

**Vision:** To Create Vibrant, Inclusive, Engaged and Equitably Resourced Communities for the Benefit of All Torontonians.

**Objectives:**

**To define** guiding principles and the City's statement of commitment toward an interdependent, collaborative relationship with the Community-Based Not-for-Profit Sector.

**To prioritize actions** that will strengthen the City's ability to work collaboratively with the Community-Based Not-for-Profit Sector to create a vibrant, inclusive Toronto.

**To recognize** the diverse social, economic, cultural and environmental contributions of Toronto's Community-Based Not-for-Profit Sector that are achieved by delivering key local services and programs; employing thousands of workers; mobilizing thousands of volunteers; facilitating community traditions and cultural activities; and supporting resident participation in shaping City priorities, policies and services.

**Statement of Principle:** To create a vibrant and inclusive Toronto, the City of Toronto will conduct its work with Community-Based Not-for-Profit Organizations in a manner that reflects the principles of generating public benefit, recognizing interdependence, investing in high quality, flexible services and programming, connecting to communities, encouraging diversity, and using evidence in practice and planning. These principles are explained below:

**GENERATING PUBLIC BENEFIT:** The City of Toronto rightly has a special and unique relationship with not-for-profit organizations that invest their resources into social missions and thereby generate public benefits for Torontonians.

**INVESTING IN QUALITY:** The City of Toronto invests in community-based not-for-profit organizations in order to leverage the Sector's unique capabilities to deliver high-quality, innovative, accountable, flexible and responsive services that meet local community needs.

**CONNECTING TO COMMUNITY:** Because of their proximity to local communities and groups, many community-based not-for-profit organizations can effectively advocate for the public interest, bring diverse community perspectives to City government and connect the City and its processes to communities. The City encourages the Sector's role in promoting civic engagement and strengthening democratic participation.

## Appendix 1: Proposed Objectives, Principles, Commitments

**ENCOURAGING DIVERSITY:** Toronto's Community-Based Not-for-Profit Sector includes organizations and groups of diverse size, function, purpose, and capacity. This heterogeneity is vital for a healthy not-for-profit ecosystem. The City of Toronto supports and encourages the diversity of the Sector to meet a wide range of dynamic community needs.

**USING EVIDENCE IN PRACTICE AND PLANNING:** The City of Toronto and the Community-Based Not-for-Profit Sector prioritize the use of relevant research and evidence in planning, decision-making and outcomes measurement.

**RECOGNIZING OUR INTERDEPENDENCE:** The City of Toronto and the Community-Based Not-for-Profit Sector rely on each other to create a vibrant and inclusive Toronto. This relationship of mutual reliance is fostered through respect, transparency, and collaboration.

**Statement of Commitment:** To create a vibrant and inclusive Toronto, the City of Toronto adopts the following commitments to strengthening and sustaining a collaborative, interdependent relationship with Toronto's Community-Based Not-for-Profit sector. Implementation and application of these commitments will take different forms, depending on the nature of the work:

**1. RECOGNITION:** The City commits to recognizing and regularly reporting on the role and contributions of the Sector in achieving shared strategic goals.

Toronto's community-based not-for-profit sector is a vital City partner, working alongside the private sector and the other orders of government to create a vibrant and inclusive Toronto.

**2. COLLABORATION AND DIALOGUE:** The City commits to continuous collaboration and dialogue with the Sector to identify shared priorities, opportunities and mutual approaches for enhancing the public good. The City will draw on the Sector's knowledge and experience in identifying and responding to community priorities in the areas of human services, equity and diversity, environment, arts and culture, community and economic development, urban planning, public health and other areas where not-for-profit organizations have expertise.

The City relies on ongoing collaboration and dialogue with the Sector which strengthens and sustains a relationship that benefits Torontonians. The City looks to the Sector to provide community intelligence and help identify issues of concern affecting residents. The City cooperates with the Sector to promote diversity and inclusivity.

## Appendix 1: Proposed Objectives, Principles, Commitments

**3. ECONOMIC IMPACT:** The City commits to promoting the financial sustainability, innovation and economic impact of the Sector. The City recognizes the Sector as a key component of Toronto's economy.

The City values the not-for-profit revenue model, which generates public benefits for communities and employs thousands of Toronto workers.

**4. COMMUNITY ENGAGEMENT:** The City commits to further leveraging the community engagement capacities of the Sector in order to ensure that resident involvement in strategic City issues is inclusive and effective.

Toronto's community-based not-for-profit organizations play an important role in facilitating effective communication and relationships between government and residents, particularly residents who experience social barriers.

**5. MODERNIZING ADMINISTRATIVE PROCESSES:** The City commits to identifying opportunities to improve the Request for Proposals (RFP), purchase of service and grants administration processes, in alignment with business transformation goals. This will ensure fiscal responsibility and the coordination of the City's strategic investments while minimizing costs and administrative barriers.

Inefficient funding applications and reporting processes can create excessive administrative burdens for not-for-profit organizations and the City. This problem is compounded when organizations receive funding from multiple City divisions.

**6. DECENT WORK and GOVERNANCE:** The City commits to working with the Sector, other funders, and the other orders of government to encourage decent work goals and effective governance in Not-for-Profit organizations, in alignment with *TOProsperity: Poverty Reduction Strategy*.

The City values the role of the Community-Based Not-for-Profit Sector as a major employer and will work with the Sector to promote decent work for Torontonians.

### Appendix 2: Proposed Actions

**For Public Benefit: City of Toronto Relationship with the Community-Based Not-for-Profit Sector** contains six strategic commitments and 16 corresponding actions to strengthen and sustain an interdependent, collaborative relationship between City government and the Not-for-Profit Sector. These commitments and their corresponding City actions are listed in the chart below.

Each action is described by:

- a timeline for implementation
- related resource needs
- lead and participating Division; and
- an identified progress measure.

**Timeline:**

- Short term identifies actions which can begin in 2018 or 2019.
- Medium-term identifies actions which can begin in 2019 or 2020.
- Long-term identifies actions which, though implementation may begin earlier, are not expected to reach full implementation until after 2020.

**Resource Needs:**

- *Within existing resources:* actions for which implementation can be achieved or started within the resources identified in Divisions' budget submissions for 2018 operating budget.
- *2019 & beyond:* actions which will require additional resources that will be included in Divisions' budget requests for 2019 or later years.

The **Progress Measure:** One or more measures by which the lead division will report on progress in achieving the action.

**Leads:** Divisions that will be responsible for leading implementation of the action and reporting on progress.

**Support:** Divisions, Agencies and Corporations which will assist in implementation of the action.

**Divisional "Lead" and "Support" abbreviations:**

AHO	Affordable Housing Office
CI	Civic Innovation Office
CCO	Chief Corporate Officer
CLERK	City Clerk
CP	City Planning
EDC	Economic Development and Culture
EDHR	Equity Diversity and Human Rights
EE	Environment and Energy
FP	Financial Planning
HR	Human Resources
LR	Lobbyist Registrar
PMMD	Purchasing and Materials Management
PFR	Parks, Forestry and Recreation
PRO.	City of Toronto Protocol Services
RES	Real Estate Services
SDFA	Social Development, Finance and Administration
SC	Strategic Communications
SCP	Strategic and Corporate Policy
SSHA	Shelter, Support and Housing
TCH	Toronto Community Housing
TESS	Toronto Employment and Social Services
TOPS	Toronto Office of Partnerships
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TS	Transportation Services
ALL	All Divisions, Agencies, and Corporations participating in the City/Sector Advisory Table.

## Appendix 2: Proposed Actions

ACTION #	ACTION	TIMELINE	RESOURCE NEEDS	LEAD	SUPPORT	PROGRESS MEASURE to 2019
<b>COMMITMENT 1: RECOGNITION: Recognizing and regularly reporting on the role and contributions of the Sector in achieving shared strategic goals.</b>						
1.	Proclaim a Recognition Day to acknowledge the contributions of Toronto's Public Benefit, Community-Based, Not-for-Profit Sector in achieving shared strategic goals with the City.	Short-term	Within existing resources	PRO	SDFA	Mayoral Proclamation. 2018 funding through Community Grants program, with report back in 2019 on options for annual funding.
2.	Ensure that the City's strategic and operational plans include, where applicable, a description of the role(s) for the Not-for-Profit Sector in achieving City objectives and reflect the values and commitments expressed in "For Public Benefit: City of Toronto Relationship with the Community-Based Not-for-Profit Sector".	Short-term	Within existing resources	SCP	ALL	Annual Number of Reports to Council that include formal reference to Sector role(s).
3.	Report every two years to Community Development and Recreation Committee (CDRC) on the impacts of the City/Sector relationship and on progress toward achieving the actions listed here (First Report due in 2019).	Medium-term	Within existing resources	SDFA	ALL	In 2019 Progress Report to CDRC.
<b>COMMITMENT 2: COLLABORATION AND DIALOGUE: Pursuing continuous collaboration and dialogue with the Sector to identify shared priorities, opportunities and mutual approaches for enhancing the public good and to draw on the Sector's knowledge and experience in identifying and responding to community priorities.</b>						
4.	Establish a City/Sector Advisory Table responsible for: meeting biannually to identify issues, opportunities and challenges for the relationship; approve and monitor a workplan for implementation of the actions listed here; and reporting on progress to CDRC. To be composed jointly of senior City staff and Not-for-Profit Sector stakeholders.	Short-term	Within existing resources	SDFA	ALL	Advisory Table founded. Terms of Reference and 2018 Workplan Created. In 2019 Progress Report to CDRC.
5.	Strengthen and sustain collaborative planning with relevant Not-for-Profit Sector leadership in the City's Service System Manager areas and in other areas where the Sector brings valuable community intelligence: arts and culture, environment, public health, community and economic development, urban planning and integrated programming for specific populations or communities.	Short-term	Within existing resources	ALL	SDFA	In 2019 Progress Report to CDRC.

## Appendix 2: Proposed Actions

ACTION #	ACTION	TIMELINE	RESOURCE NEEDS	LEAD	SUPPORT	PROGRESS MEASURE to 2019
6.	Share best practices across Divisions, Agencies, and Corporations for maximizing the benefits of collaboration and consultation with the Sector.	Short-term	Within existing resources	ALL	SDFA	Annual cross-divisional workshops. In 2019 Progress Report to CDRC.
<b>COMMITMENT 3: ECONOMIC IMPACT: Promoting the financial sustainability, innovation and economic impact of the Sector.</b>						
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.	Medium and Long Term	2019 & beyond	EDC SDFA		Scope of work approved by Advisory Table in 2018. Resources identified in future budgets. In 2019 Progress Report to CDRC.
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.	Long-term	2019 & beyond	PMMD SDFA		Develop Education and Outreach Plan. In 2019 Progress Report to CDRC.
9.	Engage Provincial and Federal government counterparts to encourage the economic sustainability of the Public Benefit Not-for-Profit Sector.	Long-term	Within existing resources	SCP	SDFA	In 2019 Progress Report to CDRC.
<b>COMMITMENT 4: COMMUNITY ENGAGEMENT: Further leverage the community engagement capacities of the Sector to ensure that resident involvement in strategic City issues is inclusive and effective.</b>						
10.	Promote more inclusive resident consultation in cooperation with the Not-for-Profit Sector by creating and maintaining a database, accessible to all City of Toronto	Medium-term	Within existing resources	SDFA	PMMD	Scope of work approved by Advisory Table in 2018 Workplan.

## Appendix 2: Proposed Actions

ACTION #	ACTION	TIMELINE	RESOURCE NEEDS	LEAD	SUPPORT	PROGRESS MEASURE to 2019
	purchasing staff, of registered Not-for-Profit Sector organizations based in Toronto with capacity and/or facilities to conduct high quality community consultation and related community research.					Resources approved in budget 2019. In 2019 Progress Report to CDRC.
<b>COMMITMENT 5: MODERNIZING ADMINISTRATIVE PROCESSES: Identify opportunities to improve Not-for-Profit purchase of service and grants administration processes that ensure fiscal accountability while minimizing costs and administrative barriers.</b>						
11.	Conduct a comprehensive review of the range of financial relationships, and funding application and reporting tools that are currently used across Divisions, Agencies and Corporations in relation to the Not-for-Profit Sector and recommend steps for appropriate harmonization and modernization to reduce administrative burden for the City and the Sector and facilitate analysis of the City's total transactions with individual organizations and the Sector overall.	Medium-term	Within existing resources	FP	ALL	Scope of work approved by Advisory Table in 2018 Workplan. In 2019 Progress Report to CDRC.
12.	Review and revise permitting and licensing systems to streamline and simplify the application process to use City facilities for community events.	Short-term (PFR)  Longer-term (Other)	Within existing resources	PFR	RES	In 2018 PFR will report to Parks and Environment Committee on "Making Permitting Better".  In 2019 Progress Report to CDRC.
13.	As part of the City's website revitalization, ensure that Not for Profit organizations can readily find relevant information and updates about City resources, programs and processes and timelines affecting Not-for-Profits including grants, community tenancies, permits and licenses, and linkage to City protocol services.	Medium-term	Within existing resources	CCO	ALL	In 2019 Progress Report to CDRC.
14.	Support Not-for-Profit Organizations that lease City-owned or managed spaces, by collaborating to implement the City's new Community Space Tenancy Policy with procedures that will minimize administrative burden and	Medium-term	Within existing resources	SDFA	RES	In 2019 Summary Report to CDRC.

## Appendix 2: Proposed Actions

ACTION #	ACTION	TIMELINE	RESOURCE NEEDS	LEAD	SUPPORT	PROGRESS MEASURE to 2019
	maximize transparency and the impact of community services.					
<b>COMMITMENT 6: DECENT WORK and GOVERNANCE: Work with the Sector, other funders and other orders of government to encourage decent work and effective governance in Not-for-Profit organizations.</b>						
15.	Promote Not-for-Profit organizational effectiveness through provision of supports for enhancing Board governance.	Short-term	Within existing resources	SDFA	Toronto Grants Coordinating Committee	Pending Council approval of new "Capacity Building Grants" Model in Q1 of 2018. Initial grant allocations to flow in 2018. Grants to support organizational effectiveness, through 1:1 supports and group training.
16.	Work with the Sector to apply a "Decent Work" lens to City contracts with Not-for-Profit Organizations.	Medium-term	Within existing resources	SDFA/ Fair Wage Office	ALL	In 2019 Progress Report to CDRC.