



# GENERAL COMMITTEE AGENDA

October 22, 2024

COUNCIL CHAMBERS – CIVIC SQUARE

Council Information Packages are available on the City of Welland website at  
<https://www.welland.ca/Council/CouncilInformationPackages.asp>

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	<b>Pages</b>
<b>1. OPEN GENERAL COMMITTEE MEETING AT 7:00 P.M.</b>	
1.1 CALL TO ORDER BY VICE MAYOR BONNIE FOKKENS	
1.2 OPENING REMARKS FROM THE CAO	
1.3 ADDITIONS/DELETIONS TO AGENDA	
1.4 DISCLOSURES OF INTEREST	
1.5 ADOPTION OF MINUTES	
1. Special General Committee Meeting of July 30, 2024	2 - 5
<b>2. VERBAL REPORTS AND DELEGATIONS</b>	
2.1 DELEGATIONS (MAXIMUM 5/10/5 RULE)	
1. Nadia Potter, Resident re: Quaker Road Sidewalk Request. Ref. No. 24-26	6 - 13
2.2 PRESENTATIONS	
1. Training – Council Chamber Audio/Visual System.	14 - 19
2.3 AGENCIES, BOARDS, COMMISSIONS AND COMMITTEES REPORT(S) - NIL	
<b>3. COMMITTEE-OF-THE-WHOLE (OPEN) - (ITEMS AUTOMATICALLY REMOVED FROM BLOCK)</b>	
3.1 Neighbourhood Association Policy Options. Ref. No. 24-90	20 - 89
3.2 Council and Staff Relations Policy Review. Ref. No. 20--52	90 - 97
<b>4. ADJOURNMENT</b>	



**CITY OF  
Welland**

**MINUTES OF SPECIAL GENERAL COMMITTEE MEETING**

**July 30, 2024**

**COUNCIL CHAMBERS – CIVIC SQUARE**

**Meeting Number G.C. 2024 – 06**

**Members Present:** Chair C. Richard

F. Campion	J. Lee (virtual at 5:55 p.m.)
J. Chiochio (in person at 5:55 p.m.)	D. McLeod (virtual at 5:13 p.m. and in person at 6:00 p.m.)
T. DiMarco (virtual)	A. Moote
B. Fokkens	S. Setaram (5:45 p.m.)
B. Green	G. Speck
M.A. Grimaldi (virtual) (had issues connecting during the meeting)	

**Members of the Staff Present:**

Chief Administrative Officer, R. Axiak  
Director of Legislative Services/City Clerk, T. Stephens  
General Manager of Corporate & Enterprise Services/CFO, S. Nagel  
Director of Community Services, J. Ruddell  
Director of Infrastructure Services SM. Millar (virtual at 5:20 p.m.)  
Director of Planning and Development Services, G. Munday  
Director of Strategic Initiatives/Economic Development, L. DeChellis  
Manager of Business & Community Services, A. Degazio

**MINUTES OF GENERAL COMMITTEE MEETING -- Page 2**

**Tuesday, July 30, 2024  
Meeting Number G.C. 2024 – 06**

Chair C. Richard called the Special General Committee Meeting to order at 5:03 p.m.

1. **ADDITION/DELETIONS TO AGENDA: Nil**
2. **DISCLOSURES OF INTEREST: Nil**
3. **ADOPTION OF MINUTES OF THE GENERAL COMMITTEE MEETING OF JUNE 25, 2024**

Moved by Mayor Campion that the Minutes of the General Committee Meeting of June 25, 2024 be hereby approved and adopted.

**CARRIED**

4. **DELEGATIONS: Nil**
5. **PRESENTATIONS: Nil**
6. **STAFF REPORTS:**

**CS-2024-19** Director of Community Services, J. Ruddell - Community Grant Program - Core Principles. Ref. No. 24-5

**Moved by DiMarco**

THAT GENERAL COMMITTEE recommends that council provides direction to staff to create a Community Grant program that will require organizations to be self-sustainable providing a maximum of three years of funding;

THAT GENERAL COMMITTEE recommends that council provides direction to staff to create a Community Grant program that is focused solely on the jurisdiction of a lower tier government and aligned with the Welland tax levy.

.....

**The following motions were split for Committee to vote on items separately.**

**Moved by DiMarco**

THAT GENERAL COMMITTEE recommends that council provides direction to staff to create a Community Grant program that will require organizations to be self-sustainable providing a maximum of three years of funding.

**YEAS:** McLeod, Moote and Mayor Campion.

**NAYS:** Lee, Green, Speck, DiMarco, Richard, Fokkens and Van Vliet.

**MINUTES OF GENERAL COMMITTEE MEETING -- Page 3**

**Tuesday, July 30, 2024  
Meeting Number G.C. 2024 – 06**

**Moved by DiMarco**

THAT GENERAL COMMITTEE recommends that council provides direction to staff to create a Community Grant program that is focused solely on the jurisdiction of a lower tier government and aligned with the Welland tax levy.

**YEAS:** McLeod, Moote, Van Vliet and Mayor Campion.

**NAYS:** Lee, Green, Speck, DiMarco, Richard and Fokkens.

**LOST**

**CS-2024-13** Director of Community Services, J. Ruddell - Community Grant Policy Options & Framework. Ref. No. 24-5  
Continued from the May 21, 2024, meeting.

**Moved by McLeod**

THAT GENERAL COMMITTEE recommends that council receives for information Report CS-2024-13: Community Grant Policy Options & Framework; and further

THAT General Committee recommends that council approves Option #1 as the recommended approach for the Community Grant Policy.

.....

**Councillor Fokkens pulled her referral motion from May 21, 2024 to ask more questions.**

**Moved by Mayor Campion**

Called the question on the report.

**YEAS:** Green, McLeod, Setaram, Moote, Van Vliet and Mayor Campion.

**NAYS:** Lee, Speck, Chiocchio, DiMarco, Richard and Fokkens.

**LOST**

**MINUTES OF GENERAL COMMITTEE MEETING -- Page 4**

**Tuesday, July 30, 2024  
Meeting Number G.C. 2024 – 06**

**Moved by Lee**

THAT General Committee refers back to staff Report CS-2024-13: Community Grant Policy Options & Framework.

**YEAS:** Lee, Chiocchio, McLeod, Richard, Setaram and Moote.

**NAYS:** Green, Speck, DiMarco, Fokkens, Van Viet and Mayor Campion.

**LOST**

**FOLLOWING THE LOST VOTES TO CALL THE QUESTION AND REFER THE REPORT, THE MAIN MOTION WAS PUT IN ITS ORIGINAL FORM AND .....**

**YEAS:** McLeod, Setaram, Moote, Van Vliet and Mayor Campion.

**NAYS:** Lee, Green, Speck, Chiocchio, DiMarco, Richard and Fokkens.

**LOST**

**The General Committee Meeting adjourned at 7:03 p.m.**

# Quaker Road Sidewalk

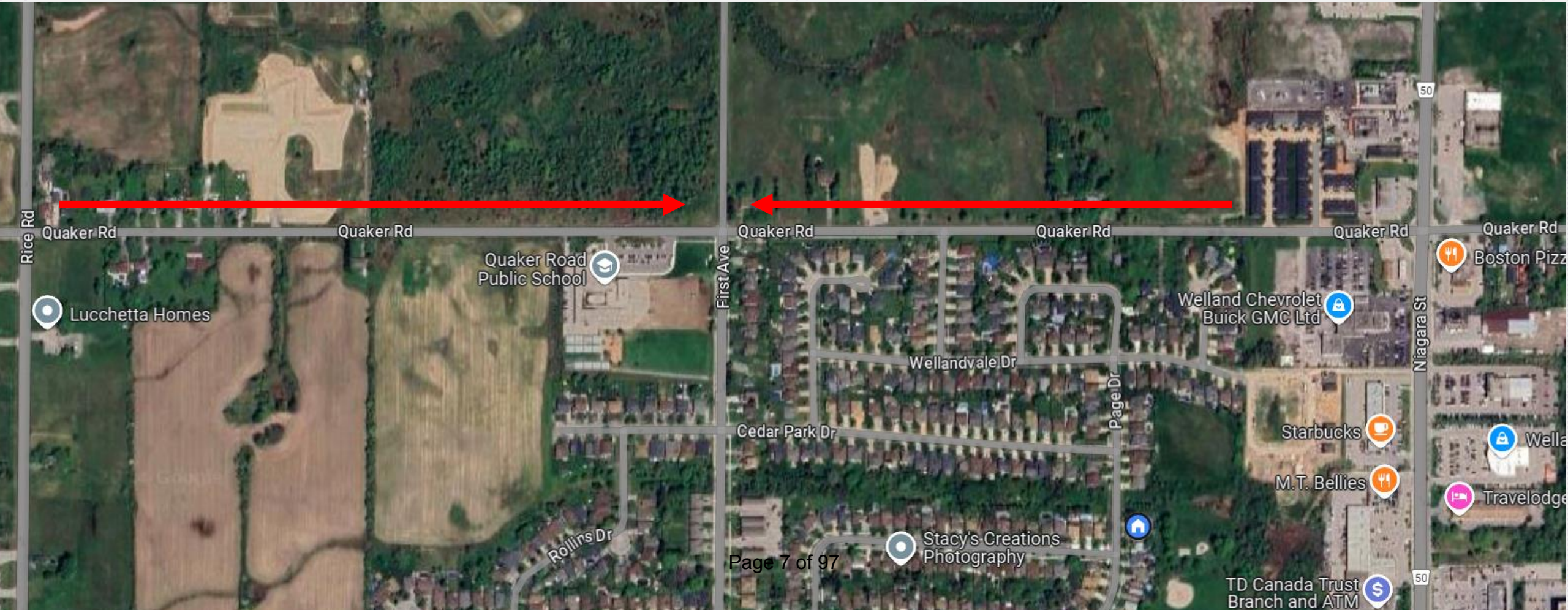
Nadia Potter





# Where?

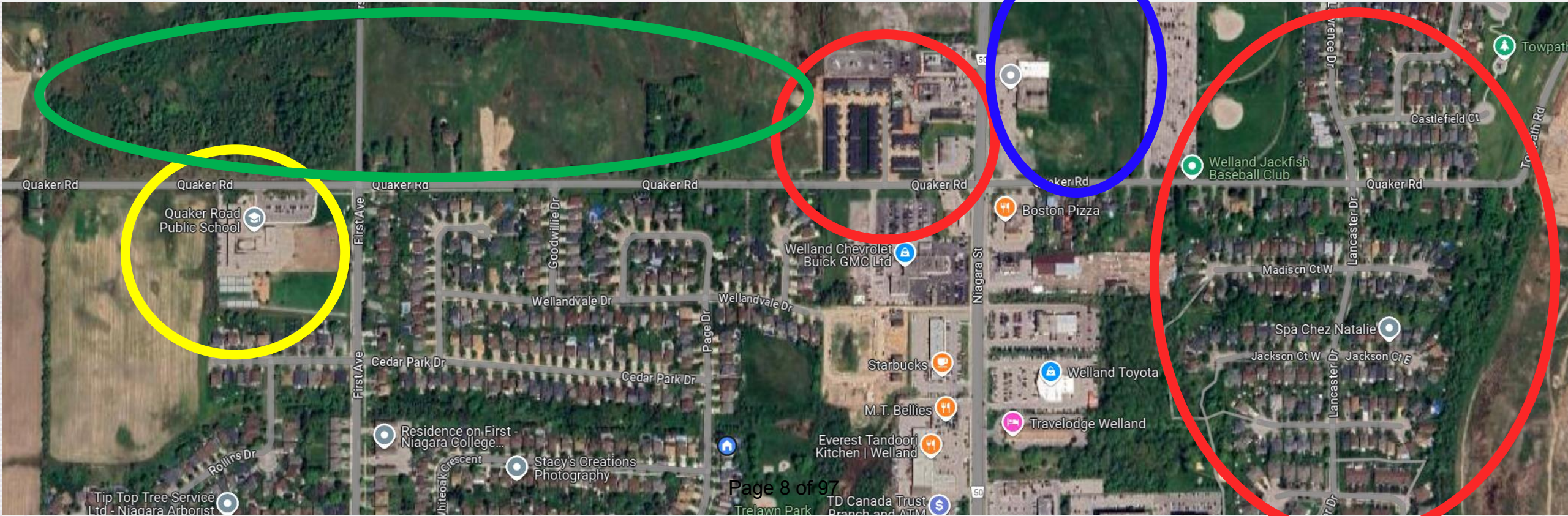
- Between Niagara Street and First Ave
- Would be great to stretch down to Rice Road or Claire





# Why?

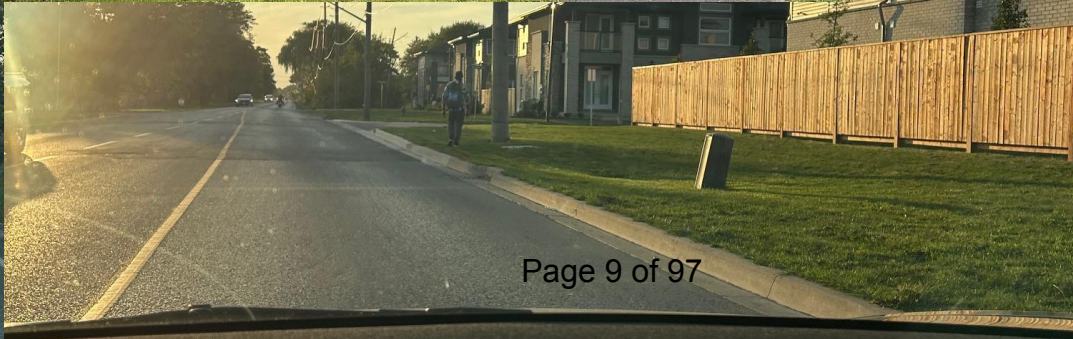
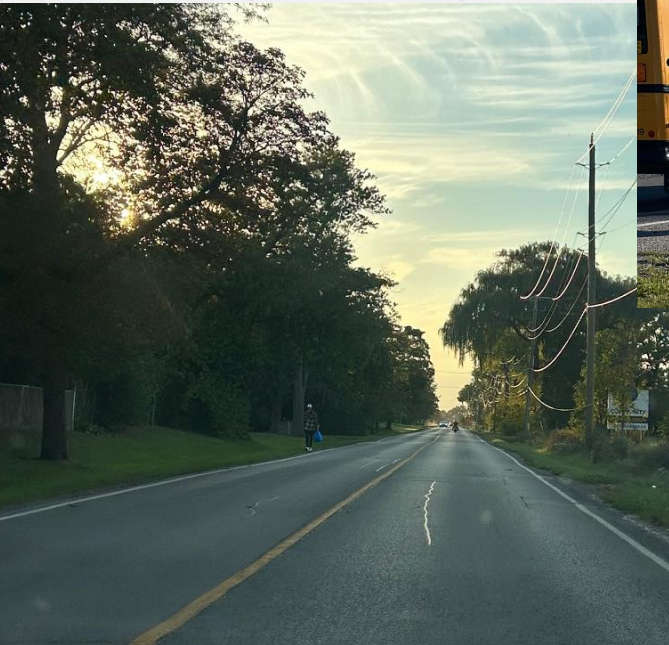
- Community Safety
- Proximity to school
- Increasing population
- New Commercial buildings





# Why?

- Poor visibility
- High Traffic
- Bus stop
- No sidewalk on either side
- Narrow road





# What the Community thinks?

Kathrin Elizabeth

I've almost been hit on more than one occasion from people trying to go around people that were walking or riding their bike down Quaker.

I also saw one guy about a week ago, a car grazed him with the car mirror. He was shouting at the car... car never even slowed down.

It's absolutely ridiculous!

Many many years ago before a light was put on Quaker and Niagara. Somebody was hit there and my mother-in-law put up a fight and then a traffic yeah there should be sidewalks. There's a lot of kids and the area is being built up.

Yes, 100% agree with you. I had messaged one of the councillors a year or so ago a similar concern and was told that it is a problem down the road. I love what you are doing and will message everyone you've included on your list. Great job and thank you for thinking of the safety of our community. Sharing your message as well.

You are absolutely right about Quaker Rd being a hazard especially for pedestrians. Don't know why but I was thinking about this the other day....with all the construction about to happen, this road needs to be widened and have sidewalks on both sides before someone gets injured or worse. In my opinion, all that city councilors think about is just how many houses we can cram into a space with no thoughts about what this does to infrastructure and safety of citizens.

Thank you for your post, I agree 100%

I asked Axiak about if there was any plans to make Quaker safer with a sidewalk, his answer was a quick and snobby- Nope.

I asked Demarco the same and he told me that's it's a fight he's had for a long time and told me it was very sad but the way the rest on council are acting, looks like someone will have to die before they do anything.

My daughter's bus stop is on Lancaster and people also treat it like a drag racing strip, which will only get worse with more development. I complained and the result was a temporary sign notifying drivers of their speed.

Unfortunately, this is how they're handling safety, but hey- we get more homes and thanks for the extra strip mall...

It's so wrong to have a school without sidewalks ... for these children

I agree they need to put sidewalks there . How about in the winter time and the roads are not plowed . Where are the people suppose to walk. I drive down Quaker everyday and I see this.







# Proposal

- A temporary gravel pathway adjacent to Quaker road
- This will encourage people to stay off the roads and be a quick, inexpensive fix
- Quaker needs to be made safer now – It should have been made safer before the Subdivision on Quaker and Niagara was built.
- The city already has plans and budget to build pathways in this area – build a pathway here and stay out of taxpayer's back yards.
- Someone shouldn't have to die or be severely injured for this to be a priority.



**Thank you for your time**

**GENERAL COMMITTEE MEETING**  
**OFFICE OF THE CITY CLERK**

**REPORT CLK-2024-14**  
**October 22, 2024**

**SUBJECT:** Training – Council Chamber Audio/Visual System

**AUTHOR:** Tara Stephens, Director of Legislative Services/City Clerk

**APPROVING:** Rob Axiak, Chief Administrative Officer

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**RECOMMENDATION:**

THAT THE GENERAL COMMITTEE receives the training on the upgrades for the Council Chamber audio/visual system, which includes enhanced public viewing, streamlined voting procedures, meeting workflows, and integration of new technology features for improved governance and public engagement.

**RELATIONSHIP TO STRATEGIC PLAN**

This recommendation is aligned with Council’s strategic priority of ensuring “**Liveability**” by creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the city.

**EXECUTIVE SUMMARY:**

The report outlines the training for the updated audio/visual (AV) system in Council Chambers, which is set to take place during the General Committee meeting on October 22, 2024. The training will focus on enhancing public access to council proceedings, streamlining voting procedures, and improving workflow during meetings. These upgrades aim to promote good governance and increase transparency and efficiency of public meetings held in council chambers.

**BACKGROUND:**

Council Chamber upgrades commenced in August 2024, as part of routine maintenance to enhance the overall meeting experience and address accessibility. The existing AV system had also reached end-of-life, which also prompted this system upgrade. To support this system upgrade and improve accessibility, acoustic panels and sound dampening carpet was installed.



The training provided to council at the General Committee on will introduce council members and staff to the new AV features, particularly focusing on public access, voting efficiency, and improved meeting management during transitions and closed sessions.

## **DISCUSSION:**

On October 22, 2024, the Director of Legislative Services/City Clerk and representatives from AV Labs will lead a detailed training session on the upgraded audio/visual (AV) system for members of council. The session will cover key features and functionality. To ensure all members of council have the required training, participation at this meeting (virtual or in-person) is highly encouraged. A good portion of this general committee meeting will be reserved to ensure all members of council receive the training and information they need related to the system. The goal is to ensure everyone is well-prepared to use the enhanced system for more efficient meetings and better public engagement.

Key features of the AV system upgrades include:

- **Enhanced Public Viewing of Delegations:** The new AV system improves audio and visual clarity, allowing members of the public to engage more effectively with council proceedings and follow discussions with ease.
- **Streamlined Voting Procedures:** The upgrade introduces more efficient voting mechanisms, reducing the time taken for decisions and enhancing the transparency of the voting process.
- **Improved Technology Workflows:** The upgraded AV system is designed to facilitate smoother transitions between agenda items, manage recesses more effectively, and streamline procedures for closed sessions, ensuring that council meetings run efficiently and cohesively.
- **eScribe Capabilities:** Integration with the eScribe platform will enhance meeting management, allowing for better organization and accessibility of meeting agendas and documents. All council members are encouraged to familiarize themselves with the eScribe app in advance to maximize the benefits of the new system. This integration will be implemented in January 2025.
- **Meeting Access Information:**
  - When council members attend meetings in person, their participation rights and permissions are automatically associated with their in-person attendance. As a result, council members do not need to log into the meeting virtually, as their identity and participation are recognized based on their physical presence.

- Council members attending virtually will no longer need to use the Zoom platform, regardless of whether they are participating in-person or online. Instead, a meeting link will be provided 30 minutes before the start of the meeting through the AV system. This change aims to simplify access and improve connectivity for all members.
- **24/7 System Monitoring:** This feature will allow for continuous oversight of the AV system, ensuring any technical issues can be addressed promptly and minimize disruptions during meetings.

### **FINANCIAL:**

The AV system project costs total \$55,651.56 + HST and is funded through capital projects:

- 10-111-19510- Audio/Visual Equipment - Council Chambers
- 10-430-20090- Council Chambers - Phase 3 of 3
- 10-131-22000- New Technology/ Licensing
- 10-131-23000- New Technology/ Licensing

### **CONCLUSION:**

In conclusion, the training session is intended to prepare council members to utilize the upgraded audio/visual system effectively. These enhancements streamline council meetings and improve public engagement, promoting transparency and good governance. By adopting these new technologies, the council is better equipped to serve the community and foster a more accessible meeting environment.

### **ATTACHMENT:**

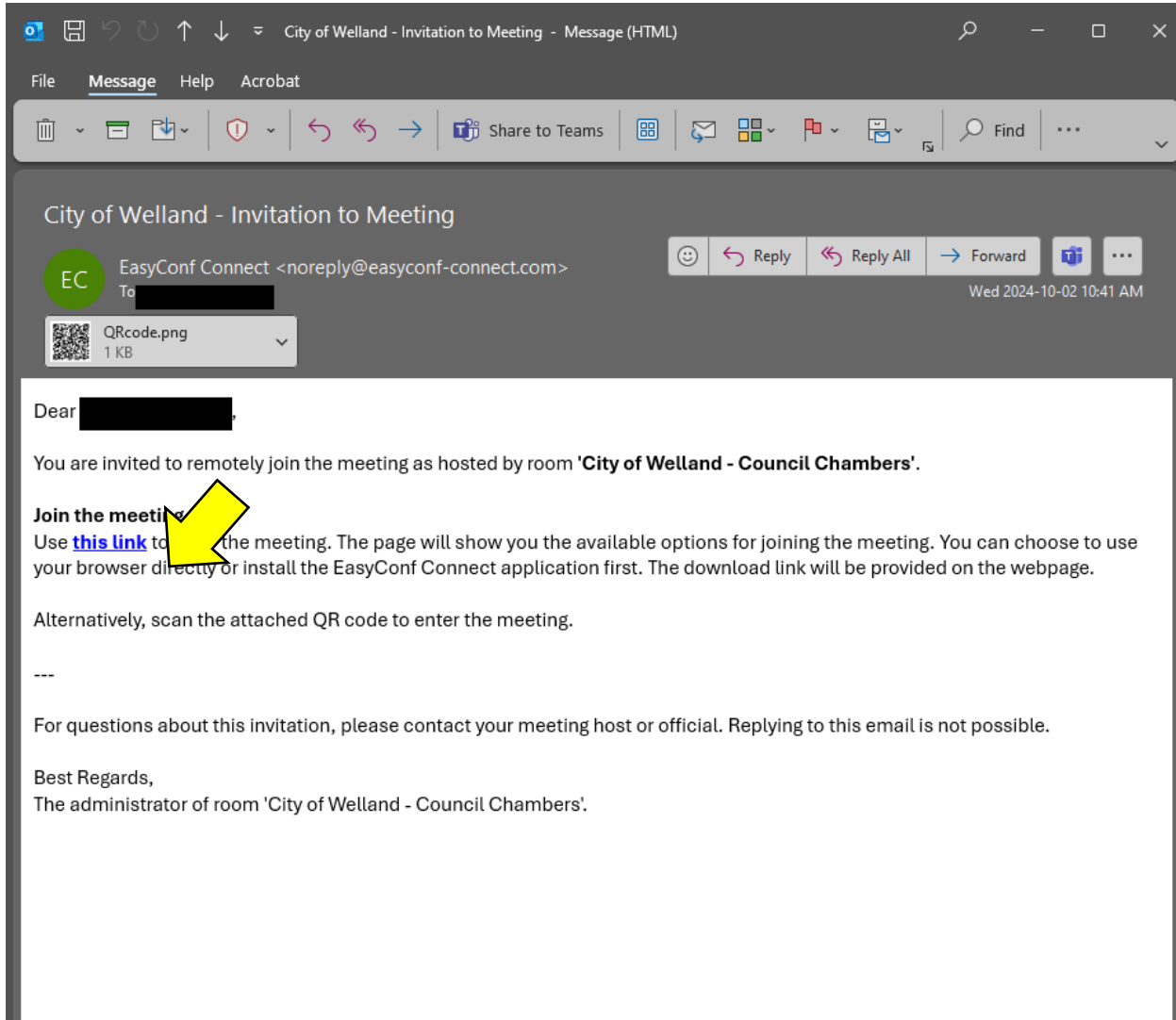
Appendix I - Virtual Participation – How to Join a Meeting

## APPENDIX I

### Virtual Participation – How to Join a Meeting

Invitations are to be sent 30 minutes before the meeting.

1. Councillors and staff will receive an email as shown below. Click “**this link**” to join the meeting.

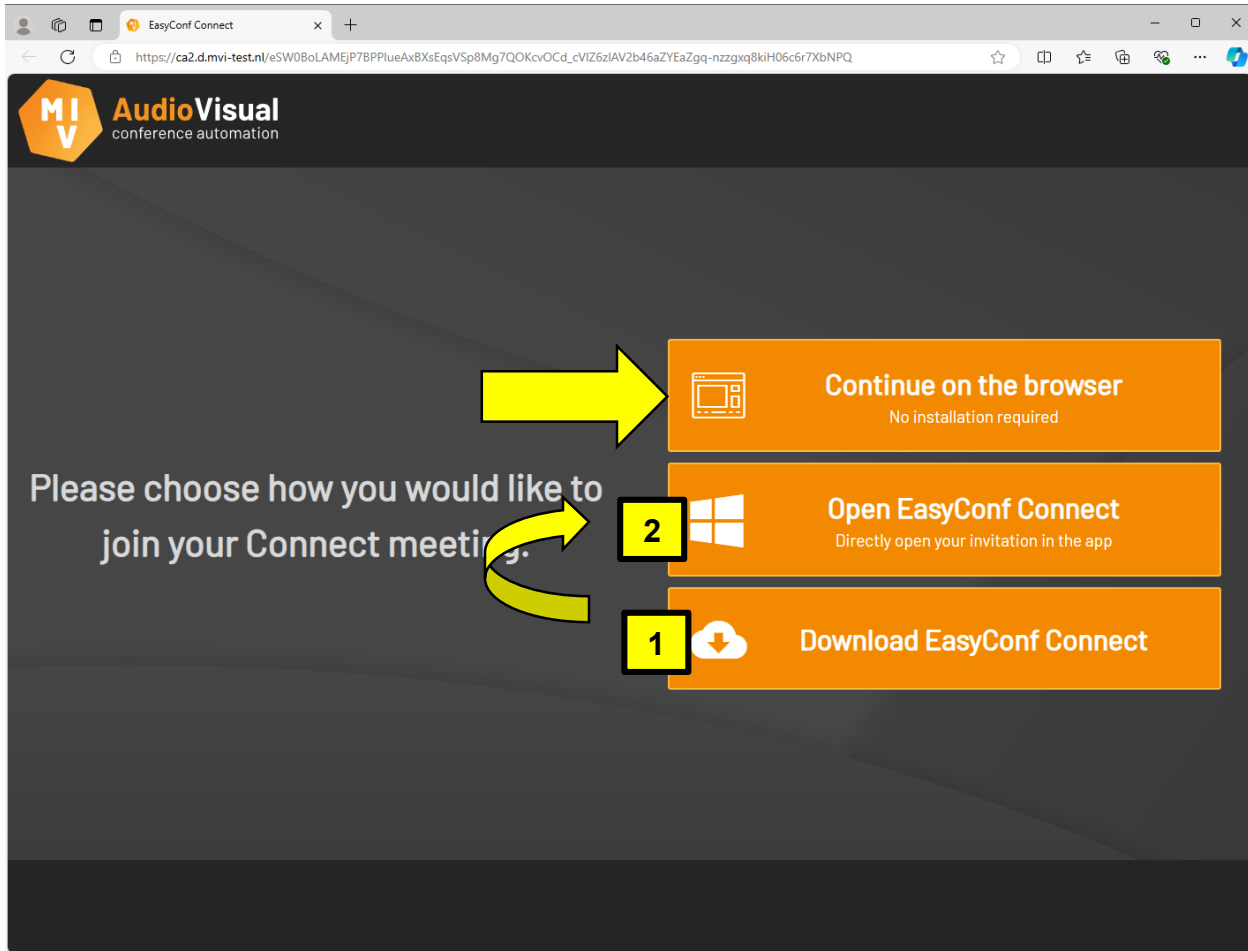




## APPENDIX I

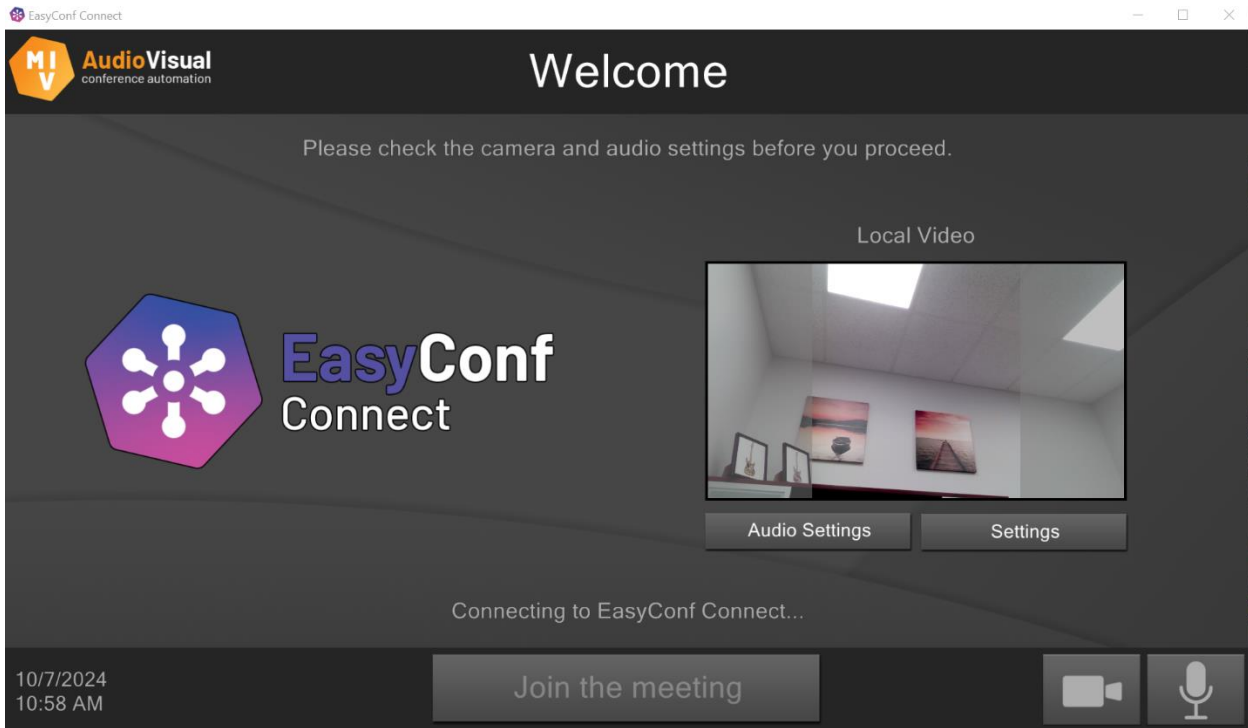
2. The link above will open a browser and take attendees to screen below. Attendees can choose to participate with any method (app or browser).

**If choosing app for the first time, they will need to select the bottom option to download the software first (Download EasyConf Connect).**



## APPENDIX I

- Once attendees choose a method, they are brought to the following location (see below) which represents the virtual waiting room window where you set your microphone.



- Once joined the attendees will see the screen below.



**GENERAL COMMITTEE MEETING**  
**COMMUNITY SERVICES DEPARTMENT**  
**RECREATION, SPORT AND CULTURE DIVISION**

**REPORT CS-2024-16**  
**October 22, 2024**

**SUBJECT:** Neighbourhood Association Policy Options

**AUTHOR:** Amanda Degazio, Manager of Business and Community Services

**APPROVING:** Jessica Ruddell, Director of Community Services

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**RECOMMENDATION:**

THAT GENERAL COMMITTEE OF THE CITY OF WELLAND receives for information report CS-2024-16 Neighbourhood Association Policy Options; and further

THAT General Committee recommended the preferred the Neighbourhood Association Policy option.

**RELATIONSHIP TO STRATEGIC PLAN:**

This recommendation is aligned to Council’s strategic priority of ensuring “**Liveability**” by creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the city.

**EXECUTIVE SUMMARY:**

A neighbourhood is defined as a space where people live and engage with one another, making a Neighbourhood Association a valuable opportunity for residents to connect. Formed by volunteers from the same geographic area, these associations work together to enhance their surroundings and implement positive changes. They are influenced by factors such as geographic location, access to amenities, shared goals and values, and the unique identity of the neighbourhood. Through Neighbourhood Associations, members can identify the community’s strengths and challenges and collaborate on improvements. Neighbourhoods with strong connections tend to be more resilient.

This report outlines three options for enhancing the effectiveness of neighbourhood associations within our community, aiming to foster engagement, sustainability, and accountability.

**Option One** focuses on the Impact Fund initiative, providing neighbourhood associations with funding for neighbourhood-driven projects through a detailed application process. Funding is merit-based, with successful applicants required to report on their projects to ensure transparency and accountability.

**Option Two** establishes a framework for neighborhood associations to formally affiliate with the City. This affiliation provides access to resources such as City-owned meeting rooms and funding for activities. It also requires associations to hold neighborhood public meetings and maintain regular reporting.

**Option Three** requires neighbourhood associations to demonstrate specific competencies to receive support. Associations must show sustainable practices through budget reviews and focus on measurable outcomes with regular reporting.

To move forward, staff seek input from General Committee on these options. With feedback, staff will develop a policy that effectively meets community needs.

## **BACKGROUND:**

A neighbourhood association is a community-based organization that serves to represent the interests of residents within a specific geographic area. These associations typically focus on improving the quality of life for their members through community engagement, advocacy, and the promotion of local initiatives.

Welland is home to three active neighbourhood associations, each with a rich history ranging from 5 to 55 years. These associations have developed their own priorities and goals, tailored to the specific needs of their neighbourhoods. Their focuses include organizing events, recreational programming, community garage sales, neighbourhood safety and security, and heritage preservation. However, a shared concern among these groups is the lack of a structured governance and operational framework.

Currently, there exists an inequity in the resources and benefits available to these associations. Two of the associations have access to storage facilities at no cost, while the third does not have this benefit. Although the budget allocates \$1,000 to each association, there is no formal process or timeline for requesting these funds. Additionally, while some associations manage their budgets by distributing funds between city services, programs or event requests, others have receiving considerably more—over \$12,000—in city services and event funding. This neighbourhood association previously served as the facility's watch person, opening and closing the venue to help offset increased usage. However, due to changes in volunteer availability, this support has now been reduced to just one



day a week. This situation underscores the need for a more equitable distribution of resources among the associations, ensuring that all neighbourhoods can thrive and benefit from the City's services.

Projections indicate that Welland's population will experience significant growth, reaching an estimated 83,000 people by 2051, which represents an increase of 26,790 individuals. As this population expands, the diversity of needs and priorities within our neighbourhoods will also evolve. This highlights the critical need for robust neighbourhood associations to effectively address emerging challenges and opportunities. The Hey Neighbour Collective (see Appendix 1) emphasizes that social connectedness among neighbours greatly enhances health and well-being, fostering a supportive environment that reduces isolation and builds community. Neighbourhood Associations play a vital role in this process by organizing activities, events, and shared resources that bring residents together. These associations create platforms for communication and collaboration, strengthening relationships and promoting mutual support. By encouraging social engagement, neighbourhood associations cultivate a sense of belonging and security, ultimately leading to better mental and physical health outcomes for all residents.

Many municipalities have successfully implemented policies, standard operating practices, and micro-grant programs to support neighbourhood development and build resiliency and neighbourhood connections. This trend is not only evident in our region but is also a common practice across much of Ontario.

This report aims to explore the current landscape of neighbourhood associations, identify best practices, and recommend the development of a comprehensive policy that can support the growth and sustainability of these essential community organizations.

## **DISCUSSION:**

The insights gathered during our consultations with neighbourhood associations revealed a diverse landscape of operational practices and preferences. Some associations utilize specific facilities within their geographical boundaries, while others adopt a more flexible approach, making use of a combination of private and public spaces. This flexibility is essential for maximizing community engagement and ensuring that the needs of residents are met effectively.

Furthermore, the associations have expressed a desire for quarterly meetings with a staff liaison. They have also proposed a grandfather clause to assist associations with three to five years of established support in strategically planning for future needs while adapting to the evolving framework.

Any policy option chosen will adhere to high standards of good governance, ensuring that associations are based in Welland with clearly defined geographical boundaries. Each association must consist of at least 50% of members over the age of 18 and include a minimum of five members from

different households operating on a volunteer basis. Each association will have a designated staff liaison from the City for support. All neighbourhood associations must adhere to all applicable laws, the Ontario Human Rights Code, and City bylaws.

Each neighbourhood association will have year-round access to its staff liaison, who will facilitate quarterly meetings to encourage ongoing communication and collaboration. These meetings will provide a platform for sharing best practices, offering resources, and fostering cooperation among associations. They will create an environment for discussing challenges, celebrating successes, and seeking guidance.

To enhance communication and transparency, a dedicated webpage will be created to showcase the successes and ongoing projects of neighbourhood associations. This page will feature new initiatives, project outcomes, upcoming events, resources for associations, and opportunities for community involvement, emphasizing the importance of engagement and encouraging the formation of new associations.

The policy will support a diverse array of community-focused initiatives, building on successful efforts already in place. Possible initiatives may include organizing litter clean-ups, hosting holiday parties, coordinating days in the park, neighbourhood garage sales, and promoting community safety. New projects could also involve graffiti removal, enhancing neighbourhood entrances with flower beds and creative artwork, and organizing community events such as street parties and barbecues. Activities that engage youth and ensure access to local facilities will be encouraged, along with events promoting responsible pet ownership and community fitness programs, all aimed at fostering a vibrant and engaged community.

To ensure a seamless transition to the new policy after Council approval, staff will develop a thorough marketing program that includes information sessions and an online application platform. Staff will also meet with current groups to provide them with the necessary support and information during this process.

### **Option 1: Neighbourhood Association Impact Fund**

Inspired by St. Catharines' 2024 launch of a similar program (see Appendix 2), the Impact Fund initiative will encompass key components designed to support neighbourhood associations. This initiative would provide funding ranging from \$500 to \$1,500 per project to approved applicants.

The Impact Fund initiative is designed to enhance neighbourhood engagement and support neighbourhood associations in Welland through a structured framework. To participate, associations must navigate a clear application process that requires them to submit detailed proposals outlining their project goals, expected outcomes, and budget. This ensures that all initiatives align with community needs and objectives.

Funding allocation is merit-based, focusing on projects that promote neighbourhood involvement and deliver tangible benefits to the neighbourhood. Successful applicants receive the necessary funds to execute their projects, with stipulations for transparency and accountability in their financial dealings. A grandfather clause will allow associations with three to five years of established support to strategically plan for their future needs, aligning with the evolving framework set by the City. This provision ensures continuity and stability as associations adapt to new guidelines. To maintain effective oversight, recipients are required to submit structured reports detailing project progress, expenditures, and outcomes. This reporting process, along with access to staff liaison and quarterly meetings, fosters a collaborative environment where associations can discuss challenges, share successes, and seek guidance.

**Benefits:** The Impact Fund offers valuable opportunities for neighbourhood associations by providing essential resources and funding for neighbourhood-driven projects. It promotes collaboration, accountability, and transparency, helping to build trust within the community. The grandfather clause allows established associations to leverage their experience while adapting to new guidelines, ensuring continuity and sustained impact.

**Limitations:** However, the initiative also presents some challenges. The complexity of the application process may deter smaller or less experienced associations from participating. The competitive nature of funding allocation could leave deserving projects without support, creating a sense of competition rather than collaboration among associations. Furthermore, the reporting requirements may be burdensome for smaller organizations, diverting resources away from project implementation. Lastly, the program's transactional focus might limit deeper, more sustained engagement between the City and associations, as it prioritizes funding specific projects over fostering long-term partnerships.

## **Option 2: Neighbourhood Association Policy**

Option 2 establishes a framework for neighbourhood associations to achieve formal affiliation with the City, inspired by practices in Brampton (see Appendix 3). This affiliation provides access to various benefits and resources designed to enhance operations and neighbourhood impact. A grandfather clause allows associations with three to five years of established support to strategically plan for their future needs, ensuring continuity and stability as they adapt to evolving City guidelines.

To become affiliated, associations must complete an application and maintain active status through regular renewal processes. Benefits include free use of City-owned meeting rooms, assistance with training and recognition, and access to up-to-date information on federal and provincial grants for recreation and cultural organizations. Neighbourhood Associations can receive up to \$1,000 for activities and special events, and access up to \$500 in City services for room rentals and equipment. An agreement outlining the conditions of affiliation will be required, and associations must hold at least one public meeting annually for



neighbourhood residents. Additionally, a closeout report template will be provided at the end of each year to summarize activities, meetings, finances, and projects.

**Benefits:** This framework enhances neighbourhood engagement by providing essential resources and support for the associations. The grandfather clause ensures that established associations can adapt to new guidelines without losing momentum, allowing them to leverage their experience for continued success. Access to City-owned meeting rooms reduces operational costs, enabling associations to allocate funds toward community initiatives. The assistance with training and recognition fosters capacity building, empowering association members with the skills and knowledge needed for effective governance.

The funding for activities and special events not only enhances engagement but also strengthens neighbourhood ties, while the public meeting requirement ensures that neighbourhood residents have a voice in local governance. Finally, the closeout report template streamlines accountability and transparency, helping associations effectively communicate their achievements to stakeholders and the City.

**Limitations:** However, the requirements for affiliation, such as maintaining active status and holding public meetings, may pose challenges for smaller or less organized associations. The need for regular reporting and compliance with conditions could also create additional administrative burdens, diverting attention from neighbourhood-focused activities.

### **Option 3: Neighbourhood Association Policy**

Option 3 draws from the successful model established by the City of Cambridge (see Appendix 4). This approach emphasizes the importance of demonstrating specific competencies for neighbourhood associations to receive support and resources from the City. By focusing on sustainable operations and measurable outcomes, this model aims to create a more structured and effective network of neighbourhood associations that meet community needs.

To demonstrate sustainable operations, associations must provide evidence of effective practices, including a bi-annual budget variance review to assess financial health and operational efficiency. This ensures that associations manage funds responsibly while planning for long-term sustainability. Additionally, each association is expected to achieve measurable outcomes that demonstrate their effectiveness in serving the neighbourhood, with regular reporting required to illustrate key performance indicators (KPIs) and assess the impact of their activities. Associations must submit regular reports to their staff liaison detailing activities, progress, and financial status. This reporting not only provides a clear picture of the City's return on investment but also helps identify areas for potential growth, fostering a sense of neighbourhood pride by celebrating each association's successes.

**Benefits:** This model promotes accountability and transparency by requiring associations to demonstrate sustainable practices and measurable outcomes.

Regular reporting ensures that the City can effectively assess the impact of its investments in neighbourhood initiatives. By emphasizing competencies, associations are encouraged to enhance their operational efficiency and neighbourhood engagement, which can lead to stronger, more vibrant neighbourhoods. The focus on diverse funding sources through grassroots initiatives can also enhance the financial sustainability of programs, empowering associations to thrive independently.

**Limitations:** However, the absence of a grandfather clause means that newer or less established associations may struggle to meet the competencies and achievements required for support. The stringent eligibility criteria and reporting requirements could impose significant administrative burdens on smaller associations, potentially diverting resources away from neighbourhood-focused activities. Additionally, the focus on measurable outcomes may inadvertently prioritize quantifiable activities over qualitative neighbourhood engagement, potentially stifling creativity and innovation in local initiatives.

### **FINANCIAL:**

No financial impact at this time.

### **CONCLUSION:**

The three proposed options for enhancing neighbourhood associations aim to create a more structured and effective network that serves our community's needs. Option 1 introduces an impact fund program to support local initiatives, fostering grassroots engagement. Option 2 focuses on establishing clear criteria for affiliation with the City, emphasizing sustainable operations and collaboration with City staff. Option 3 highlights the importance of measurable outcomes and regular reporting.

To move forward, staff invite General Committee's input on these options. This feedback will be invaluable in refining these proposals and ensuring they align with the needs and aspirations of Welland's neighbourhoods. General Committee is encouraged to share their thoughts and suggestions so that staff can collaboratively develop a framework that empowers Welland's neighbourhood associations and enhances neighbourhood engagement.

### **ATTACHMENTS:**

- Appendix 1 – HNC-Evidence-Backgrounder
- Appendix 2 – Neighbourhood Micro Grants - St. Catharines
- Appendix 3 – Brampton Neighbourhood Association Guide 2023
- Appendix 4 – Cambridge Neighbourhood Association Support Services

## Evidence Backgrounder

# HOW DOES SOCIAL CONNECTEDNESS BETWEEN NEIGHBOURS SUPPORT HEALTH AND WELL-BEING?

By Meridith Sones, MPH, PhD(c)

Decades of research shows that being socially connected helps us live longer, healthier, and happier lives. But it isn't just our family ties, close friendships, or group membership that make a difference. Evidence reveals that the health benefits of social connectedness can be unlocked starting at home, with our own neighbours.

## BACKGROUND

Social connectedness is vital to our health and well-being. Substantial evidence shows that people who are socially connected live longer.<sup>(1,2)</sup> A lack of social connection — marked by social isolation and loneliness — increases risk for premature death by as much as 50%, comparable to major health risks like obesity, smoking, and air pollution.<sup>(2,3)</sup> The effect of social connectedness on life expectancy is independent of other risk factors like age, sex, initial health status, lifestyle factors, income, and education. In addition to premature mortality, poor social connectedness has been linked to a range of other adverse physical, cognitive, and mental health outcomes, including increased risk of heart disease and stroke, respiratory infection, dementia, depression and anxiety.<sup>(2)</sup>

The influence that social connectedness has on our health and well-being can be biological, psychological, or behavioural. For example, social connectedness influences immune functioning and inflammation,

which has been linked to several chronic diseases. Supportive social connections also help us cope with stress, and influence healthy behaviours like sleep and physical activity.<sup>(2)</sup>

Given mounting evidence on its health effects, local and global declines in social connectedness are increasingly recognized as a public health crisis that requires policy action at all levels. New data shows that more than 1 in 10 British Columbians reported feeling lonely always or often.<sup>(4)</sup> For young adults or those living alone, the proportion of people experiencing loneliness doubles to more than 1 in 4.<sup>(5)</sup> In the wake of the COVID-19 pandemic, the United States Surgeon General has described social connectedness as equally important to global recovery as vaccines. Evidence shows that one way to curb social isolation and loneliness is to start at home, by building connections and community among neighbours.





## WHAT WE KNOW:

### People who live in socially connected neighbourhoods report better physical health, mental health, and well-being.

- Frequent social interaction and trust among neighbors are associated with higher levels of happiness, well-being, and life satisfaction.(6–9) Evidence shows that neighbourhood connectedness is most important to life satisfaction for certain groups of residents — including people who are older, living on a low income, less educated, or in poor health.(9) A possible explanation for this is that residents who have limited mobility (due to health issues or lack of resources, for example) will be more dependent on the support of local connections, compared to people whose social networks extend outside their neighbourhood.(9) Differences in the relative importance of neighbourhood connectedness is also likely explained by the influence of major life events and life stages; for example, the neighbourhood may become more central when people have children, become widowed, lose their job, or experience illness or disability.(9)
- Neighbourhood cohesion (a measure of the degree of connectedness, reciprocity, and trust among neighbours) has been linked to a range of health behaviours and physical health outcomes, including lower risk of depression and cardiovascular disease, increased physical activity, and higher self-rated health.(10–14)

### Connections between neighbours can be beneficial to health and well-being at all stages of life.

- When Canadian parents have strong trust in neighbours, their children are twice as likely to play outdoors in their neighbourhood every day, which is fundamental to their physical emotional, and social well-being.(15)
- For youth, living in a community where neighbours support, help, and trust each other is associated with a number of positive outcomes — including better

mental and physical health, enhanced feelings of safety and self-esteem, and less risky and violent behaviour.(16–18)

- For older adults, neighbourhood social ties are associated with better emotional well-being and self-rated health, lower risk of mortality, and decreased loneliness — especially for individuals who do not have children or a partner.(19) Similarly, well-being during middle and later life is found to decrease if contact with neighbours declines or is continuously low over time.(20)

### Neighbours are an important source of tangible and emotional support — key ingredients for health and well-being.

- Neighbouring is a vehicle for accessing practical and psychological support that helps us cope with the challenges of everyday life.(21,22) In an international study on the impact of small acts of kindness during the COVID-19 pandemic, providing social support to neighbours lowered levels of loneliness. In addition, participants who knew at least six neighbours reported less loneliness, depression, anxiety, and financial concern.(23,24)
- Studies with older adults show that spontaneous interactions between neighbours contributes to a sense of community belonging(20,25), which is linked to higher levels of mental health, physical health, and life satisfaction.(26–28) Some research even suggests that for older adults, social support from neighbours benefits mental health more than support from family or friends.(20)
- One way that neighbouring might curb loneliness and improve health is through increasing people's neighbourhood identity. A recent study on the impact of Neighbour Day in Australia found that street parties and other events to encourage residents to build social connections in their local community led to a sustained increase in neighbourhood identification, in turn enhancing social cohesion and well-being.(29)

## LEARN MORE:

- [Social isolation and health](#)
- [Social Isolation and Loneliness Among Seniors in Vancouver: Strategies for Reduction and Prevention](#)
  - [Bursting social bubbles after COVID-19 will make cities happier and healthier again](#)
    - [Socially connected communities: Solutions for social isolation](#)
      - [How sociable is life in multi-unit rental housing?](#)

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# Neighbourhood Micro Grants

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The Neighbourhood Micro Grants pilot project seeks to support grassroots initiatives within the City of St. Catharines that aim to improve the social, economic, and cultural well-being of local neighbourhoods.

All projects supported through this program must be free and accessible, hosted at a city-owned park or facility, and be either a one-time event or a series of events taking place within a maximum of a one-month period.

Approved applicants may be awarded between \$500 and \$1,500 per project. The grant awarded to each applicant is at the discretion of the Special Event Fee Reduction Task Force.

## Application Periods

Applications for projects taking place between Dec. 1, 2024, and May 31, 2025, will be accepted from July 1, 2024, to Sept. 30, 2024.

Apply beginning July 1, 2024:

Applications for projects taking place between June 1, 2025, and Nov. 30, 2025, will be accepted from Jan. 1, 2025, to March 31, 2025.

## Volunteer Responsibilities

Applicants who receive funding through the Neighbourhood Micro Grants program will be responsible for the event setup and cleanup to ensure the municipal facility is left in the same condition as when the applicant took possession.

The applicant must also comply with the standard terms and conditions as stated in the rental permit issued by the City.

## Eligible and Ineligible Use of Funds

The following list outlines eligible costs:

- Project materials and supplies

- Insurance costs
- Community room rental fees
- Park permit fees
- Planning and development
- Interpretation and translation for events and communications
- Fundraising for community benefit (e.g. Food banks, local shelters, park or facility upgrades)

Requests for the following purposes are not eligible for consideration:

- Fundraising events for personal gain / use
- Donations to charitable causes
- Reserve funds
- Capital costs
- Debt repayment
- Political or religious activities

## Frequently Asked Questions

### **Who can apply?**

A group consisting of a minimum of three St. Catharines residents, not living within the same household.

### **Do applicants have to get a park permit, rent a community room, or obtain insurance?**

Yes, however, these fees are considered eligible costs and can be accommodated through the project funding.

### **Can we use funds to cover capital costs associated with the project?**

No, capital costs are not considered an eligible expense under the policy.

### **Do groups have to get insurance for one-day events?**

Yes, all projects approved through the Neighbourhood Micro Grants pilot project must secure insurance. These fees are considered eligible costs and can be accommodated through the project funding.

### **When can I apply?**

Applications for projects taking place between Dec. 1 and May 31 must be submitted between July 1 and Sept. 30. Projects taking place between June 1 and Nov. 30 must be submitted between Jan. 1 and March 31.

### **Can my project be in a City-wide park?**

No, projects cannot take place in city-wide parks. City-wide parks include Burgoyne Woods, Montebello Park, Happy Rolph's Animal Farm, Lester B. Pearson Park, Lakeside Park, Jaycee Gardens Park and Sunset Beach.

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**City of Brampton**

**NEIGHBOURHOOD**

**ASSOCIATION**

**GUIDE**





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# SECTION ONE

# INTRODUCTION



## Introduction

The City of Brampton Community Safety & Well-Being Office (CSWO) is excited to present the **Brampton Neighbourhood Association Guide**. Using place-based approaches, neighbourhoods are at the heart of our work. Through resident engagements from the Nurturing Neighbourhoods Program, the CSWO heard that feeling safe, being connected to resources, and having a sense of belonging are important to creating positive impacts in the community.

The Neighbourhood Association Guide is a tactic identified in the Council-approved Community Safety Action Plan (2022-2027). This resource will share information for capacity building and establishing a network of residents to support working collectively to address and overcome safety concerns in their neighbourhoods.

The Neighbourhood Association Guide aims to support groups of residents governed by volunteers or people with a vested interest in improving the well-being of residents, and outlines use of the CSWO Nurtured Neighbourhood Grant.







## SECTION TWO

# WHAT IS A NEIGHBOURHOOD

# ASSOCIATION?



# What is a Neighbourhood Association?

A Neighbourhood Association is a volunteer group of residents from the same neighbourhood who get together to identify ways to improve their neighbourhoods and work together to bring about those changes.

A neighbourhood is described as an area where people live and interact with one another. We leave it to each Neighbourhood Association to define their own boundaries, based on a variety of factors, including geographic location, proximity to amenities, shared goals, values, and/or the overall feel and identity of their area. The CSWO can assist by providing information about existing Neighbourhood Associations and their boundaries and help resolve any cases of mutual claim over a particular area.

A Neighbourhood Association is a great way to meet fellow residents, identify both the strengths and weaknesses within a neighbourhood, and work together to improve the community. Connected neighbourhoods are resilient neighbourhoods.

*“Neighbourhood Associations increase friendships, knowledge with neighbours.”*

- Resident, Nurturing Neighbourhoods Program Survey



## SECTION THREE

# BRAMPTON NEIGHBOURHOOD

# ASSOCIATION AFFILIATION

Neighbourhood Associations in Brampton are encouraged to become affiliated with the City. Affiliated status is granted to support groups that contribute to the City's Corporate Strategic focus area of Health & Well-Being.

## **A** Why become affiliated with the City?

Becoming affiliated will unlock the following opportunities through the CSWO:

✓	Benefits Through the CSWO
	The CSWO will fund the Neighbourhood Association up to \$1,500 through the Nurtured Neighbourhood Grant for activities, special events, projects, meetings, and related supplies.
	Boardroom bookings through the CSWO at City Hall West Tower (2nd or 3rd floor) for executive meetings and/or annual general meetings (subject to capacity limits).
	Access to a City liaison through the CSWO's Community Safety Coordinators.
	Opportunity to be featured in the upcoming Community Safety & Well-Being digital newsletter.
	Access to advice and support from the Brampton Community Safety Advisory Committee (BCSAC).
	General liability insurance to cover the Neighbourhood Association's affiliated initiatives, as approved by the CSWO. The City of Brampton will cover the cost of this insurance through the Community Services Community Group Affiliation Policy and will require a full list of activities and actions of the Neighbourhood Association's Nurtured Neighbourhood Grant project.
	Access to other Neighbourhood Associations for information, ideas, resource sharing, and opportunities to connect.

Becoming affiliated also allows for networking and connecting to other Neighbourhood Associations that are supported by the CSWO, and the following additional perks:

✓	Benefits
	Access to mutually beneficial relationships that support and strengthen community involvement.
	Support for neighbourhood initiatives led by association member volunteers.
	City recognition for neighbourhood-led initiatives that increase community safety and well-being.
	Access to opportunities for association members to work collaboratively with the City to address local neighbourhood concerns.

# B What is required to become affiliated with the City?

To qualify as a recognized affiliated group and receive the applicable supports and benefits, Neighbourhood Associations must meet all the following requirements and eligibility criteria:

✓	<b>Requirements and Eligibility</b>
1	<b>Geography</b>
	<p>The Neighbourhood Association must be located within the City of Brampton.</p> <p>All members must reside within their defined geographic boundaries, established by the Neighbourhood Association.</p> <p>The CSWO will review and approve the proposed boundaries as part of the application process and help resolve any cases of mutual claim over a particular area.</p> <p>In such cases, the CSWO will work with both parties to find a resolution. Outcomes include but are not limited to:</p> <ul style="list-style-type: none"> <li>• merging of Neighbourhood Associations for the purpose of affiliation,</li> <li>• granting of affiliation, with the limitation that multiple Neighbourhood Associations sharing a geographic boundary are not permitted to apply for funding concurrently,</li> <li>• denial of affiliation status.</li> </ul>
2	<b>Financial Stability</b>
	<p>The Neighbourhood Association must exercise good financial management practices and transparency. The CSWO will review the Neighbourhood Association's use of Nurtured Neighbourhood Grant funds on an annual basis as part of the close out period and renewal process.</p>



✓	<b>Requirements and Eligibility</b>
<b>3</b>	<b>Structure</b>
	The Neighbourhood Association must operate in an open and democratic manner through the election of two key positions from the general membership, a Treasurer, and a main point of contact between the CSWO and the Neighbourhood Association. For more information on the election process, the Neighbourhood Association may reach out to the CSWO for support.
	A minimum of 50% of members must be over the age of 18.
	One (1) voter per household is permitted.
	The Neighbourhood Association must be made up of a minimum of twenty (20) Brampton residents from the same neighbourhood, each from different households. The CSWO will review applications and proposed boundaries and identify cases where applicants may wish to join an existing Neighbourhood Association to avoid unnecessary community division.
	The Neighbourhood Association must be a volunteer-based group.
<b>4</b>	<b>Agreement</b>
	Neighbourhood Associations must sign and adhere to an Agreement, outlining the CSWO's conditions for affiliation and other related information.
<b>5</b>	<b>Activities</b>
	The Neighbourhood Association must have one or more neighbourhood-based activity, program, or event that supports the City's Corporate Strategic focus area of Health & Well-Being, and the City of Brampton Community Safety Action Plan. Neighbourhood Associations must submit a copy of any activities/schedules/dates (i.e., neighbourhood clean-ups, planting, parties, etc.) in advance to the CSWO, including financial information related to costs and use of the Nurtured Neighbourhood Grant funds.
<b>6</b>	<b>Other Requirements</b>
	The Neighbourhood Association must hold an Annual General Meeting (AGM) within the year affiliation is granted, keeping meeting minutes and recording meeting attendance.
	Neighbourhood Associations must adhere to the <a href="#">Ontario Human Rights Code</a> .
	Composition of the Neighbourhood Association must be submitted to the CSWO. Updates or changes must be re-submitted to the CSWO within thirty (30) days of any substantive change (i.e., change to the main point of contact, treasurer, etc.)
	Notification must be provided to the CSWO one month in advance of any annual or special general membership meetings.

# C What is the process of becoming affiliated?

The process of becoming affiliated with the City has never been easier!

✓	Steps
<b>1</b>	<b>Visit the CSWO website</b>
	Navigate to <a href="http://www.brampton.ca/communitysafety">www.brampton.ca/communitysafety</a>
	Read through the identified requirements and eligibility (available on <a href="http://www.brampton.ca/communitysafety">www.brampton.ca/communitysafety</a> or on pages 9-10 of this Guide).
	Contact the CSWO ( <a href="mailto:CSWO@brampton.ca">CSWO@brampton.ca</a> ) for more information on requirements, if necessary.
<b>2</b>	<b>Complete the online application form</b>
	If your Neighbourhood Association meets the requirements and eligibility criteria, complete the online application form within the intake period. Alternate formats are available upon request. The application will include and require Neighbourhood Associations to complete the CSWO project work plan and budget template.
	Neighbourhood Associations may contact the CSWO ( <a href="mailto:CSWO@brampton.ca">CSWO@brampton.ca</a> ) with any questions or for support in completing the application.
<b>3</b>	<b>Application review</b>
	The CSWO will review all applications and reply with an approval status within eight (8) weeks. All approvals will be discussed and provided over a meeting with the CSWO. The CSWO will communicate with applicants via email, unless otherwise specified or requested.
<b>4</b>	<b>Meeting with the CSWO for affiliated status</b>
	The CSWO will reach out to successful applicants to schedule a meeting to sign the Neighbourhood Association Affiliation Agreement.
	Once Neighbourhood Associations receive affiliated status, they may start using benefits, as applicable.
<b>5</b>	<b>Maintenance and review</b>
	Neighbourhood Associations are required to report back to the CSWO by the end of the year following the CSWO close-out report template, on activities, meetings, finances, and projects.
	Renewal of affiliated status is required on an annual basis. While a full application form is not required as part of the renewal process, a CSWO representative will reach out to the Neighbourhood Association leadership regarding the reports listed above.
	The CSWO will make renewal approvals based on review of Neighbourhood Association activities, meetings, finances, and projects. Additionally, the CSWO will also consider complaints related to the Neighbourhood Association Affiliation Agreement and Ontario Human Rights Code.

**NOTE:** Affiliation applications and funding will be subject to changes the year of a municipal election. Funding and activities may be paused until after the municipal election date.

## **D** What role does the City play in Neighbourhood Association affiliation?

The City of Brampton, through the CSWO will support all Affiliated Neighbourhood Associations by providing services outlined in this Guide.

Through the CSWO the City of Brampton's relationship with Neighbourhood Associations is one of support and guidance. The success of Neighbourhood Associations depends on the commitment of their members. The role of the CSWO is to support Neighbourhood Associations by providing guidance when requested, and assist Neighbourhood Associations in their ability to develop, thrive and continue to grow. The stronger the association, the more effective it will be at increasing safety and well-being within the neighbourhood it serves.

The City is not responsible for the decisions and/or actions of any Neighbourhood Association or its members.

## **E** Approval of affiliated status

Applications for affiliated status will be approved by the CSWO, in consultation with other City divisions. The period for approval may take up to eight (8) weeks from the closing of the application intake.

Upon approval, all affiliated groups are required to meet with the CSWO to sign a Neighbourhood Association Affiliation Agreement with the CSWO. This contract requires each Neighbourhood Association to adhere to the elements outlined in this Guide.

Approvals for affiliation status are granted for a maximum of one (1) year from the date of approval. Affiliated groups must engage with the CSWO through the renewal process to continue their status. Approval is not guaranteed in subsequent years.

**F**

## Termination of affiliated status

Affiliation status will be rescinded by the CSWO and future requests for assistance may be denied, if the Neighbourhood Association:

- abuses the services and privileges provided through affiliation,
- fails to operate in a financially responsible manner,
- fails to abide by the Ontario Human Rights Code, and/or
- acts in a manner contradictory to the Neighbourhood Association Agreement.

Affiliated Neighbourhood Associations must adhere to the Ontario Human Rights Code. Prohibited grounds under the Code include discrimination of any kind related to race, ancestry, place of origin, ethnic origin, citizenship, sexual orientation, sex, gender identity, gender expression, disability, colour, creed, age, marital status, family status, reprisal, receipt of public assistance (in housing), record of offences (in employment) and discrimination because of association.

If the prohibited conduct listed prior is reported to have taken place by any member of the affiliated Neighbourhood Association, the affiliation status will be reviewed and potentially rescinded by the CSWO. Reports of such conduct can be made to the relevant CSWO contact and/or CSWO management. The CSWO is committed to reviewing reports of prohibited conduct, and doing so in a manner that best protects the complainant. The CSWO can respond to reports of prohibited conduct with varying degrees of action, including but not limited to providing warnings and termination of affiliated status. Neighbourhood Associations that want support regarding a member contradicting the agreement can contact the CSWO for support.

Neighbourhood Associations may terminate affiliated status at any time. Requests to terminate affiliation must be made in writing to the CSWO (via [CSWO@brampton.ca](mailto:CSWO@brampton.ca)) and must be signed by the group's main point of contact.





**SECTION FOUR**

**CONNECTING PEOPLE**

Brampton's neighbourhoods are rich in diversity and culture. It is vital to ensure every effort is made to form associations that are reflective of the neighbourhood. To achieve this, the membership recruitment strategy for Neighbourhood Associations should be inclusive and consider a variety of factors:

✓	Considerations
	Family type
	Culture and religion
	Age ranges
	Languages
	Abilities
	Gender and/or gender identity
	Sexuality

*“There is a need of a Neighbourhood Association in my neighbourhood as neighbours are not connected and no one feels a sense of belonging.”*

- Resident, Nurturing Neighbourhoods Program Survey

## **A** How to get started!

Follow these helpful tips for connecting with neighbours and starting a Neighbourhood Association:

✓	Steps
<b>1</b>	<b>Meet your neighbours</b>
	Get to know your neighbours!
	Gather a group of neighbours together who share a common interest of improving the safety and well-being in the neighbourhood.
	Contact the CSWO to inquire if there is an existing Neighbourhood Association in your area.
<b>2</b>	<b>Start a group conversation</b>
	Initiate a virtual group conversation over free online social/digital platforms. For help and ideas, contact the CSWO (CSWO@brampton.ca).
	Initiate an in-person group conversation at a nearby community park or trail.
	Ensure the manner(s) of communication is inclusive of those with varying access to technology and is also inclusive of language barriers.
	Potential topics to chat about: safety, beautification, staying connected, accessing resources.

✓	Steps
<b>3</b>	<b>Formalize</b>
	Establish a formal Neighbourhood Association with a group of neighbours that have engaged thus far.
	Identify a group name, for example: your “ <i>street name/neighbourhood name Neighbourhood Association.</i> ”
	Identify and finalize your geographic boundary with the CSWO staff.
	Establish parameters, guidelines, composition, and rules of communication.
<b>4</b>	<b>Plan a neighbourhood walk</b>
	Take a light walk through your neighbourhood with neighbours to chat about what you love and what you would like to see improved.
	Establish goals, priorities, and an overall vision for the neighbourhood.
	Identify neighbourhood assets.
<b>5</b>	<b>Keep the conversation going!</b>
	Determine a structure for the Neighbourhood Association, including timelines, format, and meetings.
	Identify your group’s preferred method of voting on future projects and decisions. The CSWO suggests considering establishing a quorum or minimum number of members present for a vote and using a 50% +1 voting threshold to determine the overall wishes of the group. This method aims to demonstrate the consensus needs and wants of the neighbourhood without placing an undue burden on groups related to attendance for votes.
	Determine meeting/communication frequency.
	Continue to meet and communicate about priorities identified as a group.

## **B** How to keep members active and involved!

Neighbourhood Associations can make a big impact in the community. The following suggestions can keep the group motivated and maintain their regular participation in the activities of the Neighbourhood Association:

✓	Tasks
1	<b>Establish structure</b> Define and establish a structure for membership requirements, neighbourhood boundaries, governance, mission, vision, and values.
2	<b>Establish communication channel(s)</b> Communicate with members regularly over one or more channels (i.e., newsletter or social/digital platforms).
3	<b>Discuss common interests/issues</b> Come together and collaborate to problem-solve or learn about common interests or issues in the neighbourhood, such as safety, access to resources, and taking action.
4	<b>Hold regular meetings</b> Book a suitable location, convenient and accessible by all members. Prepare an agenda to keep the meeting on track. Assign a member to lead discussions. Share notes, action items, decisions, and outcomes from meeting discussions for accountability. Ensure that all meeting communication is transparent and accessible to all.
5	<b>Vote on key decisions and projects</b> Engage members by taking votes on key decisions and projects that the group wishes to pursue. This ensures that the voice of the community is heard in all decisions and helps increase a sense of ownership in the Neighbourhood Association's activities.
6	<b>Hold regular events</b> Engage members by planning and attending events, such as neighbourhood social gatherings, neighbourhood tours and walks, and other fun opportunities to meet and socialize with your neighbours.





## SECTION FIVE

# TAKING ACTION

The City supports Neighbourhood Associations in their efforts to take action towards making our neighbourhoods better. A key goal of the CSWO is to provide resources, tools, and support for the process, and to make it as simple as possible for residents to make great things happen in their neighbourhoods.

Need help getting started on a Neighbourhood Association project? Follow this helpful checklist:

✓	Tasks
	Brainstorm a project within your Neighbourhood Association! The goal should be a project that promotes safety and well-being.
	Work within your Neighbourhood Association to inspire action, keep the project moving, and identify those willing to lead or support the project.
	Develop a project budget. Determine the cost for the project, including estimates for materials or equipment.
	Submit your project plan and application for affiliation to the CSWO. This should include financial details including associated costs.
	Make it happen!
	Report back to the CSWO and the BCSAC upon project completion. Include details related to any purchased materials or other associated costs.

## A Opportunities to receive the Nurtured Neighbourhood Grant from the City

Through the CSWO, a funding source to support local Neighbourhood Associations will be provided, with funds allocated through the 2024 budget process.

Neighbourhood Associations in Brampton will have the opportunity to apply for affiliation. Once approved, the CSWO will fund the Neighbourhood Association projects/initiatives from the Neighbourhood Association Guide project list for up to \$1,500 through the **Nurtured Neighbourhood Grant** for access to:

- City-owned boardroom space at City Hall West Tower (2nd and 3rd floor).
- Projects related to public space beautification, cleanliness, and taking proactive approaches to the upkeep of neighbourhood properties.
- Projects related to increasing the sense of belonging in the neighbourhood, through events such as street parties and street barbeques.

Access to the Nurtured Neighbourhood Grant must follow the CSWO guidelines, where applicants are expected to:

✓	Requirements
	Outline outputs and measures.
	Align project(s), meeting(s), or event(s) to the Community Safety Action Plan.
	Report back to the CSWO and the BCSAC on outcomes and expenditures.

## B Nurtured Neighbourhood Grant potential uses

Successful affiliated Neighbourhood Association applicants have the opportunity to use the Nurtured Neighbourhood Grant available through the CSWO for several purposes related to the Community Safety Action Plan, with focus areas and suggested related projects outlined below.

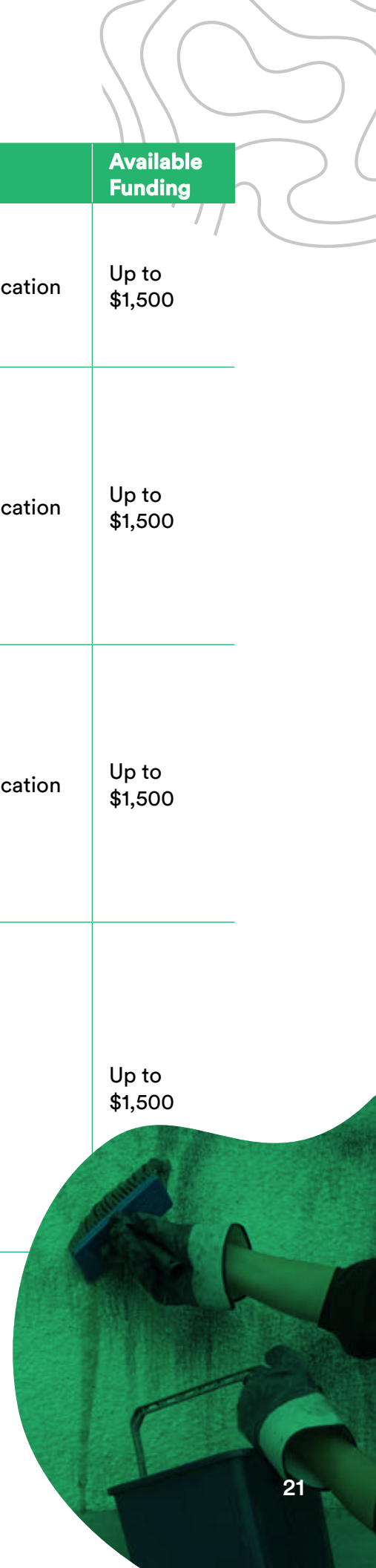
- **Safety:** Organizing and implementing measures for improving safety and local beautification. A visually appealing neighbourhood improves the overall perception of the neighbourhood and one's interest in participating in neighbourhood initiatives.

- **Awareness:** Organizing and holding neighbourhood events, meetings and/or walking tours to discuss neighbourhood visions and goals and connect people to resources and information.

- **Empowerment:** Fostering belonging within the neighbourhood and taking action to make spaces into places.

Potential projects that fall into the Safety, Awareness, and Empowerment areas are outlined next:

✓	Project	Description	Theme	Available Funding
	Litter clean-up	Organize a neighbourhood cleanup event to pick up litter in and around parks, trails, schools, and other public spaces. More information on the <a href="#">City's Parks Cleanup Program</a> is available online.	Beautification	Up to \$1,500
	Graffiti removal	Identify areas in the neighbourhood where graffiti removal is required. Participate in graffiti removal activities/re-painting/clean-up. Develop a maintenance plan. Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project.	Beautification	Up to \$1,500
	Flower planters in public spaces	Identifying public spaces in the neighbourhood to add flower planters to and develop and implement a plan for the maintenance of planters. This project must be in consultation with the City of Brampton Parks Maintenance & Forestry division for a feasibility study and does not guarantee implementation.	Beautification	Up to \$1,500
	Flower planters for traffic calming (landscaped street medians)	Identify local roadways in the neighbourhood to implement flower planters or landscaped street medians as a physical design element to improve traffic safety for pedestrians, cyclists, and motorists. This project must be in consultation with the City of Brampton Public Works & Engineering Department and Parks Maintenance & Forestry division for a feasibility study and does not guarantee implementation.	Safety	Up to \$1,500







✓	Project	Description	Theme	Available Funding
	Public bench dedication	Identify areas in the neighbourhood that could benefit from public benches. More information on <a href="#">bench dedications</a> is available online.	Placemaking	Up to \$1,500
	Painted waste receptacles	Partner with local artists for a neighbourhood-led project to paint waste receptacles, to encourage use and discourage litter.  Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project and does not guarantee implementation.	Beautification	Up to \$1,500
	Information boards	Identify areas for neighbourhood information/resource boards and a maintenance plan for turnover of information and avoiding litter.	Placemaking	Up to \$1,500
	Pop-up libraries	Identifying areas for and resourcing a neighbourhood pop-up library.  Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project.	Placemaking	Up to \$1,500
	Pop-up markets	Identifying areas for and resourcing a neighbourhood pop-up market.  Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project.	Placemaking	Up to \$1,500



✓	Project	Description	Theme	Available Funding
	Adopt-a-park	Volunteers can donate time and resources to give special care to a City park by helping maintain, beautify, and enhance the open space and keep the park safe for all to enjoy. By adopting a park, a group of volunteers pledge to conduct six (6) stewardship activities or events over the two-year adoption period. More information is available <a href="#">online</a> .	Sense of belonging	Up to \$1,500
	Neighbourhood entrance flower beds	Supporting or leading the design and planting of neighbourhood entrance flower beds.  This project will be assessed and actioned by the City's Parks Maintenance & Forestry division following the submission of a 311 service request.	Beautification	Up to \$1,500
	Wayfinding signage	Identify areas in the neighbourhood that require new or additional wayfinding signage.  This project must be in consultation with applicable City departments for a feasibility study and does not guarantee implementation.	Placemaking	Up to \$1,500



✓	Project	Description	Theme	Available Funding
	Painted trails	<p>Partner with local artists for neighbourhood-led projects to paint neighbourhood trail(s), to beautify and build a sense of belonging within the neighbourhood.</p> <p>Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project and does not guarantee implementation.</p>	Placemaking	Up to \$1,500
	Multi-purpose court artwork	<p>Partner with local artists for neighbourhood-led beautification of multi-purpose courts.</p> <p>Appropriate materials and maintenance must be determined with the CSWO and applicable City divisions prior to initiating this project. Implementation is not guaranteed.</p>	Beautification	Up to \$1,500
	Street parties	<p>Plan and hold a street party with your Neighbourhood Association. Include inclusive activities and fun 'getting-to-know-you' games to build sense of belonging within the neighbourhood.</p> <p>This project must be in consultation with applicable City departments to obtain appropriate permits.</p>	Sense of belonging	Up to \$1,500
	Street barbeques	<p>Plan and hold a street barbeque with your Neighbourhood Association. Include inclusive activities and fun 'getting-to-know-you' games to build sense of belonging within the neighbourhood.</p> <p>This project must be in consultation with applicable City departments to obtain appropriate permits.</p>	Sense of belonging	Up to \$1,500





✓	Project	Description	Theme	Available Funding
	Youth engagements	Plan and hold a community gathering designed to engage youth in the community, such as a movie or games night in the park. This project must be in consultation with applicable City departments to obtain appropriate permits.	Sense of belonging	Up to \$1,500
	Access to space	Access municipal space, such as community rooms at recreation centres or parks for Neighbourhood Association events, executive meetings, or membership meetings.	Connectedness	Up to \$1,500
	Dog and/or pet related community parties	Plan and hold a community gathering designed to connect dog and/or pet owners, such as a dog-walk or pet show. This project must be in consultation with applicable City departments to obtain appropriate permits.	Sense of belonging	Up to \$1,500
	Community fitness events	Plan and hold community fitness events, such as yoga in the park, to connect neighbours and encourage physical activity. This project must be in consultation with applicable City departments to obtain appropriate permits.	Sense of belonging	Up to \$1,500
	Learning events	Plan and hold a community learning night, engaging local experts and locals with lived/living experience to deepen the community's knowledge of local issues and opportunities. Funding should be used in part to provide honorariums for the speakers.	Connectedness	Up to \$1,500

**NOTE:** All potential projects listed in the table above have varying timelines. Connect with the CSWO for applicable project timelines.



## **C** Number of projects per year

Affiliated Neighbourhood Associations are permitted to apply for access to the Nurtured Neighbourhood Grant for projects in the specific geographic boundaries of their Neighbourhood Association for as many projects/initiatives totalling \$1,500.

If additional projects are desired for the geographic boundaries of the Affiliated Neighbourhood Association, the group may connect with the CSWO for additional options for running multiple projects/initiatives per year.

Multiple Neighbourhood Associations for one geographic boundary are not permitted to apply for funding concurrently. The CSWO will review all applications and boundaries upon receipt to make a collective decision.

The CSWO can assist by providing information about existing Neighbourhood Associations and their boundaries and help resolve any cases of mutual claim over a particular area.

## **D** Successful projects

Successful applicants will be required to report back to the CSWO and the BCSAC on their projects, as a mechanism for ensuring the funds are used towards neighbourhood beautification and safety and will be invited to participate in CSWO Quadrant Connection Meetings and Workshops to share their projects with the community.

The CSWO will evaluate the impacts on safety and well-being in neighbourhoods resulting from the Neighbourhood Association's collective measures on beautification and enhanced safety projects and will track outputs and outcomes as a measure for determining the success of the Nurtured Neighbourhood Grant. The CSWO may follow-up with the Neighbourhood Association as part of this process.

***“Neighbourhood-based festivals and events would help to build connection and community between neighbours, which is an important factor in personal wellbeing, safety, security, and ability to support each other in celebrations and difficulties.”***

***- Resident, Nurturing Neighbourhoods Program Survey***



## SECTION SIX

# NEIGHBOURHOOD

# ACTION PLAN

Through Neighbourhood Action Plans, Neighbourhood Associations are empowered to build stronger neighbourhoods where everyone feels safe, has a sense of belonging, and are connected to information and resources.

Neighbourhood Action Plans identify short, medium, and long-term goals to shape the future of neighbourhoods, with achievable actions to reach the neighbourhood vision identified by its residents.

The CSWO can support Neighbourhood Associations in the development and implementation of Neighbourhood Action Plans. Please contact the CSWO to access a template Neighbourhood Action Plan.

***“Help us to be more familiar with neighbours and feel safer.”***

**- Resident, Nurturing Neighbourhoods Program Survey**

## **A Why create a Neighbourhood Action Plan?**

There are many reasons to capture the collective thoughts and ideas from residents into an Action Plan – benefits include:

✓	Benefits
	Increase knowledge about the neighbourhood.
	Increase opportunities to connect and get to know your neighbours.
	Increase sense of belonging within the neighbourhood.
	Increase opportunities for residents to get involved and be engaged in the neighbourhood.
	Increase safety, access to information, and empowerment within neighbourhoods.
	Increase opportunities for capacity building and leadership among the neighbourhood.

## B Approach

The eight (8) principles noted below outline the approach for building Neighbourhood Action Plans within your Neighbourhood Association. Recognizing that each neighbourhood is unique, these principles are provided to establish some common ground for neighbourhoods to incorporate and work towards.

1	<b>Resident-led</b>	Residents will lead initiatives and have ownership over ideas and projects that make positive impacts to their neighbourhood.
2	<b>Action oriented</b>	Residents will generate ideas and projects to drive meaningful and measurable actions and change in their neighbourhood.
3	<b>Focus on assets</b>	Residents will focus on amenities and assets that are found in their neighbourhoods and find ways to maximize their use and benefits to the neighbourhood.
4	<b>Inclusive and collaborative</b>	Residents will work together within the neighbourhood association to ensure practices and programs are fair, equitable, and foster a sense of belonging for all members.
5	<b>Achievable outcomes</b>	Residents will work on projects and initiatives that are realistic and achievable based on available funding (through fundraising or community grants).
6	<b>Positive impacts</b>	Action Plans should identify and implement projects that lead to positive impacts and change for the neighbourhood.
7	<b>Measurable</b>	Projects and initiatives should be reported to the CSWO with metrics and data that show positive impacts and outcomes.
8	<b>Accountable</b>	Neighbourhood Associations will be held to a standard of conduct outlined in the agreement and are expected to steward funds and/or projects in a manner consistent with the goals of the Neighbourhood Association Affiliation Program.





## **C** Asset identifying activity

### ***How many communities are in my neighbourhood?***

This activity can encourage connectedness and belonging, while also providing an opportunity for neighbourhood asset mapping. These identified communities within a neighbourhood may be able to either support Neighbourhood Association goals and objectives or become members.

For example, a beautification project might need a variety of talents, such as gardeners, artists and even landscapers. Members

from the gardening community, the artist community, and the landscaping community may already be residents in a neighbourhood that are taking part in a beautification project and may be happy to share their talents to improve their neighbourhood.


This activity also encourages Neighbourhood Associations to look beyond its current membership, thereby promoting the group itself and increasing the wealth of diverse voices and experiences represented in the group's efforts and impact.



## SECTION SEVEN

## HIGHLIGHTS FROM A

## NEIGHBOURHOOD NEAR YOU!



Neighbourhood Associations assist residents in learning about how to improve their sense of safety, how to become more aware of concerns within their neighbourhood, and how to become empowered to address those issues. Neighbourhood Associations build neighbourhood resilience, and there are many active groups across the city working on enhancing their neighbourhoods. Check out some tips and highlights from existing Neighbourhood Associations in Brampton!

- **Fletcher's Creek SNAP (Wards 1 & 5)**

The Fletcher's Creek neighbourhood worked collaboratively with Credit Valley Conservation, City of Brampton, Region of Peel, local residents, community members, and leaders to develop the Fletcher's Creek Sustainable Neighbourhood Action Plan (SNAP). This group has come together to share resources and information, and work on several neighbourhood initiatives, including tree planting, sustainable home landscaping, and community engagement.

- **Heart Lake Happenings (Wards 2 & 6)**

Created in 2012, this group of residents live, work, or play in the Heart Lake neighbourhood, and come together over Facebook and in-person gatherings to foster community building and great neighbourhood spirit. Over 3,000 members participate, share, and discuss ideas and topics related to their neighbourhood.

- **Peel Village (Wards 3 & 4)**

The Peel Village neighbourhood hosts an active group of residents, who empower each other to take the lead in enhancing safety and shaping the future of their neighbourhood.

- **Bramalea SNAP (Wards 7 & 8)**

This program includes the facilitation of monthly network meetings, annual events with resident leadership, local partnership development, and a focus on neighbourhood engagement to support local revitalization projects.

- **Mount Royal Community Group (Wards 9 & 10)**

The Mount Royal Community Group works to build relationships among its residents to form a close-knit community by organizing fun movie nights and activities, supporting schools in their area, and advocating for neighbourhood with the local government to improve safety.





## SECTION EIGHT

# ACKNOWLEDGEMENTS





# ACKNOWLEDGEMENTS

To build this Guide, the CSWO conducted a jurisdictional scan of existing Neighbourhood Association programs across Ontario. With that, the CSWO is excited to share a structure to residents for establishing and sustaining Neighbourhood Associations within our community. We look forward to working with resident groups to enhance safety and well-being in our neighbourhoods.

The Community Services department is thrilled to support Neighbourhood Associations as we deliver neighbourhood projects that benefit the community in new and exciting ways that empower and connect Brampton within communities where people feel safe and have a sense of belonging.

Brampton is a beautiful city with vibrant outdoor spaces for all to enjoy. Everyone plays a role in keeping our city clean, green, and safe!







**COMMUNITY SAFETY  
& WELL-BEING**

Community Safety & Well-Being Office  
2 Wellington Street West  
Brampton, Ontario, L6Y 4R2

[CSWO@brampton.ca](mailto:CSWO@brampton.ca)  
[www.brampton.ca/communitysafety](http://www.brampton.ca/communitysafety)

Alternate formats available upon request.  
To request, email [accessibility@brampton.ca](mailto:accessibility@brampton.ca)



**To:** COUNCIL  
**Meeting Date:** 5/28/2024  
**Subject:** Neighbourhood Associations Support Services Policy Review  
**Submitted By:** Lesley Head, Director of Recreation & Culture  
**Prepared By:** Rachel Fraser, Manager of Recreation, Sports and Culture and Heather Melo, Community Development Coordinator  
**Report No.:** 24-038-CD  
**File No.:** Not applicable

**RECOMMENDATION(S):**

THAT Report 24-038-CD Neighbourhood Associations Support Services Policy Review be received;

AND THAT Support Services to Neighbourhood Association Policy# C-80.020 revisions identified in report 24-038-CD be approved.

**EXECUTIVE SUMMARY:**

**Purpose**

The purpose of this report is to provide Council with an updated policy to better support the services of our Neighbourhood Associations (NAs).

**Key Findings**

The City works in collaboration with the NAs to meet the varied needs of community members. The Support Services to Neighbourhood Associations Policy# C-80.020 (Appendix A) has been revised to reflect the needs of our changing neighbourhoods more accurately.

Revisions to the policy include:

- Dedicated staff liaison with the creation of the Recreation Coordinator – Community Development position.



- Introduction of core funding providing greater flexibility related to how NA's utilize existing funding amounts.
- Provision that each NA (beyond Volunteer-Based Neighbourhood Association: Unstaffed - Level 1) confirm their own general liability insurance and strategic plan.
- Neighbourhood Associations will work with the staff liaison on business plan development regarding space needs.
- Neighbourhood Associations will be consulted as a collaborator in Strategic Plan reviews.
- Clarity into the steps to modify existing boundaries and the requirements to develop an association.
- All leadership staff and City Council will receive awareness information related to the Neighbourhood Associations as a part of the onboarding process.
- Calendar year outcome reporting, including key performance measures are required.
- Requirement to provide confirmation of sustainability and ability to maintain as an ongoing concern by supplying an actual to budget variance bi-annually for City staff review.
- The Neighbourhood Associations will present an annual update to Council.

## **Financial Implications**

The policy revision does not have direct financial implications. The implementation of the policy may result in future financial requests that will support the growth and development of existing and new NAs in Cambridge. These would be presented to Council during annual budget deliberations for consideration.

The City acts as a core funder for each Neighbourhood Association. In a strategic manner, the City provides base funding which supports community development and the provision of neighbourhood specific programming.

The core funding provided to each Neighbourhood enables each neighbourhood access to additional financial support from other funders that further increases community member access to programs and services. The financial return on investment varies amongst NAs.

**STRATEGIC ALIGNMENT:**

Strategic Action

**Objective(s):** WELLBEING - Connect people to services that support individual and community wellbeing

**Strategic Action:** Encourage safe and healthy neighbourhoods

**OR**

Core Service

**Program:** Not Applicable

**Core Service:** Not Applicable

**BACKGROUND:**

Neighbourhood Associations have long been a part of Cambridge. Langs was the first association established in Cambridge in 1978. The Support Services to Neighbourhood Associations Policy # C-80.020 was last amended in 2013. The policy revisions have been minimal since its implementation in 2004.

In 2024, the City supports the operation of 10 different NAs that service 11 geographic communities. One association is currently unstaffed and 9 are staffed associations. There are neighbourhoods within Cambridge that are currently not serviced by a Neighbourhood Association. The success of the NAs in mobilizing and organizing communities has set Cambridge apart from other cities.

The current policy does not meet the diverse needs of our growing neighbourhoods. The application of the current policy leads to inconsistent practices and lacking processes that support the City's ability to effectively collaborate with the Neighbourhood Associations (NAs).

The City is unique in its grassroots neighborhood association development approach. The success of such groups in their ability to mobilize communities has set Cambridge apart as a model for other cities. Neighborhood Associations have evolved, some are volunteer-run associations while others are incorporated and/or charitable not-for-profit associations. Neighbourhood Associations have historically offered community-based upstream recreation and social community programming and events.

### **ANALYSIS:**

The previous policy was from 2004 and is no longer reflective of what is the current operating model and representative of today's support levels by the City.

A Cambridge Neighbourhood Association, theory of change was created in collaboration with the NAs to clarify the role of the NAs in Cambridge. The theory of change demonstrates the capacity of neighbourhoods to meet the varied needs of community members. This tool assisted staff in consultation with the NAs on how and what resources are used to meet the needs of our community.

NAs provided feedback on the current policy through a coding and theming exercise. Two sets of clarifying questions were circulated to NAs for feedback. The feedback from individual associations and the collective informed the policy revisions. The themed findings included the need to enhance the autonomy and communication of NAs along with a requirement to review/modify boundary establishment. The findings further emphasized the need to clarify the City's role in supporting Neighbourhood Associations.

The adoption of the policy will assist the capacity of the City to meet the many programming and service needs of neighbourhoods.

Included in the Community Development Coordinator's future work plan is a detailed review of the Neighbourhood Association geographic boundaries, funding allocation and future-forward space plan. As these projects are evaluated, recommendations will be brought to Council for approval.

### **EXISTING POLICY / BY-LAW(S):**

The existing policy being reviewed is # C-80.020, Support Services to Neighbourhood Associations.

### **FINANCIAL IMPACT:**

Costs associated with support to NAs are allocated as part of the annual operating budget. In 2024 the associated budget totaled \$1,235,800.

### **PUBLIC VALUE:**

This policy revision aims to promote sustainability and support the community through partnerships with NAs. The implementation of the policy will require collaboration between the city and the NAs as well as transparent reporting to demonstrate the impact of the city's supports and services. Additionally, the Neighbourhood Association approach provides many opportunities for engagement within the City's neighbourhoods.

#### **ADVISORY COMMITTEE INPUT:**

Advisory Committees are consulted based on event participation or programming content as applicable.

#### **PUBLIC INPUT:**

Posted publicly as part of the report process.

#### **INTERNAL / EXTERNAL CONSULTATION:**

The City worked with the Tamarack Institute to establish how the city would review the policy with NAs. The Tamarack Institute are leaders in applying community engagement to systems-thinking. The Institute is widely recognized by the NAs who have utilized their services for past projects. The Executive Directors and Management teams of each NA were invited to review the current policy and provide feedback. The feedback was themed, and the findings of the review were presented to NA executives and management. The NAs also worked with the city in the development of their theory of change, which informed the policy revisions.

City staff consulted with 10 municipalities/townships regarding best practices when providing support services to NAs or similar community organizations/groups. The 10 municipalities/townships consulted included: Brantford, Edmonton, Guelph, Kitchener, London, North Dumfries, Toronto, Vancouver, Victoria, and Waterloo.

Internal consultation also occurred with staff from Finance, Engineering, Planning, Equity Diversity and Inclusion, Facilities, Legal, Operations, Planning, Realty and Risk Management.

#### **CONCLUSION:**

The City values NAs as they bring services and programming to communities. The policy revision will further enhance the support services for NAs. Staff are recommending approval of the policy revision to continue support for these key Cambridge institutions.

#### **REPORT IMPACTS:**

Agreement: **No**



By-law: **No**

Budget Amendment: **No**

Policy: **Yes**

**APPROVALS:**

**This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:**

**Director**

**Deputy City Manager**

**Chief Financial Officer**

**City Solicitor**

**City Manager**

**ATTACHMENTS:**

1. 24-038-CD Appendix A – Policy Amendment – Support Services to Neighbourhood Associations

<b>POLICY TITLE</b>	Support Services to Neighbourhood Associations
<b>CATEGORY</b>	Municipal Services
<b>POLICY NUMBER</b>	C.08.020
<b>DEPARTMENT</b>	Community Development
<b>POLICY AUTHOR</b>	Parks, Recreation and Culture
<b>POLICY TYPE</b>	Departmental Policy
<b>APPROVED BY</b>	City Manager/CLT
<b>EFFECTIVE DATE</b>	(MM/DD/YEAR) Insert date policy is effective.
<b>REVIEW DATE</b>	(MM/DD/YEAR) Insert date policy is to be reviewed.

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## **POLICY STATEMENT**

The City of Cambridge (City) works in collaboration with Neighbourhood Associations in identifying and meeting the recreation needs of community residents. The Neighbourhood Associations provide a conduit for community engagement that ensures the City's awareness of neighbourhood level concerns. Neighbourhood Associations enhance the wellbeing of community residents by responding and facilitating community level organizing to meet the varied needs of each geographic community that they support; this is done through a neighbourhood-based community development approach. The collaboration provides community access to decentralized and centralized recreation and social service program delivery throughout the City.

## **PURPOSE**

The policy strives to equitably support Neighbourhood Associations in providing community programming and services that are responsive to the changing needs of the diverse geographic neighbourhoods of the City. The City is committed to creating a more equitable and inclusive community for all. The Support Services to Neighbourhood Associations policy supports community development by creating accessible recreational programming. The policy is meant to best serve the needs of the Cambridge Neighbourhood Associations, the City and community members.

## DEFINITIONS

**Cambridge Neighbourhood Association Community Development Model** includes a process where community members come together to take collective action and generate solutions to common issues. Community Development, within Cambridge Neighbourhood Associations is known for credible, innovative, and deep grassroots community development. Community development is developing deep insight and knowledge of the needs and wishes of residents; reducing isolation; increasing connection; connectedness within the neighbourhoods; sharing systems and resources all while fostering the City of Cambridge's goals in People, Place and Prosperity.

**Cambridge Neighbourhood Organizations (CNO)** is a non-mandated network of individual Neighbourhood Associations, who collaborate to benefit their members and their communities through relationships of support, shared information, resources, and a collective voice. The CNO fosters connectedness within the neighbourhoods, sharing systems and resources.

**Centralized Programming** refers to developed programs or services that meet a city-wide need.

**Charity** is an association or corporation that must use its resources for charitable activities and have exclusively charitable purposes.

**Charitable, Neighbourhood Association(s), Staffed, Level 3**, are authorized by a Board of Directors with at least five individuals who must hold an Annual General Meeting and comply with all CRA legislation. Holding a charitable status in good standing, these organizations provide both decentralized and centralized services through a variety of funding sources.

**Community Development** includes a process where community members come together to take collective action and generate solutions to common issues and goals.

**Base funding** includes the allocation of budget for staff, programming, and operations.

**Decentralized Programming** refers to the development of a program or service that is initiated to meet the needs of a geographic neighbourhood or place within Cambridge.

**Municipal Leadership** includes elected members of the City Council and Mayor, Senior Leadership Team, and Management staff.

**Not-For-Profit Corporation** goals do not include gain or profit for its members. Any profit the corporation makes must be used towards its goals and not given to its members. A not-for-profit corporation has members, not shareholders.

**Not-For-Profit, Incorporated, Staffed, Neighbourhood Association(s), Level 2**, exist with the central focus being to strengthen community ties and provide needed services and resources to enrich the community to positively impact residence wellbeing and a sense of belonging. A Neighbourhood Association is about grassroots: collaborative discussions with the goal of community capacity building. These Neighbourhood Associations offer decentralized, place-based programming which exists solely for the benefit of the geographically bounded community.

**Unincorporated Not-for-Profit** is a group of people who have decided to do things together for a purpose or goal other than profit.

**Partner(s)** encompasses various stakeholders and institutions. Formal partnerships are purposeful, mutually beneficial relationships who work together to understand, address and enrich the community.

**Recreation** is an active or passive leisure-time pursuit that enriches the lives of individuals by improving health, developing a skill, or building self-esteem.

**Volunteer-Based, Neighbourhood Association, Level 1**, These organizations work in accordance with provincial not for profit standards and are operated with the authority of five community members. Their operations are in line with municipal operating procedures and remain indemnified by the Corporation of the City of Cambridge. This level of organization remains unstaffed.

## **AUTHORITY**

The staff liaison will review outcome and due diligence reporting. The staff liaison will be the first contact for City requests from the Neighbourhood Associations. All realty property matters including use of City space and leasing shall be forwarded to Realty Services for review and processing by the Staff Liaison. Realty Services will present any space and leasing requests to the Space Utilization Committee for review and discussion. Requests for capital funding and changes to operational funding are council-directed. Requests for boundary modification, creation of any new Neighbourhood Association and budget requests are subject to Council approval. The staff liaison will prepare Municipal Leadership and Council communication as needed.

## **SCOPE**

The policy entails how the City supports the development of the Neighbourhood Association's recreation program service delivery. The policy recognizes that Neighbourhood Associations assist in meeting the varied needs of residents through partnership developments and accessing funding that enhances service delivery.



Strategically, the City provides base funding which supports community development and the provision of neighbourhood-specific programming.

## **POLICY**

### **Establishment and Development of Neighbourhood Associations**

The City recognizes the diverse needs of each geographic neighbourhood. Each Neighbourhood Association provides programs and services to the community utilizing the Cambridge Neighbourhood Association Community Development Model. The Neighbourhood Association Continuum provides an overview of the varied approaches to meeting community needs through the development of appropriate Neighbourhood Associations. Information on the varied approaches and applications will be made available through the City's website. The varied approaches to the structure of Cambridge Neighbourhood Associations include Volunteer Based, Not-for Profit Incorporated, and Charitable. Below are the definitions and expectations of each type of Cambridge Neighbourhood Association.

#### **Volunteer-Based, Neighbourhood Association, Level 1**

Volunteer-Based Neighbourhood Association(s) are operated with the authority of five (minimum) community members. Their operations are in line with municipal operating procedures. This level of organization does not employ coordinating or programming staff. The coordinating and programming responsibilities are completed by volunteers. The development of a Neighbourhood Association typically begins as an unincorporated not-for-profit association. The City's support of these associations is vital. The capacity for grassroots association development in the community leads to the City's understanding of community needs and enhances capacity to service community members. When developing an association, association members must be aware of their responsibilities to govern the operations of the association. The primary funder of this type of association is the municipality. Below is a listing of the items that should be accomplished and available for review to the City to ensure the appropriate governance. The staff liaison will work with associations in the development and securing of these items. The support to any new association and defined association boundaries are subject to City Council approval.

#### **Not-for-Profit Unincorporated Neighbourhood Associations must demonstrate:**

- Establishment of a formal governing body comprised of community members that reside within the geographic boundaries of the community being served by association (minimum of 5 volunteers).

- Developed operating bylaws or rules of operation that further the association's purposes.
- At minimum, governing body meetings are scheduled each quarter with the establishment of minutes and terms of reference.
- Annual General Meeting
- Annual Finance Reporting
- Use of City or program policies and procedures
- Geographic Boundaries defined
- Access to appropriate community programming space
- Proof of appropriate liability Insurance
- Established geographically focused, year-round, community connections through planned community activities, programs, or events.
- Establishment of volunteer opportunities
- Volunteer and Part-time program staff management

### **Not-For-Profit, Incorporated, Staffed, Neighbourhood Association(s), Level 2**

As a developing Neighbourhood Association naturally progresses, they may find value in becoming an incorporated association. The association exists with the central focus being to strengthen community ties and provide needed services and resources to enrich the community to positively impact residents' well-being and a sense of belonging. A Neighbourhood Association is about grassroots: collaborative discussions with the goal of community capacity building. These Neighbourhood Associations offer decentralized, place-based programming which exists solely for the benefit of the geographically bounded community. An advantage of incorporation is that this new legal entity is distinct from its shareholders, directors, officers, and agents. This limits the liability of the shareholders, directors, officers, and agents. The organization of a corporation is followed by an ongoing activity of "corporate maintenance", that is, ensuring that the corporation complies with the reporting requirements and conducts its affairs by the applicable Acts, Regulations, and by-laws.

### **Not-for-Profit Incorporated Neighbourhood Associations must demonstrate:**

- Establish an operating Board of Directors. Every effort should be made to ensure the Board of Directors reside within the geographic boundaries of the community

being served by association (minimum of 5 volunteers). In efforts to secure needed volunteer resources it is understood that volunteers with sought after skill sets may reside outside the Neighbourhood Associations designated boundaries.

- Monthly operating Board of Directors meetings scheduled with the establishment of minutes, terms of reference and bylaws.
- The first annual general meeting is to be completed within 18 months of initial incorporation. All subsequent Annual General Meetings are to occur within 15 months of each other.
- Annual audited or review engagement financial statements
- A strategic plan developed or in progress, that aligns with City's strategic plan
- Established program policies and procedures
- Option to become an organizational member with the Cambridge Neighbourhood Organizations (CNO)
- Secured, programming and office space
- Access various funding opportunities and partnerships to meet community needs
- Demonstrated community service provider partnerships
- Hire senior leadership and program staff independently
- Proof of appropriate Liability Insurance, including Director and Officer insurance
- Geographically focused community connections through planned activities, community-level programming, or community events
- Opportunities for volunteer and staff development

### **Incorporated, Charitable, Neighbourhood Association(s), Staffed, Level 3**

Neighbourhood Association(s) holding a charitable status in good standing, these organizations may provide both decentralized and centralized services through a variety of funding sources. Charitable status or qualified donee status enables the Neighbourhood Association to receive funding from a larger spectrum of funders. The financial return of investment to community residences is enhanced through the acquiring charitable or qualified donee status. These Neighbourhood Associations have an identified charitable purpose and means to achieve the purpose along with defined beneficiaries of the

charity. These Neighbourhood Associations additionally comply with all applicable CRA legislation.

**Not For Profit Incorporated Charity Neighbourhood Associations must demonstrate:**

- As listed for Not-for-Profit Incorporated, staffed, Neighbourhood Association +
- Provision of both decentralized services and programming through various funding sources.
- Additional funding and resources are to be reviewed annually for alignment with the needs of community and/or population growth.

**Funding**

The base funding provided by the City to individual Neighbourhood Associations is meant to offset the staffing, programming, and operational costs of facilitating accessible neighbourhood community recreation programming. NAs must be able to provide proof of sustainability and evidence of ability to maintain as an ongoing concern. To support this requirement, an actual to budget variance review will occur bi-annually. City staff will prepare annual operating budgets in accordance with the Support Services to Neighbourhood Associations Policy for consideration by Cambridge City Council through the annual operating budget approval process.

The recommended annual inflationary increase as per the Financial Department will be applied to the funding amount.

The funding envelope is equitable, accountable, and adaptable to meet the changing needs of our growing City. The funding envelope will be distributed among levels within the continuum and equitably between organizations in each level.

Additional funding requests are subject to a business case application. Information on required funding documentation will be provided to neighbourhood organizations and will be listed on the City's website.

Neighbourhood Associations will work in collaboration with the staff liaison to submit annual budget submissions including growth requests.

It is recognized that the administration of centralized community programming funds may be centralized to one Neighbourhood Association in efforts to secure resources. The City values the capacity of collaboration in efforts to provide decentralized community programs and services.



As part of the City's Affiliation Policy, each Neighbourhood Association will enter into a separate Affiliate Agreement to clearly identify the needs requirements of each unique Association. This agreement will also aid in quantifying in kind services provided to these important community groups.

## **Boundaries**

The City of Cambridge supports both the Centralized and Decentralized service delivery of the Neighbourhood Associations. The determined neighbourhood geographic boundaries are meant to ensure that needed programs and services are physically accessible to community.

A centralized service delivery that benefits the community should not duplicate service delivery of another Neighbourhood Association, existing organization or the City. Strong communication between Neighbourhood Associations and the Recreation and Culture Team (facilitated by the staff liaison) are critical to ensure that there are equitable service levels celebrating the uniqueness of each neighbourhood while ensuring duplication is reduced and gaps in service are recognized.

The boundaries of each newly established neighbourhood organization will require a minimum population of 7,000 community members.

Boundary changes are to be reviewed with staff liaison and bordering neighbourhoods. public consultation is required when establishing or changing the boundaries of a Neighbourhood Association. The planning department will review and provide comments on any boundary modifications or additions. New neighbourhood organization development are subject City Council approval.

## **Space**

A review of space utilization, goals and growth will occur annually to ensure neighbourhood associations are prioritized when considering facility investments in City owned space allocation.

Neighbourhood Associations will work with the staff liaison on business plan developments regarding space needs. The business cases will be brought to the Space Utilization Committee for review. The business cases will be brought to Realty Services for processing for review by the Space Utilization Committee.

The Realty Services Division will ensure that capital requests in connection with proposed building improvements are appropriately submitted for City consideration in accordance with the respective lease agreement, and that leases, licenses and similar legal agreements are in place when necessary or advisable.

In consultation with the Neighbourhood Associations, a list of required and preferred space amenities has been included as Appendix A to the policy to be considered when reviewing space options.

Neighbourhood Associations will be consulted as a part of any City facility or park space development or major renovation within existing Neighbourhood Association geographic boundaries.

### **Partnership**

The City supports the partnership developments established through the Neighbourhood Associations. The City is committed to supporting the development of meaningful partnerships that further the capacity for the City and Neighbourhood Association to meet the growing needs of the City.

Lease and Affiliate Agreements are to be reviewed by Realty Services at minimum 6 months prior to their expiration.

Neighbourhood Associations will be consulted as a stakeholder in Strategic Plan reviews.

### **Training**

When available, the City may involve staff of the Neighbourhood Associations to be included in the appropriate training.

The City is dedicated to ensuring the continued awareness of the work of the Neighbourhood Associations. All leadership staff and City Council will receive awareness information related to the Neighbourhood Associations as a part of the onboarding process.

### **Reporting**

Calendar year outcome reporting, including key performance measures, is required to provide a clear and accurate picture to Council regarding the City's return on investment. This also helps indicate areas for potential growth, identify patterns and celebrate successes. To secure annual funding due diligence and outcome reporting will be circulated to Neighbourhood Associations prior to February 1<sup>st</sup> and are to be submitted to the staff liaison annually prior to April 1<sup>st</sup>. All funding-related requests are to be provided to the Staff Liaison prior to April 1<sup>st</sup> to ensure appropriate internal communication. Lease and Affiliate Agreements are to be reviewed prior to their expiration. The Support Services Policy is to be reviewed as required but at minimum every four years.

The Neighbourhood Associations will present an annual update to Council.

## **POLICY COMMUNICATION**

The policy will be communicated with Neighbourhood Association and staff who support neighbourhood level group development.

### **Policy Review**

The Cambridge Neighbourhood Association Support Policy is to be reviewed at minimum every four years.

## **RELATED PROCEDURES**

Assistance to Volunteer Groups, Policy # C-10

Sport Facility Space Allocation, Policy # A09 ADM 030

## **RELATED DOCUMENTS/LEGISLATION**

Community Recreation Centres Act, R.S.O. 1990, c. C.2

Federal Charitable Status

Ontario Not For Profit Corporations Act (ONCA)

<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Authority</b>	Established formal organizing committee comprised of community members (minimum of 5 volunteers).	Established community represented Board of Directors (minimum of 5 members).	Established community represented Board of Directors (minimum of 5 members).
<b>Responsibility</b>	Regular (minimum 6 annually) Committee meeting scheduled with the establishment of minutes and terms of reference.	Regular (minimum 6 annually) operating Board of Directors meeting scheduled with establishment of minutes, terms of reference and bylaws.	Regular (minimum 6 annually) operating Board of Directors meeting scheduled with establishment of minutes, terms of reference and bylaws.
<b>Financial</b>	Report on finances to members.	Annual audited financial statements or financial review engagement as per ONCA.	Annual audited financial statements.
<b>Operating Procedures</b>	Operating procedures in line with municipality if operating under liability insurance. Use of City or preexisting neighbourhood organizational program policies.	Strategic plan developed or in progress that aligns in principle with City's strategic plan. Established Neighbourhood Association policies and governance established and updated as required.	Strategic plan developed or in progress that aligns in principle with City's strategic plan. Operating policies and governance established as updated as required.
<b>Geographic Requirements</b>	Geographic boundaries defined (7000 population).	Geographic boundaries as defined (9000 population minimum with opportunity for growth).	Geographic boundaries as defined (9000 population minimum with opportunity for growth).



<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Programming /Events</b>	Established geographically focused, year-round, community connections through planned community activities, programs or events. Opportunities for volunteering.	Geographically focused community connections through planned activities, community level programming or community events. Membership with the CNO recommended. Opportunities for volunteering.	Geographically focused community connections through planned activities, community level programming or community event. Centralized delivery or oversight of community programming and events. Membership with the CNO recommended. Opportunities for volunteering.
<b>Space Requirements</b>	Access to appropriate community programming space with assistance from staff liaison and Realty Services. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.	Secured, accessible programming and office space with assistance from staff liaison. Annual review of space with Staff Liaison and Realty Services. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.	Secured, accessible programming and office space with assistance from staff liaison and Realty Services. Annual review of space with Staff Liaison. Space may be provided by the City at its sole discretion, subject to availability and any terms and conditions of any lease or legal agreement, which may be required by the City from time to time.

<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Funding</b>	The primary funder of this type of association, is the municipality.	The City is a core funder for: Core Staff Programming Operations Neighbourhood Associations access various funding opportunities and partnerships to meet community needs. Neighbourhood Associations is an incorporated not for profit organization and may be working towards charitable organization with Staff Liaison. Additional funding and resources to be reviewed annually for alignment with needs of community and/or population growth.	The City is a core funder for: Core Staff Programming Operations Provision of both decentralized and centralized services and programming through various funding sources. Charitable Staffed Neighbourhood Associations access various funding opportunities and partnerships to meet community needs. Charitable status is in good standing. Additional funding and resources to be reviewed annually for alignment with needs of community and/or population growth.

<b>Level</b>	<b>Volunteer-Based Neighbourhood Association: Unstaffed (Level 1)</b>	<b>Not-For-Profit Incorporated Neighbourhood Association: Staffed (Level 2)</b>	<b>Charitable Staffed Neighbourhood Association (Level 3)</b>
<b>Staff</b>	Hire program staff in consultation with the staff liaison	Hire Senior Leadership and program staff independently. Demonstrated community service provider partnerships. Volunteers developed supported by staff position.	Hire Senior Leadership and program staff independently. Demonstrated community service provider partnerships. Volunteers developed and supported by staff position.
<b>Risk Coverage</b>	Proof of Liability Insurance.	Proof of Independent Liability Insurance.	Proof of Independent Liability Insurance.
<b>Outcome Reporting</b>	Annual requirement of outcome reporting and due diligence provided to the City.	Annual requirement of due diligence and outcome reporting provided to the City. Changes for key performance indicators to be completed in consultation with the CNO.	Annual requirement of due diligence and outcome reporting provided to the City. Changes for key performance indicators to be completed in consultation with the CNO.

**GENERAL COMMITTEE MEETING**  
**OFFICE OF THE CITY CLERK**

**REPORT CLK-2024-15**  
**October 22, 2024**

**SUBJECT: Council and Staff Relations Policy Review**

**AUTHOR: Tara Stephens, Director of Legislative Services/City Clerk**

**APPROVING: Rob Axiak, Chief Administrative Officer**

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**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND acknowledge the ongoing importance and relevance of the Council and Staff Relations Policy (HUM-001-0035); and further

THAT Welland City Council provide feedback on any potential updates or revisions to the policy HUM-001-0035 to be approved at a future Council meeting.

**RELATIONSHIP TO STRATEGIC PLAN**

This recommendation is aligned to Council’s strategic priority of ensuring “**Health and Wellbeing**” to promote personal health and well-being by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

**EXECUTIVE SUMMARY:**

This report is a reminder of the existence of policy HUM-001-0035, which outlines the conduct, responsibilities, and expectations between city staff and council. Additionally, the report seeks council’s feedback on potential areas where updates to the policy may be necessary to ensure it remains relevant and effective. To that end, the recommendations include a reaffirmation of the policy and a request for council input on any amendments to be brought back to a future Council meeting for approval.

**BACKGROUND:**

Established in 2020, Policy HUM-001-0035 provides clear guidelines on the roles, conduct, and expectations of city staff and council, ensuring a respectful

and effective working relationship. The policy outlines that council is responsible for setting strategic direction and high-level priorities, while staff is tasked with implementing these decisions according to operational guidelines. This separation ensures that each party can perform its duties without overlap or conflict.

Key principles of transparency, collaboration, and respect for authority guide the policy, fostering mutual trust. It emphasizes proper communication protocols, ensuring that council receives accurate and timely information while maintaining staff's professional integrity.

The policy also ensures that council members direct requests through the CAO or department heads, preserving an efficient chain of command and preventing conflicting instructions to staff. Overall, policy HUM-001-0035 supports effective governance, professional administration, and a positive work environment for everyone.

As this policy is reaching the 5-year mark without revisions, an update and review of the policy is timely for both staff and council.

### **DISCUSSION:**

Policy HUM-001-0035 is crucial for ensuring the City of Welland operates efficiently while maintaining a professional and productive relationship between council and staff. This policy sets clear guidelines for roles, communication, and expectations, fostering mutual respect, accountability, and good governance. By following the policy, both council and staff help create an environment of transparency and public confidence.

The policy defines council's role in providing strategic direction while staff manages daily operations. This clear separation of duties prevents conflicts and ensures that decisions are effectively implemented. Both council and staff need to adhere to these guidelines to uphold professional standards, efficient communication, and a well-functioning administration.

The continued relevance and effectiveness of policy HUM-001-0035 are key to smooth city operations. The policy has been instrumental in fostering mutual respect and clear communication, which are critical to good governance.

### **Reinforcing the Policy's Importance**

The first goal is to remind council of the policy's significance. It safeguards the professional relationship between council and staff by promoting accountability, transparency, and structured communication, helping maintain a respectful and effective work environment.

### **Seeking Feedback for Updates**

As the city evolves, the policy may need adjustments, such as updating



communication protocols or refining staff roles. Council's input is vital in identifying areas for improvement to keep the policy-relevant and efficient.

Policies like HUM-001-0035 should evolve with the city's needs. Council's experience with this policy provides valuable insights for refining its clarity and effectiveness. Inviting feedback ensures the policy remains a practical guide, supporting continuous improvement in governance and the professional relationship between council and staff.

**FINANCIAL:**

No financial implications related to this report.

**CONCLUSION:**

In conclusion, policy HUM-001-0035 is essential for maintaining an efficient, respectful, and well-governed City of Welland. Its clear guidelines on roles, communication, and expectations are crucial to fostering a productive relationship between council and staff. As the city evolves, it is important to ensure that the policy remains relevant and effective. We ask for council's input to identify any areas for improvement or updates that will further enhance communication, governance, and operational efficiency, ensuring that the policy continues to serve as a solid foundation for the city's success.

**ATTACHMENT:**

Appendix I – HUM-001-0035 – Council and Staff Relations Policy

# CITY OF WELLAND

## POLICY

<b>Policy Title: Council and Staff Relations Policy</b>	
<b>Date of Approval:</b> February 18, 2020	<b>Policy Number:</b> HUM-001-0035
<b>Lead Role:</b> City Clerk	<b>Support Role:</b> Deputy Clerk
<b>Cross Reference:</b>	<b>Next Review Date:</b> TBD
<b>Council File Number:</b> 20-52	<b>Revision Date:</b>

### Policy Statement:

#### 1.0 Application and Purpose

- 1.1 This Council and Staff Relations Policy applies to all Members of the Council of the City of Welland, including the Mayor, and all members of Staff of the City of Welland.
- 1.2 The purpose of this Policy is set out a general standard to ensure that Council and Staff share a common understanding of their respective roles and responsibilities as well as a common basis of their relationship, and to set out acceptable standards to govern their relationship and to which all Members and Staff are expected to adhere to and comply with.
- 1.3 The purpose of this Policy is to establish a policy to govern the relationship between Members of Council and Staff of the City in accordance with paragraph 2.1 of subsection 270(1) of the *Municipal Act, 2001*.

#### 2.0 Statement of Principles

- 2.1 This Policy is intended to set a high standard for relations between Council and Staff in order to provide good governance and instill a high level of public confidence in the administration of the City by its Members as duly elected public representatives and its Staff as public administrators.
- 2.2 The following key statements of principle are intended to guide Council and Staff and to assist with the interpretation of the Policy:
  - Council and Staff shall recognize that positive internal relations are central to the collective ability of Members and Staff to provide good governance and instill a high level of public confidence in the administration of the City;

- Members and Staff shall relate to one another in a respectful, professional and courteous manner;
- Members and Staff shall understand and respect each other’s respective roles and responsibilities; and
- Members and Staff shall work together in furtherance of the common goal of serving the public good.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Policy – these principles are not operative provisions of the Policy.

### **3.0 Definitions**

3.1 The following terms shall have the following meanings in this Policy:

- (a) “CAO” means the Chief Administrative Officer of the City;
- (b) “City” means The Corporation of the City of Welland;
- (c) “Clerk” means the Clerk of the City;
- (d) “Council” means the council for the City;
- (e) “Mayor” means the head of Council;
- (f) “Member” means a Member of Council;
- (g) “Policy” means this Council and Staff Relations Policy; and
- (h) “Staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union employees, whether full-time, part-time, contract, seasonal or volunteer employees, as well as agents and consultants acting in furtherance of the City’s business and interests.

### **4.0 General Obligations**

4.1 In all respects, Members and Staff shall:

- (a) relate to one another in a courteous, respectful and professional manner;
- (b) maintain formal working relationships in order to promote equality and discourage favouritism, which includes but is not limited to using proper titles and avoiding first names during public meetings or formal business dealings;

- (c) understand their respective roles and responsibilities, and appreciate and respect the roles and responsibilities of the other;
- (d) work together to produce the best results and outcomes for the City and always for the collective public interest of the City; and
- (e) act in a manner that enhances public confidence in local government.

## **5.0 Roles and Responsibilities of Members**

### **5.1 Members acknowledge and agree that:**

- (a) Council as a whole is the governing body of the City and that it comprises a collective decision-making body and that individual Members only have a single vote;
- (b) they are representatives of the entire City;
- (c) Staff serve the whole of Council rather than any individual Member or Members;
- (d) they govern, provide political direction and make decisions as Council;
- (e) they will respect the administrative and managerial chain of command by:
  - (i) presenting to Council for approval, any item for direction to Staff;
  - (ii) directing any questions or concerns in relation to the administration or management of the City to the CAO and/or Division Managers for their consideration,
  - (iii) giving direction to Staff only as Council and through the CAO,
  - (iv) refraining from becoming involved in the management of Staff;
- (f) they shall use Staff time effectively, which includes but is not limited to only referring essential matters to Staff for reports;
- (g) they ensure any requests for information to Staff that were not received at a meeting of Council are made in writing and circulated in writing to all Members;
- (h) they understand that Staff will undertake significant projects only if they have been directed to do so by Council through the CAO;
- (i) they shall notify Staff, whenever possible, if an action or position of Staff is to be questioned or criticized at a public meeting to ensure Staff has sufficient time to formulate an intelligent, informed and helpful response for the consideration of Council and that any such questioning or criticism shall be undertaken with courtesy, respect and professionalism, and in no event shall there be any attempt to humiliate, berate, disparage or denigrate Staff and that they shall refrain from publicly criticizing members of Staff in relation to their intelligence, integrity, competence or otherwise;

- (j) they shall request advice from the Clerk about the appropriate wording of motions, amendments, and formal directions of Staff that will be placed before Council to consider and discuss;
- (k) they shall request information regarding meeting agendas or minutes from the Clerk;
- (l) as individual Members, they have no greater access to records or information held by the City than any member of the public and that they cannot access records or information otherwise protected from disclosure by the *Municipal Freedom of Information and Protection of Privacy Act* or in accordance with the process set out in that statute (other than records or information provided to them expressly in confidence by virtue of their status as Members);
- (m) they shall recognize Staff are not expected to provide information or take action in matters outside of regular administrative business hours, except in extenuating circumstances;
- (n) certain members of Staff are statutory officers and have specific statutory authorities, duties, powers and responsibilities that cannot be interfered with or derogated from;
- (o) they shall at all times comply with the City's Code of Conduct for Members of Council; and
- (p) they shall at all times comply with any policies relating to Council that the Council may implement from time to time.

## **6.0 Roles and Responsibilities of Staff**

### **6.1 Staff acknowledge and agree that:**

- (a) Council is the collective decision-making and governing body of the City and is ultimately responsible to the electorate for the good governance of the City;
- (b) they shall implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions and any duties specifically assigned to them by Council;
- (c) they shall assist Council in their decision-making process with respect to its decision, policies and programs by providing Council with information based on professional expertise, research and good judgment in a professional and timely manner;
- (d) they shall serve the whole of Council rather than any individual Member;
- (e) all Members are equal and shall be treated as such and always with courtesy, respect and professionalism;



- (f) they shall respond to inquiries from Council and provide appropriate and timely follow-up to such inquiries as necessary;
- (g) they shall ensure any responses to requests for information by a Member that were not received at a meeting of Council are circulated to all Members;
- (h) they shall refrain from becoming involved in the policy and decision-making process of Council, outside of ensuring that Council is provided with the information necessary in order to make their decisions and that Council is aware of any issues that may impact such decisions;
- (i) they shall diligently and impartially implement Council's decisions;
- (j) they shall notify management or the CAO, as appropriate, of any issues that may impact the City and of ongoing activities in each department;
- (k) they shall not speak publicly on any matter respecting any Council decisions or policies without authorization to do so, and without limiting the generality of the foregoing, shall not publicly criticize any decision or action of Council;
- (l) they shall refrain from publicly criticizing any Member in relation to their intelligence, integrity, competence or otherwise; and
- (m) they shall at all times comply with any policies relating to Staff that the Council may implement from time to time.

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