°:	DATE:	SCALE:	PAGE:

Raise Gravel Shoulders

8' 1" 2" 4" high

CROSS-SECTION OF ROAD

12 feet



Alternate strip lengths between 12 feet and 6 feet. Space between strips is 30 cm.

Yellow 10 cm stripe.

* Reflective tape

or
Paint with glass beads.

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Figure 7

ENGINEERING
DEPARTMENT

DESIGNED BY:

CHECKED BY

JOB N°:

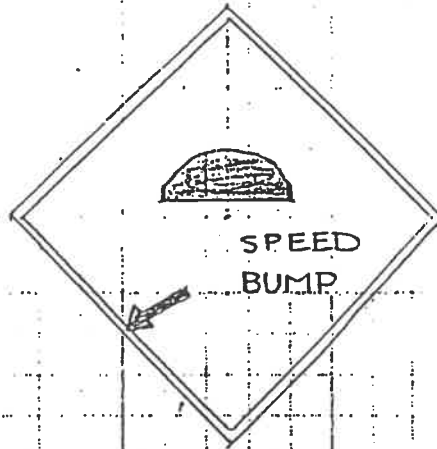
PROJECT:

ROAD HUMP WARNING SIGNS

DATE:

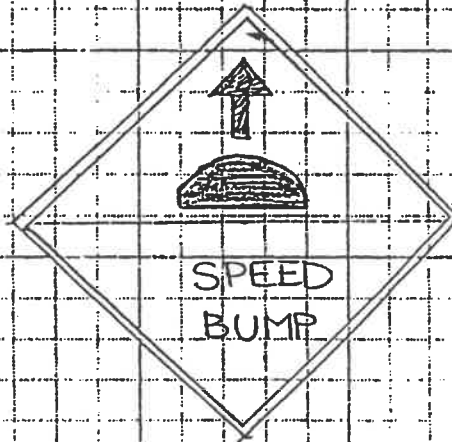
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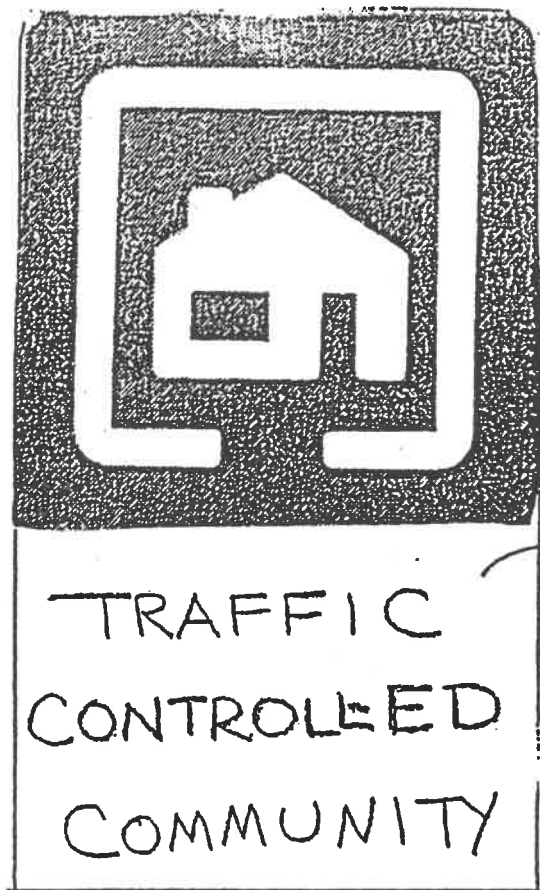
Reflective
Sheeting

Yellow background
Black lettering
75 cm x 75 cm



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Figure 8



Blue
Background
White
Lettering

THE CORPORATION OF THE
CITY OF PORT COQUITLAM

MEMORANDUM

TO: Igor Zahynacz
City Engineer

DATE: October 20, 1992

FROM: Ike de Boer
Project/Traffic Technician

PROJECT MEMO 559

SUBJECT: Cost Estimate for Davies/Hastings Road Improvements

ROADS: (DAVIES)

270m x 9 m road recon @ 234/m	63,254.00
660 m c & g at 30/m	19,800.00
560 m sidewalk @ 21.50/m ²	18,060.00
1120 m asphalt bike paths @ 19.5/m ²	32,760.00
street lighting approx 560 m @ 105/m	58,000.00
6 CB's at 1500 ea	9,000.00
Subtotal	200,874.00
+ 25% cont	50,218.00
Total	251,092.00

ROADS: (HASTINGS)

200m 250 mm storm @ 115/m	23,000.00
230m by 9 m exc, base asphalt @ 234/m	53,820.00
540 C & G @ 30/m	16,200.00
230 m sidewalk @ 21.50/m ²	7,418.00
460 m asphalt bike path @ 19.5/m ²	13,455.00
streetlighting 230m @ 105/m	24,150.00
2 manholes @ \$1000 ea	2,000.00
2 CB's @ 1500 ea	3,000.00
Sub Total	143,043.00
+ 25% cont	35,760.00
Total	178,804.00

Grand Total for Both 429,896.00 ✓

Traffic controlled neighbourhood signs 3 @ 150.00	150.00
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COST ESTIMATE FOR DAVIES/HASTINGS ROAD IMPROVEMENTS
ADDITIONAL RIGHT TURN LANE AT LOUGHEED ON WESTWOOD (NORTHBOUND)

PROPERTY REQUIREMENTS:

$$2.5 \text{ m } 46.5 \text{ m} = 116.25 \text{ m}^2$$
$$2.5 \times 30 \div 2 = 37.5 \text{ m}^2$$

$$154 \text{ m}^2 = 1658 \text{ ft}^2 \times \$20/\text{ft}^2 = 33,160.00$$

RE & RE CURB AND GUTTER AND SIDEWALK:

75m x 1.5 m sidewalk x 21.5/m ²	2,418.00
75 m C & G @ \$30/m	2,250.00
C & G removal @ 11.80/m	1,000.00
sidewalk removal & disposal @ 10.60/m ²	1,192.00

ROADWORKS:

excavation - 2 x 75 m @ 60 m (exc, base & asphalt)	4,500.00
---	----------

RELOCATE:

1 streetlight pole 1s	1,000.00
1 CB	750.00
1 fire hydrant	1,500.00

Total Reconstruction 14,610.00

Eng & Cont & 25% 3,653.00

18,263.00

Total including Land Acquisition 51,423.00

COST ESTIMATE FOR DAVIES/HASTINGS ROAD IMPROVEMENTS

COST ESTIMATE FOR CONSTRUCTION OF TRAFFIC CIRCLE AT PATRICIA & MURCHIE:

TEMPORARY TRAFFIC CIRCLE COSTS:

Extruded Asphalt WRB Kitchener/Hastings Patricia/Murchie	1000 ea ls	1,000.00
signage	7 signs @ 100 ea	700.00
Curbing @ \$15/lm x 150 m (Temp)		2,250.00
Blvd. infill 25 tons of granular @ 25/T		1,000.00
	Subtotal	4,950.00

REMOVAL OF BARRIER AT KITCHENER & WOODLAND:

saw-cut & remove ls	2,000.00
place stop sign at Kitchener	150.00
Total	2,150.00

SPEED HUMPS:

12 @ 2.6 tons @ \$120/T	3,744.00
signs @ 100 ea x 37	3,700.00
Total	7,444.00

COST ESTIMATE DAVIES/HASTINGS ROAD IMPROVEMENT

HASTINGS:

LOUGHEED TO PATRICIA:

no water required
no sanitary required
storm is adequate
*existing curb & gutter @ 11m spacing

ROADWORKS:

130 m C & G \$30/m	3,900.00
510 lm sidewalk x 1.5 = 765 m ² x 21.50/m ²	16,500.00
1278 lm asph bike path x 1.5 = 1917 m ² x 19.5/m ²	37,380.00
streetlighting @ 105 m x 33.0m (both sides)	34,650.00
streetlighting @ 52.50m x 350 (one side)	18,375.00
Total	110,805.00
+ 25% cont	27,701.00
Total	138,506.00

PATRICIA:

HASTINGS TO WOODLAND:

storm required
water OK
sanitary OK

ROADWORKS:

500 m of road recon @ 250/m (10m width)	125,000.00
800 lm of "B" C & G @ \$30/m	24,000.00
500 lm of sidewalk x 1.5 = 750 m ² x 21.50/m ²	16,125.00
1000 m of asphalt bike path @ 19.50/m ²	29,250.00
500 m of streetlighting @ 105/m	52,500.00

STORM:

100 m of 300 dia @ 125/m	12,500.00
2 1050 mm manholes @ 1500 ea	3,000.00
4 CB's @ 1750 ea	7,000.00
Total	269,375.00
+ 25% cont	67,344.00
Total	336,719.00

IDB/ca

engclk165



RIDRAU HALL

COMMITTEE

NOV - 9 1992

THE CHANCELLERY
LA CHANCELLERIETHE CANADIAN HERALDIC AUTHORITY
L'AUTORITÉ HÉRALDIQUE DU CANADA

November 2, 1992

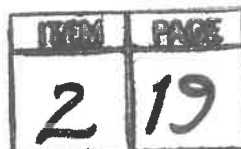
Dear Mike,

As agreed following the Coat of Arms Committee meeting this morning, I am enclosing a revision of the concepts submitted June 25th. This incorporates that following agreement.

- 1) Change the flag to the option based on the national flag of Canada.
- 2) Grant the interlocking salmon as a second badge.
- 3) Add the counterweight to the steam locomotive wheel in the arms and flag (does not change the technical language, just the visual representation).
- 4) Alter green, throughout to green of existing City flag.

I understand the Committee recommendation, which is unanimous, will be placed before Council for its approval and with Council's agreement we can proceed to prepare the final Patent.

.../2

1 SUSSEX DRIVE 1, PROMENADE SUSSEX
OTTAWA, CANADA K1A 0A1

- 2 -

I look forward to hearing from you in the near future.

Sincerely,



for Robert D. Watt
Chief Herald of Canada

Alderman Michael Thompson
Chair
Coats of Arms Committee
City of Port Coquitlam
2580 Shaughnessy Street
Port Coquitlam, British Columbia
V3C 2A8

Enclosure

c.c. Bryan R. Kirk
City Administrator

RDW/js

Dictated by R.D. Watt, signed in his absence.

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Coat of Arms, Flag and Badge

Proposed for the City of Port Coquitlam

General:

The proposal, while it conforms to all the rules of the heraldic artform, represents an evolution from the City's present, and historic, emblem. Members of Council may wish to re-examine the sculpture of the City's old emblem on the north facade of City Hall. The heralds have used this representation as a starting point and have, as an important objective, tried to safeguard key elements or themes from this historic emblem including the beaver supporters, the railway and shipping themes and the motto. At the same time, important new themes have been introduced including the meaning of Coquitlam, Indian heritage and the City's flower, the azalea.

In the following section, the various parts of the concept are described in blazon, the technical language of heraldry, and then an explanation of the symbolism is given.

COAT OF ARMS

Shield of Arms: Argent, on a fess sapinagé Vert between
in chief a salmon and in base a steam
locomotive wheel Gules two barrulets Or.

The shield, which is the most important single part of the whole coat of arms, blends the themes of railway, native and natural heritage. The name of the river from which the City takes its name, Coquitlam, (meaning little red fish) is honoured in the upper part of the shield. The broad green band or heraldic "fess" symbolizes the pathways which first opened up the community. Its edge is a distinctive conifer twig pattern representing the City's green spaces and the continuing wealth and amenity given by the local forests. The railway, as economic impetus behind the creation of the City, is highlighted through the use of the twin bands of gold, colour of commerce, and the red steam locomotive wheel.

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Crest: (Above the Shield):

On a wreath Argent and Vert a mural crown
Gules masoned Argent charged with six
anchors Or three visible.

The wreath is a traditional component of all coats of arms and deriving from the protective covering over the medieval knight's helmet and providing proper foundation for the elements of the crest. Here, it is shown in two of the City's official heraldic colours, white and green. The crest itself is composed of a mural crown, the traditional heraldic symbol for municipal government in Canada's national colours of red and white. On it are six gold anchors (three only visible from any one angle since a real coat of arms can be displayed two or three dimensionally), the anchor being a symbol of ships and maritime commerce as well as honouring the idea of "Port" in the City's name.

Supporters:

On a grassy mound on either side a beaver
sejant Or the dexter gorged with a ducal
coronet Gules the sinister gorged with a
circlet of Azalea flowers Gules leaved
Vert pendant from each a Salish spindle
whorl Gules bearing the image of a salmon
Argent.

The beaver supporters, coloured in the gold of commerce to echo the motto, are taken directly from the old emblem on City Hall. They have patriotic and thematic meaning, being Canada's national animal and a symbol of industry as well as being an important part of the City's own heritage of symbols. The collar on the left hand supporter alludes to the royal crown in the old emblem. The City's floral emblem, the azalea, is featured as the other collar. From both hangs a special medallion, the Salish spindle whorl, which salutes the culture and heritage of the City's First Inhabitants, the native people. The whorl shows a salmon, honouring the environment and the food which comes from the waters and the land.

Mottoes:

On a scroll above: BY COMMERCE AND
INDUSTRY WE PROSPER

On a scroll below: WORKING TOGETHER FOR
THE FUTURE

The City's existing motto is incorporated above the whole design, while a new motto, expressing a philosophy which also embraces the whole City and recognizes the increasing multicultural character of its people, is introduced at the base of the arms.

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Flag: In the proportions 2:1 Vert on a Canadian pale Argent an escutcheon of the arms of the City of Port Coquitlam fimbriated Vert.

The flag is based on the national flag of Canada and uses the new coat of arms and the existing civic flag. Green bars flank the white centre which carries the shield of the new arms of City, outlined in green. This follows classic heraldic practice where the core element of the whole coat of arms, the shield, is the main symbol at the centre of the flag.

Badge: A steam locomotive wheel Gules surmounted by a Salish spindle whorl bearing an image of a salmon Or.

The badge is a fusion of native and European heritage. The red locomotive wheel is blended with the Salish spindle whorl and the salmon.

Badge: A plate charged with three salmon interlaced Gules.

The second badge honours the Salish name - Coquitlam, meaning little red fish.

Conclusion:

The three symbols to be granted, the arms, flag and badge are related in theme and colour and blend historic and new symbolism in an evolution from the existing emblem.

NOV - 9 1992

THE CORPORATION OF THE
CITY OF PORT COQUITLAM

IN COMMITTEE

MEMORANDUM

TO: Mayor and Councillors

FROM: Bryan R. Kirk
City Administrator

RE: Attendance Improvement Program

DATE: October 30, 1992

RECOMMENDATION:

THAT Council approve the concept of the Attendance Improvement Program, based on the following criteria:

1. That employees be awarded four days' pay for perfect attendance (one day's pay awarded per quarter to a maximum of four days per year; deductions will be made for daily/hourly absences);
2. That no incentives will be paid to those employees absent more than ten days for one calendar year;
3. That it be put in effect on a trial basis for eighteen months so that sick leave may be monitored to determine the effects of the Attendance Improvement Program;
4. That the Attendance Improvement Program be implemented effective December 1992 and that the incentive be paid annually in December prior to the Holiday Season; and
5. That the City advise CUPE Local 498 that sick leave insurance calculations will be adjusted to correctly reflect actual costs to the City.

BACKGROUND AND COMMENTS:

Rewarding Excellent Attendance

As the attached statistics indicate, sick leave usage by employees of the City of Port Coquitlam appears worse than in other municipalities. Other municipalities have found that an incentive program geared to attendance, reduces sick leave usage.

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Sick Leave Insurance Administration

The City's current insurance plan pays two-thirds of an employee's salary when an employee is sick for more than one week. The City "tops up" the employee's pay to a full day by taking one-third of a day's pay from the City's sick leave bank. This results in only one-third of a day's sick leave being deducted from the sick bank.

The City currently pays for one-third of the "top-up" plus 60% of the insurance premium. The City is therefore paying 75% of the cost and the draw from the employees' sick bank should be a three-quarters a day for each day of absence.



Bryan R. Kirk
City Administrator

/dp
Att.

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CITY OF PORT COQUITLAM

STATISTICS OF AVERAGE EMPLOYEE DAYS LOST

	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991
INSIDE UNITS				N						
				O						
PORT COQUITLAM	(CUPE SALARIED INSIDE)				13.64	12.02	6.25	10.58	9.84	23.22
				D						
BURNABY	7.55	7.64	9.09	A	-	-	5.50	-	-	-
DIST. OF COQUITLAM	8.81	7.16	7.30	T	-	-	6.10	6.00	8.40	-
DELTA	11.27	10.83	13.23	A	-	-	12.90	-	9.00	-
GVRD	7.67	5.83	6.96		-	-	-	-	-	-
NEW WEST	8.57	8.79	8.17	A	-	-	5.60	-	-	-
N. VAN. CITY	9.64	8.30	9.25	V	-	-	8.70	8.20	-	-
N. VAN. DISTRICT	9.25	8.87	10.37	A	-	-	7.90	7.80	-	-
VANCOUVER	9.11	8.61	9.09	I	-	-	9.50	8.90	9.20	-
WEST VANCOUVER	13.67	8.66	8.03	L	-	-	-	-	-	-
PORT MOODY	-	-	-	A	-	-	6.00	8.90	-	-
RICHMOND	-	-	-	B	-	-	8.60	8.40	8.90	-
WHITE ROCK	-	-	-	L	-	-	5.80	10.10	6.50	-
				E						
OUTSIDE UNITS										
PORT COQUITLAM :										
DEPARTMENT 40	(CUPE HOURLY OUTSIDE)				11.89	16.52	15.90	15.34	18.60	23.16
DEPARTMENT 45	(CUPE HOURLY SHOP)				11.57	8.86	6.29	24.86	20.57	35.32
DEPARTMENT 50	(CUPE HOURLY RECREATION)				3.60	5.00	6.00	9.33	12.00	3.68
BURNABY	16.79	18.22	17.52		-	-	8.30	9.80	-	-
DIST. OF COQUITLAM	18.76	16.43	13.73		-	-	12.60	11.30	10.40	-
DELTA	14.87	18.91	15.76		-	-	13.60	-	8.30	-
NEW WEST	12.18	16.49	18.86		-	-	10.20	-	-	-
N. VAN. CITY	12.51	17.18	17.71		-	-	13.70	11.10	-	-
N. VAN. DISTRICT	15.97	19.57	17.37		-	-	10.30	12.30	-	-
VANCOUVER	16.34	17.37	14.46		-	-	11.20	11.80	-	-
WEST VANCOUVER	8.38	11.72	10.70		-	-	-	-	-	-
PORT MOODY	-	-	-		-	-	10.30	18.20	-	-
RICHMOND	-	-	-		-	-	16.00	15.40	15.10	-
WHITE ROCK	-	-	-		-	-	10.30	9.80	11.10	-

THE CORPORATION OF THE CITY OF PORT COQUITLAM

ATTENDANCE IMPROVEMENT PROGRAM

me1/156/Oct 92

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INTRODUCTION

This manual is designed to help supervisors in achieving and maintaining appropriate attendance levels for staff. Its goal is to set out procedures to be followed when dealing with a potential or actual attendance problem. The procedure section sets out the obligations and procedures the supervisor should follow in order to identify and correct absences that exceed the departmental or City norm.

The procedures are written in a step by step sequence, and should be closely followed.

Also attached, but not part of the Policy and Procedures Manual, is a Labour Relations section. This provides a very general overview of the arbitration cases, and underlying logic, that affect Leave Management programs. It will also explain why some of the procedures are necessary.

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LEAVE MANAGEMENT PROGRAM

1.0

Purpose

- 1.1 The purpose of the Leave Management Program is to assist and encourage employees to improve overall attendance and to establish a procedure for dealing with excessive absenteeism. It also seeks to provide information and a rationale for dealing with attendance problems.
- 1.2 Users should bear in mind that the overall goal of the Leave Management program is to correct attendance problems in a positive manner. The City of Port Coquitlam's concern for harmonious labour relations and caring for staff should be kept in mind at all times.

PROCEDURAL STEPS

2.0

Written Policy

- 2.1 A policy statement is required which clearly communicates to employees expectations about attendance. It should specify what levels of absenteeism are considered excessive. Employees should also know what the normal procedures are for calling in sick, and for returning to work (apart from the procedures established for WCB and WI absences). The employer is legally and morally obliged to ensure this policy is known to all staff.

3.0

Call in Policy

- 3.1 It is City policy that a call in procedure be in place for all employees. Department heads may establish their own call in procedures for absenteeism. In general, however, these should include:
- the proper person to contact (usually the Supervisor of the unit)
 - an emphasis that the call in should occur before the shift begins, so replacements can be obtained. A specific time - i.e. one (1) hour before the beginning of a shift - is difficult to enforce as sickness does not necessarily lend itself to time lines, but it is not unreasonable to ask for as much notice as can possibly be given.

3.2 The employee must advise the Employer of:

- the nature of the illness;
- what the employee plans to do regarding their illness, i.e. see a doctor, take medication, etc.
- and what the employee's plans are for returning to work.

3.3 Employees should be informed that failure to call in can be grounds for discipline. Absence from work in excess of five working days without a valid reason may result in termination.

4.0 Supervisor's Responsibility

4.1 Monitoring attendance is the responsibility of the supervisor. The supervisor already keeps a time card of employee attendance, and an annual "Employee Attendance Record". All attendance should be reviewed on an on-going basis but as an absolute minimum, monthly.

The supervisor should review accurate records of problematic absenteeism, which can be obtained from:

- Sick leave statistics, which will be distributed quarterly to Department Heads.
- Employee Hours Analysis print-outs (by request to Payroll Supervisor);
- current time sheets available from Payroll;

Further documentation on the "Employee Attendance Record" should include:

- identification of the frequency and duration of the absences for each employee;
- the specific nature and cause of the absence as described by the employee or attending doctor;
- any peculiar pattern of absences, such as absences adjacent to days off, weekends, long weekends, or vacations.

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4.1 contd...

- documentation of the cost, inconvenience, or inefficiency caused by the absence in question. Was the employee hard to replace because of the relative uniqueness of the job? Did the employee adversely affect the quality of service by his/her absence?
- note also the amount of notice provided by the employee;
- any description of the medical condition, either verbally or in writing, provided by the employee or doctor.

5.0

The Medical Certificate

5.1 The Employer is contractually entitled to proof that an employee was sick before sick pay is approved (Article XV(f) CUPE Agreement). The most logical proof is a medical certificate, or where appropriate a Wage Indemnity claim form (see section 5.2.1 below). Failure to provide proof when requested is cause for discipline. However, the caveat "reasonable in all the circumstances" must be remembered in either declining to pay, or in administering discipline. (refer to the Labour Relations section, 7.0 forward).

5.2 The employee should be reminded in advance that a medical certificate or statutory declaration may be requested in accordance with the collective agreement. Some arbitrators have shown reluctance to accept verbal discussions as part of progressive counselling in absenteeism cases. Therefore all requests for a certificate should be made:

- when a supervisor has advised an employee as part of progressive counselling; and
- in writing, with careful wording so as not to be construed as disciplinary (see Labour Relations Considerations for discussion of culpable/nonculpable dismissal and discipline);
- for a fixed but not permanent period.

5.2.1 Wage Indemnity Claim

A Wage Indemnity Claim form is used in the following instances:

- 1. On the first day of absence due to a non work-related accident, or
- 2. On the 8th calendar day in the case of illness.

5.3 The required medical certificate or wage indemnity claim forms are available from Personnel (see appendix 4 samples) and contains;

- the date of the illness;
- the date of the medical consultation;
- date of anticipated return to work;
- a reason for absence;
- the expected duration of absence and the future health prospects of the employee;
- details of ongoing treatment;
- whether the employee is fit for normal or restricted duties, if available.

This information is necessary for the supervisor to maintain proper and timely staffing levels.

5.4 The employer will ensure that information in medical certificates will at all times be kept confidential and that such information will be dealt with discreetly.

6.0 Supervisory Counselling

6.1 Supervisors must make an effort to (1) make the employee aware that his/her attendance is a concern, and (2) assist the employee in improving attendance. All attendance should be monitored on an on-going basis, but supervisory actions outlined in this policy should begin no later than when the employee's absenteeism exceeds the departmental average for the previous year. These include:

6.1.1 A further review of the records to:

- express the employer's concern for the state of the employee's health, and enquire as to whether they are seeing their doctor for treatment of illnesses;
- convey the concern the absences/tardiness are causing the employer in relation to getting the work done;
- show the employee the number of absences/tardiness, and compare this to the group norm;

6.1.2 Establish if there might be other causes for employee's absences: i.e. is anything else worrying the employee such as:

- any personal/family problems;
- financial problems;
- work related problems

6.1.3 Offer remedy through the EAP Program for such matters as:

- family related difficulties;
- emotional or psychological problems;
- substance abuse
- financial difficulties
- or: urge that a medical examination be conducted where this has not been recently done;
- consider the possible transfer of the employee to another work area, job, shift, supervisor, subject to the nature of the problem, the collective agreement, and the operational situation.
- if the absences are related to Workers' Compensation Board claims, or involve rehabilitation or time loss due to on-the-job injuries, review their causes and provide further training as warranted.

6.1.4 Secure an understanding from the employee:

- that the absence/tardiness are affecting operational requirements and his/her co-workers;
- that his/her attendance is of concern;
- his/her attendance will be monitored. A rule of thumb for monitoring is three (3) months.

6.1.5 The supervisor should make a written summary for attachment to the Employee Attendance Record card of the discussion with the employee, including any comments the employee has made about the absences, and whether any suggestions were made about seeking medical/professional help.

6.1.5 contd...

It is also important to determine whether the absences are culpable or non-culpable (see Labour Relations section, 7.0 forward).

- 6.1.5.1 The supervisor will discuss the matter with the Personnel Department.

6.1.6 Failure to Improve Attendance

If the employee has failed to improve his/her attendance record during the three (3) month period, he/she should be interviewed again. The discussion should include:

- advising the employee that his/her sick record has not sufficiently improved since the last discussion;
- a review of the absenteeism record, including any pattern which might emerge;
- determining whether the reasons for absences have changed since the last discussion;
- if new problems seem to be emerging, appropriate referral should be made; if no new problems exist, it should be determined whether the employee has availed him or herself of any assistance offered in the first interview;
- a reminder of the importance of good attendance, including the impact on the operation and co-workers;
- a formal advisement that his/her attendance is unsatisfactory, and must improve. These last points are to be emphasized by use of a "Sick Absence Record - Informal Note" form, to become part of the employee's file. See Appendix 1.
- attendance should be monitored over the next three (3) months.

- 6.1.6.1 The supervisor must be in contact with the Personnel Department at this point.

6.1.7 Continued Failure to Improve

If the employee's attendance has still not improved during the next three (3) months, the steps in 6.1.5 and 6.1.6 should be repeated. The emphasis is on helping the employee where ever possible. This process must include
contd...

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6.1.7 contd...

the Standard Absence Letter #1" (appendix 2), and informing the employee that monitoring attendance over the next three (3) months will continue.

- 6.1.7.1 The supervisor must discuss the situation with the Personnel Department before proceeding with the letter and discussion with the employee.

6.1.8 Protracted Failure to Improve

If the employee's attendance continues to deteriorate over the next three (3) months, then a discussion with the employee will be undertaken again, with the assistance of the Personnel Department. The discussion will include the points as mentioned above. It is essential that:

- the employee's attendance record is discussed with him/her;
- the causes for the absences be discussed in full;
- follow-up concerning any professional/medical assistance be discussed;
- a statement from the attending professional or doctor be given to the employer; this should clearly indicate a prognosis for future attendance;
- the impact the employee's absences are having on the organization be reviewed;
- the employee's commitments to improving his/her attendance be reviewed;
- a clear statement that continued absenteeism may result in termination of employment be communicated;
- "Standard Absence Letter #2" be delivered to the employee (Appendix #3);
- attendance be reviewed over the next three (3) months.

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Persistent Absenteeism

If there is not a substantial improvement in attendance by the employee during this next three (3) month period, the supervisor must contact the Personnel Department. A recommendation may follow for terminating the employment relationship. Bear in mind, however, that termination for attendance problems is a challenging and difficult process.

6.1.9.1 Documentation to be compiled should include:

a diary of all the interviews conducted, including (1) the efforts made by the employer to assist the Employee; (2) the reasons given by the Employee and by the medical certificates for the absences; (3) the employee's response to the interviews; (4) the employee's response to counselling/medical aid;

the total days available, and the total number of absences, per year (exclusive of leaves of absence for events like union business, court appearances, annual vacation, statutory holidays, maternity leave, and WCB);

- the record of others in the same department/type of work;
- the costs and effects the employee's absences have had on the operation.

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Labour Relations Considerations

7.0

Fundamental Principles:

The following will provide a general guide to the labour relations jurisprudence on attendance. It will review the basic current thinking of arbitrators. It is not an exhaustive discussion of the issues, however, nor is it intended as a replacement for either good management practice, or the advice of the Personnel Department.

7.1

Culpable vs. Non-Culpable Absenteeism

It is important to determine at the outset whether you are dealing with culpable or non-culpable absenteeism. Culpable absenteeism is that which involves willful or blameworthy causes, such as using sick benefits as an extension of holiday entitlement, avoiding unpopular assignments or shifts, etc. These absences are grounds for progressive disciplinary action by the Employer, and non-payment of sick leave provisions.

Non-culpable, or innocent absenteeism is occasioned by legitimate illness or injury. It may also include absence due to substance abuse. A basic principle is that "innocent absenteeism cannot be grounds for discipline in the sense of punishment for blameworthy conduct. It is obviously unfair to punish someone for conduct which is beyond his/her control and thus not his/her fault."

The Employer is entitled to sever the employment relationship in a non-disciplinary manner if the attendance is excessive and irredeemable. There are four basic requirements that must be shown in order to justify termination of employment for non-culpable absenteeism:

1) That the employee's absence record is excessive in all the circumstances. This includes:

- (i) documenting that the absenteeism is well beyond what a reasonable person would consider acceptable;
- (ii) that the attendance deviates substantially and unduly from the average level of other employees, either generally or in a specific department;
- (iii) the kind of work involved;
- (iv) the nature of the work force which is hired.

- 2) That the employee is unlikely to be capable of regular attendance in the future. This may be discerned from information obtained from medical or other professionals involved with the employee, or the fact that the employee has not adhered to the counselling offered, or that it has been ineffective.

The employer must document efforts to show that considerable effort was made to determine the underlying reasons for absenteeism, and that compassion, and latitude for extenuating circumstances were demonstrated.

The employer must be able to convince the arbitrator that there is little likelihood that the employment relationship can be re-established, or that excessive absenteeism may be reduced.

- 3) That the employee was advised that his/her attendance record was unacceptable and required improvement.
- 4) That the employee was advised that his/her job was in jeopardy.

7.2 Where Absenteeism is both Culpable and Non-Culpable

Where an employee's absenteeism record includes both culpable and non-culpable absences it is best to include both as part of the employment record. An employer may terminate an employee for non-culpable absenteeism which also involves blameworthy absenteeism.

7.3 Onus of Proof

While in special circumstances the burden of proof in the case shifts to employees, the general rule is that ultimate proof rests with the Employer.
Such evidence includes:

- 1. The employment record of the employee;
- 2. That the employee has been clearly warned of the consequences of continued absenteeism;
- 3. The nature and causes of the absences, as in:
 - the type of absences
 - the length of absences;
- 4. The persistence of the attendance problem;
contd....

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7.3 contd...

- 5. The frequency and duration of the attendance problem;
- 6. The effects of organization attempts to rectify the problems
- 7. Any medical evidence obtained.

7.4

The Culminating Incident

A culminating incident is required before discharge can be upheld. It is that one last instance which shows the Employee is irredeemable. The important thing is to show the consistent unreliability of the employee.

A culminating incident need not be one last instance of absence. One arbitrator opines that "it might arise, perhaps, upon receipt of some medical advice bearing on the employee's condition even though that condition may not yet have led to the employee's absence from work."

Yet there are limitations to bear in mind. One arbitration decision found that an accident for which the employee received W.C.B. benefits could not be used as justifying termination as part of the absenteeism record.

Furthermore, there is an emerging trend that prohibits termination where the cause of the absences entitles the employee to disability benefits. These include accident, illness, and L.T.D. where they are incorporated into the collective agreement. Thus, where the maintenance of employee status is a requirement of eligibility for the benefits, arbitrators may be unlikely to uphold termination.

7.5

Post Termination Evidence of Future Attendance

One question that needs to be considered in conjunction with the culminating incident is at what point should the expectation of future attendance be considered. Most arbitrators consider the employee's status at the time of the hearing. Alcoholism is the most common type of evidence employees try to introduce after termination, often successfully.

The Employer should therefore consider expediting the proceedings in order to protect itself from being subjected to continual review to determine the possibility of future medical treatment or other incidents which may develop months after the date of discharge.

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APPENDIX #1

SICK ABSENCE RECORD - INFORMAL NOTE

A discussion was held with (employee) on (date) regarding a concern over his/her attendance.

The reasons for the absences were discussed. It was pointed out to (employee) that his/her absentee record is unacceptably high, and an effort must be made to reduce the absenteeism. Reasonable help or referral to counselling or other appropriate sources is available.

Supervisor

Employee or Representative

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APPENDIX #2

STANDARD ABSENCE LETTER #1

A formal discussion was held on (date) with (employee) to discuss concerns about his/her absenteeism record.

A review of (employee) attendance was covered, including the reasons for the absences, and whether the department could provide reasonable help or referral.

It was explained to (employee) that the absenteeism is a concern to the department, and a review of his/her attendance would be conducted over the next three (3) months. Considerable improvement in attendance is expected.

Supervisor

Employee or representative

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APPENDIX #3

STANDARD ABSENCE #2

A further formal discussion has been held on (date) with (employee) over his/her continued and unacceptable absenteeism.

The cause and reasons for the absences were reviewed, as well as whether (employee) has availed him/her self of any counselling or medical help. The effect of (employee)'s absences on the department was again mentioned, as was an offer to provide reasonable help or referral to improve attendance.

(employee) was told his/her attendance is of particular concern, and will again be monitored over the next three (3) months. Failure to improve may lead to termination of employment.

Supervisor

Employee or representative

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