



REPORT FOR ACTION

For Public Benefit: Whole-of-Government Framework to Guide City of Toronto Relationships with the Community-Based Not-for-Profit Sector

Date: November 7, 2017

To: Community Development and Recreation Committee

From: Deputy City Manager Cluster A

Wards: All

SUMMARY

Governments across Canada and internationally are moving to recognize and optimize their relationships with the not-for-profit sector, in light of the unique role that not-for-profit organizations play in advancing social, cultural, and economic vitality in their jurisdictions. This report responds to Council direction to design a "whole-of-government" policy framework to guide the City of Toronto's interactions with the community-based not-for-profit sector ("the Sector").

The vision guiding this policy framework is vibrant, inclusive, engaged and equitably resourced communities that benefit all Torontonians. The framework is intended to enable the City to optimize its relationship with the Sector and respond to the Sector's contributions to the public good more strategically and consistently, while at the same time not hindering the flexibility that both parties continue to need to execute their work.

The framework is also intended to help to educate Torontonians about the public benefits generated by the Sector and to acknowledge formally the City's reliance on an interdependent relationship with the Sector to achieve many city-building goals.

It is not widely recognized that the community-based not-for-profit sector is a significant economic actor in Toronto and employer in Toronto, generating at least \$14 Billion in revenues and over 200,000 jobs (full time and part-time). Moreover, the Sector often represents the first access point for vulnerable individuals entering the workforce and therefore serves as an important conduit for residents' economic inclusion. However, the City does not currently have a strategy for relating with the Sector from an economic development standpoint in the same way that we cooperate with many industries in Toronto. The policy framework and actions proposed here will position the City to provide greater encouragement and monitoring of the Sector's economic impact and workforce development.

The not-for-profit sector is integral to the work of the City of Toronto. In particular, the City relies on the Sector as the delivery arm for hundreds of community services that are provided to residents, including but not limited to social housing, child care, employment and social services, shelter services and cultural programming. The City's investments in the Sector are estimated at \$900 Million. However the City does not currently bring a whole-of-government lens to document and optimize financial transactions with the Sector. The proposed policy framework and actions would prepare the City and the Sector to take these steps.

The City also lacks a consistent framework or set of guiding principles for relating with the Sector in terms of shared city-building goals in the areas of service delivery, community engagement and policy development. The City can frame its relationship with the same not-for-profit organization in several different and potentially contradictory ways, depending on the type of interaction. While this flexibility ensures Divisions and not-for-profit organizations can achieve their mandates, lacking an overarching framework limits capacity to create and achieve strategic objectives. The policy framework and actions proposed here will establish the groundwork for stronger and more strategic cooperation between the City and the Sector.

The expression, "Not-for-Profit," distinguishes the Sector from the business world but does little to convey the Sector's role or contributions. The proposed policy framework is entitled "*For Public Benefit*" to introduce new language that names the role and contributions of the Sector meaningfully and positively, in terms of what the Sector is "for"; rather than what it is not "for".

The proposed framework was co-designed with a Community Advisory Table and is informed by stakeholder consultations and an extensive literature review conducted by Social Planning Toronto. It contains a vision statement, objectives, a statement of principles and six strategic commitments to guide the City in its diverse interactions with the Sector. Application of the principles and commitments will take different forms, depending on the nature of the work. The Report also recommends sixteen specific actions to enhance existing or create new support mechanisms for the City to relate with the Sector in alignment with the strategic commitments.

Proposed vision, objectives, principles, and commitments are presented in Appendix 1. Proposed actions are presented in Appendix 2. The full report on stakeholder consultations and the literature review is attached as Appendix 3.

RECOMMENDATIONS

The Deputy City Manager, Cluster A recommends that:

1. City Council adopt the vision, objectives, principles, and commitments set out in Appendix 1 of this report.
2. City Council direct the Deputy City Manager, Cluster A to implement the proposed actions set out in Appendix 2 of this report, with the exception of Actions #7 and #8.
3. City Council direct the General Manager, Economic Development and Culture, the Director, Purchasing and Materials Management and the Executive Director, Social Development, Finance and Administration to consider the following Actions #7 and #8, as set out in Appendix 2 of this report, for potential inclusion in future operating budgets:
 7. Establish a Not-for-Profit Sector Specialization within Economic Development and Culture Division, focused on optimizing the economic impact of not-for-profits and strengthening the sector's role in inclusive economic development.
 8. Work with City Divisions, Agencies and Corporations to educate them on potential advantages from including qualified Not-for-Profit Sector organizations into a competitive procurement and work with them to develop potential guidelines on how to structure a competitive procurement that makes it fair for not-for-profit sector organizations and for-profit sector organizations to compete.
4. City Council direct the Executive Director, Social Development, Finance and Administration to coordinate and monitor the implementation of the recommendations in this report, and to provide a progress report to the Community Development and Recreation Committee every other year, starting in 2019.
5. City Council forward this report to the Premier of Ontario, the Minister of Citizenship and Immigration and the Federal Minister of Employment and Social Development.

FINANCIAL IMPACT

The financial implications associated with the 16 recommended actions identified in Appendix 2 are summarized below.

The fourteen actions for which implementation can be achieved within the existing resources are included in the 2018 Staff Recommended Base Operating Budget, pending Council approval. The two actions (Action #7 and Action #8 identified in Appendix 2) which will be implemented in 2019 or beyond may have budget implications for the 2019, 2020 and future budget processes. The funding for these Actions is not included in the 2019 or 2020 Outlooks, as the potential financial implications are unknown at this time. Once the resource requirements have been identified, the financial implications will be included in future years budget submissions, and will be subject to future years' budget review processes.

The Acting Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity Impact

The City of Toronto relies on the expertise of the not-for-profit sector to meet the needs of our diverse communities. The City recognizes that many not-for-profit organizations play trusted roles in engaging and supporting equity-seeking groups and that not-for-profits are often best-positioned to respond to the specialized needs of vulnerable individuals and communities. Optimizing the relationship with the Sector will enhance the City's capacity to communicate with and promote equitable opportunities for all Torontonians, particularly those who are most vulnerable.

DECISION HISTORY

Recently, City Council has directed staff to review, update, or clarify several investment, purchase of service, regulatory and capacity-building practices related to the non-profit sector and to engage sector leaders, where appropriate, in pursuing this work. These directions have included: review of Below Market Rent policies; review of Community Investment Funding programs; transitioning some Toronto Community Housing stock to a new non-profit corporation; supporting non-profits to participate in affordable housing development; developing an Equity Advisory Committee, and providing advisory supports to help City-funded non-profit organizations succeed.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.GM6.19>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD6.5>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD6.2>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD7.4>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX2.1>

At its meeting on December 9 and 10, 2015 City Council requested the Executive Director, Social, Development, Finance and Administration to create an advisory panel of sector leaders and to work with the advisory panel to conduct a comprehensive review of the community-based not-for-profit sector in Toronto to help to harmonize a range of Council directions related to the non-profit sector, and in general to strengthen and enhance how the City invests in and engages the sector in decision-making.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD8.6>

On October 5, 6 and 7, 2016, City Council considered a staff report describing the role and characteristics of Toronto's not-for-profit Sector; the City's reliance on and diverse forms interaction with the Sector; and the rationale behind the growing trend for governments to modernize their relationships with the Sector. Council directed City staff to work with a Community Advisory Table to develop a "whole of government" policy direction and policy framework for the City of Toronto's relationship with the community-based non-profit/voluntary sector, including key actions and a review of options for strengthening not-for-profit governance and to report back to the Community Development and Recreation Committee before the end of 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD14.6>

COMMENTS

1. Introduction

There is a strong foundation in place for the City of Toronto to acknowledge its special relationship with the community-based not-for-profit sector.

For many decades, the City has worked in respectful cooperation with the Sector to identify and serve the needs of residents. The period following the 1998 amalgamation saw dramatic changes in the social welfare and human services responsibilities of the City, including children's services, social housing, and social and financial assistance. In turn, the City's reliance on the Sector to meet these responsibilities also increased, while financial and organizational pressures intensified for all the parties.

To help resolve these pressures and plan new pathways for social, cultural and economic development in Toronto, the City and the Sector have cooperated on many high profile policies and program innovations. These have included but are not limited to: the City's Social Development Strategy; Cracks in the Foundation: Review of the Community-Based Sector; the Streets to Homes program; the Toronto Child and Family Network; the Community Arts Action Plan; the King Street Pilot Program; Toronto Strong Neighbourhoods Strategy; the Toronto Food Charter; the Cultural Hotspot Program; the Newcomer Leadership Table; the Community Space Tenancy Policy; the Facilities Master Plan for Parks, Forestry and Recreation; TOCore: Planning Toronto's Downtown; the Official Plan Review; the Aboriginal Employment Strategy; implementation of the Housing Opportunities Toronto Plan; the Creative Capital Gains Plan; TOProsperity: Poverty Reduction Strategy; and City-sector cooperation to respond collectively to the arrival of Syrian refugees in Toronto.

In all of these efforts, the City's reliance on the Sector to create vibrant, inclusive and equitably resourced communities that benefit all Torontonians has been expressed implicitly. The purpose of the policy framework proposed here is not to enforce a new relationship with the Sector, but to consolidate, institutionalize and build on many of the positive values and practices related to not-for-profits that are already in place in different forms and in different areas of City government.

The policy framework proposed in this Report contains a vision statement, objectives, a statement of principle and six strategic commitments to guide the City of Toronto in its diverse interactions with the Sector. While application of these principles and commitments will take different forms depending on the nature of the work, greater overarching consistency and outcome measurement at the strategic level will be more easily attainable as a result of adopting this new framework. The Report also recommends sixteen specific actions to enhance existing or create new support mechanisms for the City to relate with the Sector in alignment with the strategic commitments. The proposed framework was co-designed with a Community Advisory Table and is informed by stakeholder consultations and an extensive literature review.

The Community Advisory Table includes the following organizations: Boys and Girls Clubs of Greater Toronto, the Canadian Multi-Faith Federation, the Council of Agencies Serving South Asians, Family Service Toronto, LOFT Community Services, Ontario Council of Agencies Serving Immigrants, Ontario Non-Profit Housing Association, the Ontario Nonprofit Network, Social Planning Toronto, Students Commission of Canada, Toronto Aboriginal Support Services Council, Toronto Neighbourhood Centres and Toronto Youth Cabinet.

2. Which Organizations are Affected Under this Framework?

Public Benefit Not-for-Profit Organizations: The proposed framework is intended to guide the City's relationships with community-based not-for-profit organizations that serve the public and generate public benefits. The expression, "Non-Profit Organization" is used in the *Income Tax Act* to distinguish the Sector from businesses for tax purposes. However, this terminology does little to convey the impact and value of the Sector's contributions to Torontonians or distinguish between not-for-profits that operate for the public good and not-for-profits that work for their membership exclusively.

The City's proposed policy framework is entitled "*For Public Benefit*" to introduce new language that names the role and contributions of the Sector meaningfully and positively, in terms of what the Sector is "for"; rather than what it is not "for". This choice of language has been influenced by the Ontario Nonprofit Network (ONN), which recently introduced the concept of "*Public Benefit Not-for-Profit Organization*" to describe organizations that:

- Operate for the public good, not private gain;
- Reinvest and retain assets in the public domain for the public good;
- Help drive the economic strength and stability of communities;
- Play an active role in public policy by channelling community voices to hold government and decision-makers accountable; and
- Demonstrate the value of care and service to others as a core value of their work [1].

The concept of "Public Benefit" also differentiates this class of organizations from "Mutual Benefit" not-for-profits, which focus solely on serving their members or can distribute assets to their members upon dissolution of the organization. Examples include condominium boards/associations, trade associations and private clubs. In contrast, public benefit not-for-profits, such as community service organizations, social enterprises, or cultural organizations have open mandates and provide a public good in the broader community. If they are culturally or socially-specific in their focus, they have the mandate of promoting equitable opportunities for marginalized or vulnerable groups to benefit from public resources and participate in civic life.

"Core Sector": The proposed framework applies to "core sector" not-for-profit organizations. The term "core sector" refers to organizations in the not-for-profit and charitable sector that fall outside the public sector (for example, they are not public schools or school boards, hospitals, universities or colleges).

[1] http://theonnc.ca/wp-content/uploads/2017/08/ONN.Introducing-Public-Benefit-Sector.FINAL_.pdf
Framework to Guide the City's Relationships with the Community-Based Not-for-Profit Sector

Incorporated Not-for-Profits and Registered Charities based in Toronto:

The community sector in Toronto is an ecosystem that requires both dynamism and stability to thrive. A continuum, from large or long-established organizations to newly emerging groups that may have minimal organizational capacity but exceptional energy and momentum, is needed for the Sector to contribute to the social, economic, and cultural life of Toronto. The City relates with the community-based sector across this wide continuum at different times and for different purposes. Through the stakeholder consultation process a greater understanding of these relationships has emerged. For scoping reasons, the policy framework proposed here addresses the City's relationship with organizations with whom the City can enter into legally binding contractual agreements: incorporated not-for-profit or registered charitable organizations based in Toronto.

Human Services, Arts and Culture, and Environment Organizations: The City works with three major subsectors of non-profits: arts and culture, human and social services, and environment-focused agencies. These different domains of practice emphasize different types of interaction with City government and may require different levels of formality (e.g. arms-length funder versus legislated service manager and regulator). The development of an overarching policy framework on not-for-profits is intended to promote horizontal alignment and cross-divisional learning, while also respecting these role and relationship distinctions.

3. Rationale for a City of Toronto Policy Framework on Not-for-Profits

Around the globe, there is growing interest in exploring how the not-for-profit sector and the public sector can work together more systematically. This is in light of the significant roles that not-for-profits play in community building, policy development, and service provision. In Canada, the federal government and nine out of ten provinces have initiated formal policy agendas with the Sector over the last decade. All of the countries and some cities in the United Kingdom, as well as governments in France, Italy, Poland, New Zealand, South Africa and other countries, have taken steps to formalize some form of "whole of government" agreement with the not-for-profit sector. A growing body of research and policy literature is now available to guide these processes and provide models. The magnitude and complexity of the City of Toronto's relationships with the Sector and the opportunity for optimizing these relationships to achieve more strategic objectives warrant implementation of a formal policy framework at this time.

The City of Toronto lacks a formal policy statement on not-for-profits:

The City of Toronto does not have a formal "whole of government" [2] policy statement related to the not-for-profit sector or a policy framework to guide its diverse transactions and relationships with sector agencies. Rather, City Divisions, Agencies and Corporations relate with not-for-profits independently to achieve internal objectives and to meet the policy and legislated requirements of other orders of government, with

[2] ("Whole of government" denotes government departments and agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues.)

minimal opportunity or requirement to contribute to or leverage horizontal City goals or standards.

Depending on the type of relationship, the City may define not-for-profits variously as vendors, grantees, tenants, clients, partners, advisors, and/or as the voice of the community. While this decentralized approach provides City Divisions with flexibility to manage the unique issues and external obligations affecting their respective relationships with not-for-profits, the absence of an overarching position on the City's relationship to the sector limits opportunities to:

- Efficiently implement Council directions involving multiple City divisions or programs with different relationships to not-for-profits and harmonize City policies and operating procedures involving not-for-profits;
- Move beyond a siloed approach by fostering opportunities for cross-divisional coordination and efficiency in building partnerships with the not-for-profit sector;
- Clarify the value of a mixed ("direct delivery" + "contracted out") service delivery system for the City and its residents;
- Establish metrics for describing and monitoring the "value" generated by the Sector and the social, environmental, and financial impacts of Sector, in terms of community and client outcomes;
- Encourage and support not-for-profits to innovate and cooperate across their specialty areas to address multiple or complex community needs and use space efficiently;
- Reform inefficient administrative structures and "red tape";
- Encourage not-for-profits to work with City government proactively, and support them to navigate across the City's complex structure; and
- Strengthen democratic processes and promote direct dialogue between City Council and the organizations that represent local communities and equity-seeking groups.

4. Role of the Community-Based Not-for-Profit Sector in Toronto and Relationships with City Government

The community-based not-for-profit sector in Toronto is well-established, enjoys a high degree of community legitimacy and plays an essential role in promoting the city's social, and cultural, and economic vitality. The Sector has a profound positive impact on our communities and on safeguarding democracy. The City of Toronto relies on the not-for-profit sector to: design and deliver responsive and flexible community-focused services and infrastructure; facilitate community engagement and animation; and contribute relevant advice to decision-makers in support of community wellbeing.

The Sector is a Major Economic Actor and Employer in Toronto: Canada has one of the largest not-for-profit sectors in the world and the magnitude of its economic impact is increasingly recognized. In 2016 Imagine Canada reported that the Canadian not-for-profit and charitable sector represented 8.1% of Canada's GDP and 10.5% of the labour force [3]. However, there is a lack of regularly collected and validated data

[3] www.imaginecanada.ca/sites/default/files/imaginecanada_charities_sustainability_smart_growth_2016_10_18.pdf

about the community-based "core" Sector from which to draw comprehensive conclusions for Toronto. Strengthened data collection, particularly about the economic role of the Sector, is needed [4].

A low-bound estimate of the size and economic impact of the Sector in Toronto can be generated from T3010 registered charity information returns filed with Canada Revenue Agency (CRA), although some important caveats should be noted [5]. In 2016, 7018 "core sector" charities in Toronto reported a total employment headcount of 53,500 full-time and 53,540 part-time positions. By definition, this reporting excludes organizations that are not registered charities. Cautious estimates in Canada suggest an equivalency in size between the charitable and the not-for-profit (non-charitable) sector. In other words, the footprint of the Sector in Toronto may be twice the size indicated by the CRA statistics on charities.

Although stakeholders have observed limitations with its methodology, a 2013 Government of Ontario-commissioned survey of "core sector" organizations provides additional information about the magnitude of the Sector in Toronto [6].

Together these resources suggest that Toronto's not-for-profit Sector:

- Contributes at least \$14 Billion in revenue, which is double the reported impact of Toronto's tourism industries and represents over 8% of Toronto's GDP [7, 8].
- Includes 14,000 active organizations.
- Employs over 105,000 full-time workers, which is more than Toronto's computer systems service sector [9].
- Creates more than 100,000 part-time jobs.
- Generates 1.7 Million volunteer hours.

[4] <http://www.imaginecanada.ca/who-we-are/whats-new/news/new-policy-working-group-data-about-charitable-and-nonprofit-sector>

[5] Data analysis conducted by Imagine Canada for the City of Toronto based on 2013-2016 T3010 registered charity information returns filed by charities with Canada Revenue Agency. Adjusted for impact of core charities with head counts of 100 or more that are based in Toronto and are known to have significant operating presences outside the confines of Toronto. There may be over- and under-attribution of not-for-profit employment in Toronto based on these records. The reporting includes a higher percentage of organizations working in the areas of religion, education, etc. and reflects disproportionately low percentages of organizations working in some other areas including community development and housing, professional associations and law, advocacy and politics organizations. The driver for this under-representation has to do with the types of activities that are considered to be charitable under the *Income Tax Act*. The current definition is based on interpretations of common law that do not reflect many of the activities of contemporary not-for-profit organizations.

[6] 2013 State of the Sector: Profile of Ontario Charitable and Not-for-Profit Organizations; Custom Cross Tabulation of Toronto-based Not-for-Profit Organizations provided by Pollara with permission from Government of Ontario. For more information see: <https://www.ontario.ca/page/2013-state-sector-profile-ontarios-not-profits-and-charitable-organizations-volume-1-overall-report#section-0>

[7] <https://web.toronto.ca/business-economy/industry-sector-support/tourism/>

[8] <http://torontosvitalsigns.ca/main-sections/economic-health/>

[9] <https://web.toronto.ca/business-economy/industry-sector-support/technology/>

- Relies on local government investments for only 7% of total revenues and attracts 93% of revenue from other sources.

As shown in Table 1 below, the Sector's primary sources of revenue are private gifts, earned income from non-government contracts and government funding.

Table 1: Revenue Sources for Toronto's Core Not-for-Profit Sector

Data Source: 2013 State of the Sector: Profile of Ontario Charitable and Not-for-Profit Organizations; Custom Cross Tabulation of Toronto-based Not-for-Profit Organizations provided by Pollara.

Source	% Total Revenue
Private Gifts	39%
Earned Income (Non Gov't)	23%
Government of Ontario	13%
Other	8.5%
Municipality	7%
Government of Canada	6%
Other Government	2%
Social Enterprise/Social Finance	1.5%

In addition, the Sector often represents the first access point for vulnerable individuals entering the workforce and therefore represents an important conduit for residents' economic inclusion and for reducing poverty. However, the City does not currently have a strategy for relating with the Sector from an economic development standpoint in the same way that we cooperate with many industries in Toronto. The policy framework and actions proposed here (particularly Actions #7, #8, and #9) will position the City to provide greater encouragement and monitoring of the Sector's economic impact and workforce development.

The City Invests ~\$900 Million in the Sector Annually: The not-for-profit sector is integral to the work of the City of Toronto. In particular, the City relies on the Sector as the delivery arm for hundreds of community services that are provided to residents, including but not limited to social housing, child care, employment and social services, shelter services and cultural programming. The City's investments in the Sector are estimated at \$900 Million; however the City does not currently bring a whole-of-government lens to document and optimize financial transactions with the Sector. The first step toward creating a cross-corporate, horizontal framework for this financial relationship is to review the range of financial tools and agreements that are used to manage transactions with the Sector and identify options for harmonization. This report seeks Council approval to take this step, as Action #11 in Appendix 2.

Five Major Types of City/Sector Relationships: Divisions across the City of Toronto rely on not-for-profit organizations at different times and for different purposes to fulfill many strategic and operational objectives. The form and quality of interactions that the City maintains with the Sector and mechanisms for engagement and effective cooperation must evolve over time to meet changing needs and challenges facing the sector, City government and particularly, the people of Toronto.

Altogether, relationships between the City and the Sector take five major forms:

- The City makes financial investments in not-for-profit organizations to deliver services that meet community needs.
- The City partners with not-for-profit organizations in the areas of community engagement, policy research and policy development, program design and evaluation.
- The City makes an array of investments in not-for-profit organizations, including grants, subsidies/in kind supports, below-market-rent tenancies, and other supports to promote stability in the Sector and build Sector capacity.
- The City has a regulatory/system management role in relation to some not-for-profit service providers as the provincially designated Consolidated Municipal Service Manager.
- The City relies on but does not fund the Sector to deliver independent programming that supports residents' well-being.

The City's purpose in establishing a policy framework to guide interactions with the Sector is to articulate an overarching strategic policy context for these varied relationships, with the ultimate goal of creating vibrant, inclusive, engaged, and equitably resourced communities that benefit all Torontonians.

5. Stakeholder Consultations: How this Framework was Designed

As directed by City Council in October 2016, this policy framework was developed by an interdivisional staff team in cooperation with a Community Advisory Table. The process was informed by six discussion papers developed by the Toronto Nonprofit Network, feedback from Division heads and Directors from across the City of Toronto and interactive consultations with over 200 stakeholders representing 120 community-based not-for-profit organizations, funding agencies, academic institutions.

Social Planning Toronto, with guidance from the Community Advisory Table, designed, implemented, and reported on stakeholder consultations and prepared an extensive literature review. Research results were coded, themed and compiled into a final report with an extensive literature review. The full research report, including a list of organizations consulted and a bibliography, is provided as Appendix 3.

Consultations took several forms to ensure that input could be obtained from a broad array of participants on a range of topics:

- 10 key informant interviews held with policy makers, sector leaders and academics;
- 6 focus groups to explore issues for the different types of City/Sector relationships;
- 5 focus groups organized for smaller, unincorporated, ethno-specific, volunteer-based, resident-led groups, grassroots organizations, and organizations serving people with disabilities to have input on all issues;
- 2 consultations with leading city-wide sector networks: the Toronto Neighbourhood Centres and the City Wide Agency Network,
- 2 large sector-wide town hall meetings; and
- 2 joint sessions with senior City management and Sector leaders.

Consultations were structured to gather input from a wide range of perspectives, including large and small not-for-profits, organizations that were established and well-funded as well as organizations that were newer or were volunteer driven. A deliberate effort was made to engage a broad range of sub-sectors including arts and culture, recreation, environment, human services, faith based groups, community agencies as well as communities of interest, including racialized communities, newcomers, youth, seniors, women, Indigenous, LGBTQ2S, people with disabilities. Outreach activities were held in settings throughout Toronto in venues familiar and accessible to participants to maximize the ability of smaller, inner-suburban, ethno-specific groups to participate and optimize their comfort so as to encourage candor in their feedback. This resulted in participation from established leaders in the non-profit sector as well as leaders from emerging groups and groups less commonly engaged in public policy processes.

6. Next Steps

With Council approval of the recommendations in this Report, staff will proceed to implement the actions and commitments identified in Appendices 1 and 2, starting with the creation of a Joint Advisory Table of Sector representatives and interdivisional City staff that will be responsible for a two-year workplan. Staff will also work with the Community Advisory Table to prepare and disseminate a public-facing brochure describing the approved policy framework and the public benefit impacts of the City/Sector relationship.

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ATTACHMENTS

Appendix 1: Proposed Framework: Vision, Objectives, Principles; Commitments
Appendix 2: Proposed Actions
Appendix 3: Literature Review and Community Sector Consultations Report (Prepared by Social Planning Toronto)