

Request for Decision

Community Action Networks

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Monday, Oct 19, 2015

Type: Managers' Reports

Recommendation

WHEREAS Community Action Networks were first established following amalgamation in order to retain community volunteers and to enable residents to have a voice in the new City of Greater Sudbury;

AND WHEREAS the Constellation City Report of 2007 requested that operational guidelines be established to identify the role of Community Action Networks and the City of Greater Sudbury support to be provided to them;

AND WHEREAS the Terms of Engagement developed for Community Action Networks in 2007 should be reviewed and amended to better reflect the current needs of Community Action Networks, our community and the concept of Open Dialogue;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury direct staff to work together with a team comprised of members of City Council, existing Community Action Networks and City staff to review and amend the Terms of Engagement for Community Action Networks and report back to Council with recommendations in February of 2016.

Signed By

Report Prepared By

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Manager of Community Partnerships
Digitally Signed Oct 19, 15

Division Review

Real Carre
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Recommended by the Department

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Background

Community Action Networks (CANs) evolved from the Mayor's Task Force on Volunteerism (Task Force) and Community Involvement in 2001 shortly after the amalgamation of area Municipalities into the City of Greater Sudbury. 2001 was the International Year of the Volunteer and the Council of the day recognized the value of retaining existing volunteers within all the area municipalities and of enabling all residents to have a voice as the new City of Greater Sudbury evolved. The 2001 Task Force stated, "In this new city, it is vital that all our citizens continue to be engaged and involved." The Task Force was comprised of members of City Council, area residents from throughout the community and City of Greater Sudbury staff.

The mandate for the 2001 Task Force included "Ensuring that volunteer activities supported in the past

continue to receive the same or enhanced level of support within the new City of Greater Sudbury.” The examination of new community participation/involvement through consultation with the community became a focus of the Task Force. From these deliberations and discussions the concept for CANs was first developed. CANs were seen as a method for citizens, Councillors and staff to work together in a stewardship group. The concept was supported by the Healthy Community process which employed four key strategies: broad community participation, multisectoral involvement, local government commitment and the creation of healthy public policy. The first CAN was established in Onaping Falls in 2003.

The 2007 Constellation City Report, ‘Building a Community of Communities in Greater Sudbury’ addressed a number of topics which the still young City of Greater Sudbury had been wrestling with. The report was community-led by a team of 40 community residents (Community Solutions Team) with support from City staff. The team met through the spring and fall of 2006 and the final report was presented to Council and the community in January of 2007. The summary of the report emphasized the intent to build, “a city that is Connected, Caring, Empowered and Equitable.”

Within the section of the Constellation City Report entitled, “Empowering Local Communities”, CANs were identified as one avenue which was successfully encouraging community engagement. The Constellation City Report further stated that CANs were in their infancy and that the support role of the city and city staff for the CANs was not clearly outlined. The Community Solutions Team determined that building upon the CAN model was the best option for community engagement and empowerment. The Constellation City Report recommended a need to build stronger CANs through a number of avenues including public consultation, newsletters and communications, access to community space, funding and the building of links with community policing efforts. The Terms of Engagement for Community Action Networks (2007) addressed these issues by helping to identify the support role of city staff for CANs and by providing annual base funding (\$2500) for each CAN. The Terms of Engagement were intended to reflect and embrace the grass roots nature of CANs and the unique communities they represent, and to provide a fluid framework for CANs. The Terms were developed in consultation with CAN representatives, Council members and city staff.

City of Greater Sudbury Support for CANs

There are currently 16 Community Action Networks within the City of Greater Sudbury. While the CANs interact with many departments within the City, support for the CANs as defined within the Terms of Engagement is mostly provided by the Community Partnerships section within Leisure Services. The Community Partnerships section is comprised of a Manager, three Community Development Coordinators and one administrative support staff. Community Partnership staff spend approximately 20 -25% of their time interacting with and supporting CANs. Most CANs meet monthly or every second month and Community Development staff attend most of these meetings. The staff assist CANs by serving as a liaison to other city departments and community agencies and organizations as required. Community Partnership staff assist with the promotion of CAN activities within the community and provide opportunities for CANs to provide input into initiatives and reports such as the Green Space Advisory Panel and the Sustainable Mobility Plan. CANmail is a monthly e-newsletter sent to all CANs by Community Partnerships to inform CANs of the activities of other CANs, share ideas and to provide information on programs, grant opportunities and events which may be of interest to CANs.

Community Development staff plan and organize CAN Summits which annually bring all CANs together to interact, share ideas and provide comment on specific topics related to City services or of interest to CANs. Staff assist by facilitating CAN visioning sessions to help assist CANs with the review of the priorities they have identified and the establishment of new areas of focus.

Community Development staff enable CANs to implement projects relative to the priorities identified by CAN members during visioning sessions. While CANs are often very effective at soliciting local support for

their projects, staff assist CANs in accessing the resources required to support their efforts and priorities. Typical CAN projects may include trail development, community clean up and beautification projects. The genesis and driving force behind a number of successful community/city projects such as dog parks and community gardens are found within CANs.

Financial support for CANs

Each active CAN receives \$2500 annually from the City of Greater Sudbury as a grant in support of their operation and to encourage community projects. The funds (as defined by the Terms of Engagement) are intended to cover the operating costs of CANs including but not exclusively for the promotion of activities, purchase of supplies, mailings, website development and other day to day expenses. CANs are required to submit annual reports on the allocation of the grant funds in order to be eligible for a subsequent grant. The City also provides CANs with access to meeting space, promotional space in the Leisure Guide and funds for the printing of up to three newsletters per year for each CAN.

Upon receiving the request for a report to Council, staff liaised with each CAN and asked the following four questions in order to obtain the CAN's position on their role, function and relationship with the City and community. Below is a summary of the responses received from all CANs.

1. What kind of support do you expect from the City and your Community Development Co-ordinator?

CANs expect that a City Liaison and Ward Councillor(s) participate in all meetings to provide assistance/support/guidance for community projects, grants, city policies and procedures, etc. It was noted that timely responses from all City departments is desired and that there should be centralized resources (i.e. communications, training & tool kits, projects, events, etc.) and information sharing. Most importantly, transparency and accountability were strongly encouraged.

2. What kind of opportunities do you see for the CAN to gain new members?

A CGS website for CANs is seen as being key in the recruitment of new members. Other comments received indicated that there is an interest in having the City promote the successes of CANs to community. It was felt that perhaps joint promotion and Councillor advocacy of CANs would also improve member numbers. Social networking is on the rise and most CANs now have a Facebook page. Other suggestions included; multi-CAN projects, CAN booths during events, welcome baskets for newcomers, posters in local businesses and PSAs.

3. What does your vision of an ideal CAN look like and how would it function?

All CANs deemed that the Link between community, City staff and Councillor(s) was imperative to the success of a CAN. As well, that staff and Councillor(s) provide support to CAN projects, meetings, etc. It was felt that CANs work on projects that are important to the community and that there should be support/partnerships from local businesses, schools, churches and other organizations in order to be successful. CANs are not political and should be inclusive, open and transparent to all citizens regardless of age or socio-economic background, having all members working cooperatively and respectfully of one another. CANs should help keep the community informed and contribute to the quality of life in their respective areas, and are committed to improving the City as a whole. It was noted that additional project funding is required in order to succeed.

4. What are the most significant things that your CAN has accomplished? Please list 3-5.

CANs listed many accomplishments over the years, some included; beautification, community road signs, street banners, road improvements and street sign toppers. Also mentioned were newsletters, Facebook pages, an electronic sign and community presentations to address areas of concern

pertaining to each Ward. Other common successes listed were; a Community Theatre, a Pumpkin Park, Dog Parks, Splash Pads & Skate Board Parks, Seniors Housing, a community yard sale, bike lanes on roadways, community gardens, Christmas tree lighting, Memorial Parks, Community Conferences, Family Health Team Support, block party and community festivals/carnivals. Beautification, trail development, community clean ups and many others were listed.

For an expanded list of some of the initiatives undertaken by CANs, please see Appendix A.

Terms of Engagement

The Terms of Engagement for CANs (Appendix B) were brought forward to Council in 2007 and have been used as the guideline for the operation of CANs since that time. The Terms of Engagement were developed in consultation with members of CANs, members of City Council and City staff. As CANs have continued to evolve over the past eight years it has become evident that a review and revision to the Terms of Engagement may be timely to assist CANs with remaining sustainable and enabling them to encourage broad participation and representation from the communities they serve.

The Community Engagement Survey conducted in 2014 indicated that 89% of respondents to the survey want to be engaged in municipal affairs however 70% of respondents do not feel engaged. In an effort to engage all residents of our community the City of Greater Sudbury has used public consultation, community fairs, advisory panels, task forces, focus groups, open houses, neighbourhood associations and CANs. CANs provide an opportunity for individuals to become involved at a grass roots level and to work on projects and events which have direct impact on the neighbourhoods and communities where they live.

The City of Greater Sudbury has adopted the principles of Open Government and one of the four pillars is Open Dialogue. The concept of Open Dialogue would apply to all community engagement efforts of the City of Greater Sudbury including CANs. It is essential to more clearly define the operation of CANs, increase community awareness of CANs and clarify the support required for CANs in order to ensure their success and to maximize their relevance to the community.

This report recommends that Council direct staff to begin a review of the existing Terms of Engagement for CANs in consultation with Council and CAN representatives and that the suggested amendments to the Terms of Engagement be brought back to Council early in 2016 for consideration.

CAN Accomplishments

Azilda CAN

- Azilda Outdoor Rink
- Beach Volleyball Court at Whitewater Lake Park
- Azilda Dog Park

Capreol CAN

- Eco-Park
- Downtown Community Improvement Plan
- Community Garden

Chelmsford CAN

- Second largest community garden in Greater Sudbury
- Development of passive park with water fountain - Inspiration Garden
- Partnered with a local non profit organisation to host a bbq and bike rodeo for 400 people

Coniston CAN

- Renaming of the Coniston Arena to the Toe Blake Memorial Arena
- Involved with Rainbow Routes in the creation of the Jean Tellier Trail
- Involved with the Legion in the moving of the War Memorial from the centre of our Park to its new more prominent location.

Copper Cliff CAN

- Community Signage: Entrance to Copper Cliff and Electronic Sign at the Library
- Community Yard Sale
- Asphalt trail from Balsam to existing Rainbow Routes trail to be completed this fall.

Donovan Elmwest CAN

- Victory Park Splash Pad
- Welcome baskets to community newcomers
- Donovan Days

Garson Falconbridge CAN

- GFCAN Family Fun Days (4 years in a row)
- Central Lane Outdoor Skating Rink
- Garson Community Garden

Minnow Lake CAN

- First Off-Leash Dog Park
- Involved with creation of area hilltop and waterfront parks including Minnow Lake Place Lakeside park, basketball court, signage, and garbage enclosures.
- Worked in establishment of skateboard park

New Sudbury – Ward 12 CAN

- Street Sign Toppers in New Sudbury
- Partnered with 2 other CANs to develop New Sudbury Days festival
- Supporting the New Sudbury Historical Society (a subset of NSCAN)

Onaping Falls CAN

- Purchase and maintenance of large community road sign to promote local functions and community events.
- Creation of a community movie theatre (RIO Encore Theatre) that everyone can enjoy free of charge.
- Establishment of the Onaping Falls Recreation Committee which is fundraising for a splash pad.

South End CAN

- Area trail development
- Promoting safe area cycling strategies
- Area clean up projects

Uptown CAN

- Installation of Street Sign Toppers in the Uptown area

Valley East CAN

- Partnership with Club Optimiste de Vallee Est to assist with the Christmas Breakfast with Santa.
- Racing Against Drugs
- Tree Lighting at HARC

Walden CAN

- Healthy Community and Environment Conferences
- Beautification of former “downtown” Main Street corridor
- Development of website

Ward One CAN

- Community gardens at Delki Dozzi and Marguerite and Gerry Lougheed Parks
- West End Block Party
- Upgrade to pedestrian crossing at Martindale Rd and Lorne St. crossing the CPR tracks

Ward 8 CAN

- Rejuvenation of the Twin Forks Playground
- Establishing a community gardens at Twin Forks
- Partnered with 2 other CANs to develop New Sudbury Days festival

Community Action Network Terms of Engagement

Background

On June 10, 2001, City Council unanimously adopted recommendations from the Mayor's Task Force on Community Involvement and Volunteerism, including a recommendation to initiate Community Action Networks (CANs). Working in partnership with the Sudbury Roundtable on Health, Economy and the Environment, the City of Greater Sudbury (CGS) introduced the concept of CANs to help in the planning, budgeting and implementation of community initiatives. CANs were also identified as a valuable resource in the encouragement of civic engagement within the Healthy Community Strategy (HSC) and the Regional Centre of Expertise on Education for Sustainable Development.

CANs bring people together to build a healthy community giving each resident of the City of Greater Sudbury an opportunity to have their voice heard at city hall. The Constellation City Report noted that residents in the former outlying areas felt disconnected from the city. CANs were established to help provide a better line of communication between the community, Council and City staff. Such groups embody the values that are reflected in the HCS, which identifies four pillars: Active Living/Health Lifestyle, Natural Environment, Economic Growth, and Civic Engagement/Social Capital.

Benefits of Community Action Networks

CANs work collaboratively to advocate for positive change and the betterment of the community.

- ***Enhancement*** in the overall quality of life in the CGS by addressing issues within the four HC Pillars: social, environmental, active living and economic.
- ***Awareness*** of the services offered by the CGS and other community organizations to local residents.
- ***Participation and involvement*** in project planning at the community level through ***identification and prioritization*** of community needs at a local level; taking action to address each priority individually.
- ***Promotion of community inclusiveness*** to ensure all residents have the opportunity to participate and be heard.

What Community Action Networks Are Not

- Ratepayer associations
- Groups focusing on a single issue or mandate
- Political entities
- Policy creators
- Are not responsible for City personnel

Development of the Terms of Engagement

Since 2004, 16 CANs have been established within the CGS in partnership with the community, Council and CGS staff. CANs can bring a unique perspective of a particular area, reflecting the values and needs of residents living within the community. Each CAN operates in their own unique manner, allowing for flexibility in the operational methods of the executive.

In January 2007, the Constellation City Report called for the development of 'Terms of Reference' to better define the role of CANs helping to outline their responsibilities to the communities they represent. The

report noted that in developing a Terms of Reference for CANs, *“the city risks losing the grassroots nature that has made the CANs a success to this point.”* As a result, the Terms of Engagement establish guidelines which provide direction for CANs, staff and Council.

The revised **Terms of Engagement** are intended to accomplish the following:

- Reflect and embrace the grassroots nature of CANs and the unique community that each represents.
- Provide a fluid framework that is more representative of how CANs develop and change over time.
- Set minimum eligibility criteria for a group to be considered a CAN.
- Detail the expectations for CANs and their responsibilities to the community which they represent and to the city as a whole.
- Ensure that relationships between CANs, Council and City Staff are mutually respectful.
- Provide an inclusive and respectful environment that supports positive interaction between CAN members.
- Identify administrative and financial support provided to the CANs from the CGS.
- Ensure that ultimate responsibility and decision making rests with the elected City Council.
- Create increased awareness of HCS and its connections to the CAN priorities.
- CANs are unique and reflect the diverse needs of each community. They are open to new members and encourage acceptance and inclusivity.
- Encourage active involvement and participation in CAN activities.

CAN Minimum Eligibility Requirements

- Community driven and lead
- Non-profit in nature
- Open and transparent to the public
- Strive to represent the broad interests of the community
- Encourage active participation from all residents across a variety of ages and interests
- Reflect the cultural diversity of the community
- Actively participate in CAN Summits and other learning opportunities
- Meet a minimum of five times per year
- Knowledgeable in the HCS

How will Eligibility Be Measured?

- Each CAN will conduct a visioning session to identify the community's strengths, weaknesses, opportunities and threats (SWOT Analysis).
- The priorities identified in the visioning session should be reviewed annually.
- Meetings will be advertised and open to the public.
- The Community Development Coordinator will be informed of CAN activities in a timely manner (i.e. meeting dates, agendas, minutes and newsletters).
- Individuals appointed or elected to executive positions within the CAN should be community members in that respective area.
- The CAN will seek community input and participation when initiating projects
- Each CAN will strive to engage the various service clubs and associations, and businesses within their area.
- Attendance at CAN Summits and other learning opportunities

Community Action Network (CAN) Terms of Engagement

Following the CGS's Public Participation Policy, the CAN's Terms of Engagement helps to define the interaction between Council, City Staff and CANs through the process of informing, consulting, involving and collaborating.

Inform

- Provide a Community Development Coordinator (CDC) as the primary liaison between the CGS and the CAN
- Identify a directory of key contacts from all departments within the CGS
- Provide information about CGS programs, policy change and opportunities (i.e. CANmail)
- CDCs are not required to attend all CAN meetings, however they are available to respond to CAN inquiries
- CANs assist in disseminating information to the local area.
- Provide a forum for CANs to exchange information and best practices with one another (i.e. CANmail and CAN Summits).
- CANs serve as a primary point of contact for the community for CGS projects and initiatives (HCS).

Considerations:

It is important that all information provided is timely, clearly defined and easily understood as well appropriately targeted to members of the CANs and that the basic concepts are in line with the H.C. priorities.

Consult

- Encourage feedback when considering policy change or developing new ways of doing business that require community input
- Community consultation can be facilitated through CANs
- Attendance at CAN meetings to discuss issues or projects relevant to the CAN (i.e. promoting HCS)
- CANs provide feedback representative of the broader community
- Help to connect with other community champions.

Considerations:

This type of engagement involves seeking community views regarding specific issues.

Involve

- Work directly with CANs to understand concerns at the community level
- Cooperatively develop solutions which will address the identified community needs
- Ensure CAN input is reflected in any directions chosen
- Communicate with CANs on how public input impacts final decisions
- CANs work with the CGS to increase awareness of participation in existing CGS programs.

Considerations:

This type of engagement is more of a process than consultation and is most effective when all relevant groups and individuals within a community are involved. The CAN requires a high level of organization for involvement to be effective, which details how decisions are made and the roles of all involved.

Collaborate

- Work cooperatively with CANs to develop community partnerships to deliver outcome-based projects and programs
- Encourage partnerships with other community groups to nurture civic pride and engagement at the local level (i.e. service clubs, schools, etc.)
- CAN is working in each of the four pillars of the HCS (Active Living/Healthy Lifestyle, Civic Engagement/Social Capital, Natural Environment, Economic Growth)
- CAN reflects the cultural diversity of the community or neighbourhood it represents

Considerations:

To have successful collaboration, CANs must be truly representative of their communities. They should have representation from youth, seniors and the private sector. There should be representatives from service clubs and associations from the area. CANs need to be open and inclusive to all residents, and need to encourage participation from the community at large.

Administrative Support

Those CANs meeting the minimum eligibility requirements will receive the following administrative support from the CGS:

- Meeting space
- CAN Reference manual
- Office space (if available)
- Printing of 3 newsletters annually
- Mysudbury.ca website space and training
- Promotional space in Leisure Guide (general CAN info)
- Liability coverage for approved CAN activities
- CANmail

Funding Recommendations

In addition to the administrative support previously outlined, each CAN is eligible to receive the amount of \$2,500 per year. The funds are intended to cover costs associated with promotion of activities, photocopying, mailings, developing websites (other than mysudbury.ca sites), and other day-to-day expenses. CANs looking for financial support for outcome based projects have the option of requesting funds from their City Council representative, community sponsors or by submitting grant applications where eligible.

CANs are required to prepare an annual financial report in order to remain eligible for funding.

The report should include an outline of recent accomplishments, and should include a list of groups and associations affiliated with the CAN. Money is provided to CANs for annual operating expenditures and should not accrue over the years.

Ensuring CANs are Sustainable

In addition to the administrative support provided by the CGS, learning opportunities and CAN Summits to assist with CAN sustainability will also be offered. CANs are expected to have members attend these learning opportunities as part of their eligibility. CAN Summits provide excellent networking opportunities and allow CANs to share ideas and best practices. To date some of the learning opportunities provided at

the CAN Summits include presentations by Rainbow Routes, Greater Sudbury Police Services, and Volunteer Sudbury/Ontario Summer Games. Other topics covered have included HCS updates, social networking, youth engagement, and risk management.

Topics to be addressed at future CAN Summits may include:

- Volunteer recruitment
- Facilitating group discussions and effective meetings
- Conflict resolution/Consensus building
- Engaging seniors/private sector
- Strategic planning
- Special event organization
- Developing project proposals
- Succession planning

Reporting back to Council

As with all other community groups, CANs may request the opportunity to present before Council. Presentations to Council provide CANs with an opportunity to update Council on their current projects and priorities.

HOW THE CITY OF GREATER SUDBURY ENGAGES CANs (A VISUAL REPRESENTATION)

	Inform	Consult	Involve	Collaborate
Overview	<ul style="list-style-type: none"> •To provide information to increase the community's understanding of issues and decisions made for the CGS, for example: updates on progress of HCS and the Sustainable Mobility Plan 	<ul style="list-style-type: none"> •To seek community level input regarding plans, policy and procedures •Seek input regarding HCS 	<ul style="list-style-type: none"> •To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered •Community to identify projects within the 4 pillars of HCS 	<ul style="list-style-type: none"> •To partner with the public in each aspect of the decision-making process including the suggestion of alternative ideas and the identification of preferred solutions. •Develop how to carry out HCS to entire community.
CAN Stages of Development	<ul style="list-style-type: none"> •Few active members •Informal operating structure •Undeveloped ties with local associations •Introduction of HCS 	<ul style="list-style-type: none"> •Loose structure (Co-Chairs) •One or two active projects •Some key community organizations involved •Obtain input regarding HCS •Relate priorities and projects to the HCS 	<ul style="list-style-type: none"> •Some working committees •Well organized with regular meetings and broad community involvement •Work in multiple Healthy Community pillars but not all •Develop priorities and align with HCS 	<ul style="list-style-type: none"> •Youth, senior and business representation •Community associations well represented •Functioning sub-committees and executive/Recognition of HCS within planning and priorities
Leadership	<ul style="list-style-type: none"> •Staff guiding process 	<ul style="list-style-type: none"> • Key community champions identified to work with staff 	<ul style="list-style-type: none"> • Transfer of leadership to community • Established executive in place 	<ul style="list-style-type: none"> •100% community driven •CAN Executive developing new leaders (succession planning)
CAN Responsibilities	<ul style="list-style-type: none"> •Disseminate information received to local community •Identify additional community partners •Work with CGS to increase participation in City programs (Community Clean Up, Trails, etc.) 	<ul style="list-style-type: none"> • Provide feedback which represents the broad community • Identify community partners 	<ul style="list-style-type: none"> • Lead, engage and mobilize community groups and members • Use visioning sessions & SWOT Analysis to identify community priorities 	<ul style="list-style-type: none"> •Involve and engage existing local community associations •Explore external funding opportunities to assist project funding •Pursue projects linked to HC Strategy
CDC Role	<ul style="list-style-type: none"> •Help navigate/guide CAN •Respond to inquiries •Educate CGS departments and Council regarding CANs •Introduce HCS 	<ul style="list-style-type: none"> •Animator •Keep other departments & Council informed •Identify link(s) of project to HC pillars 	<ul style="list-style-type: none"> •Enable •Facilitate •Keep other departments & Council informed •Create link(s) of project to HC pillars 	<ul style="list-style-type: none"> •Project support •Access to resources •Keep other departments & Council informed •Encourage CANs to pursue projects that link to the HC pillars
Other City Staff				

Community Action Network Terms of Engagement

Responsibilities	<ul style="list-style-type: none">•Respond to CAN inquiries•Provide information through brochures, media releases, public meetings, etc.	<ul style="list-style-type: none">•Survey CANs regarding potential policy changes•Attend meetings, as requested with CANs to discuss plans and alternatives	<ul style="list-style-type: none">•Engage CANs at the onset when considering changes to policies, procedures, etc.	<ul style="list-style-type: none">•Work with CANs at all stages to realize outcome based projects (i.e. trails, parks, etc.)
Council Role	<ul style="list-style-type: none">•To listen•To provide information	<ul style="list-style-type: none">•To solicit feedback•To provide information	<ul style="list-style-type: none">•To be involved in the decision-making process	<ul style="list-style-type: none">•To use CANs as a community sounding board