Governance Policy

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Background

The Waterloo Region Crime prevention Council (WRCPC or Crime Prevention Council) emerged from within a rich tradition of collaboration, community based action and prevention initiatives. Crime prevention efforts mean building partnerships with the community, its people and its service providers. Crime prevention makes every resident, every community agency, every business and every service part of the solution. This is not a task, which can be accomplished overnight. While the Crime Prevention Council wants to be catalyst for change, the change can only happen if everyone is involved in building community, "neighbourliness" and mutual respect.

Partnership approaches affirm the importance of the community in a number of ways:

- Decision-making is shared
- Bottom-up approaches are encouraged
- Differences between people are respected
- Strengths and resources are emphasized over and above needs
- Attention stays focused on the context in which crime happens
- Research evidence and community knowledge are consulted frequently

The goal of the Crime Prevention Council is to bring individuals, neighbourhoods, organizations, agencies and government together in such partnership, to close the gaps between services and to identify new directions for reducing and preventing crime, victimization and fear of crime.[1] This multi-disciplinary approach is at the heart of prevention efforts because no one system has the answer; no one service has the solution.

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[1] The activities that are needed to "prevent and reduce crime, victimization and fear of crime" while interdependent are also quite distinct. Whenever we say: "preventing crime" all other activities are implied unless otherwise stated.

History

The principles of a safer communities approach to crime prevention are:

- The community is the focal point of effective crime prevention
- The community identifies and responds to short and long term needs
- Crime Prevention efforts bring together individuals from a range of sectors
- Strategies for preventing crime involve the whole community
- Horner Report, 1993

In 1993, Regional Council passed a motion to invest in crime prevention through social development at the local level.

In 1994, the Chief of Police for the Waterloo Regional Police Service (WRPS) was given the task of establishing a committee for crime prevention that would involve citizens and local partners. The Waterloo Region Crime Prevention Council was formed.

By 1995, the Crime Prevention Council received funds from the Regional Municipality of Waterloo to hire a full-time staff person. In the years to follow additional funding was provided to hire additional staff to include program assistance, communications and marketing expertise, community development and public engagement, and research. These staff resources are augmented by a vibrant pool of volunteers and service, municipal or broader contexts or Crime Prevention Council discussions. These volunteers also engage in crime prevention actions within their own systems and spheres of influence that further crime prevention through social development.

Root Causes Approach to Crime

"When I think "root cause" I don't think about the plight of an individual, but rather the broad systemic, cultural and legislative contexts. Addressing the root cause means effecting large systems, changing cultural norms and influencing broad policy change. Those policies should then empower, facilitate and support agencies to provide services that address risk factors and build/enhance protective factors." - WRCPC Chair, 2015

The Waterloo Region Crime Prevention Council 'advances ideas and actions that alleviate root causes of crime and improve social well-being'. Root causes of crime and victimization are found in social, economic, cultural and societal systems that can lead to inequities and disadvantages for some individuals, families and communities. These, in turn, can result in negative outcomes including crime, victimization and fear of crime.

The **root causes approach** is a way of thinking systemically and holistically about the complex, multiple, and interconnected roots of social problems such as crime. It calls for collaborative, comprehensive and sustained efforts to transform these underlying conditions rather than focus solely on the symptoms. The ultimate goal is to prevent crime and victimization from occurring in the first place by building a society that supports the well-being of everyone.

From Root Causes to Risk and Protective Factors

Over 100 years of research has produced many different theories about the causes of crime. Some theories focus on biological or psychological factors, others take a sociological, economic or life course perspective, or integrate multiple perspectives.[2] There is no direct or simple cause–effect relationship in any of these approaches. Instead, causal relationships should be viewed as chains of events over time, which impact individuals, families, communities and societies. These impacts vary depending on populations and contexts.[3]

Much of what we know about why crime and victimization occur comes from a growing body of knowledge about risks as well as protective factors. This research provides an important understanding of the many factors that increase or decrease the likelihood of negative outcomes such as crime. Though the terms 'risk factors' and 'root causes' are sometimes used interchangeably, there are important distinctions between them. For example, not completing high school is a 'risk factor' that strongly predicts delinquency. A 'root causes' approach would take a deeper look at the family, community and societal conditions over time that explain why some individuals are less likely than their peers to complete high school in the first place.

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[2] Wortley, S. (2008). The Root Causes of Youth Violence: A Review of Major Theoretical Perspectives.

[3] Sampson, R. J., Winship, C., & Knight, C. (2013). Translating Causal Claims: Principles and Strategies for Policy Relevant Criminology. Criminology & Public Policy 12, no. 4: 587–616.

Risk factors are negative influences in the lives of individuals or a community that may increase the presence of crime, victimization or fear of crime.

Protective factors are positive influences that can improve the lives of individuals or the safety of a community by decreasing the likelihood that persons engage in crime or become victims. Building on protective factors makes individuals and communities stronger and better able to counteract risk factors. (Public Safety Canada)

Factors that lead to crime most often go beyond the individual, their family and peers to the heart of the community. Risk and protective factors combine to make the probability of crime, victimization and fear of crime more or less likely. No one variable should be considered in isolation. Instead, crime and victimization are the outcome of interactions between risk and protective factors at the individual, relationship, community and societal levels. This is commonly referred to as the **ecological framework**.

"It is critical to address the larger societal and community level factors that can have direct and indirect influences on individual and family risks for violence. For example, parents working to maintain a strong relationship with their children and reduce their risk for violence are likely to be more successful if their community is providing the services and supports they need (e.g., reliable child care; safe and affordable housing)." [4]

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[4] Preventing Multiple Forms of Violence: A Strategic Vision for Connecting the Dots. Atlanta, GA. Division of Violence Prevention, National Centre for Injury Prevention and Control, Centres for Disease Control and Prevention, 2016, p.7.

Protective and Resiliency Factors

Individuals and communities have inherent strengths and capacities. Developing and building upon the assets and resources of individuals, families and communities promotes thriving as well as bolstering resilience to cope with adverse circumstances that might otherwise increase the risk of crime or victimization. A summary of some key protective factors appear below.

Important Protective Factors Essential to Promoting Resilience

Community Assets	School Assets	Family Assets	Individual Assets
Connectedness to community	Connectedness to school	Positive adult role models	Positive peer group
Positive and clear community norms and values	Supportive school environment	Positive communication within the family	Problem-solving skills
Effective prevention policies	Participation in after-school activities	Parental involvement in the child's life	Communication skills
Absence of weapons and firearms	Effective involvement in the school	Clear rules and consequences within the family	Positive conflict resolution skills
	Clear rules and consequences within the school	Time with family	A positive sense of self
			Ability to take responsibility for own behaviours
			Empathy and sensitivity toward others

Source: Adapted from Schneider, S. (2015).Crime Prevention Theory and Practice. CRC Press: FL., p. 123.

Key Factors Related to Crime and Victimization

The following are some of the factors reported in the literature:

Age

Research emphasizes the opportunities of focusing crime prevention efforts on early childhood because many persistent offenders begin their involvement in anti-social activities before and during adolescence, when risk taking behaviour tends to be more prevalent than during other stages of life.

Gender

Males are more likely than females to be involved in crime because crime tends to involve aggression and risk taking. These biological differences when seen within the context of social learning and cultural norms provide important opportunities for prevention.

Peer Influence

When youth lack a sense of belonging within the family and the community, they are more likely to associate with peers who are in conflict with the law, which in turn increases their risk of offending. This connection between the individual and peer behaviours provides key prevention opportunities through peer-based approaches. Ideally, however, children and youth have healthy attachments to their families and communities, which are more likely to lead to pro-social peer relations.

Difficulty in School

Schools provide an important setting for the promotion of healthy relationships and healthy development, which includes educational attainment. Students who at least complete high school tend to experience more positive outcomes including better employment opportunities. As children, many offenders were less successful in school, had lower attendance rates and were frequently more likely to leave school earlier than their peers. As much as 41% of inmates have learning disabilities and/or literacy issues.

Problematic Substance Use

The majority of inter-personal crimes are committed under the influence of drugs or alcohol or are related to problematic substance use. Regular alcohol and/or drug use during adolescence is associated with higher conviction rates in adulthood. Therefore, preventing or delaying the onset of substance use and reducing harms associated with problematic substance use can significantly reduce crime.

Mental Health

Persons with mental health issues are at higher risk of victimization or coming in contact with the law. People with psychiatric disabilities are also over-represented in correctional facilities. To reduce the risk, appropriate mental health facilities and supports need to be readily available and easily accessible.

Parenting

Frequently when people try to understand crime, they go from blaming the offender to blaming the family. In reality, families must be seen within the broader social and community context. Research shows that parenting practices that are inconsistent, neglectful, overly punitive or permissive increase the risk of delinquency, as do parental criminality and serious family conflict. Supporting families and promoting positive parenting practices provides important opportunities for decreasing criminality.

Violence in the home

Interventions to reduce family violence will have positive inter-generational effects. While family violence and interpersonal violence that occur outside the home are crimes in and of themselves, they also significantly contribute to crime and victimization later in life. Victims of child maltreatment and neglect are more likely to come in conflict with the law. A high number of inmates experienced some form of physical or sexual abuse as children. Men who witnessed their fathers be violent toward their mothers are three times as likely to be violent toward their own wives. Reducing family violence, recognizing the impact of childhood trauma and providing trauma-informed systems of care, greatly contribute to community safety.

Social Exclusion

Many racialized groups continue to be over-represented in correctional facilities. Race/ethnic factors associated with crime, in reality, are the consequences of people being kept at a social and economic disadvantage. Decreasing stereotyping, discrimination and marginalization as well as increasing equity and belonging can go a long way to addressing such disadvantages.

Unemployment

A high number of youth and adults admitted to correctional facilities have been chronically unemployed and/or underemployed. Unemployment after terms of incarceration also increases the likelihood of re-offending. Improving employment opportunities greatly contributes to community safety.

Poverty

Poverty, income insecurity and other inequities are linked to chronic stress and health problems, unsatisfactory living conditions and relationship challenges. The effects are particularly stressful during pregnancy and for lone parents. An equitable distribution of resources and opportunities inevitably will lead to significant reductions in social ills including crime.

Note Regarding These Factors

The factors presented above do not comprise an exhaustive list. Researchers continue to explore other influences on crime such as entertainment/social media, nutrition, and exposure to environmental toxins. Ongoing commitment to evaluation and research will strengthen the evidence base for crime prevention.

In Summary

It is clear from the research that there is no single cause of crime. Crime is the result of a combination of social-economic, community and family conditions that create a predisposition to anti-social and criminal behaviour. These conditions also increase the risks of victimization.

"There are experiences, particularly early in childhood that make it extremely predictable that individuals are at substantially higher risk for involvement with violence, be it interpersonal, youth violence, intimate partner violence, dating violence, or child abuse." [5]

When children grow up in caring families, safe and healthy communities, and equitable and inclusive societies, their chance of living fulfilled and peaceful lives is exceedingly better than when these conditions are not met.

Risk factors point to the importance of early intervention and prevention in the lives of children. Protective factors and strengths-based approaches point to the opportunities for us to create optimal conditions for preventing crime and victimization before it happens. A root causes approach supports systemic understanding and upstream actions and must be part of any comprehensive crime prevention and reduction agenda.

The prevention of crime and other social ills follow the same principles. Effective prevention approaches are:

- Intensive never ad-hoc
- Happen in natural settings
- Start as early as possible
- Based in good evidence and community wisdom
- Work on multiple levels
- Place a high value on future generations
- Encourage citizen engagement and leadership

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[5] Wilkins, N., Tsao, B., Hertz, M., Davis, R., Klevens, J. (2014). Connecting the Dots: An Overview of the Links Among Multiple Forms of Violence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention Oakland, CA: Prevention Institute, p.1.

Goals Policy:

Vision, Mission, Values, Values, Identity, Mandate

This policy section attempt to answer the questions:

- **What are we about?**
- **Why do we do what we do?**
- **What do we aim to accomplish and how?**
- **What do we need to achieve these goals?**

The Goals Policy guides the overall direction and purpose of the Crime Prevention Council. It is the most important of all of the Council's policies because it identifies the benefit the Council is to bring the community.

- As the Waterloo Region Crime Prevention Council, our Mission declares our purpose in its broadest terms.
- Through the fulfilment of our Mission, we strive toward the accomplishment of a longer-term vision.

Our Vision

A safe and promising future for all people in our community.

Our Mission

We advance ideas and actions that alleviate root causes of crime and improve social well-being.

Our Values

Collaboration

Commitment

Compassion

Courage

Why We Do This Work?

We know that when the well-being of all people matters then social justice and positive change follow.

Our Mandate

We engage and connect citizens, decision makers and service providers in order to reduce and prevent crime, victimization, and fear of crime through:

- Promotion of partnerships
- Focused problem solving
- Support of grassroots initiatives
- Capacity building
- Information sharing
- Public education and awareness raising
- Evidence-based interventions
- Policy development
- Advising local government
- Advocating for change

…prevention is smart…

The Crime Prevention Council will accomplish its Mission through community and financial resources.

- **Community Resources** are the capacities of people, organizations and groups in the community to prevent crime and increase safety. These "people" resources are most directly visible in the volunteer efforts of all partners on the Crime Prevention Council and its committees. They are augmented by all efforts in the community which foster the well-being of the community as a whole, and create and sustain just and humane approaches to crime, its roots and its consequences.

- **Financial Resources** include an annual core budget through the Regional Municipality of Waterloo, grants or additional funding provided by federal, provincial, or municipal governments or by foundations, charities, or other community sources.

The Crime Prevention Council is not separately incorporated. In addition to core funding it receives operational support form various departments in the Region as well as Waterloo Regional Police Services. Staff of the Crime Prevention Council, in turn, support other Regional services as required and requested. Additionally, the Crime Prevention Council receives resources in-kind from many community partners. This broad based community support is critical for the sustainability of the Council. The Council develops and allocates resources in a manner that considers the benefits to the community as a whole and avoids competition.

The Crime Prevention Council is part of a broader national strategy to reduce and prevent crime, victimization and fear of crime by changing the social, economic and community situation out of which they arise. In support of its work, the Crime Prevention Council will seek resources from a variety of local, provincial and national levels and corporations. The Crime Prevention Council will also provide strategic leadership in other municipal, provincial and national efforts as appropriate.

Monitoring:

All members of Council are committed to using the values of Council as a guideline for the Council's processes, decisions, and actions. The Council will review its compliance with the Goals Policy annually.

Governance Process Policies:

Council Style

This policy section attempts to answer the question:

- **How do we need to operate as a Council to accomplish our goals?**

The Council will approach its task in a style, which emphasizes outward vision (rather than internal pre-occupation). The Council encourages diversity in viewpoints, strives to provide strategic leadership, clearly distinguishes the Council and staff roles, and actively displays an orientation toward the future rather than the past or present. The Council's overall orientation is pro-active and the Council strives to maintain approach even in reacting to current crime prevention issues. In this spirit, the Council will:

1. Focus chiefly on intended long-term implications of its Goals Policy, and not on the administrative or programmatic means of achieving those goals.

2. Direct, advise, and inspire the organization through the careful establishment of policies and positions and strategic plans.

3. Consistently adopt a process that is needed to govern with excellence. This will apply to matters such as attendance, policy-making principles, respect of clarified roles, speaking with one voice, and self-monitoring of any tendency to stray from the adopted governance.

4. Monitor and regularly discuss its compliance with its own policies.

5. Ensure the continuity of governance policies by recruitment, orientation, training, and development

6. Be an initiator of policy, and be accountable to the general public for competent, conscientious, and effective accomplishment of its obligations as a community body. (No interest group and individual or committee of the Council will usurp their role or deter this style).

7. All meetings of the Council shall be open meetings, except when private meetings are indicated as provided in operating procedures 3.2.3.

Monitoring:

The Chair of the Council will facilitate discussions in such a manner that the question: "How could this be or have been prevented?" is central to the Council's deliberations.

Administrative Support Staff will keep a record of attendance and the Chair or Vice-Chair will provide reminders to members of the Council regarding attendance as appropriate. Attendance records are published along with the minutes of Council.

Under the leadership of the Vice Chair of Council, the Facilitating Committee will review Council's compliance with its governance policies no less than twice per year. The Vice Chair will then present the conclusions of the Facilitating Committee to Council for further discussion and action as considered appropriate by Council.

Governance Process Policies:

Council Responsibilities

This policy section attempts to answer the following question:

- **What are the chief areas of responsibility of the Council?**

The chief responsibility of the Council is to lead the organization toward achieving its Vision and Mission.

More specifically, the Council's responsibilities include:

1. To develop and maintain written governing policies in the following areas:

    a. Goals: what good, to what end and at what cost.
    b. Executive Limitations: Constraints on executive authority through establishing boundaries, which provide for ethically and legally prudent conduct stating what should **not** be done.
    c. Governance Process: Specifying how the Council designs, implements, evaluates, and monitors its responsibilities.
    d. Council/Executive Director's relationship and Council/Committee relationship: how authority is delegated, monitored, and evaluated.

2. To act as a link between all orders of government, boards of social justice, enforcement and community agencies and community organizations, and work with the community-at-large.

3. To play an active role in the delivery of the Council's work as a Sector Leader (see Appendix VIII - Definition of Friends of Crime Prevention, Sector Leaders, Lifetime Membership)

4. To ensure that new members of the Council are oriented to the governance policies and values of the Council within two months of the inaugural meeting.

5. To approve contracts that bind the Council above the level of authority delegated to the Executive Director, through the Regional Administration Liaison.

6. To develop supplementary resources from public and community sources in order to increase the Council's ability to accomplish the Vision and Mission.

7. These resources may include funding, supports in kind, and staff contributions. Supplementary funding may be sought including those, which may be available from other governments i.e. local, provincial, and federal.

8. To provide regular updates in person or by correspondence to Regional Council about its activities, crime prevention issues, and community safety opportunities to a minimum of one direct update per year.

9. To ensure accountability to the Council's core funder, The Regional Municipality of Waterloo, and to operate and manage the Council's actions according to policies and procedures of the Region of Waterloo, including risk management.

Monitoring:

All policy statements will be reviewed bi-annually under the leadership of the Chair.

A separate meeting will be offered within two months of the inaugural meeting for new members' orientation.

Governance Process Policies:

Chair's Role

This policy section attempts to answer the question:

- **What is the role and authority of the Chair of Council?**

The role of the Chair is to ensure that the Council conducts its business according to the policies it has established.

1. The Chair is to ensure that the Council follows its own rules and those legitimately imposed upon it from outside.

   a. Discussion content at the Council meetings will only be related to those issues, which, according to the Council's policy, clearly belong to the Council to decide.
   b. Deliberation will be timely, fair, orderly, thorough, and efficient.
   c. The Council's operating procedures will be used as a guideline to support the Council's process

2. The Chair will chair the Council meetings with all commonly accepted powers of that position.

   a. The Chair has no authority to make decisions beyond policies created by the Council. Therefore, the Chair has a role to support the Executive Director/Staff, but only has authority to direct the Executive Director/Staff, as authorized by the Council.
   b. The Chair is responsible for initiating an annual performance evaluation regarding the Executive Director of the Council. This evaluation will follow the guidelines for staff performance evaluations of the Region of Waterloo and cover additional areas of assessment as determined by the Facilitating Committee.

3. The Chair is the Council member authorized to speak for the Council in addition to the Executive Director, other than in specially authorized instances when other members of Council may take on this role.

4. The Chair is deemed an ex-officio member of all committees of the Council.

Governance Process Policies:

Role of Acting Chair, Vice-Chair, Past Chair, Regional Administration Liaison

This section attempts to answer the question:

- **What are the roles and responsibilities of the Acting Chair, Vice-Chair, Past Chair and Regional Liaison?**

1. **Acting Chair:**

   In the absence of the Chair, the term "Chair" shall be construed to apply to the following succession of members of Council: The Vice-Chair, Past Chair, other member of the Council appointed by the Chair as Acting Chair.

2. **Vice-Chair:**

   The Vice-Chair shall lead consistent and regular reviews of the Council's compliance with its established policies.

   The Vice-Chair shall also be responsible to the Council for reporting on and noting any inconsistencies in the Council's procedural actions.

   The Vice-Chair will chair the Facilitating Committee (as outlined in operating procedures 4.2).

   The Vice-Chair will chair the Nominating Committee (as outlined in operating procedures 4.3).

3. **Past Chair:**

   The Past Chair is a member of the Facilitating Committee.

4. **Regional Administration Liaison:**

The role of the Regional Administration Liaison is to ensure accountability to the Regional Administration and keep CPC staff through the Executive Director abreast of all significant Regional and other developments that affect the work of all departments and divisions.

The Regional Administration Liaison does not need to be a member of the WRCPC but is an ex-officio member of the Facilitating Committee. This CAO designate is chosen in consultation with the Facilitating Committee. The role of the liaison is to support the administrative aspects of the WRCPC through the Executive Director. The supervision and performance evaluation while informed by the Regional Administration is the function of the Facilitating Committee. (For background, see Appendix VII).

Governance Process Policies:

Ex-officio Members

This policy section attempts to answer the following question:

- **What is the role of an Ex-officio member of Council?**

Ex-officio members of Council are appointed by merit of their position or the office they hold in the community. Ex-officio are the leaders of mandated organizations that impact crime prevention through social and community development. Ex-officio members are not approved through the nominating process but are members of Council with the full rights and responsibilities of that role as long as they hold their position or are in office.

Recognizing that ex-officio members cannot reasonably be expected to attend all meetings of Council, they can exercise the right of delegating their attendance to an alternate senior staff member of their organization. Unlike the ex-officio, this designate member is approved through the nominating process and Council reserves the right to ask the ex-officio member for an alternate representative.

Ex-officio members have the right to vote, as do their designate. Should both the ex-officio and designate be in attendance they have one vote between them.

Governance Process Policies:

Committee Principles

This section attempt to answer the question:

- **In addition to the Facilitating Committee and the Nominating Committee, under what circumstances will Council establish committees and to what end?**

The Council may establish committees only when required to help carry out its responsibilities, but will otherwise deal with issues as a whole Council.

1. The Council committees may not speak or act for the Council except when formally given such authority for specific and time limited purposes.

2. Expectations and authority of committees will be carefully stated in their Terms of Reference. These terms are approved by the Council as a whole and changes to these terms must be brought to Council as a whole for approval.

3. The Council committees will assist the Council chiefly by preparing policy alternatives, policy implications and policy implementation efforts for the Council's deliberations.

4. The Council's committees do not exercise authority over staff. Any staff report to the Executive Director who has authority over staff and who in turn reports to Facilitating Committee and/or Council

5. The Facilitating Committee and the Nominating Committee are the only standing committees of Council and their roles are clearly outlined in the operating procedures of the Council in sections 4.2.1, 4.2.2, 4.2.3, 4.2.4 and 4.3.1 respectively.

6. All volunteer members of Council's committees are bound by the same restrictions involving conflicts of interest as appointed Council members.

Monitoring:

It is expected that all committees of the Council have the participation of at least one member of the Council. It is the responsibility of that (or these) member(s) of the Council to clarify the committee role according to policy. The Sector Leaders bring to the attention of the Council difficulties found by committees in adhering to this policy.

No less than twice per year, the Sector Leaders who chair committees or their delegates are responsible for providing progress reports to the Council. These reports can be part of the consent agenda of Council or can be provided in person at the meeting upon agenda approval from the Facilitating Committee.

Governance Process Policies:

Conduct of Council Members

This section attempts to answer the question:

- **What standards of conduct are expected of Council members?**

The Council expects of itself and its members prudent and ethical conduct. The standards of conduct, which are required of all members, are identified in its policies and values. The Council members who breach the code of conduct may be subject to sanctions by the Council up to and including the recommendation to Regional Council to terminate their Council membership.

1. **The Authority of Council Members**

    Council members may not attempt to exercise individual authority over the Council or the Council's staff, except as explicitly set forth in the Council policies.

    a. Council members' interaction with the staff must recognize the absence of authority in any individual Council member or group of Council members except as noted above.

    b. Council members' interaction with the public, press or other entities must recognize the same limitations. No Council member or members may speak for the Council, unless specifically authorized by the Council. Where such authorization has not occurred, communications are referred to the Chair or the Executive Director whose responsibility it is to speak for the Council, or appoint an appropriate spokesperson.

    c. Council members do not have the authority to evaluate the performance of the Executive Director or other staff, except in the context of a performance assessment carried out according to the provisions and process of the Council policies. The Executive Director or his/her designate carries out the performance evaluation of staff.

d. Council members who are appointed to represent specific sectors of community are encouraged to talk about their work on the Council within their sector to ensure the broad dissemination of ideas[6]

2. **Preparation and Participation**

Council members are required to prepare for meetings and to participate productively in discussion and activities of the Council as established in the Council Policies and Operating Procedures.

a. The Crime Prevention Council adheres to the Regional guidelines for the use of personal communication devices during meetings (see Appendix V)
b. Members shall be expected to miss no more than three (3) meetings per year and no more than two (2) consecutive meetings per year. Members should request a leave of absence in writing to the Chair when business or personal demands will prevent the above. No leave exceeding 12 months will be granted by Council.
c. Council members will be expected to make their regrets no later than 12 noon of the day prior to the meeting.

3. **Support for Decisions of the Council**

The Council speaks with one voice. When a member has a dissenting opinion, the member should state Council's position on the issue and re-direct inquiries to the Chair or Executive Director. Should a member find themselves with a dissenting opinion that cannot be resolved, they have the option of declaring this and excuse themselves from these Council deliberations or they have the option of resigning from the Council.

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[6] "Sector" representation is not to be confused with organizational representation. Members of Council are selected for their sector knowledge and connections, their ability to live the values of Council and their decision-making capacity, not as representatives of their organization.

4. **Confidentiality**

   Council members shall maintain confidentiality in respect of all information, which has been deemed confidential relating to the business of the Council, the communities served by the Council or staff of the Council. As an advisory committee of Regional Council, all meetings of Council are deemed public. Nonetheless, members of Council are to balance this transparency and accountability with the need for trust and fostering an environment in which individuals feel free to voice opinions without concern that their comments will be shared out of context.

5. **Conflict of Interest**

   The duty of Council members, when acting for the Council, is to represent the best interests of the Council and the community it serves.

   In exercising this responsibility, Council members must be prepared to make independent decisions using all information available to the Council relevant to the decision making process, including the general context of the vision, mission, values, and strategic directions.

   Council members must disclose to the Council any business, financial, or personal interest, which might limit their ability to make objective judgements in the best interests of the Council. Such actual or potential conflict of interest must be declared to the Council prior to the item being addressed, and the Council members must refrain from participating in the discussion. In case of in-camera, discussion members of the Council experiencing a conflict are required to leave the room.

   Should a Council member wish to apply for employment with the Council, he or she must resign from the Council in a written statement to the Chair before beginning the application process.

All Council members must read, understand and sign the Regional Municipality of Waterloo's "Conflict of Interest Policy for Citizen Appointees to Advisory Committees" before participating in Council or Council committee meetings.[7]

6. **Observance of the Law**

Council members shall not knowingly violate, or cause to be violated, any legislated Act, regulation, by-law or Council policy and operating procedure.

Monitoring:

It is incumbent upon Council members to alert the Chair, or Executive Director as applicable to difficulties in following these standards of conduct.

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[7] A more extensive overview of the Municipal Conflict of Interest policy of the Region is provided in Appendix IV.

Council Relationship Policies:

Committees

This section attempts to answer the questions:

- **What are the roles of the Committees?**
- **How do Committees relate to the Council?**

1. Committees are comprised of members of the Council and members of the wider community who either bring a particular area of expertise, knowledge and experiences or have a strong personal and/or professional interest in crime prevention through social development. Committees broaden the ownership from members of the Council to other community organizations and individuals.

2. The life span of committees is directly related to the Council's strategic plan: Committees will form according to specific directions and work items and reorganize into different configuration upon completion of a mandate unless future strategic plan items make their continuation necessary.

3. Committees and their members are bound by the goals and policies of the Council including all applicable conflict of interest policies and procedures. Committees regularly report back to the Council about their progress in advancing the strategic plan. Committees also bring issues to the Council as they emerge from within their work or community context for the Council's consideration or action.

4. When ever possible committees will be co-chaired and at least one of the co-chairs will be a member of the Council.

5. The Council may from time to time establish ad hoc working groups if an issue and demands fuller attention than can be provided at the Council meeting. These working groups or task forces have the same relationship to Council as committees and fail under the same expectations and limitations.

Monitoring:

Committees regularly review their own progress in fulfilling their mandates and the outcome of these deliberations is brought back to the Council and may result in a new configuration of committees.

The Council members who participate in committees and specifically one of the co-chairs, in collaboration with the Executive Director and/or their designate staff are ideally placed to inform other committee members of pending changes in the Council's direction, which may have an impact on the committee mandates.

Council Relationship Policies:

Executive Director

This section attempts to answer the questions:
- **What are the roles and responsibilities of the Executive Director?**
- **What is the reporting relationship for the Executive Director?**

1. The Executive Director is responsible for the operations of the organization delivered through staff, and for supporting the work of the Council's Committees (within available resources). The Executive Director is accountable to the Council for the discharge of her/his responsibilities.

2. Accomplishment of the above-stated responsibilities will be the focus of the evaluation of the Executive Director performance.

3. The Executive Director may delegate aspects of the responsibilities assigned to him/her to staff and/or volunteers. Staff and volunteers to whom responsibilities have been delegated are accountable to the Executive Director for the discharge of these responsibilities.

4. The job description for the Executive Director outlines finer details of these responsibilities.

5. The Executive Director takes Her/his directions from the Council and individuals of committees who have been charged by Council with specific authorities.

6. The Council will monitor only those areas of operational functioning, which are in explicit statements of policy.

7. Upon the choice of the Council, any policy can be monitored by any method at any time.

8. Monitoring and evaluation of the Executive Director shall be principally for purpose of gaining systematic assurance of policy compliance.

9. The means of monitoring for policy compliance indifferent areas will vary, but they will be relatively automatic. Monitoring and evaluation of policy compliance is deemed to be monitoring and evaluation of the Executive Director's performance.

Monitoring may occur in a combination of three ways:

1. **Internal Report:** disclosure of compliance information to the Council and or appropriate delegated committees from the Executive Director.

2. **External Review:** Certain policies may be subject to "third party" review, as determined by the Council.

3. **Direct Inspection**: Specific policies, at the discretion of the Council, shall be subject to direct inspection by one or more Council members, for the purpose of determining whether such policies have been implemented and/or complied with.

Executive Limitations Policies:

General Constraint

This section attempt to answer the questions:

- **What are the limits to actions for the role of the Executive Director, Chair and Committees?**
- **What types of activities are restricted by the policies of the Council?**

The following sections tend to use phrases such as "may not," "must not" and "shall not." This language is chosen to set clear parameters to the actions of staff and volunteers and is not intended to reflect negativity. In this section, "Executive" refers to the carrying out of responsibilities by the Executive Director, chair and Facilitating Committee.

The autonomy of the Executive, in implanting the Goals Policy of the Council, is restricted by these policy limitations. Where decisions need to be made, which fall outside of these policy limitations, those decisions fall within the jurisdiction f the Council as a whole and must be brought before the Council for action.

- The Executive must not act contrary to Federal and Provincial legislation and regulations or Municipal by-laws and applicable policies of the Region of Waterloo

- The Executive shall not act in a way which is contrary to, or which is inconsistent with the spirit and intent of the Goals Policy.

- The Executive shall not institute major changes to the activities delivered by the Crime Prevention Council without prior approval of Council.

Executive Limitations Policies:

Staff, Volunteer and Community Treatment

This section attempts to answer the question:

- **What kind of treatment of staff, volunteers and the community at large would not be in accordance with the Council's policy?**

The Executive Director and other staff shall not act contrary to the Crime Prevention Council's core values, mission statement, or professional and community ethics when dealing with staff, volunteers or the community at large.

Similarly, the Executive Director and other staff shall not act contrary to collective agreements and the Human Resources policies of the Region of Waterloo in the treatment of staff, volunteers and the community at large.

The Executive Director and other staff shall not conduct themselves in a manner that either surprises or causes embarrassment to the Regional Chair's Office, the Regional Council and Administration, and the WRCPC.

Executive Limitations Policies:

Financial Planning and Financial Condition

This section attempts to answer the questions:

- **What type of financial planning would not be in accordance with the policy of the Council?**

The function of financial planning is to apply available financial resources as advantageously as possible to the accomplishment of the objectives and priorities described in the Goals policies and strategic plans of the Council. Financial planning shall reflect a reasonable balance between the resources likely to be available and the levels of expenditure necessary to meet goals, objectives and priorities. There shall be a current financial plan in place at all times.

Accordingly, the Executive Director shall not cause or allow for budgeting which:

1. Places the WRCPC in financial jeopardy.

2. Fails to be based on an annual budget, which reflects all expenditures that can be reasonably anticipated within the fiscal year. (The budget is to be submitted in a timely fashion as required by the Region of Waterloo, and is to be finalized with the Region of Waterloo at the earliest possible time).

3. Fails to be prepared in a consistent manner including "fair and full disclosures" to the Council as a whole, the Facilitating Committee and the Regional Administrative Liaison.

4. Accepts the sponsorship of organizations including corporate sponsors, which do not have the potential to support the Council's values or are reasonably to be expected by members of the public to not support the Council's values.

5. Receive, process, or disperse funds under controls insufficient to meet the Region of Waterloo audit standards: Any payments issued by the Regional

Municipality of Waterloo for the Council must be properly authorized by appropriate staff and the proper documentation must be provided in accordance with the policies of the Region's Department of Finance.

Accordingly, they shall not:

- Allow available funds to drop below the amount needed to settle payroll.

- Make any purchase or oblige the Council to any commitments that are not in accordance with the financial policies of the Region and the purchasing bylaws of the Region.

- Make any purchase or commit the organization to any expenditure of an amount greater than the amount stipulated in the Region of Waterloo policies without approval by the Facilitating Committee or the Regional Administrative Liaison.

- Make any purchase or oblige the Council to any commitment of greater than the amount stipulated in the Region of Waterloo policies without a request for proposal.

- Sign any contract or fee for services agreement exceeding the amount stipulated in the Region of waterloo policies without a purchase order number.

- Make any purchase or oblige the Council to any commitment without taking normal, prudent safeguarding against conflict of interest.

Executive Limitations Policies:

Risk Management

This section attempts to answer the question:

- **What kind of risks would not be in accordance with the policy of the Council?**

1. The Executive Director may not allow assets of the Council to be unprotected, or unnecessarily placed at risk, or maintained, or insured at standards lower than those required by the policies of the Region of Waterloo.

2. The Executive Director may not allow staff or volunteers to be exposed to unnecessary risks of harm or claims of liability, nor to be unprotected by the insurance policies of the Region of Waterloo.

3. The Executive Director must report to the Council any claims alleging liability against the WRCPC, or its staff or volunteers.

4. The Executive Director must maintain documentation of business transactions, and avoid conflicts of interest in the management of the Council's resources.

Executive Limitations Policies:

Compensation and Benefits

This section attempts to answer the question:

- **What may the Executive Director not do with regard to compensation and benefits:**

With respect to employment, compensation, and benefits the Executive Director may not cause or allow jeopardy to fiscal integrity or quality of services or contravene Regional policies.

Accordingly, they may not:

1. Change their compensation and benefits established by the Region of Waterloo and the WRCPC.

2. Promise or imply permanent or guaranteed employment.

3. Promise or imply permanent employment outside the Region of Waterloo policies.

Executive Limitations Policies:

Communication and Advice to Council

This section attempts to answer the question:

- **What actions are limited with regard to the executive Director's role of communicating with and advising the Council?**

The Council requires complete, accurate and timely information and advice from the Executive Director and other staff and committees. Committees and staff must not cause or allow the Council to be uninformed or misinformed by:

1. Allowing the Council to be unaware of the progress of their work in accomplishing the activities delegated to them.

2. Letting the Council be unaware of relevant current events, government legislation, or policy directions; media coverage; material internal and external changes and opportunities.

3. Failing to consider as many internal and external points of view, issues and options as needed for fully informed Council choices.

4. Failing to inform the Council of significant program changes or staff changes related to activities provided for the community.

5. Failing to report actual or anticipated non-compliance with any policy of the Council.

6. Failing to deal with the Council as a whole except when responding to requests for information by a committee or staff or volunteer duly change with a specific task by the Council.

7. Failing to provide information relevant for Council's deliberations and actions in the consent agenda.

Executive Limitations Policies:

Public Relations

This section attempts to answer the question:

- **What are the limitations to the Executive Director's public relations role on behalf of the Council?**

The Executive Director plays a crucial role in public relations on behalf of the Crime Prevention Council.

Accordingly, he or she must not:

1. Allow the Council to be inadequately represented by an uninformed, inarticulate or otherwise inappropriate spokesperson.

2. Fail to identify opportunities for the Council to take a role in relevant community, provincial and federal and other affairs related to its mandate (within reasonable limits of resources).

Appendix I - Terms of Reference

Regional Council Advisory Committee Mandate

The mandate of the Crime Prevention Council was first approved in 1993 by Regional Council.

The relationship of the Waterloo Region Crime Prevention Council (WRCPC) to the Regional Municipality of Waterloo:

Community safety is one of the mandates of the Regional Municipality of Waterloo by which to ensure Quality of Life for all.

The Waterloo Region Crime Prevention Council is a broad-based community partnership consisting of residents and professionals with a common interest in increasing community safety by preventing and reducing crime, victimization and fear of crime within the Region of Waterloo.

The WRCPC was created for this purpose by Regional Council and operates under the terms of reference approved by Regional Council.

The WRCPC will bring to the attention of Regional Council and its committees, as well as the Police Services Board, information about issues and developments that might impact on the Region's community safety.

Core funding for its operations is provided by Regional Council. Members of the WRCPC are approved by Regional Council.

Daily directions, actions, and operations of the WRCPC are delegated by Regional Council through the Regional Chair's Office to the WRCPC and the Facilitating Committee. The WRCPC establishes policies for its own governance, which are consistent with the terms of Reference of the Region. Daily activities of the WRCPC are

managed by the Executive Director under the direction of WRCPC within the policies and procedures of the Region of Waterloo.

The Executive Director will bring to the attention of the WRCPC any situations, which may give rise to changes in the relationship between the WRCPC and Regional Council and its departments.

Preamble:

The social development approach to crime prevention recognizes that social and economic conditions are associated with crime. It emphasizes focusing services on disadvantaged groups and individuals at risk of offending and/or victimization, integrating responses among various orders of government to avoid duplication of programs and promoting inter-departmental and inter-agency partnerships.

Special efforts must be made to combat fear of crime and the insidious effect, which this has on all members of the community. The social development approach integrates various strategies to prevent and reduce crime, victimization and fear of crime. These strategies include the reduction of opportunities to commit crime, the reduction of social measures, which reduce risks and increase resiliencies.

Terms of Reference: As approved by Regional Council (1993)

1. **Mandate**[8]

   a. Advisory
   b. Information Sharing - inter-governmental, relevant agencies and councils
   c. Public Education and Awareness Programs
   d. Promotion of Partnerships among key sectors including liaison with international, national, provincial and local initiatives.

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[8] This mandate is the foundation for the Council's mandate as expressed in the Governance Policy.

    e. Focused Crime Prevention Problem Solving on local issues with an emphasis on high risk conditions.

The overall objective of the Council is to advice, recommend and stimulate action in order facilitate the reduction and prevention of crime in our community. The Council recognizes that crime in general and violence in particular, is a manifestation of a number of problems, which do not exist in a vacuum, and that, therefore, the focus must be on addressing the underlying causes of crime. Further, it is understood that crime prevention through social development strategies cannot be viewed in isolation from law enforcement, and that a combination of these approaches are best.

2. **Research and Evaluation**

The Council recommends that research and evaluation be the primary responsibility of Federal and Provincial counterparts as well as universities. The local Council will seek access to relevant research as part of their mandate to share information and inform and educate the public on issues and strategies of safer communities and crime prevention.

3. **Training and Development**

The Council will access Federal, Provincial and relevant organizations for appropriate training and development, including the exchange of new and innovative approaches to crime prevention. In this respect, the Council becomes a clearinghouse of data and information for local use.

4. **Composition and Size of Council**

The Council shall reflect a multi-disciplinary membership with a broad-based perspective that is representative of the community. The number of Council members will maximize effectiveness and economy. Council members are

appointed by the Regional Municipality of Waterloo and consist of citizens, consumers, politicians and sector representatives. Their responsibility is to provide overall direction and coordination of the activities of the Council

5. **Committee Structure**

Committees may be struck from time to time in order to meet the mandate of the Council.

6. **Term of Council**

Memberships are reviewed annually and can be renewed up to a maximum of ten years. Appointments will be made on a staggered basis.[9]

7. **Funding**

Funding from Governments as well as agencies and organizations committed to crime prevention shall be sought by members of the Council.

8. **Accountability**

The Waterloo Region Crime Prevention Council will report to Regional Council and for the Community Services Committee at least three times per year and more often if needed.

9. **Conflict of Interest Policy**

All members shall adhere to the Conflict of Interest Policy for Advisory Committees for the Region. All members shall and annually review the Conflict of Interest Policy

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[9] The initial term for Council membership was three years renewable once for a maximum allowable term of six years. This was subsequently changed to a maximum term of ten years with an annual review as allowed within Regional bylaws. This change was approved by Regional Council as part of the approval of the governance policy.

for Advisory Committees for the Region. Signature forms are to be returned to the Committee Clerk for safekeeping.

Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial interests could be in conflict with the interests of the Region is obliged to disclose same at the meeting. Members will not participate in any decision or recommendation in which they or their immediate family has any financial interest except those in common with residents of the municipality.

Appendix II - Operating Procedures

The operating procedures were developed and approved by the WRCPC in 1996 to complement the mandate approved by Regional Council in 1993. They were last amended to bring them in alignment with the governance policy in September 2015.

1. **Terms:**

   1.1 The official name of our organization is Waterloo Region Crime Prevention Council (WRCPC).

   1.2 "Council" means the Waterloo Region Crime Prevention Council.

   1.3 "Crime Prevention Council" means the Waterloo Region Crime Prevention Council.

   1.4 "Regional Council" means the Council of the Regional Municipality of Waterloo.

   1.5 "Chair" means the Chair of the Waterloo Region Crime Prevention Council.

   1.6 "Vice-Chair" means the Vice-Chair of the Waterloo Region Crime Prevention Council

   1.7 "Committee" includes any standing committee, ad hoc committee, ad hoc working group or task force.

   1.8 A "member of Council" is a person appointed by Regional Council as a representative f sector or the community at large.

1.9 "Year" means, unless qualified by the word "calendar, the period commencing on the first day of February and ending on the last day of January next following.

1.10 Operating Procedures are the working principles under which the Council operates and are part of the Governance Policy of the Council.

2. **Membership:**

The Council will be made up of a maximum of 40 members including ex-officio members.

2.1 **Appointments:**

Appointments will be made by the Council as recommended by the Nominating Committee and ratified by Regional Council.

2.2 **Former Employees of Council:**

Former employees of the Council are not eligible for appointment to the Council or for designate positions until a minimum of one year has elapsed since the individual left the employ of the Council.

2.3 **Term of Appointments:**

Effective as of the year 2007, all Council members will be appointed for one year and may be re-appointed for a maximum total of ten (10) years. Council aims to balance the need for turn around with the need for organizational memory and consistency.

Several heads of mandated organizations have been deemed "ex-officio" because they fulfill a unique role in the community as it relates to crime

prevention; this role cannot reasonably be expected to be fulfilled by an alternate service.

These positions are:

Regional Chair

The Chief of Police

Chair of the Police Services Board

Crown Attorney

Manager of Legal Aid Ontario

Warden of Grand Valley Institution for Women

Executive Director of Family and Children's Services

Commissioner of Community Services

Medical Officer of Health

Ex-officio positions on Council are occupied by he heads of the organizations at the time. Ex-officio members of Council may delegate their role to a senior staff member of their organization. Both the Ex-officio member and their Alternate can attend meetings of Council but they retain only one vote. All Alternates are approved in name by the WRCPC.
Regional Council annually appoints two members for their representation on the Crime Prevention Council. These appointments are not subject to the approval of WRCPC.

2.4 **Attendance:**

Members are expected to miss no more than three (3) meetings per year and no more than two (2) consecutive meetings per year. Members should request a leave of absence when business or personal demands will prevent the above. Alternately, the Chair may suggest to a WRCPC member that they should consider resigning. Council members will be expected to make

their regrets no later than 12 noon of the day prior to the meeting. Since relationships are central to well functioning organizations all meetings of Council start with a networking session from 8:30 a.m. to 9:00 a.m. The regular meetings begin at 9:00 a.m. and conclude at 11:30 a.m.

2.5 **Recording of Attendance:**

A record of member attendance at Council meetings for each year is maintained and is included in meeting packages as appropriate. Attendance will also be recorded as part of minutes of the Council meetings.

3. **Meetings:**

3.1 **Inaugural Meetings:**

3.1.1 **Date of Inaugural Meeting:**

The Inaugural Meeting of the Council shall take place at the regular Council meeting in February.

3.1.2 **Procedure at Inaugural Meeting**

The procedure at the Inaugural Meeting of the Council shall be set out in Sections 3.1.3 to 3.1.7

3.1.3 **Election of Chair:**

The Past Chair will preside over the election of the Chair of the Council.

3.1.4 **Chair:**

The newly elected Chair of the Council will preside over the rest of the meeting.

3.1.5 **Election of the Vice-Chair:**

The Chair of the Council will preside over the election of the Vice-Chair of the Council.

3.1.6 **Election of Facilitating Committee:**

Four members of the Facilitating Committee will then be elected.

3.1.7 **Length of Time:**

a.   The Chair will be elected for one (1) year. No member of Council shall hold the position of Chair of the Council for more than two (2) consecutive years unless there is a special request from Council to extend the term which will need the support of two third of Council members

b.   The Vice-Chair will be elected for one (1) year. No member of Council shall hold the position of Vice-Chair of the Council for more than two (2) consecutive years.

c.   Regional Councillors and Regional staff are not eligible for the roles of chair or vice-chair of Council.

3.2 **Council Meeting:**

  3.2.1 **Meeting Frequency:**

    The Council will meet up to (11) times per year and no less than eight (8) times per year. The schedule of the meetings shall be determined before the inaugural meeting of the Council

  3.2.2 **Public Meetings:**

    All designated meetings of Council are public.

  3.2.3 **In Camera Meetings**

    The Council will meet in camera only to discuss personnel matters, legal matters, and other in camera issues.

  3.2.4 **Length of Meetings**

    Regular Council Meetings will be two (2½) hours in duration. Extension of the length of a meeting requires the consent of the majority of Council members present.

3.3 **Agenda:**

The agenda for Council meetings will be drafted by the Facilitating Committee and opportunities to provide further items for the agenda will be provided at the Council meeting. A consent agenda is provided as part of the larger agenda and includes: Correspondence, committee and staff reports and significant information items of interest to Council. Unless a member of Council wishes to see an item pulled from the consent agenda for further deliberation, the consent agenda is approved as a whole. Agenda and

consent agenda will be sent to Council no later than 72 hours prior to the meeting.

3.4 **Minutes:**

Minutes will be recorded and sent to members of Council within ten days of the meeting of Council.

3.5 **Quorum:**

A simple majority of the voting members shall constitute a quorum for meetings of the Council.

3.5.1 **Lack of Quorum:**

If a quorum is not present, the meeting will be adjourned and rescheduled at a time agreeable to members of Council in attendance

3.5.2 **Quorum Lost:**

Whenever a quorum is no longer present at ta Council meeting, the agenda items needing a decision will be carried to the next meeting's agenda.

4. **Committees:**

Some of the work of the Council will be done through committees. The operational structure of the Council strives to foster consensus building, flexibility and openness. All applicable conflict of interest policies and procedures applying to Council members shall apply equally to all volunteer members shall apply equally to all volunteer members of Council committees.

4.1 **Definitions:**

    4.1.1 **Operational Committee:**

        Operational Committees are formed as required by operations of the Council and report directly to the Council.

    4.1.2 **Ad Hock Committees:**

        Ad Hoc Committees are working groups of the Council who deal with short-term issues and report directly to Council or the operating committees from where they originated. Ad Hoc Committees can be made up of Council members and individuals from the community as required.

4.2 **Facilitating Committee:**

The Facilitating Committee is a standing committee of Council and members are elected each year. The Committee shall be comprised of no more than seven (7) members of Council who have been members for a minimum of one year. The Facilitating Committee will include the Chair, Vice-Chair, and Past Chair of Council. The Vice-Chair of Council will chair the Facilitating Committee. The Regional Administration Liaison will be an ex-officio member of the Facilitating Committee.

Candidates for membership on the Facilitating Committee are responsible for identifying and declaring any real or potential conflict of interest prior to accepting membership on the Facilitating Committee. If the candidate for committee membership has a primary affiliation with a partnering organization of the Crime Prevention Council, any potential conflict of interest for membership on the Facilitating Committee will be determined on

a case-by-case basis depending on the role and level of involvement of the candidate with the partnering organization, the amount of the funding received by, or to be paid to, the partnering organization and/or the duration of the partnering relationship.

A determination that a candidate for membership on the Facilitating Committee may have a potential conflict of interest in relation to their intended participation on this Committee shall in no way serve to impact or otherwise impair the candidates ability to fully participate in the Crime Prevention Council as a member subject to complying with the organization's policy regarding conflicts of interest as they may, from time to time, arise.

4.2.1 **Quorum:**

A quorum of the Facilitating Committee shall be four (4) members. As with Council ex-officio members count towards quorum when present but do not affect quorum when absent.

4.2.2 **Attendance:**

Members of the Facilitating Committee are expected to miss no more than three (3) meetings per year and no more than two (2) consecutive meetings per year. Committee members are expected to make their regrets no later than 12 noon on the business day preceding the date of the Facilitating Committee meeting.

Attendance will be recorded as part of the minutes.

If a member is unable to meet the attendance requirements, they should confer with the Vice-Chair of Council (Chair of the Facilitating Committee) and consider whether they are able to meet the

requirements of Committee membership or whether resigning their seat would be in the best interests of the Committee. Alternatively, the Vice-Chair may suggest to the member that they should consider resigning.

In the case of a resignation of a member of the Facilitating Committee, Council shall be asked to elect a replacement member for the balance of the year, until the next elections.

4.2.3 Alternate Representation:

For reasons of continuity of business and the confidentiality of some items of business, members of the Facilitating Committee may not be represented at the Committee meetings by alternates.

4.2.4 Tasks:

The Facilitating Committee will provide support and advice to the Executive Director in helping with operational and management tasks akin to an executive committee of community boards. This support and advice will be given within the framework of the Council's vision and mission statement and governance. The committee will be responsible for:

- Matters of urgency
- Budgetary discussions or preparations
- Community requests and issues as needed
- Drafts of Council agenda for approval
- Ensuring ongoing communication with the Regional Chair
- Ensuring connection to Regional Administration
- Other duties as determined by the Council

The Committee will report its activities to the Council as part of the monthly consent agenda as needed.

4.3 Nominating Committee:

The Nominating Committee shall be comprised of no more than five (5) members of Council. The Vice-Chair of the Council will be the chair of the Committee. The remaining four members will be appointed by the Vice-Chair of the Council from an approved slate of Council members.

4.3.1 Tasks:

In its annual review of Council membership the Nominating Committee will exercise due diligence in ensuring that the membership reflects the geography and the diverse nature of the community of Waterloo region.

The Nominating Committee will recommend members to the Council from the existing list of interested candidates. If no such candidates are available, the Committee will seek potential members from agencies and the community that can reasonably be expected to represent the sector of Council to which they will be appointed. The Committee will work within Operating Procedure number 2.

The Nominating Committee is also responsible for organizing the annual election of the Chair and Vice-Chair of the Council. It will obtain nominations and present the slate of candidates to the Council for election.

The Past Chair will preside over the election of the Chair of the Council or they will appoint another member of Council in their absence.

The final slate of Council membership will be voted on by Council at its January meeting.

The Chair of Nominating will inform the Regional Chair in writing of the approved slate of Council. Final approval of the membership rests with Regional Council, as the Waterloo Region Crime Prevention Council is an advisory committee of Regional Council.

5. **Rules of Order:**

5.1 **Conduct of a Meeting:**

The Council strives to reach decisions by consensus. If consensus cannot be attained, Robert's Rules of Order will apply.

A Council member must be recognized by the Chair before speaking to an item of discussion.

5.2 **Agenda Items:**

Items for the Council's decision/resolution shall be submitted to the Executive Director's office as far in advance of the meeting as reasonable to allow for the agenda to be approved by the Facilitating Committee. Along with the Meeting Agenda Council receives a Consent Agenda:

Please note that any member has the right to "pull" an item from the Consent Agenda and add it to the regular agenda for discussion, comment or clarification. Consent agendas are published on the Council's website along with approved minutes. Consent Agendas are selective, not comprehensive. Whenever possible, Consent Agenda items will fall under the directions of

the current strategic plan. The template has been updated to reflect the new Smart on Crime 2015-2018 plan's key approaches to accomplish three overarching Council directions:

- Youth: Unleashing the Potential of ALL Youth
- Neighbourhoods: Building Local Capacity for Change
- Smart on Crime: Advancing the Momentum

5.3 **Delegations:**

Delegations will be received after their request to make a presentation to Council

Requests for presentations shall clearly outline if a decision /action by Council is sought and submitted to the Executive Director's office, as much in advance of the meeting as reasonable.

If a decision or action is required, the Council will not necessarily make a decision at the same meeting as when the delegation that appears before Council.

The delegation's presentation shall be no longer than 10 minutes.

Discussion as well as a question and answer period will follow the presentation.

6. **Endorsements:**

The Council is an advisory and planning body, which supports community actions and partnerships for crime prevention. The Council will not endorse commercial products. Council will however provide endorsement to community bodies

including for funding applications if these endorsements can reasonably be seen to support the broader mission of crime prevention through social development and are aligned with the values of Council.

7. **Voting:**

The Council strives to make decisions by consensus. Members of Council may request a vote by putting a motion on the floor. The Chair may encourage voting on certain issues as needed.

7.1 **Procedures:**

Every eligible member present, including the Chair, shall participate in the decision-making/voting process.

7.2 **Member Must be Present:**

Only members present at the meeting when a decision is made shall have the right to vote.

7.3 **Affirmative Vote Required:**

Dialogue and through discussion of issues are encouraged. If consensus cannot be reached as determined by the Chair, the decision will be made by a vote. Unless otherwise stated in the Operating Procedures, a simple majority is required.

7.4**. The Vote:**

A motion on which there are an equal number of votes is considered lost.

7.5 **Declaration of Results:**

The Chair shall declare the result of all votes.

8. **Duties:**

8.1 **Duties of the Chair:**

The Chair of the Council, in addition to those duties assigned by the Council from time to time, and by the Operating Procedures and Governance shall:

- Preside at all meetings of the Council and conduct them according to the Governance Policy and Operating Procedures:
- Be a signing officer of the Council, as prescribed by these Operating Procedures;

And may:

- Establish committees and appoint the members;
- Call special meetings of the Council;
- Issue statements to the media on behalf of the Council.

8.2 **Duties of the Vice-Chair:**

The Vice-Chair chairs Facilitating Committee and the Nominating Committee. In addition to this duty and others assigned by the Council or the Facilitating Committee the Vice-Chair shall in the absence of the Chair, or in the event of the inability of the Chair to act, assume any or all of the duties of the Chair

8.3 **Duties of the Council Members:**

Council members will attend all meetings for the Council, as set out in the Operating Procedures:

When voting is required, members shall vote on matters before the Council according to the procedures outlined in the Operating Procedures.

9. **Finances:**

The Council shall set a budget each year.

The Council's budget year shall be concurrent with the Regional Municipality of Waterloo's budget year.

The budget will be monitored by the Facilitating Committee and reported to the Council unless otherwise indicated at least twice a year.

The Executive Director prepares for the Facilitating Committee and annual budget and quarterly budget updates as well as prepares special issue budget items in compliance with the department of Finance of the Regional Municipality of Waterloo. The annual budget as well as the year-end budget and all budget issues need the approval of the Council by vote.

10. **Signing Authorities:**

All official documents of the Council shall be signed by:

- The Executive Director and/or
- The Chair of the Council when appropriate and/or
- The Regional Administration Liaison as appropriate

The Vice-Chair of the Council may sign documents in the absence of the Chair or the inability of the Chair to do so. Committee Chairs in exceptional circumstances can sign matters of correspondence after consultation with the Executive Director or Chair of Council.

11. **Amendments to Operating Procedures:**

Any changes to the Operating Procedures and Governance policies of Council can be made provided that written notice no later than 48 hours prior to the meeting has been given to all members. Changes to the Operating Procedures and Governance Policy require the 2/3 majority of the Council members present at the meeting of the vote. Operating Procedures will be reviewed biannually as part of the review of Governance.

12. **Sector List:**

The sector list of the Crime Prevention Council will be reviewed annually by Council as part of the Nominating Committee process.

Appendix III - Issue Selection Guidelines

Rationale for Criteria-based Selection Process

Issues, which require the focused and strategic attention of the Council issues, which require the focused and strategic attention of the Council, will form part of the Council's annual work plan and strategic directions. The Council needs to have the opportunity to carefully engage in a process of selecting an issue to ensure that the issue can be given due attention. This strategic plan development approach will:

- maximize the use of current resources
- focus the Council's energy on the delivery of clear messages and achievable actions
- establish a fair and transparent process for selecting one issue over another in times of multiple demands

The selection process for choosing one issue over another or in advance of another will be applied in the following situations:

- when members of the Council bring issues to the table which require significant work
- when individuals or groups from the community approach the Council with an issue which either directly rises out of a local community situation or which is due to broader social developments which impact the local community

What is meant by "Issue"?

The term "issue" is reserved for items which

- will form part of the Council's strategic directions
- require a significant problem solving/clearinghouse process
- will form part of the Council's work plan

The Selection Process

Selection will be based on a tool (a series of questions). This tool will guide the work of staff and/or committees of the Council. In addition to this tool, a policy will set governance limitations for staff decisions.

The Selection Tool

1. Does the request meet the Council's mission, vision, and values?

2. Will the request help the Council to achieve its mandate?

3. Does acting on the issue have the potential to significantly impact on the safety and vitality of the community?

4. What type of action is requested or necessitated?

   - How urgent a response is needed?
   - What is the likely duration for Council involvement?
   - Can it be accomplished with current resources?
   - Does it fit within the strategic directions of Council?
   - How will attention to this issue impact on other strategic plan items?

5. Could Council attention to this issue negatively impact on any one sector represented at the Council table? And if so, can this be resolved through the "conflict of interest" governance policy?

Issue Selection Guidelines Review

Staff makes the "selection criteria" of Council available to the community group and/or individual for their assessment so they can decide whether to proceed with the request.

<div align="center">or</div>

Staff gain information about the issue based on the selection tool.

<div align="center">or</div>

An appropriate committee of Council meets to review the information and make a recommendation to the Council as to whether to select the issue.

<div align="center">and</div>

The Council and/or staff advise the individual or group that taking on an issue means that Council reserves the right to determine its own course of action.

If an issue is not selected, the Council and/or staff will suggest alternate approaches.

In times where speedy attention is needed the Executive Director makes a decision or recommendation for action to the Facilitating Committee.

Appendix IV - Overview of Conflict of Interest Policies/Requirements

What is a "conflict of interest"?

A member of Council has a conflict of interest where he or she has a direct or indirect "pecuniary interest" in a matter in which the Council is concerned.   Pecuniary means financial benefits - whether positive or negative – that could be received, either in cash or increase/decrease in asset value.   The conflict may be direct or indirect, either personal, affecting an employer or immediate family member (spouse, sibling, parent or child).

How do I recognize a potential conflict of interest?

Ask yourself – "Is there a reasonable chance that the decision may financially affect me, a direct family member, an employer or other body with which I or my family member is involved?" A "remote or insignificant interest" may not be a conflict but be mindful that the courts have set a low threshold for determining whether a conflict exists.   If in doubt, declare a conflict.   The onus is on the member to declare.   It may be advisable to seek independent legal advice in certain circumstances.

What rules apply to the Crime Prevention Council?

The Governance Policy for the Council requires disclosure of a conflict and prohibits a member from participating in the decision made by Council. The Council has also adopted a conflict of interest policy approved by Regional Council for all advisory committees.

Does the Municipal Conflict of Interest Act apply to the Crime Prevention Council?

Yes.   This Act applies to "any committee, body or local authority established or exercising any power or authority…in respect of any of the affairs or purposes of one or more municipalities".   Copies of the Act are available online at e-Laws

When do I need to disclose a conflict?

Overview of Conflict of Interest Policies/Requirements

Ideally, the conflict should be disclosed at the start of the meeting.   If a member arrives late, he or she should declare the conflict prior to the matter being considered. If absent from a meeting where a matter involves a conflict, the conflicted member should declare the conflict at the next meeting.   The obligation to disclose is a continuing one if the matter is subject to ongoing consideration by the Council.

Do the rules only apply to formal votes of the Council?

No. The Act requires the member not to influence a decision, either before or after a vote, and not to "take part in any discussion" regarding the matter.   Generally, it is best not to take part in any informal discussions regarding a matter for which the member has a conflict.   Some recent court cases have ruled that the Act also applies to committees and subcommittees of an applicable body.

Should I leave the room while a matter is being considered for which I have a conflict?

Both the Governance Policy and the Act require a conflicted member to leave the room if the matter is being considered in closed session. While there is no requirement to physically leave a public meeting, it is recommended as a good practice.

What are the consequences of a failure to comply?

- Possible breach of contract. Many funding agreements have "conflict of interest" provisions.

- Damage to the reputation of an individual or organization.

- Contravention of the Act could be alleged by an "elector" and a remedy awarded by a judge of the Superior Court of Justice. Such remedies include declaring a seat vacant, disqualifying a member from future service, payment of restitution and/or costs. If a member is found to have contravened the Act, a judge may determine the

- Contravention was due to inadvertence or error in judgment although the member may still be liable to pay restitution for any personal gains.

Appendix V - Electronic Devices Policy (Region of Waterloo)

Report: CR-CLK-07-021

Region of Waterloo

Corporate Resources Department

Council and Administrative Services

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: November 6, 2007   **File Code:** A03-00

SUBJECT: Electronic Devices in the Council Chamber - Policy

Recommendation:

That the Regional Municipality of Waterloo amend Procedural By-law Number 00-031, as amended, to reflect the policy on Electronic Devices in the Council Chamber as outlined in Report CR-CLK-07-021, dated November 6, 2007.

Summary:

A staff report was prepared for the September 25, 2007 Administration and Finance Committee meeting to respond to a request for consideration of a policy on the use of electronic devices in the Council Chamber. Direction from Council was for staff to prepare a policy based on the provisions outlined below.

Report:

An amendment to Procedural By-law 00-031 will be required for the new policy. There are other housekeeping amendments required to the Procedural By-law and a revised By-law will come forward to the December 12, 2007 Council meeting. The

policy on the use of electronic devices will become effective upon the passing of the By-law.

As directed by Council on October 3, 2007, the following is the policy to be included in the amendment to the Procedural By-law:

Use of Electronic Devices in Council Chambers:

1. Council, staff and anyone situated in the gallery (including members of the media) shall turn all electronic devices to non-audible, silent, etc. during the entire Committee or Council meeting in Council Chamber;
2. Members of Council and staff within the bar of Council will limit the use of electronic devices during all delegations during any meeting;
3. At any time during any meeting, at the discretion of the Chair of the meeting, use of electronic devices may be prohibited if there is audio or video interference.

This new section will be included in Part X – General Provisions of Procedural By-law 00-031, as amended, immediately following Section 79 - Recording Equipment.

All staff and Councillors within the bar of Council will be reminded to limit their use of electronic devices during delegations.

Signs will be required to be posted at both entrances to the Council Chamber. The signs will read as follows:

"Please turn all electronic devices to non-audible or silent while attending meeting."

This notice will also be included in the "Guide to Delegation" brochure located in the Chamber for distribution. A similar notice will also be posted on the Region's website.

Corporate Strategic Plan:

The consideration of a policy for the use of electronic devices in the Council Chamber falls under Strategic Focus Area 6, Service Excellence to foster a culture of citizen/customer service that is responsive to the community needs and provides transparency to the community.

Financial Implications:

There will be minimal costs incurred for the preparation and posting of signs in the Council Chamber.

Other Department Consultations/Concurrence: None.

Prepared by: Lee Ann Wetzel, Manager, Council & Administrative Services/Deputy Clerk

Approved by: Kris Fletcher, Director, Council & Administrative Services/Regional Clerk

Appendix VI - Research Framework Knowledge Exchange

Rationale for Research Selection Process

Research is a major strategic focus for the Waterloo Region Crime Prevention Council (WRCPC). In order to maximize the use of resources and focus Council's attention a framework is needed to evaluate, prioritize and select research projects. This framework will assist Council, in identifying where to focus the organization's research resources. This will ensure WRCPC research is focused upon knowledge mobilization.

External Research Requests

On occasion WRCPC receives requests to share data with groups external to the Region of Waterloo. In order to minimize these requests Council shall strive to ensure research reports include Appendices or web-links containing raw data or detailed summarized research findings. Where appropriate, external data requests shall be directed towards these resources. External request for new research requiring significant research resources shall be declined unless they align with the strategic regional directions of Council. Occasionally, smaller research requests may be met at the discretion of staff.

Types of Research

The WRCPC conducts four types of research.

1) Original research to Improve Services
2) Summaries of existing research to guide local planning
3) Assistance to partners in research efforts
4) Informing decision making of others, including internal Regional departments and other large decision making bodies

The WRCPC seeks to balance these competing priorities when focusing organizational resources.

The Research Selection Process

Selection will be based on a tool (a series of questions). This tool will guide the work of staff and committees of the Council.

The Research Selection Tool

1. Does the research meet the Council's mission, vision, and values?
2. Does the research meet the strategic priorities of Council?
3. Does this research have the potential to significantly impact the safety of the local community?
4. Will this research help Council to reduce the amount of crime, fear of crime and/or victimization in Waterloo Region?
   (DOCS #867623)

Appendix VII - Regional Administration Liaison Background

Regional Administration Liaison

The Crime Prevention Council has grown significantly since it first inception in 1993. With this growth come additional responsibilities for the Executive Director and staff in managing the administration components of the work. While all staff of the Crime Prevention Council are Regional employees, programmatic directions are the sole responsibility of the Crime Prevention Council. Administratively the WRCPC is linked to the Regional Chair's Office. This alignment is modeled on best practices of municipally based crime prevention through social development. Being part of an office with significant community and local political influence has been a large part of the success of the WRCPC.

However, the Regional Chair cannot reasonably be expected to provide administrative support to the Executive Director and staff of the WRCPC. The CAO of the Region in conjunction with the Regional Chair therefore provides a senior staff not below the level of Commissioner to support the administrative functions of the Crime Prevention Council each year.

Appendix VIII – Definition of Friends of Crime Prevention, Sector Leaders, Lifetime Membership

Friends of Crime Prevention

Any individual or organization can be a Friend of Crime Prevention. Friends become part of a network for crime prevention through social development in the community or beyond. Friends either directly contribute to the work of the Crime Prevention Council, crime prevention in general or engage as a Friend of Crime Prevention.

Sector Leaders

Members of the Crime Prevention Council represent a sector that impacts one or more of the known risk factors of crime. This representation is either due to their area of expertise in this regards and/or their spheres of influence. Sector leaders do not represent an organization. They are leaders within their sector and communicate with others in their sector to ensure an exchange of knowledge between Council and the sectors. To that end sector representatives from time to time either convene a sector round table or ensure that existing sector round tables are kept abreast of significant developments in crime prevention in Waterloo Region and beyond.

Lifetime Membership

Outgoing members of WRCPC are eligible to be awarded Lifetime Memberships if they meet three criteria:

(1) they were the Chair of WRCPC at some time during their tenure
(2) they completed the maximum term of Council (10 years)
(3) they made a significant contribution to crime prevention through social development.

Lifetime members are eligible to receive all Council materials and may continue to attend all meetings of Council. Lifetime members are not eligible to vote.