

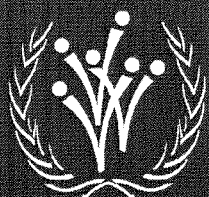
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**MAYOR'S
TASK FORCE
on
Community
Involvement
& Volunteerism**

Volunteerism and Community Involvement

- Citizens participating in community organizations want to know that they will have someone to call in the new municipality who will respond to their requests promptly and knowledgeably. They want an easy-to-use, accessible and functional way to get things done. They want a complete contact list and they want to get to know the new people they will work with in the municipality, such as their Community Development Officers (CDOs). There is a consensus that the work of the city's Community Development Officers will be important in fostering community involvement, although there is also a concern that current staffing levels do not provide for one CDO per city ward.
- While there is support for using information technology to make things work, citizens still want access to personal service, where possible in their own community. They also do not want those who do not have access to the Internet to be left out. The Leisure Guide is recognized as a valuable community tool.
- Citizens are also seeking access to expertise. They want to benefit from shared knowledge, skills, information and resources. They also want to be connected to each other to gain access to the knowledge, skills, information and resources of other community organizations.
- Citizens want an organizational structure similar to a volunteer bureau that can promote volunteerism and community involvement, provide excellent recruitment and marketing, deliver effective training and award recognition. They want volunteerism promoted in the city, suggesting, for example, that recruitment efforts move into high traffic areas. They also believe in raising the profile of volunteerism through communication and recognition programs. They believe that the business community should participate in the voluntary sector. Many are interested in engaging youth in volunteerism, through the new secondary school curriculum which requires it, and through other mechanisms. Some want an effort to promote volunteering at the neighbourhood playground association level.
- Citizens want the municipality to provide community organizations with equal access to information, support services



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and resources.

- Citizens want to know how things will work and they are looking to the municipality for guidance. They want to ensure there is no loss of momentum in the community during this transitional period. They want a clear structure that works well, meets their needs and involves a minimum of red tape.
- There is concern about the cost of screening volunteers.
- There is concern about liability insurance requirements, and some asked whether it may be possible to obtain blanket insurance coverage.
- There was some interest in expanding the hours of operation of Citizen Service Centres.
- There was broad support for an event scheduling system, which would help groups avoid date conflicts when planning their events.

About amalgamation and governance

- Many citizens of the former area municipalities want to preserve their local community identity.
- Some citizens are wondering whether they will be able to influence decisions affecting their local communities and are asking how decision making processes will work.
- Some participants in community organizations are concerned about whether local chapters of their groups will be amalgamated now that municipal amalgamation has occurred. Some groups based in smaller communities are interested in forming partnerships with organizations and events in the former City of Sudbury.
- The inclusion of more than one community in the new city wards also has some questioning how any ward-based organizational structure would decide issues of a community



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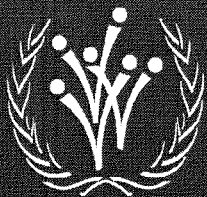
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nature.

- Some citizens regret the loss of local advisory boards.
- Will resources be allocated on the basis of ward boundaries or population?
- Will access to community facilities be restricted to community residents (i.e., Valley East facilities for residents of Valley East)?
- People also want to be able to work with Council on their community events and projects. They want to be partners of the municipality.
- Some saw expanding the use of Community Improvement Plans as a way to engage citizens. Others called for the formation of policy advisory councils.
- The concept of Community Action Networks (CANs) was introduced by Task Force members for discussion at the public meetings. People wanted to be assured of quality representation on these citizen groups. The question of how they would be organized, that is whether on community or ward lines, also came up. People also wanted assurances that CANs would receive adequate support, including resources, infrastructure and access to staff.

About Funding and Fundraising Issues

- Will organizations that received municipal funding in the past continue to receive financial support?
- Citizens want fair access to funding across the communities making up the City of Greater Sudbury, both within and among all of our communities.
- Will the new municipality continue supporting neighbourhood



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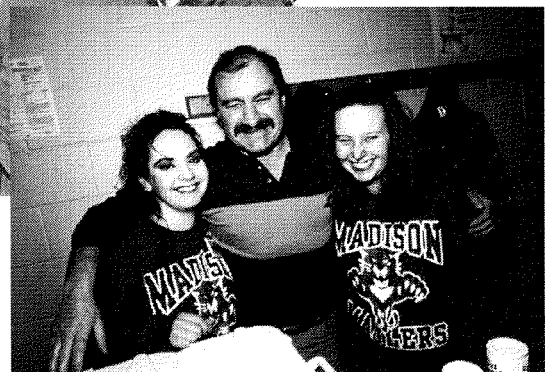
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associations, paying bills that were previously picked up by former area municipalities?

- Will the new city establish funding formulas to support fundraising by community organizations?
- Will competition for fundraising increase with the redrawing of community boundaries?





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Behind the Concerns: What Citizens Want

Citizens raised many issues, concerns and ideas at the public meetings. Looking behind the specifics, one can identify some of the fundamental concepts and feelings that people share and begin identifying the implications for the city.

Citizens may be grappling with specific transition questions, but they do share a strong commitment to working in the public interest. Approaches and solutions to issues and concerns that **honour** their communities, **respect** community organizations and the people in them, increase the **opportunities** and **benefits** available to all groups, and promote **cooperation** will help make the experience of change a **positive** one. The opportunity to expand/extend events from one community to another is but one example of how **cooperation** could *increase* the opportunities and benefits available to all. Focusing on opportunities will probably help those who feel threatened by change move forward more confidently. Quickly implemented concrete and positive **solutions** to specific common problems would be good for the community at this stage of the change process.

Citizens also very much want things to be **fair**. They expect the municipality to provide equitable access to opportunities, resources, information and support across Greater Sudbury. This desire for fairness also reaches into the individual community. A 'template' approach, in which groups have equal access to a suite of resources that are predetermined with community **input** would help make things fair. One caution here is that inflexibility is a definite drawback when dealing with the tight deadlines and diverse requirements of community activities and it could be experienced by those on the receiving end as red tape. The obligation to be fair should not override the obligation to be **helpful** and somewhat **flexible** in helping groups that are doing great things for our community.

Citizens especially want to know that the services and support they have relied on in the past will be available to them. The early resolution of specific issues raised by the community, effective and transparent communication processes, clear and widely disseminated information on municipal services for volunteers and community organizations, and good contact information would satisfy those who took part in the public meetings. **Simplicity** is an underlying and fundamental concept behind the comments heard—simple ways to get things done that work. It



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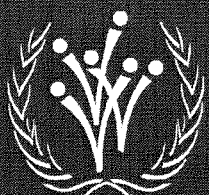
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Behind the Concerns: What Citizens Want

goes hand in hand with **clarity** about what people and organizations can expect by way of support.

Citizens who volunteer and participate in community organizations often tend to be giving, cooperative, helpful, resourceful, caring, sharing and communicative. They are looking to the city to **nurture, support** and **protect** this aspect of the public spirit. Developing the local capacity to work together for the community will help ensure volunteers have positive and productive experiences that are mutually enriching. Community-based networks of people could help Councillors and municipal staff extend their presence and effectiveness in the community by ensuring that these giving people have a place to share their ideas, voice their concerns and work cooperatively to improve the quality of community life.





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Implementation Ideas

MAYOR'S TASK FORCE on *Community Involvement & Volunteerism*

The Task Force developed the following implementation ideas in response to citizen input.

Volunteerism

Policy and Planning

- Complete a training and development needs assessment.
- Write a Mayor's position statement supporting the value of volunteers drawing on resources such as the *Volunteer Bill of Rights*, the *Canadian Code for Volunteer Involvement and Organization Standards for Volunteer Involvement*.
- Encourage and promote the use of the *Volunteer Bill of Rights*, the *Canadian Code for Volunteer Involvement and Organization Standards for Volunteer Involvement* as the basic operational philosophy for volunteers associated with the City of Greater Sudbury Leisure, Community and Volunteer Services, while also respecting the City's human resources protocols.
- Adopt an official policy for the screening of municipal volunteers.
- Work with the City of Greater Sudbury Police to determine the feasibility of eliminating the volunteer screening fee.

Recruitment

- Hold volunteer fairs for recruitment. Give special consideration to students looking for placement opportunities.
- Recommend use of the on-line Community Resource Network of Greater Sudbury, which has been initiated by the Social Planning Council.



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Implementation Ideas

MAYOR'S TASK FORCE on Community Involvement & Volunteerism

Recognition

- Host the annual picnic for volunteers in the former area municipalities on a rotating basis.
- Host recognition nights.
- Develop Volunteer Forests to recognize volunteer efforts.
- Encourage non-profit organizations to use national and provincial volunteer recognition programs.

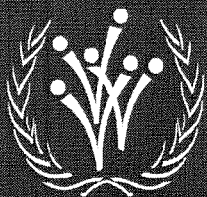
Communication

- Develop an on-line volunteers' newsletter.

Community Involvement

Policy and Planning

- Introduce a resolution supporting the Healthy Community Model.
- Incorporate the community indicators work of the Roundtable on Health, Economy and Environment as our community report card.
- Obtain input and feedback from Community Action Networks while developing Citizen Rights and Responsibilities and Community Values.
- Finalize the above two documents at a Community Conference.
- Preserve and support community identity.
- Have Advisory Panels meet outside of Tom Davies Square.



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Implementation Ideas

MAYOR'S TASK FORCE on Community Involvement & Volunteerism

- Develop an on-line Speaker's Corner to obtain community input.
- Encourage annual Town Hall meetings in each of the communities.
- Implement a five to eight-year community involvement coordination plan as outlined below.

Training and Development

- Provide Councillors with tools and strategies that will assist in engaging the public in policy and decision making.
- Provide staff with training on when it is appropriate to involve the public in policy and decision making.
- Complete a training and development needs assessment to assure quality training for our Community Development Officers.
- Put together a tool kit that will assist in community problem solving, mediation and conflict management.
- Create and promote a Civic Leadership session for students.

Coordination at the Local Level

- Invite the more than 300 citizens who took part in our public discussions to become involved in community development activities.
- Introduce Community Action Networks (CANs) at the Local level to assist in the orderly development and coordination of community action activities. (These CANs would be at arm's length to Council.)
- Seek out two to three local groups that would act as Community



Implementation Ideas

MAYOR'S TASK FORCE on Community Involvement & Volunteerism

Action Network pilot projects.

- Provide training for Local Community Action Networks in problem finding, problem solving, etc.

Coordination at the Ward Level

- Create a structure at the **Ward level** that would assure the orderly development and coordination of community action activities.
- Hold Ward meetings at least once a year, with input from those CANs that are in place.

Coordination at City Wide Level

- Create a structure at the **City level** that would assure the orderly development and coordination of community action activities.
- Approach Council, Staff and the existing Roundtable on Health, Economy and Environment to determine their interest in adopting the Collaborative model in coordinating economic, social and environmental action.
- Initiate a Futures Commission that would provide data on trends that will have an impact on our community.
- Hold an annual work planning session to assist council and staff in setting community priorities.

Support for Community Organizations

- Play a lead role in providing information and linking non-profit organizations with community resources.
- Provide one free day or evening of community facility use for the fundraising activities of bona fide non-profit organizations.
- Develop a directory of available meeting space.



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Implementation Ideas

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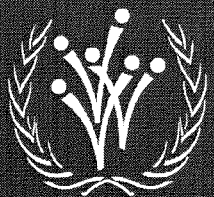
- Create a community bulletin board. (Could be on-line).
- Consult Community Action Networks or user groups on issues pertaining to municipal facilities.
- Ensure the public is consulted in the event of the possible closure of community facilities.
- Provide a complete listing of 'who does what' at the City.
- Review the feasibility of providing a loan fund/seed money to help kick-start new events.
- Assure fair and equitable access in recommending policy on how new groups can obtain assistance from Council (See Walden and the City of Sudbury policy).
- Create a tool kit that will assist and better prepare Community, Leisure and Volunteer Services, Community Development Officers, as well as staff from Economic Development and Planning in meeting the needs of non-profit organizations.

Marketing

- Develop a marketing plan to promote the services of the Community Development unit.
- Promote City of Greater Sudbury initiatives on volunteerism and community involvement on the existing City Website.

Finance

- Explore the potential for securing funds from agencies and foundations to foster volunteerism and community involvement.



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Recommendations

MAYOR'S TASK FORCE on *Community Involvement & Volunteerism*

Recommendation 1

The Task Force supports the Mayor's objective to ensure community organizations receive access to the same or an enhanced level of support from the City of Greater Sudbury as under the former area municipalities. We also support the principle of equitable and fair access to information, services, resources and support across the community.

We recommend that the inventory of municipal support provided in the past by the former area municipalities to volunteers and community organizations be used by staff to develop a sustainable plan to continue to meet these needs as a new municipality.

Recommendation 2

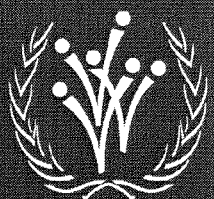
In light of Council's commitment to the Healthy Community process and the input provided by citizens during community consultations, the Task Force makes the following recommendation regarding the development of municipal policy on user fees.

We recommend that staff develop a clear and harmonized policy on municipal fees charged to volunteer and community organizations that enhances citizen access to affordable programs and services.

Recommendation 3

Through its deliberations and community consultations, the Task Force found that there is the strong potential for viable and valuable partnerships with community-based organizations active in both volunteerism and community involvement.

We recommend that the City of Greater Sudbury collaborate with community organizations to pursue shared objectives for volunteerism and community involvement.



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Recommendations

MAYOR'S TASK FORCE on Community Involvement & Volunteerism

Recommendation 4

The Task Force finds that the municipality has a mandate to provide volunteer services such as recruitment, training, development, management and recognition, to support and encourage volunteerism in Greater Sudbury.

We recommend that the Department of Citizen and Leisure Services take the lead in encouraging and supporting volunteerism in Greater Sudbury with guidance and direction from a Citizens' Advisory Panel on Volunteerism.

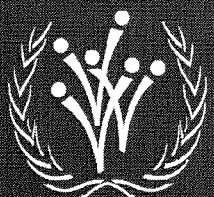
Recommendation 5

After reviewing alternative models for community involvement, the Task Force concluded that Councillors, staff and the community should work collaboratively on enhancing the quality of life in our municipality.

We recommend that the municipality partner with the Roundtable on Health, Economy and the Environment to develop and implement the formation of Community Action Networks across the City of Greater Sudbury using the Healthy Communities model.

Recommendation 6

The Task Force found that the strong service orientation being pursued within the new municipality shows excellent promise in responding to many of the concerns raised by citizens in the public meetings. Specifically, the establishment of Citizen Service Centres and the appointment of Community Development Officers will provide access to support, information and resources throughout the new municipality. This Task Force recommendation builds on this foundation while addressing the need for adequate resources.



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Recommendations

MAYOR'S TASK FORCE on *Community Involvement & Volunteerism*

We recommend that Council commit adequate staff and financial resources to community development within Greater Sudbury by:

1. Considering the addition of two Community Development Officer positions (to bring the total number of CDOs to six, that is, one for each City Ward) during the 2002 budget deliberations of the Committee of the Whole;
2. Ensuring there are sufficient financial resources in 2002 to support volunteer recognition (volunteer picnic) and training initiatives for volunteers—\$25,000; and
3. Committing seed funding of \$10,000 during the current financial year to assist with community involvement activities.