

CONSTELLATION CITY

BUILDING A COMMUNITY OF COMMUNITIES IN GREATER SUDBURY



**REPORT OF
THE GREATER SUDBURY COMMUNITY SOLUTIONS TEAM
JANUARY 2007**

CONSTELLATION, (noun)

- **A fixed group of stars to which a definite name has been given**
- **Any brilliant, outstanding group or assemblage**



January 4, 2007

**Mayor John Rodriguez
and Members of Council**



I am pleased to present you with this final report of the Community Solutions Team.

Our team has lived up to its name over the course of the last eight months; the team members [one from each of the former outside municipalities] worked together with passion and commitment to find solutions and create recommendations that, if adopted, will serve our entire city – not just the communities outside the city core – well into the future. These seven volunteers care very much about their own local community but also understand the need for a cohesive, vibrant City of Greater Sudbury. They are outstanding examples of the kind of citizens Greater Sudbury has to offer. It has been a privilege to work with them.

I would like to acknowledge the former Council and Mayor Dave Courtemanche for initiating this valuable process. It has allowed citizens in the smaller communities to be heard and to have a real opportunity to provide concrete input that will help to build our city.

The public interest and support for this process has been impressive. More than 700 people attended the 26 consultation sessions and provided a great deal of information and suggestions for the team's consideration. In addition, 35 people volunteered to serve on our working groups, devoting four full evenings to help with the assessment and detailing of proposed solutions. The enthusiasm these citizens displayed at College Boreal was truly uplifting, and inspired everyone in attendance.

City staff have assisted our team throughout this process. Each of the senior managers attended one of the public sessions and nearly 20 other staff helped out both during and after business hours. In every case, staff demonstrated professionalism and a willingness to take the time to listen to residents and understand their concerns. Council should take pride in the high calibre of these staff members.

In closing, I want to encourage you to look at this document not just as a list of recommendations but as an opportunity to re-examine the fundamentals of the relationship between our municipality and its citizens. If our city can establish the principles outlined in this report as the basis for its work, minor issues will be resolved as they develop.

Thank you for this opportunity.

Floyd Laughren



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PREFACE (SETTING THE CONTEXT)

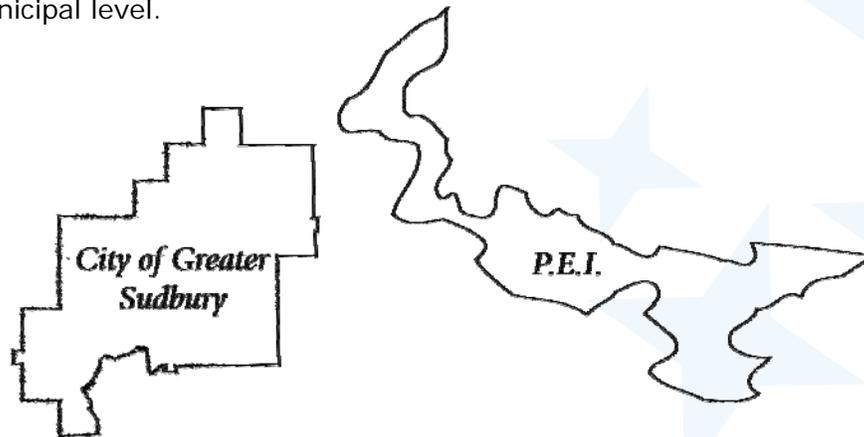


The City of Greater Sudbury came into existence on January 1, 2001. At 3,354 square kilometres, it instantly became the largest municipality in Ontario and one of the largest in Canada. Covering a massive area of northeastern Ontario, the city is five times the size of the City of Toronto and two-thirds the size of the Province of Prince Edward Island.

The creation of Greater Sudbury was ordered by the Conservative Provincial Government of Premier Mike Harris. This initiative was one of a number of forced municipal amalgamations and other initiatives undertaken by this administration to reduce the size of governments at the provincial, municipal and school board levels. The intent of this amalgamation was to streamline services, reduce duplication, eliminate waste and reduce the number of politicians, all in order to produce net savings to the taxpayer. Indeed, the overarching legislation for this and other amalgamations was titled the Fewer Municipal Politicians Act.

The premise that fewer politicians means smaller government and thus, lower taxes, was a cornerstone of the development of the City of Greater Sudbury. The Transition Board, appointed by the province to oversee the implementation of the new city, pointed to a “Board of Directors” model for the new city council, encouraging councillors to focus on broad policy development and stay away from individual constituent or community issues. The City of Greater Sudbury, with a population of 155,000, was provided with a 13-member council, down from the 21 who served at the former regional table and far less than the 53 total for all of the former municipalities combined.

By contrast, Prince Edward Island, with a total population of 138,000, has 75 municipalities with a total of more than 440 representatives at the local government level. The City of Toronto, a municipality of 2.7 million, covers 641 square kilometres – less than 20% of Greater Sudbury’s area – and has 44 full-time councillors plus a mayor at the municipal level.



While amalgamation has resulted in fewer municipal politicians, the promised benefits have proven to be elusive. Predicted savings from amalgamation have been difficult to identify and, as the financial challenges faced by municipalities – downloading, Walkerton, soaring energy costs, an ongoing infrastructure deficit and other issues – continue to mount, there is no realistic way that any savings will ever be identified.

At the same time, the impact of the amalgamation has been easy to see at the local level. Citizens in Capreol, Walden, Nickel Centre, Valley East, Onaping Falls and Rayside Balfour lost their ability to directly influence events at the local level. Access to decision-makers was removed to Tom Davies Square and political representation was diluted and spread thinly across the new city. Local municipal advisory groups disappeared and volunteers of all kinds found it difficult to find their way within a new, more distant bureaucracy. Even parts of the former city, like Copper Cliff, found themselves lost in the new structure.

The bureaucracy of the new city itself faced enormous challenges as it wrestled with the mandate and structure set out by the Transition Board. Absorbing the personnel and operational methods of seven predecessor municipalities and developing a new operational structure proved difficult. The simplicity of a small town operation could not work with the size and scale of operations in the new city: 1,790 kilometres of roads, 620 municipal buildings and more than 3,000 full and part time staff meant that detailed understanding of local issues, community partnerships and on the ground flexibility were lost in favour of city-wide policies and cost accounting methods.

As a result of this situation, disaffection has grown in all parts of this new city. Local citizens have become frustrated with a “faceless” city hall and the decisions and policies which emanate from it. Increases in property taxes and assessment have come at the same time as many residents perceive they have fewer services and less input than they had prior to amalgamation.

In the face of these concerns, former mayor, David Courtemanche, conceived the idea for an independent citizen’s committee to review the impacts, both real and perceived, of amalgamation on the smaller municipalities surrounding the former city. As the Community Solutions Team was being developed, organized support for de-amalgamation sprang up across the city. During 2006, petitions requesting a referendum on de-amalgamation attracted more than 10,000 signatures.

Given the situation, it was not surprising that the consultations held by the Community Solutions Team became a forum for venting concerns and promoting the break up of the amalgamated city. Over the course of five weeks in May and June, CST members held 20 meetings across the city. As mandated by Council, these meetings took place in communities outside the city core but input was also received

through letters, phone calls and e-mails. More than 600 people attended this first round of community consultations and provided their concerns and suggestions.

A significant number of those who attended these meetings were primarily interested in dissolving the current city through de-amalgamation. Virtually all of these individuals agreed to work within the structure set by the Community Solutions Team to put forward their concerns and their suggestions for change.

Throughout the summer, the Community Solutions Team evaluated the input received, drew out common themes and summarized local concerns and issues. A full list of community issues was provided to senior staff at the city in early September so that individual concerns could be addressed while the team considered broader issues as the basis for the development of recommendations.

It is important to note that issues involving the Greater Sudbury Police Services have been dealt with separately. The police report to the Police Services Board, not directly to City Council, so the Community Solutions Team felt that they did not have a clear mandate to make recommendations in this area. The team also recognized that issues involving the police are important to individuals and communities and that the concerns and suggestions collected through the public consultation should not be lost. The police service agreed and Greater Sudbury Police Chief, Ian Davidson, met with team members to discuss their findings in December, 2006. At this meeting, it was agreed that the best results would come from stronger connections between communities, as represented by Community Action Networks and Community Policing Advisory Committees, and the police service, as represented by Community Response Officers.

The second round of community consultations took place in September and early October. These six meetings were held to allow the public to verify the information that had been gathered in the first round and to provide input on the priority themes for the final report. Also at this stage, volunteers were recruited to serve on working groups to assist in the development of final recommendations.

Over the course of four Thursday evenings last fall, more than 40 citizens gathered at Collège Boréal to discuss the concerns brought forward through this process and to propose solutions for consideration by the Community Solutions Team. The enthusiasm and commitment of these participants was inspirational, and their work has assisted the CST members immeasurably.

The CST members have worked with these recommendations to prioritize them, clarify them and combine them into this final report. The team has worked hard to ensure that the spirit of the working groups' efforts has been maintained and that the concerns of the community participants have been addressed.

The majority of community participants are committed to looking forward. They have consistently displayed an interest in seeing their city change for the better and have indicated a willingness to work in a constructive way to make this change happen. Not satisfied with the status quo, they want to help create a responsive city that truly works for its citizens and builds on its position as northern Ontario's leading city.

This report is intended to be a significant step towards this goal.

INTRODUCTION



The Greater Sudbury Community Solutions Team was created by City Council in April 2006. Council Resolution 2006-617 identified that citizens in “outlying areas have expressed a desire for the City of Greater Sudbury to be more responsive to their needs,” and called upon the members of the Community Solutions Team “to conduct an extensive consultation that will identify issues and recommend solutions to City Council.”

Over the past eight months, the Community Solutions Team has convened 30 public meetings across the city and spent many additional hours and days consulting within their own communities and with one another to work through the issues raised. Their goal was to develop practical solutions that would serve to build a better and more responsive city.

Throughout this process, the team members have learned a great deal about this city. The immense size of the territory encompassed by Greater Sudbury is something most citizens know at a basic level, but it is not until one drives from Levack to Capreol or from Worthington to Kukagami, that one can truly appreciate the scale of our city. The variety of communities and issues the team encountered was also enlightening: Levack the mining town, Blezard Valley the agricultural village, Capreol the railway town, Garson the bedroom community. Each of the twenty centres visited during the consultation process is a unique community with a history and a story to tell. Each also has residents who are fiercely proud of their community and concerned for its future.

Yet the team members are impressed that, for all the differences between these communities, there are many similarities. All communities have both common concerns and a common commitment to see not only their local community, but also their city, build for the future. Virtually everyone who participated in this process shared a “we are all in this together” attitude.

This common bond is not new. Residents across the Sudbury Basin have always viewed themselves as part of the same community. The teacher who lives in Dowling and teaches in Falconbridge, for example, or the miner who lives in Lockerby and works in Skead, don’t see themselves as working “out of town,” even though their homes and workplaces might be further apart than Burlington and Toronto.

A common bond is also found in the pride we all feel in our institutions and icons. Science North, Laurentian University, Onaping Falls, and the Big Nickel: These are all acknowledged as assets for our entire city, not just for the communities in which they are situated.

The sense that we can be part of, and take pride in, more than one community is critical to the long term success of a city as large and diverse as Greater Sudbury. Communities exist as a personal perception as much as lines on a map. One person's idea of Minnow Lake might be quite different than another's, but everyone can agree that Minnow Lake is an integral part of our city. A single individual, for example, may identify herself as part of the Leroux Subdivision community, the Chelmsford community, the Rayside Balfour community and the Greater Sudbury community, with no sense of conflict.

This concept is captured in the title of this report. The term "*Constellation City*" means a city that is made up of individual, stellar, communities. Each of these communities has unique attributes. They might vary in size and distance from the core, they may differ in demographics and in their economy, they might differ in their needs from the municipality and they might differ in the amount and type of contributions they make to the larger city. Collectively, however, these communities form a whole that is greater than the sum of its parts; they form a "Community of Communities," the City of Greater Sudbury.

The Community Solutions Team identified several values that must be present to build and sustain a successful *Constellation City*. These core values should form the basis of the relationship between the city and its citizens and between the city and its constituent communities. They are:

- **Inclusiveness**
All communities must feel part of the whole
- **Preservation and celebration of community history**
Creates shared experiences
- **Openness and accessibility**
Links for citizens with policy makers; access to services
- **Transparency and accountability**
Enhances democracy – citizens get information on how and why decisions are made
- **High quality, responsive customer service**
Timely, affordable, accessible
- **Fairness**
Not necessarily equality – respect for individual circumstances

- **Superb communications**
Two way flow of information using multiple media and access points
- **Decentralization as appropriate**
Finding the balance between local decision-making and cost effective management

The adoption of the *Constellation City* concept and its core values are the basis for all of the recommendations in this report and, in fact, the adoption of this concept is the Community Solutions Team’s first, overarching recommendation.

#1- CONSTELLATION CITY- COMMUNITY OF COMMUNITIES

That the City Council adopt a resolution declaring that the City of Greater Sudbury is a Community of Communities and, that the Constellation City concept and its core values form the basis for municipal policies and decision-making in Greater Sudbury.

The rest of the recommendations are grouped into categories that emphasize their intent to help build Greater Sudbury into a true *Constellation City*: a city that is **Connected, Caring, Empowered** and **Equitable**.



A Note on the Recommendations

The Community Solutions Team feels very strongly that the recommendations contained within this report can be implemented. They also feel that there are three important factors that must be considered when considering implementation issues. These are priority, time frame and cost.

The Team has developed rating scales to help readers to understand what the various recommendations may require in terms of resources and how long they might take to go forward. It should be understood that the rating scale is not based on a detailed financial analysis of the matters relating to the recommendations. Rather the ratings are meant to provide a quick assessment of the reasonably anticipated costs and expected time frame associated with implementing the recommendations of this report.

The Community Solutions Team feels that all the recommendations contained within this report are important and assigns no ranking of priority. The CST recommends that Council consider all recommendations and make its own determination as to which should go forward first.

With respect to Time Frame and Cost the CST has developed the rating scale shown opposite:

	<p>Short Term (ST) 0-6 months</p>		<p>Low Cost (LC) ratings will generally be characterized by the ability to implement within the confines of existing budgets and staff complements. Low cost ratings assume that there are no capital expenditures in order to implement the recommendation</p>
<p>Time Frame</p>	<p>Mid Term (MT) 6-18 months</p>	<p>Cost</p>	<p>Medium Cost (MC) ratings will generally be characterized by recommendations that require additional staff resources or new budget allocations in order for the recommendations to be implemented. Medium cost ratings may also mean the requirement to purchase some lower valued capital item would be required to implement the recommendation. For example a recommendation to purchase a new transit vehicle, where there is no current budget allocation for one, would be an example of a medium cost rating item</p>
	<p>Long Term (LT) 18 months or longer</p>		<p>High Cost (HC) ratings are generally characterized by recommendations that require significant investment in both staff resources and capital items.</p>

Given the size and scope of the City of Greater Sudbury, ensuring that citizens can connect with one another and with their city is a critical foundation for a successful city. Connections of all types play a role in ensuring that individual people and individual communities, no matter where they are situated, can share information with one another and, as much as possible, can easily bridge the distance between.

This is not an easy challenge to meet. The far-flung reaches of our city are sparsely populated and not easily accessed. Yet try we must because as we make new connections and strengthen existing connections with those who are most remote, we will no doubt be establishing systems that will assist every other community to participate fully in the life of Greater Sudbury.

The recommendations to create a Connected City relate to communications and transit. These issues were raised over and over during the community consultations and they were given a high priority by those involved in the working groups. This is understandable as there is no better way to improve relations than to establish a solid connection. The opposite is also true, that disconnection leads to isolation and disenfranchisement.

Communication

Good communication is a fundamental part of any relationship. In the case of a municipality, information should flow regularly and effectively to residents and stakeholders. There should also be simple and effective ways for these same residents and stakeholders to convey concerns and issues to the city. Throughout the Community Solutions Team's work, problems with communication were often cited as a source of frustration and disconnection from the city. At the same time, better communication was regularly suggested as a potential solution.

Effective communication can help to build bridges and connections between the city and its citizens. By providing information on what is happening in other parts of the city, effective communication can also help to reflect the community to itself and encourage the development of connections between communities and individuals.

High technology and new media present a number of opportunities to improve communications. Push media, RSS feeds, video streaming, blogs and podcasts: All of these have the potential to bring information when and where it is needed. They should be explored and where appropriate, implemented.

2 - MUNICIPAL NEWSLETTER

That the City of Greater Sudbury produce a municipal newsletter on a regular basis. It should be made available both in print and electronically and contain information on subjects such as capital projects, road standards and special events. Efforts should be made to link with and include local information from communities both inside and outside the city core.

Rationale:

Lack of information regarding city business was raised as an issue with the Community Solutions Team at virtually every consultation. In addition, many examples of erroneous information were put forward by the public, suggesting a lack of accurate accessible information in the community. Establishing a regular newsletter will allow the city to better inform its citizens and ensure that all citizens receive the same information at the same time. By working with local communities and including their information, the newsletter would likely have more appeal and increased readership, and it could play an important role in reflecting the city to itself.

Action Steps:

- Evaluate alternatives and best practices for distribution
- Explore options for new technologies to increase reach and accessibility
- Work with CANs and establish system for local input
- Produce first newsletter by September 2007

3 - CITY WEBSITES

That the City of Greater Sudbury establish an advisory group and develop a strategy to evaluate, revise, improve and promote municipal websites in order to enhance usability: www.greatersudbury.ca, www.sudbury.ca, and www.mysudbury.ca.

Rationale:

The importance of the Internet as a communication tool is no longer in dispute. Everyday, more people get on-line and search for information. The City of Greater Sudbury has at least three main sites yet many citizens are not aware of their existence or, what information each of the sites provides.

To become a true *Constellation City*, Greater Sudbury must look for ways to bring our distant communities together. In a community of our size, the web presents the single most useful tool to help our communities connect and learn from one another.

There are excellent examples of municipal websites and community portals across Canada. In Greater Sudbury, however, there is no single entry point for municipal and community information and the overall municipal information situation remains confused and ineffective. Portions of the city's three main sites remain stale and outdated, the use of large PDF files show that little consideration is given to those citizens with no access to broadband, while navigation and search are either restrictive or produce a myriad of incomprehensible results.

Greater Sudbury has an immense amount of high-tech talent. In this area, the Community Solutions Team recommends that the city draw upon that talent both from within its own ranks, in a broad inter-departmental team, and from the community, as an advisory group made up of industry experts and information consumers. Together, this group should have the mandate to recommend a framework for a municipal web site and a strategy to link the main sites together to produce a seamless web of useful information. This strategy and framework should be sustainable, ideally with existing resources, and it should acknowledge and utilize existing community web initiatives across the city.

Action Steps:

- Establish staff team and community advisory group
- Review existing sites and best practices
- Produce draft framework and strategy by November 2007
- Implement and launch improved web strategy by July 2008

MT LC # 4 - COMMUNITY DIRECTORY

That the City of Greater Sudbury work with other community agencies to create a single directory of community services both in print form and on the Internet. This directory should build upon and link with existing directories of community services.

Rationale:

There are hundreds of excellent community agencies and services available in our city, yet many citizens are either unaware of them or don't know how to gain access to them. In particular, seniors, newcomers and those with special needs require better information about what is available.

*"If there is a problem
in my area, I want to
know who to call."*

– Onaping Resident

At present, several agencies, including the city, provide directories of services. By working together under the leadership of the municipality, a single source point could be developed which would better meet the needs of everyone in the community.

Once established, the information could be tailored to meet the needs of specific groups such as new parents, Francophones or seniors.

This directory should be promoted through agencies across the city as well as through citizen centres and libraries.

Action Steps:

- Survey existing directories to determine overlap and scope
- Ensure participation from community agencies
- Establish framework for new directory, ensure coverage across entire city
- Determine how it will be implemented and updated in print and on Internet
- Utilize existing resources where possible (e.g. mySudbury portal)
- Launch new directory in early 2008

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5 - COMMUNICATIONS INFRASTRUCTURE

That the City of Greater Sudbury formulate a strategy to resolve issues controlled by private enterprise that are central to the well being of the city as a whole. These include Bell Telephone long distance charges, cell phone coverage and broadband Internet access.

Rationale:

The case has already been made that communication is the key to building a cohesive community. In order for this to happen, citizens must have the ability to communicate. While the Community Solutions Team recognizes that neither long distance costs, cell phone service, nor broadband access are within the control of the municipality, there is no doubt that the City of Greater Sudbury has a very real stake in ensuring these services are equalized across its territory.

As with transit, it is the smaller communities and the rural areas that are hardest to service and might benefit most from these services. In the late 1990s, the Region of Sudbury sought designation as a "Smart Community," because of the rapid expansion of broadband service. The region also opened discussions with Bell Canada on the long distance issue. These issues were prominent at the Sudbury Regional Development Corporation, having been pushed onto the agenda by the former

*"I should be able to
call anywhere in my
own city without
paying long distance."
– Whitefish Resident*

municipalities of Walden and Onaping Falls.

Almost a decade later, the issues remain very real to those in smaller and rural communities but they have fallen off the economic development radar screen. Our city promotes lakeside lifestyle and an outstanding quality of life, yet fails to mention that it is a long distance call to the Sudbury Airport from the Vermillion River Delta, that cell phones won't work at Little Lake Penage, and that there is no broadband Internet access, except for expensive satellite service, at most of our lakeside properties.

Action Steps:

- This initiative should be led by the Greater Sudbury Development Corporation
- The GSDC should:
 - Establish current distribution of services
 - Open discussions with providers to discuss potential resolutions/ expansion
 - Develop strategy for improvement
 - GSDC report to Council with action plan in 2007

Public Transit

Transit plays a vital role in connecting individuals and communities across Greater Sudbury. Lower income communities, many of which are remote, depend on public transit to ensure their residents can play a role in the community as a whole. In some areas like Capreol and Hanmer, improved service and equipment has been well-received and is cited as a benefit of amalgamation. Other areas, such as Levack, are frustrated by problems with scheduling and trans-cab fares and many rural areas are concerned that they have lesser access to some services, including handi-transit.

Overall, citizens feel that transit is handled well in the central core and the key corridors, but there is a lack of innovation and imagination in delivering service to smaller, more distant communities. One size of bus, one central station, one fully-integrated schedule; these indicate a one-size-fits-all attitude.

The City of Greater Sudbury is a varied community and new ideas are required to address transit services. Creating an advisory group will allow citizens and riders from all parts of the city to bring ideas forward. This group could also assist in



***"Why can't I get a bus
from Val Caron to
Chelmsford?"***

20

– Val Caron Resident **CONSTELLATION CITY**

BUILDING A COMMUNITY OF COMMUNITIES IN GREATER SUDBURY

making schedules and guides simpler and more accessible to improve communications between the city and transit users.

MT MC

6 - TRANSIT SERVICE

That the City of Greater Sudbury undertake a full review of transit services and explore the potential for expanded intra-community transit, expansion of handi-transit and an end to two-tier fares. Full-year pilot projects should be undertaken to evaluate this potential, starting as soon as possible.

Further, the city should establish an ongoing transit advisory group, using riders from across the entire community.

Rationale:

Establishing pilot projects to determine ridership levels and to evaluate new routes and equipment should be an annual activity for the Transit Section. Concerted efforts to eliminate discrepancies in fares and improve access should take place on an ongoing basis. Handi-transit and special event services serve some parts of the city well but need improvement.

The Community Solutions Team recognizes that transit can be a costly item and that all improvements must be evaluated on a cost/benefit basis. Public transit is always an investment proposition, however, and innovation and change is required to create a public transit network that truly reflects the nature and complexity of our city.

Action Steps:

- Establish Transit Advisory Group
- Ensure representation from across the city, including riders
- Sub group may be required for Handi-Transit
- Develop list of issues, requests, and potential improvements
- Transit staff to review and develop strategy and action items
- Transit Strategy presented to Council in 2007

The Community Solutions Team believes that the City of Greater Sudbury should aspire to be a caring city that respects its citizens and the communities that make it up. A caring city is one in which the municipality demonstrates that it can develop policies and deliver service in a manner that truly considers the wellbeing of its citizens and that acts to improve the community in a holistic way.

A municipality can demonstrate a caring attitude by acting in a proactive way: by developing ways to connect with its citizens, to continuously consult, and to move to solve issues before they develop. Small and simple actions, like simply moving some meetings out into the community, demonstrate a respect for citizens and their individual communities. Other actions, like creating awareness and sensitivity amongst employees, ensuring support for volunteer groups and working to ensure that rural areas remain clean and beautiful, help to show that our city is a caring one.

Council Meetings

The fact that Council only meets at Tom Davies Square, means that residents on other parts of the city do not have the opportunity to show off their areas or participate directly in the Council process in their local community.

ST LC

7 - COUNCIL MEETINGS

That the City of Greater Sudbury Council hold at least six meetings per year in communities outside the city core.

Rationale:

Council should not be tied to its own chamber for every meeting. It is important that all councillors and staff travel across the city on a regular basis and engage the community. Like the federal and provincial governments hold caucus and cabinet meetings in other cities, Council should take the opportunity to tour and learn about the local communities they visit. Over the course of its four year term, this Council could visit every part of this city.

*“People at City Hall don’t even know where we are.”
– Skead Resident*

Action Steps:

- Develop schedule for meetings outside Tom Davies Square for this term of Council
- Encourage staff and Councillors to take time before these meetings to tour the local community
- Organized tours could be set up
- Make a portion of the agenda for these meetings available for local community input

Developing Staff Awareness and Sensitivity

In order to deliver excellent municipal services in a city as large and complex as Greater Sudbury, it is critical that municipal staff have a good understanding of the geography of the city, the diversity of its people, the unique issues and features of its different areas and the special qualities of its individual communities.

LT MC # 8 - MUNICIPAL STAFF ORIENTATION

That the City of Greater Sudbury develop orientation training sessions for all staff, new and existing, to be made aware of population diversity as well as the unique conditions and specific concerns of outlying areas in order to be able to communicate in an efficient and sensitive manner with all citizens.

Further, that the City of Greater Sudbury establish a employment transition policy to ensure that knowledge gained through experience is retained.

Rationale:

Citizens do not feel that municipal staff are connected to their communities or understand the issues that they are supposed to work on. It is important to get more staff out into communities across the city on a regular basis to increase the understanding and raise the level of public confidence. The result should be increased customer satisfaction and support for the city.

This orientation is applicable to all sections of the municipal structure. Public Works crews need to understand the nature of the roads and other infrastructure before they caught off guard by severe winter storms or faced with trying to solve an urgent problem. Planning, EMS, Business Development and other staff also need to understand how our city works and the strengths of each community.

Experienced staff and local experts should be used to help other staff gain the knowledge required to do the best job possible. This step is especially critical when a knowledgeable staff retires or is relocated to another part of the city. It is essential that a transitional overlap phase is established to ensure that there is a transfer of knowledge.

Action Steps:

- Establish both formal and informal protocols to encourage staff to travel to different parts of the city
- Develop knowledge database of existing staff and encourage staff to use resource
- Establish formal job transition policy so knowledge transfer takes place upon retirement or relocation of staff

Citizen Service Centres

Generally speaking, citizen service centres (CSCs) have been well-received as access points for municipal services in communities across Greater Sudbury. Citizens who reside close to a CSC have found the extended hours and proximity to service a benefit of amalgamation.

There is a sense, however, that the city has rested on its laurels in this area and has not endeavoured to closely evaluate this program and develop a strategy for continuous innovation and improvement.

Library services are one area that is raised, especially in communities that lost library access after amalgamation. Other communities are interested in bringing CSC services to their library, or increasing the number of services available at their local CSC. A mobile library and service centre is an option that should be explored to bring these services closer to those in more distant parts of the city.

Staff in the community libraries and CSCs could play a greater role in working with local groups and individuals to act as a link to the municipality as a whole.

The most common concern amongst citizens is the lack of privacy for citizens in the CSCs and the mix of library patrons with those who might have a complaint regarding other municipal issues. Although physical space is apparently available for private discussions, these are not being used. Additional training and public information on this issue is no doubt required.



"I don't think children should be exposed to people yelling about their taxes. [at the library]"
- Hanmer Resident

MT LC # 9 - CITIZEN SERVICE CENTRE AND LIBRARY SERVICE REVIEW

That the City of Greater Sudbury review the mandate of Citizen Service Centres and Community Libraries, along with the menu of services available in each. The focus of the review should be on innovations that will improve access to services across the city, considering factors such as the distance residents must travel for service, the potential to expand the number of services available and the potential co-location of additional library and CSCs.

Further, the review should consider the potential for mobile services, additional web services and the potential to enhance a lead staff position to allow that person to be more active and proactive in local community affairs.

Rationale:

Enhancing access to municipal and library services serves to strengthen the overall level of customer service at the City of Greater Sudbury. Now that the CSC model is well-established, variations could be piloted to bring greater access across the city, both in the former city and in outlying areas.

Action Steps:

- Review current status of CSCs and community libraries in all parts of the city
 - Ensure local communities, including CANs, are consulted
 - Define standards of service and options for improvement
 - Include strategy to ensure privacy is maintained in CSCs
- Report to Council in 2007

Caring for Volunteers

Volunteers are becoming a scarce and valuable commodity, not just in the City of Greater Sudbury, but in our society at large. It is important, therefore, that our municipality recognizes the needs of community groups and individual volunteers and strives to meet those needs. The city can help to ensure the health of our volunteer sector by providing strategic support that will reduce confusion and frustration and encourage community groups to grow and thrive.

10 - SUPPORT FOR VOLUNTEER GROUPS AND EVENTS

That the City of Greater Sudbury develop a written Declaration of Support for community volunteer groups and local events. The declaration should clearly delineate the assistance that the city can provide as well as how individual groups and community event organizers can access this assistance.

Further, that the City of Greater Sudbury continue to support growth of programs and services of Volunteer Sudbury/Sudbury Bénévolat and encourage efforts to bring these services to community groups in smaller communities.

Further, the declaration should outline the obligations that community groups might have to meet and provide an updated contact list of staff who can provide support for such groups.

Rationale:

Many local groups complain that there are no clear guidelines for municipal assistance to community events and committees. Various groups appear to receive different levels of service from the city. Some receive free meeting or event space while others have to pay and some groups have active support from municipal staff while others do not. These issues can be corrected by the city developing a written declaration that outlines clear policies for municipal support based on identified group criteria such as city sponsored events, non profits, charities, etc.

In general, community groups and events should be able to access city owned facilities at a reasonable cost. This would encourage the development of new initiatives and sustain the interest of existing groups. It is also important that the municipality recognize the importance and value of staff assistance to community groups.

Volunteer Sudbury/Sudbury Bénévolat is now solidly established in our community and should be viewed as a partner for all initiatives aimed at the volunteer sector. The city should actively assist their efforts to reach out to the smaller communities.

Action Steps:

- Develop draft Declaration of Support
 - Establish basic support for groups and events
 - Consult with existing groups
 - Determine cost implications
- Propose draft declaration to Council in 2007

11 - REMOVING BARRIERS TO VOLUNTEERING

That the City of Greater Sudbury work with the Greater Sudbury Police Service to reduce or eliminate the fee for police checks for volunteers who provide valuable service for community events, community groups and non-profits.

Rationale:

At a time when the numbers of volunteers are dwindling, the cost of police background checks is acting as an impediment to individuals who are interested in assisting with local events and groups. The municipality could assist groups with recruitment and retention of volunteers by working to remove or reduce the impact of this barrier.

Action Steps:

- Work with Volunteer Sudbury/Sudbury Bénévolat to evaluate options to remove or reduce cost of police checks for community volunteers
- Establish draft policy for support

12 - RECOGNIZING VOLUNTEERS IN LOCAL COMMUNITIES

That the City of Greater Sudbury review how the City formally recognizes individuals and groups and consider ways to improve recognition in all communities.

Rationale:

There is a perception that the Civic Awards and Volunteer Picnic are primarily aimed at those who volunteer in the city core communities and that little recognition is afforded those who volunteer in communities outside the city core. There may be options to work with CANs or other local organizations to bring recognition programs to smaller communities, or to develop a consistent program with visible participation from across the city. In addition, the Volunteer Picnic could rotate between several sites across the city.

More recognition of existing volunteers should encourage more participation in the future.

Action Steps:

- Work with local communities to develop options for improvement
- Implement changes as soon as possible

13 - MUNICIPAL LOTTERY LICENSING

That the CGS review gaming regulations and procedures as they apply to non-profit and volunteer groups and develop options to make the regulations simpler and less onerous. Further, that Council work with the Federation of Northern Ontario Municipalities and the Association of Municipalities of Ontario to lobby the provincial government to make changes to provincial regulations to provide more flexibility for use of funds and simpler reporting standards.

Rationale:

Fundraising of all sorts is an integral part of community life. Non-profit and volunteer groups report that there are too many rules involved with municipal lottery licensing and that procedures are too complex and time consuming. While overall regulations are set by the province, the city exercises discretion in terms of fees and bookkeeping requirements. By encouraging and facilitating the efforts of local groups to raise their own funds, the City of Greater Sudbury can strengthen local communities and programs without allocating additional tax-funded dollars.

Action Steps:

- Examine current process and options for change
 - Examine practices in other municipalities
 - Solicit input from non-profit groups
 - Possible changes might include:
 - Lower fees, simpler paperwork
 - Training offered to groups, perhaps through on-line modules
 - Ongoing advice and assistance with forms, reporting etc.
- Recommend changes to Council prior to 2008 Budget Process

14 - SUPPORT FOR LOCAL EVENTS

That the CGS nurture the creation and support the operation of a special events group that can share expertise on managing of major/minor special events.

Rationale:

The City of Greater Sudbury is blessed with a number of successful annual events. Newer and smaller events, especially those outside the city core, could benefit significantly by sharing information and expertise with more established event organizers through a peer-to-peer group. All events could potentially benefit by sharing resources and equipment. CGS staff could assist in coordinating a schedule

of events to avoid conflicts and by developing training opportunities to increase capacity and knowledge transfer. Overall, this initiative should result in better, safer events that improve the quality of life in our city for both residents and visitors.

Action Steps:

- Establish a CGS Staff Working Group for Special Events within six months
 - Should have representation from all departments
- Hold a Special Events Forum during 2007
 - Develop the framework and terms of reference for a Special Events Network
- Establish Special Events Network by April 2008

"Our community spirit has been broken"
– Naughton Resident



Sustaining the Rural Environment

Issues in rural areas are often quite different from those that arise in the core of the city. Greater Sudbury is placed with a large amount of undeveloped land. This presents an important challenge to the municipality: To ensure that the city can continue to operate effectively, and that citizens can enjoy an outdoor lifestyle, while ensuring that other residents can enjoy the peace they seek and that the environment is protected for the future.

MT LC

15 - ATV BY-LAW

That Council continue the development of a comprehensive by-law to govern the use of All Terrain Vehicles (ATVs) within the CGS.

Rationale:

The popularity of ATVs in the City of Greater Sudbury is no longer in question. Outside the city core, ATV use has become quite common. This reality has resulted in pressure for increased access to roads and trails by ATV users, along with pressure by non-users to restrict access and crack down on offenders. The CST supports the city's intention to develop an ATV by-law. This by-law should meet the following objectives:

1. It should be flexible enough to reflect differences between communities within the city
2. It should respect the principles of community safety and environmental protection
3. It should discourage unauthorized use of private property

4. It should consider and facilitate potential tourism development

Action Steps:

- Continue the development of the by-law, ensuring broad community consultation
- Enact the new by-law during 2007

MT LC # 16 - ROAD SALT IMPACT

That the City of Greater Sudbury continue to investigate the environmental impact of current road salting practices, research alternatives and propose a strategy to reduce the impact of road salt or mitigate the damage it causes, while ensuring traffic safety.

Rationale:

There are significant concerns regarding the environmental impact of road salt across the city. Interconnected watersheds have the potential to carry salts across the Sudbury Basin and concentrate its effects. Current initiatives in lake water quality and drinking water source protection indicate a growing commitment to examine and change practices that have a negative environmental impact. At the same time, residents remain concerned about snow removal and ensuring that winter roads are as safe as possible.

Action Steps:

- Continue current investigations into alternatives to road salt and new methods to reduce impact
- Present updated strategy to reduce environmental impact in 2007

The Constellation City model not only requires that we acknowledge and celebrate the importance and unique attributes of every community across the City of Greater Sudbury, it requires that we put in place tools to ensure that every community can find its place within our greater community. Every individual community needs to be empowered and to feel a part of an overall team effort.

A community can be said to be empowered when its residents feel that they are fully informed and that there is a mechanism for them to be heard and to influence decisions. In a municipality as large and diverse as the City of Greater Sudbury, creating empowered communities is a daunting challenge. It requires politicians, staff and residents alike to think differently about their city and their community, so that they place an increasing emphasis on transparency and good information, they recognize the importance of local input on local decisions and they acknowledge the need to compromise and share decisions at the city-wide level.

The opposite of empowered is disenfranchised, which is how many of the residents in the former municipalities have felt for the past five years. They moved from a situation in which they had complete control over a number of municipal structures and services in their own community to a situation in which they felt they had no role and no control.

Finding a balance in which individual communities are empowered, while the overall community is able to function effectively -- and in a cost effective manner -- is no simple task. To leave the status quo, however, means that individual communities will never reach their full potential, leaving the overall city diminished and less than it might otherwise be. The Community Solutions Team believes that innovation and imagination are required to achieve the balance needed to build a truly great city that works for every community. Changes in political representation, increased municipal transparency and a new role for Community Action Networks are recommended options to achieve this result.

Municipal Wards

With the creation of the City of Greater Sudbury, former municipalities summarily lost their political representation and influence on decisions that affect them. Many of these municipalities had a strong sense of community and a political heritage dating back decades. At the same time, the arbitrary delineation of twelve wards has lumped communities together who have no shared history and, in some cases, are quite distinct geographically.

The end result has been an overall alienation in many communities and a sense that these communities will never have a voice at the council table. As indicated in the introduction to this report, the decision to have a twelve member council in Greater Sudbury was based on the premise that fewer municipal politicians is, in and of itself, a good thing, and that a municipal council should function more as a board of directors, with less involvement in individual complaints and issues.

The Community Solutions Team feels that both of these assumptions have proven to be flawed and that a strong case can be made to revisit both the number of wards in the City of Greater Sudbury and the boundaries of these wards.

LT MC

17 - WARD BOUNDARY REVIEW

That the City of Greater Sudbury undertake a full review of the number of municipal wards and their boundaries in order to better recognize the diversity and the large geographic size of the City of Greater Sudbury. The intent of this review is to allow better representation and a more natural grouping of communities of interest in each ward.

Further, the Community Solutions Team recommends that the geographic boundaries of the former towns of Onaping Falls and Capreol each form the basis for a single ward in any new system.

Rationale:

Political representation is too important a principle to be determined by computer or ideological decisions. When determining ward boundaries, factors other than population need to be considered, such as geographic size, location and uniqueness of community. Contrary to the thinking of the Harris government, additional councillors should not mean significantly increased costs. In fact, expansion of the number of wards may result in less pressure to increase compensation for councillors and should also permit members of council to have more time to get involved with working groups and thus extend their ability to represent their constituents and govern the city.

A previous review of wards was constrained by terms of reference that prevented any expansion in the number of wards. A new review should examine the submission to Council by Professor Robert Segsworth, which supports the need for a larger number of councillors – perhaps the same number as served on the former regional council – to better service a city as large as the City of Greater Sudbury.

Action Steps:

- Establish a Ward Review Committee by the end of 2007
 - Terms of Reference should allow committee to consider increased number of wards
 - Committee should consider workload, communities of interest, municipal structure, historical representation
 - Geographic boundaries of former Town of Capreol and Town of Onaping Falls to form basis of two future wards
 - Committee to report to Council in 2008
- Council to pass appropriate changes for 2010 municipal election

Increased Transparency

The old saying that “knowledge is power” has a significant basis in fact, especially in a municipal environment. As the City of Greater Sudbury came into being, the expectations of the city’s bureaucracy became larger and the pressure to do more with less increased. The distance between citizens and their municipality widened; people could no longer easily comprehend the issues presented at council meetings and councillors themselves face a real challenge to stay fully informed.

At present, most of the knowledge regarding municipal affairs and issues rests with municipal staff. At the risk of asking an already overburdened staff to do more, it is critically important that more access to information is provided to citizens and politicians alike. Decisions regarding capital expenditures, snow plowing, major projects and other initiatives appear to be made and priorities appear to be set with no clear understanding of the rationale behind them.

There is no suggestion that improper decisions have been made, only that it is difficult for citizens to support what they don’t understand. Winter road maintenance is no doubt determined based on surface composition, traffic, location and status. Capital road improvements are probably planned in a similar fashion. Yet this information is not readily available to the public on an ongoing basis. Similarly, there

are no formal reports or updates on reports and recommendations that have been made in previous years.



***“Staff are told not to speak to the public.”
– Capreol Resident***

18 - INFRASTRUCTURE AND CAPITAL PRIORITIES LIST

That the City of Greater Sudbury create a full list of municipal infrastructure along with a transparent list of capital priorities and criteria for support and that this list is made available to the public on an ongoing basis.

Rationale:

All in all, citizens do not understand the rationale behind municipal priorities, especially in the area of capital projects. Clarifying the priorities and criteria encourages communities to evaluate the information being provided and to bring forward their input prior to decisions being finalized. This would also act as a check point to ensure that information is kept up to date and reflects community interests. It is a way to empower local communities and ensure the municipality remains accountable.

Action Steps:

- Assemble list of infrastructure in 2007
- Develop full priorities list and criteria for same prior to 2008 budget deliberations

19 - INFRASTRUCTURE INVENTORY

That the map-based inventory of existing services infrastructure throughout Greater Sudbury be updated and promoted to the public for the purposes of indicating the ability of the infrastructure to support expansion of current subdivisions or new development.

Rationale:

In combination with the official plan, this information would allow landowners and citizens across the CGS easily determine the ability of their community or neighbourhood to grow. It would also ensure that developers are given the same information for all areas of the city.

Action Steps:

- Update existing inventory in 2007 and develop promotional strategy
- Web enable inventory and begin promotion in 2008

20 - ANNUAL UPDATE ON MAJOR STUDIES

That the City of Greater Sudbury conduct an annual review and produce a written report on the status of all major studies undertaken by the municipality since 2005.

Rationale:

A substantial investment is made in studies and reports each year. Many of these are presented with a great deal of fanfare and many contain important recommendations. It is difficult for citizens to keep track of this information and what has happened with it. It would be useful to have these studies listed and their status updated each year to ensure that full value has been received from these efforts. In addition, outdated reports could be de-listed or identified for updating.

Action Steps:

- Establish list of municipal studies and reports initiated after January 1, 2005
- Responsible staff to provide brief status update including implementation details each December
- Recommendations to remove from “active” lists should be tabled at same time

21 - USE OF CONSULTANTS

That the City of Greater Sudbury adopt a policy on the use of consultants which ensures better use of existing expertise and establishes clear criteria for the use or retention of consultants.

Rationale:

It is clear that the use of outside consultants is a significant issue for many citizens who perceive this to be a costly waste of municipal resources. While many acknowledge the need for advanced expertise in certain circumstances, many feel that these circumstances should be relatively rare. Utilizing existing staff resources would, it is suggested, save money and increase staff knowledge and capacity. Where appropriate, staff could be seconded to a specific project on an individual or team basis. Where the investment is advantageous, staff could also be provided with specialized training to meet the project requirements, thereby building capacity and establishing a knowledge base for the future.

*“They use consultants to avoid making decisions.”
– Coniston Resident*

Action Steps:

- Develop clear policy with transparent criteria for the hiring of outside consultants
 - Include strategy to develop internal strategy teams to avoid need for consultants
- Adopt policy by end of 2007

Empowering Local Communities

The Community Solutions Team believes strongly that empowered local communities are the foundation of a strong and united City of Greater Sudbury. The team looked for a model of empowerment that would build pride in local communities and allow citizens to take an active role with certain issues, while also preserving the integrity of the city as a whole and ensuring that ultimate responsibility rests with the elected council.

There is no desire to build an expensive and unnecessary layer of bureaucracy, but the Team feels that there must be some resources allocated to ensure that the City is truly engaged in this effort, and that individual communities can have an impact at the local level.

Given the support for the fledgling Community Action Networks (CANs) that was demonstrated at many of the community consultations, the Community Solutions Team determined that building upon the CAN model is the best option for community engagement and empowerment. The existing CANs have a true grassroots nature; they have been set up in communities that expressed an interest and their focus varies by community as they react to local concerns.

CANs were also established as a first step towards a Healthy Community model for Greater Sudbury. The Healthy Community concept continues to be well-supported in our city, as demonstrated by the work of the recently established Healthy Community Cabinet. The CANs can play a role in ensuring the environmental, social and economic sustainability of the Greater Sudbury Community.

The downside of the current CAN structure is that it is very loose. The role of CANs is not clearly defined, nor are their responsibilities to the community or to the city as a whole. Similarly, there is no real definition of the support or obligations that the City has for the CANs. Allocating resources and creating a more formal role for CANs requires the adoption of clear terms of reference and boundaries for each CAN. In doing this, however, the city risks losing the grassroots nature that has made the CANs a success to this point.

In order to meet both needs, the Community Solutions Team believes that the existing CAN model should continue to be an option for individual communities and neighbourhoods across the City of Greater Sudbury. The Team also proposes that 12 Area CANs be set up across the city, with increased resources and responsibilities.

MT MC

22 - STRONGER COMMUNITY ACTION NETWORKS

That the City of Greater Sudbury continue to encourage the development of Community Action Networks at the local community level. Further, that the CGS establish Terms of Reference for 12 Area CANs across the city. These Terms of reference are to include a role for Area CANs in the following municipal areas:

- *Planning Public Consultation*
- *Economic Development*
- *Community Development, including funded projects*
- *Municipal Newsletter and communications*
- *Pre-Budget Consultation including capital planning*
- *Assisting with full utilization of existing community spaces*
- *Building links with community policing efforts*

Further, that the territories of six of the Area CANs have the same boundaries as the former municipalities of Onaping Falls, Walden, Capreol, Valley East, Rayside Balfour and Nickel Centre and, that the territories of the six remaining Area CANS encompass the area of the former City of Sudbury and, that the former unorganized townships annexed in 2001 be added to the territory of the adjacent Area CAN.

Further, that the City of Greater Sudbury provide meeting space and a basic office for Area CANs and itinerant municipal staff within local community buildings.

Further, that the City of Greater Sudbury designate an individual employee as the staff liaison for each of the Area CANs and that each employee so designated be responsible for no more than three Area CANs and that these employees spend at least 25% of their time working in the Area CAN locations.

***“CANs are working.
The city needs to
support them.” –
Lively Resident***

Further, that the City of Greater Sudbury establish a key contact list, by municipal section, for each Area CAN and, that staff from all municipal sections be encouraged to attend CAN meetings, work out of Area CAN locations and also have the requirement to follow up on issues

raised by CANs or liaison staff.

Further, that the City of Greater Sudbury establish a base annual budget for each Area CAN to cover the costs of communications, office supplies and local projects. The recommended amount is two dollars per resident of the Area CAN's territory.

Further, that the City of Greater Sudbury establish a formal protocol linking the Area CANs to each other and to Council, and that each municipal department business plan contain a Departmental Statement of Relationship to Community Action Networks.

Further, that the Greater Sudbury Development Corporation establish a framework to link Area CANs to the GSDC Board.

Further, that Area CANs be given the right to appear before the Priorities Committee of Council and to be placed on the Agenda without delay.

Rationale:

This recommendation is central to this report. The Community Solutions Team feels that if the City of Greater Sudbury is to grow and thrive, a strong, consistent connection for community input must be established. The Team is convinced that if nothing is achieved in this area, it is an indication of the municipality's inability to reconnect with its citizens based on the principles outlined in the introduction to this report.

Strengthening Community Action Networks and creating Area CANs will encourage citizens to take ownership of their communities and the City of Greater Sudbury in general; it will allow community groups a forum to learn about best practices in other communities so that they can implement them locally.

Community Action Networks have already had some success and have established a good reputation in some parts of Greater Sudbury. By formalizing a relationship between the municipality and a defined number of Area CANs, the municipality can solidify this success and expand on it. Placing importance on the input of Area CANs by giving them priority on council agendas will ensure that they have standing within the municipal structure and encourage staff to resolve issues quickly and with sensitivity. Maintaining the ability for local communities to create informal CANs will encourage active community participation and ensure input into the Area CANs.

The Community Solutions Team feels that having Area CANs cover the same territory as former municipalities will maintain the communities of interest that were developed over the 30 years of these municipalities' existence and help to acknowledge and support the individual identities and values these communities

represent. At the same time, providing Area CANs within the former city might assist communities there to reinvigorate themselves.

The Community Solutions Team is not recommending that Area CANS be set up to match ward boundaries. The intent is for Area CANs to remain the same over time and allow solid intra-community linkages and shared histories to develop. It is expected that ward boundaries will change over time, which would not be conducive to long term community development.

The liaison staff to work with the CANs should be carefully screened to ensure that they have the background and expertise required to support the Area CANs in their varied efforts, as well as to assist other community groups with funding proposals and strategies. What is required are generalists with a strong commitment to the community and with the ability to innovate and persuade both at the community level and at Tom Davies Square. These positions are critical to the long term success of the City of Greater Sudbury and should receive appropriate attention in terms of recruitment, as well as the ongoing support they need to ensure they can achieve the goals set out.

Action Steps:

- Develop Terms of Reference by May 2007
- Establish framework and linkages to city and GSDC by July 2007
- Ensure resources and staff are in place by September 2007
- Recruit and establish Area CANs – September to December 2007
- Fully implemented by January 2008

Reinvigorate Community Institutions and Facilities

In addition to CANs, volunteer associations should be developed to assist the municipality to meet the needs of community residents and to support existing municipally-owned institutions or facilities. The creation of the City of Greater Sudbury resulted in the disbanding of local recreation committees, library boards and other advisory boards. These losses have resulted in flattening and homogenization of services across the city.

By establishing the opportunity for local communities to get more involved, the city can set the basis for more creativity and local input into local municipal services.

23 - RE-ESTABLISH LOCAL COMMITTEES

That the City of Greater Sudbury foster the development of local committees to work in a support or advisory capacity with city staff on issues including recreation, libraries, museums, and parks.

Rationale:

In community after community, local people describe the role that they played prior to amalgamation and express a strong strong desire to find a way to participate in the new city and improve the services in their own local community. Raising funds for library facilities, assisting with ice allocation, parks improvements or museum operations; all of these actions by local residents can help the municipality to improve its services and promote local pride of place.

These committees can play an advisory role and assist staff to better meet the needs of their communities.

Action Steps:

- Develop a framework for local advisory committees
- Promote this opportunity in local areas

The concept of fairness is a theme that echoed throughout both the public consultations and the deliberations of the Community Solutions Team. Residents want to feel that their city is treating them fairly and equitably. It is important to point out that this does not necessarily mean that the public demand is for equality across the board; people do understand that unique situations will affect municipal services and they fully expect to see different levels of service and varying treatment depending on location. At the same time, they are demanding that policies and procedures are transparent, so that they can understand what to expect and why.

Facility rates are one of the best examples of this concept. In the first couple of years after amalgamation, there was a strong effort to equalize rates across the city, and this has largely been accomplished. Local communities continue to feel, however, that there is much more to this issue than simply equalizing rates for ice or soccer fields. Not all arenas, for example, provide the same facilities or experience. One might have more seats, a larger ice surface, or ample parking, while another may be the only significant recreational facility in its local community. These factors might suggest that a different rate scheme be developed, but the subtleties are lost in a big city context. The end result is facilities that are underused or used primarily by groups outside their own local communities.

Similar concerns were raised in terms of the treatment of community downtowns, the changes in winter and summer road maintenance, services for seniors and youth, the cost of electricity and many other issues. In each of these areas, residents want to feel that their communities are not left out, that they are carefully considered in the development of policies and procedures and that they can clearly understand the basis for the city's actions.

Maintaining Rural Areas

Road maintenance is a flashpoint for citizens in communities outside the core of the city. At every meeting and in most individual conversations, roads issues were often used as the practical examples of everything that is wrong with the amalgamated city. In terms of winter maintenance, stories of missed streets, stuck plows, lost crews and poor call outs dominated the discussions. In summer, residents complained about patchwork repairs that failed within days, poor understanding of gravel roads, lack of ditching and failure to follow up on complaints.

The City of Greater Sudbury has an enormous network of rural roads. These roads present unique challenges in terms of capital improvements and ongoing maintenance. Road surfaces are easily damaged by heavy vehicles, poor plowing or bad weather and it is often a long time between such damage and any lasting repairs. Ditching and brushing programs, once carried out annually in many former municipalities, are noticeably absent in the new city. Sightlines and drainage courses are changing as a result of growing vegetation and rural areas no longer have a “cared for” look.

Exacerbating these problems are the illegal dumpsites that have appeared all across the city. Tossing trash along rural roads has become all too common in Greater Sudbury, causing headaches for rural landowners and resulting in a negative image for our community.

“Why can’t they just tell me when my road will be plowed?”
– Beaver Lake Resident



MT M/H # 24 - RESTORING RURAL ROAD STANDARDS

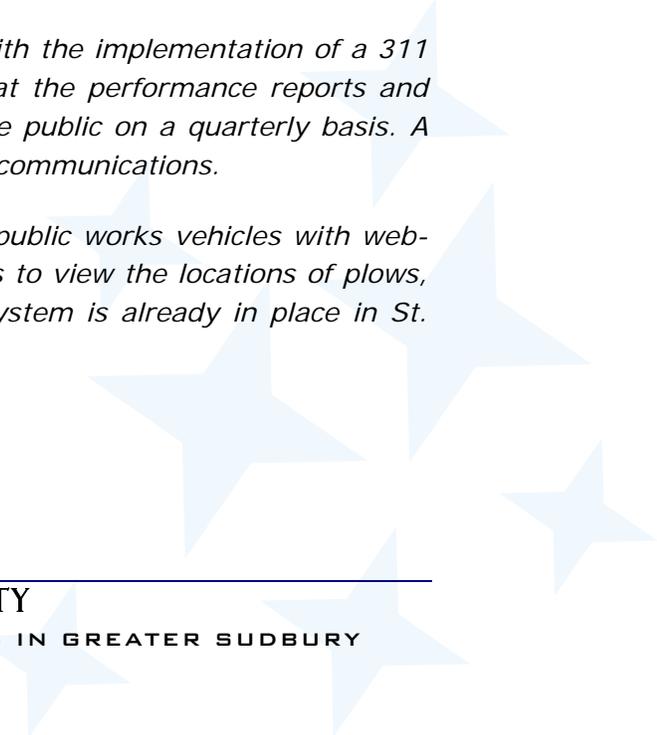
That the City of Greater Sudbury establish clear and transparent standards for road improvements as well as summer and winter road maintenance and, that these standards be set by road segment and that this information be made public and available online using GIS technology.

Further, that the City of Greater Sudbury make every effort to determine the standards and service levels for road maintenance that existed prior to amalgamation and ensure that this information is made available in the same manner as current standards for comparison purposes.

Further, that the City of Greater Sudbury ensure that driving condition assessments and decisions on winter control call outs are decentralized so that the municipality can better respond to variations in weather across the city.

Further, that the City of Greater Sudbury proceed with the implementation of a 311 telephone customer service tracking system and that the performance reports and issue summaries resulting from this system be made public on a quarterly basis. A similar system should be adopted for Internet-based communications.

Further, that the City of Greater Sudbury equip all public works vehicles with web-enabled GIS transponder technology to allow citizens to view the locations of plows, sanders etc. on the Internet in real time. Such a system is already in place in St. John’s, Newfoundland.



Rationale:

Citizens generally understand the challenges facing this city when it comes to building and maintaining the large network of streets and roads across Greater Sudbury. They see the amount of work involved with ditching, patching, sanding and plowing. At the same time, however, many citizens feel that service levels were higher before amalgamation, and they don't understand how the new city determines its priorities and allocates its resources.

By developing clear standards, categorizing roads by those standards and allowing the public to monitor service levels, the City of Greater Sudbury will go a long way to achieving excellence in customer service and creating an informed population. Providing information and engaging the public in roads issues will help to build a more cohesive and equitable community. Tracking complaints and suggestions will also assist Council and the public at large to monitor roads issues in a more proactive manner, and this effort will also provide the basis for informed debate and better choices for resource deployment.

Action Steps:

- Develop clear standards of service for road maintenance by major category (e.g. snow removal and salting timing, ditching and brushing, timing of last rebuild, expectation of next major work or priority)
 - Develop complete inventory of road segments and assign service standard to each segment for each category
 - Provide online searchable inventory and service level information by November 2007
- Report on service levels in pre-amalgamation municipalities by July 2007
- Install GIS tracking on all vehicles by November 2007
- Ensure graphical, map-based vehicle tracking is available online by January 2008
- Continue implementation of 311 tracking project
 - Incorporate Internet-based message capability
 - Institute quarterly public report of issues and performance

25 - ACTION TO REDUCE ILLEGAL DUMPING

That the City of Greater Sudbury eliminate tipping fees for home or personal garbage, as well as the surcharge for tires, and, that the City of Greater Sudbury increase the minimum fine for illegal dumping to \$500 (the maximum permitted under the Provincial Offences Act). Further, that the City of Greater Sudbury continue to promote proper waste management and look for ways to increase public awareness.

Rationale:

The cost of tipping fees is often cited as a reason that individuals do not use the city landfill sites. The result is that garbage may be thrown in the bush or along roadways because some people don't want to pay. The Community Solutions Team does not support this attitude and acknowledges that the change may not alter all behaviour but may change at least some. At the same time, the city must act decisively with those who do create illegal dumps with increased fines and enforcement.

Current waste management services should continue to be promoted. There is still a great deal of confusion in rural areas about what services are available and how they work. The pick up of large items and the Toxic Taxi are two services that are not well known.

The city should continue to advertise but also consider other forms of public outreach, including the proposed municipal newsletters. They need to form a partnership with citizens and work to improve our community image and pride and to preserve the natural environment.

Action Steps:

- Eliminate tipping fees for home or personal garbage for 2007
- Increase minimum fine for illegal dumping to \$500
- Continue public information campaign to reduce dumping
 - Ensure that the elimination of tipping fees is heavily promoted

Facility Rates

As noted, the use of community facilities is an area that provokes a great deal of passion. This is understandable, as many of the city-owned halls, arenas, parks and sports fields were built with considerable sweat and sacrifice by the former municipalities, whose residents now feel that these assets are out of their control.

There is a strong feeling that rates have been set for these facilities using a one-dimensional perspective to simply equalize rates across the city. A thorough reconsideration is required to ensure that these facilities are used to their maximum: that they are seen as desirable places for meetings, weddings, tournaments and local recreation.

The cost of liability insurance for the use of facilities is also creating a disincentive for use, especially by non-profits. In this area again, the municipality needs to determine its goals for the community at large. For example, the city may increase use of facilities and community benefits by covering the cost of insurance. This should be evaluated.

MT MC

26 - COMMUNITY FACILITY RATES AND LIABILITY COSTS

That the City of Greater Sudbury establish a fair rates policy for the use of community facilities and fields across the CGS. Build upon the 2004 report of the Community Halls Solution Team and establish a harmonization rates review process for facility use, user fees for recreational programs and liability insurance costs for community groups. In determining fees, consideration should be given to community outcomes of fee changes and liability rates. The original intent of the facility as a focal point for community gatherings and celebrations, or as a recreational resource, should be weighed in the balance.

Further, consideration should be given to establishing a dedicated staff position to coordinate and market facilities to maximize use and value to the community.

Rationale:

The current rate structure is discouraging local recreational and community groups from using community facilities. The result is fewer events, lower fundraising and an overall loss of community spirit. Many facilities were built to provide good local facilities for meetings, weddings, concerts, tournaments etc. By finding a way to encourage such uses, the city can help to revitalize communities.

A report was completed by the Community Halls Solutions Team and presented to Council on November 9, 2004. Although few of the recommendations in this report were adopted, its findings remain relevant today.

Now that a fee is imposed on every event, the cost of liability coverage has exacerbated this situation. In light of the work done by community groups, non-profits feel that the city should examine this fee and determine a structure that will help to encourage more community events.

Each community is different, every facility is different, and every renter is different. The city should establish a fair rate structure that recognizes these differences and works to encourage more events and activities on municipal property.

Action Steps:

- Review existing facility rate and liability policies based on the principles of fairness and the goal of increasing community activities and community pride
 - Rates should be set to maximize use of the facilities and their value to the community.
 - A fair rates policy should consider the services available at each facility and the availability of alternative facilities in the community.
 - As recommended in the Community Halls Solutions Team Report, a staff position to coordinate sales and use of halls should be considered
- Report to Council with options by October 2007

Downtowns and Parks (Community Pride)

Residents in communities across the City of Greater Sudbury express concern that the downtown areas and parks outside the city core receive less attention than those within the former city. These areas were often the focal point of former municipalities, benefiting from specific funding and targeted programs aimed at beautification or physical improvement.

As a result of the longstanding partnership between the Downtown Sudbury Business Improvement Area, the former City of Sudbury, and the former Regional Municipality of Sudbury, revitalization efforts in Sudbury's downtown area were established prior to amalgamation and have continued to this day. This has resulted in a continuing perception that the current focus of municipal efforts in supporting downtowns and maintaining parks has been on the former city.

For example, Council recently approved a program which will encourage businesses to redevelop their properties and invest in updated and beautified storefronts. This program recognizes the importance of a healthy and well-cared-for business district to the community overall. Unfortunately, only businesses located in downtown Sudbury are eligible.

***"Downtown Sudbury gets preferential treatment – we get the crumbs."
– Garson Resident***

Similarly, landscaping and maintenance of basic infrastructure in area parks and municipal facilities have declined and have not been maintained at the same level as those in the former city.

MT LC

27 - COMMITMENT TO SUPPORT DOWNTOWNS

That the City of Greater Sudbury designate specific downtown areas in appropriate communities. Further, that the city commit to improving the development of downtowns in outlying areas and ensure that city programs that are established for the improvement or enhancement of downtowns and target areas be made available across the city.

Rationale:

Existing downtowns, such as Sudbury, Chelmsford, Lively or Levack, are the most visible expressions of the health of their respective communities. There is no question that downtown Sudbury plays an important role for the amalgamated city, yet to focus only on this area ignores the problems and opportunities facing the city's "other downtowns." Neglecting these areas undermines the value of these communities and their ability to continue as vibrant parts of our *Constellation City*.

By ensuring that programs set up for downtown Sudbury are available to designated "downtowns" across the City of Greater Sudbury, the municipality can help to reinvigorate the communities in which they exist. It is acknowledged that the existence of Business Improvement Areas (BIAs) and Community Improvement Plans (CIPs) in various areas will have an impact on these types of programs. The lack of BIAs and CIPs, however, should not act as a barrier to ensuring that the essence of every development program is available to all targeted areas.

Action Steps:

- Review existing situation and designate "downtown areas" as appropriate across the City of Greater Sudbury
- Work with local businesses in each downtown to establish a network for communication and support
- Review current and proposed downtown support and development programs and expand scope to meet the needs of all designated downtown areas

28 - PARKS AND FACILITY MAINTENANCE

That the City of Greater Sudbury improve maintenance standards and beautification for local parks, arenas, downtowns and neighbourhood entrances.

Rationale:

Community parks and facilities are an immense source of community pride. Poor maintenance of these areas may result in a higher rate of vandalism, a decrease in safety, fewer users and a loss of community self esteem. The City of Greater Sudbury should have a clear and transparent policy and standards for the maintenance of these facilities, as well as a strategy to ensure that these facilities are maintained in a consistent way year after year.

*"They turned off the water at the Cenotaph so the grass is brown."
– Falconbridge Resident*



Action Steps:

- Determine maintenance requirements of existing facilities
- Evaluate existing practices to determine potential to expand across city

Senior and Youth Services

Services for seniors and youth are sporadic across the City of Greater Sudbury. Some communities have funded centres and/or programs for these groups, while other communities do not. It is acknowledged that some of these programs were set up prior to amalgamation and reflect a previous municipality's priorities. Nonetheless, the Community Solutions Team feels that it is important for the city to review the status of programs for both youth and seniors, along with their geographic distribution, and develop a strategy to improve access to these types of services throughout the city.

29 - GREATER EQUITY AND ACCESS FOR YOUTH AND SENIOR SERVICES

That the City of Greater Sudbury review the availability and type of services available to youth and to seniors in our city. Further, that the CGS develop a strategy to ensure that senior and youth services are more accessible and equitable across the city. Finally, the CGS should ensure that youth and senior representatives play an active role in the development of the respective strategies.

Rationale:

Seniors are a growing and active population throughout the City of Greater Sudbury. Youth are an important resource for our community that should not be overlooked. The city has an important role to play to ensure that both of these groups have access to services that encourage them to maintain a healthy lifestyle and that make them feel that they are an important part of our community.

Services for these groups should be accessible and affordable across the city. The nature of these services is that they may vary depending on the commitment and support in local communities. This is acknowledged. At the same time, however, the city must ensure that its commitment is similar, given equal situations.

Action Steps:

- Review current services and best practices in other communities
 - Ensure youth and senior representatives play a role in the review
- Develop strategy for improved access to services
- Report to Council in 2008

Decentralization

Following amalgamation, many municipal services and personnel were moved from all parts of the new city and centralized at Tom Davies Square and several work depots. To outside observers, the results of centralization appear to be not only a loss for smaller communities outside the city core, but also a loss to the new city in terms of local knowledge and overall efficiency.

The size of the City of Greater Sudbury means that employees in central locations spend an inordinate amount of time travelling out to complete their work. The Community Solutions Team believes that the city should closely examine all of its services to ensure that they are provided at the best location for quality of service, ease of access and value for dollar. In some cases, investments could be made that would significantly improve services, create a more rational distribution of resources and provide increased local decision-making.

MT LC

30 - REVIEW OF DECENTRALIZED SERVICES

That the City of Greater Sudbury investigate and report by department the potential to decentralize services with the intent to improve these services and service levels across the entire city. Potential changes should improve access while maintaining efficient use of municipal resources.

Rationale:

There is a continued perception that generally speaking, municipal service levels were better prior to amalgamation. Good management practices suggest that the best decisions are made as close to the issue as possible and that local decision-making ensures better access to service providers by placing valuable resource people in contact with local communities.

With six years of experience, the City of Greater Sudbury is in a good position to review its services and determine where and how it can best serve its citizens.



*“Our community hall used to be busy, now it’s mostly empty.”
– Azilda Resident*

Smaller works depots, closed to promote efficiency, now appear to result in workers and equipment spending an excessive amount of time travelling. The sidewalk plow that drives from Hanmer to Capreol is one example of this.

Overall, decentralization promotes pride and satisfaction through local decision-making, resulting in a stronger community.

Action Steps:

- Each section and department to review its current status and compare it to pre-amalgamation period
- Each section and department develop a potential decentralized scenario
 - Solicit input from employees and public
- Evaluate scenario for impact on service levels, community impact and financial impact
- Report results by March 2008

Area Tax Rates and Electricity Costs

Increasing property taxes and the relationship between taxes and services is an issue that is often raised in outlying areas, particularly with residents and cottagers in lakeside areas. Waterfront properties are attracting higher prices, and the current system of market value assessment results in higher property taxes in some areas that otherwise have few visible municipal services.

The City of Greater Sudbury has the ability to develop area tax rates for specific services but has used it only sparingly. The Community Solutions Team believes that there is a compelling argument to be made for fairness in this area and a need for the city to revisit this issue.

The presence of two separate electricity suppliers in Greater Sudbury is a concern for many in the smaller communities. Business owners who deal with Hydro One feel that they are at a competitive disadvantage when compared their competition who is supplied by Greater Sudbury Utilities. Other citizens feel differently, however, and are not convinced that they would be better off under GSU. This is a complex issue and the city has an obligation to work more closely with those affected and ensure that community support is present for the city's actions.

MT LC

31 - AREA TAX RATES LINKED TO SERVICES

That the City of Greater Sudbury undertake a full review of tax rates in remote areas and establish rates that are more closely based on services provided.

Rationale:

Higher prices for waterfront and acreage properties, combined with market value assessments, mean that citizens in outlying areas feel tax rates have increased while services have decreased. The City of Greater Sudbury needs to recognize that rural tax rates should reflect services provided and that not all areas have the same services or need them.

At the same time, however, rural residents do have access to many municipal services, even though they may not be as directly evident as they are in more built up areas.

Action Steps:

- Undertake a full review of taxation rates in rural areas
 - Examine options for area rates
- Report to Council in 2007

M/LT MC

32 – PUBLIC STRATEGY ON ELECTRICITY SUPPLIERS

That the City of Greater Sudbury work with citizens and CANs in areas served by Hydro One to determine a position and strategy on unification that is in the best interests of those affected.

Rationale:

There are conflicting perceptions in the areas of Greater Sudbury that are served by Hydro One. Some believe that the city has abandoned them and they would be better off as customers of Greater Sudbury Utilities. Other residents are satisfied with Hydro One and are concerned that GSU is intent on taking over from Hydro One and

raising their rates. The City of Greater Sudbury needs to clarify its position on this issue and establish better communication with those affected.

Action Steps:

- Determine municipal position on Hydro One assets
 - Work with local communities to evaluate options
 - Clearly identify and communicate costs and benefits
- Establish strategy to achieve best option in 2007 and plan to achieve goal by 2010

Equitable Representation on Boards and Committees

The City of Greater Sudbury has a considerable number of advisory committees and boards that play a significant role in providing input into municipal decisions. Examples of these include the Greater Sudbury Utilities Commission and the Greater Sudbury Development Corporation. Residents in communities outside the core of the city feel that their interests cannot be properly represented when there is insufficient representation from these areas on boards and committees. In addition, those citizens involved in agriculture feel that their sector is not well-represented on any committees and that they need a strong, permanent voice at the municipal table.



33 - COMMUNITY REPRESENTATION ON BOARDS AND COMMITTEES

That the City of Greater Sudbury adopt a policy whereby communities of interest are considered for representation on city panels, committees and boards

Rationale:

Ensuring that committees have more evenly distributed representation will help to make certain that decisions and recommendations will be more representative of the views of the entire citizenry. This should result in decisions that have more widespread community support. In addition, citizens who now feel left out and/or ignored can be brought into the system to contribute positively to city initiatives.

Action Steps:

- Adopt Statement of Principles for municipal appointments to boards and committees
 - Should include geographic, demographic and gender goals

- Should be adopted by March 2007
- Ensure principles are circulated to all appointing bodies, both permanent and ad hoc

MT LC

34 - AGRICULTURAL ADVISORY COMMITTEE

That the City of Greater Sudbury formally recognize the importance of the local agricultural community, ensure that the preservation of viable agricultural land is a priority in development planning, and establish an Agricultural Advisory Committee to provide input on farm-related issues.

Rationale:

Agriculture is a sustainable industry with a long history in Greater Sudbury. The small size and rural location of this industry often means that its substantial impact is overlooked. There is good long term growth potential for this industry, but only if the existing agricultural land base is maintained for the future. Increased interest in local food and higher transportation costs may result in greater diversification and increased income for local farmers.

Action Steps:

- Establish Agricultural Advisory Committee in 2007
 - Should include annual review and reporting mechanism to Council
- Committee to develop Agriculture Charter for Council to review and adopt in 2008

Unorganized Areas

Equity and fairness are concepts that are often difficult to define in relation to actual situations. Whether an individual sees the annexation of former unorganized areas into the City of Greater Sudbury as equitable or fair, for example, shows how the perception of equity and fairness can change depending on one's point of view.

The Community Solutions Team would like to recognize the participation by the residents of the former unorganized areas in this process. In particular, members of the Sudbury Northeast Ratepayers Association played a constructive role throughout. This group also presented the Community Solutions Team with a formal request to make a recommendation on their behalf.

The members of the Community Solutions Team do not feel that they are in a position to recommend that the annexation of these unorganized areas be reversed.

However, the City of Greater Sudbury has already initiated discussions about a potential reversal with the affected ratepayers and the Province of Ontario. The Community Solutions Team feels strongly that the municipality should continue this process and work with both parties in the spirit of the values contained in this report.

CONCLUSION

The City of Greater Sudbury stands at a critical point. Six years of experiments and experiences in the new amalgamated city are in the past, and amalgamation can no longer be the easy excuse for inaction or poor decisions. The new Council has a clear direction for positive change and four full years to set and accomplish its goals.

In their consultations, the members of the Community Solutions Team found residents who were frustrated and disillusioned, yet there was also an undercurrent of hope and a willingness to work together to develop solutions. The team members believe that the recommendations and core values contained in this report can form the foundation for a new and renewed Greater Sudbury *Constellation City*: a city that is caring, connected, equitable and empowered.

For this new united, effective, efficient and exciting city to emerge, it is important that the municipality commit to this process and begin to adopt and implement the recommendations as soon as is practicable.

LT LC # 35 – IMPLEMENTATION AND REVIEW

That Greater Sudbury Council commit to a public review of the recommendations of the Community Solutions Team on an annual basis for the next four years and that a full report on the implementation and status of these recommendations be undertaken in 2010 and made public by September 1 of that year.

Rationale:

Many municipal reports are never implemented and no analysis is ever done of the results. The Community Solutions Team believes that with improved communications, transparency and accountability, reports such as this one should remain in the public eye. The mandate of the current council runs for four years, which should be enough time to determine the final results of this process.

Action Steps:

- Establish process and timetable for reviewing status and reporting
 - Community Solutions Team members are willing to participate if Council establishes firm role and mandate, although Council may want to strike a separate review committee
- Ensure that annual reports are made public

Future Community Consultations

In its direction to the Community Solutions Team, City of Greater Sudbury Council asked that the Team make recommendations regarding future consultations and a process for carrying them out. The Team feels strongly that the municipality should use the structures and mechanisms outlined in this report to carry out future consultations. The recommendations should, if implemented, improve the two-way communication between the municipality and its citizens, and create a solid structure for ongoing dialogue and consultation with communities at all levels.

Long Term and Permanent Change

Finally, for the City of Greater Sudbury to truly reach its potential as a desirable place to live and work – a true *Constellation City* – it is critical that the positive changes initiated with this report continue over the long term and become embedded in the city's corporate culture. The Community Solutions Team believes that if the eight core values outlined earlier in this report are embraced by the municipal organization, they can provide a solid foundation for future decision-making and will make a substantial difference over time.



Member Bios

BARRY BRETT

Barry lives in Garson and is a retired Staff Sergeant from the Sudbury Regional Police. He plays an active role in the Lions Club and the Police Pensioners Association.

"We all want a better place to live and this was an opportunity to do something positive and I believe we have done that."

"I think I am most proud of the manner in which we were accepted by the public and by the participation level. It shows the quality of people we have in this city."

FRANCE BÉLANGER-HOULE

France is a resident of Chelmsford and is a Manager with Connexion Emploi at Collège Boréal. She has two children and also serves as Co-chair of le théâtre du nouvel Ontario.

"I knew that there was a lot of animosity in the outlying communities and thought that it would be an interesting challenge to participate, in a proactive manner, in a process that could ultimately try to find solutions."

"I am proud of the work of the many volunteers who came together to identify the priorities and recommend some very creative solutions. I am proud of the fact that it was a collaborative effort, crossing over many boundaries for a common goal."

GISÈLE CHRÉTIEN

Gisèle is on sabbatical after serving eight years as President of College Boreal. She lives at Frenchman Lake in Hanmer.

Gisèle attended the public consultations but could not continue with the project because of a family issue.

MARTHA CUNNINGHAM CLOSS

Martha is a lifelong resident of Levack and an active mother of four young children. She works with GEODE – Grassroots Economic Development.

"I want to raise my four children in the same atmosphere of caring and service standards that I experienced as a young person."

"I expect that the council will be held accountable to uphold these recommendations and more! Council and staff will be obliged to consider all the areas of our city when making decisions."

KEIR KITCHEN

Keir is a retired principal and currently serves on the board of Northern Credit Union. He is a former councillor and a resident of Capreol.

"I knew that there was a great deal of dissatisfaction with the City of Greater Sudbury and a perception that our new city is not working for all the citizens and I was confident that there were solutions to be found."

"I am most proud of the way the public responded to the process. People were genuinely interested in not only identifying problems but also in suggesting solutions."

FLOYD LAUGHREN

Floyd is the former Deputy Premier and Minister of Finance for the Province of Ontario. He lives on Little Lake Penage near Whitefish.

"I believe this is an important process for our city at this moment in its development. It is critical that we find a way to work together to build for the future."

"I hope that Council will take our recommendations to heart. I believe they represent a unique opportunity to re-establish a strong connection between the municipality and its citizens."

JACK OATWAY

Retired from the Ministry of Education, Jack lives in Worthington with his wife. He is active with the Whitefish Lions and is on the board at Volunteer Sudbury.

"I am quite impressed with the solutions team method to gather from individual localities all concerns, information and recommendations. The method was all inclusive and provided an opportunity for everyone to get involved!"

"I wanted to serve on this committee because I have been a volunteer on committees and boards since retirement and felt that volunteering lost momentum in Walden and other communities in the amalgamation process."

MARC TASSÉ

Marc is an Employment Counsellor with Sudbury Vocational Resource Centre. He lives in Val Caron and volunteers with the Sudbury Multicultural and Folk Arts Association and is President of the Carol Richard Park Neighbourhood Association.

"There was a growing sense of disillusionment and resentment towards the old city and a lack of initiative from the city to correct the misconceptions. I wanted to be able to bring the concerns I was hearing to a venue where they could be acted upon and resolved."

"That the key recommendations are acted upon quickly and that the community is made aware of the changes and clarifications in order to dispel the misconceptions."

