

Terms of Reference



COMMUNITY SAFETY PLAN – STEERING COMMITTEE

1. Introduction

Community safety is a priority for Kelowna residents and City Council. [City Council Priorities \(2019-2022\)](#) have mandated a focused effort toward three results:

1. Crime rates are decreasing;
2. Residents feel safe; and
3. Data and analysis is used to understand problems and target solutions.

Council is committed to the development and implementation of a Community Safety Plan (CSP). A CSP forms the basis of an overall strategy to employ a multi-pronged, systems-based approach in Kelowna. Among other, a CSP will provide a framework to:

- engage and align relevant community stakeholders, systems and partners;
- identify and validate community safety issues and priorities;
- uncover local assets and identify the risk factors underlying local community safety issues;
- outline tangible, evidence-based actions through multi-system / agency approaches; and
- develop new ways of measuring, monitoring and reporting progress.

2. Committee Objective

Supported by a dedicated Project Management Team (PMT), the Steering Committee will provide advice and guidance to steer the development of a draft CSP for consideration and approval by City Council. A second objective is to develop a shared vision for change including a common understanding of the problem(s) and joint approaches to solving the problem(s) through agreed upon actions.

3. Scope of Work

The CSP will provide a strategic framework reflecting a multi-pronged systems-based approach, and comprised of pillars / outcomes, strategies, priorities, tangible and action-based initiatives, as well as measures and a governance structure supporting implementation.

The Steering Committee may provide advice, input and feedback on matters relating to community safety, crime prevention and the sense of safety in the City of Kelowna. Its work will be accomplished by:

- Engaging and coordinating relevant systems and partners to identify, validate and prioritize community safety issues and priorities;
- Enabling open communication across systems;

- Developing mutually reinforcing activities; and
- Developing new ways of measuring, monitoring and reporting results.

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4. Membership

Member organizations will be invited to participate on the Steering Committee. Individual representatives will be appointed by their respective agencies / organizations in consultation with senior City staff.

The composition of the Steering Committee is designed primarily to bring together leaders of systems with inputs and impacts on community safety in Kelowna, while recognizing the many important voices of diverse stakeholders and partners in community safety. To provide representation from the varied governmental systems community safety and social service sectors, while also ensuring the Committee should consist of nine member organizations derived as follows:

- One (1) senior / executive member of each of the following stakeholders/partners:
 - City of Kelowna – Corporate and Protective Services Division;
 - Interior Health (2);
 - RCMP;
 - Relevant Provincial Ministries; and
 - School District #23.

In the event of a vacancy occurring during the term, the vacancy shall be filled for the remainder of that term by the Member agency / organization.

Members of the Committee shall serve without remuneration by the City of Kelowna, although honorarium may be considered.

5. Member Qualifications

The following are considered to be minimum qualifications to serve on the Steering Committee:

- senior / executive representative with the requisite authority, responsibility and mandate to represent the Ministry / Agency;
- commitment to the objectives of a CSP;
- understands the range of business units within his/her organization, particularly as they relate to and impact community safety;
- able to appropriately distribute information about the plan development and engage other staff within his/her organization so as to add value and input representative of the entire organization
- systems-based thinking: understands the role of varied systems/sectors as they relate to and impact community safety;
- understands and embodies approaches that enable collective impact including a commitment to develop a shared vision, openness to new approaches and partnerships, as well as consistent and open communication;
- ability to objectively review and discuss complex and sensitive system-based situations and solutions; and
- knowledge of relevant and impacting legislation.

6. Member Roles and Responsibilities

Guided by a Project Management Team, Members will steer the development of a draft CSP for consideration and approval by City Council. Members will be available and committed for the duration of the project, expected to be September 2020 to April 2021. Member responsibilities include:

- Attend the estimated six meetings or, in the case of unavoidable absence, appoint and adequately prepare a knowledgeable designate;
- Engage others within their respective organizations, and beyond, to advance Committee objectives;
- Ensure adequate reporting / communications internal to their respective organizations;
- Facilitate timely responses to assigned tasks or situations requiring internal consultation / authority to advance;
- Actively promote a culture of openness to candid and constructive dialogue in the spirit of enhancing cross-system relationships, collaboration and problem-solving; and

7. Meeting Dates and Deadlines

Meeting dates will be set by September 21 for the duration of 2020. A Project Plan will be carefully followed with dates / deadlines adhered to or vigilantly updated, as necessary. Current Plan is:

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| Phase 1: Organization | August to mid-September |
| Phase 2: Collect and Analyze Information | Mid-September to mid-October |
| Phase 3: Develop Strategic Directions and Actions | Mid-October to November |
| Phase 4: Develop Priorities, Actions, Timelines and Metrics | January to February 2021 |
| 5: Draft and Finalize Community Safety Plan | Phase March to April 2021 |

Generally, meetings will be held monthly in City Hall with appropriate physical distancing measures in place and/or appropriate virtual participation options available.

Meeting agendas and materials will be prepared by the CSP Project Management Team and circulated at least three full business days before each meeting.

Meeting Minutes, or an acceptable alternative (i.e., Decision and Action Log) will be prepared by the City of Kelowna within three full business days after each meeting.

8. Secretariat / Staff Support

A Project Management Team comprised of City of Kelowna and RCMP staff, with support from MNP (contracted agency for this project) will support all administrative and technical aspects of the Committee's work.

Drafted: August 17, 2020
Endorsed by Project Management Team: August 20, 2020
Endorsed by City of Kelowna Senior Leadership: September 3, 2020