

Attachment 4

Matrix of Responsibilities Across City Divisions, Agencies, and Corporations to Support the Expansion and Operations of the Association of Community Centres

The City of Toronto's support for the Association of Community Centres (AOCCs) is delivered through a coordinated, multi-divisional approach, as outlined in the Council-approved AOCC [Relationship Framework](#). This table summarizes the roles and responsibilities of key City divisions, agencies, and corporations in supporting the effective governance, operations and expansion of AOCCs across Toronto.

Agencies, Divisions, Corporations	Roles and Responsibilities
City Manager's Office <i>Maintains AOCC governance structures and facilitates interdivisional coordination</i>	• Oversees AOCC governance and Chapter 25 of the Municipal Code • Maintains the Council-approved AOCC Relationship Framework, which defines the governance structure, delegated authorities, and expectations between the City and each AOCC Board of Management • Facilitates onboarding and orientation for members of the Boards of Management • Receives and transmits Board requests for policy changes, including catchment expansion requests and By-law amendments • Ensures policy alignment and accountability • Provides guidance on governance matters, including the interpretation of City policies and procedures • Ensures AOCC expansion is aligned with governance best practices • Provides guidance on compliance with City policies, procedures, and reporting requirements
Social Development <i>Leads relationship management, compliance, and strategic planning with AOCCs</i>	• Acts as the lead division responsible for coordinating the City's relationship with AOCC Boards of Management • Provides guidance on compliance with City policies, procedures, and reporting requirements • Review in-year budget requests, budget submissions and annual reporting to support briefings and recommendations by the Executive Director, Social Development • Assists in analyzing financial variances and identifying areas for improvement or corrective action • Aids with governance and strategic planning, ensuring alignment with the City's Relationship Framework and Chapter 25 while guiding AOCCs to meet broader community development goals • Facilitates interdivisional collaboration to support AOCC operations and governance • Advocates for AOCC needs and priorities, ensuring they are represented and supported across various City departments • Coordinates training and development opportunities for Board members and staff, including providing financial guidance • Maintains a structured calendar of touchpoints, supporting budget submissions, issue management, and annual reporting • Leads the development and implementation of the AOCC Expansion Framework, which guides how new AOCCs are identified, prioritized, and supported

Agencies, Divisions, Corporations	Roles and Responsibilities
	• Coordinates an AOCC Expansion Interdivisional Working Group to ensure continuous input and collaboration across City divisions • Ensures that expansion efforts reflect equitable geographic distribution of services, including opportunities for growth in wards that have existing AOCCs
Financial Planning Division <i>Manages funding allocations, budget reviews, and financial reporting</i>	• Provides financial planning guidance, training, and support to AOCC in the development of the core administrative operating budget • Reviews and consolidates AOCC operating budgets for submission to City Council • Coordinates the booking of the Council approved budget and allocation of the funding to each AOCC • Monitors and reviews AOCC's financial performance throughout the year to ensure alignment with approved budgets and City financial policies through the quarterly variance reports • Coordinates over-expenditure requests alongside SD, in-year budget adjustments, emergency cash flow and year-end settlement reports to City Council • Determine the financial resources required to support new or expanded centres • Ensure alignment with the City's broader budgetary and capital planning processes • Supports the integration of AOCC expansion priorities into the City's annual budget cycle, ensuring that funding for new facilities, staffing, and operations is appropriately forecasted and allocated
Corporate Real Estate Management <i>Oversees facility management, capital state of good repair, and space planning</i>	• Ownership of facilities • Provides oversight of maintenance expectations of properties, sets minimal maintenance requirements by location • Capital upgrades including structural repairs, major state of good repair upgrades, and ensuring compliance with health and safety standards, in accordance with Council approved Relationship Framework schedules • Provides capital planning and asset management • Identifies suitable City-owned properties or leased spaces • Ensures that real estate considerations are integrated into AOCC Expansion planning • Assesses co-location opportunities with other Municipal services
City Planning <i>Identifies and flags opportunities for New AOCCs in land use planning processes</i>	• Develops land-use planning frameworks (e.g., Official Plan updates and Secondary Plans) • Conducts Community Services and Facilities Studies • Flags opportunities for Social Development to include provision of Community spaces (AOCCs) in Community Services and Facilities studies, Secondary Plans and through development applications • Ensures new or expanded AOCCs make efficient use of City resources and advances opportunities for co-location to meet broader city-building goals

Agencies, Divisions, Corporations	Roles and Responsibilities
	• In partnership with Development Review, negotiates Community Benefits Charge (CBC) In-kind Contributions with developers to secure community spaces for AOCCs within the relevant development agreements
Development Review <i>Reviews development applications and executes S.37 / CBC in-kind contribution agreements to secure new spaces</i>	• Conduct thorough reviews and assessments of development applications • In partnership with City Planning, negotiate Community Benefits Charge (CBC) In-kind Contributions with developers to secure community spaces for AOCCs within the relevant development agreements • Ensures that new or expanded AOCCs are strategically located, feasible to develop, and aligned with broader city-building goals • Works with Social Development to include provision of Community spaces (AOCCs) in planning studies and/or new developments
People and Equity Employee Relations <i>Provides HR guidance, compensation oversight, and labour relations support</i> Total Rewards – Benefits and Pension <i>Provides oversight and guidance with pension and employee benefits</i>	• Provides HR services and policy guidance • Approves compensation-related changes • Communicates updates on salaries, benefits and cost of living • Advises AOCCs on collective agreement administration, job evaluation, and pay equity • Supports effective labour relations and resolution of workplace issues • Provides support and guidance to Board Members on recruitment initiatives for Executive Directors • Provides guidance to Executive Directors on the recruitment of AOCC staff members • Provides guidance to Senior Leaders on performance management and complex HR matters • Ensures that AOCCs are provided with City policies related to, benefits, and pensions • Provides employee education seminars related to benefits and pension • Assist the AOCC leadership/administration team with the related benefit and pension policy • Calculates and provides annual benefit premium rates to AOCC • Provides oversight via audits, to ensure AOCC enrolment align with monthly financial remittance to the City
Legal Services – Municipal Law Group <i>Advises on contracts, legislation, and dispute resolution</i>	• Provides legal advice and support to AOCC boards of management and City staff on AOCC governance and operational matters • Support includes advice on legislative, by-law and policy drafting and interpretation, contract drafting and review and meeting management advice
Technology Services Division	The Technology Services Division (TSD) and AOCCs will establish a standard Service Level Agreement (SLA) framework for AOCCs to assess their IT needs against asset lifecycle management, sustainment, and advisory services including:

Agencies, Divisions, Corporations	Roles and Responsibilities
<i>Providing support to AOCCs regarding information technologies</i>	• Collaborating with AOCCs to incorporate asset maintenance into future budget planning to ensure sustained support • Providing advice to AOCCs on minimal maintenance standards by location • Engaging with AOCCs to align asset management strategies with broader City of Toronto capital planning and asset management
Office of the Chief Information Security Officer (CISO) <i>Ensures digital operations are secure and resilient</i>	• Collaborates with AOCCs on a cyber security risk management partnership as mandated by City Council • Provides cyber services to AOCCs such as cyber awareness training, threat management, cyber incident management support, and ongoing cyber maturity assessments • Engages with the AOCC Boards of Management or their delegates to align cyber security strategies with broader City priorities such as digital transformation, equity, and resilience
CreateTO <i>Identifies sites, partnerships and real estate development opportunities for AOCC expansion</i>	• Identifies City-owned lands with redevelopment potential for AOCC expansion or co-location • Works with Social Development and Corporate Real Estate Management to ensure AOCC needs and expansion priorities are embedded in long-term real estate portfolio planning and development strategies • Facilitates partnerships with public, private and non-profit sectors to secure new AOCC opportunities
Toronto Community Housing Corporation / Toronto Seniors' Housing Corporation <i>Facilitates local community partnerships, building access and tenant services integration</i>	• Provides input into site selection and facility planning to ensure AOCCs are aligned with revitalization projects • Identifies opportunities for AOCC programming within TCHC communities • Collaborates with Social Development to align AOCC services with tenant needs and community development goals • Provides access to underutilized community rooms or shared facilities that could host AOCC services
Parks & Recreation <i>Supports co-location and integrated service delivery through Community Recreation Centre revitalization and expansion</i>	• Collaborates with Social Development and Corporate Real Estate Management to identify opportunities for co-location of AOCC services within new or revitalized Community Recreation Centres (CRCs), ensuring alignment with the Parks & Recreation Facility Plan • Integrates AOCC expansion priorities into CRC capital planning and facility design to support multi-use, community-serving spaces • Provides input into site selection and facility planning to ensure AOCCs are embedded within broader recreation infrastructure investments

Note: Toronto City Council establishes, and dissolves Association of Community Centres, provides approval of budgets, audited financial statements, and capital allocations, approves appointment of members to AOCC Boards of Management (via Community Councils), delegates specific authorities to AOCC Boards and sets out expectations for governance, accountability, and service delivery through the AOCC Relationship Framework.