

Community Partnership Strategy

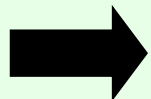
Community Development and Recreation Committee
February 3, 2010



Community Partnership Strategy

The City's Service Delivery System:

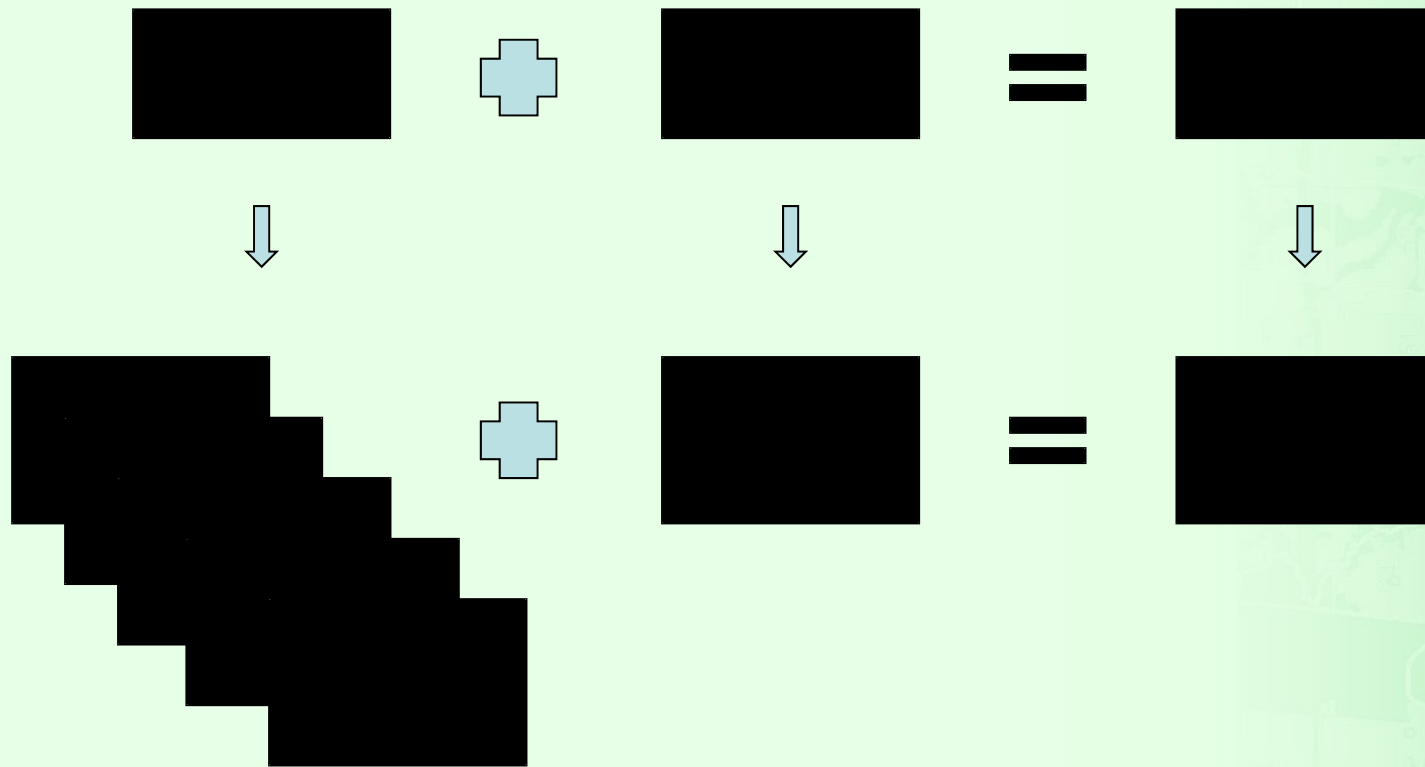
- More than half of the City's divisions and special project offices use a mixed delivery system that includes both direct and community based service delivery
- Flexible, innovative and cost-effective
- More responsive system than the City would have been able to achieve on its own.



The effectiveness of the community based system directly impacts the City's ability to deliver many programs.

Community Partnership Strategy

How does the City ensure it has the infrastructure to support service delivery?



Community Partnership Strategy

Community Partnership Strategy:

- Addresses a significant planning gap
- Foundation for planning a strong community based sector
- Important enhancement to planning a mixed service system
- Situates this planning in the context of broader neighbourhood wellbeing.

Community Partnership Strategy

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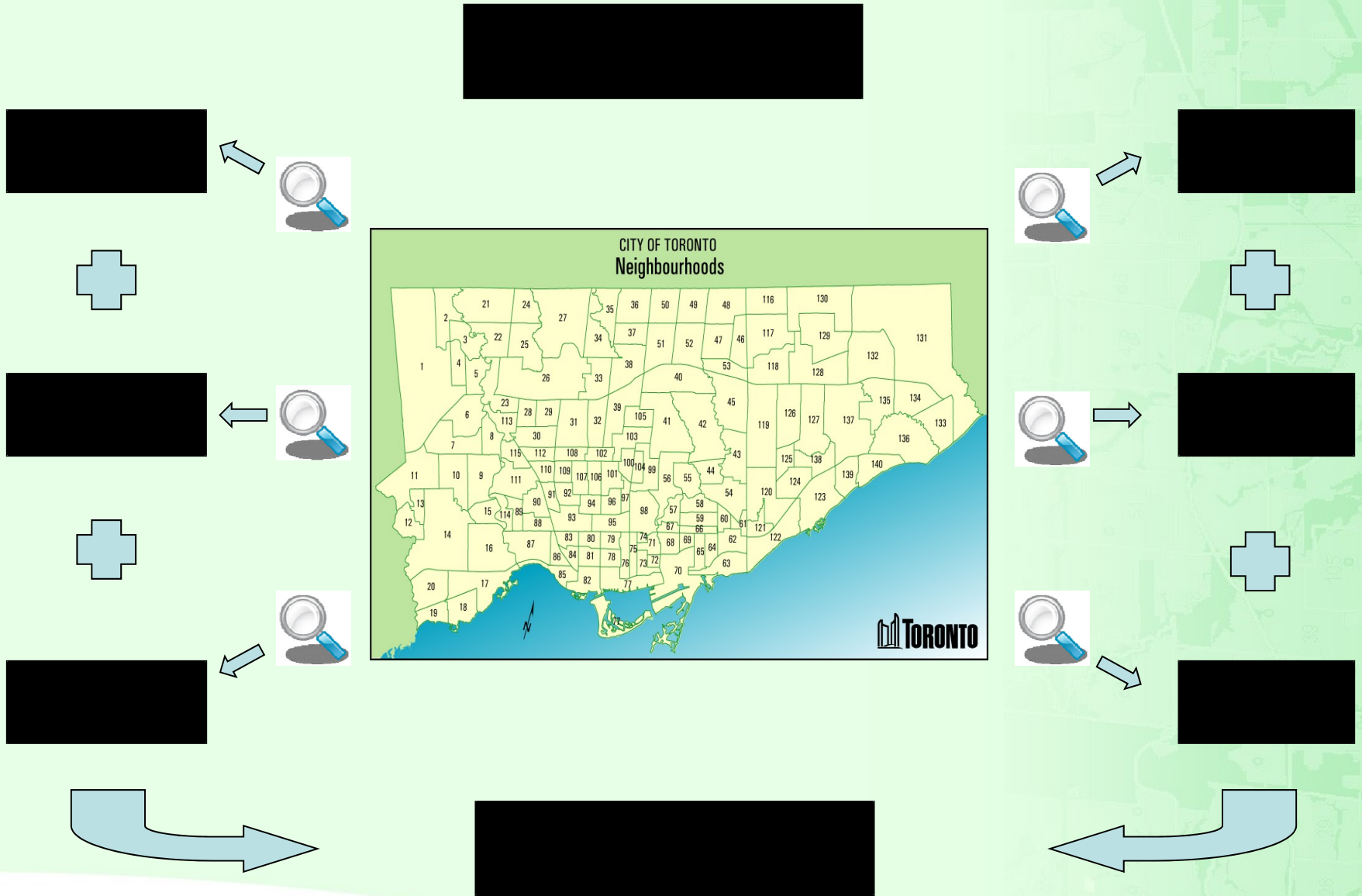
- Work in close partnership with the community based sector, funders, City staff and neighbourhoods
- Develop a measurement tool for assessing the strength of the community based system in neighbourhoods and across service areas
- Analyse and benchmark the system across all Toronto neighbourhoods
- Apply analysis in community funding programs
- Identify opportunities to strengthen the system within and across neighbourhoods
- Evaluate and refine on an ongoing basis.

Community Partnership Strategy

Development of the Strategy:

- Direction to staff June 2008
- Consultations October 2008
- Report to CDR November 2008
- Staff, Community and Funder reference groups
- Five consultations in November 2009
 - o 220 participants from community organizations
 - o Funders and staff also participated
- Joint reference group meeting December 2009 to review consultations and January 2010 to review report to CDR
- Report to CDR February 3, 2010.

Community Partnership Strategy



Community Partnership Strategy

Organizations:

- Not-for-profit organizations, including unincorporated, with community-defined mandates
- Faith-based organizations if they provide secular services

Connect With:

- City and its ABCs
- Organizations with provincially or federally defined mandates – i.e. hospitals, schools and post-secondary institutions
- For-profit service providers

Community Partnership Strategy

Space:

- Indoor and outdoor space for residents, informal groups, community-based organizations to hold meetings, programs, administration
- Multi-purpose or dedicated
- Initial measurement focus on space in libraries, recreation centres and community-based organizations
- Explore how issue of community space is dealt with in neighbourhoods:
 - Space in faith institutions
 - Space in private facilities
 - Web and virtual spaces
- If there is a change in accessibility policy, include school space.

Community Partnership Strategy

Services:

- Services provided by community based organizations
- Are main population groups served by the system?
- Are there services for children? youth? seniors?
- Build on Strong Neighbourhoods Task Force approach.

Connect With:

- Services provided by the public sector
- Services provided by the private sector
- Services provided by non-profits that are not community based.

Community Partnership Strategy

Connections:

- ❑ Links: partnerships, networks, referrals, communications
- ❑ Links that include community based organizations within scope of the “Organizations” component
- ❑ Links inside the neighbourhood, outside the neighbourhood
- ❑ Links with similar organizations, institutions, businesses, governments, and the community.

Community Partnership Strategy

Resources:

- ❑ The funding, staff, volunteers and other inputs required to deliver services.

Community Partnership Strategy

Governance:

- Engagement
- Leadership
- Democratic Decision-Making
- Accountability



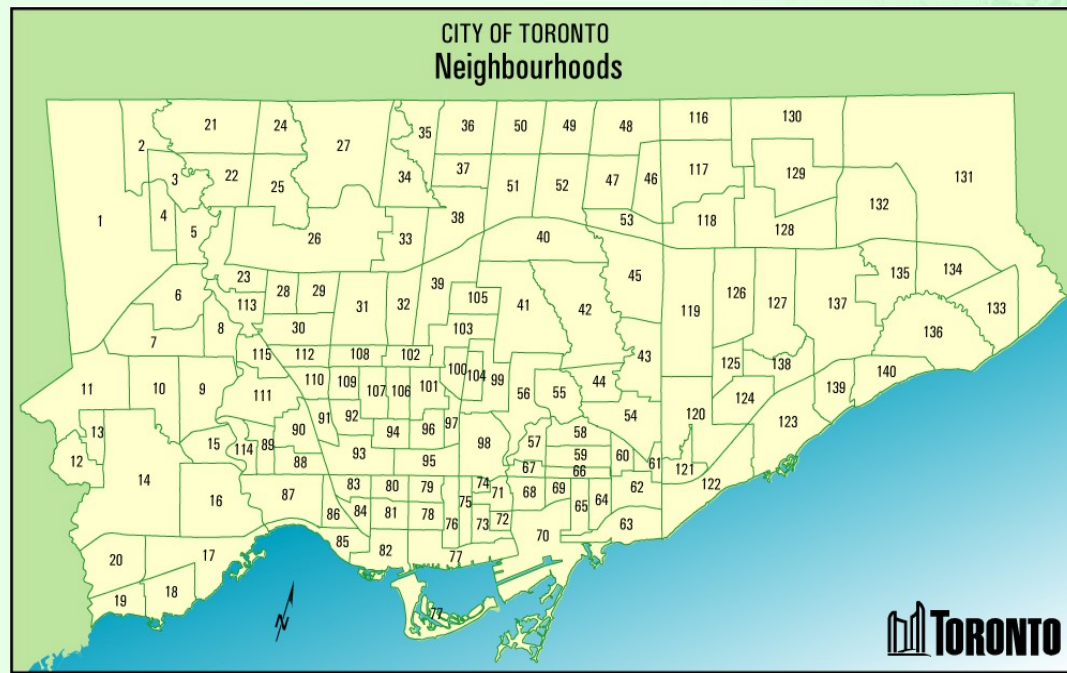
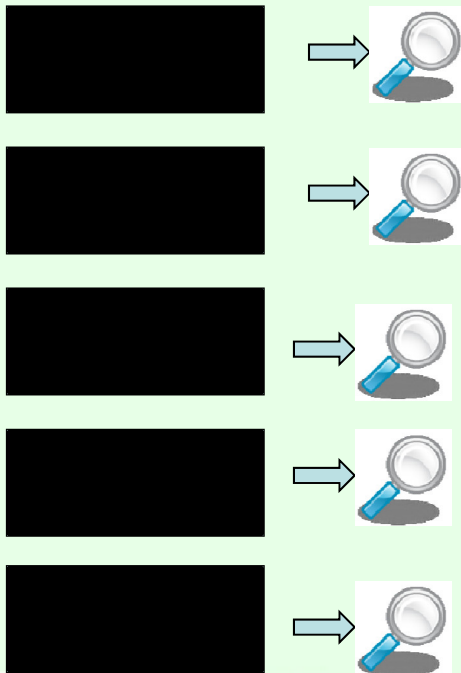
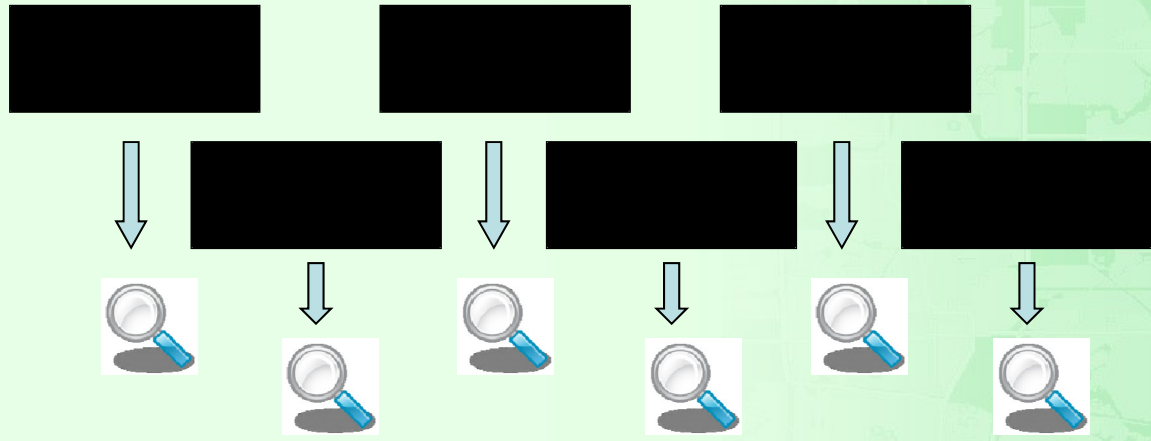
Community Partnership Strategy

Measures:

- Develop basic quantitative counts and other measures for each component
- Develop additional system measures in four category areas: Accessibility, Adaptability, Effectiveness, and Equity
- Combine counts with these measures to establish system “service levels”
- Focus initially on measures of Accessibility:
 - Incorporate available information on hours and barrier-free access
 - Refine distance measures for accessibility:
 - For different populations, services and urban forms
 - As a way to address issue of City-wide and multi-neighbourhood services
 - As a way to address issue of communities of common bond.

Community Partnership Strategy

Community Based System in Neighbourhoods

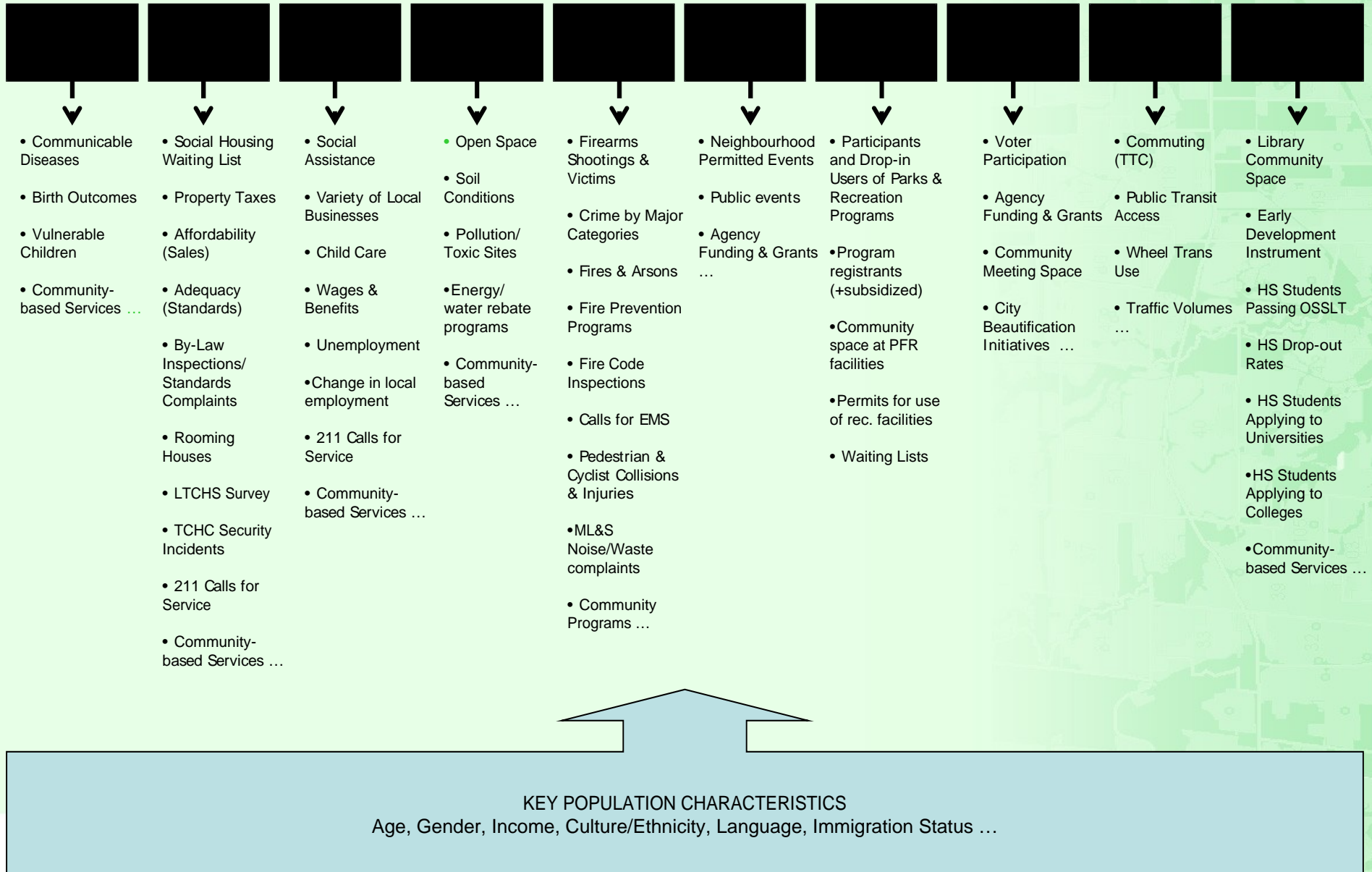


Community Partnership Strategy

Report Recommendations – CDR February 3, 2010:

1. Adopt the Community Partnership Strategy
2. Assess and monitor the strength of the community based service system in neighbourhoods
3. Report periodically on the results of this assessment and monitoring process
4. Continue to work in partnership to refine, apply and evaluate the Strategy
5. Pilot the Strategy in the 2011 cycle of the Community Service Partnerships and report back.

Neighbourhood Wellbeing Indices



Community Partnership Strategy

Community Service Partnerships:

- ❑ Provides access to services that improve social outcomes for **vulnerable, marginalized and high-risk communities**:
 - Low levels of economic security, educational attainment and civic engagement

- ❑ Prioritize neighbourhoods using indicators of neighbourhood wellbeing:
 - Low Economic Security outcomes
 - Low Education and Literacy outcomes
 - Low Civic Engagement and Social Inclusion outcomes

Community Partnership Strategy

In Community Service Partnerships-prioritized neighbourhoods:

- Consider the broader community based service system in the allocations process
- Identify where funding impact could be enhanced by strengthening the overall community based service system in addition to addressing service needs
- Identify the ways funding recommendations impact the accessibility, adaptability, effectiveness and equity of the overall community based service system.

Community Partnership Strategy

Next Steps:

- Engagement Plan
- Evaluation Plan
- Populate model and validate results
- Apply to 2011 Community Services Partnership program.

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