



## Association of Community Centres

### What We Do

We provide a broad range of community, recreation and social service programs to Toronto residents that aim to meet the evolving needs of changing demographics. The Association of Community Centres (AOCCs) delivers the following services:

- Community Centre Strategic Partnership & Resource Development
- Social, Economic & Neighbourhood Development
- Public Space – Community Access

The AOCCs consists of 10 multi-purpose facilities with oversight provided by volunteer Boards of Management to support service delivery.

### Why We Do It

The Association of Community Centres (AOCCs), comprised of 10 community centres, are committed to fostering a sense of community, promoting civic engagement and enhancing the quality of life by providing programs and services that are responsive and reflective of the unique needs of local communities.

### Our Experience & Success

- Provide community development initiatives that build capacity in the community. Services are far reaching and target all sectors of the community.
- Cecil Community Centre partnered with the Toronto Transit Commission to develop Streetcar Safety materials for seniors.
- Applegrove Community Centre expanded the after-school program, offered full-time camps during school breaks, part-time programming for older children, and babysitting training.
- Scadding Court Community Centre successfully launched the Newcomer Entrepreneurship Hub and Women's Entrepreneurship programs.
- The 519 Community Centre is the largest in Canada focused on LGBTQ2S programs

### Key Challenges

- Maintaining adequate, stable core City funding to the Community Centres to ensure the Centres remain open and continue to provide programs and services which are accessible and responsive to local communities.
- Addressing the needs of more disadvantaged residents and responding to requests of new residents to keep pace with changing community demographics.

### Priority Actions

- Adequate funding is included in the 2019 Staff Recommended Operating Budget for inflationary cost increases to maintain services at the 2018 approved levels.
- The Centres will continue to explore opportunities for third party program funding for new initiatives that reflect local community needs and requests.

## Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$8.6	\$8.6	\$8.7
Revenues	\$0.3	\$0.3	\$0.3
Net Expenditures	\$8.3	\$8.3	\$8.4
Approved Positions	80.6	80.6	80.6

## Our Key Service Levels



Hold **4,502** community special events with **235,000** total number of participants



Serve **150,510** people through programming and provide **106,000** people with personal supports including food, clothes and other services



Host **1,500,000** public visitors during **43,134** hours of operation



Hold **1,200** community meetings, forums, workshops with **50,000** total people attending and utilizing public space

Source of Image: [www.icons8.com](http://www.icons8.com)

## Key Service Deliverables

Provide high quality services and activities to neighbourhoods across all ages

Provide programming and support through service encounters with the assistance of volunteers

Enhance programming by maximizing fundraising revenue from special events, initiatives and partnerships

Provide accessible space to organizations and individuals

Deliver valuable services through peer support and newcomer mentorship

Explore additional program opportunities and expand programming partnerships

Continue to lead the feasibility study for the Moss Park Redevelopment in partnership with the City of Toronto

## Who We Serve

### Strategic Partnership & Resource Development

- Community Centre Members/Potential Members
- Local BIAs
- Local Residents

### Social Economic & Neighbourhood Development

- Business Community
- Local Community
- Corporation(s)
- Interest Groups
- Property Owner(s)
- Residents
- Visitors

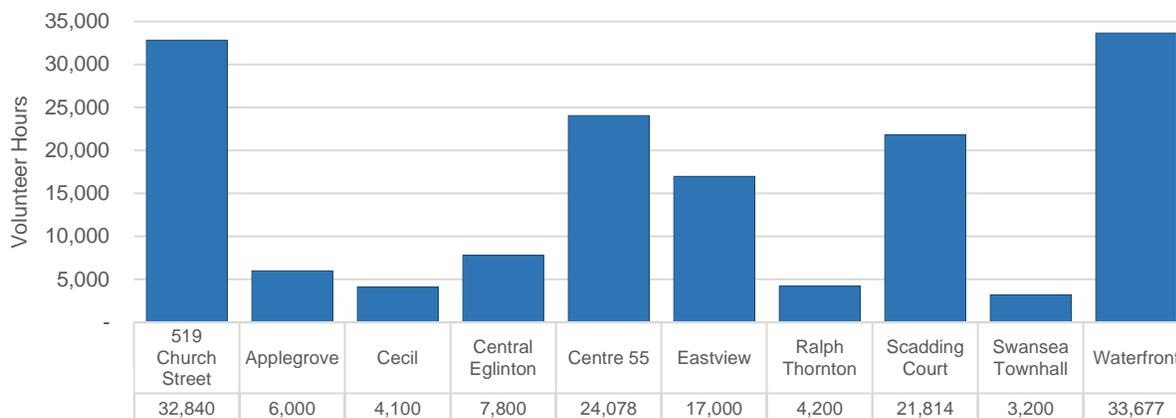
### Public Space – Community Access

- Business Community
- Local Community
- Corporation(s)
- Interest Groups
- Property Owner(s)
- Residents
- Visitors

## How Well We Are Doing

### Performance Measures

#### Outcome Measure - Number of Volunteer Hours



### Behind the Numbers

- The AOCCs continue to utilize volunteers who provide invaluable support to deliver programming, services and ongoing special events with the objective of building community capacity, enhancing civic engagement and promoting public participation.
- In 2019, the Community Centres anticipate utilizing volunteer hours totaling 154,709, an increase of 9,206 hours from 2018.

# CONTENTS

## Page

5

7

N/A

17

20

21

N/A

22

N/A

N/A

23

N/A

N/A

N/A

24

## RECOMMENDATIONS

### 2019 STAFF RECOMMENDED OPERATING BUDGET

### 2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

## ISSUES FOR DISCUSSION

## APPENDICES

1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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## RECOMMENDATIONS

## RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for the Association of Community Centres of \$8.597 million gross, \$8.281 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
519 Church Street Community Centre	1,529.5	1,529.5
Applegrove Community Complex	397.7	397.7
Cecil Community Centre	730.1	730.1
Central Eglinton Community Centre	744.1	744.1
Community Centre 55	793.2	793.2
Eastview Neighbourhood Community Centre	615.9	615.9
Ralph Thornton Community Centre	794.7	755.3
Scadding Court Community Centre	972.6	972.6
Swansea Town Hall	590.2	313.4
Waterfront Neighbourhood Centre	1,428.8	1,428.8
<b>Total Program Budget</b>	<b>8,596.9</b>	<b>8,280.8</b>

2. City Council approve the 2019 service levels for the Association of Community Centres as outlined in Appendix 3 of this report, and associated staff complement of 80.6 operating delivery positions.

3. City Council approve the 2019 market rate user fee changes for the Association of Community Centres identified in Appendix 6, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

4. City Council direct the Boards of Management of the Community Centres to continue to explore all available funding or fundraising opportunities to increase their program funding revenues, while leveraging volunteer contributions to ensure they continue to meet their mandate of providing valuable programs and other services in their local communities and to report back to the Executive Directors, Financial Planning Division and Social Development, Finance and Administration in time for the 2020 Budget process.



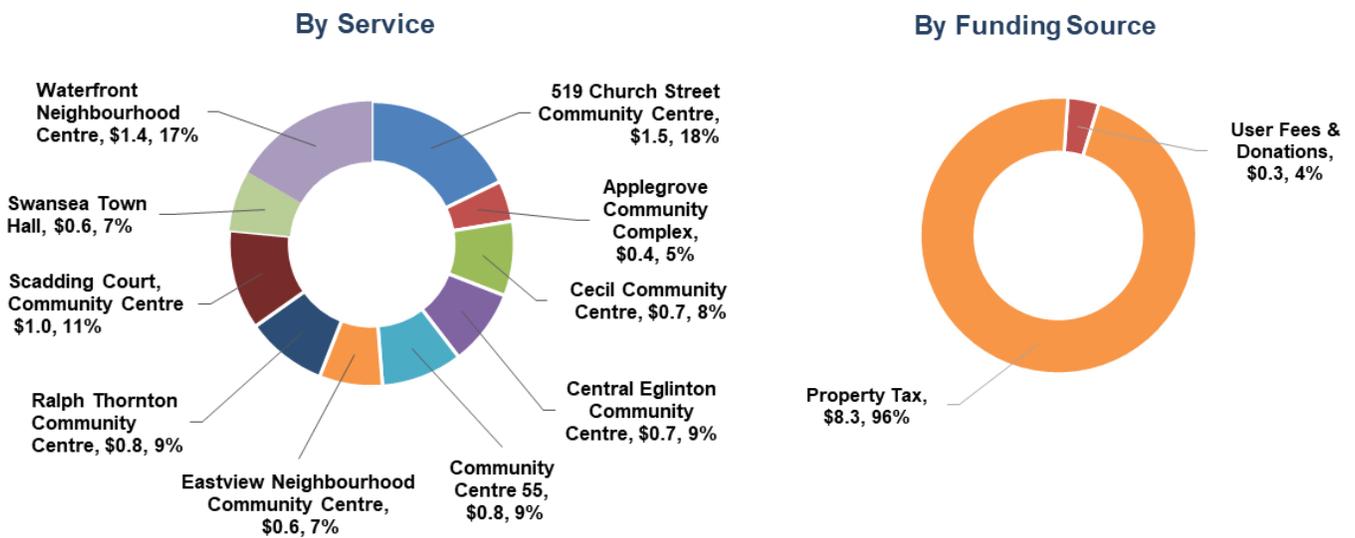
## 2019 STAFF RECOMMENDED OPERATING BUDGET

**PROGRAM MAP**



**2019 OPERATING BUDGET HIGHLIGHTS**

**2019 Staff Recommended Operating Budget \$8.6M**



- **3.2%** Budget increase over the 2018 Approved Net Operating Budget to maintain services at 2018 levels and ensure the Centres continue to provide programming and other services in the local communities.
- **2020/2021** Increases are attributable to known inflationary adjustments in salaries, benefits, utilities and contracts, partially offset by facility rental fee increases calculated using projected market rate assumptions.

## 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>519 Church St</b>									
Gross Expenditures	1,469.3	1,463.1	1,529.5		1,529.5	60.3	4.1%	16.4	16.8
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>1,469.3</b>	<b>1,463.1</b>	<b>1,529.5</b>		<b>1,529.5</b>	<b>60.3</b>	<b>4.1%</b>	<b>16.4</b>	<b>16.8</b>
<b>Applegrove</b>									
Gross Expenditures	388.4	398.8	397.7		397.7	9.3	2.4%	4.4	(0.5)
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>388.4</b>	<b>398.8</b>	<b>397.7</b>		<b>397.7</b>	<b>9.3</b>	<b>2.4%</b>	<b>4.4</b>	<b>(0.5)</b>
<b>Cecil Comm</b>									
Gross Expenditures	719.0	719.0	730.1		730.1	11.1	1.5%	9.5	17.5
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>719.0</b>	<b>719.0</b>	<b>730.1</b>		<b>730.1</b>	<b>11.1</b>	<b>1.5%</b>	<b>9.5</b>	<b>17.5</b>
<b>Central Eglinton</b>									
Gross Expenditures	734.5	694.5	744.1		744.1	9.6	1.3%	11.2	10.4
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>734.5</b>	<b>694.5</b>	<b>744.1</b>		<b>744.1</b>	<b>9.6</b>	<b>1.3%</b>	<b>11.2</b>	<b>10.4</b>
<b>Comm Ctr 55</b>									
Gross Expenditures	784.8	781.2	793.2		793.2	8.4	1.1%	1.1	1.8
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>784.8</b>	<b>781.2</b>	<b>793.2</b>		<b>793.2</b>	<b>8.4</b>	<b>1.1%</b>	<b>1.1</b>	<b>1.8</b>
<b>Eastview Nhood</b>									
Gross Expenditures	600.5	600.5	615.9		615.9	15.5	2.6%	3.2	3.8
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>600.5</b>	<b>600.5</b>	<b>615.9</b>		<b>615.9</b>	<b>15.5</b>	<b>2.6%</b>	<b>3.2</b>	<b>3.8</b>
<b>Ralph Thornton</b>									
Gross Expenditures	762.0	770.4	794.7		794.7	32.7	4.3%	15.1	14.5
Revenue	39.4	39.4	39.4		39.4	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>722.6</b>	<b>731.0</b>	<b>755.3</b>		<b>755.3</b>	<b>32.7</b>	<b>4.5%</b>	<b>15.1</b>	<b>14.5</b>
<b>Scadding Court</b>									
Gross Expenditures	944.1	954.1	972.6		972.6	28.6	3.0%	(0.6)	4.3
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>944.1</b>	<b>954.1</b>	<b>972.6</b>		<b>972.6</b>	<b>28.6</b>	<b>3.0%</b>	<b>(0.6)</b>	<b>4.3</b>
<b>Swansea Town Hall</b>									
Gross Expenditures	576.7	576.7	590.2		590.2	13.4	2.3%	6.7	6.8
Revenue	263.3	263.3	276.7		276.7	13.4	5.1%	4.8	5.0
<b>Net Expenditures</b>	<b>313.4</b>	<b>313.4</b>	<b>313.4</b>		<b>313.4</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>2.0</b>	<b>1.8</b>
<b>Waterfront Neighbourhood Centre</b>									
Gross Expenditures	1,350.6	1,350.6	1,428.8		1,428.8	78.2	5.8%	(32.3)	10.5
Revenue			0.0		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>1,350.6</b>	<b>1,350.6</b>	<b>1,428.8</b>		<b>1,428.8</b>	<b>78.2</b>	<b>5.8%</b>	<b>(32.3)</b>	<b>10.5</b>
<b>Total</b>									
Gross Expenditures	8,329.8	8,308.9	8,596.9		8,596.9	267.1	3.2%	34.7	85.9
Revenue	302.7	302.7	316.1		316.1	13.4	4.4%	4.8	5.0
<b>Total Net Expenditures</b>	<b>8,027.1</b>	<b>8,006.2</b>	<b>8,280.8</b>		<b>8,280.8</b>	<b>253.6</b>	<b>3.2%</b>	<b>29.9</b>	<b>80.9</b>
<b>Approved Positions</b>	<b>80.6</b>	<b>79.6</b>	<b>80.6</b>	<b>0.0</b>	<b>80.6</b>	<b>0.0</b>		<b>0.0</b>	<b>0.0</b>

\* Year-End Projection Based on Q3 2018 Variance Report

**Base Changes**

(\$0.254M Net)

- Known salary & benefit increases.
- Inflationary increases for non-payroll expenditures including utilities, contracts and supplies.

**Future Year Plan**

- Inflationary increases for salaries and benefits, utilities, supplies and contracts.

## 2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for the Association of Community Centres is \$0.254 million net or 3.2% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers contributing to the budget pressures required to maintain 2018 approved service levels.

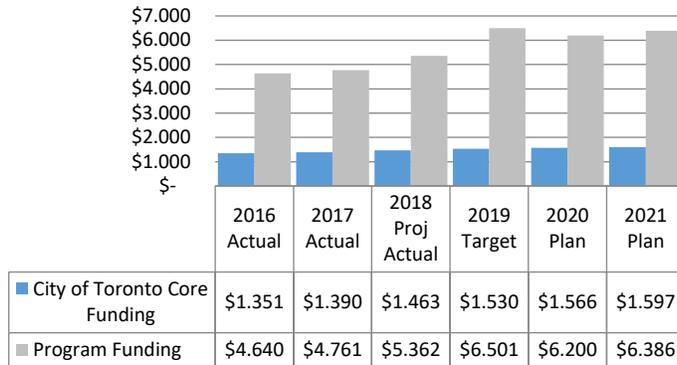
**Table 2: 2019 Staff Recommended Operating Budget Changes by Service**

(In \$000s)	Services				
	519 Church Street Community Centre	Applegrove Community Complex	Cecil Community Centre	Central Eglinton Community Centre	Community Centre 55
	\$	\$	\$	\$	\$
<b>2018 Council Approved Operating Budget (Net)</b>	1,469.3	388.4	719.0	734.5	784.8
<b>Base Expenditure Changes</b>					
<b>Salaries and Benefits</b>					
Salaries and Benefits	54.1	8.3	10.1	7.9	7.2
<b>Economic Factors</b>					
Inflationary Increases in Hydro, Natural Gas and Water	6.1		1.0	0.1	1.1
Inflationary Increases in Office Maintenance and Supplies		1.0		1.6	
<b>Sub-Total Base Expenditure Changes</b>	<b>60.3</b>	<b>9.3</b>	<b>11.1</b>	<b>9.6</b>	<b>8.4</b>
<b>Base Revenue Changes</b>					
Swansea Town Hall Rental Revenue Increase					
<b>Sub-Total Base Revenue Changes</b>					
<b>Total Base Changes</b>	<b>60.3</b>	<b>9.3</b>	<b>11.1</b>	<b>9.6</b>	<b>8.4</b>
<b>Total 2019 Staff Recommended Operating Budget (Net)</b>	<b>1,529.5</b>	<b>397.7</b>	<b>730.1</b>	<b>744.1</b>	<b>793.2</b>

(In \$000s)	Services					Total	
	Eastview Neighbourhood Community Centre	Ralph Thornton Community Centre	Scadding Court Community Centre	Swansea Town Hall	Waterfront Neighbourhood Centre	\$	Positions
	\$	\$	\$	\$	\$	\$	
<b>2018 Council Approved Operating Budget (Net)</b>	600.5	722.6	944.1	313.4	1,350.6	8,027.1	80.6
<b>Base Expenditure Changes</b>							
<b>Salaries and Benefits</b>							
Salaries and Benefits	9.9	28.5	28.6	11.5	60.4	226.6	
<b>Economic Factors</b>							
Inflationary Increases in Hydro, Natural Gas and Water		4.2		1.9		14.6	
<b>Other Base Expenditure Changes</b>							
Increases in Fees for New Janitorial Services Contract					17.8	17.8	
Increases in Fees for New Audit Contract	2.3					2.3	
Increases in Fees for New Photocopier Contract	1.3					1.3	
Increases in Fees for IT Support for Computer Replacements	2.0					2.0	
<b>Sub-Total Base Expenditure Changes</b>	<b>15.5</b>	<b>32.7</b>	<b>28.6</b>	<b>13.4</b>	<b>78.2</b>	<b>267.1</b>	
<b>Base Revenue Changes</b>							
Swansea Town Hall Rental Revenue Increase				13.4		13.4	
<b>Sub-Total Base Revenue Changes</b>				<b>13.4</b>		<b>13.4</b>	
<b>Total Base Changes</b>	<b>15.5</b>	<b>32.7</b>	<b>28.6</b>	<b>0.0</b>	<b>78.2</b>	<b>253.6</b>	
<b>Total 2019 Staff Recommended Operating Budget (Net)</b>	<b>615.9</b>	<b>755.3</b>	<b>972.6</b>	<b>313.4</b>	<b>1,428.8</b>	<b>8,280.8</b>	<b>80.6</b>

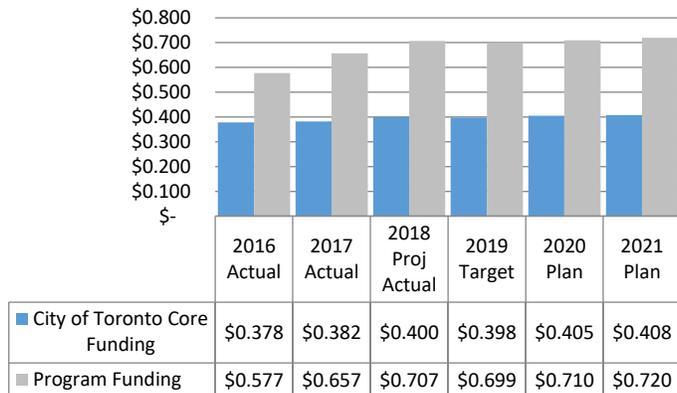
### Service Performance Measures

#### Leveraging City Funding - 519 Community Centre (\$ M)



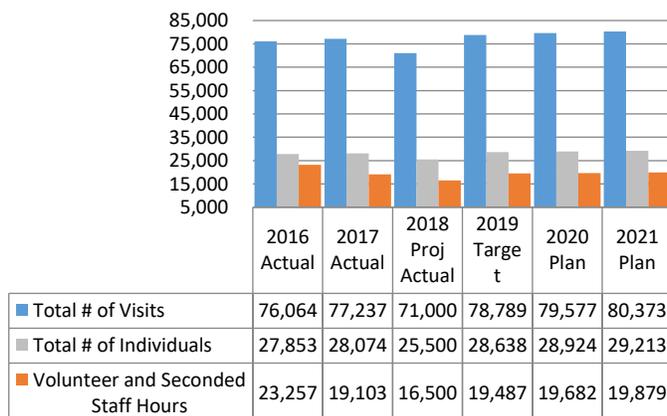
- The non-core funding leveraged by The 519 Church Street Community Centre has gradually increased since 2016 with a projected increase of \$1.139 million in 2019, which includes one-time funding received by the centre to complete a feasibility study for the Moss Park project.
- 2020 and 2021 estimates are projected slightly lower to reflect the reversal of one-time funding received in 2019.

#### Leveraging City Funding - Applegrove Community Complex (\$ M)



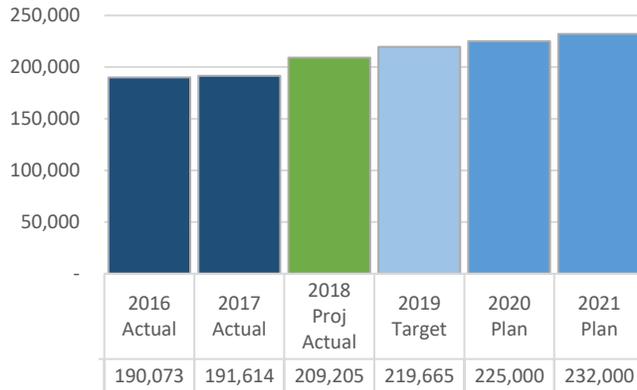
- Non-core funding leveraged by Applegrove Community Complex has gradually increased since 2016.
- Program funding is anticipated to decrease from 2018 to 2019 by \$0.008 million due the reversal of one-time grant funding received in 2018.
- The Centre projects a slight increase in future years as it continues to explore new funding opportunities.

#### Program Participation - Cecil Community Centre



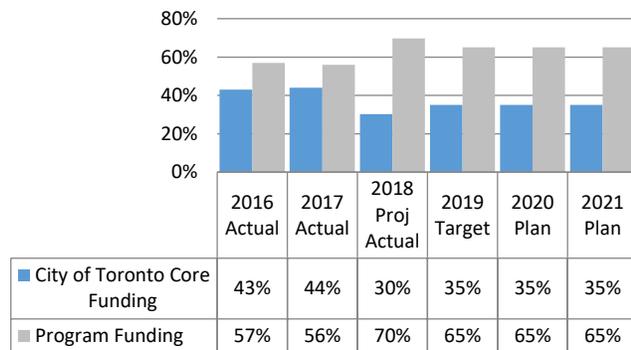
- With a slight drop in program participation levels in 2018 due to facility renovations, number of visits, number of individuals served and volunteer and staff hours are anticipated to increase in 2019 and future years due to increased community demands in programming.

### Number of Client Contacts - Central Eglinton Community Centre



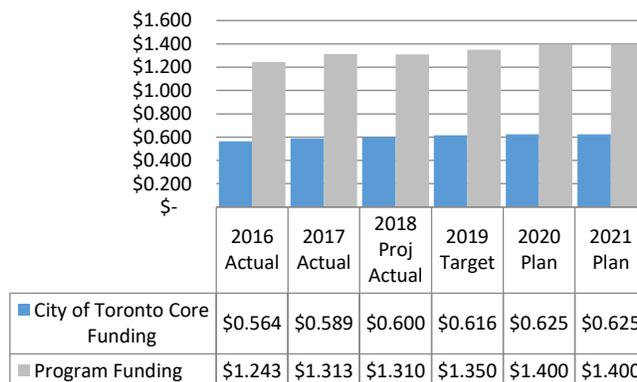
- In 2018, facility renovations were undertaken that resulted in increased community space, correspondingly the centre is anticipating a steady increase in the number of client contacts for 2019 and future years.

### Leveraging City Funding - Community Centre 55 (\$M)



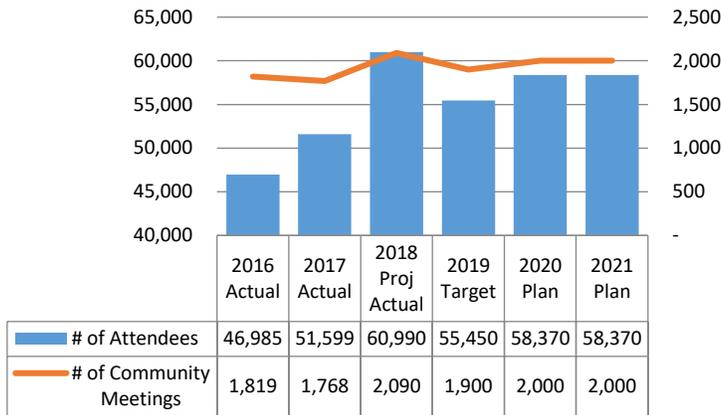
- Community Centre 55 is projecting non-core funding levels to reach 65% in 2019 and future years. The program funding level of 70% achieved in 2018 was attributable to the receipt of one-time start-up funding.

### Leveraging City Funding - Eastview Neighbourhood Community Centre (\$ M)



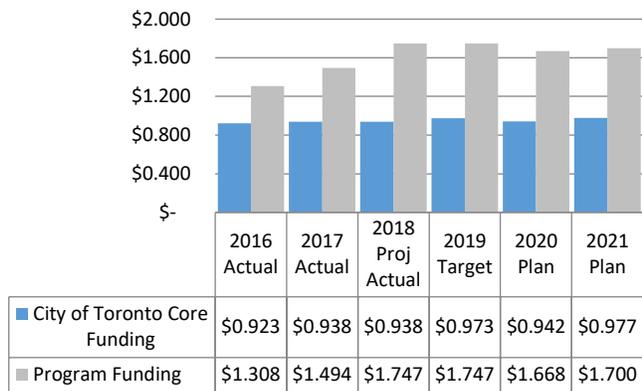
- Eastview is projecting a slight increase in the program funding levels in 2019 and future years as it continues to explore opportunities to obtain additional grants.

### Space Utilization - Ralph Thornton Community Centre



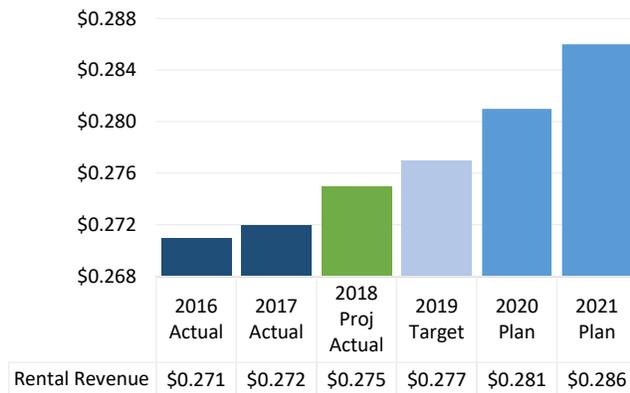
- Ralph Thornton Community Centre exceeded its forecast in space utilization in 2018 due to several unanticipated, non-recurring community meetings and events. The 2019 target numbers are on track however are lower than 2018 due to the one-time, unanticipated events.
- The Centre is forecasting gradual increases in future years as it continues to work towards maximizing utilization rates. The Centre will continue promotion and other activities to build on this usage to aim for higher than forecasted growth in use.

### Leveraging City Funding - Scadding Court Community Centre (\$ M)



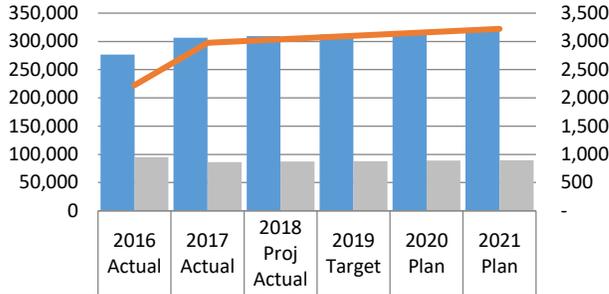
- In 2019, the program funding for Scadding Court Community Centre is expected to remain flat due to expiring government grants and slightly slide lower in 2020 and 2021.
- The Centre will continue to explore alternate funding opportunities to reinstate program funding levels.

### Swansea Town Hall Revenue Growth (\$ M)



- Swansea Town Hall is projecting an increase through 2021 in facility rental fees revenue attributable to rental rate increases driven by market trends and new user opportunities.

### Program Participation - Waterfront Neighbourhood Community Centre



- Service demand at the Waterfront Neighbourhood Community Centre will remain relatively stable for the 2019-2021 period. Consequently, participant visits, service hours and yearly programs will see a modest increase over the next few years.

	2016 Actual	2017 Actual	2018 Proj Actual	2019 Target	2020 Plan	2021 Plan
Participant Visits	276,756	306,218	309,280	312,373	315,497	318,652
Service Hours	95,438	86,294	87,157	88,029	88,909	89,798
Yearly Programs	2,224	2,976	3,036	3,096	3,158	3,221

## 2018 OPERATING PERFORMANCE

### 2018 Service Performance

#### Key Service Accomplishments:

- The 519 Church Street Community Centre provided free meals to 26,249 program participants who are experiencing poverty and food security issues.
- Applegrove Community Centre expanded programming for children ages 6 to 12, developed new partnerships to identify and meet the needs of underserved community members and supported multiple community and civic engagement initiatives, including an extensive income tax clinic program for low-income residents.
- Cecil Community Centre enhanced programming to include after school programs for school-aged children, Summer Camp and PA Day camps, arts and cultural programs and additional ESL classes.
- Central Eglinton's EarlyON program experienced a 36% increase in the number of children served and a 288% increase in the number of visits made by children. The program also experienced a 40% increase in the number of parents/caregivers served and a 340% increase in the number of visits made by parents/caregivers.
- Community Centre 55 received start-up capital funding to open a year-round daycare site. The full year, full day (18mth to 4yrs) day care site opened in February 2018.
- Eastview Neighbourhood Community Centre entered into new MOUs with other service providers to enhance services such as therapeutic counselling, programs like jiu jitsu, and a new basketball program including tournaments funded by a local business.
- Ralph Thornton Community Centre implemented its 2018-2022 strategic plan, with a focus on civic engagement, financial literacy, educational supports, and technological aptitude. This resulted in increased use of public access computers, re-establishment of the tax-filer clinic, and increased support for local community events and festivals.
- Scadding Court Community Centre successfully launched their Newcomer Entrepreneurship Hub and Women's Entrepreneurship programs, providing holistic training, support and practical opportunities for people facing barriers to self-employment.
- Swansea Townhall further increased space usage by 4% over 2017. Additionally, the homework club reached capacity and programs in partnership with Toronto Public Library experienced increasing attendance.
- Waterfront Neighbourhood Centre successfully initiated a 2-phase energy retrofit plan to reduce its environmental footprint and estimates a 40% energy use reduction resulting in energy costs savings through LED lighting replacement, BAS upgrades, energy conservation measures and installation of solar panels on WNC's roof.

### Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$0.103 million gross and net for new and enhanced services in the 2018 Operating Budget for the Association of Community Centres. A status on their implementation and results to-date are highlighted below:

#### Additional Staff at Central Eglinton Community Centre for Increased Space

- The 2018 Approved Operating Budget provided funding for additional staff resources (0.7 positions) at a cost of \$0.030 million gross and net to manage its expanded office space (additional 2,800 square feet).
- The renovations were delayed due to lack of project management resources. The space will become operational by February 2019 and the additional staff will be added at that time to manage the expanded office space and increase the centre's volunteer recruitment efforts for program expansion.

## Additional Facilities Maintenance Staff at The 519 Church Street Community Centre for Increased Space

- The 2018 Approved Operating Budget included funding for additional staff resources (2.0 positions) at a cost of \$0.073 million gross and net to maintain the cleanliness and accessibility of the expanded facility.
- 2.0 positions were added in 2018 with service objectives attained which included maintaining service levels with a clean and accessible public space for the community. The additional resources have also allowed the centre to establish a preventative maintenance plan and complete heavy duty cleaning.

## 2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017	2018	2018	2019	2019 Change from	
	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	6,973.4	7,159.0	7,120.2	7,385.5	226.5	3.2%
Materials & Supplies	472.3	486.0	441.9	499.4	13.3	2.7%
Equipment	3.7	4.7	4.2	4.8	0.1	1.1%
Service and Rent	654.2	642.0	715.1	674.8	32.7	5.1%
Contribution To Capital			9.6			
Contribution To Reserves/Reserve Funds	31.0	31.0	10.0	31.0		
Other Expenditures	7.0	7.0	7.9	1.5	(5.5)	(78.6%)
<b>Total Gross Expenditures</b>	<b>8,141.6</b>	<b>8,329.8</b>	<b>8,308.9</b>	<b>8,596.9</b>	<b>267.1</b>	<b>3.2%</b>
User Fees & Donations	(41.8)	301.2	302.6	314.6	13.4	4.5%
Sundry and Other Revenues	42.7	1.5	0.1	1.5		
<b>Total Revenues</b>	<b>30.8</b>	<b>302.7</b>	<b>302.7</b>	<b>316.1</b>	<b>13.4</b>	<b>4.4%</b>
<b>Total Net Expenditures</b>	<b>8,110.8</b>	<b>8,027.1</b>	<b>8,006.2</b>	<b>8,280.8</b>	<b>253.6</b>	<b>3.2%</b>
<b>Approved Positions</b>	<b>77.9</b>	<b>80.6</b>	<b>79.6</b>	<b>80.6</b>		

\* Year-End Projection Based on Q3 2018 Variance Report

The Association of Community Centres is projecting to be under spent by \$0.021 million at year-end, primarily due to lower than expected salaries and benefits expenditures as a result of a management staff vacancy at Central Eglinton Community Centre.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", to be considered by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

## Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The expenditure salary and benefit savings from the staff vacancy at Central Eglinton are expected to continue to the end of February 2019. The hiring of this position will be completed by Q1-2019 with prorated savings included in the 2019 Staff Recommended Operating Budget.



## ISSUES FOR DISCUSSION

## ISSUES IMPACTING THE 2019 BUDGET

### 2019 Budget Overview

#### Operating:

- AOCCs are board-led, multi-purpose facilities providing a broad range of community, recreational and social service programs to residents. The relationship between the City of Toronto and each Association of Community Centre (AOCC) is defined in the Relationship Framework, endorsed by Council in 2003, and is based on a set of five principles as noted below:
  - AOCC boards are accountable both to City Council and to the community the centre serves;
  - The communities, through their membership in the centres and their election of board nominees, control programming at the centres;
  - AOCC staff members are accountable and responsible to their boards; and
  - AOCCs raise funds from and have relationships with other levels of government, City grants, programs, and private funding sources. Within the requirements of these funders, the boards of AOCCs control their own finances.
- The Operating Budget for each Community Centre has two components;
  - Core (or Administrative) budget, provided by the City for the overall management, operation and maintenance of the community centre; and
  - Non-Core or Program Funding budget, established by each Community Centre based on its unique needs, mandate and priorities fully funded through alternate sources.
- Historically, the City of Toronto has been committed to provide stable core administrative funding to AOCCs to support the functioning of flexible and responsive community infrastructure. At the same time, funding for program activities continues to be the sole responsibility of the AOCCs.
- Consequently, the Association of Community Centres' 2019 Staff Recommended Operating Budget which funds the core administrative activities, accommodates inflationary cost increases for salary and non-salary budget items amounting to \$0.254 million net or a 3.2% increase over the 2018 Approved Operating Budget with no service reductions to ensure the 2018 level of service for AOCCs is maintained.

## ISSUES IMPACTING FUTURE YEARS

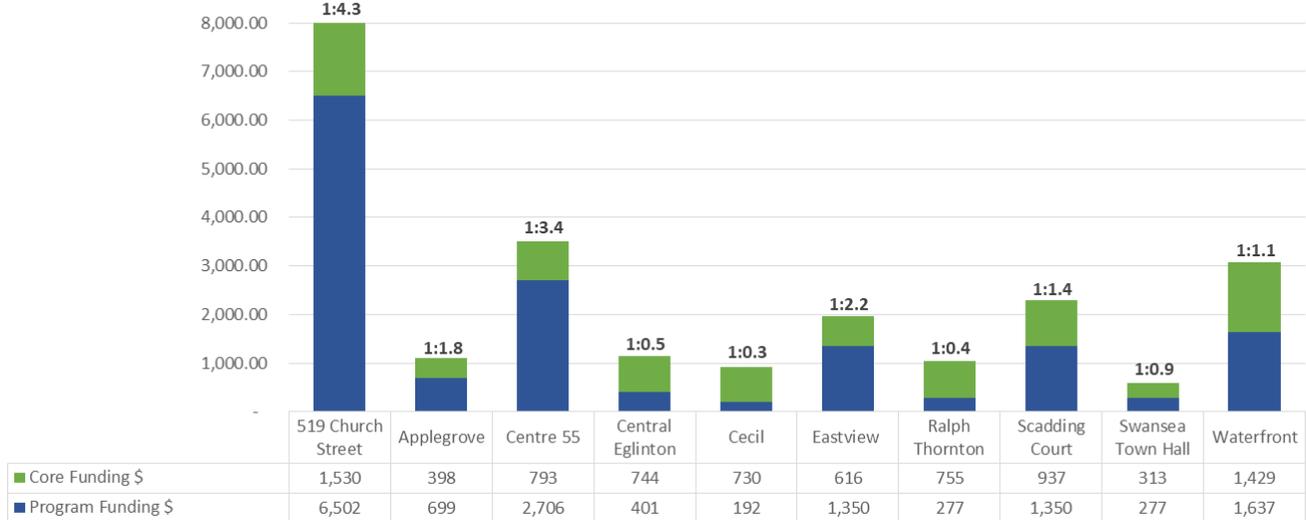
### Enhancing Non-Core Funding to Match City's Core Funding

- As mentioned in the section above, each Community Centre is responsible to manage funding for program activities and building community capacity through partnerships with private corporations, local businesses and grant providers, amongst others, which provide both financial and in-kind resources to support the delivery of high quality programming and community activities. Each centre deploys different strategies to generate Program funds from a variety of sources including fundraising, donations, rental fees, United Way, government grants, private and public donations, etc.
- The table and graph below show the targeted funding levels set for 2019 by each Board for their respective Community Centre. It should be noted that the in-kind contributions, substantial in some cases, are not reflected in the Program funding dollars in the absence of an objective policy framework that outlines how social capital can be valued.

	519 Church Street Community Centre	Applegrove Community Complex	Cecil Community Centre	Central Eglinton Community Centre	Community Centre 55	Eastview Neighbourhood Community Centre*	Ralph Thornton Community Centre*	Scadding Court Community Centre*	Swansea Town Hall	Waterfront Neighbourhood Centre	Total AOCs
Program Funding \$	6,502	699	192	401	2,706	1,350	277	1,350	277	1,637	15,390
Core Funding \$	1,530	398	730	744	793	616	755	973	313	1,429	8,281
Equipment, In-kind donations & Other Revenue	160	74		30	3	175	657	397	10	124	1,631
<b>Total Funding \$</b>	<b>8,191</b>	<b>1,171</b>	<b>922</b>	<b>1,175</b>	<b>3,503</b>	<b>2,141</b>	<b>1,689</b>	<b>2,720</b>	<b>600</b>	<b>3,190</b>	<b>25,302</b>
Ratio of Core to Program Funding	1:4.3	1:1.8	1:0.3	1:0.5	1:3.4	1:2.2	1:0.4	1:1.4	1:0.9	1:1.1	1:1.9
Volunteer Hours	32,840	6,000	4,100	7,800	24,078	17,000	4,200	21,814	3,200	33,677	154,709
In-Kind Program Hours	73,500	696	15,487	1,815		21,000	10,820	7,092	400	13,197	144,007
Overall Program Service Hours	118,125	3,935	19,587	19,500	4,346	14,500	9,430	98,462	10,370	97,356	395,611

\*The Library Program and the Child-Parent Centre Program uses the facilities at Eastview, Ralph Thornton and Scadding Court for minimal rental fees. If the two programs were to rent space externally, the opportunity cost to the City would be \$0.802 million.

Ratio of Core to Program Funding



- It is recommended that City Council reaffirm its direction to the Boards of Management of community centres to continue to explore all available funding or fund raising opportunities to maximize their program funding revenues while also leveraging volunteer contributions to ensure they continue to meet their mandate of providing valuable programming and other services in their local communities and to report back to the Executive Directors, Financial Planning Division and Social Development, Finance and Administration in time for the 2020 Budget process.



# APPENDICES

## Appendix 1

### 2019 Organization Chart



The 2019 total staff complement includes the 10 Boards of Management and staff for a total of 80.6 operating positions as summarized in the table below.

#### 2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	9.9	27.1	4.0	39.6	80.6
<b>Grand Total</b>		<b>9.9</b>	<b>27.1</b>	<b>4.0</b>	<b>39.6</b>	<b>80.6</b>

## Appendix 3

### 2019 Service Levels

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Community Centre Strategic Partnerships & Resource Development	Membership Management	% of increase in membership year-over-year	Approved	5%	5%	5%	5%
		Total number of active members	Approved	20,600	20,600	20,600	20,600
	Program Funds	Total \$ of Community Centre funding generated from Fundraising/Donations, Productive Enterprises & Grants	Approved	8,800,000	8,800,000	8,800,000	8,800,000
	Partnerships	Total estimated value of in-kind programs, services and product from partnerships	Approved	1,400,000	1,400,000	1,400,000	1,400,000
Social, Economic, Neighbourhood Development	Volunteer Development	# of volunteer hours	Approved	158,000	158,000	158,000	158,000
		# of volunteers	Approved	6,738	6,738	6,738	6,738
	Programming	# of programming encounters/visits	Approved	1,500,000	1,500,000	1,500,000	1,500,000
		# of people served through programming	Approved	150,510	150,510	150,510	150,510
	Community Supports	# of encounters of individual who received personal supports including food, training, counselling, clothes, and other services	Approved	106,000	106,000	106,000	106,000
	Community Special Events	# of community special events held	Approved	4,502	4,502	4,502	4,502
# of participants for the community special events		Approved	235,000	235,000	235,000	235,000	
Public Space-Community Access	Welcome Services and General Information	# of information and referrals provided for community programs, city services and neighbourhood initiatives	Approved	389,782	389,782	389,782	389,782
		# of hours of operation	Approved	43,134	43,134	43,134	43,134
	Program and Community Meeting Space	# of visits	Approved	1,500,000	1,500,000	1,500,000	1,500,000
		# of community meetings, forums, workshops, public space held	Approved	1,200	1,200	1,200	1,200
	Community Meetings/Space Use	# of people attending community meetings, forums, workshops, and utilizing public space	Approved	50,000	50,000	50,000	50,000

The 2019 Service Levels are consistent with the approved 2018 Service Levels for the Association of Community Centres.

## Appendix 6

### 2019 User Fee Rate Changes

Table 6a

#### User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Rousseau Room - Community Rate	Swansea Townhall	Market Based	Per Hour	\$31.06		\$0.79	\$31.85	\$32.65	\$33.50
Rousseau Room - Regular Rate	Swansea Townhall	Market Based	Per Hour	\$47.66		\$1.19	\$48.85	\$50.10	\$51.35
Rousseau Room - Event Rate	Swansea Townhall	Market Based	Per Hour	\$492.00		\$8.00	\$500.00	\$512.00	\$525.00
Council Chamber - Community Rate	Swansea Townhall	Market Based	Per Hour	\$23.27		\$0.58	\$23.85	\$24.45	\$25.05
Council Chamber - Regular Rate	Swansea Townhall	Market Based	Per Hour	\$35.57		\$0.93	\$36.50	\$37.40	\$38.34
Council Chamber - Event Rate	Swansea Townhall	Market Based	Per Hour	\$420.25		\$9.75	\$430.00	\$441.00	\$452.00
Teiaiagon, Founders, Village - Community Rate	Swansea Townhall	Market Based	Per Hour	\$18.04		\$0.46	\$18.50	\$18.95	\$19.45
Teiaiagon, Founders, Village - Regular Rate	Swansea Townhall	Market Based	Per Hour	\$26.39		\$0.66	\$27.05	\$27.75	\$28.45
Gemmell, Harvey - Community Rate	Swansea Townhall	Market Based	Per Hour	\$15.38		\$0.42	\$15.80	\$16.20	\$16.60
Gemmell, Harvey - Regular Rate	Swansea Townhall	Market Based	Per Hour	\$22.70		\$0.55	\$23.25	\$23.85	\$24.45
Hague Room - Community Rate	Swansea Townhall	Market Based	Per Hour	\$11.89		\$0.31	\$12.20	\$12.50	\$12.80
Hague Room Regular Rate	Swansea Townhall	Market Based	Per Hour	\$17.84		\$0.46	\$18.30	\$18.75	\$19.25
Kitchen	Swansea Townhall	Market Based	Per Hour	\$39.98		\$1.02	\$41.00	\$42.00	\$43.05
LCD Projector	Swansea Townhall	Market Based	Per Hour	\$61.00		\$0.00	\$61.00	\$61.00	\$61.00
Lobby	Swansea Townhall	Market Based	Per Hour	\$16.40		\$0.40	\$16.80	\$17.25	\$17.70
Mail Box	Swansea Townhall	Market Based	Per Hour	\$9.48		\$0.27	\$9.75	\$10.00	\$10.25
Storage Locker	Swansea Townhall	Market Based	Per Hour	\$25.11		\$0.64	\$25.75	\$26.40	\$27.05
After Hours	Swansea Townhall	Market Based	Per Hour	\$32.00		\$1.60	\$33.60	\$34.45	\$35.30

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds 2019 Operating Budget

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>31,921.8</b>			
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			31.0	31.0	31.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>					
<b>Balance at Year-End</b>		<b>31,921.8</b>			

\* Based on 9-month 2018 Reserve Fund Variance Report