



GOVERNANCE MODEL

COMMUNITY OUTREACH TASK FORCE

DECEMBER 2017

Updated: December 11, 2017

INTRODUCTION

The Community Outreach Task Force has been created in recognition of the broader societal challenges impacting the health and wellbeing of the City of Cambridge. This includes concerning trends related to the inter-connected issues of homelessness, poverty, mental health and addictions. Heightened awareness of these social issues has identified several concerns requiring a sustained, focused and collaborative response.

The first includes the crisis emerging across Canada related to the use of opioids (fentanyl). Together, we recognize the potential for significant loss of life and other harmful consequences to the individuals, families and communities affected in this region.

Secondly, the need to address concerns of both residents and business leaders related to:

- The enjoyment of property (both private and public);
- The effective operations of businesses including matters such as crimes against property; and
- Develop and promote a collective approach to address the complex challenges associated with these issues.

CITY OF CAMBRIDGE

The Task Force is made up of a cross-section of frontline stakeholders, experts and service providers from social services, public health, education, law enforcement, first responders and more.

The City of Cambridge will serve as the facilitator and provide a regular forum where together, all of the community partners can:

- Build on the existing foundations and initiatives in place;
- Create strong linkages between the various community assistance organizations and support each other in our respective roles; and
- Develop and promote a collective approach to address the complex challenges associated with these issues.

MANDATE

Recognizing the complexity and broad nature of these issues, as well as the need for a comprehensive and coordinated response, the purpose of this Task Force is to bring together community partners to initiate a process for the development and implementation of clear and meaningful steps.

FOCUS

The focus of this Task Force will be on:

- Understanding and bringing together the relevant facts, data and information to form a baseline assessment of the current situation;
- Gaining a more in-depth understanding of the roles and resources currently available to address local needs;
- Engaging with the community and those affected personally or those that are otherwise impacted to listen, learn and inform future actions;
- Identifying opportunities for innovative and locally driven solutions/approaches over the short, medium and long term;
- Communicating with the public and advocating with provincial and federal level of Government to raise awareness, identify resource needs; where necessary promote legislative and regulatory changes; and
- Establishing a mechanism for the creation of standardized and verifiable data.

The issues being addressed by the Task Force are complex and inter-connected. The associated social challenges, such as homelessness, substance abuse and mental health, will require a multidisciplinary approach – there is no one fixed solution.

There is a need to fully understand our individual roles and responsibilities in order to determine how the Task Force can come together to implement positive change and forward thinking solutions; to re-evaluate our current way of working together; identify opportunities to improve co-ordination; and to employ our collective resources more efficiently and effectively.

COMPOSITION

Due to the complexity of the issues and the number of stakeholders involved, it is recommended that the Task Force be structured as follows:

- i. Principle Task Force of approximately 35 members representing key stakeholder organizations. This Task Force will be chaired by the Mayor of the City of Cambridge.
 - a. Term for Chair: Ongoing
 - b. Term for membership – 1 year or as required.
 - c. Decision Making: Vote
 - d. Quorum: 50% + 1;

- ii. Topical Sub-Committees designed to address key focus areas (see below). These sub-committees will be supported by two Sub-Committee Co-Chairs, municipal staff and technical subject matter experts from various community-based support organizations. **Due to legislation there may only be a maximum of 4 elected officials from Cambridge on any sub-committee.*
 - a. Term for Sub-Committee Co-Chair: 1 year.
 - b. Term for Membership: 1 year or as required.
 - c. Decision Making: Vote; conflicts taken to Task Force for review/direction/resolution.
 - d. Quorum: 50% + 1.

Sub-Committee Focus Areas:

Sub-committees will be responsible for specific areas of focus to allow a more in-depth discussion of potential issues and solutions contributing to the broader objectives.

Focus areas include:

- i. **Public Safety.** Improved protection of property and safety for all residents and businesses within the core areas and the rest of the community;

- ii. **Poverty, Homelessness, Mental Health and Addiction (Social Services and Health).** Improved interaction between the City, the Region of Waterloo and community-based support networks regarding the development and support of programs and initiatives pertaining to homelessness and the alleviation of drug abuse and mental health issues;

- iii. **Resource Allocation, Advocacy, Communication and Engagement.** The development of proactive lobbying efforts or senior levels of government to sustainably address the broader societal issues of adequacy of affordable housing, treatment of mental health and substance abuse. Improving communications, community consultation (including non-traditional outreach with vulnerable/at-risk members of the community) and public education.

MONITORING

The Task Force will be responsible for consolidating sub-committee recommendations/actions; formulating strategic direction and acting as the final decision making body for the Task Force.

Each sub-committee is responsible to continually monitor, evaluate, and modify how it is functioning with respect to the mandate. It is expected that the sub-committee groups will continue to evolve as they learn to respond, adapt to challenges, and further develop innovative methods in finding potential solutions to concerns.

Meetings:

The Task Force will meet quarterly to review sub-committee recommendations/actions.

Sub-committees to meet a minimum of six times annually (or as needed) to research, formulate recommendations and actions for implementation.

All Task Force meetings to be coordinated with the City of Cambridge; using their facilities. Sub-committees can agree to meet in locations that better fit their needs.

Review of this governance model will be conducted annually in September as required for the life of the Task Force.

COMMUNICATION & REPORTING

- The Task Force is committed to ongoing communication among members, key stakeholders and the public.
- The Task Force will provide regular reports on its activities and progress.
- The Task Force will provide recommendations to City Council on key strategies or actions.
- The Chair of the Task Force will act as the official spokesperson of the Task Force.

TASK FORCE GUIDING PRINCIPLES

- There is great value in harnessing the collective experience and expertise of the Task Force members.
- All Task Force members understand and appreciate community interests ahead of their own association interests however must be able to represent and articulate their association priorities, needs and issues.
- Task Force commitment and collaboration/coordination with colleagues and related community partners within the Waterloo Region fosters trust and productive relationships.
- There are clearly defined roles for each committee with minimal overlap to reduce duplication.
- The governance structure facilitates timely decision making and does not increase bureaucracy.

GOVERNANCE STRUCTURE

It is important to clearly define the roles and responsibilities of each committee.

- The Task Force is responsible to initiate a process for the development and implementation of clear and meaningful next steps for a comprehensive and coordinated response to social challenges identified, including the opioid crisis. This includes formulating strategic direction and acting as the decision making body for the Task Force.
- Sub-Committees will be responsible to develop recommendations and actions specifically for their key focus area (e.g. required budgets, identifying lead agencies, etc.).

The key activities for each body are listed in the table below.

TASK FORCE	SUB-COMMITTEES
Strategy Consolidation and Implementation Political Liaison Change Management Priority Setting Communication to Public and Key Stakeholders Decision Making/ Resolutions	Issue Identification/Problem Solving Strategy Development (Input and Deployment) Technical & Routine Operational Decision Making Issue Identification/Problem Solving Recommendations and Recognize Issues for Escalation Recommendations and Communication to Task Force

A pictorial representation of the governance model is shown on Figure 1.

Figure 1: Task Force Governance Structure



CORPORATE INCLUSIVENESS STANDARDS, CORE VALUES AND BEHAVIOURS

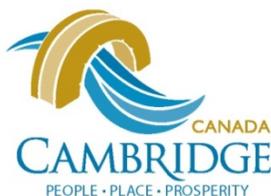
This Task Force Governance Model will be predicated on and guided by the Inclusiveness Standards (Endorsed by Council in 2017) – please see attached. Members will also adhere to the City of Cambridge Corporate Core Values and Behaviours (established in 2014). The City of Cambridge is committed to;

VISION

A place for people
to prosper -
alive with opportunity

MISSION

Working **together**
Committed to our **values**
Serving our **community**



VALUES

INTEGRITY

We will:
Conduct ourselves in a professional manner with emphasis on effective communications, accountability for actions, and a strong moral compass.

Be committed to maintaining a safe, trusting, and supportive environment.

Demonstrate professionalism, good judgment and personal leadership.

RESPECT

We will:
Have mutual and fair understanding of the wants, needs and expectations of others.

Practice open, honest and sincere communication.

INCLUSIVENESS

We will:
Commit to welcome, learn and understand.

Foster an environment of respect and a sense of belonging.

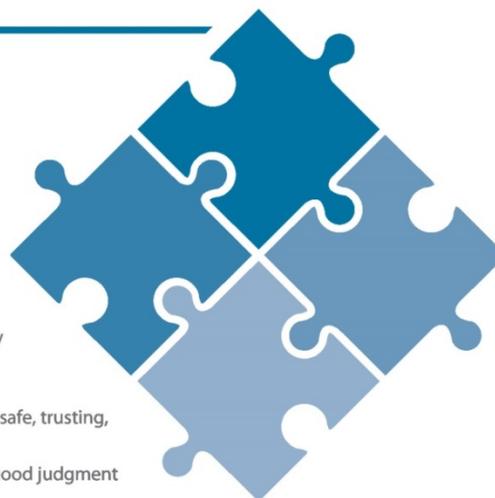
SERVICE

We will:
Strive to provide timely, respectful and knowledgeable responses focusing on communicating information in a friendly and accessible manner to all.

Send feedback and use it to enhance and continually improve our services.

Demonstrate genuine enthusiasm and take pride in our work to achieve common goals.

Demonstrate hard work and dedication in an effort to enhance community pride.



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VALUES

INTEGRITY
RESPECT
INCLUSIVENESS
SERVICE



Meeting Date: 03/28/2017

Report #: 17-011(OCM)

To: COUNCIL

Report Date: 02/03/2017

Report Author: Gary Dyke, City Manager

Department: Office of the City Manager

Division: Administration

Report Title: Inclusiveness Standards

File No:

Ward No:

RECOMMENDATION(S)

THAT staff report 17-011(OCM), re: Inclusiveness Standards be received for information;

AND THAT the Inclusiveness Standards noted in staff report 17-011(OCM) be approved.

SUMMARY

In November 2016, staff reported on a policy for the conduct of citizens attending public meetings. The report was deferred until the New Year to invite feedback on the expectations of the public on how to encourage inclusiveness at public meetings. Staff subsequently conducted a community engagement initiative in the form of a survey to determine these expectations and priorities. The results of the survey are attached as Appendix "B" and the draft policy has been updated / suggestions to amend the draft policy have been made in order to reflect this feedback.

As previously reported, following the adoption of the Code of Conduct for members of Council and advisory Committees, this policy is a companion piece to the Code of Conduct as well as the City procedural by-law for Council and Committee meetings.

This type of policy being proposed is similar to the Town of Oakville and the City of Waterloo, both of which have a policy related to respect for all citizens and providing a safe environment for all.

The proposed policy establishes a common understanding of the standards and behaviours expected of all members of the public when attending meetings of Council, general committees, public open houses or city sponsored events. It is an effort to ensure that all public meetings are held in an environment that is inclusive, safe and inviting for all Cambridge residents. This policy serves as an extension to the guidelines already noted within the City's procedural by-law, which only refers to behavior at council or committee meetings. The procedural by-law does not extend to public open houses and other city-sponsored events. It is important to note that there have been past instances whereby city staff has been intimidated and have been exposed to inappropriate comments. The policy places an obligation on members of the public to take responsibility for their own conduct to ensure constructive and collaborative discourse when discussing and debating matters or when attending public forums involving matters under consideration by the City.

The proposed policy will not curtail public input in any fashion, but, rather provide a means to ensure all voices are heard and matters can be deliberated in a safe and respectful environment. An outline of the Inclusiveness Standards is included as Appendix A.

BACKGROUND

The municipality has a procedural by-law and contained within the document is reference to conduct by members of the public. Section 13.15 notes the members of the public who constitute the audience at a meeting, shall not:

- Address Council without permission;
- Bring food or beverages into the Council Chamber or meeting room unless so authorized;
- Bring signage, placards, picket signs or banners into City Hall and Historic City Hall;
- Engage in any activity or behaviour that would affect the Council or Committee deliberations.

The procedural by-law also enables the Chair to expel any member of the public that causes a disturbance or acts improperly during a meeting. The expectation is that these guidelines are no different from when attending any other city function.

As a supplement to the above, the purpose of the policy in this report is to establish rules of decorum for members of the public attending city-run meetings and/or events, either on-site or off-site. Because there are a variety of different meetings that take place aside from the standard council and advisory committee meetings, creating a policy that supplements the guidelines contained in the procedural by-law is practical and makes good governance.

The policy is intended to facilitate the conduct of all meetings, including public meetings in an open and orderly manner in an environment that is safe for all persons and staff in attendance and in conformity with the City's core values of Respect, Integrity, Service and Inclusiveness.

Since last reported, the name of the policy has been changed to reflect public and council feedback, moving away from a perception of being imposed on the public and to better represent the intent of the guidelines – inclusiveness for all at all meetings. The existing policy itself remains the same [for the most part] with minor changes; namely, hats are to be removed during the playing of the national anthem (where undertaken/appropriate) and how recordings are to be undertaken.

The policy guidelines contained herewith are consistent with standard rules and meeting procedures, and are common practice among municipalities and organizations, including other public institutions and private sector.

ANALYSIS

Strategic Alignment:

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #1 - Community Wellbeing

Objective 2.1 Provide a wide range of ways that people can become involved in city decision making.

This policy has been developed to further the City's corporate values and behaviours of Respect, Integrity, Service and Inclusiveness.

Existing Policy/By-Law:

The City's procedural by-law provides framework for Council and Committee meetings.

Financial Impact:

N/A

Public Input:

Since the initial report, the guidelines were shared with the general public and placed on the City's website for review and comment. A summary of the feedback is appended to the staff report as Appendix B.

Internal/External Consultation:

The City Clerk, City Solicitor, Internal Auditor and the Waterloo Region Police Services (WRPS) were consulted in regards to the preparation of the report.

Comments/Analysis:

The intent of this report is to create a policy that supports open meetings that welcome debate of public policy issues in an atmosphere of inclusiveness, integrity, civility, fairness, courtesy and respect for differing points of view.

Why the Policy is required

The policy is intended to address a gap in the administration of all meetings dealing with City affairs. It sets the parameters for acceptable behaviour while attending public meetings, whether on-site the City Hall premises or off-site at alternate locations. It provides authority to the Chair or appropriate staff to address unacceptable behaviour.

It is incumbent on the City to ensure that the public, members of Council and staff are comfortable in sharing information and differing perspectives without fear of harassment or intimidating behaviour. The City, as outlined in Provincial legislation, has the obligation to ensure a safe, healthy and harassment free work environment for employees.

Similar to the City's procedural by-law, public meeting decorum consists of:

- Persons in the audience shall refrain from behaviour which, in the opinion of the chair (or organizer), will disrupt the meeting. This will include making loud noises, clapping, shouting, booing, hissing or engaging in any other activity in a manner that disturbs, disrupts or impedes the orderly conduct and decorum of the meeting;
- Persons in attendance shall refrain from creating, provoking or participating in any type of disturbance involving physical contact of any kind;
- No one may speak out from the gallery (audience area) without first being recognized by the Chair of the meeting and when recognized, will not use disrespectful language, gestures or offensive words;
- Turn cell phones to silent/vibrate and leave the meeting in order to take a call or to conduct a conversation;
- Photos and/or recordings are permitted provided that the recording does not infringe upon the rights of others, interfere with the making of presentations and deliberations of Council;
- Removal of hats, with the exception of religious or ceremonial head-gear, during the playing of the national anthem;

- All personal belongings may be subject to search at the request of any City security personnel;
- Objects and symbolic materials, such as signs shall not be allowed within the meeting area unless used for formal presentation purposes (this does not include religious items);
- Speakers addressing the meeting must discuss topics related to business on the agenda;
- Persons in the audience and speakers may not enter the formal Council and staff area at any time, while in session or not, without prior consent from the Chair of the meeting.

Failure to comply with these guidelines, which in the opinion of the Chair or staff organizer will disturb, disrupt or impede the orderly conduct of the meeting/event may result in removal, a trespass order and other legal action as the City deems appropriate.

By attending civic affairs, the attendee is deemed to agreement with the guidelines outlined in this policy so that everyone is able to be present without harassment, interruption, fear and intimidation.

Consistent with our corporate values and procedural by-law, the policy provides for good governance and a culture of inclusiveness enabling all citizens to get involved in local government.

SIGNATURE

Prepared by:

Departmental Approval:

City Manager Approval:

A handwritten signature in black ink, appearing to be "Gerrit", written in a cursive style.

ATTACHMENTS

Attachment A – Inclusiveness Standards

Attachment B – Summary of Responses to Citizen Survey as of March 14, 2017

Attachment A

POLICY TITLE	INCLUSIVENESS STANDARDS FOR PUBLIC MEETINGS
CATEGORY	Corporate
POLICY NUMBER	File A09 (TOMRMS)
DEPARTMENT	Corporate Services
DIVISION	City Clerk
AUTHORITY	Corporate
APPROVED BY	City Council
EFFECTIVE DATE	(MM/DD/YEAR) Insert date policy is effective
REVIEW DATE	(MM/DD/YEAR) Insert date policy is to be reviewed

POLICY STATEMENT

This policy outlines the Inclusiveness Standards for Public Meetings. The policy aligns specifically with the City's Strategic Plan as follows:

Goal 1: Promote a caring community where people can make strong connections with others and lead safe, healthy and productive lives.

Objective 1.4: Promote, facilitate and participate in the development of affordable, welcoming and vibrant neighbourhoods.

Goal 2: Provide open, transparent, accountable and innovative leadership in local governance and service delivery.

Objective 2.1: Provide a wide range of ways that people can become involved in city decision making.

This policy has been developed to further the City's Corporate Values and Behaviours of Respect, Integrity, Service and Inclusiveness.

PURPOSE

The purpose of the policy in this report is to establish rules of decorum for members of the public attending city-run meetings and/or events, either on-site or off-site. Because there are a variety of different meetings aside from the standard Council and Advisory Committee meetings that take place, creating a policy that supplements the guidelines contained in the procedural by-law is practical and makes for good governance.

This policy applies to any City owned or leased property/facility or any other location in which City business or public consultation is conducted. The policy is intended to facilitate the conduct of all meetings, including public meetings in an open and orderly manner and in an environment safe for all persons in attendance and in conformity with the City's core values of Respect, Integrity, Service and Inclusiveness.

DEFINITIONS

N/A

AUTHORITY

The municipality is authorized under the *Municipal Act, 2001* including section 238 (procedural by-law for meeting procedures).

SCOPE

This policy applies to all attendees at all meetings, including public meetings, and includes Members of Council, staff and the public.

POLICY

The intent of this policy is to create a policy that supports open meetings that welcome debate of public policy issues in an atmosphere of inclusiveness, integrity, civility, fairness, courtesy and respect for differing points of view.

Public meeting decorum consists of:

- Persons in the audience shall refrain from behaviour which, in the opinion of the chair (or organizer), will disrupt the meeting. This will include making loud noises, clapping, shouting, booing, hissing or engaging in any other activity in a manner that disturbs, disrupts or impedes the orderly conduct and decorum of the meeting;
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By attending civic affairs, the attendee is deemed to agreement with the guidelines outlined in this policy so that everyone is able to be present without harassment, interruption, fear and intimidation.

POLICY COMMUNICATION

A copy of this policy will be posted on the City's website.

Staff will receive training on the policy as part of the new hire orientation. Management will review the policy with current staff and/or consultants who assist with public meetings. Training for Chairs of all committees including advisory committees and task forces will also be provided.