

**Business Plan & Funding Enhancement for**

**City of Greater Sudbury**

**For**

**The Community Needs Assessment Study  
&  
Satellite Services Network Project**

---

**Introduction**

The Overcomers Support Group of Sudbury Inc. is in the process of developing a study that will assess the needs of the Community of Greater Sudbury. The intent of the assessment is to create a satellite services network that will provide the basis so that we can offer the vital services that clients within outlying communities require. With the ongoing support of the staff of Overcomers, we are incorporating an assessment team that will permit us to assess and act upon the information that we have gathered. The goal of this team is to **reduce homelessness** in the community by assessing the needs of the community and to create systems that will support and ensure that proper services are offered to those clients. We will also be able to assess the needs of those who are already homeless, allowing us to work with them properly and assess their needs.

**Our History**

We are known as "The Overcomers Support Group of Sudbury Inc". We have been working within the community of Greater Sudbury for 8 years. Our purpose within this time period has been to work with clientele to enhance services that are currently offered within the City of Greater Sudbury. We have hosted several crime prevention projects through the Overcomers Office, giving us an opportunity to work with the Greater Sudbury Police Service in dealing with young people within the community and promoting safe crime free lives. We have also hosted for the first time **Homeless Youth Awareness Day** in early December, which provided us an opportunity to interact and address the concerns of young people within the community. Several community partners came together with the Overcomers Support Group to host a round table discussion to help us bring awareness to youth homelessness.

## **The Overcomers Support Group is a Proactive Organization working with Youth and Adult Homelessness as well as supporting those who are institutionalized.**

Community information workshops have been hosted through the Overcomers Group of Sudbury office, allowing us the opportunity to work with the general public, educating them on homelessness and institutionalization. We have worked in partnership with local community high schools in spreading this word of public information and providing the public with awareness and valuable resources that will help them help us overcome homelessness and crime.

### **This is a program that helps!**

- We offer **free** services to accommodate the most destitute members of our community.
- Through **highly trained and experienced** social workers we provide for the clients a variety of aid to help them become successful functioning members of society.
- With an on site community chaplain spiritual guidance and direction is offered to those who may require it.

Through feedback and response we are aware that we are not only **helping to save lives** but to **improve** them. Providing **support** and resource information helps these people to overcome and **prevent negativity** in our society, which **empowers** the clientele to be **independent** for themselves.

## **Volunteer Based and Delivered Programs**

The recruitment of volunteers is an intensive process and it is crucially important that volunteers be incorporated within the organizational structure. We draw our volunteers from our client base, which includes individuals in situations of distress, high school, college and university students fulfilling community hours and program requirements. This gives us the unique ability to have the homeless working with the youth, which develops within the students first hand knowledge and experience in the social field.

We also work with social funding networks to provide employment to those working to remove themselves from social assistance. Enabling them to obtain the experience and knowledge they need to continue in the workforce.

### **The Need: Community Assessment Study**

By monitoring the present situation occurring in Toronto Ontario, and, knowing that our situation is **not yet** to this degree; we at the Overcomers Support Group of Sudbury Inc see preventative measures as being the **only** line of offence in tackling this ongoing concern. **Homelessness and crime can be prevented** but only through **cooperation** between levels of government and front line agencies. The need for cases of **emotional crisis** and requests for services have out grown the means by which we can financially afford to date, the incorporation of our city have **expanded** our client base so that no single front line agency in the city to date has the ability to service the need where is it required most. The Overcomers Support Group of Sudbury Inc; proposes, that by developing a satellite services network, we would be able to serve **all** front line agencies. Our agency would act as a first contact, referral source, for clients, throughout the City of Greater Sudbury in all cases of need.

### **The Need: Satellite Services Network Project**

By branching out from the core of the City of Greater Sudbury to the smaller outlying areas of our community, with offices staffed by a smaller workforce as well as volunteers the satellite sites would refer the needs of clients to the main office that could be better served by the staff of the main office. Some of the needs to be provided would be; assistance is securing permanent housing and employment, food and clothing, transportation to and from appointments, providing spiritual guidance and direction, referral based network with other community agencies and places of worship, as well as institutions. We would like to address this situation and would ask **your assistance in helping those in need of our help the most!**

### **Budget 2003 & Program Costs**

- 36.7% Youth Outreach Program \$68,000.00
- 34.4% Mission to Overcome Homelessness \$63,564.00
- 28.9% Community Chaplaincy \$53,424.00

### **Projected Budget 2004**

#### **Satellite Services Network**

#### **Total**

- 4 Social Workers 84,583.30
- Office Supplies & Equipment 900.00
- Additional Training 1,600.00
- Vehicle Costs 4,800.00

**\$91,883.20**

#### **Community Chaplaincy**

#### **Total**

- Wages 18,000.00
- Staff Training & Travel 345.00
- Materials & Supplies 200.00
- Printing & Communications 500.00
- Vehicle Expenses 5,000.00
- Rent 2,913.60
- Bus Tickets 800.00
- Internet and Phone 400.00

**\$29,157.60**

#### **Mission to Overcome Homelessness**

#### **Total**

- Wages 48,000.00
- Staff Training & Supplies 345.00
- Materials & Supplies 200.00
- Printing & Communication 2,746.80
- Vehicle Expenses 2,600.00
- Professional Fees 3,000.00
- Rent 3,457.60
- Bus Tickets 2,500.00
- Internet & Phone 1,800.00

**\$64,649.40**

### **Program Implementation For 2004**

Each year since the inauguration of the organization in 1995, the Overcomers Support Group of Sudbury Inc has endeavoured to continue enhancing and developing new programs within the community.

Currently, we are attempting to take the Overcomers Support Group of Sudbury Inc towards a new direction. We are hoping to open up new opportunities and goals to be implemented upon successful completion of the Needs Assessment Study in 2004.

Phase 1 of the implementation would be to complete the Needs Assessment Study. This program will take a period of 3 months to complete. Following the successful completion of the Needs Assessment we will have the necessary information to deliver services to where needs are required.

Phase 2 will be materialization of the Satellite Services Network, including the expansion of our services to those in outlying communities who do not necessarily have access to our services, or to the services of other organizations at the current moment in time. The foundation for the Satellite Services Network is planned to commence upon successful completion of phase 1. Further expansions of these services will begin in 2005.

### **Structure Implementation: Needs Assessment Study**

Our means for bringing into motion a Needs Assessment Study; is to employ a Community Analyst. This person will supervise efforts supplied by four volunteer outreach workers, whose responsibility it will be to collect vital statistics, and develop community contacts. When this information has been compiled and needs have been assessed the Community Analyst can be forwarded to the position of Crisis Response Team Leader. The volunteer positions will also be employed as members of the Crisis Response Team. The reasoning behind this, is that once the contacts have been created and relationships have been developed by the now Crisis Response Team they will prepare to function in the community in an emergency situation where the contacts have been developed.

### **Structure Implementation: Satellite Services Network**

The Needs Assessment Study Team will fill the positions at the Satellite sites. With the prior training in place the team will be prepared to move into new positions in satellite communities where need is deemed most prevalent in the community of greater Sudbury.

### **Evaluation and Monitoring**

The evaluation and monitoring of the Needs Assessment study will be done through the Overcomers head office, located in the Downtown Core. Results will be determined by Management and Board Members of Overcomers Support Group of Sudbury and forwarded to the necessary agencies and community partners across the city. As with all divisions of the Overcomers Support Group of Sudbury Inc all staff members will be required to participate in a quarterly review of activities with the office manager and board members. All employees are also required to submit weekly, monthly and yearly reports to the office manager, and or supervisors.

*The staff employees and volunteers of the Overcomers Support Group of Sudbury Inc thank-you for the time you have invested in considering funding for a program that exists within our community due in large part to community partnerships.*

We cordially invite you to visit our office and become apart of the dedication and compassion that the management staff and volunteers attempt to exude on an ongoing and daily basis that has permitted us to continue these vital services within our community.

Yours truly,

Mitch Ouimette  
Development Officer  
Overcomers Support Group  
T. 705.674.3999  
F. 705.674.7259

Email: [communitychaplainc@bellnet.ca](mailto:communitychaplainc@bellnet.ca)

# Overcomers Support Group of Sudbury

## Board of Directors

Secretary	Art Bast	75 Roxborough Dr., Sudbury, ON P3E 1J8	675-5532(Res.) 523-0557(Sum) 853-0724(Bus.)
Chair	Jim Craig	3500 Keith Ave Chelmsford, ON P0M 1L0	855-9404
	Jack Porter	1625 Havenbrook Dr., Sudbury, ON P3A 5C6	560-5590
	Pearl Ransom	314 Penny Lane Wahnapitae, ON P0M 3C0	694-3690
Vice-Chair	Don Walker	5754 Tilton Lake Rd., Sudbury, ON P3G 1L3	522-6745



**Overcomers Support Group of Sudbury Inc.**  
**References**

*Dave Battaino*

Big Brothers of Sudbury  
Executive Director  
705.673.6161

*Ginette Demers*

Le Centre Victoria Pour Femmes  
Counselor  
705.670.2517

## OVERCOMERS OF SUDBURY

### MISSION STATEMENT:

- To help ex-offenders break the cycles of addiction and criminal behavioral patterns.
- To help break the cycles of crime and addictions within the children of offenders and ex-offenders, especially those who are constantly involved with the law.
- To reach out to the offender while incarcerated through visits at the local jail and detention centres, halfway houses and young offender units.
- To be a source of encouragement too not only the one incarcerated but also the families of offenders, (especially the children).
- To help with the reintegration of ex-offenders into society and bring about restoration and reconciliation between ex-offender and family members through the 12 step program format and Community Chaplaincy.
- To work to establish restorative justice initiatives, to help reduce the cost of imprisonment and to bring healing to the victims and their families.
- To work towards improving the safety of the community and its members.
- To provide an outreach service to aboriginal people, who have special needs and cultural concerns through the courts and 12 step Overcomers group meetings.
- To prevent high-risk offenders from re-offending through 'Circles of Support'.
- To help the offender, spouse and the children of offenders to become accountable for their choices, through the 12 Step Overcomers Accountability Program.

# Anti-Poverty and Housing Action must be at the heart of the 2004 City Budget

We are here today to urge that fighting poverty and addressing homelessness and other housing issues be seen as a central priority in the 2004 City Of Greater Sudbury budgetary process. We wish to remind the new City Council of its responsibility to address anti-poverty and housing issues. Winter and cold is upon us right now and people are suffering. Poor and homeless people cannot wait and need action now! We cannot wait for another death like that of Kimberly Rogers! Even though the life-time ban on social assistance regulation has finally been repealed because of community mobilization in Sudbury and across the province, federal, provincial and city policies continue to organize many problems in the lives of people living in poverty.

The 7<sup>th</sup> study by Carol Kauppi for the Sudbury Social Planning Council on homelessness in Sudbury released in late 2003 found that there were 608 homeless people in Sudbury at the end of July, 2003 (this included 237 people who were absolutely homeless and 371 people near homeless). The reasons for homelessness include unemployment or low wages, lack of affordable housing and evictions, and problems with social assistance. The City needs to immediately implement all of the recommendations of this study and to call on the provincial government to act on those beyond its jurisdiction. Further study and research is not required. We need action and the funds required to address urgent homelessness and housing concerns.

There is a lot the city can do to both put pressure on the provincial government for action and to take steps on its own to begin to address poverty and housing problems. A number of these are outlined in the recommendations of the study on homelessness and these include addressing the racism affecting First Nations people and the social exclusion and discrimination facing the poor and homeless in Sudbury. New affordable social housing needs to be constructed in Sudbury as a priority.

One way to begin to do this is to convert abandoned and unused buildings that could be housing into housing. This takes funds and city action. One way of raising these funds is through a "Use It Or Lose It" bylaw like the one we have proposed.

***\* This bylaw would put pressure on the provincial government to act on its responsibilities and promises and would prohibit owners of residential property (or properties that could be residential) from leaving such buildings empty for a period exceeding six months. (This will not apply to homeowners in the process of selling a former residence or in situations where legitimate renovations are underway). The violation of this bylaw will result in a fine, levied on a yearly basis, that will be set at 25% of the value of the property in question and these monies will be immediately invested in the creation of social housing in Sudbury.***

The City also needs:

***\* to immediately exert pressure on Ontario Works and the Ontario Disability Support Programme to ensure that the rights and entitlements of social assistance recipients are respected and they get the benefits that they deserve and require.***

***\* the City must act to ensure that the municipal Property Inspectors take the needs and***

*concerns of tenants seriously. We hear all too often of inspectors taking the landlords side and refusing to, or forgetting to, issue orders to landlords for outstanding maintenance problems. This means that often tenants don't get the support from the City that they should be getting, that they don't have the proper back-up when they go to the Housing Tribunal to try to defend their rights, and that landlords are not being compelled to bring their properties up to code. This may also require extra funding.*

This also includes the City calling on the province (and this may also require funds for lobbying and community education and mobilization) to:

*\* create thousands of units of social housing across the province every year and to act to convert empty and abandoned buildings into housing for the homeless*

*\* raise social assistance rates by at least the 22% they were cut by the Tories; increasing the shelter portion of social assistance so that it covers the real costs of housing and index all social assistance benefits to the cost of living.*

*\* quickly create new legislation that actually protects tenants and prevents arbitrary evictions*

*\* raising the minimum wage to \$10 an hour. The Liberal government plan to raise the rate by 30 cents a year to a maximum of \$8 an hour in 2007 is way too little, too late for the working poor.*

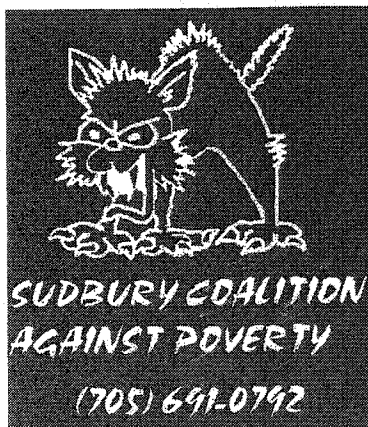
If there is not quick action on these needs and concerns we will have no alternative but to return to a City Council meeting in the near future.

### What is the Sudbury Coalition Against Poverty?

*S-CAP is a direct action anti-poverty group engaged in support work for people fighting for adequate social assistance, facing arbitrary evictions, or facing problems with their bosses.*

*We wage campaigns against poverty, homelessness, racism and for social justice. We believe in the power of people to organize themselves. We believe in the power of resistance. We are part of a Common Front of anti-poverty and social justice groups.*

For more information on S-CAP: telephone: 691-0792; email: [ocf\\_sudbury@riseup.net](mailto:ocf_sudbury@riseup.net) or visit our website at: [www.ocfsudbury.cjb.net](http://www.ocfsudbury.cjb.net).



## **Budget Recommendations: Greater Sudbury - 2004**

### **Proposal: Bike Route Development**

Act on the recommendations of the former **Bicycle Advisory Committee** that previously were approved by city council but never implemented, specifically phase one of the route around Lake Ramsey. This would involve creating bike lanes on Howey, Bellevue and Bancroft Drive (eliminating the center turning lane, except for major intersections) and appropriately marking other sections of the route. This action has also been recommended by the **Minnow Lake Community Action Network** and discussed with City Transportation and Engineering departments who await political determination with respect to direction.

**Benefits:** Will enable and encourage low cost increased physical activity for individuals and family members of all ages in a safer environment. Will provide use of alternative means of transportation for leisure and utilitarian purposes. Will visually promote Sudbury as a healthier community to live and work. Will serve as a catalyst for development of other bike routes throughout the city. Will result in traffic calming (proven effective in other cities where bike routes and lanes have been established).

**Cost:** Minimal expenditure - actually fewer lines to be painted on road surface in the Howey, Bancroft, Bellevue corridor than at present. Some bike lane stencils (for painting symbols on road surface), and some signage .

**Further Information:** John Lindsay - 525-7526

### **Proposal: Senior Friendly Community Development**

Develop a coordinated approach to senior and older adult issues and concerns in the community through the integration of present initiatives with the **Senior Friendly Sudbury** (Trillium funded) program. Specifically, to create an information and help center (accessible by Internet, phone and in-person) at a central location, such as the Sudbury Older Adult Centre, staffed by older adult volunteers. This would serve as a base for other activities of a research and advocacy nature and would include interaction with the business community for mutual benefit.

**Benefits:** Use existing resources to serve and promote the needs of our aging population. Provide access to information and resources of interest and value to seniors and to advocate on their behalf. Create an image of Sudbury as a **Senior Friendly Community**, a good place to stay when retired, to visit, and possibly for others to relocate to.

**Cost:** Within present budgets allocated for older adult and seniors initiatives - no additional expenditure - re-allocate resources as appropriate.

**Further information:** John Lindsay 525-7526

## **Budget Recommendations: Sudbury 2004**

### **Proposal: Cost Control Measures**

Freeze all hiring activity and re-deploy staff as necessary within and between departments and locations to replace those lost by attrition, retirement etc. Review and eliminate as many assistant and middle type management positions as possible upon review by council (red circle if necessary for individuals assigned to lesser positions). Reclassify management to union positions where appropriate to reduce layoff of surplus staff with union concurrence. No hiring to take place except where direct service to the public would be threatened, and only with the consent of council. Close review of all departments discretionary spending amounts and levels to determine areas of potential waste and duplication. No outsourcing of contracts and or/services without specific council approval.

**Benefits:** To keep personnel and other related costs under control and to use our human resources to maximum benefit. Create a climate of continuing fiscal responsibility with city managers and staff.

**Cost:** Direct savings in payroll and related costs, plus more efficient use of staff resources and subsequent savings by doing research and other work in house using qualified city staff, rather than by employing outside consultants and contractors.

**Further information:** John Lindsay - 525-7526

### **Proposal: Development of Recreational Facilities in Minnow Lake**

Complete Plans to develop a competition level skateboard park at the Carmichael Sports Complex Property on Bancroft Drive in conjunction with the **Minnow Lake Lions Club** and other community partners. Also, to establish a beach volleyball court and kiddies playground area at Minnow Lake Place (site plan already approved to incorporate these features) in co-operation with the **United Way, the Minnow Lake Restoration Group** and the **Minnow Lake Days** committee.

**Benefits:** To attract skateboard enthusiasts from throughout the city to a facility that will provide varying levels of challenge and is also capable of hosting local and inter-city tournaments with revenue generating potential. The beach volleyball court would allow for the development of tournament activity with **United Way** Agencies and others that would provide for recreational activity and charitable revenue generation.

**Cost:** It is believed that certain funds have been set aside for the skateboard park, but that overall funding arrangements have not been finalized. Commitment from council would be required to see that this development, which has been over 3 years in the planning stages, is finally implemented. The **Minnow Lake Days** committee is prepared to help fund the beach volleyball court with the help of community sponsors and would likely require some city infrastructure assistance. It is not anticipated that costs would be high for the volleyball court and it is hoped that private sponsors can be obtained for the playground equipment.

**Further Information:** John Lindsay - 525-7526

**City of Greater Sudbury**  
**The Healthy Community Movement**  
**The Ultimate Investment-Deliberative Democracy**

**Introduction**

Building on the tradition of collaboration, the City of Greater Sudbury continues to move forward in tandem with its citizenry. Positioning the City as one of the leading world class municipalities will demand leadership and commitment that have never been experienced in our lifetime. However, we are more than ready for the challenge.

We are working from a community blue print. Community and City officials have been very busy over the past six months. Quality input and direction have been received from more than one hundred and fifty interested persons. The blue print will lay the needed foundation to provide direction as well as motivate great numbers of citizens to take up the challenge and partner with elected and appointed officials in achieving community excellence.

**Why the Investment-Study Results.**

The following were sighted as the most critical CGS challenges:

- ▶ limited City financial resources;
- ▶ lack of citizen engagement;
- ▶ economically challenged-poor job conditions
- ▶ uninformed citizens;
- ▶ a poor internal and external image;
- ▶ not youth or student friendly;
- ▶ poor or inadequate leadership;
- ▶ Northern realities and hardship;
- ▶ apathy and poor attitudes; and
- ▶ inadequate partnering.

**Guiding Principles**

The following principles were identified as the foundation to create the necessary momentum and direction to attract the necessary resources to begin the integrated community problem solving process.

- ▶ engaged citizens;
- ▶ accessible and well utilized recreation programs and facilities;
- ▶ prosperity-full employment;
- ▶ accessible health care and fitness;
- ▶ preserved natural assets-clean city
- ▶ quality infrastructure
- ▶ cultural, inclusive and diversity recognized;
- ▶ social support for challenged citizens;
- ▶ unified city;
- ▶ safe city;
- ▶ superb education; and
- ▶ compelling vision.

## **Key Recommendations**

The following have been developed to build the necessary capacity required to achieve optimum results.

- ▶ that 2006 citizens officially endorse their support by 2006 for the adopted principles;
- ▶ that an Alliance be formed with the City and Community to coordinate action;
- ▶ that the Alliance hire an Executive Director;
- ▶ that the media be encouraged to play a supporting role;
- ▶ that a partnership be formed with the new Volunteer Centre-capacity building;
- ▶ that city hall develop an internal structure to compliment positive action;
- ▶ that city hall continue to fund the position of Community Action Network Coord.
- ▶ that city hall support the engagement of citizens in local government decision making;
- ▶ that city hall develop an internal program/project process to promote new initiatives;
- ▶ that city hall develop an evaluation/review process to assist in prioritizing new initiatives;
- ▶ that Community Action Networks (CANs) receive continued support;
- ▶ that CANs receive a \$3,000 annual sum for secretariat services and work plan creation;
- ▶ that CANs create annual work plans that include past, current and future initiatives;
- ▶ that an Institute (Foundation) for healthy community action be created;
- ▶ that the Institute be responsible for research, training design, evaluation;
- ▶ that the Institute be the mechanism to seek senior government funding;
- ▶ that the Institute host an annual work planning and review session-setting direction;
- ▶ that the Institute partner with post secondary institutions in setting learning strategies;
- ▶ that the Institute promote the “adopt a road” program;
- ▶ that the Institute promote the “cities in bloom’ program;
- ▶ that the Institute partner with the Youth Cabinet-creating a youth/study friendly city;
- ▶ that the Institute partner with the Seniors Advisory group-senior’s friendly city;
- ▶ that the Institute partner to create a youth civics leadership program;
- ▶ that city hall financially supports the healthy community initiative;
- ▶ that city hall and Alliance partner work toward achieving financial sustainability;

## **Budget Consideration**

That in addition to the \$75,000 that currently supports the creation and support of Community Action Networks, the Working Group is asking Council to up its investment by an additional \$175,000.

## **Closing Comments**

Throughout the consultative process it has been said that success will be achieved only if and when the base of operation has been financially supported. Base funding is a fundamental requirement in positioning the City of Greater Sudbury as a world class community.

## **Respectively submitted**

Working Group for Healthy Communities

M 217





**Official Plan  
Healthy Communities  
*Work in Progress***

**Implementation Strategy Report  
to  
Working and Technical Group**

**From  
Michalak-Kallio Consultants**

**Revised January 14, 2004**

**City of Greater Sudbury  
Official Plan-Healthy Communities Policy  
Implementation Strategy  
“Kindly Remember-We Are All In This Together”**

**Index**

- 1. Credits**
- 2. Executive Summary**
- 3. Introduction-Study Process**
- 4. Healthy Communities Defined**
- 5. Part of a Global Strategy**
- 6. City of Greater Sudbury and Healthy Communities**
  - 6.1 Milestones-Working on a Rock Solid Foundation**
  - 6.2 Key Informants-Success Story Hi-lights**
  - 6.3 Healthy Community Champions**
- 7. Why the Need for Community Action?**

**Challenges (Key Informants Said)**

**Strengths (Key Informant Said)**

  - 7.1 Issues/Challenges-Public Input Sessions
  - 7.2 Guiding Principles
- 8. Community Partnerships-We’re All in this Together**
  - 8.1 GCS Strategic Alliance for Healthy Community Action
  - 8.2 GCS City Hall
  - 8.3 GCS Community Action Networks (Solution Centres)
  - 8.3 Institute for Healthy Community Development
- 9. Institute/Centre for Healthy Community Action (Where it all comes together)**
  - 9.1 Major Functions
    - 9.1A Centre for Research and Development
    - 9.1B Centre for Community Leadership and Capacity Building
    - 9.1C Centre for Community Planning, Budgeting and Action
    - 9.1D Centre for Participative Evaluation

**10. Citizen Action Strategies Report**

10.1 Results of the November Round Table Discussions

**11. Sustainability**

11.1 Annual Budget Estimates

11.2 Sustainable Fund Development Plan (The Informants Said)

**12. Appendix**

12.1 Mayor and Council

12.2 Mayor's Task Force-Public Participation and Voluntarism

12.3 CGS Healthy Community Working Group

12.4 Healthy Community Round Table

12.5 Official Plan-Terms of Reference (optional only)

## **How to Make Collaboration Work**

### **David Straus**

So imagine with me what a collaborative community would look like. First and most important, I believe, the system of leadership and followership would shift to one of partnership. Public leaders would understand their role is to engage relevant stakeholders in collaborative action, and citizens would expect elected and appointed officials to be facilitative leaders, not to sell simple answers to complex problems. Candidates for public office would be judged and elected on their ability to identify critical issues, engage in dialogue, understand the interactions of complex systems, and communicate the trade-offs clearly, rather than campaign on simple solutions and positions. The social contract between government and its citizens would be similar to that of a contract between a collaborative organization and its employees; the government would provide open, accessible, collaborative decision making processes in return for a more active, engaged, and informed public. Collaborative action would be the preferred means of addressing all community issues. (Page 188)

### **Champions of Deliberative Democracy**

The City of Greater Sudbury will be viewed as a World Leader recognized for its achievements in engaging its citizenry (deliberative democracy) in shaping public policy that leads to continual improvement of its Quality of Life.

## 1. Credits

This report is dedicated to the many community champions who have and who continue to make a major contribution to enshrine the City of Greater Sudbury's vision as a "growing, world-class community bringing talent, technology and a great northern lifestyle together." Our community champions include:

- ▶ Citizens from the Public Input discussions
- ▶ Past public officials of Regional and Area municipalities
- ▶ Public officials of the City of Greater Sudbury (CGS)
- ▶ Past participants in former major community consultations
- ▶ Past and current members of the Round Table Health, Economy and Environment
- ▶ Members of the CGS Healthy Communities Working Group
- ▶ Members of the Official Plan Technical Advisory Committee
- ▶ Members of the first three Community Action Networks
- ▶ Key Informant interviewees
- ▶ Citizens other

## 2. Executive Summary

Municipal Council (2001-2003) of the CGS, through its planning department, has invested significant resources to develop its Official Plan. This Healthy Communities report is one of several technical papers intended to provide a policy framework for the Official Plan to guide development over the next twenty years. Healthy Communities has been adopted as one of the fundamental guiding policies for the Official Plan and will act as the spring board to position the City of Greater Sudbury as a world leader in the field of deliberative democracy and continual improvement.

The community has spoken. The nearly two hundred people engaged during the planning process shared their hopes, dreams and strategies for Healthy Community action. Key findings/recommendations of this consultation, which are reflected throughout this report, include:

- ▶ Strong support for Healthy Communities exists in the community;
- ▶ Citizen engagement is a fundamental principle;
- ▶ An integrated multi-sectoral approach is recommended;
- ▶ Community Action Networks are highly regarded as the means to engage the public;
- ▶ A Strategic Alliance for Healthy Community Action to coordinate action is required;
- ▶ City Hall needs to organize itself to embrace internal and external partnerships; and
- ▶ Local government should provide short term funding in the first year.

### 3. Introduction-Study Process

- ▶ The road to our new future began in May 2003
- ▶ Ongoing literature search (see appendix A-Review materials with summary notes)
- ▶ Work Committee interview tool-feedback and adoption (see appendix B-Interview tool)
- ▶ Key informant interviews (see appendix C-Interview report)
- ▶ Work Committee public input sessions-feedback (see appendix D-Agenda)
- ▶ Public input sessions (see appendix E-Site reports and summary report)
- ▶ Official Plan report

### 4. Healthy Communities Defined

Defining healthy communities might be best achieved by reviewing the following mission statements:

The first, as created by Trevor Hancock, the founder of healthy communities, states:

*“A healthy community is a neighborhood which is constantly improving its physical (economical) and social environment and which, using the resources of the community, enables its citizens to help each other carry out their daily tasks and fully develop their potential.”*

The City of Greater Sudbury has adopted the following:

*“Healthy communities being described as an “integrated vision of the social, health, environmental and economic well-being of communities.”*

The following is yet another view for defining healthy communities:

*A collaborative action planning process involving First Citizens (Council), Citizens, and Professional Citizens (City Staff), in an integrated problem solving process directed at continually improving the social/health, economic and environmental quality of local and ultimately world health.*

Healthy Communities, therefore, is a process by which a community determines its own issues, needs and action plans, using an approach that includes four main principles:

# Implementing Healthy Communities-City of Greater Sudbury

## #1 Wide Community participation

People from all walks of life working together towards the goal of a healthier community.

## #2 Broad Involvement of all sectors in the community

Business, labour, religious organizations, social services, planners and environmental groups come together with residents (including physically and economic challenged, mothers, fathers, grandparents, youth, etc.) to form a common vision of a healthy community. They each find ways in their day-to-day activities to contribute towards this goal.

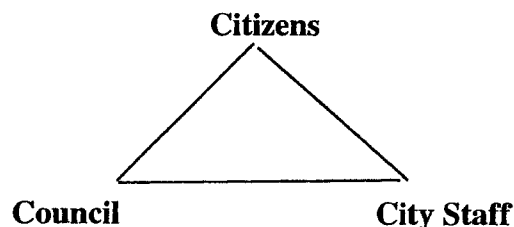
## #3 Local government commitment

The mayor and local councillors should be committed to building a healthier community. Each department (i.e., leisure services, economic development, social services, public works, planning, etc.) works towards the shared vision of a healthy community.

## #4 Creation of healthy public policy

Healthy public policies are decisions or actions intended to have a positive effect on the health of people. Governments should take into consideration the broad range of factors that affect the health and quality of life of a community and allocate resources and funds accordingly.

### Healthy Community Graphic



## Implementing Healthy Communities-City of Greater Sudbury

### 5. Part of a Global Strategy

The Healthy communities model as we know it today was founded by Trevor Hancock of Ontario. The model was adopted by the World Health Organization in 1986 at the Ottawa Health Conference. At last report, over one thousand communities are utilizing the healthy community model.

### 6. City of Greater Sudbury and Healthy Communities

The following events reflect a healthy community approach to collaborative community problem solving in Sudbury.

#### 6.1 Milestones-Working on a Rock Solid Foundation

1. 1975 Community Improvement Plan
2. 1978 Sudbury 2001
3. 1985 City Sudbury Leisure Plan
4. 1990 Healthy Cities/Healthy People-Healthy People /Healthy Cities
5. 1991 Healthy Cities/Healthy People-Healthy People /Healthy Cities
6. 1992 Healthy Cities/Healthy People-Healthy People /Healthy Cities
7. 1994 Round Table on Health Economy and Environment
8. 1994 Rayside-Balfour and Healthy Communities
9. 1995 Green Communities Initiatives
10. 1998 Sudbury Immigration Integration Group (S.I.I.G.)
11. 1999 20/20 Focus on the Future
12. 2000 New Way
13. 2000 Earth Care Declaration
14. 2000 Mayor's Task Force Public Participation and Voluntarism
15. 2001-03 Healthy Community-Planning priority
16. 2001 By-Law Adopting Healthy Communities
17. 2001 Provincial Healthy Community Conference-hosted by the Round Table
18. 2001 Mayor's Task Force Report adopted by Council
19. 2002 Trillium Forum-Support for Round Table Health, Economy, Environment
20. 2002 Working Committee Created
21. 2002 Official Planning Process
22. 2002 Levack-Onaping Community Action Network formed
23. 2003 Minnow Lake and Capreol Community Action Networks formed
24. 2003 Appointment of the Technical Advisory Committee
25. 2003 Implementation Plan-Engaging the Community



## 6.2 Key Informants-Success Story Hi-lights

The following Healthy Community success stories were identified by those interviewed.

Junction Creek	3 CANs	Rayside-Balfour Model
Children's First	Water Quality Panel	Ramsay Lake Board Walk
Senior's Issues Advanced	Ramsey Lake Advance	Earth Care
Social Planning Council	Trillium Summit	Medical School
VETAC	Rayside-Balfour Youth	Better Beginnings
Trails/Rainbow	Rotary Park	Smoking By-Law
Official Planning Process	Conference Growth	CANs Template
Wind Farm	City Panels	Leisure Plan
Energy Bio	Children Rights	Youth Partnerships
Theatre Groups	Community Gardens	Emergency Fund
Community Education Prog.	Festivals	Physician Recruitment
Amalgamation	Wellness Centre	Family Development
Bike Trails	Playground Associations	10 Year Financial Plan
Falconbridge Youth	Sewage Treatment (Rock)	Ramsey Water Treatment
Healthy Babies	Dragon Boat	Heart and Soul Campaign

## 6.3 Healthy Community Champions

### 6.3.1 Key Informants

Please refer to Appendix F-Key Informants

### 6.3.2 Citizen Supporters

Please refer to Appendix G-Participant list-Public Input Sessions

## 7. Why the Need for Community Action?

Participating citizens were asked to respond to three focus questions.

1. What do you think makes or would make the City of Greater Sudbury a Healthier Community?

## Implementing Healthy Communities-City of Greater Sudbury

2. What are the major challenges or issues that prevent us from becoming the desired community that we want to become? Locally? City Wide?
3. As a community or neighbourhood what are some of the next steps to achieving your new vision for the CGS?

Please refer to the Public Input summary and discussion spread sheets that should guide the Healthy Community Development process over the next five years.

### 7.1 Issues/Challenges-Public Input Sessions

Citizens participating at the public input sessions identified issues and challenges that were captured by major themes. These themes were placed in order of priority based on the number of items contained within each. In turn, the themes from the eight sessions were compared to assess overall priorities. The following captures the results of this exercise:

- A) Limited financial resources
- B) Citizens not engaged
- C) Economically challenged-poor job opportunities
- D) Uninformed citizens
- E) Poor internal and external image
- F) Not youth or student friendly
- G) Poor/inadequate leadership
- H) Northern realities and hardships
- I) Apathy and poor attitudes
- J) Inadequate partnering

Key community informants also indicated the need to acknowledge the following:

#### Challenges (Key Informants Said)

- ▶ Lack of understanding/awareness
- ▶ Funding to sustain the model
- ▶ Buy in from all partners
- ▶ Apathy-tendency to react in crisis
- ▶ Making a major commitment
- ▶ Still fighting old fights (In-Out)
- ▶ Fewer volunteers to initiate
- ▶ Who owns the process
- ▶ Dealing with change
- ▶ Collaboration can be difficult

## Implementing Healthy Communities-City of Greater Sudbury

### Challenges (Key Informants Said) Continued:

- ▶ Attitude of City Hall control
- ▶ Lack of leadership
- ▶ Geography, Size to deal with
- ▶ Maintenance will be difficult
- ▶ Tarnished relationships
- ▶ Getting youth involved
- ▶ Low morale
- ▶ Internal City under great pressure
- ▶ Organizations are overworked

Interview results also suggest, however, that we possess a strong foundation for Healthy Community progress:

### Strengths (Key Informant Said)

- ▶ Tremendous leadership with expertise
- ▶ Strong history with success (past events)
- ▶ Community/City champions are ready to move
- ▶ Partnerships/Relationships have been created
- ▶ People and Volunteers are great
- ▶ Pilot CANs are in place
- ▶ Priority of Council-Funding for Coordinator
- ▶ Tremendous need for improvement
- ▶ Forward thinkers/risk takers/innovators
- ▶ Ready for change
- ▶ Unions have prepared us well
- ▶ Good communication practised
- ▶ Posts amalgamation (3 years under our belt)
- ▶ Some great success stories to tell
- ▶ Good solid municipal staff
- ▶ Northern attitude-Care and will succeed
- ▶ Size of the community
- ▶ Playground Associations with a track record
- ▶ University Support

## 7.2 Guiding Principles

Subsequent to the identification of the above issues and challenges the following guiding principles emerged:

- A) Engaged Citizens
- B) Accessible, utilized Recreation Programs and Facilities
- C) Prosperity-Full employment
- D) Accessible Health Care and Fitness (Wellbeing)
- E) Preserved Natural Assets-Clean City
- F) Quality Infrastructure
- G) Cultural, Inclusive and Diversity
- H) Social Support for all Challenged Citizens
- I) Unified City
- J) Safe City
- K) Superb education
- L) Compelling vision

Results of the key Informant interviews support A-J. Guiding principles K and L have been added as they gained considerable support throughout the key Informant priority setting process.

### **Recommendation #1**

That the Guiding Principles be word smithed as a personal declaration of support for the CGS as a healthy community.

### **Recommendation #2**

That we support the Mayor's inaugural address which encourages 2006 citizens to review and declare their support for the "guiding principles that will shape our preferred direction in establishing the City of Greater Sudbury as a world class healthy community."

## **8. Community Partnerships-We're All in this Together**

### **8.1 CGS Strategic Alliance for Healthy Community Action**

#### **Rationale**

- ▶ the Trillium meeting of November 15, 2002 endorsed this action
- ▶ the Round Table supports change, including a name change
- ▶ the format meets all principles of healthy communities
- ▶ all framework policy (mission, values, constitution, etc.) are in place

#### **Governance:**

- ▶ 9 community members representing Social, Economic and Environment sectors
- ▶ 3 elected members of Municipal Council
- ▶ 1 Ward rep selected from one of the Community Action Networks
- ▶ 1-3 City Staff (representing long range planning department and policy development)
- ▶ Executive Director

#### **Roles:**

- ▶ coordinator at the City level (umbrella organization)
- ▶ clearing house for all healthy community action
- ▶ "Best practices" research
- ▶ networking for all stakeholders
- ▶ facilitator for leading change at the area level
- ▶ consultation services to its member partners
- ▶ promoter of healthy communities
- ▶ leadership and training development for member partners

#### **Recommendation #3**

That a governance model be adopted to best meet the needs and interests of all partners.

## Implementing Healthy Communities-City of Greater Sudbury

### **Recommendation #4**

That the former Round Table on Healthy, Economy and Environment be renamed the CGS Strategic Alliance for Healthy Community Action and chosen as the body that will play a lead role in coordinating community action.

### **Recommendation #5**

That partner members endorse their participation through an official declaration of support.

### **Recommendation #6**

That the Alliance hire a full time Executive Director to assist the organization in achieving its mission.

### **Recommendation 7**

To adopt an official logo that reflects the City's support for, and its adoption of, Healthy Communities.

### **Recommendation #8**

That a partner be approached to create a recognition program for people or organizations who make a significant contribution towards achieving healthy community excellence. (i.e., Wall of Fame)

### **Recommendation #9**

That a task force comprised of local media be encouraged to partner in the promotion of the CGS as a world class healthy community.

### **Recommendation #10**

That Channel 10 be approached to sponsor a Healthy Community weekly event that would promote Healthy Communities.

### **Recommendation #11**

That a local radio station be contacted to assess support for a local talk show supporting healthy communities and/or promote 30 second vignettes to better market healthy communities.

## Implementing Healthy Communities-City of Greater Sudbury

### Recommendation #12

That the Alliance form a partnership with the Volunteer Centre to recruit and train community volunteers. Further, that capacity building for CANs be incorporated as part of the training program. Organization excellence and leadership development are two popular training topics.

## 8.2 CGS City Hall

### Rationale Supporting Internal Organization

- ▶ High support from the 11 members of former council that were interviewed
- ▶ Informants indicated a strong need to have a dedicated unit to manage
- ▶ Emphasis placed on bringing down internal silos
- ▶ Encouragement placed on cross fertilization of Healthy Community principles
- ▶ Needed to declare unanimous support for Healthy Community Action
- ▶ Needed to support the CGS Strategic Alliance for Healthy Community Action
- ▶ Needed to support the ongoing development of Community Action Networks

### Roles:

- ▶ Would view or brand initiatives with a focus on Healthy Community principles
- ▶ Tell stories supporting and encouraging
- ▶ Promote through internal Healthy Community Bulletin
- ▶ Enable the policy through its Official Plan
- ▶ Reviews and brands policy change through Healthy Community principles
- ▶ Have Healthy Communities as a standing agenda item (priorities)
- ▶ Supports the development and maintenance of Community Action Networks
- ▶ Tell Healthy Community success stories
- ▶ Appraises staff performance through participation in Healthy Community activity
- ▶ Participates at the Councillor/Staff orientation exercise
- ▶ Supports the Annual Community Report card for Healthy Community Action
- ▶ Recognizes Councillors and Staff who champion Healthy Community Action
- ▶ Indoctrinates Healthy Community principles as part of formal decision making

## Implementing Healthy Communities-City of Greater Sudbury

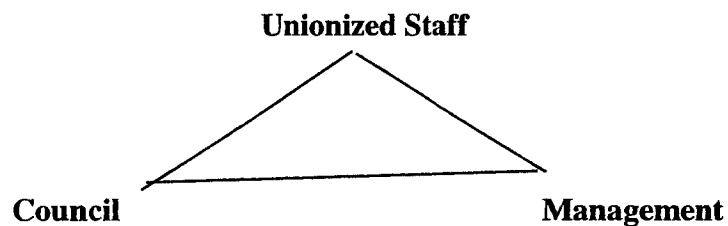
A variety of models could be adopted by City Hall, including:

- A) Harmony Model
- B) Spider Web Model
- C) Tag On Model

### 8.2.1 Harmony Model

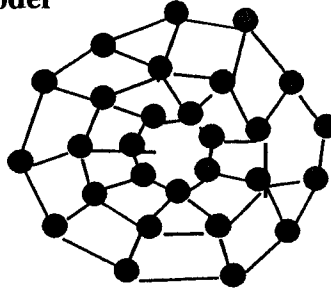
#### Governance:

- ▶ Mayor and a member of Council
- ▶ General Managers and other Heads of Staff
- ▶ The Heads of Local Unions
- ▶ Working Group
  - ▶ Appointed Staff leads (departments)
  - ▶ Union Representatives
  - ▶ Communications representative
  - ▶ Community Action Network Coordinator





**8.2.2 Spider Web Model**



Inner Ring  
Second Ring  
Third Ring

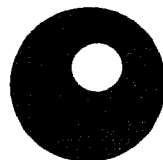
General Managers  
Appointed Staff Reps  
Members of Council who are connected to the public

**Governance:**

- ▶ General Managers and other Heads of Staff
- ▶ The Heads of local groups
- ▶ Working Group
  - ▶ Appointed staff leads
  - ▶ Union Representatives
  - ▶ Communications representative
  - ▶ Community Action Network Coordinator

**8.2.3 Tag-On Model**

Would tag-on to one of the existing City Hall groups such as Health and Safety, Continual Improvement Program, etc.



## Implementing Healthy Communities-City of Greater Sudbury

### **Governance:**

- ▶ Existing group members plus
- ▶ Community Action Network Coordinator

### **Recommendation #13**

That City Hall determine an appropriate model to achieve its Healthy Community mission.

### **Recommendation #14**

To create icons for each of the adopted guiding principles that would be incorporated into public documents including the Official Plan.

### **Recommendation #15**

That City Hall continue to provide funding support for the current Coordinator of Community Action Networks.

### **Recommendation #16**

That the position description for the Coordinator of Community Action Networks include the provision of secretariat services to the City Hall Healthy Community management unit.

### **Recommendation #17**

That a task force be formed to provide recommendations leading to enhanced and effective public participation in municipal decision making. Further, that consideration be given to incorporating Community Action Network work plans into the municipal decision making process.

### **Recommendation #18**

That a short term goal (within current mandate of Council) to incorporate Community Action Network work plans into the City strategic planning process become a reality.

### **Recommendation #19**

That where feasible, utilize community improvement tools under the Planning Act to

## Implementing Healthy Communities-City of Greater Sudbury

officially recognize proposed Healthy Community strategic and action plans.

### **Recommendation #20**

That the creation of annual business plans include specific action planning that will lead to healthy community results.

### **Recommendation #21**

That achieving healthy community goals and objectives be reflected in the annual staff performance evaluation program. Staff should be recognized for their personal efforts to meet the Corporate Mission.

### **Recommendation #22**

That in accordance with recommendation #16, staff partake in training and development that will improve their desire and ability to determine when it is appropriate to include the public in decisions that directly affect the community .

### **Recommendation #23**

That City Hall work with the Alliance and Community Action Networks to develop an internal project/program development process and application form. The process and form would provide a common access point as well as consistency when requesting City Hall resources.

### **Recommendation #24**

That in accordance with recommendation #22, develop an impact assessment form that provides support for initiatives or projects that will have a significant impact on the Corporation. Assessment criteria would include legal, human resources, financial and economic impact. It is further advisable that the public have an opportunity to provide input as they will better understand the role of Council and the difficulty in selecting projects of competing community interest.

### **Recommendation #25**

That City Hall work with the community and other funders to provide on-going financial support for the Strategic Alliance and Community Action Networks.

## Implementing Healthy Communities-City of Greater Sudbury

### **Recommendation #26**

That City Hall create a Community Capital Development Fund. It is further recommended that the fund project annual allocations for five year periods which will permit the maximization of funding from other sources.

### **Recommendation #27**

That a \$3,000 annual budget allocation be provided to each of the participating CANs for secretariat services and work plan development.

### **Recommendation #28**

That where and when feasible, CAN awarded grants should go towards the hiring of citizens residing within the CAN boundaries.

### **Recommendation #29**

That consideration be given to seek grants or student placements to assist CANs complete ongoing needs assessment and project management.

### **Recommendation #30**

That a marketing strategy be created to promote the City of Greater Sudbury as a world class healthy community.

### **Recommendation #31**

That a success story report framework and archives be created to house all the wonderful healthy community accomplishments.

### **Recommendation #32**

That the City create a Healthy Community Newsletter, accessible on line, that would capture relevant information that would successfully motivate and inform staff and citizens about Healthy Community initiatives. Further, that this task be led by the Community Action Network Coordinator.

## Recommendation #33

That the Citizen Service Centres act as important conduits for the promotion of information pertaining to the CGS and healthy communities.

## 8.3 GCS Community Action Networks (Solution Centres)

The Mayor's Task force worked with local neighbourhoods to identify the best way to govern local action. The structures of the three existing CANs, therefore, were not pre-determined and were decided at the local level. The following is a synopsis of what has been adopted:

### Governance

- ▶ Chairperson or Co-Chairpersons
- ▶ 12 community representatives representing Social, Economic and Environment sectors
- ▶ 3 positions for youth under the age of 18
- ▶ Ad hoc project chairpersons
- ▶ City liaison person(s) (not necessarily the CAN Coordinator)

### Rationale:

- ▶ Good support from key informants
- ▶ Good support from citizen forums
- ▶ Initial success from the existing three CANs
- ▶ Meets the priority need and principle for engaging the citizens of CGS
- ▶ Network to support City wide strategic development
- ▶ Conduit to hundreds of local citizens
- ▶ Meets the need to keep citizens informed

In addition, the following testimonials/comments were made:

- ▶ CANs are the cornerstone for the Healthy Community Movement (External)
- ▶ CANs must become the priority of Council (Councillor)
- ▶ CANs are the pulse of the community (Councillor)
- ▶ CANs are needed to unify the new City (Councillor)
- ▶ CANs can take charge of their own destiny (Councillor)
- ▶ CANs can assure public input (Councillor)
- ▶ CANs can be powerful and useful bodies (External)

## Implementing Healthy Communities-City of Greater Sudbury

### Roles:

- ▶ Doers and leaders of the HC process
- ▶ Identifies priority community projects
- ▶ Owners and drivers of priority projects
- ▶ Promotes “Top of Mind” thinking where Healthy Communities remains on Council’s agenda
- ▶ Empowered partners of Council
- ▶ Self learning/informed members of HC
- ▶ Active in participation/promotion of HC action
- ▶ Identify and tell community success stories
- ▶ Active role in Community Action Networks

### Recommendation #34

That City Hall continue to invest in, and maintain current funding support for, the ongoing development and maintenance of Community Action Networks.

### Recommendation #35

That Councillors and City Staff meet to determine the number of potential CANs for each of the Wards.

### Recommendation #36

That a virtual—i.e., on-line—Community Action Network be created to include citizens who may not have a CAN in their neighbourhood or find it impossible to take an active role in person at the local level.

### Recommendation #37

That Councillors take an active role in the creation of each of the Community Action Networks but their attendance at all CAN regular meetings be optional. CAN minutes, project reports and success stories would be shared with Councillors on a regular basis.

### Recommendation #38

That the CAN Coordinator be responsible for facilitating the creation of any future

Community Action Networks. Further, that this position be the gate keeper for the advancement of all CAN visioning plans as well as CAN annual work plans. It is also understood that the Coordinator would not be required to attend each and every CAN meeting.

**Recommendation #39**

That a City liaison representative be appointed to each Community Action Network. Representatives could be drawn from a pool of City staff that have an interest in community development. Further, that a position role be prepared for this staff function.

**Recommendation #40**

That, in addition to the first strategic visioning plan created by the Community Action Network, an annual Work plan be prepared for each of the CANs that reflects projects completed, projects ongoing, and future projects.

**9. Institute for Healthy Community Action  
(Where it all comes together)**

That, in addition to the day to day administration of the Institute, the Strategic Alliance should consider the following primary functions as part of their formal mandate.

**Recommendation #41**

That the Alliance include Research and Development.

**Recommendation #42**

That the Alliance include Community Leadership and Capacity Building.

**Recommendation #43**

That the Alliance include best practices for public participation in municipal decision making.

**Recommendation #44**

The CGS is being considered as one of the demonstration sites to field test the Pan American Health Organization's Healthy Municipalities and Resource Manual, which deals with "participative evaluation". Should the CGS be accepted as one of the sites, it is recommended that the Alliance include participative evaluation as part of its mandate.

## Implementing Healthy Communities-City of Greater Sudbury

### **Recommendation #45**

That the Alliance, through the Institute, be responsible for preparing and promoting the results of the annual indicators report card.

### **Recommendation #46**

That the Alliance, through the Institute, host an annual work planning and review forum whereby Community Action Networks and City Hall would collaborate on setting future direction.

### **Recommendation #47**

That a Healthy Community training and development workshop be created and delivered to promote a keener awareness of the importance and benefits of healthy communities.

### **Recommendation #48**

That members of Council, staff and citizens partake in the Healthy Community Training and Development workshop.

### **Recommendation #49**

That awareness luncheon meetings hosted by various local partners be adopted as a possible forum for promoting the Healthy Community message.

### **Recommendation #50**

That the Alliance, through the Institute, work with CGS post secondary institutions to develop and implement a Civics Leadership program.

### **Recommendation #51**

That the Alliance, through the Institute, work to develop a Youth Civics Leadership program.



## Implementing Healthy Communities-City of Greater Sudbury

### **Recommendation #52**

That a speakers' bureau be created to bring the Healthy Community message to where people and organizations live, work and play.

### **Recommendation #53**

That the Alliance engage the public and establish a community task force to create a litter free Clean City.

### **Recommendation #54**

That the Alliance engage the public and establish a community task force to create a Youth/Student Friendly CGS.

### **Recommendation #55**

That the Alliance engage the public and establish a community task force to create a Senior Friendly CGS.

### **Recommendation #56**

That Community Action Networks and other neighbourhoods participate in the "Communities in Bloom" program. This program recognizes the community-driven effort of Cities to beautify their communities.

### **Recommendation #57**

That Community Action Networks and other neighbourhoods participate in the "Adopt a Road" program. This program promotes the maintenance of an adopted section of a municipal road.

# Implementing Healthy Communities-City of Greater Sudbury

## 10. Sustainability

### 10.1 Annual Budget Estimates

#### Strategic Alliance for Healthy Community Action

Staff Salary	Executive Director	\$60,000	
Benefits	Executive Director	\$15,000	
Admin./Office		\$ 5,000	
Program/Marketing/Training		\$30,000	\$110,000

#### Community Action Networks

Secretariat Fees (\$12.50 x 4 hrs/wk x 52)	(\$ 2,600)	
Office/Miscellaneous	(\$ 400)	
Long term cost 12 CANs at \$3,000	\$36,000	
Program/Marketing/Training	\$28,000	\$ 65,000

#### City Hall

Staff salary, benefits and supporting costs	\$65,000	
Annual Planning Session, etc.	\$10,000	\$ 75,000

**Total** **\$250,000**

## Implementing Healthy Communities-City of Greater Sudbury

### 10.2 Sustainable Fund Development Plan (The Informants Said)

Informants felt that funding sustainability was essential to successful Healthy Community implementation. Possible funding sources identified include:

- ▶ Senior government (FedNor, HRDC, Trillium, Heritage,) was most mentioned, however, it was felt this would only be a short term strategy that would provide us with an opportunity to prove our worth.
- ▶ Another popular concept, which was shared by most politicians, was that if Healthy Community implementation is successful there would not be a problem utilizing the tax levy to cover the entire \$250,000 budget.
- ▶ Should the hospital campaign be completed, many suggested Corporate Sudbury will be looking for a good news project to fund.
- ▶ Senior Government (Short term strategy)
- ▶ Local Government (Long term if successful)
- ▶ Corporations (Private sector)
- ▶ Agencies (Public Health, etc.)
- ▶ City funds used to leverage other funding
- ▶ Major community drive/campaign
- ▶ Foundations (ie Laidlaw)
- ▶ In kind donation of supplies to CANs
- ▶ Solidify the \$75,000 for ongoing development
- ▶ Community partnerships
- ▶ Local service clubs
- ▶ United Way
- ▶ % of the gas tax
- ▶ Employee matching program
- ▶ Tap into the City Economic Development fund

#### Recommendation #58

That as a short term one year strategy, the City increase its funding from the current amount of \$75,000 to \$250,000.

## Implementing Healthy Communities-City of Greater Sudbury

### **Recommendation #59**

That existing City funding of \$75,000 be used as leverage to attract additional senior government funding to ensure sustainability.

### **Recommendation #60**

That a proposal be developed immediately to secure funding from the Trillium and/or the Heritage Foundation. It is further recommended that the funding proposal request encompass a minimum three year time frame.

### **Recommendation #61**

That United Way be approached to come on board as an official partner. United Way might consider providing funding to cover the Community Action Network annual \$3,000 operating costs.

### **Recommendation #62**

That foundations be approached to provide funding.

### **Recommendation #63**

That a trust fund be developed in partnership with the Sudbury Community Foundation to support a community fundraising plan that would encourage contributions from the private sector, service clubs, individuals, and special community events.

## **15. Appendix**