

# 2022 Budget Notes

## Association of Community Centres

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### Description

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.

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

### Why We Do It

**Build community and individual capacity** to meet the diverse and changing needs of communities and individuals by delivering programs, services and ongoing special events for children, youth, adults, seniors and families

**Foster a sense of community** to promote and provide opportunities for civic and community engagement

**The public has equitable access** to affordable and high-quality recreational programs, services and facilities

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

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## What Service We Provide

The combined **gross 2022 Operating Budget** for the following services is \$9.315 million.

### **Community Centre Strategic Partnership & Resource Development**

**Who We Serve:** Community Centre Members/Potential Members, Local BIAs, Local Residents

**What We Deliver:** Strategic Partnership & Resource Development

### **Social, Economic & Neighbourhood Development**

**Who We Serve:** Business Community, Local Community, Corporation(s), Interest Groups, Property Owner(s), Residents, Visitors

**What We Deliver:** Social Economic & Neighbourhood Development

### **Public Space – Community Access**

**Who We Serve:** Business Community, Local Community, Corporation(s), Interest Groups, Property Owner(s), Residents, Visitors

**What We Deliver:** Public Space – Community Access

## Budget at a Glance

2022 OPERATING BUDGET			
\$Million	2022	2023	2024
Revenues	\$0.139	\$0.139	\$0.179
Gross Expenditures	\$9.315	\$9.393	\$9.572
Net Expenditures	\$9.176	\$9.253	\$9.393
Approved Positions	86.0	86.0	86.0

**2022 - 2031 10-YEAR CAPITAL PLAN**

Association of Community Centres has no capital budget.

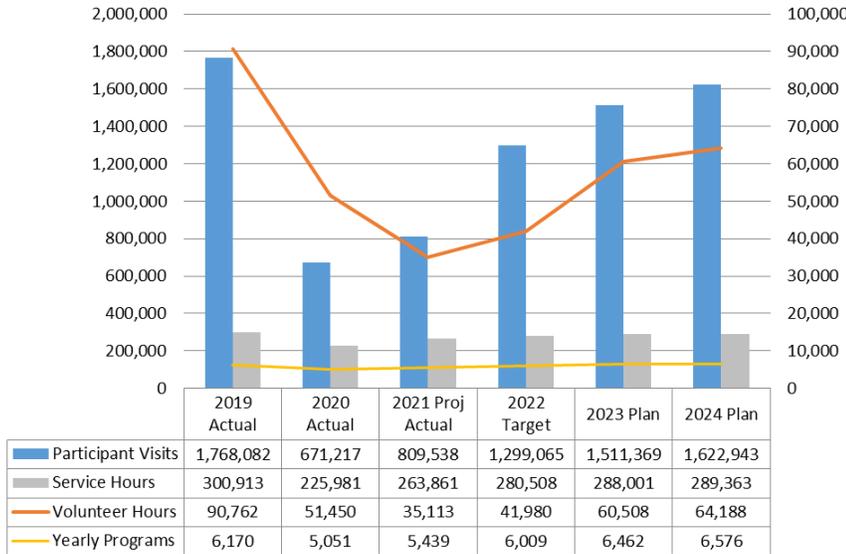
## How Well We Are Doing – Behind the Numbers

Leveraging City Funding (\$000s)



- The non-core funding leveraged by the AOCCs showed a decrease from 2019 to 2020 as a result of COVID-19 shutdowns. The projected increase from 2020 to 2021 is \$0.414 million as a result of adapting some programs and other services to online, in addition to buildings remaining open for the majority of 2021 with COVID-19 protocols in place.
- The AOCCs are continuing to project an increase in program funding levels in 2022 and future years as the COVID-19 pandemic alleviates and they continue to explore opportunities through additional grants, individual and corporate giving, and fundraising activities.

**Program Participation**



- Program participation levels, number of visits, and service hours are projecting an increase for 2021 from 2020 due to more online programming and buildings remaining open.
- The trend in volunteer hours for 2020 and 2021 in comparison to 2019 levels shows a decrease due to COVID-19 impacting volunteer recruitment.
- Future years are forecasting increases in community demand for programming as COVID-19 impacts decrease and the centres continue to work towards maximizing service hours and participation rates, both online and in-person.

**COVID-19 IMPACT AND RECOVERY**

**2022 Impact and Recovery**

**Operating Budget Impact**

- The 2022 COVID-19 impact is anticipated to be similar to 2021 experience:
  - Revenue loss of \$0.180 million at Swansea Town Hall as a result of lower room rentals

**Service Level Changes**

- The Association of Community Centres anticipate their facilities to remain open for the entirety of 2022 however it is difficult to predict the impact of COVID-19 on service levels. While AOCC's service levels have been gradually increasing with online programming and buildings remain open for in-person programming, uptake in room rentals continues to be slow. Further resurgences of the virus could result in building shutdowns, stricter capacity limits or cancellations of in-person programming.

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- The 519 Church Street Community Centre launched and led the City's Vaccine Engagement Teams project in the Downtown East to increase residents' confidence in vaccines and addressing barriers to acceptance and uptake of COVID-19 vaccines.
- Despite the many challenges of 2021, Cecil Community Centre engaged vulnerable neighbours through their outreach to homeless and under-housed individuals and families providing a safe space, respite, and food and water. In partnership with Christie Ossington Neighbourhood Centre, through the 3-month Breaking Barriers Project, they successfully housed 8 individuals, and made 434 contacts with 27 people supported to become housing ready.
- In 2021, Scadding Court Community Centre continued to focus on COVID-19 emergency response efforts by providing essential community supports during the pandemic. They raised over \$350,000 towards initiatives including the Downtown West Emergency Food Delivery Program, a collaboration between four organizations led by Scadding Court Community Centre that offers fresh food hamper delivery (weekly) for food insecure households who are COVID-positive, self-isolating and/or immunocompromised to ensure that they are able to self-isolate properly.
- Eastview Neighbourhood Community Centre smoothly transitioned to virtual and remote programming for community members and was also able to respond to a 20% increased demand on their food security and meal programs brought on by COVID-19 and financial distress. Upon re-opening, once again Eastview was able to adapt seamlessly and provide extensive in-person/social distanced programming for their children, youth, seniors and newcomers in the community.
- Waterfront Neighbourhood Centre has been able to maintain their programs and services during the pandemic. The centre has provided ongoing support to community residents impacted by the pandemic, especially those affected by food scarcity. In collaboration with Ontario Health Teams and the University Health Network, Waterfront Neighbourhood Centre has hosted 2 vaccination clinics. Approximately 1100 people received the COVID-19 vaccine. Through this partnership, Waterfront Neighbourhood Centre is preparing plans to hold smaller vaccination clinics and host mobile vaccination clinics throughout the waterfront community.
- Community Centre 55 helped over 1000 families celebrate Christmas by delivering food for their dinner and toys for their children in safe manner during the COVID-19 crisis. Community Centre 55 has been able to aid with childcare needs for over 400 families, and continues to support the community as needed.

### Key Challenges and Risks

- 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 the requests of new residents to keep pace with changing community demographics.

### Priority Actions

- Adequate funding is included in the 2022 Operating Budget for inflationary cost increases to maintain services at the 2021 approved levels.
- The Centres will continue to explore opportunities for third party program funding for new initiatives that reflect local community needs and requests.

## RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for the Association of Community Centres of \$9.315 million gross, \$0.139 million revenue and \$9.176 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
519 Church Street Community Centre	1,652.9		1,652.9
Applegrove Community Centre	584.3		584.3
Cecil Community Centre	797.1		797.1
Central Eglinton Community Centre	785.2		785.2
Community Centre 55	799.5		799.5
Eastview Neighbourhood Community Centre	661.7		661.7
Ralph Thornton Community Centre	841.1	39.4	801.7
Scadding Court Community Centre	981.0		981.0
Swansea Town Hall	700.2	100.0	600.2
Waterfront Neighbourhood Centre	1,512.1		1,512.1
<b>Total Program Budget</b>	<b>9,315.1</b>	<b>139.4</b>	<b>9,175.7</b>

2. City Council approve the 2022 staff complement for the Association of Community Centres of 86.0 operating positions.

# **2022 OPERATING BUDGET**

## 2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Swansea Town Hall	91.6	140.0	70.0	100.0	100.0	30.0	42.9%
Ralph Thornton Community Centre	39.4	39.4	39.4	39.4	39.4		
<b>Total Revenues</b>	<b>131.0</b>	<b>179.4</b>	<b>109.4</b>	<b>139.4</b>	<b>139.4</b>	<b>30.0</b>	<b>27.4%</b>
<b>Expenditures</b>							
Community Centre 55	747.7	798.2	798.2	799.5	799.5	1.3	0.2%
Waterfront Neighbourhood Centre	1,460.4	1,500.2	1,500.2	1,512.1	1,512.1	11.9	0.8%
Swansea Town Hall	314.1	597.9	422.9	700.2	700.2	277.4	65.6%
Eastview Neighbourhood Community Centre	636.9	645.4	645.4	661.7	661.7	16.3	2.5%
Applegrove Community Complex	534.0	570.5	570.5	584.3	584.3	13.8	2.4%
519 Church Street Community Centre	1,573.0	1,630.5	1,630.5	1,652.9	1,652.9	22.3	1.4%
Cecil Community Centre	728.6	738.9	764.5	797.1	797.1	32.6	4.3%
Ralph Thornton Community Centre	791.2	881.4	800.4	841.1	841.1	40.7	5.1%
Scadding Court Community Centre	988.3	987.2	986.0	981.0	981.0	(5.1)	(0.5%)
Central Eglinton Community Centre	700.6	755.0	752.9	785.2	785.2	32.3	4.3%
<b>Total Gross Expenditures</b>	<b>8,474.8</b>	<b>9,105.3</b>	<b>8,871.6</b>	<b>9,315.1</b>	<b>9,315.1</b>	<b>443.5</b>	<b>5.0%</b>
<b>Net Expenditures</b>	<b>8,343.8</b>	<b>8,925.9</b>	<b>8,762.2</b>	<b>9,175.7</b>	<b>9,175.7</b>	<b>249.9</b>	<b>2.9%</b>
<b>Approved Positions**</b>	<b>81.0</b>	<b>86.4</b>	<b>86.4</b>	<b>86.0</b>	<b>86.0</b>	<b>(0.4)</b>	<b>(0.5%)</b>

\*2021 Projection based on Q3 Variance Report

\*\*YoY comparison based on approved positions

## COSTS TO MAINTAIN EXISTING SERVICES

**Total 2022 Base Budget** expenditures of \$9.315 million gross reflects an increase of \$0.444 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Known salary & benefit increases.
- Inflationary increases for non-payroll expenditures including utilities and contracted services.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council Approved Budget (excluding 2021 COVID-19 impact) is provided below:

- **2022 Base Budget of \$8.996 million in net expenditures reflects a \$0.210 million net increase from the 2021 Council Approved Budget, when excluding \$0.180 million in estimated COVID-19 financial impacts.**

## EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in the Association of Community Centre's 2022 Operating Budget do not have any significant equity impacts.

**2022 OPERATING BUDGET KEY DRIVERS**

The 2022 Operating Budget for the Association of Community Centres is \$0.444 million gross or 5.0% higher than the 2021 Projected Actuals. Table 2 below summarizes the Operating Budget by revenue and expenditure category.

**Table 2: 2022 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
User Fees & Donations	371.0	131.0	179.4	109.4	139.4	30.0	27.4%
<b>Total Revenues</b>	<b>371.0</b>	<b>131.0</b>	<b>179.4</b>	<b>109.4</b>	<b>139.4</b>	<b>30.0</b>	<b>27.4%</b>
Salaries and Benefits	7,419.4	7,140.1	7,710.0	7,513.4	7,895.3	381.8	5.1%
Materials & Supplies	499.4	509.7	528.8	484.9	543.3	58.4	12.0%
Equipment	4.8	7.5	8.0	16.4	9.0	(7.4)	(45.2%)
Service and Rent	674.8	799.7	857.0	855.3	866.1	10.7	1.3%
Contribution To Reserves/Reserve Funds	15.6	16.3					
Other Expenditures	0.2	1.5	1.5	1.5	1.5		
<b>Total Gross Expenditures</b>	<b>8,614.1</b>	<b>8,474.8</b>	<b>9,105.3</b>	<b>8,871.6</b>	<b>9,315.1</b>	<b>443.5</b>	<b>5.0%</b>
<b>Net Expenditures</b>	<b>8,243.1</b>	<b>8,343.8</b>	<b>8,925.9</b>	<b>8,762.2</b>	<b>9,175.7</b>	<b>413.5</b>	<b>4.7%</b>

\*2021 Projection based on Q3 Variance Report

**Key Base Drivers:****Salaries & Benefits:**

Adjusted for full complement and known increases in salaries and benefits.

**Materials and Supplies:**

Adjusted for realignment to anticipated expenditures.

**Services and Rents:**

Inflationary increases in utilities and contracts.

**Contributions to Capital:**

Adjusted for realignment to anticipated expenditures

**Revenue Changes:**

Adjusted for loss in revenues due to COVID-19 impacts resulting in lower room rentals.

**2023 & 2024 OUTLOOKS****Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	109.4	139.4	139.4	179.4
Gross Expenditures	8,871.6	9,315.1	9,392.9	9,572.5
<b>Net Expenditures</b>	<b>8,762.2</b>	<b>9,175.7</b>	<b>9,253.5</b>	<b>9,393.1</b>
<b>Approved Positions</b>	<b>N/A</b>	<b>86.0</b>	<b>86.0</b>	<b>86.0</b>

**Key drivers**

The 2023 Outlook with total gross expenditures of \$9.393 million reflects an anticipated \$0.077 million or 0.83 per cent increase in gross expenditures above the 2022 Operating Budget; The 2024 Outlooks expects a further increase of \$0.180 million or 0.191 per cent above 2023 gross expenditures.

These changes arise from the following:

- **Salaries and Benefits**  
Increase in salaries and benefits reflective of collective agreement obligations. **(2023 & 2024)**
- **Inflationary Impact**  
Increases in utilities, office maintenance, supplies and contracted services due to inflation. **(2023 & 2024)**

Facility rental fee revenue increases are calculated using projected market rate assumptions.

# **APPENDICES**

## Appendix 1

### COVID-19 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
<b>Revenue Loss</b>				
Room Rentals	(140.0)	(180.0)		180.0
<b>Sub-Total</b>	<b>(140.0)</b>	<b>(180.0)</b>		<b>180.0</b>
<b>Total COVID-19 Impact</b>	<b>(140.0)</b>	<b>(180.0)</b>		<b>180.0</b>

## **Appendix 2**

**2022 Balancing Actions**

**N/A**

## **Appendix 3**

**Summary of 2022 Service Changes**

**N/A**

## **Appendix 4**

**Summary of 2022 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

**Summary of 2022 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## **Appendix 6**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

**N/A**

## **Appendix 6a**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

**N/A**

## **Appendix 6b**

**2023 - 2031 Capital Plan**

**N/A**

## **Appendix 7**

**Reporting on Major Capital Projects: Status Update**

**N/A**

## **Appendix 8**

**Summary of Capital Needs Constraints**

**N/A**

## Appendix 9

### 2022 User Fee Changes

N/A

### Table 9a - New User Fees

N/A

### Table 9b – Fees Above Inflation

N/A

### Table 9c - User Fees for Discontinuation

N/A

### Table 9d - User Fees for Technical Adjustments

N/A

### Table 9e - User Fees for Transfers

N/A

### Table 9f - User Fees for Rationalization

N/A

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2022 Operating Budget

N/A

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2022 – 2031 Capital Budget and Plan

N/A

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).