

# Community Wellbeing and Safety Strategy Advisory Committee

## Terms of Reference

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### Section I: Authority, Statement of Purpose, Guiding Principles and Responsibilities

#### **Authority:**

The Community Wellbeing and Safety Strategy Advisory Committee (CWSS Advisory) is an Administrative Committee deriving its authority from the City of Lethbridge's 2019 Community Wellbeing and Safety Strategy (CWSS). This Terms of Reference serves as the guiding document to formalize and enhance the work of the CWSS Advisory.

#### **Statement of Purpose:**

The CWSS Advisory acts as a Community Governance body for municipal, CWSS-related matters and fulfills the requirement for a Community Advisory Board (CAB) for Reaching Home (RH) funding allocations. As part of this, the membership will also include representatives from the Indigenous CAB that is required for Indigenous RH funding allocations. The Indigenous CAB will oversee all funding from the Reaching Home (RH) – Indigenous Stream and provide specific input to proposed projects for funding pertaining to Indigenous affairs.

As wellbeing is holistic, as is the composition and scope of the CWSS ADVISORY. The CWSS ADVISORY will make initiative and funding recommendations regarding each of the intersecting wellbeing factors, including but not limited to:

- Health;
- Food Security;
- Crime Reduction;
- Clean and Safe Initiatives;
- Prevention;
- Housing and Homelessness;
- Anti-Racism and Diversity, Equity and Inclusion;
- Poverty Reduction;
- Addiction and Substance Use;
- Transit;
- Mental Health;
- Education; and
- Recreation and Culture.

The CWSS ADVISORY's primary mission will be to generate Collective Impact by leveraging, coordinating and integrating relevant and available community resources. The CWSS ADVISORY will work actively and purposefully to reflect and integrate diverse community perspectives in order to develop holistic, community-governed solutions tailored to Lethbridge's specific social landscape.

## Guiding Principles:

The CWSS is our guiding strategy that will steward our work. The Strategy, however, is a living document and requires continuous updates and innovation. To ensure transparency and responsiveness to community wellbeing and needs, the CWSS ADVISORY commits to the following Guiding Principles:

### Healthy Conflict

- respectfully communicating different needs, values or viewpoints while championing diversity in thought, lived experiences and perspectives to aid holistic, inclusive solutions to emerge;

### Collaboration

- working together to achieve a goal that one party cannot achieve on its own;
- this necessitates an integrative approach where diverse lived experiences and perspectives are reflected in decision-making and outcomes;

### Evidence-Based

- making decisions based on current sound data collection and research analysis, while being cognizant of research context, researcher positionalities, and potential barriers within the research evaluated;

### Social Innovation

- looking beyond existing solutions and encouraging new approaches to service delivery;

### Diversity, Equity & Inclusion (DEI)

- listening to and valuing the diverse lived experiences and perspectives of individuals within the CWSS ADVISORY and the community;
- championing equitable, community-governed outcomes;
- CWSS ADVISORY decisions will prioritize and evaluate specific demographic needs of the community to advance equity;
- while a Guiding Principle in and of itself, a DEI lens will be incorporated in all CWSS ADVISORY meetings, decision-making, documentation, outcomes, etc.

### Flexibility & Agility

- the CWSS ADVISORY will be flexible and agile to changing community priorities, while striving for alignment with the CWSS;
- the CWSS ADVISORY will regularly return to the CWSS and examine community priorities for ongoing relevance.

## Responsibilities:

### 1. Engagement and Continuous Communication

- Engage the community in processes that lead to a collaborative and represented voice regarding wellbeing and safety;
  - Ensure engagement processes provide opportunity for providers and end-users to express their voice and lived experience;
  - Consistent and open communication to ensure trust and transparency;
  - Increasing public awareness and education regarding Community Wellbeing and Safety Strategy initiatives and outcomes.
- 2. Best Practice, Shared Measurement and Accountability**
- Engage experts in exploring and articulating informed research-based practice;
  - Champion social and technology innovation and leverage research to transform towards an agile, proactive and effective system.
- 3. Common Vision and Agenda**
- Maintain a common community vision, clear goals and objectives, performance management and accountability;
  - Coordinate partners to create systematic integration of community wellbeing and safety programs, services, initiatives and resources;
  - Review the Terms of Reference and Governance Model on a quarterly basis to ensure ongoing relevance and alignment;
  - Active integration of diverse perspectives and lived experiences to create a holistic common vision.
- 4. Allocation of Resources**
- Contribute to identification of priority initiatives as aligned with the CWSS and actions to promote community wellbeing and safety as informed by the collective voice, best practices, gaps and opportunities;
  - Review and approve contractual reports for Reaching Home (RH) expectations;
  - Support annual reporting to the Cultural & Social SPC through Administration on CWSS ADVISORY milestones and updates;
  - The City of Lethbridge's Community Social Development (CSD) Department is responsible for administering federal, provincial and municipal funds to address social issues in Lethbridge. The administration of funds will follow recommendation by the CWSS ADVISORY;
  - A Community Advisory Board (CAB) must approve the allocation of [federal](#) Reaching Home (RH) funds;
  - The CWSS ADVISORY will function as the CAB for approving the allocation of these funds and advising on Lethbridge-catered solutions;
  - Where appropriate, the CWSS ADVISORY shall provide recommendations to City Council, through the Cultural & Social SPC, regarding the allocation of these resources, including but not limited to the following:
    - [Provincial Family and Community Support Services \(FCSS\)](#)
    - [Federal Reaching Home \(RH\)](#)
    - Municipal City of Lethbridge Grants
      - Affordable Social Housing Capital Grant Program
      - Clean and Safe Program
      - FCSS Matching Contribution
      - Community Event Support Grant

For more information, see **Appendix B**.

## 5. General

- Members must be familiar with the specific definition and criteria contained for each sector they are a) applying to the CWSS ADVISORY to represent and b) approved by the CWSS ADVISORY to represent;
- Members must demonstrate commitment to the work and Guiding Principles of the CWSS ADVISORY;
- Members must have an understanding of the Community Wellbeing and Safety Strategy (CWSS), or be willing to familiarize themselves with the CWSS;
- Members must read and understand the CWSS ADVISORY Terms of Reference;
- Members must attend CWSS ADVISORY voting membership meetings, unless providing notice of regret to the Co-Chairs;
- Members should be able to meet the minimum time requirement of three (3) hours per month;
- Should a member have three (3) consecutive unexcused absences, the member will receive notice that their position on the CWSS ADVISORY will be terminated. Once notice has been sent, a community open-call for applicants will commence to fill the vacancy.

## Section II: Chairing, Membership and Action Teams

### Chair:

- Following the inaugural year (**Appendix C**), the CWSS ADVISORY Committee will have two (2) Co-Chairs.
- The Co-Chairs will be nominated by the CWSS ADVISORY Committee at the first meeting of each calendar year.
- The Co-Chairs will alternate the Chairing of the Meeting. If one is unable to participate on their meeting to Chair, the other will step in and assume responsibilities of Chairing. The Co-Chairs will participate in an Agenda Setting Meeting one week prior to the scheduled monthly meeting. The Co-Chairs will use this meeting to review requested Agenda items and set the Agenda prior to Committee distribution.

Additional members may be added and appointed to the CWSS ADVISORY as required by the Committee, following processes outlined in **Appendix A**.

### Membership:

The CWSS ADVISORY will be made up of community partners and residents who may contribute collective wisdom and various viewpoints from a variety of sectors within the City of Lethbridge. To guarantee the right degree of system expertise and experience is available from critical organizations and demographic groups, member selection will be role-based (reflecting their role within the organization or group, rather than their personal position). These will be voting members who will be chosen from applicants in the sectors



listed below. While the CWSS ADVISORY will have a limited voting membership, additional non-voting members may be invited to attend regular meetings to offer expertise or participate on Action Teams (see below) and make recommendations to the CWSS ADVISORY.

Membership of the CWSS ADVISORY will be drawn from the following sectors through an application/expression of interest and approval process and have **a minimum of 11, maximum of 23** voting members (**Appendix A**):

Sector:	Sector Definition & Criteria
Health Sector (1 Representative)	• Represents an organization or entity that provides medical services (physical or mental health) or otherwise facilitate the provision of healthcare to patients within the Lethbridge community.
Chamber of Commerce (1 Representative)	• As nominated by, and drawn from, the Lethbridge Chamber of Commerce. **
Business Community Sector (1 Representative)	• Representatives may be individual business owners or represent an organization or entity that supports the local economy and business interests.
Indigenous Sector (3 Representative)	• A minimum of two (2) of the three (3) representatives must be a Member of a Blackfoot Confederacy Tribe. Representatives may also be an Indigenous Resident representing an organization or entity that supports/advocates for Indigenous interests. Representation for this sector will also sit on the Indigenous CAB.
Diversity, Equity & Inclusion Sector (1 Representative)	• Representatives may be from an equity-deserving group or represent an organization or entity that advocates for diversity, equity and inclusion within the Lethbridge community.
Immigrant and/or Newcomer Sector (1 Representative)	• Representatives may be self-identifying immigrant and/or newcomer resident, or represent an organization or entity that supports/advocates for immigrant and/or newcomer interests.
Faith Sector (1 Representative)	• Represents a faith-based organization or entity (inclusive of all faiths) that provides religious and/or spiritual guidance within the Lethbridge community.
Citizen-at-Large (3 Representatives)	• Must be a resident (18+) of Lethbridge and able to represent the interests of the Lethbridge community holistically.
Education Sector (2 Representative)	• Represents an organization or entity that facilitates the provision of educational programming or resources within the Lethbridge community. This may include post-secondary institutions and school district representatives.
Lived Experience Sector (1 Representative)	• Representatives may be self-identified as having lived experience, or represent an organization or entity serving those with lived experience of the following: • substance use addiction; homelessness; poverty; social exclusion; racism/discrimination; mental or physical health challenges and/or disabilities; or any other relevant lived experience pertaining to the CWSS ADVISORY wellbeing factors;
Housing and Homelessness Sector (1 Representative)	• Represents an organization or entity that provides housing and/or homelessness services and resources to clients within the Lethbridge community
Lethbridge Police Service (1 Representative)	• Representative must be the Lethbridge Chief of Police or designate.
Criminal Justice System (Courts & Corrections) (1 Representative)	• Represents a local organization or entity within Lethbridge that participates in assisting offenders in the criminal justice system.
Community Network Organization Sector (1 Representative)	• Represents an organization that provides supports and services to the Lethbridge community.
Community Funder Sector (1 Representative)	• Represents an organization or entity that administers funding within the Lethbridge community.
Senior Sector (1 Representative)	• Representatives represent an organization or entity that supports/advocates for senior interests [and would be nominated by the organization].
Youth Sector (1 Representative)	• Representatives must be a youth (aged 14-24).
City of Lethbridge Administration (1 Representative)	• Director of Community Services or designate. **

\*\* Organizational representatives and/or designated members will not be included in open-call recruitments, as these individuals will be specifically identified (Director of Community Services, Lethbridge Chief of Police) or be nominated by the organization or entity (Lethbridge Chamber of Commerce).

**Membership Criteria & Competencies:**

CWSS ADVISORY members must possess certain **core competencies**. Core competencies are abilities that CWSS ADVISORY members must possess in order to perform their duties. Such required competencies include:

- Background or interest in community development, service, engagement or volunteerism;
- Ability to relate to persons of diverse cultural or racial background;
- Ability to think critically and objectively, rooted in evidence;
- Ability to manage competing interests and see the bigger picture;
- Professionalism;
- Social accountability and a community stewardship mindset;
- Empathy and emotional intelligence;
- Ability to establish, build and sustain networks and relationships.

To further be successful in their function, CWSS ADVISORY members must also possess a number of **qualifications** and/or skills. Such required qualifications/skills include:

- Leadership experience;
- Policy and public administration knowledge;
- Previous board and/or governance experience;
- Verbal and written communication skills;
- Strategic planning experience;
- Budget planning and financial management experience and/or financial literacy;
- Municipal government and jurisdiction knowledge;
- Understanding of community wellbeing and safety per CWSS;
- Human resources experience and/or background;
- Understanding of local Indigenous governance, cultural protocols and ways of knowing;
- Knowledge of DEI and intersectionality to assess complex social challenges holistically.

Both **core competencies** and **qualifications** have been built into a Skills Matrix that the CWSS ADVISORY will utilize to evaluate gaps in membership.

#### **Membership Recruitment & Selection Process:**

- See **Appendix A** for detailed information on the recruitment and selection process.

#### **Indigenous Community Advisory Board (ICAB):**

- Applicants seeking to represent the Indigenous Sector will also participate on the ICAB. To assist in partnership facilitation, and as part of the Reaching Home (RH) grant, an Indigenous Community Advisory Board (CAB) is also required to advise on allocations under the Reaching Home (RH) - Indigenous stream. The Indigenous CAB membership already forms part of the CWSS ADVISORY membership, and will be leveraged to help build relationships and provide a cultural lens on funding allocations not only under RH Indigenous, but all other programs the CWSS ADVISORY advises on. This partnership will develop ongoing communication to ensure Blackfoot perspectives are integrated and reflected in CWSS ADVISORY decision-making.
- The ICAB must have a minimum of three (3) members, which also form part of the Indigenous Sector Representation for the broader CWSS ADVISORY.
- All three (3) ICAB Members must be present for allocation recommendation votes of the CWSS ADVISORY.

#### **Term of Appointment:**

- Members to be appointed for a minimum of two (2) year terms, up to a maximum of six years.

- Eligible incumbent members (e.g. those completing their first two-year term) must re-apply for their position following the same process as new applicants would (**Appendix A**).
- Members who have reached their maximum term length may re-apply to join the CWSS ADVISORY, but must wait a minimum of **one year** before re-applying.
- In collaboration with the CWSS Administrative Team and the Co-Chairs, approved members will receive an orientation and training in their new Committee role (e.g. meeting procedures; diversity, equity and inclusion principles; decorum and expectations of members; etc.). For orientation and training, other City of Lethbridge staff and resources may be used.

### **Member Conduct & Dispute Resolution:**

- The CWSS ADVISORY is committed to reaching a prompt and fair resolution of any disputes, conflicts or disagreements that may arise from time to time, and may threaten the functioning of the CWSS ADVISORY.
- Disputes here are defined as those between Members regarding process or procedure; as identified by the Co-Chair due to Member misconduct; or disputes brought forward by a Co-Chair or Member regarding a formal motion or decision of the CWSS ADVISORY.
- Conduct of Members will adhere to the CWSS ADVISORY's GUIDING PRINCIPLES.
- Should a Member be acting in a manner non-complementary to committee decorum or membership expectations, the Co-Chair(s) will request a meeting with the Member to iterate expectations.
- Should the Member continue to act in a way that is inappropriate and the issue not resolved on a one-to-one capacity, the Co-Chairs may determine that the Member should be removed from the CWSS ADVISORY COMMITTEE in the following steps:
  - The Member will be notified of the Co-Chair request for removal and have an opportunity to ask any discuss with the Co-Chairs.
  - The Member's conduct will be brought forward to a subsequent meeting of the CWSS ADVISORY for a membership vote, or in a Special Meeting as determined by the Co-Chairs.
  - A minimum of 80% of CWSS ADVISORY voting members must be present for a Member's removal to be discussed and voted upon.
  - The Co-Chair will call for a motion from the CWSS ADVISORY, as a formal motion must be passed by the CWSS ADVISORY either approving the Member's removal or seeking further mediation steps.
  - The Member will be provided written notice of the decision made by the CWSS ADVISORY.
- Any formal complaint from a Member will be dealt with in a similar fashion:
  - A Member must request a meeting with the Co-Chairs, in writing, regarding any disputes or issues they wish to bring attention to.
  - The Co-Chair(s) and Member will have a one-to-one meeting to discuss the issue and attempt to resolve such issue at this time.
  - If the matter cannot be resolved, the issue will be brought forward to a subsequent meeting or Special Meeting of the CWSS ADVISORY, at the discretion of the Co-Chairs, for a discussion and vote.

### **Action Teams\*:**

- Action Teams will have a defined start and end date as established through CWSS ADVISORY Motion, and will be managed by the CWSS ADVISORY Committee. Action Team members will be

recommended/selected by the broader CWSS ADVISORY. Both voting and non-voting members (e.g. community subject matter experts; other stakeholders) may be invited to join the Action Team.

### **Non-Voting Members:**

In addition to the CWSS ADVISORY voting membership, there are critical stakeholders that will be invited to CWSS ADVISORY meetings as non-voting members to provide expertise, background and advice. These include, but are not limited to:

- Government of Alberta Ministry Representatives;
- Government of Canada Ministry Representatives;
- City of Lethbridge Administration, as required.

## **Section III: Meetings and Decision-Making**

### **Meetings and Quorum:**

- The CWSS ADVISORY will hold monthly Regular Meetings.
- CWSS ADVISORY Special Meetings will be called or cancelled at the call of the two (2) Co-Chairs with a minimum 24-hour notice provided via email.
- Quorum is 50% + 1 of standing, voting members.
  - All three (3) ICAB Members must be present for the vote. If not, the item is deferred to a later date.
- Agendas, minutes and logistics for the meetings will be compiled by City Administration and in consultation with Co-Chairs of the CWSS ADVISORY.

### **Decision Making:**

- City Administration receives all requests for funding managed through Community Social Development.
- Requests will be compiled, including a high-level synopsis of the ask and key facts, with the subsequent meeting Agenda Package for CWSS ADVISORY's perusal prior to a vote at the subsequent meeting.
- CWSS ADVISORY will endeavor to make all decisions by consensus. If a consensus cannot be reached, the matter will be brought to a vote and must receive a majority vote of the CWSS ADVISORY members present at the meeting. Should the CWSS ADVISORY reach a decision that an individual member is unable to support, their disagreement may be formally documented in the meeting minutes at the Member's request.
- The CWSS ADVISORY will endeavor to make all decisions at monthly Regular Meetings. However, in certain circumstances, the CWSS ADVISORY may require a vote by email. The following must be completed to do so:
  - Email votes must be recorded and stored by CSD Administration with the Meeting Minutes;
  - An email confirming all votes are accounted for must be distributed by CSD Administration to the entire CWSS ADVISORY.
- Additionally, the CWSS ADVISORY may invite Community Groups to present and/or report to the CWSS ADVISORY, or establish ad-hoc Action Teams\* to report to the CWSS ADVISORY.

### **Indigenous Community Advisory Board (ICAB) Decision Making and Meetings:**

- The ICAB will meet as a separate group on a scheduled **bi-monthly basis**.
- Additional meetings may be required when pertinent funding requests or issues arise. The ICAB Chair may call a meeting of the ICAB when they deem fit.



- ICAB meetings will be held in a location of the membership's choice.
- Administration will present proposed projects and obtain feedback from the ICAB prior to bringing the project forward to the larger CWSS ADVISORY (in which ICAB members also are a part of).
- Documentation of discussion and ICAB recommendation will be compiled and presented to the broader CWSS ADVISORY.
- Any needed meeting materials (Agendas, Minutes) will be compiled by City Administration.

*\*Action Teams will not be supported by City Administration.*

#### **Conflict of Interest:**

- Members of the **CWSS ADVISORY or the ICAB** will be in Conflict of Interest if the matter being discussed and voted upon places a member in perceived or apparent conflict between their personal and/or professional interests or other community involvements that may, in the eyes of another person, influence their judgment and conflict with CWSS ADVISORY mandate, roles and responsibilities.
  - This includes pecuniary interests, whereby a CWSS ADVISORY decision may monetarily affect a CWSS ADVISORY member or their immediate family (spouse or partner; children; parents; parents of spouse/partner) or a business that employs a CWSS ADVISORY member.
  - If a CWSS ADVISORY member has any association with an organization being considered for funding, whether as an employee, board member or volunteer, they must recuse themselves from voting on or inquiring about the proposed allocations through the Advisory.
- At the earliest opportunity, it is the responsibility of members to fully disclose information that may result in a perceived or apparent conflict of interest.
- Should a Conflict of Interest arise, members are required to exit the meeting. The member's departure will be noted in the Meeting Minutes and the member will be invited back to the meeting once the item has resolved. For example, if a member represents an organization or agency that may receive a funding allocation through CWSS ADVISORY decision, they must recuse themselves from the discussion and vote, being invited to return once the matter has been resolved.

#### **Confidentiality:**

- All CWSS ADVISORY members will have signed an oath of confidentiality.
- Any issues deemed confidential must be declared by entering a Closed Meeting of the CWSS ADVISORY (via CWSS ADVISORY Motion); otherwise, it is assumed that discussions of the CWSS ADVISORY are public information.
- Closed Meeting discussions, attachments and/or presentations **cannot** be discussed outside of the Closed Meeting per the *Freedom of Information and Protection of Privacy Act*.
- Unless otherwise declared by entering a Closed Meeting, members are free to publicly discuss and share the content of the meetings as long as there is no personal attribution of remarks.

### **Section IV: Communications, Reporting & Administrative Support**

#### **Communications & Reporting:**

The CWSS ADVISORY will engage the Lethbridge community and City Council throughout the process of their strategizing and decision-making, providing as needed and per annum updates in an accessible,

transparent format. The CWSS ADVISORY will report annually through Administration to the Cultural & Social SPC, or more frequently upon request. A Communications Plan for public and stakeholder engagement will be created once the CWSS ADVISORY is formalized.

- **Lethbridge Community**

All Agendas, Minutes and public documentation will be retained and posted on the Community Social Development Webpage for public viewing. The CWSS ADVISORY page will also feature an interactive component where poll questions will be set up for the community to respond to. This will ensure that the community feels reflected and involved in decision-making and prioritization of CWSS ADVISORY business items.

- **Lethbridge City Council and Standing Policy Committees**

- In the event that the CWSS ADVISORY must present to City Council, it will present to the Cultural & Social SPC.
- The CWSS ADVISORY will provide Annual Reports, through Administration, to the Cultural & Social SPC following the October AGM.
- The Annual Reports will include, but not be limited to, the following:
  - Progress on established CWSS Key Performance Indicators (KPIs);
  - A membership history and updated membership list;
  - Allocated dollars to date;
  - Completed initiatives and community engagement to date;
  - Lessons learned and improvements for the following calendar year.
- The CWSS ADVISORY may report to City Council's Cultural & Social SPC through Administration more frequently, as deemed required or necessary (see **Appendix B**).

- **Partnership Development**

Strong partnership development will be critical to the successful allocation of relevant services within the community. The CWSS ADVISORY will respect and honour the viewpoints of Indigenous Peoples and Communities, and as such, a vital collaboration will be formed with the Kainai and Piikani Nations, as well as Urban Indigenous Groups within the City of Lethbridge.

As it evolves, the CWSS ADVISORY will make deliberate attempts to continue forging ties with equity-deserving groups, as well as local, provincial and national foundations and organizations to implement community wellbeing and safety on a grander scale. Through purposeful partnership creation, the CWSS ADVISORY does not confine collective impact to Lethbridge alone; rather, it begins to leverage and coordinate resources at all organizational and societal units.

- **Provincial and Federal Grant Funding Reporting**

The CWSS ADVISORY will align with Community Social Development's existing processes for reporting requirements and provincial and federal directives pertaining to provincial Family & Community Support Services (FCSS) and federal Reaching Home (RH) grants. As part of this, the CWSS ADVISORY will review and approve Reaching Home (RH) reports provided by Administration.

**Administrative Support:**

While the CWSS ADVISORY will be community-governed, City of Lethbridge Administration will provide support with a number of tasks. These include, but are not limited to:

- Conducting background research as directed by the CWSS ADVISORY and broader Community Social Development team pertaining to the CWSS;
- Managing funded initiatives, including initiative planning and ensuring reporting requirements are met;
- Prepping and distributing CWSS ADVISORY meeting documentation, such as Agendas, Minutes and supporting documentation.

The Community Social Development Department may also include additional City of Lethbridge staff resources and subject matter experts as required.

**SCHEDULE A:  
AGENDA TEMPLATE**

**Community Wellbeing and Safety Strategy Advisory Committee (CWSS ADVISORY)**

**Agenda**

Regular Meeting of: [Month, Day, Year]

Meeting Location: [                                 ]

[Time of Meeting]

1. Welcome

a. Acknowledgment Statement

*The Community Wellbeing and Safety Committee acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people past, present and future while recognizing and respecting their cultural heritage, beliefs and relationships to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.*

b. Introductions

2. Consent Agenda

- a. Confirmation of Minutes (Previous Meeting)
- b. Outstanding Actions
- c. Information Reports

3. Adoption of Agenda

4. Agenda Items

5. Action Team or Community Group Updates (If Any - Written or Verbal)

6. Committee Member Updates (Roundtable)

7. Adjourn

8. Next Meeting Dates

## Appendix A: Membership Recruitment Process

### Annual **Standing** Recruitment:

1. To recruit new CWSS ADVISORY Members, an annual **standing** open-call recruitment will occur in alignment with term expirations of CWSS ADVISORY members with new members approved at the Annual General Meeting (AGM) meeting of the CWSS ADVISORY in October of each calendar year;
  - a. Applications will be received for the open-call recruitment between **June 1 and October 1**.
  - b. A CWSS ADVISORY subcommittee dedicated to membership recruitment, application review and recommendation will then be established. Guidelines pertaining to diversity, equity and inclusion (DEI) principles in membership recruitment and follow-up interviews will be provided to the **Membership Nomination Subcommittee** to ensure the Guiding Principle of DEI is maintained.
  - c. The **Membership Nomination Subcommittee** will comprise of five (5) CWSS ADVISORY voting members (preferably members with specialization in human resources and/or DEI), with one (1) Indigenous CAB member and one (1) Co-Chair required. The number of voting members on the Subcommittee may shift, but will always be an odd number.
  - d. Both prior to and after the annual standing open-call recruitment, the **Membership Nomination Subcommittee** will review the CWSS ADVISORY Skills Matrix to assess gaps in membership, competencies and criteria through a needs assessment. A needs assessment may occur more frequently, with minimum of bi-annually. This assessment ensures review and updating of the Skills Matrix, CWSS ADVISORY competencies & qualifications along with other pertinent documents. In many ways, the needs assessment serves as a 'check-in' for the CWSS ADVISORY.
  
2. Once a **standing** open-call recruitment begins, the CWSS ADVISORY will direct City Administration to activate the online application portal. A link directing applicants to the form will be held on the CWSS ADVISORY's website and distributed widely to local organizations and networks.
  - a. Dissemination of opportunities to serve on the CWSS ADVISORY will align with the CWSS ADVISORY's incoming Communications Strategy.
  - b. Physical application forms will also be available, as well opportunity for applicants to submit an expression of interest rather than formal application as deemed appropriate by the **Membership Nomination Subcommittee**. Interested applicants may also be recommended by an existing CWSS ADVISORY member. \*
  - c. Applicants will be asked to check off which sector(s) they seek to represent on the online/physical application form and/or expression of interest.
  - d. Advertisement of available positions will be posted on the CWSS ADVISORY website, as well disseminated through City of Lethbridge social media and website. Additionally, the CWSS ADVISORY will distribute the application link, sector vacancies, and membership criteria to local organizations and networks to ensure the widest catchment.
  - e. Follow-up interviews will be held either in-person, virtually, or via telephone at the discretion of the applicant and the **Membership Nomination Subcommittee**.

3. Once applications close, the **Membership Nomination Subcommittee** will convene at a date determined by the **Subcommittee** for the purpose of:
  - a. Convening to review gaps in membership and skills, and informally discuss applicants and/or names brought forward as recommendations from Committee members;
  - b. Ranking applicants and/or member recommended individuals into a shortlist based on the CWSS ADVISORY guiding principles, skills matrix, and/or other pertinent governing documents;
  - c. Reaching out to shortlisted applicants/recommended individuals to determine whether they have an interest in pursuing CWSS ADVISORY membership and are able to participate in a more formal follow-up interview;
  - d. Scheduling the follow-up interview; and
  - e. Compiling a final list of recommended appointees for CWSS ADVISORY membership.
4. While applications remain open for their stated time period, the duration period may be extended or shortened per Co-Chair direction. Processes may be expedited if operational capacity of the CWSS ADVISORY is affected by vacancies. Change in process will be directed by Motion and approved by the CWSS ADVISORY.
5. Recommendations are then brought forward to the CWSS ADVISORY at their October AGM. Upon CWSS ADVISORY approval, new members start their term January 1 of the following calendar year.
6. New member orientation and onboarding will occur at the first meeting of the calendar year.
7. Membership history and current list will be included as part of the Annual Report submitted to City Council's Cultural & Social SPC for information, discussion and feedback.

*\*Prospective CWSS ADVISORY members that are recommended by existing CWSS ADVISORY members will be asked to still submit an application and/or expression of interest, once confirmed that the individual is interested in pursuing membership on the CWSS ADVISORY.*

As-Needed **Condensed** Recruitment:

The CWSS ADVISORY may also conduct a **condensed** recruitment should mid-year vacancies occur and impact operational capacity of the CWSS ADVISORY. For **condensed** open-call recruitment, the below process is followed:

1. At any point during the calendar year, the **Membership Nomination Subcommittee** may engage in a needs assessment to identify gaps in membership, sector, competency or qualifications. Should gaps emerge, a **condensed** recruitment may occur.
  - a. For **condensed** open-call recruitment, the application portal will remain active for a timeframe determined by the **Membership Nomination Subcommittee**.
  - b. Applicants will be reviewed and recommended by the **Membership Nomination Subcommittee** and ratified by the CWSS ADVISORY at a meeting determined by the Co-Chairs and the **Membership Nomination Subcommittee**.
  - c. The **Membership Nomination Subcommittee** may also identify that a condensed open-call recruitment is not needed and recommend waiting to fill gaps until the **standing** open-call annual recruitment.
  
2. Once a **condensed** open-call recruitment begins, the CWSS ADVISORY will direct City Administration to activate the online application portal. A link directing applicants to the application form will be held on the CWSS ADVISORY's website and distributed widely to local organizations and networks.
  - a. Dissemination of opportunities to serve on the CWSS ADVISORY will align with the CWSS ADVISORY's incoming Communications Strategy.
  - b. Physical application forms will also be available, as well opportunity for applicants to submit an expression of interest rather than formal application as deemed appropriate by the **Membership Nomination Subcommittee**. Interested applicants may also be recommended by an existing CWSS ADVISORY member. \*
  - c. Applicants will be asked to check off which sector(s) they seek to represent on the online/physical application form and/or expression of interest.
  - d. Advertisement of available positions will be posted on the CWSS ADVISORY website, as well disseminated through City of Lethbridge social media and website. Additionally, the CWSS ADVISORY will distribute the application link, sector vacancies, and membership criteria to local organizations and networks to ensure the widest catchment.
  - e. Follow-up interviews will be held either in-person, virtually, or via telephone at the discretion of the applicant and the **Membership Nomination Subcommittee**.
  
3. Once applications close, the **Membership Nomination Subcommittee** will convene at a date determined by the **Subcommittee** for the purpose of:
  - a. Reviewing gaps in membership and skills, and informally discussing applicants and/or names brought forward as recommendations from Committee members;
  - b. Ranking applicants and/or member recommended individuals into a shortlist based on the CWSS ADVISORY guiding principles, skills matrix, and/or other pertinent governing documents;
  - c. Reaching out to shortlisted applicants/recommended individuals to determine whether they have an interest in pursuing CWSS ADVISORY membership and are able to participate in a more formal follow-up interview;
  - d. Scheduling the follow-up interview; and

- e. Compiling a final list of recommended appointees for CWSS ADVISORY membership.
4. While applications remain open for their stated time period, the duration period may be extended or shortened per Co-Chair direction. Processes may be expedited if operational capacity of the CWSS ADVISORY is affected by vacancies. Change in process will be directed by Motion and approved by the CWSS ADVISORY.
5. For **condensed** open-call recruitment, recommendations are brought forward following application closure at a date determined by the **Membership Nomination Subcommittee** and Co-Chairs (generally subsequent meeting following application closure).
6. The broader CWSS ADVISORY will then approve the recommended applicants.
7. New member orientation and onboarding will occur prior to the new member's first meeting.
8. Membership history and current list will be included as part of the Annual Report submitted to City Council's Cultural & Social SPC for information, discussion and feedback.

*\*Prospective CWSS ADVISORY members that are recommended by existing CWSS ADVISORY members will be asked to still submit an application and/or expression of interest, once confirmed that the individual is interested in pursuing membership on the CWSS ADVISORY.*



## Appendix A, Schedule A:

### Membership Criteria

#### SAMPLE Qualification Definition & Scoring Matrix

<b>Experience/Background:</b>	<b>Scoring</b>
Experience and background qualifications will be scored based on the years of experience as shown in the application and interview.	
0 years' experience	1 (no practical experience)
1 – 4 years' experience	2 (some experience)
5 – 7 years' experience	3 (advanced experience level)
7 – 10+ years' experience	4 (expert experience level)

<b>Skillsets:</b>	<b>Scoring</b>
Skillset qualifications will be gauged by assessing background experience, application, and interview.	
The applicant is lacking in the required skillset.	1 (lacking required skill)
The applicant has some experience that demonstrates skillset.	2 (some presence of skill)
The applicant has a working competency of the skillset.	3 (working competency of skill)
The applicant sufficiently demonstrates skillset.	4 (sufficiently possesses skill)

1) **Leadership Experience:**

The applicant has a demonstrated background in leading individuals or groups in various settings, and may include reference to: leading projects or initiatives; managing a team or staff; experience volunteering.

2) **Policy & Public Administration Knowledge:**

The applicant has a demonstrated background in developing or drafting policy and/or has a demonstrated understanding of public administration and may include reference to: academic or professional background in public policy or administration; understanding of organizational culture and change management; understanding of the policy cycle and how policy is created and implemented.

3) **Board and/or Governance Experience:**

The applicant has experience serving on a board or related entity/organization, which may include reference to: experience with fundraising; networking; board governance procedures.

4) **Verbal & Written Communication Skills:**

The applicant possesses ability to articulate their thoughts and ideas effectively using verbal and written communication skills to a variety of audiences (particularly as the CWSS ADVISORY member composition is diverse).

5) **Strategic Planning Experience:**

The applicant has experience with strategic planning, which may include reference to: setting and adjusting priorities; strengthening operations of an organization; ensuring alignment of organizational goals and outcomes; conducting stakeholder engagement.

6) **Budget Planning, Financial Management & Literacy:**

The applicant has the ability to understand and utilize financial skills to inform CWSS ADVISORY allocation recommendations, which may include reference to: setting and adjusting budgets; understanding accounting and bookkeeping; understanding of federal, provincial and municipal grant funding structures.

7) **Municipal Government & Jurisdiction Knowledge:**

The applicant has an understanding of municipal government operations and jurisdictional capabilities; the applicant understands what a municipality can do and what it cannot do; this may include reference to: literacy of the *Municipal Government Act*; governance processes and procedures; municipal constraints and opportunities; experience or familiarity with community development principles.

8) **Understanding of Community Wellbeing (CWSS):**

The applicant has an understanding of community wellbeing as it pertains to the City of Lethbridge's Community Wellbeing and Safety Strategy (CWSS), which drives the work of the CWSS ADVISORY.

9) **Human Resource Experience and/or Background:**

The applicant has experience or background in human resources, which may include reference to: screening, recruiting and training prospective employees.

10) **Knowledge of DEI & Intersectionality:**

The applicant is familiar and/or has experience applying principles of diversity, equity and inclusion and/or intersectionality. This may include reference to: participation in initiatives that have led to equitable outcomes; ability to empathize with various perspectives and lived experiences; demonstrated understanding that each lived experience is unique; understands the interconnectedness of race, class and gender that converge to fuel discrimination or privilege amongst individuals and groups.

11) **Indigenous Leadership & Governance:**

The applicant has an understanding of local Indigenous leadership and governance structures, and demonstrates sufficient cultural competency to make recommendations specific to the Reaching Home (RH) – Indigenous funds.

## Appendix B:

### Strategic Planning & Funding Recommendations

The Community Wellbeing and Safety Strategy Advisory Committee (CWSS ADVISORY) will make funding allocation recommendations to City Council (through Administration) as the funding recommendation final approver and representative of the City of Lethbridge as the formal legal entity to administer funding received.

#### Budget Approval Process

The CWSS ADVISORY will comply with City of Lethbridge fiscal principles, practices and policies. Further, the CWSS ADVISORY will comply with the provincial and federal expectations outlined in funding agreements with the City of Lethbridge. The CWSS ADVISORY, through Administration, will report annually to the Cultural & Social SPC on program expenditures, performance management and an allocations summary.

#### Funding

- Budgets from the following Federal and Provincial grants (annualized amounts) will be approved by City Council on an annual basis:
  - Provincial: Family and Community Support Services (FCSS)
  - Federal: Reaching Home (RH)

Community Social Development (CSD), with the CWSS ADVISORY, will review existing service agreements to reallocate funds due to surplus or additional funding. Anytime that this occurs, the CWSS ADVISORY will report to City Council, through Administration.

- Four-year Municipal budgets under the authority of the City of Lethbridge, which the CWSS ADVISORY will also make final allocation recommendations on, will be defined and approved through the operating budget cycle:
  - Municipal: City of Lethbridge
    - Affordable Social Housing Capital Grant Program
    - Clean and Safe Program
    - Matching FCSS Contribution
    - Community Event Support Grant
- This will occur once every four years during the operating budget cycle.
- The CWSS ADVISORY will also be the final recommendation approval on municipally-funded initiatives pertaining to the CWSS and its related programs. Administration will bring forward their recommendation to the CWSS ADVISORY for their feedback and ultimate vote.
- While the CWSS ADVISORY will be making final allocation recommendations on municipal initiatives, the City Manager reserves the right to veto a final recommendation from the Advisory. Should this occur, City Administration will communicate such to the CWSS ADVISORY.

#### Strategic Planning

- Foundational to the CWSS ADVISORY's effective planning will be The Community Wellbeing and Safety Strategy, annual identification of community priorities, membership skills matrix, orientation and training.
- Annual strategic planning, inclusive of research, community engagement and system planning will be completed to ensure evidence-based decisions around community priorities. Strategic planning will inform initiative and program planning.

- Through Administration, the CWSS ADVISORY will provide updates to the Cultural & Social SPC regarding budget pressures and new initiatives to be included in the four-year budget approval process.
- The CWSS ADVISORY may also present annual funding requests for community priority initiatives to the Cultural & Social SPC.

### **Government of Alberta (GoA) and Government of Canada (GoC) Compliance**

The CWSS ADVISORY recommendations will comply with all GoA and GoC grant funding requirements. The primary sources of grant funding are the GoA and GoC, and there are specific restrictions and directives that must be complied with. Key requirements include:

- A community governance model that must be employed for funding allocation decisions. **The CWSS ADVISORY meets the Reaching Home (RH) requirements for a Community Advisory Board (CAB) and an Indigenous CAB for oversight of Reaching Home (RH) – Indigenous funds.**
- Funding must be allocated in compliance with defined restrictions and requirements;
  - [Reaching Home \(RH\) Directives](#)
  - [Family and Community Support Services \(FCSS\) Directives](#)
    - [Program Advice Inventory Listing Handbook](#)
- Procurement and financial/accounting monitoring and reporting;
- Performance excellence processes and procedures to ensure the strongest return on investment. This includes program and system level monitoring and reporting, as supported by CSD as the Administrative Backbone Support.

## Appendix C:

### Inaugural Community Wellbeing and Safety Committee (CWSS ADVISORY) Responsibilities & Membership

#### 1. Background & Context

The inaugural Community Wellbeing and Safety Committee (CWSS ADVISORY) refers to the first membership iteration of the CWSS ADVISORY. The inaugural CWSS ADVISORY will be responsible for a number of critical tasks (see Section 3) as the CWSS ADVISORY begins implementing its guiding principles, responsibilities and mandate.

Prior to the CWSS ADVISORY, a Community Advisory Board (CAB) was established to meet provincial and federal reporting requirements for grant funds the City of Lethbridge receives and administers to service providers within the community. This CAB was the CWSS Advisory Committee. The CWSS Advisory Committee has been making funding allocation recommendations by voting on proposed programs.

As the CWSS Advisory has been integral in implementing Phase II of the Community Wellbeing and Safety Strategy (CWSS), the CWSS Advisory membership has been leveraged to formalize the CWSS ADVISORY and its governance model. As such, the inaugural membership of the CWSS ADVISORY is pulled from – and approved by – the outgoing CWSS Advisory Committee.

Where the CWSS ADVISORY will differ from the CWSS Advisory Committee is in its **directive to generate community wellbeing through intentional collective impact** by strategically reviewing prospective programs, projects, etc., and drafting funding allocation recommendations to City Council, through Administration (see Terms of Reference - **Appendix B**).

#### 2. Membership

The Composition of the inaugural CWSS ADVISORY Voting Membership is made up of previous standing CWSS Advisory Committee members and includes the following:

- Health Sector (1) – *Treena Tallow*, Indigenous Mental Health & Addictions, Alberta Health Services
- Chamber of Commerce (1) – *Cyndi Bester*, Chief Executive Officer of Lethbridge Chamber of Commerce;
- Business Community (1) – *Allan Friesen*, Silverberg Group Lethbridge;
- Indigenous Sector (1) – *Travis Plaited Hair*, Blood Tribe (Kainai) Chief & Council;
- Citizen-at-Large (2) – *Rachel Hoof*, *Thomas Ascroft*;
- City of Lethbridge Administration (1) – *Michael Fox*, Director of Community Services;
- Education Sector (1) – *Dr. Cheryl Currie*, University of Lethbridge; *Dr. Cheryl Gilmore*, Lethbridge School Division 51;
- Housing and Homelessness Sector (1) – *Hank Shade*, Treaty 7 Housing;
- Lethbridge Police Service (1) – *Shahin Mehdizadeh*, Lethbridge Chief of Police;
- Community Network Organization Sector (1) - *Dr. Debbie Deak*, South Alberta FASD Network
- Community Funder Sector (1) – *Janelle Marietta*, United Way of Lethbridge;

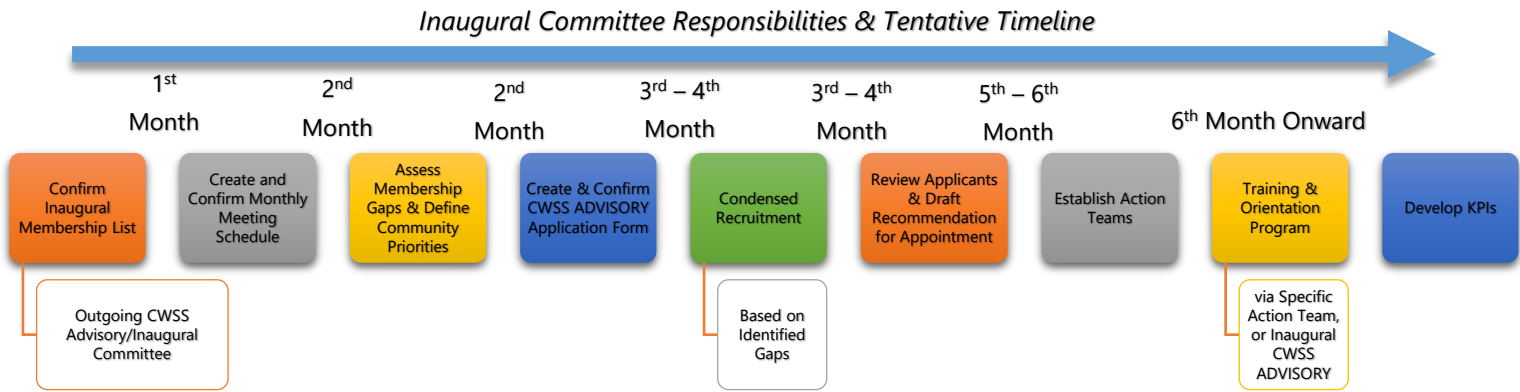
This Terms of Reference and Inaugural Membership will be **approved** in conjunction with the outgoing CWSS Advisory Committee, incoming CWSS ADVISORY Chair and CSD Administration and **endorsed** by City Council as an arms-length entity.

### 3. Inaugural Committee Responsibilities

The inaugural CWSS ADVISORY will complete a number of critical tasks to ensure the CWSS ADVISORY fulfills its mandate once at full complement.

While the inaugural Committee will still follow the responsibilities outlined in the Terms of Reference, there are specific tasks needed to set the groundwork for ongoing CWSS ADVISORY work. These responsibilities are outlined below:

- **Confirming Inaugural Membership List.** This will be done in conjunction with the outgoing CWSS Advisory Committee at a meeting following City Council endorsement of the Terms of Reference and Governance Model.
- **Create & Confirm Monthly Meeting Schedule.** The inaugural CWSS ADVISORY will create a tentative monthly meeting schedule with a standing meeting day. This will occur at the first meeting of the CWSS ADVISORY post-Council endorsement.
- **Assess Membership Gaps & Define Community Priorities.** Assessing membership gaps and defining community priorities pertaining to the CWSS will occur at the first meeting of the CWSS ADVISORY post-Council endorsement. Gaps will be assessed through referring to the CWSS ADVISORY skills matrix competencies and qualifications, as well as considering sector gaps. Identifying gaps will also help to identify community priorities, while acknowledging community needs are not static, but rather dynamic and community priorities may shift as new members join the CWSS ADVISORY.
- **Create & Confirm CWSS ADVISORY Application Form.** An application form will be created for prospective CWSS ADVISORY members. This application form may be reviewed and edited following the 2022 condensed recruitment, but will align with identified community priorities and membership gaps.
- **Condensed Recruitment.** Once gaps have been identified, the inaugural CWSS ADVISORY will work with City Administration to begin advertising for an open-call condensed recruitment (see Appendix A). This recruitment will be targeted towards identified gaps and will occur in mid-2022 (May or June), following the procedure for condensed recruitment outlined in Appendix A.
- **Review Applicants & Draft Recommendation for Appointment.** After applications are closed, the inaugural CWSS ADVISORY – either as a whole, or by establishing the **Membership Nomination Committee** (see Terms of Reference and **Appendix A**) – will review applicants in alignment with **Appendix A**.
- **Establish Action Teams.** The inaugural CWSS ADVISORY will be responsible for establishing which kind of Action Teams will be needed to carry out projects aligned with identified community priorities.
- **Establish a Training & Orientation Program for New Committee Members.** The inaugural CWSS ADVISORY will create a training and orientation program to onboard new members. An Action Team may be established with the responsibility of creating the CWSS ADVISORY Training & Orientation Program. General meeting procedures, orientation to the CWSS ADVISORY's mandate, roles and responsibilities, as well as guiding principles that underpin such
- **Develop Key Performance Indicators (KPIs).** The inaugural CWSS ADVISORY will be responsible for determining KPIs for the CWSS ADVISORY. The KPIs will inform annual reporting to City Council and the Lethbridge community, as well as be used to monitor fulfillment of mandate. This will be done in conjunction with the newly appointed CWSS ADVISORY members.



#### 4. Meetings and Chairing

- The inaugural Chair of the CWSS ADVISORY will be the Chair of the former CWSS Advisory Committee. Should the inaugural CWSS ADVISORY wish, they may hold a Chair election at their first meeting post-Council endorsement of the Terms of Reference and governance model.
- All meetings during the inaugural year will follow the same principles, decorum and expectations as outlined in the Terms of Reference. The primary difference between the inaugural CWSS ADVISORY and ongoing is the rollover of the CWSS Advisory Committee Chair as opposed to two elected Co-Chairs post-inaugural.