Wetaskiwin
THE CITY WE SHARE.

BYLAW NO 2076-24

BEING A BYLAW OF THE CITY OF WETASKIWIN, IN THE PROVINCE OF ALBERTA, TO ESTABLISH COUNCIL BOARDS AND COMMITTEES;

WHEREAS the Municipal Government Act, R.S.A. 2000, c. M-26, as amended, provides that a Council may by bylaw establish standing or special committees of Council and delegate to such committees certain duties and powers imposed and conferred upon a Council; and

WHEREAS the Council of the City of Wetaskiwin considers it expedient to establish Council committees to support and facilitate the achievement of Wetaskiwin's Strategic Plan, vision and goals, and to advise Council on matters relevant to the committee mandates.

NOW THEREFORE under the authority of the *Municipal Government Act*, the Council of the City of Wetaskiwin, in the Province of Alberta, enacts as follows:

1. TITLE

1.1 This Bylaw may be cited as the 'Council Committees Bylaw'.

2. PURPOSE OF BYLAW

2.1 This Bylaw shall govern the establishment and regulation of Council Committees unless a variance is specifically provided for in this Bylaw.

3. DEFINTIONS

3.1 In this bylaw:

a) **'Act'** means the *Municipal Government Act, RSA 2000, Chapter M-26, as* amended*;*

b) **'City Manager'** means the chief administrative officer of the City or their designate;

c) **'City'** means City of Wetaskiwin

d) **'Committee'** means a committee or board established by Council pursuant to this Bylaw in accordance with section 1(1)(f) of the Act;

e) **'Council'** means the Council of the City;

f) **'Councillor'** means a Councillor of the City;

g) **'Member at Large'** means a member of the public appointed by Council to a Committee pursuant to this Bylaw;

h) **'Mayor'** means the chief elected official of the City;

i) **'Terms of Reference'** means those terms pertinent to the establishment and mandate of an individual Committee and which are in addition to the parameters of this Bylaw; and

4. ESTABLISHMENT

4.1 Council establishes those Committees as set out in Schedule "A" attached to this Bylaw.

4.2 The Terms of Reference for each Committee identified in Schedule "A" are set out in Schedule "B" to this Bylaw.

4.3 Each Committee shall be deemed to be a Council Committee and shall be responsible and accountable to Council.

5. POWERS OF COMMITTEES

5.1 A Committee shall have the authority to form ad hoc committees and task forces from among its members to assist the Committee in carrying out its objectives and responsibilities under this Bylaw.

5.2 Ad hoc committees and task forces established by a Committee shall report to the Committee in a manner determined by the Committee.

5.3 A Committee shall not have the power to pledge the credit of the City, to pass bylaws or to enter into any contractual agreements.

5.4 A Committee shall provide a forum for examining timely issues relevant to its mandate. A Committee may consider issues:

a) arising from requests or suggestions from Council;

b) arising from requests or enquiries from the public; or

c) initiated by the Committee.

5.5 A Committee shall prepare letters, recommendations, resolutions, discussion papers and other documents as appropriate for Council.

5.6 A Committee shall prepare and, on approval by Council, present briefs to Council.

6. REPORTING TO COUNCIL

6.1 Councillors appointed to a Committee shall be responsible to keep the Council informed as to Committee activities.

6.2 All Committee Chairs shall provide Council with a report on the activities of the Committee at least once annually or as requested by Council.

6.3 In the absence of the Chair, the Vice-Chair of a Committee shall provide the report to Council and, in the absence of both the Chair and the Vice-Chair, a Councillor appointed to the Committee shall provide the report.

6.4 Committee reports shall comply with the Council Remuneration and Expense Policy and the administrative procedures in place from time to time.

7. MEMBER CONDUCT

7.1 Members shall adhere to the Code of Conduct as set out in Schedule "C" to this Bylaw. Failure to adhere to the Code of Conduct may result in Council removing the Member from the Committee.

8. PUBLIC PARTICIPATION

8.1 Community organizations and individuals that wish to be a delegation may be referred to a Committee if the CAO determines the subject matter of the delegation is within the Terms of Reference of a Committee.

9. MEMBERSHIP

9.1 A Committee shall be composed of the number of both Councillors and Members at Large, as stated in the Terms of Reference for each Committee. If one or more Councillors are appointed as members of a Committee, an Alternate Councillor shall also be appointed.

9.2 All members of a Committee shall be residents of the City of Wetaskiwin, unless otherwise provided in the Terms of Reference for that Committee.

9.3 The Mayor is a member of those Committees comprised of both Councillors and Members at Large that do not name the position of Mayor in their Terms of Reference.

10. TERM

10.1 All Members shall be appointed by resolution of Council at the organizational meeting of Council, or at the Council meeting following the organizational meeting.

10.2 Terms of appointment shall begin on November 1 of the year of the appointment and end on October 31 at the expiry of the term of appointment.

10.3 Councillors appointed to a Committee shall be appointed for a two-year term; however, Council may, in its discretion, appoint a Councillor for an additional consecutive one-year term.

10.4 Members at Large shall be appointed for a one or two-year term, unless otherwise provided in the Committee Terms of Reference.

- a) To ensure continuity of membership in newly established Committees, Council shall, at the date of appointment, determine which of the Members at Large will hold office for one year from the date of appointment and which of the Members at Large will hold office for two years from the date of appointment.
- b) In each succeeding year, Council shall appoint for a two-year term enough members to fill the vacancies created by the expiration of the terms of the Members at Large in that year.

10.5 Subject to the terms of reference for a Committee, Council may appoint a Member at Large to be re-appointed for up to three consecutive terms.

11. RESIGNATION AND DISQUALIFICATION

11.1 Any Member may resign at any time upon providing written notice to the Chair of the respective committee and to the City Manager which is effective as of the date of the notice.

11.2 Council may, for any reason it considers sufficient, remove a Member at Large of a Committee by resolution.

11.3 A Member ceases to be a Member if:

a) the Member fails to attend three consecutive regular Meetings of the Council Committee, unless such absence is authorized by resolution of the Council Committee;

b) the Member ceases to be a resident of the Municipality;

c) the Member becomes an employee of or a Councillor for the Municipality;

d) in the case of a Councillor, the Councillor ceases to be a Councillor; or

e) the Member is removed from the Council Committee by a resolution of Council.

11.4 In the event of a vacancy occurring prior to the expiration of a term, the person appointed to fill such vacancy shall hold office for the remainder of that term.

12. CHAIR AND VICE-CHAIR

12.1 At its first meeting each year, each Committee shall elect a Chair and Vice-Chair from among its Voting Members.

12.2 The Chair shall hold office for a term of one year from the date of appointment.

12.3 The Chair shall preside over all meetings for the Committee and decide all points of order that may arise.

12.4 In the absence of the Chair, the Vice-Chair shall preside over meetings and shall exercise all the same powers, duties and responsibilities that the Chair would be entitled to exercise if present. If neither the Chair or Vice-Chair is able to preside, the Committee will elect an Member from the Committee to preside over the specific meeting.

13. ADMINISTRATIVE REPRESENTATIVE

13.1. For each Committee, the City Manager shall appoint an employee of the City to be an administrative representative to the Committee (the “Administrative Representative”).

13.2. The Administrative Representative shall:

a) ensure that accurate minutes are kept of all meetings of the Committee, copies of which shall be made and filed with the City Manager and made available to Council on a timely basis;

b) provide expert advice, research, information and additional support staff as required by the Committee; and

c) assist the Chair in ensuring that Committee activities are consistent with, and that agenda items fall within, the Committee’s Terms of Reference.

13.3. The Administrative Representative shall not be a member of a Committee and may not vote on any matter in front of a Committee.

13.4. The City Manager shall ensure that all Committee members receive an orientation on the Terms of Reference of the Committee and the role of a Committee established by Council.

14. MEETINGS

14.1. A Committee shall give at least 24 hours' notice of a Committee meeting or a change in the location or time of a Committee meeting to the members of the Committee, and to the public.

14.2. Notice to the public shall be deemed to have been properly given if posted for public viewing on the City's website.

15. COUNCIL COMMITTEE PROCEDURES

15.1 The Council Procedure Bylaw shall govern Committees under this Bylaw and shall be binding upon all Members, whether Councillors or Members at Large, except where otherwise provided for by this Bylaw.

16. SEVERABILITY

16.1 If a court of competent jurisdiction should declare any Section or Subsection of this bylaw to be invalid, such Section or Subsection shall not be construed as having persuaded or influenced Council to pass the remainder of the bylaw, and it is hereby declared that the remainder of the bylaw shall be valid and remain in force.

17. TRANSITION

17.1 This bylaw shall repeal Bylaw No. 2005-21 & 2022-22 and all amendments thereto on the date of final passing.

17.2 This bylaw shall come into full force and effect upon third and final reading.

READ a first time this 13th day of January, 2025

READ a second time this 13th day of January, 2025

READ a third time this 13th day of January, 2025

Original has been signed & filed with Records Managment

Tyler Gandam, Mayor

Sue Howard, City Manager

SCHEDULE 'A'

Board/Committee	Council Appointee(s)	Governance
Agenda Review Committee	Mayor Tyler Gandam Deputy Mayor (*as per rotation*)	TOR
Finance and Audit Committee	Mayor Tyler Gandam Councillor Dean Billingsley Councillor Wayne Neilson	TOR
Regional Community Safety and Well-Being Committee	Councillor Bill Elliot	TOR

SCHEDULE 'B'
Terms of Reference for the various committees

Agenda Review Committee TOR

1. The mandate of the Agenda Review Committee is to review items proposed for consideration by Council, any other Committee and Administration.
2. Members of the Agenda Review Committee are the Mayor, Deputy Mayor, CAO, and assigned Administrative staff.
3. The Agenda Review Committee will meet twice per month to review and manage agendas for upcoming Council and Committee of the Whole meetings.
4. At each Agenda Review Committee meeting, the City Manager will present a list of items proposed to be included on the agendas for upcoming Council and Committee of the Whole.
5. The Agenda Review Committee will review each proposed agenda and may:
    a. assign items to an agenda for an upcoming Council or Committee of the Whole meeting;
    b. direct that an item be discussed at a specific time on an agenda;
    c. recommend an item be postponed or directed to a different meeting; or
    d. do any other thing necessary to appropriately manage upcoming agendas
6. If an Agenda Review Committee meeting is cancelled, the City Manager will set the agenda's for any upcoming Council or Committee of the Whole meetings that were to be reviewed at the cancelled meeting and will email the Mayor and Deputy Mayor 7 days prior to the next scheduled meeting.

FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE

PURPOSE

1. Reporting to City of Wetaskiwin Council (Council), it is the responsibility of the Finance and Audit Committee (Committee) to consider the financial implications of existing and proposed policies, programs, and actions, to assess their financial impact, and to recommend to Council the measures of adjustments required to make the best use of the City of Wetaskiwin's (City) financial resources.

SCOPE

2. In meeting its purpose, the Committee shall meet to discuss areas of interest concerning the financial activities of the corporation.

GENERAL FORMAT

3. The Council Boards and Committees Bylaw will provide guidance on any specific element of the operations of the Committee not specifically addressed in these Terms of Reference.

APPROACH

4. In meeting the Committee's objectives, the Committee members' responsibilities will be as follows:
   a. To attend all regular meetings of the Committee; attendance includes teleconferencing and videoconferencing as needed.
   b. To identify and bring forward issues and topics to the Committee for discussion purposes, and to help make recommendations to Council and/or Administration, with the full understanding that it is the role of Council to make capital and operational policy decisions.

COMPOSITION

5. The Committee shall consist of up to seven members who shall be appointed by resolution of Council for a term of not more than 3 years and shall incorporate the following principles:

a. Initial appointments may be made for 1, 2- or 3-year terms at Council's discretion to encourage continuity.
b. Committee members may be re-appointed for additional 1, 2- or 3-year terms at Council's discretion.
c. Two members will be from Council. Council members will be canvassed to determine interest and knowledge of public sector financial reporting and auditing. The members selected ideally have experience reading public sector financial reports and an understanding of generally accepted accounting principles and internal controls.
d. Up to two members may be from established community organizations with a variety of mandates and as broad a membership base as possible. These members will ideally possess an accounting designation or significant accounting experience.
e. One member-at-large must be:

   i. a resident in the City of Wetaskiwin at the time of appointment, and for the duration of the term of their appointment.
   ii. familiar with current financial issues and practices; and
   iii. deemed to be qualified to recommend policies that are consistent with the requirements of the Municipal Government Act.
f. Two members will be Administration (Chief Financial Officer, Manager of Finance, or any other person designated by the CAO who will be non-voting for the purposes of the Committee but will act in an advisory/information/resource capacity to the Committee.
g. The members of the Committee shall hold office until their successors are appointed.
h. Where a member of the Committee fails to attend (including teleconference and videoconference) three consecutive meetings of the Committee without approval of the Committee, the member can be struck from the Committee membership and replaced by an appointment of Council.
i. If any member ceases to be a member of the Committee before

the expiration of their term, Council may appoint another person to be a member for the un-expired portion of the term; and

j. Members of the Committee serve at the pleasure of Council. Council may remove any member of the Committee. Removal from the committee will occur for serious misconduct, habitual neglect of duty, incompetence, conduct incompatible with these Terms of Reference or prejudicial to the City or any other reasons that Council deems appropriate. For additional clarity, it is expected that the Committee Members will follow Council's Code of Conduct.

MEETINGS

6. The members of Council shall sit as Chairperson and Vice-Chairperson from amongst its voting members.
7. Meetings of the Committee shall be held at least tri-annually, with the date and place to be determined by the Chairperson in consultation with the Committee.
8. The Chairperson may schedule or cancel any meeting of the Committee.
9. Unless otherwise provided for by the Chairperson, Committee meetings shall not be public meetings.
10. A quorum of Committee shall consist of three voting members.
11. In all other respects, the rules of procedure for the Committee shall be governed by Councils Procedures Bylaw insofar as it may be applicable.
12. All decisions of the Committee shall be in the form of resolutions duly passed by a majority of its members present. The Committee shall strive to reach consensus on issues and shall forward recommendations in the form of Committee resolutions to Council.

REMUNERATION

13. The members of the Committee, including the Chairperson, shall serve in a volunteer capacity only.

REPORTING RELATIONSHIP

14. The Chairperson will act as a liaison between the Committee and Council.

COMMITTEE DUTIES

15. The Committee shall give due consideration to and make recommendations to Council on the following subjects:
    a. The annual municipal budget process, both operating and capital
    b. Long term financial planning
    c. Annual municipal grants
    d. Property tax
    e. Borrowing bylaws
    f. Reserve levels and contributions
    g. Annual audit.
16. Copies of Committee minutes shall be available to Council and Administration.

FINANCE, ADMINISTRAION AND TECHNICAL SUPPORT

17. The Manager of Finance or their delegate shall act as Administrative Coordinator and Recording Secretary for the Committee. Members of Administration or their designate may attend meetings as requested by the Committee.
18. The Administrative Coordinator shall prepare minutes of all meetings of the Committee, including its recommendations to Council, Administration, or the public at large.
19. The minutes will be approved by the Committee before posting and / or dissemination.

BUDGET

20. The Committee shall have no authority to expend or commit financial or human resources of the City.

TERMINATION AND AMENDMENTS

1. Council may, by resolution, dissolve the Committee at any time, or amend these Terms of Reference.

TERMS OF REFERENCE

Wetaskiwin CSWB Steering Committee

Draft 1.0

Approved ____________

LAND ACKNOWLEDGMENT

We acknowledge that we are on Treaty 6 territory, a traditional meeting ground, gathering place, and traveling route to the Cree, Saulteaux, Blackfoot, Métis, Dene, and Nakota Sioux. We acknowledge all the many Indigenous Nations, Métis, and Inuit whose footsteps have marked these lands for time immemorial. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

BACKGROUND

In 2022, city council of Wetaskiwin identified community safety as a key challenge and subsequently decided to create a Community Safety and Well-Being (CSWB) strategy aimed at decreasing crime, violence, and increasing safety and well-being.

MISSION STATEMENT

The mission of the Wetaskiwin CSWB Steering Committee is to support the City of Wetaskiwin, community organizations, community members, partners, and other stakeholders to create and implement a CSWB strategy.

WORKING MANDATE

The mandate of the Steering Committee is to:

- Support the development of the CSWB planning process.
- Support public awareness, education, and consultations related to the CSWB strategy.
- Use influence to assist the CSWB strategy in achieving its outcomes.
- Ensure the CSWB strategy is aligned with community needs.
- Provide advice and guidance on community safety and well-being challenges.
- Identify priorities for the implementation phase of the CSWB strategy.
- Review and approve the CSWB strategy.
- Ensures CSWB plan makes good use of assets.
- Assist with resolving strategic level issues and risks.
- Support the implementation of the CSWB strategy.

MEMBERSHIP

The Steering Committee is proposed as a unique partnership between service providers, community groups, and community members.

The Steering Committee membership process aims to ensure potential members are committed to increasing safety and well-being in Wetaskiwin through preventative approaches and interventions.

If a vacancy exists, the process for adding new Steering Committee members shall include:

1. Communication between an existing member and a potential member to determine interest and willingness to be an active member.
2. Sharing background materials related to the CSWB strategy and the overall project.
3. Sharing the Terms of Reference with the potential member to ensure they agree.
4. Becoming an official member of the Steering Committee

The membership structure is sector specific with up to 15 members from the following sectors/areas:

Sector	Representatives	Chairs	Voting
Child Welfare	Dana Badke		
City of Wetaskiwin	Paul Edington, Rachel Rarick, Bill Elliot		
Education	Mike Wake, Lynn Ware		
Enforcement (RCMP)	Peter Tewfik/Mike McCauley, John Spaans, Dean Grunow, Brent Meyer, Diana Stratton		N
Admin/Analytical Support (RCMP)	Jadey Burns, Emily Burridge, Vanessa Chopyk, Jodie Pile, Liz Vandaelle		N
Health Care	Stephen Basarab (possibly also Annette Saunders, Lisa Barrett, Ifeoma Achebe)		
Maskwacis Representing neighbouring community	Anne Wildcat Leanne MacMillan/Travis McKenzie (Maskwacis RCMP)		N
Justice			
Mental Health			
Family Services (Wetaskiwin FCSS)	Carley Dolan		
People with Living/Lived Experience			
Substance Use/Addiction			
CMNCP	Felix Munger, Oeishi Faruquzzaman		N
Alberta Government	Menasha Nikhanj		
Other	*Jean Bota, Jan Fox*		N

ROLE OF THE CHAIR AND CO-CHAIR

The Chair and Co-chair shall be elected by Steering Committee members. Persons may serve in each of these positions for a maximum of 2 years. Elections for the position of Chair and Co-Chair will be alternated between years to ensure consistency (overlap) is maintained with respect to leadership.

The role of the Chair includes:

Calling meetings

- Setting the agenda

- Booking the location for meeting
- Facilitating meetings
- Maintaining the participant list
- Calling additional meetings as necessary
- Signing funding proposals and agreements as required by the Steering Committee in consultation/collaboration with Canadian Mental Health Association (CMHA)
- Consulting with participants
- Providing media response
- Community consultations

The Chair has voting privileges.

The role of the Co-chair includes:

- All the duties of the Chair when the Chair is not available

OPERATIONAL SUPPORT

The Steering Committee and other components of the Wetaskiwin Community Safety and Well-Being strategy development and implementation will be supported by City of Wetaskiwin staff and local partners.

DECISIONS

The Steering Committee will endeavor to make all decisions by consensus. For decision making, a quorum is needed to approve strategic and resource decisions. Quorum is achieved when 50% + 1 of the Steering Committee members participate in a decision. If consensus is not possible, a vote shall be held. A motion is successful when, among members present, 50% + 1 vote for the motion.

Where a conflict of interest exists, participants shall declare one at the earliest opportunity and abstain from related discussions and decisions.

MEETING PROTOCOLS

Ideally, Steering Committee meetings will occur a *minimum* of 8 times per year. A meeting schedule for a calendar year shall be constructed. A participant who misses 3 or more meetings per calendar year without notice is assumed to have resigned from the Steering Committee. When a participant cannot attend a meeting, the participant will try to let the Chair know at least 24 hours in advance of the meeting. Participants are expected to read the minutes and come to meetings prepared to participate.

GUESTS AND OBSERVERS

Occasionally, guests, observers and/or students may wish to attend. This decision is at the discretion of the Chair and/or Co-Chair of the Steering Committee.

PARTICIPANT RIGHTS AND RESPONSIBILITIES

Participants have the responsibilities to:

- treat other participants with dignity and respect.

- treat information about participants and particularly sensitive discussions with strict confidentiality.
- respect the philosophy, mission, and objectives of the CSWB Steering Committee.
- regularly attend and participate in Steering Committee and subcommittee meetings.
- work between meetings to advance the interests of the CSWB Steering Committee.

Participants have the right to:

- receive an orientation on the CSWB Steering Committee.
- be treated with dignity and respect.
- have faith that fellow participants will not violate privacy and confidentiality.
- participate in discussion and decisions.

MEDIA

To ensure continuity of messaging and sensitivity to issues of community safety and well-being, Steering Committee members are not authorized to speak on behalf of the Steering Committee. The Chair, along with the City of Wetaskiwin, is responsible for speaking on behalf of the Steering Committee for any media information requests on the Community Safety and Well-Being plan. This media designate shall take great care to speak accurately about the Steering Committee and its activities, ensuring that the safety and privacy of participants is protected.

CONFLICT RESOLUTION

The parties agree that issues of concern will be first addressed at the level these occur. Where disagreement cannot be resolved through initial conversation amongst the Steering Committee, the results of their meeting will be documented and shared with senior management staff representing each member. Where serious issues of concern are not resolved, the parties agree that a representative from... will be invited to attend a meeting, to provide guidance with respect to … protocol regarding conflict resolution and dissolution of the agreement.

Failing resolution through this process, if any party does not believe the terms of this agreement are being met, or who cannot fulfill their responsibilities under it, and evidence demonstrates that reasonable efforts have been undertaken to resolve any problems, may withdraw with 30-days written notice.

TERMS

The Steering Committee will review this Terms of Reference document annually.

FUNDING

Honorariums and expenses will be provided to those with lived/living experience and are not participating in the steering committee as part of their regular employment.

EVALUATIONS

At least once every year an informal evaluation of the Steering Committee activities shall occur. The evaluation shall move through the workplan and highlight:

- Adherence to work plan, including accomplished priorities, priorities not undertaken, and accomplished priorities that originally not included in the workplan.
- Successes.
- Failures and lessons learned.
- Recommendations for improvements.

The results of this informal evaluation shall be written into a short report and distributed to Steering Committee members.

DEFINITIONS

There are several important concepts related to crime prevention, community safety, and well-being, which can help readers and those implementing the recommendations. They are defined below.

Community Safety and Well-Being (CSWB)
The current paradigm shift in Canadian human services, away from siloed, reactionary measures towards upstream, multi-sector collaboratives, is becoming increasingly recognized as Community Safety and Well-Being (Nilson, 2018). The Ontario Ministry of the Solicitor General (2017) describes CSWB as "the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression" (4).

Upstream Crime Prevention
Upstream crime prevention focuses on addressing the root causes of crime and victimization by investing in interventions that tackle social, economic, and psychological risk factors before harm occurs. These approaches harness evidence-based solutions in sectors such as youth, family, schools, health, and policing (Canadian Municipal Network on Crime Prevention, 2018).

Midstream Crime Prevention
Midstream crime prevention focuses on providing supports and resources to support those in vulnerable or marginalized positions to prevent further suffering. These approaches generally occur at the local, community, regional, or organizational level and tend to address challenges related to things like housing, employment, and food security.

Downstream Crime Prevention
Downstream crime prevention focuses on providing interventions to reduce harms among those who are already suffering or facing challenges. This includes addressing immediate needs of specific groups or individuals, such as rehabilitation for problematic substance use.

Primary Crime Prevention
Primary crime prevention efforts seek to prevent an issue from occurring before it happens by addressing social factors (i.e., poverty and unemployment) and situational factors (i.e., infrastructure designs) (Australian Institute of Criminology, 2003).

Secondary Crime Prevention
Secondary crime prevention efforts seek to prevent those who are more vulnerable or at a higher risk of engaging in crime, from breaking the law. Examples include early intervention programs for youth in low-income households and implementing social programming in high-risk neighbourhoods (Australian Institute of Criminology, 2003).

Tertiary Crime Prevention
Tertiary crime prevention efforts reflect approaches to respond to crime after it has happened and prevent it from happening again. This includes criminal justice system responses (i.e.,

charges and incarceration) as well as other community-based sanctions and treatments (Australian Institute of Criminology, 2003).

Root Causes
Root causes refer to general family, community, and societal conditions that can result in some individuals being more likely to experience risk factors. They include things like poverty, lack of education, and unemployment.

Risk Factors
Risk factors are negative influences in the lives of individuals or communities which may increase the presence of harm, victimization, or fear of crime. They can occur at the individual, family/peer, community/school/organization, and/or societal levels (Public Safety Canada, 2015).

Protective Factors
Protective factors are positive influences that can improve the lives of individuals or the safety of a community. These may decrease criminalization and victimization. Building on existing protective factors makes individuals and communities stronger and better able to counteract risk factors. Protective factors can be found at multiple levels including the individual, family/peer, community/school/organization, and societal levels (Public Safety Canada, 2015).

Well-Being
The term 'well-being' is often combined with community safety in the Canadian context. The Canadian Index of Wellbeing has adopted the following as its working definition: "the presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture."

Community Well-Being
Public health researchers define community well-being as "the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential. When looking at the community, there are three attributes that play a large role in well-being: connectedness, livability, and equity." (Wiseman & Brasher, 2008).

Safety
According to UN-Habitat (2012), safety has two dimensions: actual and perceived. Actual safety refers to the risk of becoming a victim while the perceived dimension refers to people's perception of insecurity through fear and anxiety. In many cases, community dynamics and characteristics have an influence on whether a municipality has high levels of crime and violence.

Situation Tables/Hub Models
The first Canadian Hub model was launched in 2011 in Saskatchewan. Community Mobilization Prince Albert is a government-led community safety strategy modeled after Glasgow, Scotland's

collaborative, and community-centric approach to addressing policing issues. The Hub model (also called situation table) consists of human service providers from different sectors working together to provide immediate, coordinated, and integrated responses to address situations facing individuals and/or families at acutely elevated risk, as recognized across a broad range of service providers. Situation Tables convene to discuss acutely elevated risk situations that have been brought forward by an agency sitting at the table and within 24 to 48 hours, the relevant service providers stage an intervention to help connect that individual and/or family with the appropriate supports and services to address their acute needs (Ontario Ministry of the Solicitor General, 2014).

Elected Official Initial ________ City Manager Initial ________

SCHEDULE 'C'

Code of Conduct for Members at Large

1. Members at Large will act honestly and in good faith to fulfill the mandate of the Committee.

2. Members at Large will perform their functions and duties in a conscientious and diligent manner with integrity, accountability and transparency.

3. Members at Large will conduct themselves in a professional manner and make every effort to participate diligently in meetings of their Committees.

4. Members at Large and Councillors on Committees will not communicate on behalf of the Committee to the media, on social media or to the public unless authorized by the City Manager.

5. Members at Large will adhere to the laws established by the Parliament of Canada and the Legislature of Alberta and the bylaws, policies, and procedures adopted by Council and they must not encourage disobedience of these laws, bylaws, policies or procedures.

6. Members at Large will be act in a manner that demonstrates fairness and respect for individual differences and opinions.

7. Members at Large will treat one another, Council, employees of the City and members of the public with courtesy, dignity and respect and without abuse, bullying or intimidation.

8. Members at Large will keep matters discussed in closed session and any confidential information obtained as a result of their work on the Committee confidential and shall not use or disclose this information for personal benefit.

9. Members at Large will approach their duties with an open mind and shall not act or appear to act in order to gain financial or other benefits for themselves, family, friends or associates, business or otherwise.

10. Members at Large will not act as a paid agent or advocate before Council or other Council Committees.

11. Members at Large shall not accept gifts, hospitality, or other benefits that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.