

COMMON COUNCIL REPORT

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| M&C No. | 2021-062 |
| Report Date | March 17, 2021 |
| Meeting Date | February 22, 2021 |
| Service Area | Public Safety Services |

His Worship Mayor Don Darling and Members of Common Council

SUBJECT: Expanding the Committee Structure – Public Safety Committee

AUTHORIZATION

| | | |
|------------------------------------|------------------------------------|---------------------------|
| Primary Author | Commissioner/Dept. Head | City Manager |
| <i>Chief Kevin Clifford</i> | <i>Chief Kevin Clifford</i> | <i>John Collin</i> |

RECOMMENDATION

It is recommended that Common Council approve the creation of the Public Safety Committee and approve the attached (Exhibit A) Terms of Reference.

EXECUTIVE SUMMARY

The National Security Policy of Canada states “that there can be no greater role, no more important obligation for a government than the protection and safety of its citizens”.

The proposed Public Safety Committee (the “Committee”) will provide a strategic framework (the “Framework”) for municipal decision-making regarding public safety. The Framework introduces “The City of Saint John Safety and Continuity Management Program”, - a process designed to transform City Services from the current safety awareness state to an aspirational state that consolidates all city services under one common safety and continuity management program. The strategy frames the municipality’s collective capacity to achieve a vision of a community where everyone is safe to live, visit, work, and play. Importantly, the Committee will ensure that City Staff, Common Council, and the Community have complete safety situational awareness as it relates to the “Services” provided by the City of Saint John.

The proposed mandate of the Committee – “to provide a comprehensive and sustainable public safety approach that ensures a significant and continuous commitment to safety by the City of Saint John for those who visit, work, play, and live in our community”.

PREVIOUS RESOLUTION

RESOLUTION January 14, 2019: RESOLVED that Council refer item 11.1 Expanding the Saint John Common Council Committee Structure to the City Manager, to report back recommendations on developing a plan to expand the City of Saint John Common Council Committee Structure to include a third Committee, that being a Public Safety Committee / Environment and Transportation services.

REPORT

Background

Public Safety is one of the foremost principles of Municipal, Provincial and Federal Governance. In his March 2008 research document for The Canadian Centre of Intelligence and Security Studies (CCISS) at Carlton University Jacques J.M. Shore states that “the most primary and fundamental responsibility of government is the protection of its citizenry”.

The City of Saint John role with respect to public safety is not limited to the domains of Fire, Police, PSCC, and Emergency Management. Safety is a principal tenet across all the City’s Departments, embedded in various plans, policies, procedures, initiatives and day to day operations. Indeed, safety is the resonating theme for many of the non-emergency services. The safe, clean, drinking water project, as well as the active transportation goal to separate pedestrians from motor vehicles are examples of safety permeating across all aspects of municipal services.

The Program: The City of Saint John Safety and Continuity Management Program

It is proposed that the City of Saint John adopt the continuous improvement model of Plan/Do/Check/Act as identified in CSA Standard Z1600 - *Emergency and Continuity Management Program*. “The City of Saint John Safety and Continuity Management Program” will provided a complete systematic process by which all municipal “services” are subject to a safety analysis lens through a risk-based program of prevention and mitigation, preparedness, response, and recovery. The program will enable principles of “safety by design”.

The Service Safety Analysis Process

Each of the services as identified in table 1 will be examined through the Plan/Do/Check/Act continual improvement model as proposed, and further measure for performance utilizing the “Conformity Assessment Tool” (Exhibit B). A staff committee for each of the services will report to the “Committee” per the schedule as identified. The staff committee report will provide the “Committee” information as it relates to the “safety” status of the identified service including performance and recommendations. The “Committee” will consider staff

recommendations and be free to introduce initiatives of their own upon receiving the staff report.

**TABLE 1: Public Safety Committee Framework
EXAMPLE ONLY - Service Review Schedule**

| Public Safety Committee Framework: EXAMPLE ONLY Service Review Schedule | | | |
|---|---------------------------|------------------------|-----------------------|
| June | September | December | March |
| MERP* | SJ Fire Technical Rescue | Public Gatherings | Community Policing** |
| Move SJ | SJEMO committee(s) review | Flood Contingency Plan | Rail Safety |
| Pandemic Response Plan | Road Safety | Evacuation Plan** | Plan SJ |
| Safe Clean Drinking Water | Winter Management Plan | Line Painting | Active transportation |

***MERP - Municipal Emergency Response Plan**

**** Subject to the Authority of the Board of Commissioners for the Saint John Police Force**

The above table is simply an illustration of the approach that would be taken with respect to creating a continuous cycle from which each “service” item will be assess.

The services as identified in the above table are for illustration purposes only. City Staff will work to provide more clarity on the suite of services that will be subject to the public safety committee oversight. In the process of identifying the suite of services subject to a safety oversight, staff will be mindful that public safety has a broad application and could possibly include items such as streetlights, recreation facilities, transit, extreme weather, and terrorism.

The proposed “Service Review Schedule” will be presented at the first meeting of the Public Safety Committee.

The Service Review Continuum

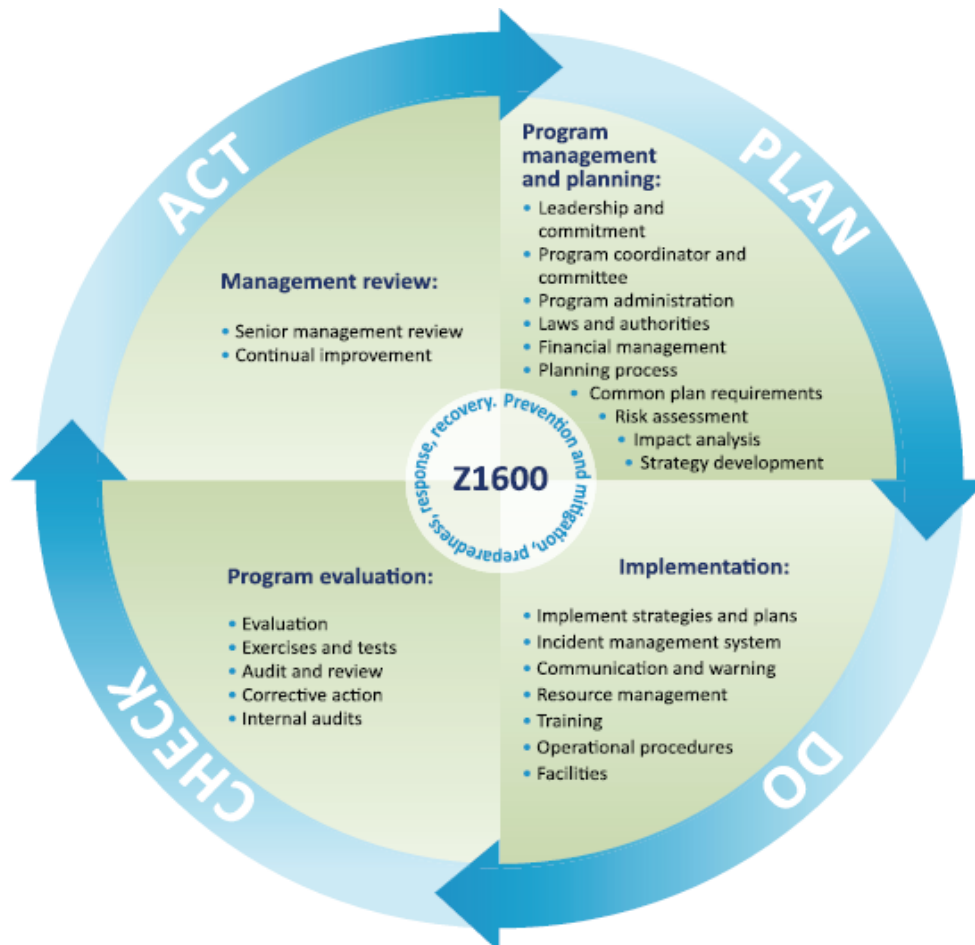
In preparation for Committee report, staff responsible for the applicable service would be required to prepare a report that provides a summary on the service review utilizing the Plan/Do/Check/ Act criteria. CSA 1600 provides a conformity assessment tool that utilizes the Plan/Do/ Check/Act as assessment / evaluation criteria for service reviews (Exhibit B).

An explanation of each phase of the Plan/Do/Check/ Act evaluation criteria is as follows.

Plan – Is program management, leadership, and planning in place?

- Program management and planning requires leadership and commitment.
- Identify the program committee, coordinator, program administration, laws, and authorities.
- Identify all programs, initiatives, policies, plans, procedures, across and within municipal departments as a first step.

Do - Have the appropriate procedures with respect to safety solutions been developed and exercised where applicable?



- Implement safety strategies and plans for each of the identified service areas.
- Identify the applicable crisis management, communication, resource management and warning systems, if required.
- Identify operational procedures, facilities, and training needs associated with the desired safety outcomes of the service.
- Identify safety objectives within each service including critical key performance indicators from which performance is measured

Check - Has the operational phase been monitored? Did expected performance matched actual performance?

- Evaluate service performance against key performance indicators.
- Evaluate actual performance; where actual performance hard to measure, exercise and test competence to assess performance.
- Conduct review of service performance highlighting service success and areas for improvement.

Act - Have after-action-reviews been conducted such that lessons learned are identified?

- Ensure recommendations are developed for Committee consideration.
- Empower Committee to have complete situational awareness of service.
- Enabled Committee to make recommendations to Common Council supporting the notion of build back better.

The “Act” phase incorporates the management review component of the continual improvement process as identified in CSA 1600. The primary role of the Committee resides within the act phase. The Committee members would be presented with specific “Service” safety profiles that include a comprehensive review of the Plan/-Do/-Check components of the continuous improvement model. Upon receiving the applicable “service safety profile report” from staff, the Committee can action along the following paths.

- Receive and file if appropriate.
- Consider any Council resolution as recommended by the staff presentation.
- Provide specific direction (in the form of a Council resolution) as a result of the Committee’s assessment of the “service safety profile report” as provided by staff.
- Recommend further continuous improvement in Plan/Do/Check phases.

Exhibit B provides an illustration of the evaluation as completed using the Service – Conforming Assessment Tool on the Municipal Emergency Response Plan (MERP) Service.

STRATEGIC ALIGNMENT

Vibrant, Safe City: Ensure that the delivery of efficient public safety services address the evolving needs of a growing community.

SERVICE AND FINANCIAL OUTCOMES

Continuous Improvement and Business Continuity Lens – From an Overarching Organizational Safety Perspective

INPUT FROM OTHER SERVICE AREAS AND STAKEHOLDERS

Staff from the Clerk’s Office have provided input into the development and preparation of the Public Safety governance approach described in this Report.

The City’s General Counsel Office has reviewed the particulars of the Public Safety governance approach, as referenced in the Report.

Staff from Public Works and Transportation helped create the draft Service Review Schedule .

ATTACHMENTS

Exhibit A. Terms of Reference Public Safety Committee

Exhibit B. City of Saint John Public Safety Committee “Service - Conformity Assessment Tool”

Exhibit A

COMMITTEE TERMS OF REFERENCE

| | | |
|-------------------------------------|---|-------------------|
| Committee Name: | Public Safety Committee | |
| Date of Formation: | March 22 nd 2021 | |
| Enabling Legislation/By-Law: | Local Governance Act Section 10 | |
| Staff Support: | City Clerk's Office | |
| Total # of Members: | Public: 0 | Common Council: 5 |
| Meeting Frequency: | Quarterly | |
| Link to Common Council's Priorities | Ensure that the delivery of efficient public safety services address the evolving needs of a growing community. | |

1. MANDATE

Common Council has established a Public Safety Committee and has given the Committee the administrative powers and duties set out herein. The mandate of the Public Safety Committee is “to provide a comprehensive and sustainable public safety approach that ensures significant and continuous commitment to safety by the City of Saint John for the benefit of those who visit, work, play, and live in our community”. The mandate charts a path to a more holistic, coordinated approach to community safety by design.

2. MEMBERSHIP

The Public Safety Committee (the Committee) is a Committee of Common Council.

- a. The Committee shall consist of a total of 5 voting members of Common Council, one of which is the Mayor.
- b. The Committee Chair and Vice Chair shall be selected by the Committee.
- c. The Committee meetings will be attended by at least one representative from each of the following groups:

- City Manager
- Fire Chief / Emergency Management Services
- Public Works and Transportation
- Utilities and Infrastructure
- Growth and Community Services
- Government Relations and External Affairs
- Saint John Board of Police Commission and Police Force delegates
- Human Resources
- Information Technology and Communications (ITC)
- General Counsel Office (GCO)
- Saint John Transit
- Saint John Energy

The staff representatives are not members of the Committee; rather their role is to provide subject matter expertise to the Committee.

d. Common Council shall make Council appointments to the Committee. The City Manager and Board of Police Commissioners (as police force authority) will determine staff representation to participate in the Committee.

e. Where a member of the Committee fails to attend three consecutive meetings of the Committee without approval of the Committee, the member may be struck from the Committee membership and replaced by a Council appointment.

f. If any member ceases to be a member of the Committee before the expiration of their term, Common Council may appoint another person to be a member for the un-expired portion of the term.gf. In all other respects, the rules of procedure for the Committee shall be governed by the City's Council Procedures Bylaw insofar as it may be applicable.

h. The Committee Chair will act as a liaison between the Committee and Common Council.

3. MEETINGS

a. The Committee shall meet quarterly and may have additional special meetings as required at the call of the Committee Chair.

b. Committee meetings will be open to the public in accordance with the requirements of Section 68 of the Local Governance Act. The public may be excluded only in the circumstances identified therein.

c. The Council Procedure Bylaw will provide direction for the governance of the Committee as required.

d. Quorum for any meetings will be at least fifty-one (51) percent of the number of members of the Committee.

e. Meetings shall be set for 1 to 2 hours in duration but may extend beyond 2 hours at the discretion of the Committee.

f. All decisions of the Committee shall be in the form of resolutions duly passed by a majority of its members present. The Committee shall strive to reach consensus on issues and shall forward recommendations in the form of Public Safety Committee resolutions to the Common Council.

f. The City Manager and assigned staff will identify a delegate to attended on their behalf in instances where they are absent.

g. In addition to the assigned Committee representatives from staff, the City Manager may have other employees attend provided the Committee consents.

4. ADMINISTRATIVE POWER AND DUTIES

It will be the work of the Committee to:

- Review the initiatives underway at the municipal level with an eye toward strengthening the governance and social infrastructure necessary to enhance community safety and well-being.
- Develop priority areas for a Public Safety Policy Framework that will address:

- Building Resident Resilience
- Ensuring Safe Spaces
- Strengthening Communities
- Preventing and Reducing Crime.
- The Committee will monitor the plan through identifying baselines for annual actions to be performed.
- Implement actions and programs that give effect to the Framework and engage such third parties, as may be required, to support the work of the Committee.
- Develop education and communication strategies to ensure that residents and visitors to the City have an active understanding of the safety programs and resources.
- Monitor the Framework by identifying baselines for annual actions to be performed, including by means of benchmarking, as appropriate and will, as required from time to time, propose modifications to the Framework and/or these Terms of Reference for approval by Common Council.
- Take all such further steps as may be appropriate to give effect to the mandate of the Committee.

5. REPORTING

- a. The Committee will be provided with secretarial support by the City Clerk's Office.
- b. The City Clerk will ensure that as soon as practicable after each meeting, minutes of that meeting, including the names and titles of all persons present and a record of all decisions reached, are prepared, and distributed to all Members.
- c. The Committee Chair shall report to Common Council at least annually on the activities of the Committee and a copy of the minutes of each meeting of the Committee will be made available to members of Common Council.

Exhibit B

| CONFORMITY ASSESSMENT TOOL: EXAMPLE ONLY | | | | |
|--|-------------------|---------------------------|----------------------|--|
| SERVICE - Municipal Emergency Response Plan (MERP) | | | | |
| PLAN | | | | |
| Target | Conforming | Partial Conforming | Nonconforming | Comments |
| Leadership Team identified | X | | | |
| Plan document up to date | | | X | New MERP to be presented to Council in June |
| Objectives from previous assessment completed | | X | | Not all after action reviews have been completed |
| DO | | | | |
| Crisis Communication Plan in Place | | X | | Crisis communications on work plan for 2021 |
| Emergency Response Procedures developed for high consequent events | | X | | Procedures for identified site near completed |
| Conduct critical exercise as identifies | X | | | Large scale exercise planned for fall of 2021 |
| CHECK | | | | |
| Evaluate performance against key performance indicators | X | | | Level 2 and Level 1 activation of pandemic assessed in after action review |
| Evaluate staff participation against expected 80 percent | X | | | Participation is in the 90 percentiles |
| ACT | | | | |
| Conduct after action review on all incidents that meet predetermined criteria | | X | | After action reviews conducted on 6 of 10 incidents meeting criteria |
| Completed objectives as identified in previous assessment | X | | | Completed all 10 Council resolutions from last assessment |
| Identify improvements areas / objectives to be pursued over next business cycle (1 year) | X | | | Recommendations for improvements presented to Committee |