

Presented To:	City Council
Presented:	Tuesday, Dec 12, 2017
Report Date	Tuesday, Nov 21, 2017
Type:	Managers' Reports

## Request for Decision

### Revised Terms of Engagement for Community Action Networks

#### Resolution

THAT the City of Greater Sudbury approves the revised Terms of Engagement for the Community Action Networks, as outlined in the report entitled "Revised Terms of Engagement for Community Action Networks", from the Director of Communications and Community Engagement, presented at the City Council meeting of December 12, 2017.

#### Relationship to the Strategic Plan / Health Impact Assessment

This report relates to the Strategic Pillar of "Responsive, Fiscally Prudent Open Governance" by providing a comprehensive framework in which the City and the Community Action Networks can continue to work effectively together to achieve Council's, the City's, and the community's goals.

#### Report Summary

Council directed staff to bring forward revised Terms of Engagement for the CANs. The proposed revised Terms were developed through a consultative, inclusive process, and address issues identified by the City and the CANs. The new Terms set the groundwork for enhanced cooperation, collaboration, and support between the City and the CANs.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

Eliza Bennett  
Director of Communications and  
Community Engagement  
*Digitally Signed Nov 21, 17*

**Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Nov 22, 17*

**Recommended by the Department**

Eliza Bennett  
Director of Communications and  
Community Engagement  
*Digitally Signed Nov 21, 17*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Nov 21, 17*

# **Revised Terms of Engagement for Community Action Networks**

## **Purpose**

The purpose of this report is to seek Council approval on the revised Terms of Engagement for the Community Action Networks (CANs). At the Finance and Administration Committee meeting of December 2015, Council directed 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.” This report provides revised Terms of Engagement for approval (attached as separate documents to this report), as well as a summary of how the work was accomplished, key changes in the Terms of Engagement, and key opportunities in the relationship between the City and the CANs moving forward.

## **Background**

CANs evolved from the Mayor’s Task Force on Volunteerism and Community Involvement in 2001 shortly after the amalgamation of area municipalities into the City of Greater Sudbury. CANs were seen as a method for citizens, Councillors and staff to work together as part of a collaborative approach to engagement and community building. As noted in the Finance and Administration Committee report of December 2015, “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 importance of CANs was further reinforced in the 2007 Constellation City Report, “Building a Community of Communities in Greater Sudbury.” The initial Terms of Engagement for the CANs were a result of the recommendations made in the Constellation City report.

Until 2017, the City’s relationship with the CANs was managed primarily through the Community Development Department; however, a new organizational structure created an additional emphasis on community engagement with the establishment of a Communications and Community Engagement Division. The CANs are key partners in the City’s community engagement strategies and as such, since May 2017, responsibility for the CANs lies with the Communications and Community Engagement Division.

There are currently 15 active CANs in the City of Greater Sudbury. The CANs' primary point of contact with the City is the Community Engagement Coordinator who serves as a liaison to other City departments; however, CANs create and maintain relationships and partnerships with nearly all areas of the organization.

The Terms of Engagement for CANs brought forward to Council in 2007 were developed in consultation with members of CANs, members of City Council and City staff. As CANs continued to evolve, it became evident that a review and revision to the Terms of Engagement were required to ensure that CANs remained sustainable and successful, and to enable them to encourage broad participation and representation from the communities they serve.

## **Analysis – the New Terms of Engagement**

### ***The Terms of Engagement are aligned with other adopted frameworks***

In 2008, the City adopted the International Association for Public Participation's Public Participation Framework. This is an international standard to promote public participation in relation to individuals, government, institutions, and other entities that affect the public interest. The framework outlines five pillars of engagement: Inform, Consult, Involve, Collaborate, and Empower

In 2014, the City conducted a community engagement review. The survey done as part of this project indicated that 89 percent of respondents wanted to be engaged in municipal affairs, but 70 percent did not feel engaged. The CANs are vital to their communities as they provide opportunities for individuals to become involved at a grassroots level and to work on projects and events which have direct impact on the neighbourhoods and communities where they live. CANs are also vital to the City's engagement efforts, as they have the ability to bring together groups of people to obtain information on and discuss topics of interest.

In 2015, City Council adopted a model of Open Government based on the principles of Open Information, Open Data, Open Dialogue and Open Doors. The themes of Open Government are:

- Open Dialogue: Working with and communicating to the public and involving citizens in decision-making.
- Open Information: Opening up and proactively releasing government information.
- Open Data: Making data a publically available tool or asset.

- Open Doors: Implementing measures or plans for accountability and oversight of government actions.

Open Government aims to strengthen governance by promoting greater transparency, accountability and citizen engagement. This means that the City will engage in two-way conversations and open dialogues that engage citizens in public debate and decision making on the development and delivery of municipal programs, services and policies. The unique structure of CANs make them ideally suited to help achieve this.

The new Terms of Engagement for the CANs incorporate the Public Participation Framework as well as the principles of Open Government, and are aligned with previous decisions, directions, and principles of City Council. The new Terms of Engagement clearly detail the expectations of all partners in fulfilling the vision of City Council.

***A rigorous, inclusive, and consultative process was used to establish the new Terms of Engagement***

Following the initial direction from Council in December 2015, a Terms of Engagement Review Committee was established. The Committee included five members of Council and seven members of Community Action Networks and met a number of times over 2016. At the meetings, participants discussed the framework for the terms of engagement, as well as challenges and opportunities.

With the change in corporate structure in 2017, staff from the Communications and Community Engagement met with the Executive or Chair of the CANs. The purpose of these meetings was to get a better understanding of each CAN, their priorities and working relationship with CGS. In addition, the meetings provided an opportunity for staff to discuss the Terms of Engagement and what was, and was not, working.

At the same time, staff reviewed best practice from a community engagement perspective. While other examples of neighbourhood associations, volunteer groups and other grassroots organizations exist in municipalities across Canada, the CANs are unique in their relationship to the City and the framework in which they operate. As such, staff have maintained Terms of Engagement that are unique to the CANs.

***The new Terms of Engagement address opportunities identified by the City and CANs***

A number of concerns and opportunities were identified as part of the discussions held during the review process. The following section outlines the key changes in the new

Terms of Engagement. These changes reflect as much as possible the feedback that has been received through the various consultations that have taken place as part of this review process.

1. Discussions with the CAN Chairs and comments provided by the Terms of Engagement Review Committee showed that there was a need to more clearly define the operation of CANs, different roles and responsibilities, and the unique relationship that CANs maintain with the City, in order to ensure their success and maximize their effectiveness in the community. Staff also heard that CANs wanted more simplified Terms of Engagement, and at the same time, were looking for more clarity on how they should function (such as details on eligible operating costs and liability/insurance coverage for CAN activities). In response to this feedback, the proposed Terms of Engagement are now divided into two parts:
  - Terms of engagement – an overarching charter to guide CANs, defining a broad view of CANs, their role and function, and the role of CGS, staff and Council. All administrative guidelines and supporting documents for the CANs and the City are separated into appendices to this charter, including financial and reporting requirements for the grant provided to the CANs.
  - Standard operating procedures – the framework in which CANs operate and intended primarily as a resource for CAN Chairs and CAN Executive members.
2. The City provides an annual grant of \$2,500 to each CAN to be used for administrative and promotional purposes. Based on feedback received from the CANs as well as City staff, a number of key changes are proposed in the administration of the grant as part of the new Terms of Engagement.
  - The terms of engagement review process identified a need for clarity around allowable expenses. The large majority of CANs expressed the desire to be able to spend some of the grant money on CAN projects like purchasing gravel for walking trails, or plants for community gardens. Under the new terms of engagement, staff are therefore proposing that CANs be permitted to spend up to 25 percent of the annual grant on such CAN projects.
  - Under the previous terms of engagement, there were no provisions around the ability for CANs to carry over grant money from one year to the next. CAN Chairs indicated that they wanted the flexibility of being able to carry over grant money for a specific purpose or project (ie, new website, significant project or campaign). As such, under the new terms of engagement, staff are recommending that CANs be permitted to carry over a maximum of 25 percent of the grant provided by the City for use in the next

year with prior CGS approval. Any grant money not spent beyond that amount would be deducted from the next year's grant.

- Under the new terms of engagement, CANs are not permitted to donate grant money received from the City to other groups or initiatives.
  - Annual reports are required from each CAN that receives a grant from the City. This requirement has been maintained in response to the value for money audit that was conducted at Council's direction in 2016. The new CAN terms of engagement provide a simple template for CANs to use. Submission of the annual report is required by January 30. This is in line with the City's end of year reporting requirements and is intended to streamline the reporting process for all parties.
3. There was a desire to review the roles and responsibilities of the City and of CANs as part of the new terms of engagement.
- The new terms more clearly outline the roles of the City, City staff, CANs, and Councillors.
  - There is a strong partnership between the City and CANs, and as such, the document reiterates the support of the City in several key areas:
    - Maintaining a single point of contact to ensure that there is an ongoing mechanism to communicate with, assist, and support CANs. Wherever possible, City staff will attend every second CAN meeting in addition to any special CAN meetings such as visioning or strategy sessions.
    - Maintaining the comprehensive liability coverage for all registered and approved CAN events, organizers and volunteers.
    - Maintaining the \$2,500 yearly operating grant, contingent on Council approval.
    - Maintaining and implementing new supportive programs and activities as determined in partnership with the CANs, including forums for networking and exchanging information like CAN summits; operational guidance; and other resources and initiatives that strengthen the CANs.
  - The document also clarifies what the City expects from CANs in order to be eligible for the \$2,500 grant:
    - Open, transparent, and accountable operating practices; and

- Inclusive community-building activities that expand the City's engagement reach and meet the City's and the CANs' goals of community participation and engagement.

***The Terms reflect the potential for a stronger partnership between the City and CANs***

Through the discussions that were held in developing the new Terms of Engagement, it was recognized that there was a need to highlight the potential for an even stronger partnership between the City and the CANs. More specifically, through collaborative processes, the City and the CANs can and should develop additional support mechanisms that are identified through mutual discussions, including enhancing communications and community engagement strategies and facilitating partnerships between individual CANs and between CANs and the broader community.

**Beyond the Terms of Engagement**

Beyond the new Terms of Engagement, opportunities exist for the City and the CANs to work with and learn from one another in different ways than in the past to achieve our respective objectives. Specifically:

- There are opportunities for the City to engage more broadly with the CANs and, through the CANs, with the community. Similarly, there are opportunities to more consistently support the work that the CANs do to create healthy and vibrant communities.
- Based on the discussions held to date, there is work that can begin immediately to assist in expanding the reach of the CANs. A communication and marketing plan will be developed and implemented in 2018 to promote what a CAN is, how residents can get involved, and the unique opportunities in volunteering with a CAN.
- There are opportunities to collaborate on training and mentoring to build capacity, enhance networks, expand skill sets, and engage more broadly, all of which will support the creation of resilient communities. This will align with mandatory requirements expected to take effect in the next few years for training for volunteer groups.
- The City will bring together CAN Chairs in the new year to collaborate on plans for 2018 and beyond.

## Next Steps

Upon approval of the new Terms, staff will meet with the CANs to share the final documents. They will also be posted to the City's website as publicly available files.

## Resources Cited

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=847&itemid=10559&lang=en>

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1167&itemid=12444&lang=en>

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=13229.pdf>

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=131>



# Community Action Network Terms of Engagement

## Table of Contents

Community Action Network Terms of Engagement .....	2
APPENDIX A .....	7
APPENDIX B.....	8
APPENDIX C .....	10
APPENDIX D .....	12

# Community Action Network Terms of Engagement

## BACKGROUND

The City of Greater Sudbury (CGS) established Community Action Networks (CANs) to provide a line of communication between the community and the City, and to help with the planning and implementation of community initiatives. CANs bring citizens together to build strong, engaged communities, foster civic engagement and encourage public participation in local and municipal projects.

## VISION

Engagement, public participation, and constructive dialogue between the City of Greater Sudbury and its citizens are cornerstones of good governance. CANs are open to the public and inclusive. They work collaboratively with the City to inform, consult and involve residents in local and municipal projects, processes and services.

## MISSION

- CANs take action and implement projects and initiatives which have a positive impact on the quality of life in Greater Sudbury.
- CANs create opportunities for broader engagement in their communities.
- CANs work collaboratively to advocate for positive change and the betterment of the community.
- CANs help identify community needs and establish cooperative working relationships with other groups within the City.

## VALUES

- CANs are open and inclusive to all.
- CAN participants respect one another, municipal and CAN processes, and each other's roles and responsibilities.
- CANs take the social, economic, and environmental needs of their respective communities into consideration when establishing priorities.

- CANs reflect the unique perspective, values, and needs of their respective communities.

## **Strategic Framework**

The City of Greater Sudbury has adopted the International Association for Public Participation's Public Participation Framework, which is an international standard to promote public participation in relation to individuals, government, institutions, and other entities that affect the public interest. This framework outlines five pillars of engagement: Inform, Consult, Involve, Collaborate, and Empower (see Appendix D – How the City of Greater Sudbury Engages CANs - A Visual Representation). The City strives to engage citizens keeping their needs, the organization's needs, and the Public Participation Policy in mind. The City is committed to engaging meaningfully with citizens, and has also adopted a model of Open Government that is based on the principles of open information, open data, open dialogue and open doors. It aims to strengthen governance by promoting greater transparency, accountability and public engagement. This means that the City will engage in two-way conversations and open dialogues that engage citizens in public debate and decision-making on the development and delivery of municipal programs, services and policies.

## **Community Action Network Benefits**

Community Action Networks bring people together to build a healthy community. Healthy communities are strong and vibrant. They emerge from the collaborative efforts of citizens who care about where they live and want to make their neighbourhoods the best they can possibly be. Community Action Networks provide the resources to make this happen. The City of Greater Sudbury recognizes the following benefits in establishing and supporting Community Action Networks:

- CANs enhance the overall quality of life in Greater Sudbury in social, environmental and economic sectors.
- CANs enable citizens to participate, appreciate, and fully understand the services offered by community organizations, groups and the City of Greater Sudbury.
- CANs help identify community needs and establish cooperative working relationships with the CGS, and other groups within the community.
- CANs promote democracy and inclusiveness by giving participants (community, Council, City staff) a unique vehicle to work in harmony toward common goals.

- CANs provide a mechanism for planning at the community level by identifying different projects with which individual Community Action Networks will be involved.
- CANs foster civic engagement and public participation in municipal projects and services.

### **CAN Eligibility Requirements**

- Are community driven and led.
- Are non-profit in nature and not-incorporated.
- Are open and transparent to the public.
- Strive to represent the broad interests of the community.
- Adhere to the Standard Operating Procedures of the Terms of Engagement.
- Have an elected Executive.

### **Objectives of CANs**

- To actively respond to the community's needs and priorities by facilitating and promoting activities that empower residents to participate in community, economic and social development projects in their area.
- To operate in partnership with other community agencies and identify existing community resources to ensure their effectiveness in responding to community needs.
- To undertake and promote new initiatives in response to community priorities, and where possible, to consider the alignment between the initiatives and goals/objectives of the CAN, and the strategic priorities of the CGS.
- To work in cooperation with other community groups in nurturing civic pride and engagement within each community.

## **ROLES AND RESPONSIBILITIES**

### ***CANs are responsible for:***

- Engaging the community and encouraging participation in the CAN.
- Providing a safe and welcoming atmosphere for citizens to come together.
- Networking within the community (other community groups, businesses, seniors, youth, and other) to represent and engage the community.
- Communicating their programs and activities to the CGS and local residents on a regular basis.
- Coordinating a visioning session to identify CAN priorities at least once every four years.
- Reviewing CAN priorities on an annual basis.
- Promoting the vision and priorities of the CAN and the City of Greater Sudbury sponsored programs and initiatives at the community level, where feasible.
- Encouraging feedback on CGS matters requesting community input.
- Operating in accordance with the CAN Standard Operating Procedures.

### ***The City of Greater Sudbury is responsible for:***

- Engaging CANs and the community through public participation and community engagement.
- Providing a staff liaison to be the primary point of contact for the CANs.
- Providing information about City programs, policies, procedures and opportunities for public input.
- Assisting CANs in obtaining access to community facilities, space and equipment/resources (as needed).
- Providing CANs with community grant funding subject to approval by City Council.
- Providing comprehensive liability coverage for registered and approved CAN events, organizers and volunteers.
- Providing information on City-wide campaigns and programs as projects of value that CANs may support and implement within their areas.

- Providing a Guidebook for the CAN Chairs/CAN Executive.
- Providing a forum for CANs to network and exchange information (CAN Summit and other).
- Providing training, educational and learning opportunities, when available.
- Assisting with CAN promotional efforts where appropriate, including marketing the CAN to the community.

***The CGS Staff Liaison is responsible for:***

- Building awareness and capacity within CGS about the relationship between CGS and CANs.
- Working collaboratively with the CANs to understand the concerns of the community.
- Advising the CAN on City matters (policy, business and other).
- Liaising with other CGS departments on CAN matters.
- Ensuring the CAN is informed about City Policies and Procedures.
- Assisting with CAN Visioning Sessions.
- Reviewing CAN communication materials.
- Attending every second CAN meeting, and providing support for special meetings such as annual meetings or visioning sessions, wherever possible.

***The City Councillor is responsible for:***

- Assisting with CAN inquiries regarding City services, facilities and programs where appropriate.
- Attending CAN meetings when available.
- Liaising with the CAN Chair.

## **APPENDIX A**

### **BUDGET, ACCOUNTING AND FINANCIAL RECORD KEEPING**

CANs may receive an annual community grant, subject to Council approval, through the City's Community Grants Program. The purpose of the community grant is to assist CANs with administrative costs associated with the business of the CAN. The CANs shall adhere to the following financial practices:

- CANs shall maintain accurate records of all expenditures of funds allocated through CGS.
- CANs shall prepare and submit an annual report for the previous year's activities, no later than thirty 30 days after year end (December 31).
- A maximum of 25% of the community grant may be carried over to the next grant year with CGS approval. Any grant money beyond that amount, not spent during the granting year, will be deducted from the next year's grant.

## **APPENDIX B**

### **ELIGIBLE CAN OPERATING COSTS (FOR THE COMMUNITY GRANT)**

CANs will receive an annual grant, pending Council approval, to cover eligible operating and administrative costs. The funds are intended to cover the costs associated with promotion of activities, photocopying, mailings, web site maintenance, and other day-to-day expenses, these include (but are not limited to):

- Office supplies (paper, printer ink, pens, CDs, and other)
- Printing and photocopying (black and white or colour)
- Postage (stamps, envelopes, ad mail, courier costs)
- Advertising
- Mileage payable to members on CAN business (paid at the CGS rate)
- Refreshments for meetings/events
- Developing a website, website administration and web page hosting
- Promotional materials and activities.

#### **Special Consideration:**

- Up to 25% of the annual grant may be spent on CAN projects. This may include capital expenditures such as contributions toward the purchase of a bench, playground equipment, signage, trees, mulch for a trail, etc.
- CANs may not donate community grant funding to other groups or initiatives.

#### **Resources available to CANs (at no direct cost) through CGS:**

- Meeting and office space at City-owned locations, subject to availability.
- Liability insurance coverage for approved CAN activities and events.
- Photocopying or printing at Libraries and Citizen Service Centres of up to 50 pages monthly (agendas and minutes).



**Examples of items that are not eligible expenditures:**

- Personal internet access fees
- Monthly rent/utility bills
- Computers (not including supplies such as paper, ink)
- Staff costs
- Donations to other groups or initiatives
- Alcohol.

## APPENDIX C

### COMMUNITY ACTION NETWORK ANNUAL REPORT

(To be submitted to your Community Engagement Co-ordinator by January 30<sup>th</sup>)

Community Action  
Network:

CAN Chair:

Telephone:

Email:

Treasurer:

Telephone:

Email:

Please list the expenditures from the CGS funds received and include all receipts for reconciliation (\$2,500).

Item	CGS Grant (including tax)
Office Supplies	\$
Printing/Photocopying	\$
Mail/AdMail	\$
Advertising	\$
Website Administration	\$
Meeting Expenses	\$
Other (please identify)_____	\$
Other (please identify)_____	\$
<b>TOTAL</b>	<b>\$</b>
Balance Forward (From Previous Year)	\$
Current Account Balance	\$

Describe any partnerships established or activities pursued during the past year, including any funding or support that you have leveraged.

---

---

---

---

What are your plans for next year?

---

---

---

Name

Signature

Date

---

## APPENDIX D

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

	Inform	Consult	Involve	Collaborate	Empower
<b>Overview</b>	<ul style="list-style-type: none"> <li>• To provide information to increase the community's understanding the problem, alternatives, opportunities and/or solutions</li> </ul>	<ul style="list-style-type: none"> <li>• To obtain community feedback on analysis, alternatives and/or decisions</li> </ul>	<ul style="list-style-type: none"> <li>• To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered</li> </ul>	<ul style="list-style-type: none"> <li>• To partner with the public in each aspect of the decision-making process from development to solution</li> </ul>	<ul style="list-style-type: none"> <li>• Place decision-making in the hands of the public</li> <li>• Promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers</li> </ul>
<b>CAN Development</b>	<ul style="list-style-type: none"> <li>• Few active members</li> <li>• Informal operating structure</li> <li>• Narrow Focus</li> <li>• Undeveloped ties with local associations</li> </ul>	<ul style="list-style-type: none"> <li>• Loose structure (Co-Chairs)</li> <li>• One or two active projects</li> <li>• Some key community organizations involved</li> </ul>	<ul style="list-style-type: none"> <li>• Some working committees</li> <li>• Well organized with regular meetings and broad community involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Youth, senior and business representation</li> <li>• Community associations well represented</li> <li>• Functioning sub-committees and executive</li> </ul>	<ul style="list-style-type: none"> <li>• CAN well developed and connected to the community</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Staff guiding process</li> </ul>	<ul style="list-style-type: none"> <li>• Key community champions identified to work with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of leadership to CANs</li> <li>• Established executive in place</li> </ul>	<ul style="list-style-type: none"> <li>• CAN Executive developing new leaders (succession planning)</li> </ul>	<ul style="list-style-type: none"> <li>• CAN lead in collaboration with the community</li> <li>• Shared leadership of community-led projects with decision-making at the community level</li> </ul>
<b>CAN Role</b>	<ul style="list-style-type: none"> <li>• Disseminate information received to local community</li> <li>• Identify additional community</li> </ul>	<ul style="list-style-type: none"> <li>• Provide feedback which represents the broad community</li> <li>• Identify</li> </ul>	<ul style="list-style-type: none"> <li>• Lead, engage and mobilize community groups and members</li> <li>• Use</li> </ul>	<ul style="list-style-type: none"> <li>• Involve and engage existing local community associations</li> <li>• Explore external funding opportunities to</li> </ul>	<ul style="list-style-type: none"> <li>• Engage the public in decision making</li> <li>• Make decisions which reflect the interests and</li> </ul>

## APPENDIX D

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

	Inform	Consult	Involve	Collaborate	Empower
	partners • Work with CGS to increase participation in City programs (Community Clean Up Blitz, Trails, etc.)	community partners	visioning sessions & SWOT Analysis to identify community priorities	assist project funding	concerns of the community • Seek out public participation and facilitate the involvement of those affected by or interested in a decision
<b>CGS Staff Liaison Role</b>	• Help navigate/guide CAN • Respond to inquiries • Educate CGS departments and Council regarding CANs	• Animator • Keep other departments & Council informed	• Enable • Engage • Facilitate • Keep other departments & Council informed	• Project support • Access to resources • Keep other departments & Council informed	• Provide tools for engagement • Provide participants with the information they need to participate in a meaningful way
<b>CGS Role</b>	• Listen • Respond to CAN inquiries • Provide information through brochures, media releases, public meetings, etc.	• Solicit feedback • Provide information • Survey CANs regarding potential policy changes • Attend meetings, as requested with CANs to discuss plans and alternatives	• Engage CANs at the onset when considering changes to policies, procedures, etc. • Be involved in the decision-making process • Provide feedback on how public input influences decisions	• Work with CANs to help realize outcome based Municipal projects (i.e. trails, parks, etc.) • To use CANs as a community sounding board • Incorporate input from CANs into decision making	• Assist CANs with community engagement and help facilitate their ability to encourage public participation

# Community Action Network Standard Operating Procedures

STANDARD OPERATING PROCEDURES .....	3
1. Membership .....	3
2. CAN Structure – CAN Executive .....	3
2.1. Descriptions of Executive Committee Members .....	3
2.1.1. Chairperson .....	3
2.1.2. Vice-Chair/Co-Chair .....	4
2.1.3. Secretary .....	4
2.1.4. Treasurer .....	4
3. Sub-Committees .....	5
4. Meetings .....	5
5. Agendas and Minutes .....	6
6. Delegations and Presentations .....	6
7. Public Participation .....	6
8. Special Events .....	6
9. Voting .....	7
10. Election and Tenure of the Executive .....	7
11. Starting a CAN .....	7
12. Dissolving a CAN .....	7
13. Comply with Laws .....	8
14. Relationship to CGS .....	8
15. Liability and Indemnification .....	8
16. Freedom of Information and Protection of Privacy Legislation .....	9

17. Fundraising.....	9
18. Conflict of Interest .....	9
19. Professional Conduct.....	9
23. Grants and Reporting Responsibilities .....	10
23.1.    CAN Annual Community Grant .....	10
23.2.    CAN Fiscal Year .....	11
23.3.    Financial Procedures.....	11
23.4.    Annual Report.....	11
23.5.    Accounting and Audit.....	11

## **STANDARD OPERATING PROCEDURES**

### **1. Membership**

Membership is open to any Greater Sudbury resident who resides or owns a business or property in the established boundaries of the CAN. CANs are comprised of a minimum of two Executive members (Chair and Treasurer) and an unlimited number of members at large. Members do not receive any compensation or remuneration for participation.

### **2. CAN Structure – CAN Executive**

The CAN Executive shall consist of members elected by the CAN membership. The business of the CAN, including management of the CAN's finances, shall be administered by the Executive, which holds the following positions for a two-year term:

- Chair (or Co-Chairs)
- Vice Chair (optional)\*
- Secretary \*
- Treasurer \*

\* CANs may chose to combine these executive positions.

#### **2.1. Descriptions of Executive Committee Members**

##### **2.1.1. Chairperson**

- Coordinate and chair all meetings of the CAN.
- Provide leadership for the CAN Executive and subcommittee activities. Ensure members are aware of their obligations and responsibilities.
- Represent the CAN at functions or meetings.
- Be a contact person between the community, the City of Greater Sudbury (CGS), and the Ward Councillor(s) in their area.
- Ensure timely responses to all inquiries from community members. Facilitate the resolution of issues that arise.



- Attend CAN functions held within the community (when possible).
- Ensure that the CAN's financial obligations are met.
- Act as the spokesperson for the CAN with media, as required.
- Act as a signing officer on CAN cheques.
- Co-ordinate the completion of the CAN Annual Report.

#### **2.1.2. Vice-Chair/Co-Chair**

- Act on behalf of the Chair, as required.
- Act as a signing officer on CAN cheques.
- Take on special projects, as requested by the Chairperson and/or Executive.

#### **2.1.3. Secretary**

- Record minutes of CAN meetings, and include a list of action items from these meetings to be published within the minutes. A complete draft of the minutes should be distributed to executive members following the meeting for review and feedback. Keep and maintain a record of the meeting minutes.
- Maintain a current mailing/contact list of all CAN members and volunteers.

#### **2.1.4. Treasurer**

- Prepare cheques as required, and act as a signing officer.
- Maintain a record of all receipts and disbursements, and a record of all assets and liabilities. Ensure records are kept for seven years.
- Deposit funds in the bank account on a timely basis and reconcile the bank account on a monthly basis.
- Coordinate the preparation of the annual budget report for approval.
- Ensure financial policies and procedures are followed.
- Make the financial books and files available for audit each year.

- Report on the CAN's financial status at CAN meetings, and alert the Executive of any concerns.
- Make the Chair aware of any issues requiring her/his attention.

### **3. Sub-Committees**

Sub-committees may be established to meet specific needs of the CAN and can be created and/or dissolved as deemed necessary by the Executive providing that:

- The objectives are consistent with the purpose of the CAN.
- The sub-committee agrees to participate in the CAN in order to coordinate its plans and programs.
- The sub-committee agrees to operate in accordance with the CAN Terms of Engagement, Standard Operating Procedures, and CGS policies and procedures.

Sub-committees may include members of the CAN, as well as volunteers who are not CAN members. This may include individuals or organizations with a particular area of expertise. A member of the sub-committee is responsible for acting as lead, and for communicating with the Executive. A list of sub-committee members, along with their contact information, shall be provided to the CAN Secretary.

### **4. Meetings**

With input from the members, the CAN executive determines a schedule of dates, times and location of meetings. The CAN will hold meetings or community engagement opportunities no less than four times each year. The CAN executive communicates the meeting schedule to the community, City Councillor and CGS Staff Liaison, and may use various communication methods to ensure inclusivity, including email, social media, website, Canada Post, flyers, and personal contact with members.

The CAN Executive may hold meetings to plan or discuss items that will be communicated to the broader membership. All Executive meetings are open to CAN members and the public.

## **5. Agendas and Minutes**

Agendas and minutes for CAN meetings must be communicated to CAN members, the Ward Councillor(s) and CGS Staff Liaison in advance of the meeting. Any CAN member may submit a request to the CAN Chair for consideration to be added to the meeting agenda.

## **6. Delegations and Presentations**

Any delegation, group or individual wishing to address the CAN, or make a presentation at a CAN meeting should submit their request to the CAN Chair at least two weeks prior to the meeting. The CAN Executive will determine whether the presentation is appropriate for the meeting and the amount of time that will be allocated to the item.

## **7. Public Participation**

Following the City's Public Participation Policy, the CAN Terms of Engagement helps to define the interaction between Council, City staff and CANs. The CGS has adopted the International Association for Public Participation Framework. This framework outlines five pillars of engagement: Inform, Consult, Involve, Collaborate and Empower. The CGS strives to engage citizens keeping their needs, the organization's needs, keeping the policy in mind, and is committed to engaging meaningfully with citizens. This means that the CGS will engage in a two-way conversation on projects, services, policies and programs in ways and in locations that encourage participation.

## **8. Special Events**

Special events are a great way to celebrate in the community. A well planned special event takes a significant amount of volunteer/staff time, positive energy and adequate funding and insurance to deliver. CANs should work closely with their CGS Staff Liaison by providing them with the details of the planned activity/event at least two months in advance, whether it is on City property or private property. The CGS Staff Liaison will work with CANs, and other City departments, to ensure that all the necessary permits, insurance and permissions are in place.

## **9. Voting**

CANs make decisions by consensus. If a consensus cannot be reached, a question will be put to a vote in the form of a motion and each member will be allowed one vote. If unable to attend the CAN meeting, registered CAN members may submit their vote in advance, with an absentee ballot to the CAN Chair, either by mail or email. Motions require a simple majority to pass. The Chair will be the deciding vote if there is a tie. The CGS Staff Liaison and the Ward Councillor(s) will serve in a non-voting capacity. In order to be eligible to vote at a CAN meeting, the individual must live or work in the area of the Ward that the CAN encompasses, or own property or a business in the area of the Ward as defined by the CAN boundaries.

## **10. Election and Tenure of the Executive**

The election of the Executive shall take place by vote every two years at a CAN meeting that is promoted to the community in advance. Executive members should not hold the same position for more than two terms unless they are elected by acclamation. If possible, the Chair and Vice-Chair/Co-Chair should be elected in alternate years for succession continuity.

## **11. Starting a CAN**

When there is interest from a particular area of the community to start a CAN, the CGS Staff Liaison will work with interested parties to determine what area they represent and whether they can work with an existing CAN. The CGS Staff Liaison will assist the group with the process to establish the CAN, and if necessary a report will be presented to Council for consideration.

## **12. Dissolving a CAN**

Should a CAN cease to operate, or dissolve, the assets of the CAN will be held in trust by CGS until such time that the CAN is rejuvenated or an approved allocation of residual assets is determined by the community and CGS. The CAN will submit a final report to CGS, including all financial records, historical records held by the CAN, and access to all online CAN resources.

### **13. Comply with Laws**

The CAN shall at all times conduct itself in accordance with all federal, provincial and municipal laws, including but not limited to, the Human Rights Code and any applicable freedom of information and protection of privacy legislation. The CAN is responsible for obtaining any permits or licenses required for their activities and ensuring that their events and activities are in a location compliant with the City's Zoning By-law. The City Staff Liaison is available to provide assistance as required.

### **14. Relationship to CGS**

The CAN will provide consolidated feedback received from the community to the CGS through the CGS Staff Liaison. The Chair will be the official CAN spokesperson to the public and the media. Messaging involving the City must be approved by the CGS in advance.

CANs are not authorized to make a promise, agreement or contract on behalf of the CGS. When dealing with the public, media and other organizations, the CAN does not represent the CGS or speak on its behalf.

### **15. Liability and Indemnification**

The CGS will provide comprehensive liability coverage for general CAN activities and day-to-day business such as CAN meetings. CAN special events must be approved by the CGS. To obtain approval and liability coverage for an event, the CAN is required to provide details of the event in advance, which will be reviewed by City Staff and the Insurer. If the event is sanctioned by the CGS and approved by the insurance company liability coverage will be provided for CAN members and permitted volunteers at the event.

CAN member(s) will indemnify the CGS and its employees and agents against all costs, losses, expenses, or liabilities suffered by or made, brought or recovered against the CGS, resulting from any act or omission, willful misconduct or errors of the CAN member(s), when insurance coverage does not respond to the incident, unless the injury, loss, or damage was solely caused by the negligence or willful act of any employee or agent of CGS acting in the course of their employment or agency.

## **16. Freedom of Information and Protection of Privacy Legislation**

Any collection and disclosure of information by the City under the CAN SOP is governed by the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O., 1990, c. M. 56*.

## **17. Fundraising**

There are a number of different ways to raise funds to support the work of CANs in the community, these include: fundraising events, corporate support, foundations or government funding, and service clubs. CANs are not registered charities and are therefore not eligible to apply for registered charity opportunities such as lottery licenses. However, CANS may apply for other funding opportunities designated for non-profit organizations where available.

If CANs wish to solicit donations for capital projects on City property (splash pad, playground equipment, skate board park or community garden), the donations will be made to the CGS. Donations to the project will be held in trust until all the funding is in place and the project is ready to proceed. Official tax receipts will be issued for any donations over \$10, if requested by the donor.

## **18. Conflict of Interest**

Conflict of Interest includes a real, apparent, potential or perceived conflict of interest.

1. No CAN member shall:
  - a. propose or undertake any actions concerning the CAN that could place Council member or CGS staff member in a conflict of interest; or
  - b. through his or her actions or otherwise, place the CAN in situation of direct or indirect competition with the interests of municipal, provincial, or federal government or government bodies; or
  - c. represent that his or her personal views reflect the views of the City, and/or the CAN, or otherwise purport to speak for the City and/or the CAN without authorization by the designated City or CAN (where applicable).

## **19. Professional Conduct**

- a. A CAN member shall not seek preferential treatment by, or privileged access to any government or government body by virtue of his or her position.

- b. A CAN member shall not use or attempt to use his or her participation with the CAN to directly or indirectly benefit himself or herself, or his or her spouse, parent, sibling or children.
- c. A CAN member shall not use confidential information, received as a result of his or her involvement in the CAN, in any other business or undertaking.
- d. When performing his or her duties for the CAN, a CAN member shall not give preferential treatment to any person or entity, including a person or entity in which a public office holder or a member of his or her family or a friend has an interest.
- e. A CAN member who contracts a person on behalf of the CAN shall ensure that the person does not report to, or supervise the work of, the person's spouse, child, parent or sibling.

## **23. Grants and Reporting Responsibilities**

### **23.1. CAN Annual Community Grant**

CANs may receive an annual community subject to Council approval, through the City's Community Grants Program.

- The funds are intended to cover administrative costs associated with promotion of activities, photocopying, mailings, web site maintenance, and other day-to-day expenses.
- CANs may not donate community grant funding to other groups or initiatives.
- Up to 25% of the community grant may be spent on CAN projects.
- A maximum of 25% of the community grant may be carried over to the next grant year. Any unspent grant money in excess of the 25% will be deducted from the next year's grant allocation.
- CAN Executive members with signing authority for the CAN's bank account are responsible for the management and use of the community grant.
- CANs looking for financial support for projects may consider funding opportunities, including submitting an application to the CGS Healthy Community Initiative Fund.
- Funds must be spent in accordance with the City's Purchasing By-law.

Please see Appendix B (Eligible CAN Operating Costs) for details on permissible CAN community grant expenditures.

### **23.2. CAN Fiscal Year**

The CAN's fiscal year shall run from January 1 to December 31.

### **23.3. Financial Procedures**

All CAN funds will be kept on deposit with a Canadian chartered bank, trust company or credit union. The Treasurer, Chair, Co-Chair or Vice-Chair, are the signing officers for the account. The account must be set up to require at least two of the authorized signing officer to sign each cheque.

The CAN financial statements must be prepared by the Treasurer, and reviewed and approved by the CAN membership at the end of each year for submission to the City.

### **23.4. Annual Report**

An Annual Report will be prepared by the CAN Executive and submitted to the CGS Staff Liaison, no later than thirty (30) days after year end (December 31). A report template will be provided by the City. The report will outline the CAN activities and achievements reached during the year, include a breakdown of expenditures of the community grant, and indicate any plans for the next year. CANs are required to retain and submit all receipts for expenditures from the community grant received from the CGS. The City has the right to inspect financial records as required for accounting purposes. The annual report is a requirement in order to receive the annual community grant. Failure to follow these guidelines may result in a CAN being excluded from future grants.

### **23.5. Accounting and Audit**

The CAN will ensure that proper accounting records are kept in respect of the community grant and provide to the City the financial records as outlined in Appendix A (Budget, Accounting and Financial Record Keeping). CANs are required to retain and maintain all financial records for a period of seven years. The CGS may conduct an audit of the CAN's financial records at its discretion.