



City Budget
2013

Association of Community Centres
Operating Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Operating Budget pays the day-to-day operating costs for the City.

2013 Operating Budget

2013 OPERATING BUDGET ANALYST NOTES BRIEFING NOTES

BUDGET COMMITTEE, NOVEMBER 29, 2012

TABLE OF CONTENTS

PART I: RECOMMENDATIONS	2
PART II: 2013 SERVICE OVERVIEW AND PLAN	
Program Map and Service Profiles.....	3
2013 Recommended Service Levels	4
2013 Service Deliverables	5
PART III: 2013 RECOMMENDED BASE BUDGET	
2013 Recommended Base Budget	6
2013 Recommended Service Changes	7
2014 and 2015 Outlook	9
PART IV: RECOMMENDED NEW/ENHANCED SERVICE PRIORITY ACTIONS	
2013 Recommended New/Enhanced Service Priority Actions	N/A
PART V: ISSUES FOR DISCUSSION	
2013 and Future Year Issues	10
Issues Referred to the 2013 Operating Budget Process	N/A
Core Service Review and Efficiency Study Implementation Progress	11
APPENDICES	
Appendix 1: 2012 Performance	12
Appendix 2: 2013 Recommended Operating Budget by Expenditure Category and Key Cost Driver.....	20
Appendix 3: Summary of 2013 Recommended Service Changes.....	22
Appendix 4: Summary of 2013 Recommended New/Enhanced Service Priority Actions	N/A
Appendix 5: Inflows / Outflows to/ from Reserves and Reserve Funds.....	N/A
Appendix 6: 2013 Recommended User Fee Changes (iii).....	23

Contacts: Annalisa Mignardi
 Manager, Financial Planning
 Tel: (416) 395-1299

Jeff Leung
 Financial Planning Analyst
 Tel: (416) 397-4531

PART I: RECOMMENDATIONS

2013 Recommended Operating Budget
(In \$000s)

(In \$000s)	2012		2013 Recommended Operating Budget			Change - 2013 Recommended		FY Incremental Outlook	
	Approved Budget	Projected Actual	2013 Rec. Base	2013 Rec. New/Enhanced	2013 Rec. Budget	Operating Budget v. 2012 Appvd. Budget		2014	2015
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	7,032.3	7,487.1	7,119.2		7,119.2	86.9	1.2%	92.4	88.1
REVENUE	264.0	272.1	272.2		272.2	8.2	3.1%		
NET EXP.	6,768.3	7,215.0	6,847.0		6,847.0	78.7	1.2%	92.4	88.1
Approved Positions	82.7	82.7	79.0		79.0	(3.7)	(4.5%)		

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

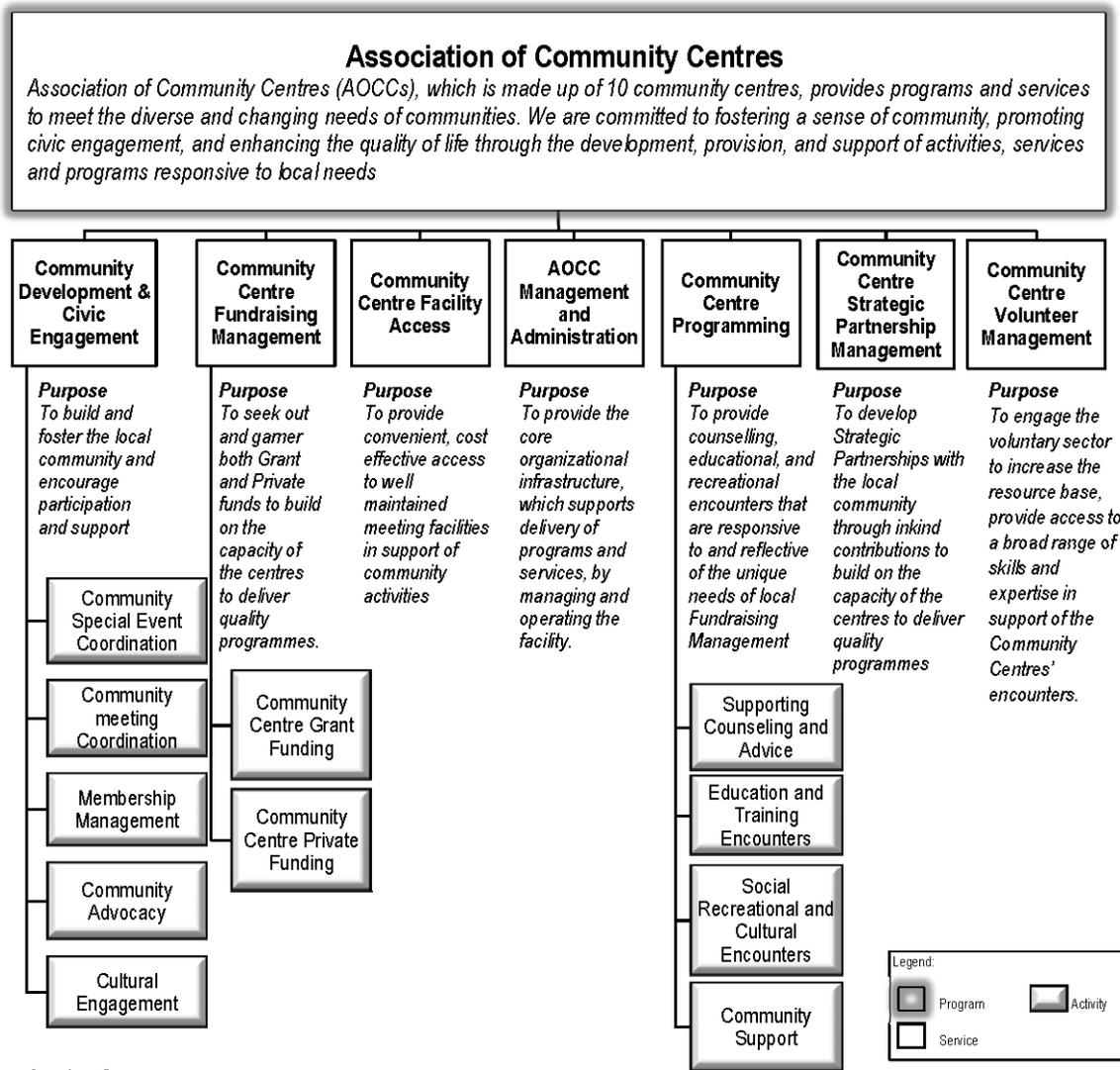
1. City Council approve the 2013 Recommended Operating Budget for the Association of Community Centres (AOCCs) of \$7.119 million gross and \$6.847 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
519 Church Street Community Centre	1,196.0	1,196.0
Applegrove Community Complex	340.4	340.4
Cecil Community Centre	658.3	658.3
Central Eglinton Community Centre	560.4	560.4
Community Centre 55	695.1	695.1
Eastview Neighbourhood Community Centre	512.2	512.2
Harbourfront Community Centre	1,149.3	1,149.3
Ralph Thornton Centre	677.3	637.9
Scadding Court Community Centre	839.1	839.1
Swansea Town Hall	491.2	258.4
Total Program Budget	<u>7,119.2</u>	<u>6,847.0</u>

2. The Association of Community Centres' services, as outlined on pages 3-4, and staff complement of 79.0 positions be approved.
3. City Council approve the 2013 recommended user fee charges for Swansea Town Hall identified in Appendix 6 (iii) for inclusion in the Municipal Code – Chapter 441 "User Fees and Charges".

PART II: 2013 SERVICE OVERVIEW AND PLAN

Program Map and Service Profiles



Service Customer

<p>Community Development and Civic Engagement</p> <ul style="list-style-type: none"> •Local Residents •Community Centre Members / Potential Members •Local BIAs <p>Community Centre Fundraising Management</p> <ul style="list-style-type: none"> •Other Orders of Government •Not for Profit Organizations •Corporations •Local Businesses <p>AOCC Management and Administration</p> <ul style="list-style-type: none"> •AOCC Service Providers •AOCC Volunteers •AOCC Partners •AOCC Funders 	<p>Community Centre Volunteer Management</p> <ul style="list-style-type: none"> •Local volunteer community •Potential volunteers in the local community <p>Community Centre Programming</p> <ul style="list-style-type: none"> •Families and/or caregivers in local community •Infant to Preschool age children in local community •School age Children in local community •Youth in local community •Adult in local community •Older Adults / Seniors in local community •Community Associations / Chapters (ie Alanon, etc.) 	<p>Community Centre Strategic Partnership Management</p> <ul style="list-style-type: none"> •Other Orders of Government •Not for Profit Organizations •Corporations •Local Businesses, Professionals, and Tradespersons <p>Community Centre Facility Access</p> <ul style="list-style-type: none"> •Local Community Groups •Faith Based Organizations •Not for Profit Agencies •Non Government Agencies •Provincial Governments •City of Toronto Government •Federal Government
--	---	--

2013 Recommended Service Levels

The 2013 service types for the Association of Community Centres' activities are summarized in the table below. Work is currently underway to establish the AOCCs' service levels.

Service Types

Service	Activity	Type
Community Neighbourhood and Civic Engagement	Community Meeting Coordination	Local Community / Neighbourhood Initiatives
		Intersectoral/ Networks/ Partnerships
	Community Advocacy (Civic Engagement)	Civic Engagement Community Education Forums
		Local All Candidate Meetings - Town Hall/Open Houses
	Community Special Events	Cultural, Recreational Events
		Community Outreach Events
		Educational Events
	Cultural Engagement Activities	A Cultural Drop-in Activity
		Arts Based Drop-ins/Events
	Membership Management	Membership Recruitment
Membership Retention		
Community Centre Programming	Social, Recreational and Cultural	Drop-in Encounter
		Registered Encounter
	Educational and Training	Workshops/ Training sessions
	Supportive Counselling and Advice	A support intervention
Community Supports	Drop-in Food/Clothing Encounter	
	Community Engagement food initiatives	
Public Space and Facility Management		Dedicated Program and Community Meeting Space
		Facilities Operations
		Building Repairs and Maintenance
		Welcome Services and General Information
Community Centre Fundraising Management	Community Centre Grant Funding	Grants
	Community Centre Private Funding	Individual/Private Donor
		Public / Private Foundation
		Corporation / Business
		Special Events/Galas
		Productive/Social Enterprises
		Program / Rental Fees
Community Centre Public/Private Strategic Partnerships		Community Based
		Private/Corporate Partners
		City Partnerships
Community Centre Volunteer Engagement		Community Programs
		Private/Corporate Partnership
		Governance - Board and Board Committees
Community Centre Administration and Management		Financial Management
		Administration
		Resource Development Reporting Compliance
		Communications/Outreach/Promotions/Fundraising/Community Engagement/

2013 Service Deliverables

The 2013 Recommended Operating Budget of \$7.119 million gross and \$6.847 million net provides AOCCs with administrative funding necessary to support the delivery of programs and services, respond to community requests and local needs, and improve quality of life. In addition, it also supports delivering services to vulnerable areas and at-risk youth.

Each Centre has a unique range of initiatives that the administrative funding in 2013 Recommended Operating Budget will support. These initiatives provide programs and services that reflect the unique needs of local communities by involving community members in the decision-making processes and develop partnership with local neighbourhoods and businesses to deliver quality community programs and opportunities. The recommended administrative funding will support activities, of which some selected ones are highlighted below:

- Provide free accessible space for over 650 community groups, organizations, and partner agencies for 87,360 service encounters at the 519 Church Street Community Centre.
- Serve over 2,200 individuals and provide work experience for approximately 360 volunteers at Applegrove Community Complex.
- Provide valuable support to the community at Community Centre 55 including 210 children in daycare and weekly summer camps, 56 summer jobs, 30 events and programs and food and toys for 1,000 families at Christmas.
- Increase the number of families served at the Central Eglinton Community Centre by 10% in 2013 from 1,100 families in 2012 due to increased development growth in the area.
- Increase the program participation for Cecil Community Centre's Family Resource Program by 10%, from 200 families in 2012 to 220 in 2013. The program has recently been attracting a highly diverse community, including Japanese, Korean, Filipino, Spanish and French-speaking participants, as well as members from the Cantonese and Mandarin-speaking communities.
- Increase the number of satellite operations in the surrounding community by 4 at the Eastview Neighbourhood Community Centre, 2 will focus on Eastview's Boys and Girls Club signature programming and 2 will focus on expanding Eastview's food security program.
- Provide service to 19,047 individuals at the Harbourfront Community Centre who will attend 160 programs or 433 program sessions and who will visit the Centre 347,000 times annually.
- Continue to facilitate exchange and connection at the Ralph Thornton Centre between residents, groups, City of Toronto services and community organizations in Riverdale.
- Leverage confirmed funding in 2013 at Scadding Court Community Centre to more than double affordable vending spaces for micro-enterprise in the Market 707 project.
- Increase the usage of the building at Swansea Town Hall by 2%.

PART III: RECOMMENDED BASE BUDGET

**2013 Recommended Base Budget
(In \$000s)**

(In \$000s)	2012 Approved Budget	2013 Rec'd Base	Change 2013 Recommended Base vs. 2012 Appvd. Budget		FY Incremental Outlook	
			\$	%	2014	2015
	\$	\$	\$	%	\$	\$
GROSS EXP.	7,032.3	7,119.2	86.9	1.2%	92.4	88.1
REVENUE	264.0	272.2	8.2	3.1%		
NET EXP.	6,768.3	6,847.0	78.7	1.2%	92.4	88.1
Approved Positions	82.7	79.0	(3.7)	(4.5%)		

2013 Recommended Base Budget

The 2013 Recommended Base Budget of \$7.119 million gross and \$6.847 million net is \$0.079 million or 1.2% over the 2012 Approved Budget of \$6.768 million net.

- The 2013 Recommended Base Budget, prior to recommended service change savings of \$0.042 million, includes a net pressure of \$0.121 million or 1.8% above the 2012 Approved Budget.
- The net increase of \$0.079 million in the 2013 Recommended Base Budget is reduced by recommended service changes savings and revenue adjustments of \$0.042 million reflecting a decrease of 0.6% below the 2012 Approved Budget.
- The result of the incremental changes noted above is a 2013 Recommended Base Budget for the AOCCs that is \$0.079 million over the budget target of a 0% increase from the 2012 Approved Budget.
- Approval of the 2013 Recommended Base Budget will result in a net decrease of 3.7 positions to the Program's approved staff complement resulting in a change from 82.7 to 79.0 as highlighted in the following table:

**2013 Recommended Staff Complement
Base Budget Summary**

Changes	Staff Complement
2012 Approved Complement	82.7
- 2012 In-Year Technical Adjustment to reflect full-time equivalent of part-time hours	(3.9)
- 2013 Prior Year Impact - Restructuring	0.2
2012 Approved Staff Complement	79.0
2013 Recommended Staff Complement Changes	
Total 2013 Recommended Complement	79.0

- 2012 Approved Staff Complement Changes – includes a net reduction of 3.7 positions, consisting of the following:
 - A decrease of 3.9 positions as a result of a technical adjustment to the staff complement count at the 519 Church Community Centre to more accurately reflect full-time equivalent of part-time hours.
 - An increase of 0.2 positions as a result of staff restructuring arising from the implementation of 2012 Council-approved Operating Budget at the Applegrove Community Complex.

**2013 Recommended Service Change Summary
(In \$000s)**

Description	2013 Recommended Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% Change over 2012 Budget	2014		2015	
					Net Expenditure	Position Change	Net Expenditure	Position Change
Base Changes:								
Base Expenditure Changes								
Line-by-Line Expenditure Reduction		(18.3)	(18.3)	(0.3%)				
Base Expenditure Changes		(18.3)	(18.3)	(0.3%)				
Base Revenue Changes								
Swansea Town Hall - Increase in Market-Based User Fee Rate and Tenant Recovery Revenue			(8.2)	(0.1%)				
Base Revenue Changes			(8.2)	(0.1%)				
Sub-Total Base Budget Changes		(18.3)	(26.5)	(0.4%)				
Service Efficiencies								
Service Efficiencies		(15.7)	(15.7)	(0.2%)				
Sub-Total Service Efficiencies		(15.7)	(15.7)	(0.2%)				
Total Service Changes		(34.0)	(42.2)	(0.6%)				

2013 Recommended Service Changes

The 2013 recommended service changes consist of service efficiency savings of \$0.034 million and revenue increases of \$0.008 million, totalling a \$0.042 million net or 0.6% decrease from the 2012 Approved Budget. When combined with incremental base budget pressures of \$0.121

million or 1.8%, the 2012 Recommended Base Budget for the AOCCs is \$0.079 million or 1.2% over the 2012 Approved Budget of \$6.768 million net.

Base Expenditure Changes: (*Savings of \$0.018 million gross and \$0.018 million net*)

Expenditure Reductions to Reflect Actual Experience

- The line by line review of actual expenditures over the past three years has resulted in a reduction of \$0.018 million net primarily in Materials & Supplies and Services & Rents, at Applegrove Community Complex, Cecil Community Centre, Eastview Neighbourhood Community Centre, Ralph Thornton Centre, and Scadding Court Community Centre.

Base Revenue Changes: (*Revenue of \$0.008 million*)

Swansea Town Hall – Increase in Revenue

- 2013 revenue for Swansea Town Hall is being increased by \$0.008 million net, comprised of the following:
 - \$0.007 million due to a forecasted market-based rate increase in user fee revenue as detailed in Appendix 6(iii); and
 - \$0.001 million due to an increase in the recovery for utility and maintenance costs from a Toronto Public Health Dental Clinic tenant located on Swansea's premises.

Service Efficiencies: (*Savings of \$0.016 million gross and \$0.016 million net*)

Service Efficiencies

- A reduction of \$0.016 million gross and net at the 519 Church Street Community Centre through a realignment of casual part-time administrative and caretaking support used to provide coverage during periods of absences i.e. vacation, sick, etc., with no impact on service levels.

2014 and 2015 Outlook (In \$000s)

Description	2014 - Incremental Increase					2015 - Incremental Increase					Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Positions	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Positions	
Known Impacts											
Step Pay Increase	5.5		5.5	0.1%		5.0		5.0	0.1%		0.2%
Progression Pay Increase	17.7		17.7	0.3%		15.0		15.0	0.2%		0.5%
Fringe Benefit Increase	62.3		62.3	0.9%		61.0		61.0	0.9%		1.8%
Non-Salary Economic Factor Increase	6.9		6.9	0.1%		7.0		7.0	0.1%		0.2%
Sub-Total Known Impacts	92.4		92.4	1.3%		88.1		88.1	1.3%		2.6%
Total Incremental Impacts	92.4		92.4	1.3%		88.1		88.1	1.3%		2.6%

Approval of the 2013 Recommended Base Budget for the Association of Community Centres will result in a 2014 incremental cost increase of \$0.092 million and a 2015 incremental cost increase of \$0.088 million to maintain 2013 service levels.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- For 2014, the net incremental expenditures are projected to be \$0.092 million, arising from step, progression pay, and COLA, and non-salary inflationary increases.
- For 2015, the net incremental expenditures are projected to be \$0.088 million, arising from step, progression pay, and COLA, and non-salary inflationary increases.

PART V: ISSUES FOR DISCUSSION

2013 and Future Year Issues**2013 Issues***2013 Recommended Operating Budget vs. Guideline*

- The Association of Community Centres' 2013 Recommended Operating Budget of \$6.847 million net represents an increase of \$0.079 million or 1.2% above the 2012 Approved Operating Budget of \$6.768 million net. Below is a table summarizing the 2013 Recommended Operating Budget for each Centre in comparison to the 2012 Approved Operating Budget:

amounts in \$'000s

Centre	2012 Approved Operating Budget (Net)	2013 Recommended Operating Budget (net)	2013 Recommended Operating Budget (net) vs. 2012 Approved Operating Budget (net)		Recommended Staff Complement
			\$	%	
519 Church Street Community Centre	1,155.5	1,196.0	40.6	3.5%	12.3
Applegrove Community Complex	340.5	340.4	(0.1)	(0.0%)	3.1
Community Centre 55	679.8	695.1	15.3	2.2%	7.2
Cecil Community Centre	642.3	658.3	16.0	2.5%	7.4
Central Eglinton Community Centre	559.9	560.4	0.5	0.1%	7.0
Eastview Neighbourhood Community Centre	537.6	512.2	(25.4)	(4.7%)	5.4
Harbourfront Community Centre	1,139.3	1,149.3	10.0	0.9%	11.2
Ralph Thornton Centre	621.8	637.9	16.0	2.6%	6.6
Scadding Court Community Centre	839.1	839.1	0.0	0.0%	13.2
Swansea Town Hall	252.5	258.4	5.9	2.3%	5.6
TOTAL	6,768.3	6,847.0	78.7	1.2%	79.0

- Achieving a net budget increase of 0% is difficult for the AOCCs without impacting core service program delivery and overall service to the public. Budget pressures in 2013 are mainly a result of increased labour costs, which are not directly controlled by the Centres. However, as shown in the above table, most Centres have reduced base expenditures resulting in savings necessary to achieve an overall Program budget increase of 1.2%. Any additional reductions would be derived from further Centre closures and/or staff eliminations, which would greatly impact service delivery and the Centre's ability to meet community needs.

Future Year Issues*Increase in Demand at the Centres*

- The key issue for the AOCCs in 2013 and in the future, is their ability to continue maintaining the level of service and performance in the face of increasing expectations and demand for service. The City funds 100% of the Centres' Core Administrations costs or approximately 50% of the total AOCC Operating Budget with the remaining funding coming from a combination of City and non-City grants and user fees.
- The AOCCs have thus far, managed to maintain the current level of programming and activities through fundraising, staff training, and networking with other organizations.

However, this has presented an on-going challenge to meet their expectations without an increase in staffing and budget resources where required. Third party funding to the Community Centres is unpredictable, making planning for a 3-year horizon difficult.

Core Service Review Implementation Progress

On September 26, 27, 2011 City Council adopted a report from the City Manager with his recommendations that addressed the results of the detailed Core Service review conducted by KPMG. City Council approved specific recommendations regarding the AOCCs and service levels, namely:

- Refer the following KPMG opportunities to the City Manager for inclusion in broader service, organizational studies to be reported to Standing Committees and Council as required:

Community Centres (Directly Operated and Board Operated): Consider examining the existing business and governance models currently in place at all community centres (internally operated and association operated).

- This review is currently underway. In 2003, City Council approved the Governance Review of Community Centres (AOCCs) and directed staff to develop operating principles and guidelines in consultation with the AOCC Boards that are consistent with the form and content of frameworks under development for all City agencies.
- The Relationship Framework for Community Centres (AOCCs) was developed with input from the Executive Directors of Community Centres, Boards of Management and applicable internal divisions of the City of Toronto.
- During the 2011 Operating Budget process, City Council directed that the City Manager's Office and the Executive Director of SDF&A conduct a program review of the AOCCs. In 2011 and 2012, the initial phase of this review explored administrative services to determine if the centres could benefit from sharing services or centralizing certain functions. The second phase, which is being conducted through the Community Infrastructure Study, will review overall governance and services provided by the 10 centres. The outcome of both phases of the review and any recommended changes will be reported to City Council in Fall 2013.

Appendix 1 2012 Performance

2012 Key Accomplishments

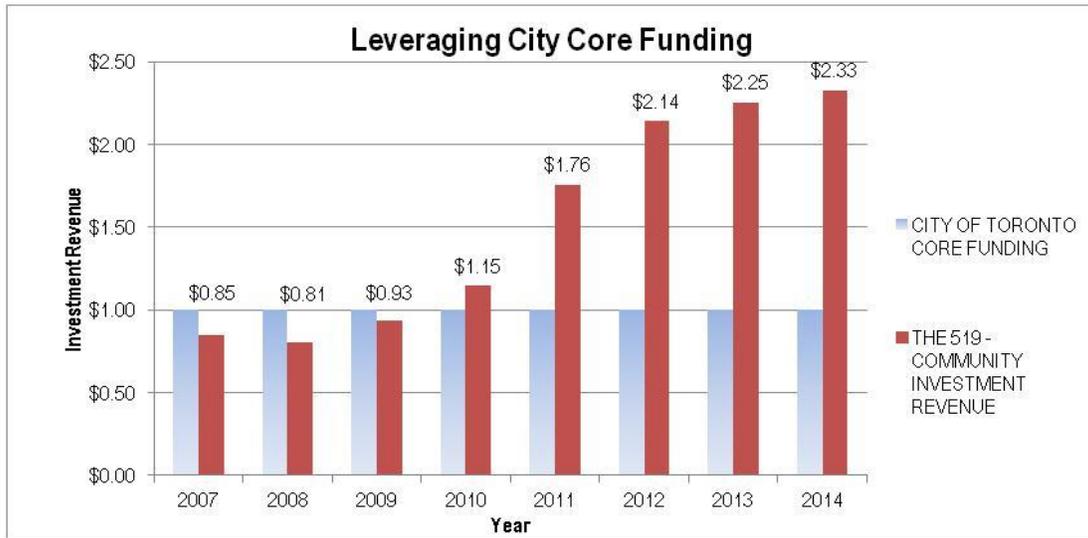
In 2012, the Association of Community Centres achieved the following results:

- ✓ The 519 Church Street Community Centre experienced an increase of 5,874 client encounters that included program, service and community events from 195,801 in 2011 to 201,675 in 2012.
- ✓ Applegrove Community Complex increased the number of its after-school attendees by 16 or 80%, from 20 in 2011 to 36 in 2012.
- ✓ Community Centre 55 provided various community programs and services including a Christmas Parade with over 12,000 attendees, 1,600 children attending summer camp, day care for 210 children, seniors programs, and 30 special events and programs throughout the year.
- ✓ Central Eglinton Community Centre increased its outreach and volunteer-led programs for older adults/seniors that led to a 40% increase in engagement and participation.
- ✓ Cecil Community Centre's Youth Program saw an increase of over 18% in youth attending the drop-in program in 2012 compared to 2011. Many of the teenagers are newcomers whose first language is Mandarin or Cantonese.
- ✓ Eastview Community Centre increased its program units of service by 8,333 or 3.4%, from 245,100 in 2011 to 253,433 in 2012.
- ✓ Harbourfront Community Centre coordinated its largest volunteer engagement project with corporate partners: Starbucks Canada, Home Depot, TELUS & non-profit partners including Volunteer Canada, Volunteer Toronto and Architecture for Humanity. This resulted in the usage of 620 new volunteers and 4,600 volunteer hours, and raised \$16,500 to complete 60 capital improvement projects valued at \$180,000 to HCC infrastructure.
- ✓ Ralph Thornton Centre partnered with many organizations and community groups including the Riverside BIA, The Chinese Chamber of Commerce, TCHC, City of Toronto Parks, Forestry & Recreation, Public Libraries, Riverdale Artists network, South Riverdale Community Health Centre, and the S.E.A.S. Centre to deliver and support numerous community-led events for over 10,000 residents.
- ✓ Scadding Court Community Centre's Market 707 completed its first year of operating affordable vending spaces for micro-enterprises. All 12 vendors made a profit and special events were held focusing on the vendors such as Nuit Blanche, Street Food Friday's, and a Design Charrette.
- ✓ Swansea Town Hall increased its space usage by 2% in 2012 from 2011.
- ✓ There were over 4,600 community volunteers participating in ensuring that AOCCs provide a welcoming accessible space for the community.

2012 Performance

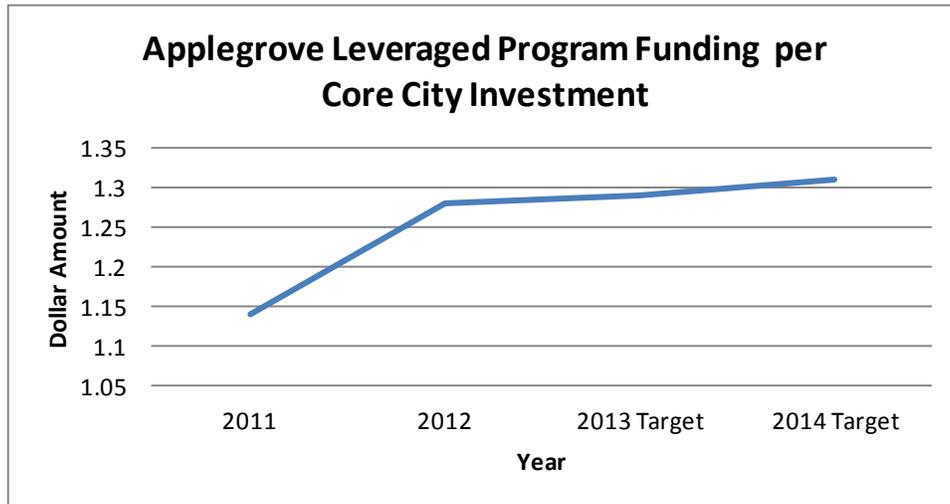
2012 performance measures for the AOCCs are indicated below, detailed by Centre. The Centres will continue to review their operations and will be updating their respective Performance Measures in future budget submissions.

Efficiency Measure – Leveraging of City Funding - 519 Church Street Community Centre



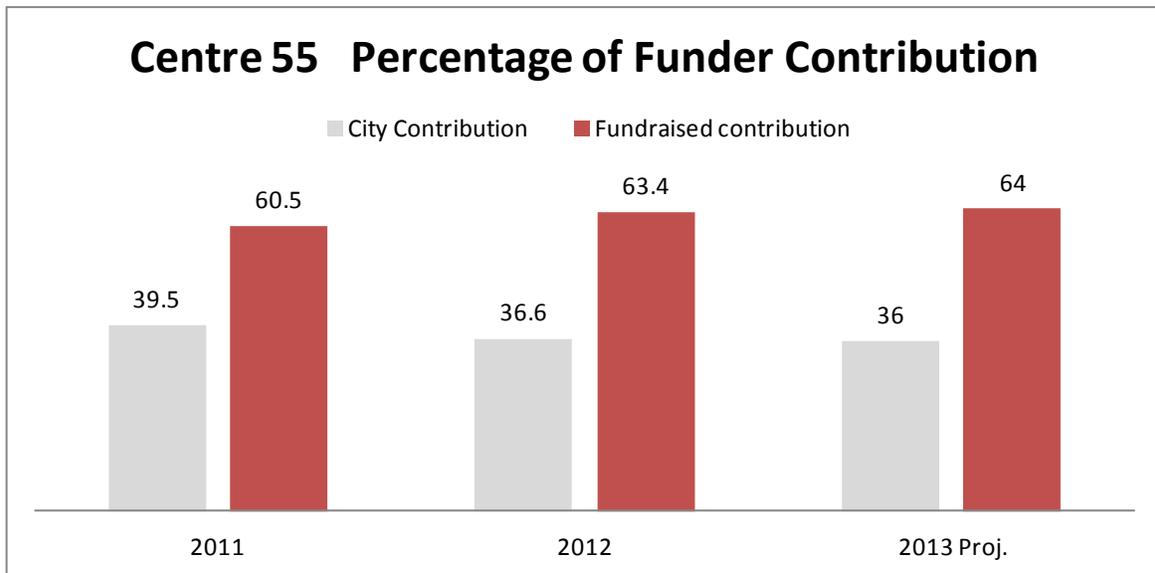
- The 519 Church Street Community Centre increased its leveraging of alternative funding in 2012 to \$2.14 million from \$1.76 million in 2011 to provide programs, services and communities activities not funded through core City funding.

Efficiency Measure – Leveraging of City Funding - Applegrove Community Complex



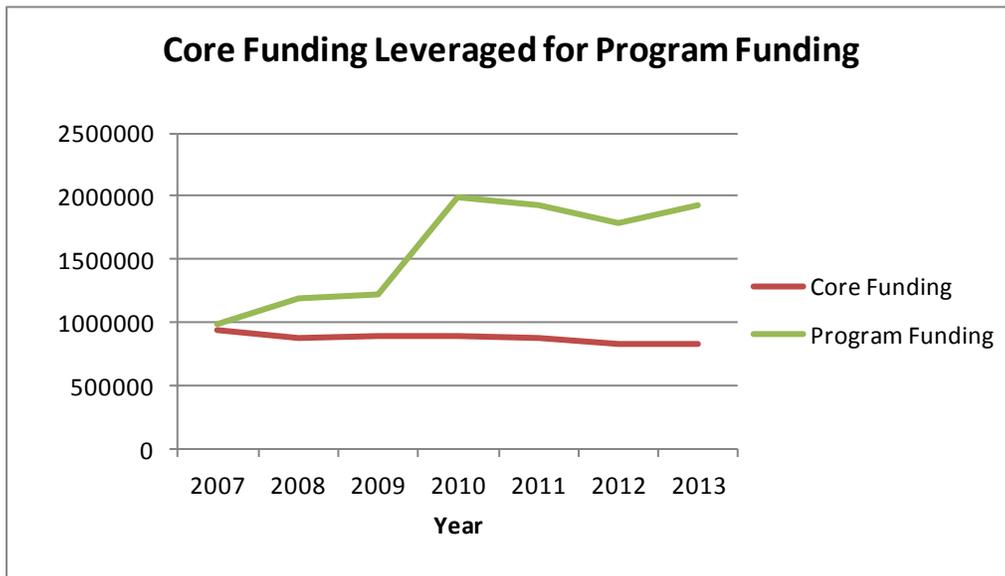
- Applegrove Community Complex increased its ratio of program funding per dollar of core administration from the City, to \$1.28 in 2012 from \$1.14 in 2011, to increase levels for programming within the community.

Efficiency Measure – Leveraging of City Funding - Community Centre 55



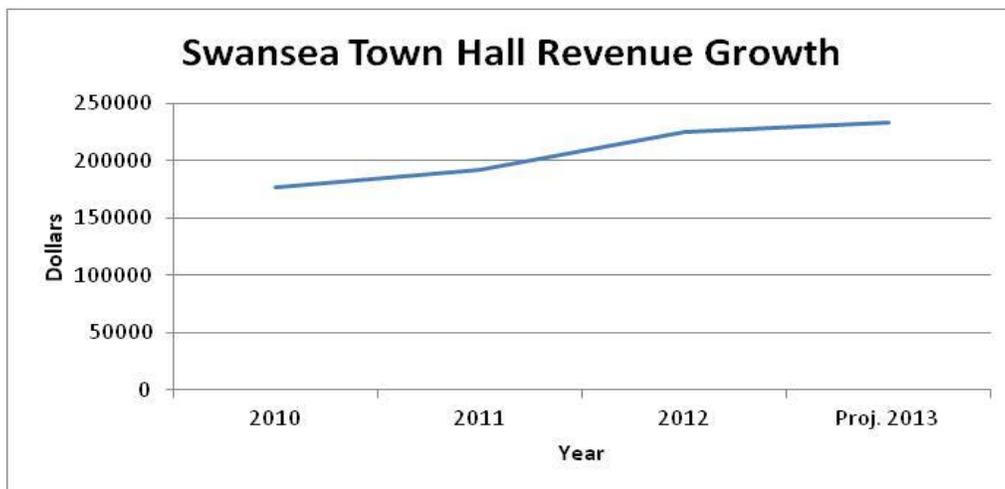
- Community Centre 55 increased the fundraising portion of their overall budget to 63.4% in 2012 with the City providing 36.6% through core administration funding, an increase of 2.9% compared to 60.5% of fundraising in 2011.

Efficiency Measure – Leveraging of City Funding - Scadding Court Community Centre



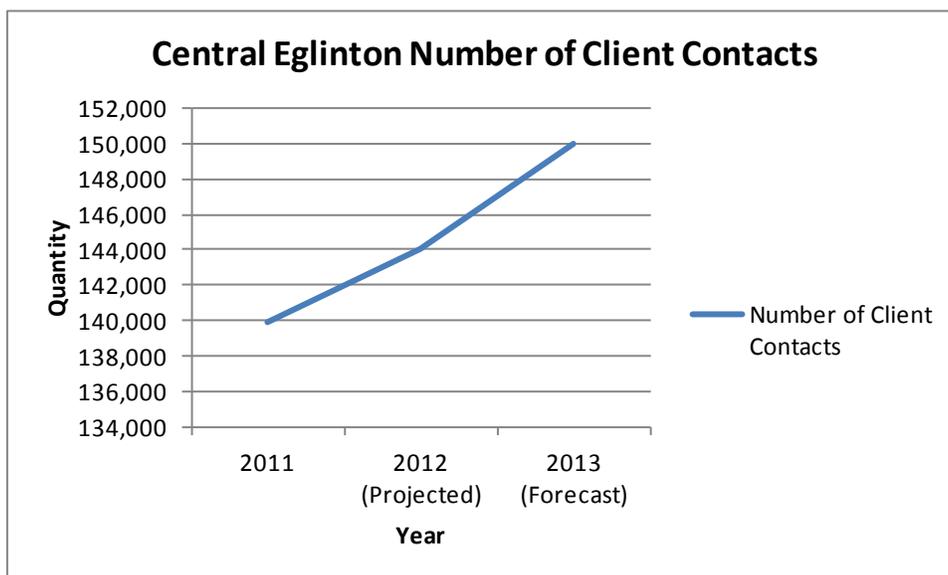
- Scadding Court Community Centre will continue to demonstrate a consistent and growing capacity to leverage core funding into 2013 to support an expanding body of exceptional programs.

Effectiveness Measure – Space Usage Revenue - Swansea Town Hall



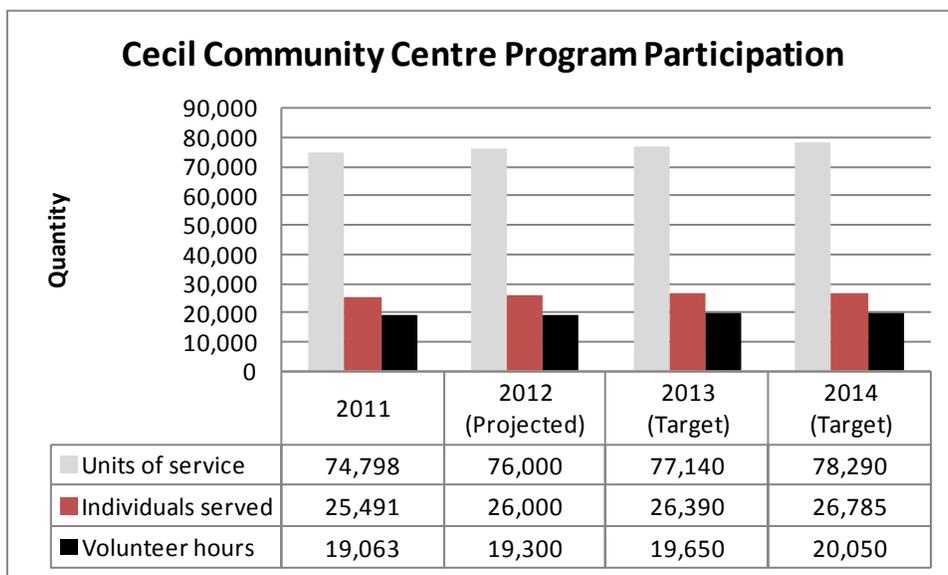
- Swansea Town Hall increased revenues due to space usage to \$0.215 million in 2012 compared to \$0.192 million in 2011, and is expected to continue to increase in 2013.

Effectiveness Measure – Number of Client Contact - Central Eglinton Community Centre



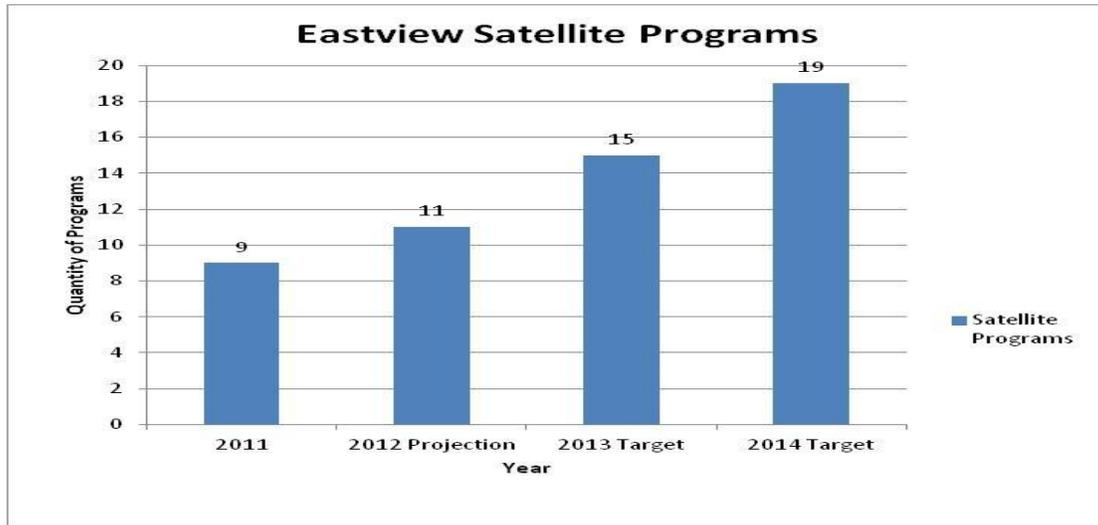
- Central Eglinton Community Centre increased its projected number of client contacts to 144,077 in 2012, from 139,888 in 2011, and forecasts it to increase to 150,000 for 2013.

Effectiveness Measure – Program Participation - Cecil Community Centre



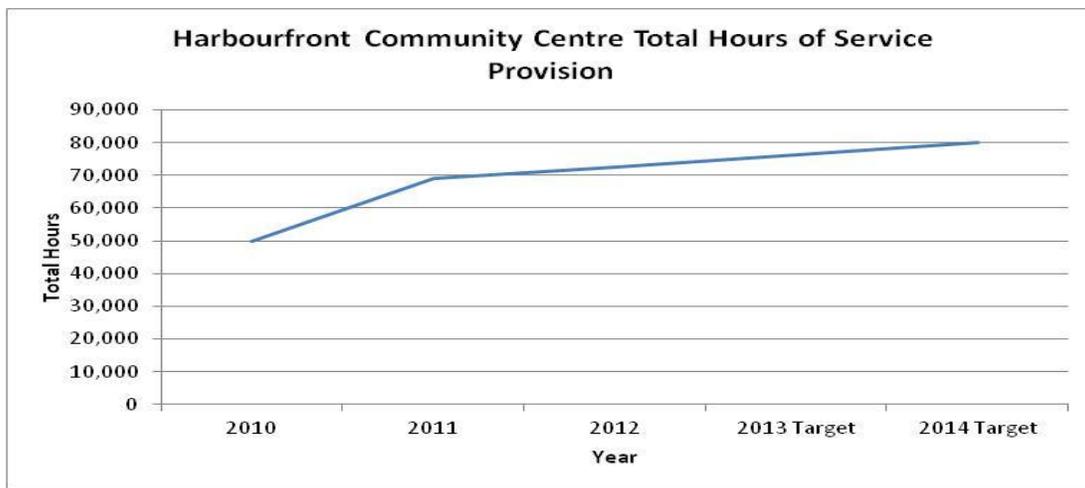
- Cecil Community Centre increased its units of service through program participation, individuals served, and volunteer hours to 76,000, 26,000, and 19,300 respectively for 2012, from 74,798, 25,491, and 19,063 respectively in 2011. Cecil expects to continue to increase program participation for 2013 and 2014.

Effectiveness Measure – Number of Satellite Operations - Eastview Neighbourhood Community Centre



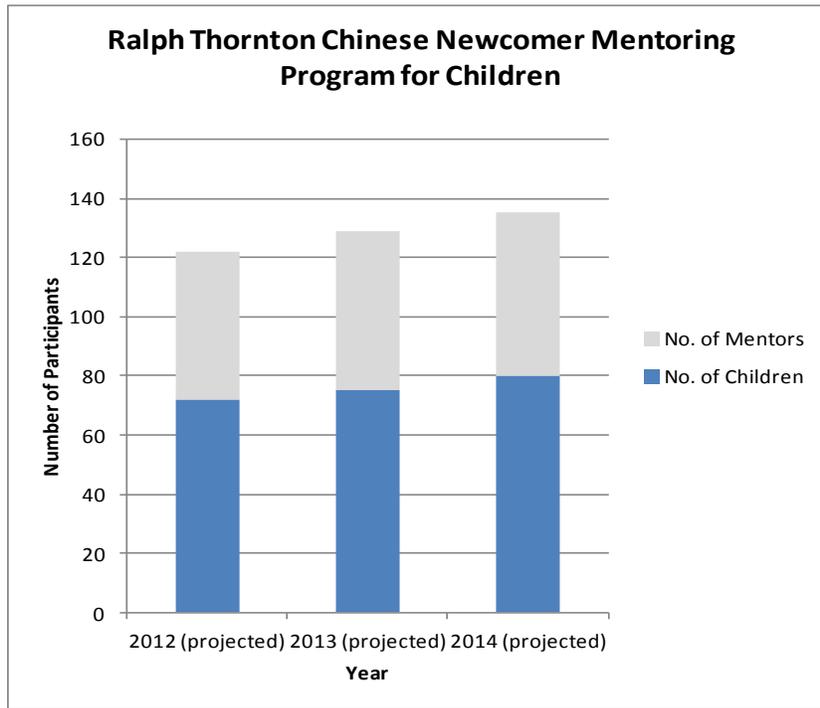
- Eastview increased the number of projected Satellite operations to 11 for 2012, up from 9 in 2011, and is expected to further increase them for 2013 and 2014.

Effectiveness Measure – Hours of Service Provision - Harbourfront Community Centre



- Harbourfront Community Centre increased the total hours of service provision to 72,568 for 2012, from 69,113 in 2011, and is expected to continue to increase them for 2013 and 2014.

Effectiveness Measure – Chinese Newcomer Mentoring Program for Children - Ralph Thornton Centre



- Ralph Thornton Centre maintained the Mentor Program for recently arrived Chinese newcomer children for 2012, and is expected to increase the reach of the Mentor Program for 2013 and 2014.

2012 Budget Variance Analysis

2012 Budget Variance Review (In \$000s)

(In \$000s)	2010	2011	2012	2012	2012 Approved Budget vs Projected Actual Variance	
	Actuals	Projected *	Approved Budget	Projected Actuals**	\$	%
	\$	\$	\$	\$	\$	%
Gross Expenditures	7,528.2	7,515.6	7,032.3	7,487.1	454.8	6.5
Revenues	214.2	243.3	264.0	272.1	8.1	3.1
Net Expenditures	7,314.0	7,272.2	6,768.3	7,215.0	446.7	6.6
Approved Positions	92.0	91.2	82.7	82.7		

* Based on draft 2011 audited Financial Statements

** Based on the 3rd Quarter Operating Budget Variance Report.

2012 Experience

- The projected year-end net unfavourable variance for the AOCCs is anticipated to be \$0.447 million or 6.6% above the 2012 Approved Operating Budget of \$6.768 million.
 - The projected unfavourable variance is primarily attributed to costs associated with implementation of the 2012 Council-approved service level reductions, salary and benefit costs related to parental leave and retiree benefits, in-year job re-evaluations, as well as increased utility costs. Mitigating strategies to minimize year-end projected over-expenditures are underway.

Impact of 2012 Operating Variance on the 2013 Recommended Budget

- There is no impact of the 2012 Operating Variance on the 2013 Recommended Operating Budget as the majority of over-expenditures are related to one-time costs. The Centres have also re-aligned their 2013 budgets, as appropriate, to address the non-salary pressures.

Appendix 2

2013 Recommended Operating Budget by Expenditure Category and Key Cost Driver

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2010	2011	2012	2012	2013	2013 Change from		2014	2015
	Actual	Projected *	Budget	Projected Actual **	Recommended Budget	2012 Approved Budget		Outlook	Outlook
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	6,324.9	6,375.1	6,021.3	6,399.8	6,085.9	64.7	1.1%	6,171.4	6,252.5
Materials and Supplies	416.0	454.3	489.3	513.0	509.3	20.1	4.1%	515.0	520.8
Equipment	6.3		4.0	4.0	4.0	0.0	0.0%	4.0	4.0
Services & Rents	755.9	671.8	476.4	528.9	487.3	11.0	2.3%	488.6	489.8
Contributions to Capital					0.0			0.0	0.0
Contributions to Reserve/Res Funds	25.1	14.4	25.7	25.7	26.0	0.3	1.2%	26.0	26.0
Other Expenditures			15.8	15.8	6.7	(9.0)	(57.4%)	6.7	6.7
Interdivisional Charges									
TOTAL GROSS EXPENDITURES	7,528.2	7,515.6	7,032.3	7,487.1	7,119.2	86.9	1.2%	7,211.6	7,299.8
Interdivisional Recoveries									
Provincial Subsidies									
Federal Subsidies									
Other Subsidies									
User Fees & Donations	214.2	192.0	254.7	262.8	270.7	16.0	6.3%	270.7	270.7
Transfers from Capital Fund									
Contribution from Reserve Funds									
Contribution from Reserve		51.3	9.3	9.3	1.5	(7.8)	(83.9%)	1.5	1.5
Sundry Revenues									
TOTAL REVENUE	214.2	243.3	264.0	272.1	272.2	8.2	3.4%	272.2	272.2
TOTAL NET EXPENDITURES	7,314.0	7,272.2	6,768.3	7,215.0	6,847.0	78.7	1.2%	6,939.4	7,027.6
APPROVED POSITIONS	92.0	91.2	82.7	82.7	79.0	(3.7)	(4.5%)	82.9	82.9

2013 Key Cost Drivers

Salaries and Benefits are the largest expenditure category and account for 86% of total expenditures, followed by Materials and Supplies at 7%, and Services and Rents at 7%. User Fees and Donations are the largest revenue category and account for 96% of total revenues.

- The 2013 recommended budget for salaries and benefits of \$6.086 million is \$0.065 million or 1.1% higher compared to the amount of \$6.021 million in the 2012 Approved Operating Budget. This increase is mainly attributable to step and progression pay, COLA, and fringe benefits, totalling \$0.153 million. The increase is partially offset by the reduction in salaries and benefits attributed to staff turnover, in the amount of (\$0.029 million).
- The 2013 recommended budget for materials and supplies of \$0.509 million is \$0.020 million or 4.1% higher compared to the amount of \$0.489 million in the 2012 Operating Budget. This increase is mainly attributable to non-salary economic factors, partially offset by line-by-line savings of \$0.011 million.

- The 2013 recommended budget for services and rents of \$0.487 million is \$0.011 million or 2.3% higher compared to the amount of \$0.476 million in the 2012 Approved Operating Budget. This increase is mainly attributable to non-salary economic factors, partially offset by line-by-line savings of \$0.008 million.
- The 2013 recommended budget for user fees and donations of \$0.271 million is \$0.016 million or 6.3% higher compared to the amount of \$0.255 million in the 2012 Approved Operating Budget. This increase is attributable to an increase in user fee revenue at Swansea Town Hall, of \$0.008 million and the reclassification of \$0.008 million in sundry revenues into the user fees and donations category.

The 2013 Recommended Base Budget provides funding for the following:

Prior Year Impacts

- Reversal of \$0.043 million net as a result of one-time expenditures for salaries and benefits in 2012 related to parental leave and retiree benefits.

Economic Factors

- Salary and fringe benefits increase of \$0.080 million net as a result of cost of living (COLA) and OMERS 0.9% rate increase.
- Increase of \$0.030 million net due to non-labour economic factors, primarily related to increases in utilities.

Revenue Changes

- Increase in revenues of \$0.008 million at Swansea Town Hall, comprised of the following:
 - \$0.007 million due to a market-based rate increase in user fee revenue as identified in Appendix 6(iii) for inclusion in the Municipal Code – Chapter 441 "User Fees and Charges"; and
 - \$0.001 million due to an increase in the recovery for utility and maintenance costs from a Toronto Public Health Dental Clinic tenant located on Swansea's premises.

Appendix 3
Summary of 2013 Recommended Service Changes



2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	AGENCIES Association of Community Centres	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
2013 Recommended Base Budget Before Service Change:			7,126.9	272.2	6,854.7	79.0	92.4	88.1
Z1	6	AOCC - Efficiency Gains	(15.7)	0.0	(15.7)	0.0	0.0	0.0
<small>(CC-Z01)</small> Service / Activity: Association of Community Centres / N/A Description: 2013 AOCC efficiency gains in the amount of \$15.742k. A reduction of \$15.742 million gross and net is recommended for 519 Church Street Community Centre. These savings will be realized through a realignment of casual part-time administrative and caretaking support used to provide coverage during periods of absences i.e. vacation, sick, etc., with no impact on service levels. Service Level Change: No change. ADMIN: Recommended.			(15.7)	0.0	(15.7)	0.0	0.0	0.0
Total Recommended Service Level Reductions:			(15.7)	0.0	(15.7)	0.0	0.0	0.0
Total Recommended Base Budget:			7,111.2	272.2	6,839.0	79.0	92.4	88.1

Category Legend - Type

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change

Appendix 6 (iii)

2013 Recommended User Fee Changes Inflation and Other Adjustments

Ref #	User Fee Description	Fee Category	Fee Unit/Basis	2012 Fee (A)	Inflationary Adjusted Fee (B)	Other Adjustments (C)	2013 Recommended Fee (D)	2013 Incremental Revenue
	<u>AOCC-SWANSEA TOWN HALL</u>							
2	Rousseau Room - Community Rate	Market Based	Per Hour	\$26.50	\$27.10		\$27.10	
3	Rousseau Room - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$35.25	\$36.05	\$0.96	\$37.01	
4	Rousseau Room - Individual	Market Based	Per Hour	\$43.60	\$44.59	\$0.01	\$44.60	
5	Rousseau Room - Event Rate	Market Based	Per Event	\$430.50	\$440.23	\$0.02	\$440.25	
7	Council Chamber - Community Rate	Market Based	Per Hour	\$17.60	\$18.00		\$18.00	
8	Council Chamber - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$23.05	\$23.57	\$0.68	\$24.25	
9	Council Chamber - Individual	Market Based	Per Hour	\$30.50	\$31.19	\$0.01	\$31.20	
10	Council Chamber - Event Rate	Market Based	Per Event	\$360.50	\$368.65	\$1.35	\$370.00	
12	Teiaiaagon Room - Community Rate	Market Based	Per Hour	\$15.45	\$15.80		\$15.80	
13	Teiaiaagon Room - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$20.00	\$20.45	\$0.54	\$20.99	
14	Teiaiaagon Room - Individual	Market Based	Per Hour	\$24.20	\$24.75		\$24.75	
16	Founders Room - Community Rate	Market Based	Per Hour	\$15.45	\$15.80		\$15.80	
17	Founders Room - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$20.00	\$20.45	\$0.54	\$20.99	
18	Founders Room - Individual	Market Based	Per Hour	\$24.20	\$24.75		\$24.75	
20	Gemmell Room - Community Rate	Market Based	Per Hour	\$13.25	\$13.55		\$13.55	
21	Gemmell Room - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$17.10	\$17.49	\$0.51	\$18.00	\$7,810
22	Gemmell Room - Individual	Market Based	Per Hour	\$20.80	\$21.27	\$0.03	\$21.30	
24	Harvey Room - Community Rate	Market Based	Per Hour	\$13.25	\$13.55		\$13.55	
25	Harvey Room - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$17.10	\$17.49	\$0.51	\$18.00	
26	Harvey Room - Individual	Market Based	Per Hour	\$20.80	\$21.27	\$0.03	\$21.30	
28	Hague Room - Community Rate	Market Based	Per Hour	\$10.15	\$10.38	\$0.02	\$10.40	
29	Hague Room - Course, Program, Non-Profit Rate	Market Based	Per Hour	\$13.75	\$14.06	\$0.69	\$14.75	
30	Hague Room - Individual	Market Based	Per Hour	\$16.30	\$16.67	\$0.03	\$16.70	
31	Kitchen	Market Based	Per Use	\$34.15	\$34.92	\$0.08	\$35.00	
32	LCD Projector	Market Based	Per Use	\$57.00	\$58.29	\$0.01	\$58.30	
33	Lobby	Market Based	Per Hour	\$14.00	\$14.32	\$0.04	\$14.36	
34	Mail Box	Market Based	Per Month	\$8.00	\$8.18	\$0.07	\$8.25	
35	Storage Locker	Market Based	Per Month	\$16.90	\$17.28	\$0.02	\$17.30	
36	After hours full recoverable	Market Based	Per Hour	\$28.65	\$29.22	\$0.03	\$29.25	
37	After hours split recoverable	Market Based	Per Hour	\$14.35	\$14.64	\$0.01	\$14.65	
	AOCC-SWANSEA TOWN HALL -TOTAL							\$7,810