



The Safe Communities Canada How-To Guide

A Step-by-Step Roadmap for Achieving Designation as one of Canada's "Safe Communities"

Introduction

The Community Action Plan outlines the process and outcome required to achieve Safe Community designation. It defines the four attributes of Canadian Safe Communities and the Ten Steps you will have to complete to demonstrate that you have acquired them. Once acquired, your community is eligible for designation and will be able to join our growing national network of Canadian Safe Communities.

This Step-by Step guide will outline the process and specify the documentation you must provide to demonstrate that your community has acquired the Attributes of Canadian Safe Communities.

Synopsis of the Attributes and the Ten Steps of the Community Action Plan

Attribute Number One: *Leadership*

A Leadership Table comprised of specified community organizations and individuals to assume a position of leadership focused on injury prevention and safety promotion

Step One

The Candidate Community must create a formal *Safe Community Leadership Table*. Membership at this table will include: local government, public health, police, fire, emergency services, educational institutions, local businesses, health and safety organizations, and any other individuals and organizations which are taking a position of leadership on issues of injury prevention and safety promotion in the community.

Step Two

The *Safe Community Leadership Table* must adopt formal Terms of Reference and appoint an executive with co-chairs or equivalent, and present a succession plan.

Step Three

The *Safe Community Leadership Table* must document that it has made a concerted effort to involve all community stakeholders in its formation.

Attribute Number Two: *Priority Setting*

Intervention programmes based on systematic processes and methodologies for establishing priorities

Step Four

The *Safe Community Leadership Table* must initiate and complete a formal priority setting exercise which conforms to the model adopted by Safe Communities Canada.

Step Five

Activities focusing on injury prevention and safety promotion in the community which are championed by the *Safe Community Leadership Table* must reflect the priorities established by this exercise.

Step Six

The *Safe Community Leadership Table* must demonstrate that it has built an assessment process into all activities it champions.

Attribute Number Three: *Sustainability*

An operating budget which demonstrates sustainability and administrative capacity

Step Seven

The *Safe Community Leadership Table* must create and fund a budget to oversee its operations. This budget should demonstrate a reasonable expectation of continuing sustainability.

Step Eight

The *Safe Community Leadership Table* must retain or receive (in-kind support) the services of a paid coordinator/director to administer its initiatives.

Attribute Number Four: *Community Engagement*

A comprehensive and thoughtful plan to inform the community of injury prevention and safety promotion priorities of The Safe Community Leadership Table, and to involve community members in its intervention strategies

Step Nine

The *Safe Community Leadership Table* must develop a comprehensive strategic plan to inform the community at large of its injury prevention and safety promotion priorities.

Step Ten

The *Safe Community Leadership Table* will commit to play a meaningful role in the safety and well-being of its community and to participate in the national network with other communities as a designated member of Safe Communities Canada.

As you complete those ten steps required for designation, we are confident that you will come to fully understand what each of these attributes means in your community.

How to Get Started

Already, you have learned enough of our movement to become motivated to try to create a safe community where you live. This section will help you understand how to begin the process that will help lead you to a strategic plan to achieve designation.

Becoming a Candidate Community

Many communities work toward mobilizing people and support for Safe Communities Canada designation for some period of time before it becomes clear that the momentum exists to achieve that goal.

When there appears to be enough initial support to begin a formal process of designation, the first thing a community needs to do is send Safe Communities Canada a formal Letter of Intent. Ideally this letter will be signed by your mayor or band leader (or both). The formal letter of intent signals that the time has come in which community leaders believe the process can now be completed within a year.

If you cannot obtain the signature of the mayor or band leader in this initial stage, we also accept a letter of intent signed by:

- 1) The chief administrator of at least one of the five compulsory members of your *Leadership Table* **and**
- 2) A community based group working in the field of injury prevention and safety promotion **and**
- 3) The community leader or individual who is a principal champion of this endeavour.

The letter must clearly state the community's intention and it must commit it to completing the process within a twelve month period. When we receive a formal Letter of Intent from your community, we will officially declare you a Candidate Community. Your community will be assigned its unique portal on our web site. Like every other designated and candidate community, this gives you your virtual office at Safe Communities Canada. You receive a pin number and password that enables you to log in to our community resources site on the main page of our website. There, you will find a number of tools to assist you in your efforts toward designation (we'll take you on a tour of the site) as well as other tools used by communities across the country that will help you participate fully in our national network. We will also provide assistance with "branding", logo

design, and creation of your safe community website based on the national website model and access to the National Report Card. Safe Communities Canada will be pleased to work with you as you complete the Ten Steps required for designation.

Using Our Web Site

To be an effective local recruiter you need to be a knowledgeable recruiter. A solid understanding of the Safe Communities movement both in Canada and around the world is essential if you are going to be successful in generating interest and momentum in your community.

So a key first step is to take some time to study our web site which will give you the grounding you need. As well as reading our story, plan to download and read *The Safe Communities Manifesto*, the foundation document for both Safe Communities Canada and The World Health Organization. Also, take some time to look at the web sites of members of our network, and that of the World Health Organization. (Our web site will link you to all of them).

Accessing our Peer Mentoring Programme

As an official Candidate Community, you are eligible to apply for a peer mentor from one of the communities in our network who will happy to help you build your community's case for designation. Our peer mentors can provide assistance in specialized areas such as governance, media relations, fundraising and general advice and encouragement in acquiring all the attributes required by the designation process.

Scheduling

From experience, Safe Communities Canada knows it generally takes a candidate community a full year to acquire the four attributes for designation. A key preliminary strategy is to use this time frame to build your action plan for designation.

One of the reasons for this time frame is the need for lead time for scheduling meetings. We strongly recommend that you schedule the inaugural meeting of your *Leadership Table* with at least two months notice to participants simply because of the improved chances for full representation at your table. You will likely need to hold at least three *Leadership Table* meetings before designation.

The first meeting is usually held to introduce the concept of Safe Community designation and the opportunities it creates for making a difference in your community.

From that meeting comes a consensus to proceed and to establish guidelines for a working group to develop terms of reference to be decided at the next meeting of the group.

The second meeting then will adopt formal Terms of Reference and appoint an executive committee and a board of directors (if desired).

The third meeting will be the Priority-Setting exercise which we require all Candidate Communities to complete. There is a considerable amount of local data to be gathered prior to this final meeting. This meeting lays out the strategic direction for the entire Safe Communities plan for a full year. It will take at least one half day to complete. Thus, you should set its date and get commitments of participation at the very first meeting.

A final note: Please keep in mind that everyone you will be recruiting is probably already very busy. You need at all times to be respectful of the time they are giving you and to make the case that the time you are asking them to spend, both in meeting with you and coming to larger community meetings, is going to be of value to them.

The Attribute of Leadership – “How To”

Safe Communities Canada requires that every Candidate Community create a *Safe Community Leadership Table*.

Definition

The Safe Community Leadership Table is that group of community leaders who set the priorities for its injury reduction and safety promotion programmes, who ensure that the safe community infrastructure is sustainable, and who work to engage the community in its injury prevention and safety promotion priorities.

Function

It is important to be aware from the outset, that *The Safe Community Leadership Table* is an oversight body only. It will bring perspective, legitimacy and experience to your organization. *The Safe Community Leadership Table* should appoint an operating group: a board of directors, an executive committee or both, to implement its initiatives. After designation, *The Safe Community Leadership Table* should meet at least once a year to review its initiatives and its impact in the community. During its establishment and during the designation process, however, *The Safe Community Leadership Table* will have to meet more frequently.

Composition

We encourage candidate communities to recruit as many community leaders as possible to become members of its *Leadership Table*. In addition to the key required participants, we are especially interested to know that each Candidate Community has made a concerted effort to recruit local businesses, colleges, universities, school boards service clubs, seniors organizations, appropriate community organizations already involved in injury prevention and safety promotion, aligned and locally-based provincial government representatives, trade unions and other interested community members to join its Leadership Table.

Required Membership

With more than ten years of experience and a total of 53 designations of communities across the country, we have learned some important lessons from our successful members.

One of the most important things we have discovered is that when a community obtains the participation of certain key partners, the chances of success and sustainability increases exponentially. With such partners in the fold, the capacity to reduce injury and the pain and suffering that comes with it is greatly expanded. This is not to say these organizations must lead the effort although in many communities that happens as a natural progression. For example, police or fire or public health units take on active leadership roles, even providing in-kind support and committed staff time, because Safe Communities so perfectly fits their mandate for community outreach.

We know, however, individual committed citizens can and do take on an important leadership role in mobilizing their community. Their chances of success are greatly improved when the five specific partners are members of *The Safe Community Leadership Table*.

Therefore, for designation, the following five organizations must be members of the Candidate Community's *Safe Community Leadership Table*:

- 1) Local Government or Band Council (or both)
- 2) Public Health
- 3) Police
- 4) Fire
- 5) Emergency Services

Hints for Building Your Leadership Table

More often than not, successful safe communities evolve from simple beginnings that illustrate the "power of one" person to make a difference. One person gets the idea to raise the possibility of reducing harm in the community and then talks to another person, who knows other people and talks to them, who in turn know other people, and so on.

There is no magic formula for spreading the word, except that the job becomes easier when people who have the influence and respect of others become engaged.

1. Create the Key Message

To be moved to action, people need a simple, straightforward message that describes exactly what you want your community to achieve. As you approach others to consider becoming involved, one of the most important things you can do is to provide a clear call to action. Most of our communities have adapted the Safe Communities Canada vision into a local call to action.

“Dedicated to making (your community name) the safest community in Canada to live, learn, work and play”

2. Build a Community Inventory

Creating an inventory of those organizations with an interest in injury prevention and safety promotion in your community is a useful and productive first step in the process of building your *Leadership Table*. Go to your municipal offices, your Chamber of Commerce, your United Way office (if your community has one) and any other organization in your community which will have a directory of organizations (agencies, non-profits, charities etc.). These directories will give you the names of all the organizations you will need to contact. You will quickly discover that this inventory will be of real value to your organization as it grows and matures. [see page 16]

3. Use a Network Recruiting Model

Building a Safe Community is an exercise in building a network. Everyone you meet to recruit will know of someone else you should talk to. So a key goal of any focused conversation you have about your *Leadership Table* will be to ask your contact for names and organizations you should also be contacting. This request helps to ensure that your inventory of organizations and people is complete and current, and that all gaps are filled.

4. Engage Your Local Governments at the Outset

Your *Safe Community Leadership Table* will not succeed unless it has the knowing support of important councilors, band members, and/or the mayor and band leader.

So, a key planning priority in your recruitment cycle is to engage your municipal government or band council or both as quickly as possible. As this is a networking exercise, by far the most effective tactic is to use someone who actually knows the band member, councilor or the mayor to make your introduction for you. If you do not have this contact, you will need to use

traditional methods of calling and writing them to arrange a meeting. It will be more time consuming, but it will work.

All elected community leaders will be impressed if you have managed to recruit a range of community organizations to your cause, and community organizations will be impressed if you have the interest and support of the mayor, so you should plan on executing both initiatives at the same time.

5. Document your support.

As soon as you are able to recruit an organization to your *Leadership Table*, or gain their support for this initiative, have them write you a letter of support for this initiative and of its intention to join your *Leadership Table*. You will quickly discover that recruiting new members to your table will become easier as your portfolio of support letters grows. If you have to use cold call tactics to get to your elected officials, you will find that a very strong list of community supporters will really help to focus their attention.

6. Make your Recruits your Recruiters

The essence of the Safe Community Movement is networking. An effective way of sharing the workload and building that network is to get every organization or individual you recruit to commit to recruit someone else to join the *Leadership Table*. Failing that, ask them to commit to inform another organization or individual about this initiative and its benefits. This exercise accomplishes two things: it provides your recruits with an opportunity to demonstrate their commitment to this initiative and it offers a tangible demonstration of the power of networking.

7. Stress Collaboration

The founding principle of the Safe Communities Movement around the world is that it is based on the creation of a collaborative cross-disciplinary infrastructure of community leaders in the field of injury prevention. The goal is that the entire community takes ownership of its injury reduction challenges. Establishing your *Safe Community Leadership Table* is the first and most important step in realizing this goal.

As you begin work, you will be impressed by how many organizations and people in your community are already dedicating time energy and resources to the cause of injury reduction. It is critically important that you make it clear from the outset that your *Leadership Table* is not planning to compete with those organizations and people for attention, influence, or dollars.

Rather you need to communicate that, when everyone in a community collaborates on addressing these issues, everyone benefits and injury rates decrease. Remember, you will find all the theory you are going to need in *The Safe Communities Manifesto*.

How to Develop Leadership Table Terms of Reference

1. Definition of Terms of Reference

This is a legal term describing the formal structures your *Safe Community Leadership Table* will adopt in order to properly govern itself and oversee its initiatives in the field of injury prevention and safety promotion. Specifically, your *Terms of Reference* will set out the duties and terms of your executive committee and board of directors (if you choose to create one). Remember, Safe Communities Canada requires that your Terms of Reference establish a co-leadership structure and a succession plan.

2. Co-Leadership

Over the past ten years, we have learned that Safe Communities are very vulnerable if they rely exclusively on the energy and dedication of just one person. Illness, burn-out or transfer, or any combination of these issues, have left some of our communities leaderless and they have drifted into obscurity. To ensure this does not happen in your community, we need to know that the loss of one leader will not jeopardize your organization, and that your succession plan will ensure the selection of a new co-leader. We also like the fact that this requirement establishes collaboration at the foundation of your organization—a perfect example of walking the talk!

3. Borrow and Adapt

Establishing workable Terms of Reference for your *Safe Community Leadership Table* is a profoundly important task, but it need not be an onerous one. Any organization you recruit will already have Terms of Reference. Plan to borrow a few examples from your partner organizations and you can adapt them to suite the needs of your *Leadership Table*.

4. Find a Lawyer

Your network can quickly lead you to a lawyer in your community who will be sympathetic to your cause and who will probably be willing to negotiate a special rate or even provide your legal services on pro-bono basis (legalese for free!). This lawyer will probably already have one or more of your partner agencies as a client so will be familiar with the goals of your *Leadership Table*. While recruiting your lawyer to sit at your leadership table may not be feasible, it is a good plan to establish a relationship with a lawyer from the outset.

A cautionary note: lawyers are best used to give feedback and advice; they are not well used if they are asked to do your work for you. For example, it is a good use of a lawyer's expertise to review your Terms of Reference and offer advice and guidance. It is not a good use of time and resource to ask your lawyer to create them for you.

There is one area where legal feedback is essential: to ensure that the proposed organizational structure meets the requirements of both Revenue Canada, if you are planning to register as a charitable organization, and those of relevant provincial funding organizations.

Documentation Required for the Attribute of Leadership

Step One

The Candidate Community must provide a list of the full membership of *The Safe Community Leadership Table*. This list must include the name, professional affiliation, phone number and e-mail of every member. The list should also indicate the names of the executive committee, and those of its Board of Directors (if applicable). This list must include those five specified organizations.

Step Two

The Candidate Community must provide a copy of the formal Terms of Reference adopted by *The Safe Community Leadership Table*. The Terms of Reference must make provisions for a co-leadership structure and outline a succession plan for the leadership of the organization. We also require copies of the minutes of at least two meetings of *The Safe Community Leadership Table*. We will not accept minutes that are over one year old.

Step Three

The Candidate Community must submit a narrative account of its efforts to engage all community stake holders in the creation of its *Safe Community Leadership Table*.

The Attribute of Priority Setting – “How To”

Safe Communities Canada requires that each Candidate Community complete a specified and structured process to set its safety priorities.

This is the most significant and challenging of the designation requirements for the Candidate Community, and it defines the essential inaugural task for *The Safe Community Leadership Table*.

We will provide candidates with a template and models for gathering data and assessing priorities both on a quantitative and qualitative basis. The principle is to provide the Leadership Table with real injury data from sources that collect such information. The community then brings its collective wisdom and knowledge to this information for discussion, and ultimately, the ranking of priorities. Safe Communities Canada has developed criteria and guidelines for discussion that will help your community to go through this exercise.

Priority setting also offers key benefits:

1. As a result of participating in the priority setting exercise, every member of *The Leadership Table* in the Candidate Community will gain a comprehensive overview, based on relevant data and a systematic assessment of that data, of the true state of the injury prevention and safety promotion challenges in the community.
2. This exercise will demonstrate that the priorities of *The Safe Community Leadership Table* have come from the documented consensus of a broadly based group of committed community leaders in the field of injury prevention and safety promotion.
3. This exercise will involve all the members of *The Safe Community Leadership Table*, all interested community groups and individuals who are not at the table and any front-line personnel who can help to provide appropriate context to the injury data being considered. It will permit *The Safe Community Leadership Table* to demonstrate that its intervention initiatives are the strategic outcomes of this process.

Hints for Your Priority Setting Process

This is an important and challenging exercise which will reap great rewards for your *Safe Community Leadership Table*. Safe Communities Canada will provide, in a separate document, a detailed summary of the steps required to successfully complete it. We will load this document into your Community Archive link in your web site portal when you are ready to start to work on this exercise. As you will discover, the preparation required is significant. Remember, we are here to help.

Build an Inventory

A very important first step of this exercise is the creation of a comprehensive inventory of programmes relating to injury prevention and safety promotion already being offered in your community. You will find that an inventory of programmes will be of enormous value as you discover who in your community is already involved and what they are doing, information you should have already gathered while building your *Safe Community Leadership Table*. The template for recording this inventory is in your Community Archive link on the web site.

When you have completed this chore and when everyone in your community is aware that your *Safe Community Leadership Table* has assembled and is maintaining a comprehensive inventory of injury prevention and safety promotion programmes that exist in your community, you will be providing a tangible example of the value your *Leadership Table* is adding to your community. If you discover that more than one agency is offering the same programme, you can become a catalyst for collaboration.

Find a Student

In all likelihood, your community has its own community college or a campus of a community college. Across Canada, community colleges have, as a part of their mandate, a charge to engage with their communities at a grassroots level and to support community development initiatives of all kinds. Community Colleges also have many students who require a professional placement experience as a part of their programme of studies. Your *Safe Community Leadership Table* can offer two or more college students rich professional learning opportunities each and every year.

So an idea for executing your strategic plan is for your *Safe Community Leadership Table* to sign a placement agreement with your community college and get a student or students to work with you early in the process of your designation.

They can for example, take responsibility for assembling that inventory of injury prevention programmes in the community, and they will have a key role to play in gathering and assembling injury data for your priority setting exercise.

Safe Communities Canada will be happy to work with you to develop such an agreement with your community college.

Documentation Required for the Attribute of Priority Setting

Step Four

The Safe Community Leadership Table must:

Document the results of the priority setting exercise.

Provide a brief description of the process undertaken to complete the exercise.

Provide a description of how the results of the priority setting exercise will be implemented in the community. We are particularly interested to learn of its plans to involve stakeholders in the identified populations in the implementation planning

Step Five

The Safe Community Leadership Table must provide a written commitment that activities focusing on injury prevention and safety promotion in the community which are championed by The Safe Community Leadership Table will reflect the priorities established by this exercise.

Step Six

The Safe Community Leadership Table must demonstrate that there is an assessment process into all activities it champions. This includes a description of relevant assessment tools to be used in programmes championed by The Safe Community Leadership Table.

The Attribute of Sustainability – “How To”

Sustainability refers to the financial viability of *The Safe Community Leadership Table*. A key founding function for the Candidate Community is to ensure that the organization has the financial resources and the administrative capacity to fulfill its mandate.

Your goal: the organization can dedicate the majority of its time and energy towards injury prevention and safety promotion rather than to worrying about its financial survival.

The attribute of Sustainability requires the Candidate Community demonstrate that it has the financial capacity to administer its initiatives.

Hints for Building the Sustainability Attribute

1. Find a Lead Agency

A key organizational challenge for your new organization is to create the capacity to receive and spend money with accountability – another good use of your lawyer and accountant. We recommend that you ask one of your partner agencies to become a Lead Agency for your organization. This is the most effective and quickest way to give your organization banking capacity. It will also give it instant credibility with all potential funding partners-including us.

If your *Safe Community Leadership Table* prefers to establish itself as an independent entity you will need to go through the process of incorporation as a not-for-profit organization. You may also choose to seek status as a registered charity. This will be much more time consuming, but, at the end of the process, you will emerge with lead agency capacity for your partners.

For designation, Safe Communities Canada will require assurance of the stability and legality of your fiscal situation either in the form of a letter of agreement with your Lead Agency or by copies of the articles and by-laws of your incorporation.

2. Find an Accountant

As with your lawyer, your networking will quickly lead you to an accountant who may even already be working for a partner agency. Your Lead Agency will be a good place to start looking. Your organization will have to demonstrate financial accountability to all its financial stakeholders: Revenue Canada (if you register as a charitable organization), any granting agency who is or could be a potential donor to your organization, and existing community supporters, including those in your community who are providing in-kind support.

So a key founding goal here is to get your organization's finances set up properly at the outset, and you will need an accountant to help you do this. Once again, if you choose someone who is already working with a partner agency, you will benefit from familiarity with your issues and needs and you may also be able to negotiate a preferential rate for the services you require. But a key reason for requiring sustainability is that your *Safe Community Leadership Table* must be able to retain and pay for essential services such as legal and accounting advice when you require them—and you will require accounting services at least once a year.

The benefit of finding your accountant early in the process is not only to ensure that your transactional systems are properly set up; he or she will be able to give you professional advice and feedback as you develop your operating budget for the next two years.

3. Your Coordinator/Director

The requirement for paid administrative support has evolved from our experience over the past decade. Communities which have relied exclusively on volunteers to support their administrative requirements have invariably floundered as some volunteers moved on, and others burned out or got sick. By requiring communities acquire the services of a paid administrator, you will avoid this pitfall. And, we know that it helps create a sustainable framework to fulfill your mission.

Retaining staff does not mean your organization can “hand over” the complete responsibility for Safe Communities activities to a coordinator. Strong executive leadership accountability is essential for success, as is an engaged and committed board of directors (if you have one) and the active oversight of your *Safe Community Leadership Table*.

Documentation Required for the Attribute of Sustainability

Step Seven

The Safe Community Leadership Table must provide a copy of its operating budget. This budget must demonstrate that the organization is financially viable and will be so for a period of two years after designation.

The following schedules must accompany the budget:

1. A list of all agencies, institutions, foundations, businesses etc. which have given financial support to the organization, and the length of their commitment.
2. A list of all businesses and agencies which have provided in-kind support to the organization, and the monetary value of that support.

In some cases the organizations' operating budget will be a part of an existing regional or municipal budget. In these cases, Safe Communities Canada will accept written assurance from the lead officer of the funding source certifying a sustainable budget for a period of two years.

To demonstrate financial accountability, the organization must provide a copy of the letter of agreement it has signed with its Lead Agency, or a copy of its incorporation documents and by-laws.

Step Eight

Demonstration either by direct hire or in-kind support (dedicated release time of an employee from a partner agency), that *The Safe Community Leadership Table* has acquired the services of a paid administrator to oversee its operational requirements.

If the administrative support is based on release time from a partner agency, Safe Communities Canada requires that *The Safe Community Leadership Table* submit a copy of the position description for the employee showing that this administrative assignment is a part of that job description. Failing that, we will require a letter from the lead officer of the partner organization demonstrating awareness of, and approval for, this use of paid staff time for a period of two years.

The Attribute of Community Engagement

In acquiring this attribute, the Candidate Community demonstrates two things:

1. *The Safe Community Leadership Table* has developed an appropriate communications infrastructure and plan that will be effective for future initiatives.
2. *The Safe Community Leadership Table* has executed effective and comprehensive communications strategies to inform the community about, and involve it in, its creation and mission.

Hints for Engaging Your Community

In the process of building your *Safe Community Leadership Table*, you should have interacted with pretty well everyone involved with injury prevention and safety promotion in your community. This Attribute probes the efforts of your *Safe Community Leadership Table* to move beyond your like-minded community partners and engage with the community as a whole—to mobilize everyone in your community to commit to take a personal stand to reduce the burden and pain of injury wherever and however it is caused.

Once we have designated your community, this will define the never-ending challenge of your *Safe Community Leadership Table*. One of the benefits of becoming a member of the Network of Safe Communities Canada is that you will be able to learn about the wonderfully inventive and diverse strategies our communities use to meet this challenge across the country.

So developing a strategy for community engagement has to be an integral part of your strategic plan for designation from the outset. As this is one that will have the longest legs, so to speak, it is also very important. As you develop your plan, here are some things to think about:

1. Develop another inventory

You will want to develop inventory of all the information sources in your community—newspapers, radio & television stations, advertising and communications firms, marketing directory companies etc.

In this inventory, take the time to include all information about the top management of the organization as well a name for ongoing information contact. If anybody in your network knows a reporter or a broadcaster personally, include this information as well. Your Goal: to make sure that you have assembled a comprehensive list of sources which can spread your message to as wide a range of audiences as possible.

2. Using the Inventory

Once you have assembled this list, cross check it with your previous inventory to see if any of the names of those top managers are on the executive of, or volunteer for, any of your partner agencies. If matches show up, these people are going to be key to your strategic planning. You may want to invite one or more of those individuals to join your *Leadership Table*. For sure you are going to want to involve them in the creation and development of your plans to engage your community. Remember, when you make contact with your community's media, to use the model of networking. All of these people will know who else you should be talking to and they can also tell you why they would be important contacts. A key strategy here is to have as many members of your leadership table as possible develop a personal relationship with the managers and owners of your community's media sources so that, when the time comes for a campaign, your relationship with them is one of being a partner rather than being a client.

3. Find Young People to Help

There is now an entire new world of communication which every citizen who was born after 1995 increasingly relies on as their main source of information—the internet. No matter how people view the internet, it has one significant advantage—it is really easy to use. Your community network will quickly lead you to young people who love to create and post stories on the internet. If you approach them thoughtfully, they will be pleased to create a message for you. Programmes such as *You Tube* and *Face Book* etc are tailor made for your message and those kids can get it on the internet quickly and effectively.

This plan also has the advantage of involving young people in the development and execution of your communication strategy.

Documents Required For the Attribute of Community Engagement

Step Nine

The Safe Community Leadership Table must develop a comprehensive strategic plan to inform the community at large of its injury prevention and safety promotion priorities.

This document must provide a brief narrative account of the awareness raising campaign undertaken by *The Safe Community Leadership Table*, and a list of the community organizations contacted by *The Safe Community Leadership Table* during the process of building community awareness

Samples of any brochures, advertisements or posters used by, or articles created by, members of *The Safe Community Leadership Table* during the process of building community awareness

Step Ten

The *Safe Community Leadership Table* commits to play a meaningful role in the safety and well-being of its community and to participate in the national network with other communities as a designated member of Safe Communities Canada.

The Safe Community Leadership Table commits to meet at least once a year to review and re-assess outcomes and new priorities.

Demonstration that the Candidate Community has contributed to the network of other member communities, through national teleconferences, workshops, peer mentoring, the National Report Card, and other services facilitated by Safe Communities Canada.

Conclusion

Once you have documented the completion of these ten required steps for designation, your community will have demonstrated that it is prepared and committed to embark on focused and thoughtful interventions to address issues of injury prevention and safety promotion as you define them.

We will be proud to designate you as a Safe Community and welcome you to our network of 53 designated Canadian Safe Communities. This designation will lay the foundation for your community to join the family of International Safe Communities which are designated by The World Health Organization's Collaborating Centre on Community Safety Promotion.

For more information please contact:

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