



OPERATING PROGRAM SUMMARY



Association of Community Centres

I: 2014 OPERATING BUDGET OVERVIEW

What We Do

The Association of Community Centres (AOCCs) is comprised of 10 volunteer board-run multi-purpose facilities providing a broad range of community, recreation and social service programs to residents in the local community.

2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$7.586 million as shown below.

(In \$000s)	Approved 2013 Budget	2014 Budget	Change	
			\$	%
Gross Expenditures	7,276.3	7,586.2	309.9	4.3%
Gross Revenue	272.2	430.2	158.0	58.0%
Net Expenditures	7,004.1	7,156.0	151.9	2.2%

Moving into this year's budget, the Association of Community Centres was facing a net pressure of \$0.176 million due mainly to the cost of inflation and cost of living increases for staff. Through a reduction in Materials & Supplies and Services & Rents, and an increase in revenue at Swansea Town Hall, the AOCCs were able to partially offset these pressures.

As a result, the 2014 Operating Budget for AOCCs of \$7.586 million gross and \$7.156 million net will provide the same level of service as in the previous year.

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Fast Facts

- Comprised of 10 volunteer board-run multi purposed facilities.
- Provide a broad range of community, recreation and social service programs to residents in the local community.
- A hybrid between a City Agency and an independent, not-for-profit, community based organization.
- The City provides funding for the Core administration activities while the program component is funded from fees, donations and grants.

Trends

- AOCCs continue to leverage third party funding to supplement funds received from the City.
- AOCCs continue to building community capacity, promote civic engagement and encourage community participation by providing programming and support through services and special events.

Our Service Deliverables for 2014

The 2014 Operating Budget of \$7.586 million gross and \$7.156 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.

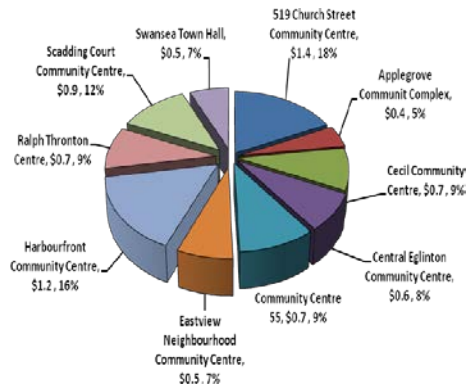
The 2014 Operating Budget will fund a variety of initiatives planned by individual Centres, some are listed below:

- Leverage alternative funding to provide programs, services and community activities not funded through core City funding, by a projected increase of 10% at 519 Church Street Community Centre. Also, host and coordinate a large scale LGBT community intergenerational conference on Opening the Closet on Aging: Wired to Connect Conference in celebration of World Pride 2014.
- Support the implementation of full day kindergarten at the local school by adjusting its service at Applegrove.
- 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.
- Enhance community engagement at Central Eglinton Community Centre with community leaders and businesses.
- Provide programming and support to over 25,000 individuals through approximately 75,000 service encounters and leverage the assistance of over 400 volunteers, contributing 19,500 hours of their time at Cecil Community Centre.
- Provide programming and support to over 9,400 individuals through approximately 250,000 service encounters and leverage the assistance of over 300 volunteers, contributing over 20,000 volunteer hours at Eastview Neighbourhood Community Centre.
- Provide service to 19,047 unique individuals at Harbourfront Community Centre for attending 1,623 program/group sessions for 65,035 hours of service provision, totalling 203,078 service visits.
- Increase the usage of the building at Swansea Town Hall by 2%.
- Generate over \$8.8 million of Community Centre funding from fundraising/donations, productive enterprises and grants.

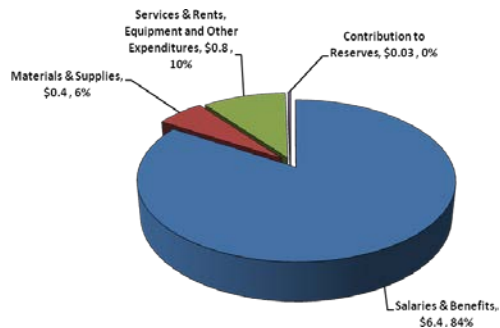
2014 Budget Expenditures & Funding

Where the money goes:

**2014 Operating Budget by Service
\$7.586 Million**

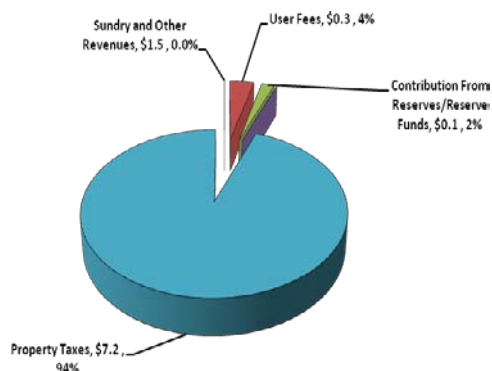


2014 Operating Budget by Expenditure Category



Where the money comes from:

**2014 Operating Budget Funding Source
\$7.586 Million**



Our Key Challenges and Priority Actions

- Maintaining adequate, stable core City Funding to ensure that centres remain open, and responsive to communities served.
 - ✓ The 2014 Budget provides adequate funding for inflationary cost increases to maintain service levels.
- Continuing to meet the needs of more disadvantaged residents in the catchment area while responding to requests of new residents as gentrification and rising real estate prices change community composition.
 - ✓ The Centres will continue to leverage third party funding to fund new initiatives to respond to new and growing needs.
 - ✓ Maintain the current level of programming and activities through fundraising, staff training and networking with other organizations.

II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2014 Operating Budget for the Association of Community Centres of \$7.586 million gross and \$7.156 million net, comprised of the following services:

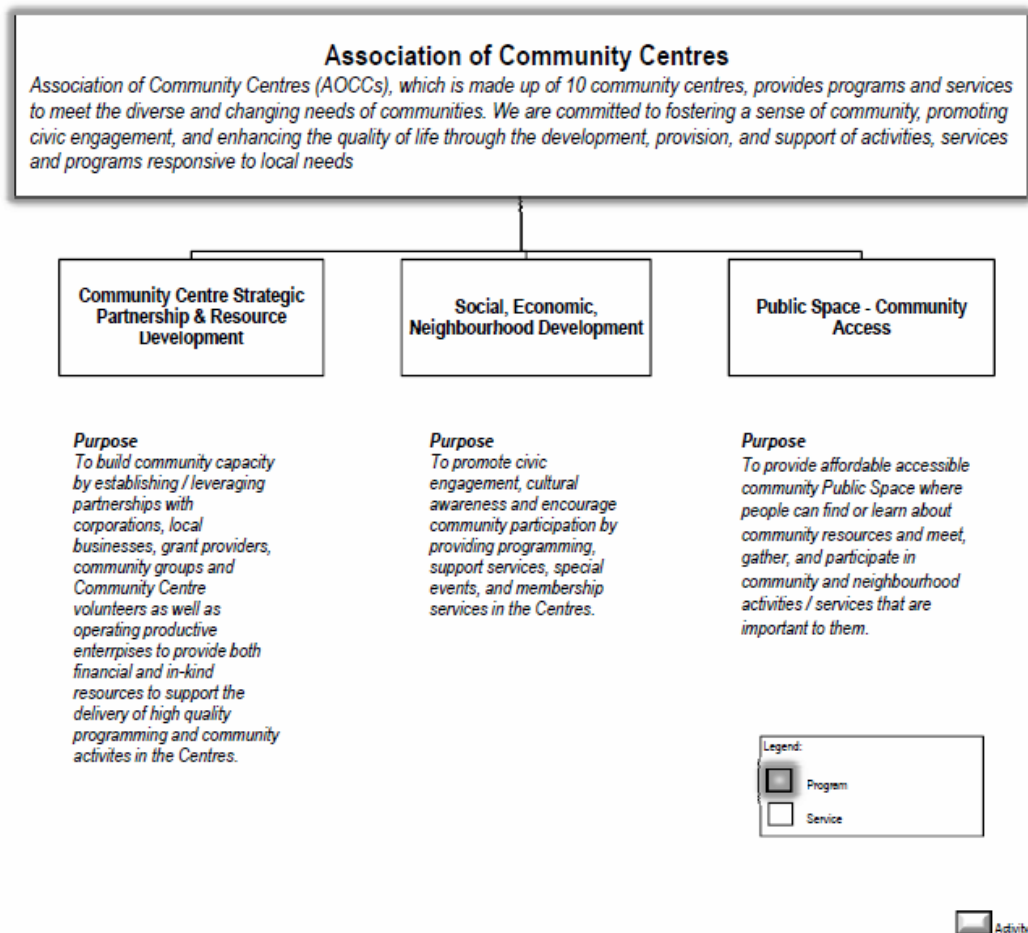
<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
519 Church Street Community Centre	1,367.0	1,220.0
Applegrove Community Centre	362.2	362.2
Cecil Community Centre	685.1	685.1
Central Eglinton Community Centre	606.5	606.5
Community Centre 55	723.2	723.2
Eastview Neighbourhood Community Centre	522.8	522.8
Harbourfront Community Centre	1,220.4	1220.4
Ralph Thronton Centre	698.7	659.3
Scadding Court Community Centre	892.3	892.3
Swansea Town Hall	507.9	264.1
Total Program Budget	<u>7,586.2</u>	<u>7,156.0</u>

2. City Council approve the 2014 service levels for the Association of Community Centre, as outlined on page 8, and associated staff complement of 77.4 positions.
3. City Council approve the 2014 user fee changes for Swansea Town Hall identified in Appendix 6 for inclusion in the Municipal Code – Chapter 441 "User Fees and Changes".

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map

The Association of Community Centres strives to meet the changing needs of the community by providing the following services:



Service Customer

Community Centre Strategic Partnership & Resource Development
 •Local Residents
 •Community Centre Members / Potential Members
 •Local BIAs

Social, Economic, Neighbourhood Development
 •Local Residents
 •Community Centre Members / Potential Members
 Local BIAs

Public Space - Community Access
 •Local Community Groups
 Faith Based Organizations
 Not for Profits Agencies
 Non Government Agencies
 Community Residents
 Visitors
 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

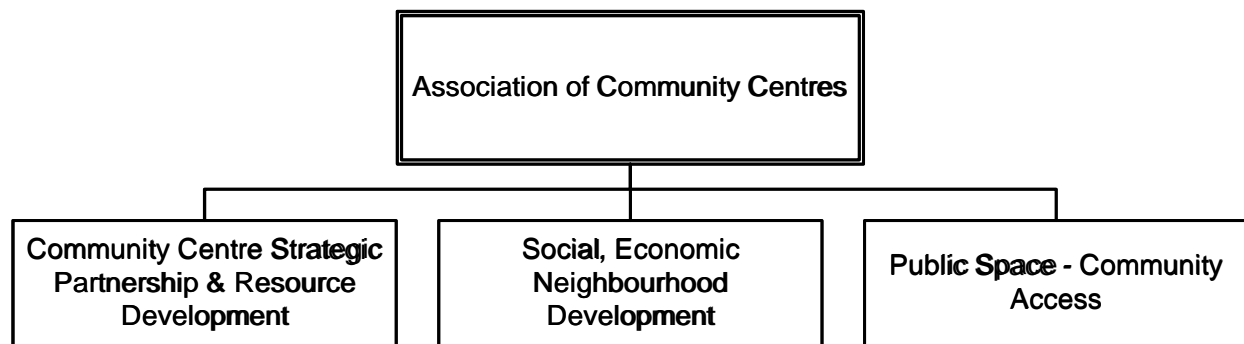
2014 Service Deliverables

The 2014 Operating Budget of \$7.586 million gross and \$7.156 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.

The 2014 Operating Budget will fund a variety of initiatives planned by individual Centres, some are listed below:

- Leverage alternative funding to provide programs, services and community activities not funded through core City funding, by a projected increase of 10% at 519 Church Street Community Centre. Also, host and coordinate a large scale LGBT community intergenerational conference on Opening the Closet on Aging: Wired to Connect Conference in celebration of World Pride 2014.
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- 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.
- Enhance community engagement at Central Eglinton Community Centre with community leaders and businesses.
- Provide programming and support to over 25,000 individuals through approximately 75,000 service encounters and leverage the assistance of over 400 volunteers, contributing 19,500 hours of their time at Cecil Community Centre.
- Provide programming and support to over 9,400 individuals through approximately 250,000 service encounters and leverage the assistance of over 300 volunteers, contributing over 20,000 volunteer hours at Eastview Neighbourhood Community Centre.
- Provide service to 19,047 unique individuals at Harbourfront Community Centre for attending 1,623 program/group sessions for 65,035 hours of service provision, totalling 203,078 service visits.
- Increase the usage of the building at Swansea Town Hall by 2%.
- Generate over \$8.8 million of Community Centre funding from fundraising/donations, productive enterprises and grants.

Service Profile



What we do

The Association of Community Centres (AOCCs), which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs.

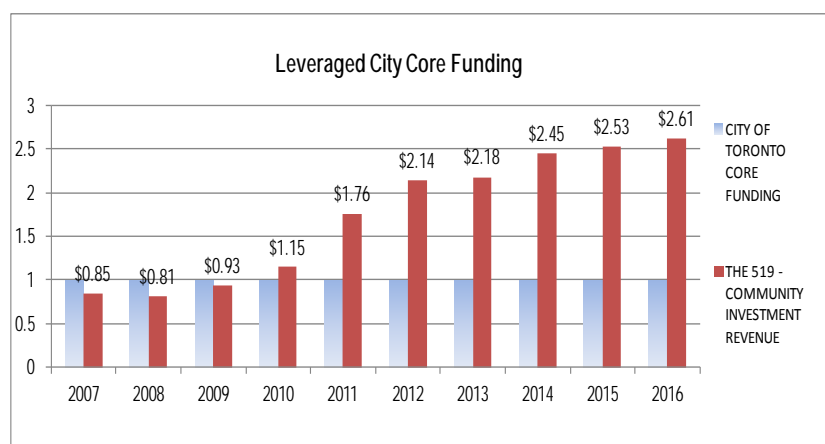
- Build community capacity by establishing/leveraging partnerships with corporations, local businesses, grant providers, community groups and Community Centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the Centres.
- Provide civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events, and membership services in the Centres.
- Provide affordable accessible community Public space where people can find or learn about community resources and meet, gather, and participate in community and neighbourhood activities/services that are important to them.

2014 Service Levels

Type	Service Level
	2014
Volunteer Development	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers
Program Funds (Fundraising / Productive Enterprises/Grants)	To generate over \$8.8 M of Community Centre funding from Fundraising/Donations, Productive Enterprises & Grants.
Partnerships	To garner approximately \$1.4M worth of inkind programs, services and product from partnerships.
Membership Management	To increase active membership by 5% to a total of 20,600 active members across 10 centres.
Programming	To support over 1.5M programming encounters/visits by over 150,510 people.
Community Supports	To provide individual personal supports including food, training, counselling, clothes and other services for over 106,000 encounters
Community Special Events	To provide approximately 4,502 Community Special Events to over 235,000 participants
Welcome Services and General Information	To provide 389,782 information and referrals for community programs, city services, and neighbourhood initiatives
Program and Community Space	To provide over 43,134 total hours of operation supporting 1.5M visits.
Community Meetings/Space Use	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending

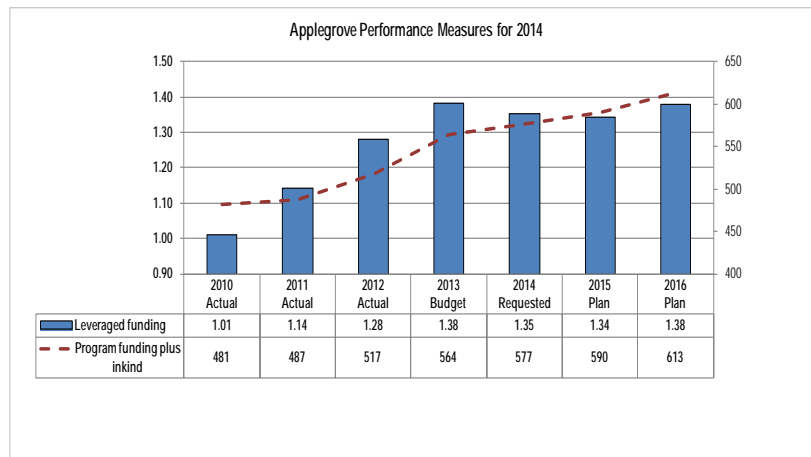
Service Performance Measures

Effectiveness Measure – Leveraging of City Funding – 519 Church Street Community Centre



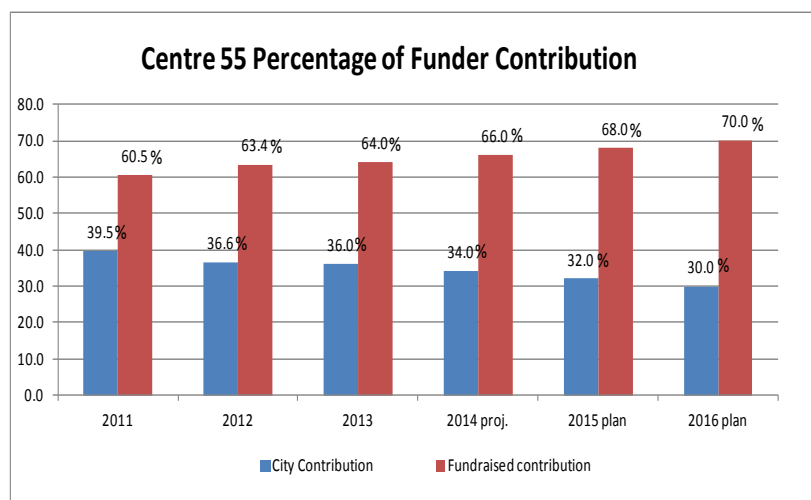
- The 519 Church Street Community Centre increased its leveraging of alternative funding in 2013 to \$2.18 million from \$2.14 million in 2012 to provide programs, services and community activities not funded through core City funding.
- The Centre is projecting to leverage alternative funding of \$2.45 million in 2014, \$2.53 million in 2015 and \$2.61 million in 2016.

Efficiency Measure – Leveraging of City Funding – Applegrove Community Complex



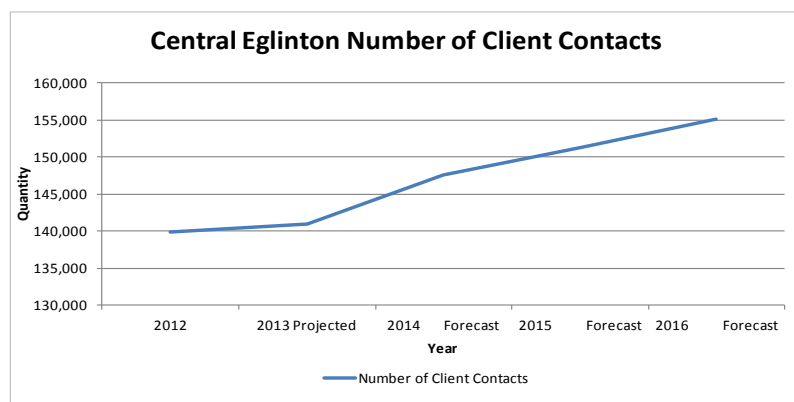
- Applegrove Community Complex increased its ratio of program funding per dollar of core administration funding received from the City, to \$1.38 in 2013 from \$1.28 in 2012, and is forecasting \$1.34 in 2015 and \$1.38 in 2016.

Efficiency Measure – Leveraging of City Funding – Community Centre 55



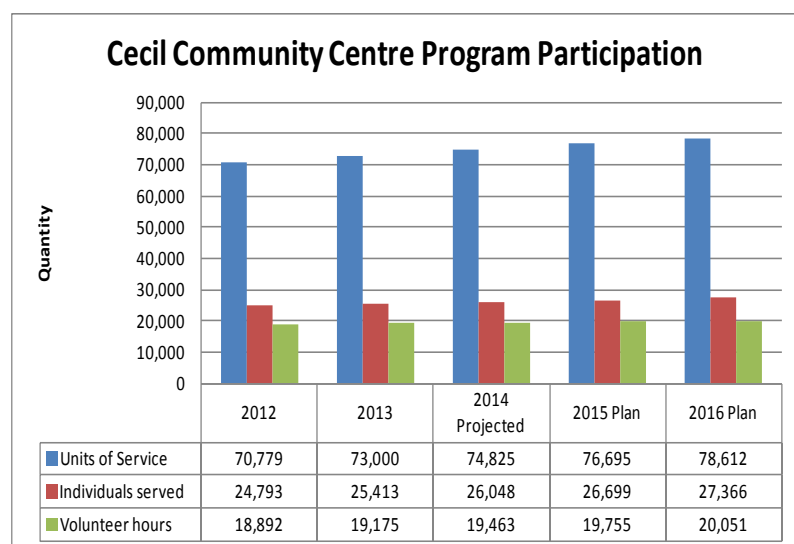
- Community Centre 55 increased the fundraising portion of their overall budget to 64% in 2013 with the City providing 36% through core administration funding, an increase of 0.6% from 2012.
- The Centre is planning to increase its fundraising contribution to 66% in 2014, 68% in 2015 and 70% in 2016.

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



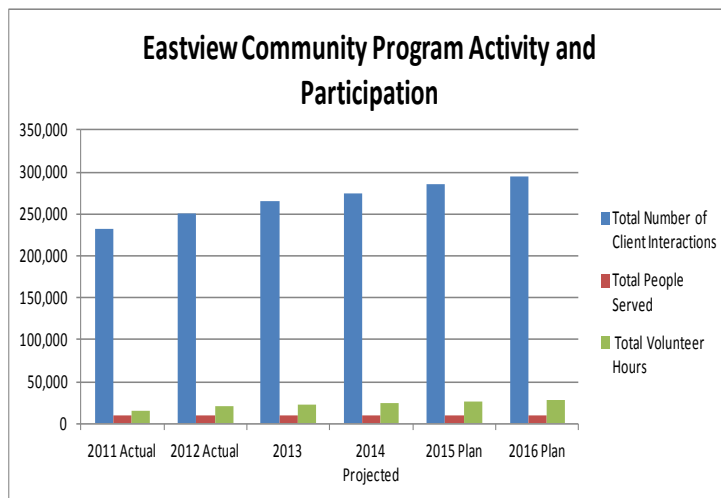
- Central Eglinton Community Centre increased its projected number of client contacts to enhance community engagement to 141,000 in 2013, from 139,888 in 2012, and forecasts to increase to 147,500 for 2014, 151,306 for 2015, and 155,112 for 2016.

Effectiveness Measure – Program Participation – Cecil Community Centre



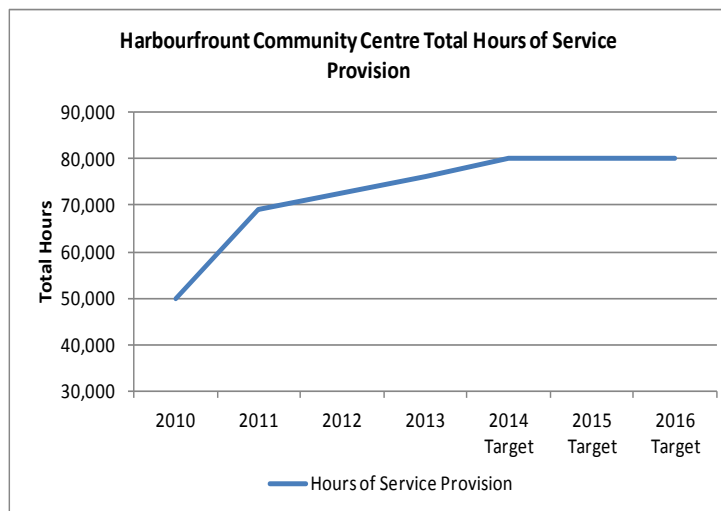
- Cecil Community Centre projects to increase its units of service through program participation, individuals served and volunteer hours to 74,825, 26,048, and 19,463 respectively in 2014 from 73,000, 25,413, and 19,175 respectively in 2013. Cecil expects to continue to increase program participation for 2015 and 2016.

Effectiveness Measure – Program Activity and Participation – Eastview Neighbourhood Community Centre



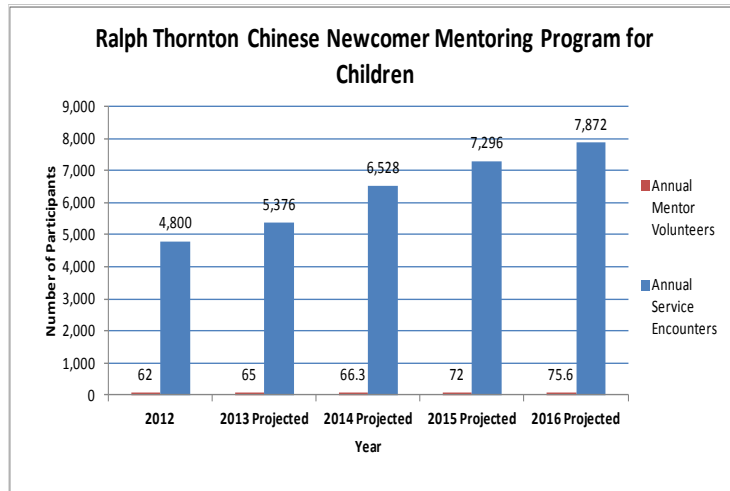
- Eastview Neighbourhood Community Centre continued to demonstrate an increasing number of client interactions with community members with the help of volunteers.

Effectiveness Measure – Total Hours of Service Provision – Harbourfront Community Centre



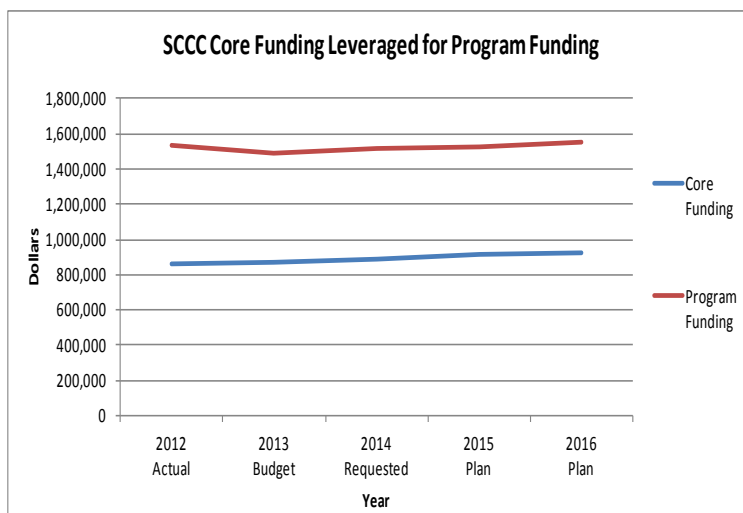
- Harbourfront Community Centre increased the total hours of service provision to 76,195 for 2013, from 72,567 in 2012, and is expected to continue to maintain them at 80,005 for 2014 to 2016.

Effectiveness Measure – Chinese Newcomer mentoring Program for Children – Ralph Thornton Community Centre



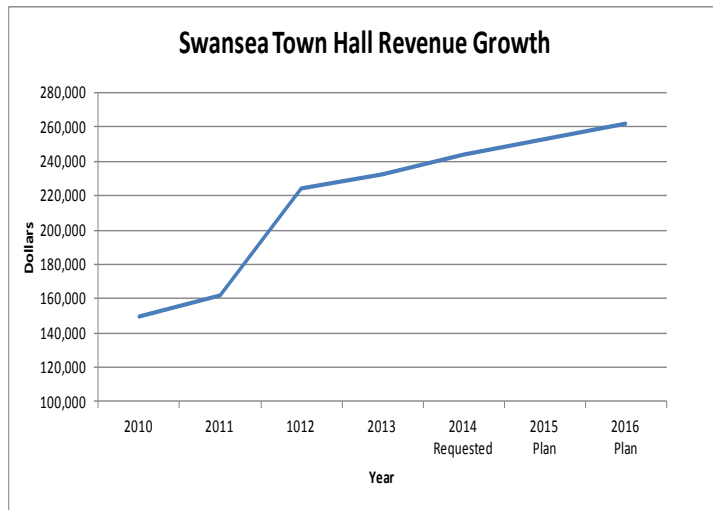
- Ralph Thornton Centre maintained the Mentor Program for recently arrived Chinese newcomer children for 2013, and is expected to increase the reach of the Mentor Program for 2014, 2015, and 2016.

Effectiveness 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 2014 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 \$0.233 million in 2013 compared to \$0.225 in 2012, and is expected to continue to increase for 2014 to 2016.

IV: 2014 Operating Budget

2014 Operating Budget (In \$000s)

(In \$000s)	2013		2014 Operating Budget			2014 vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Base	2014 New/Enhanced	2014 Budget			2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
519 Church Street Community Centre											
Gross Expenditures	1,205.7	1,205.7	1,220.0	147.0	1,367.0	161.3	13.4%	39.2	2.9%	(111.7)	(8.6%)
Revenue				147.0	147.0			(3.0)	(2.0%)	(144.0)	(77.1%)
Net Expenditures	1,205.7	1,205.7	1,220.0		1,220.0	14.3	1.2%	42.2	3.5%	32.3	2.5%
Applegrove Community Complex											
Gross Expenditures	346.9	365.9	362.2		362.2	15.3	4.4%	10.8	3.0%	4.1	1.1%
Revenue											
Net Expenditures	346.9	365.9	362.2		362.2	15.3	4.4%	10.8	3.0%	4.1	1.1%
Cecil Community Centre											
Gross Expenditures	672.3	707.7	685.1		685.1	12.8	1.9%	24.7	3.6%	8.5	1.2%
Revenue											
Net Expenditures	672.3	707.7	685.1		685.1	12.8	1.9%	24.7	3.6%	8.5	1.2%
Central Eglinton Community Centre											
Gross Expenditures	577.9	577.9	606.5		606.5	28.6	4.9%	30.1	5.0%	36.3	5.4%
Revenue											
Net Expenditures	577.9	577.9	606.5		606.5	28.6	4.9%	30.1	5.0%	36.3	5.4%
Community Centre 55											
Gross Expenditures	705.6	705.6	723.2		723.2	17.6	2.5%	28.4	3.9%	26.1	3.4%
Revenue											
Net Expenditures	705.6	705.6	723.2		723.2	17.6	2.5%	28.4	3.9%	26.1	3.4%
Eastview Neighbourhood Community Centre											
Gross Expenditures	528.4	528.4	522.8		522.8	(5.6)	(1.1%)	35.4	6.8%	5.4	1.0%
Revenue											
Net Expenditures	528.4	528.4	522.8		522.8	(5.6)	(1.1%)	35.4	6.8%	5.4	1.0%
Harbourfront Community Centre											
Gross Expenditures	1,193.6	1,193.6	1,220.4		1,220.4	26.9	2.2%	36.9	3.0%	11.8	0.9%
Revenue											
Net Expenditures	1,193.6	1,193.6	1,220.4		1,220.4	26.9	2.2%	36.9	3.0%	11.8	0.9%
Ralph Thorton											
Gross Expenditures	682.9	682.9	698.7		698.7	15.7	2.3%	12.3	1.8%	21.4	2.9%
Revenue	39.4	39.4	39.4		39.4		0.0%		0.0%		0.0%
Net Expenditures	643.5	643.5	659.3		659.3	15.7	2.4%	12.3	1.9%	21.4	3.1%
Scadding Court Community Centre											
Gross Expenditures	865.8	865.8	892.3		892.3	26.5	3.1%	27.5	3.1%	9.0	1.0%
Revenue											
Net Expenditures	865.8	865.8	892.3		892.3	26.5	3.1%	27.5	3.1%	9.0	1.0%
Swansea Townhall											
Gross Expenditures	497.2	497.2	507.9		507.9	10.7	2.2%	16.7	3.3%	8.1	1.5%
Revenue	232.8	232.8	243.8		243.8	11.0	4.7%	8.9	3.7%	9.1	3.5%
Net Expenditures	264.4	264.4	264.1		264.1	(0.3)	(0.1%)	7.8	3.0%	(1.0)	(0.4%)
Total											
Gross Expenditures	7,276.3	7,330.8	7,439.2	147.0	7,586.2	309.9	4.3%	262.1	3.5%	19.0	0.2%
Revenue	272.2	272.2	283.2	147.0	430.2	158.0	58.0%	5.9	1.4%	(134.9)	(44.8%)
Total Net Expenditures	7,004.1	7,058.6	7,156.0		7,156.0	151.9	2.2%	256.2	3.6%	153.9	2.0%
Approved Positions	77.4	77.4	77.4		77.4			(0.2)	(0.3%)	(0.2)	(0.3%)

The 2014 Operating Budget for the Association of Community Centres of \$7.586 million gross and \$7.156 million net is comprised of the following:

- The 2014 Operating Budget, prior to service change savings of \$0.024 million, included a net pressure of \$0.176 million or 2.5% above the 2013 Approved Budget primarily due to increases in step and progression pay, COLA, fringe benefits and non-salary economic factors.
- The net increase of \$0.176 was reduced by base expenditure savings of \$0.013 million and revenue changes of \$0.011 million.
- The result of the incremental changes noted above is a 2014 Operating Budget for the AOCCs that is \$0.152 million over the 2013 Approved Budget.
- Any further reductions would impact service levels.
- The 2014 Operating Budget includes a new project, PrideHouseTO, for \$0.147 million gross and \$0 million net. Funding will be provided from the Major Special Event Reserve Fund as this initiative is part of the Pan Am Games 2015 Showcase projects. There will be no net incremental impact for 2015 and 2016.
- The net incremental increase of \$0.256 million and \$0.154 million in 2015 and 2016 respectively, are primarily attributable to increase in step and progression pay, COLA only for 2015, fringe benefits and non-salary economic factors, partially offset by increases in revenue at Swansea Town Hall.

The 2014 Budget will have no change to the program's staff complement of 77.4 positions:

2014 Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	79.0	77.4	77.2
In-year Adjustments	(1.6)	(0.2)	(0.2)
Adjusted Staff Complement	77.4	77.2	77.0
Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects			
- Service Change Adjustments			
- New / Enhanced			
Total	77.4	77.2	77.0
% Change over prior year	0.0%	-0.3%	-0.3%

- A decrease of 1.6 positions results from technical adjustments to the staff complement at 519 Community Centre, Applegrove Community Centre, Community Centre 55, Eastview Neighbourhood Community Centre, Ralph Thornton Centre, Scadding Court Community Centre, and Swansea Town Hall to more accurately reflect full-time equivalent of part-time hours.

**2014 Base Budget
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Base	Change 2014 Base vs. 2013 Approved Budget		Incremental Change			
			\$	%	2015 Plan		2016 Plan	
By Service	\$	\$			\$	%	\$	%
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Revenue								
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Swansea Town Hall								
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Revenue	232.8	243.8	11.0	4.7%	8.9	3.7%	9.1	3.6%
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Total								
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Revenue	272.2	283.2	11.0	4.0%	8.9	3.7%	9.1	3.6%
Net Expenditures	7,004.1	7,156.0	151.9	2.2%	256.2	3.6%	153.9	2.1%
Approved Positions	77.4	77.4			(0.2)	(0.3%)	(0.2)	(0.3%)

The 2014 Base Budget of \$7.439 million gross and \$7.156 million net is \$0.152 million or 2.2% over the 2013 Approved Budget of \$7.004 million net.

- The 2014 Base Budget, prior to service change savings of \$0.024 million, included a net pressure of \$0.176 million or 2.5% above the 2013 Approved Budget.

- The net increase of \$0.176 was reduced by base expenditure savings of \$0.013 million and revenue changes of \$0.011 million.
- The result of the incremental changes noted above is a 2014 Base Budget for the AOCCs that is \$0.152 million over the budget target of 0% increase from the 2013 Approved Budget.

Key Cost drivers resulting in base budget pressures of \$0.176 million are detailed in the table below:

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Base Budget
Gross Expenditure Changes	
Economic Factors	
Non-Salary Expenditures	63.6
COLA, Progression Pay, and Benefits	
COLA and Employee Benefits	34.0
Progression pay	78.0
Total Changes	175.6
Net Expenditures	175.6

Economic Factors

- Non-Labour economic factors have increased by \$0.064 million net, primarily consisting of utilities, services and rents.

COLA and Progression Pay

- There is an increase of \$0.112 million in salaries and benefits (including progression pay, COLA, step pay and fringe benefits).

2014 Service Change Summary by Program
(In \$000s)

Description (\$000s)	2014 Service Changes				Net Incremental Impact			
	Position Change	Gross Exp.	Net Expense	% Change over 2014 Budget	2015		2016	
					Net Expense	Pos.	Net Expense	Pos.
	#	\$	\$	%	\$	#	\$	#
Base Changes:								
Base Expenditure Changes								
<i>Reduction in Materials & Supplies and Services & Rents</i>		(12.7)	(12.7)	(0.2%)				
Base Expenditure Change		(12.7)	(12.7)	(0.2%)				
Base Revenue Changes								
<i>Swansea Town Hall - Increase in Revenues</i>			(11.0)	(0.2%)	(8.9)		(9.1)	
Base Revenue Change			(11.0)	(0.2%)	(8.9)		(9.1)	
Sub-Total		(12.7)	(23.7)	(0.3%)	(8.9)		(9.1)	
Total Changes		(12.7)	(23.7)	(0.3%)	(8.9)		(9.1)	

The 2014 service changes consist of base expenditure savings of \$0.013 million and revenue changes of \$0.011 million net. In total, the Program has achieved reductions of \$0.024 million net bringing the 2014 Base Budget to \$0.152 million net or 2.2% over the 2013 Approved Budget of \$7.004 million net.

The net incremental savings is \$0.009 million net for 2015 and \$0.009 million net for 2016.

The 2014 service changes and 2015 and 2016 incremental impacts are discussed below:

Base Expenditure Changes: (Savings of \$0.013 million gross, \$0.013 million net)

Reduction in Materials & Supplies and Service & Rents

- A line by line review of actual expenditures resulted in a reduction of \$0.013 million net primarily in Materials & Supplies and Services and Rents, at Applegrove Community Centre, Cecil Community Centre, Community Centre 55, Harbourfront Community Centre, Ralph Thornton Centre, Scadding Court Community Centre, and Swansea Town Hall.

Base Revenue Changes: (Savings \$0.011 million net)

Swansea Town Hall – Increase in Revenue

- The 2014 revenue for Swansea Town Hall is being increased by \$0.011 million net due to a forecasted market-based rate increase in user fee revenue as detailed in Appendix 6.

The Program is projecting an incremental increase of \$0.009 million net in 2015 and 2016.

2014 New / Enhanced Service Priority Actions

(In \$000s)

Description	July 6, 1905			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
Enhanced Services Priorities							
Sub-Total							
New Service Priorities							
(a) New Services							
Pan Am - PrideHouseTO	147.0	147.0					
Sub-Total	147.0	147.0					
Total	147.0	147.0					

New Service Priorities*Pan Am - PrideHouseTO*

- PrideHouseTO funding of \$0.147 million gross and \$0 million net will be provided from the Major Special Events Reserve Fund. The incremental impact for 2015 is \$0.144 million gross and \$0 million net.
- The PrideHouseTO initiative is a comprehensive engagement and activation strategy for the lesbian, gay, bi, trans, queer (LGBTQ) communities during and leading up to the 2015 Pan/Para-Pan Am Games.
- The Initiative is a collaboration of over 12 organizations representing social services, government, labour, business and sport and recreation sectors with the support and leadership of The 519.
- The Initiative will provide arts and culture, education and awareness, celebration and sport/parasport engagement activities during The Games and in the 2 years leading to The Games.
- Over the past year, the Leadership team has engaged its community in dialogue and planning which has resulted in a four-pillar strategy for achieving the outcomes of the initiative: Community Hub, Village Festival, Community Ambassadors, and Policy Advocacy.
- The funding for PrideHouseTo project will provide:
 - Project Staff – The PrideHouseTO project will be delivered by a large team of volunteers at both the leadership and execution levels. The staffing model includes a Project Director, Sport and Community Engagement Consultant and a Project Assistant who together are focused on project management and enabling volunteer involvement and leadership. Staff will continue to work on the project after the Games on documentation, performance measurement and best practice documentation.
 - Facility Improvements – These represent legacy improvements to the 519 Church Street Community Centre, which includes accessibility upgrades and technology upgrades such

as projection and public announcement systems which will permit PrideHouseTO to deliver high-quality and up-to-date venues for workshops, conferences and special events.

- Public Realm Improvements –The Church Wellesley Village BIA will leverage additional resources to deliver beautification and public realm enhancements in advance of the Games.
- Volunteer Engagement – It will enable volunteer recruitment, training program development and delivery, recognition and support costs during the project.

2015 and 2016 Plan (In \$000s)

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	2.4		2.4	0.0%		6.4		6.4	0.1%	
Step Increases +Fringe Benefits	216.7		215.3	3.0%		186.5		188.5	2.5%	
COLA	20.9		20.9	0.3%		(58.1)		(58.1)	(0.8%)	
Non-Salary Economic Factor Increase	26.4		26.4	0.4%		26.2		26.2	0.4%	
Sub-Total Known Impacts	266.5		265.1	3.7%		160.9		163.0	2.2%	
Anticipated Impacts:										
Swansea Town Hall Revenue Increase		8.9	(8.9)	(0.1%)			9.1	(9.1)	(0.1%)	
Sub-Total		8.9	(8.9)	(0.1%)			9.1	(9.1)	(0.1%)	
Total Incremental Impact	266.5		256.2	3.6%		160.9		153.9	2.1%	

Note COLA is excluded in 2016

The 2014 Budget for the Association of Community Centres will result in a 2015 incremental cost of \$0.256 million net and a 2016 incremental increase of \$0.154 million net respectively to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- For 2015, the net incremental expenditures are projected to be \$0.265 million net, arising from step, progression pay, and COLA, and non-salary inflationary increases.
- For 2016, the net incremental expenditures are projected to be \$0.154 million net, arising from step, progression pay and non-salary inflationary increase.

Anticipated Impacts

- For both 2015 and 2016, anticipated net incremental increase in revenue of \$0.009 million net are due to revenue increases for Swansea Town Hall.

V: ISSUES FOR DISCUSSION

2014 Issues

2014 Operating Budget vs. Guideline

- The Association of Community Centres' 2014 Operating Budget of \$7.156 million net represents an increase of \$0.152 million or 2.2% above the 2013 Approved Operating Budget of \$7.004 million net. Below is a table summarizing the 2014 Operating Budget for each Centre in comparison to the 2013 Approved Operating Budget:

amounts in \$000s

Centre	2013 Approved Operating Budget	2014 Operating Budget	2014 Operating Budget vs. 2013 Approved Operating Budget (net)		Staff Complement
			\$	%	
519 Church Street Community Centre	1,205.7	1220.0	14.3	1.2%	12.3
Applegrove Community Complex	346.9	362.2	15.3	4.4%	3.4
Community Centre 55	705.6	723.2	17.6	2.5%	8.0
Cecil Community Centre	672.3	685.1	12.8	1.9%	7.5
Central Eglinton Community Centre	577.9	606.5	28.6	4.9%	7.0
Eastview Neighbourhood Community Centre	528.4	522.8	(5.6)	(1.1%)	6.0
Harbourfront Community Centre	1,193.6	1220.4	26.9	2.2%	11.2
Ralph Thornton Centre	643.5	659.3	15.7	2.4%	7.5
Scadding Court Community Centre	865.8	892.3	26.5	3.1%	8.9
Swansea Town Hall	264.4	264.1	(0.3)	(0.1%)	5.7
TOTAL	7,004.1	7156.0	151.9	2.2%	77.4

- 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 2014 are mainly a result of increase labour costs, which are not directly controlled by the Centres. However, as show in the above table, most Centres have reduced base expenditures resulting in savings necessary to achieve an overall Program budget increase of 2.2%. 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 issues for the AOCCs in 2014 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 Administration 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-goin 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 plannnig for a 3-year horizon difficult.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, the Association of Community Centres achieved the following results:

- ✓ The 519 Church Street Community Centre experienced an increase from 201,675 to 221,842 of total program, service and event community encounters. The Centre also leveraged alternative funding to provide programs, services and communities activities not funded through core City funding. For every core dollar received, the 519 raises an additional \$2.11 including fundraising for capital improvements. The Core funding represents 32% of overall funding.
- ✓ Applegrove Community Centre responded to neighbourhood needs by increasing weekly spaces in summer programs by 7% and increasing after-school spaces by 67%.
- ✓ Community Centre 55 provided various community programs and services including: Christmas Parade with over 12,000 attendees, 1,600 children attending summer camp; day care for 250 children, seniors programs, and 30 special events and programs throughout the year.
- ✓ Central Eglinton Community Centre increased outreach, media attention, type and scope of programs, and volunteer-led programs for older adults/seniors has led to an increase in engagement and participation.
- ✓ Cecil Community Centre saw an increase of over 30% in youth attending the drop-in sessions in 2013. Many teenagers are newcomers whose first language is Mandarin and Cantonese. However, over the last year, the program has also included Korean, South African, Hispanic, Filipino, and African Canadian participants. Cecil's Family Resource Program currently serves 210 families. With the number of new families living in our neighbourhood, there has been an increase of over 25% in program participation.
- ✓ Eastview Neighbourhood Community Centre increased service levels in After School Programming by almost 10%.
- ✓ Harbourfront Community Centre coordinated its annual Community Connect Engagement Projects with Toronto Community Housing volunteer and youth leaders, corporate partners: Starbucks Canada, Home Depot, TELUS, RBC; Volunteer Canada & funding partners, bringing together 783 volunteers, providing 6,395 hours of volunteer service while investing \$22,000 to complete 75 building projects with an estimated capital improvement net savings in total of \$225,000 to the Harbourfront Community Centre and to Toronto Community Housing Infrastructure.
- ✓ Ralph Thornton Centre provided accessible public space for over 91 community groups, organizations, and partner agencies for 25,900 service encounters.

- ✓ Scadding Court Community Centre's Market 707 began its transition from a project at the Centre, to a model for community economic development and animation that could be replicated and scaled up; all 12 vendors making a profit; and special events focusing on the vendors such as Nuit Blanche, Street Food Friday's, and a Design Charrette.
- ✓ Swansea Town Hall projected space usage increased by 2% from 2011.
- ✓ There were over 6,738 community volunteers participating in ensuring that AOCCs provide a welcoming accessible space for the community.

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
(\$000s)	\$	\$	\$	\$	\$	%
Gross Expenditures	7,471.8	7,184.0	7,276.3	7,330.8	54.5	0.7
Revenues	201.7	282.8	272.2	272.2		
Net Expenditures	7,270.1	6,901.2	7,004.1	7,058.6	54.5	0.8
Approved Positions	91.2	82.7	77.4	77.4		

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Approved Budget & 2013 Projected Actuals: exclude one time payments

2013 Experience

- The projected year-end net unfavourable variance for the AOCCs is anticipated to be \$0.055million or 0.8% above the 2013 Approved Operating Budget of \$7.004 million.
 - The projected unfavourable variance is primarily attributed to costs associated with the implementation of the 2012 Council-approved service level reductions, salary and benefit costs related to parental leave and retiree benefits, as well as increased contracted service costs.

Impact of 2013 Operating Variance on the 2014 Budget

- There is no impact of the 2013 Operating Variance on the 2014 Operating Budget as the majority of over-expenditures are related to one-time costs. The Centres have also re-aligned their 2014 budgets, as appropriate, to address the non-salary pressures.

Appendix 2

2014 Total Operating Budget by Expenditure Category

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

Category of Expense	2011 Actual	2012 Actual	2013 Budget	2013 Projected Actual	2014 Budget	2014 Change from 2013 Approved Budget		2015 Plan	2016 Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	6,412.6	6,021.3	6,245.7	6,282.9	6,358.1	112.4	1.8%	6,590.7	6,725.4
Materials and Supplies	514.6	489.3	509.3	507.6	436.6	(72.7)	(14.3%)	455.2	471.5
Equipment	4.0	4.0	3.2	3.2	3.3	0.1	3.1%	3.5	3.6
Services & Rents	508.3	476.4	485.6	504.6	755.3	269.7	55.5%	766.1	666.7
Contributions to Capital									
Contributions to Reserve/Res Funds	25.1	25.7	25.8	25.8	25.9	0.1	0.3%	25.9	25.9
Other Expenditures	7.1	15.7	6.7	6.7	7.0	0.3	4.5%	6.9	7.1
Interdivisional Charges									
Total Gross Expenditures	7,471.8	7,032.3	7,276.3	7,330.8	7,586.2	309.9	4.3%	7,848.3	7,900.3
Interdivisional Recoveries									
Provincial Subsidies									
Federal Subsidies									
Other Subsidies									
User Fees & Donations	192.4	254.7	270.7	270.7	281.7	11.0	4.1%	290.6	299.7
Transfers from Capital Fund									
Contribution from Reserve Funds					147.0	147.0		144.0	33.0
Contribution from Reserve									
Sundry Revenues	9.3	9.3	1.5	1.5	1.5		0.0%	1.5	1.5
Required Adjustments									
Total Revenues	201.7	264.0	272.2	272.2	430.2	158.0	58.0%	436.1	334.2
Total Net Expenditures	7,270.1	6,768.3	7,004.1	7,058.6	7,156.0	151.9	2.2%	7,412.2	7,566.1
Approved Positions	91.2	82.7	77.4	77.4	77.4			77.2	77.2

2014 Key Cost Drivers

Salaries and Benefits are the largest expenditure category and accounts for 83.8% of total expenditures, followed by Services and Rents at 10.0%, and Materials and Supplies at 5.8%. User Fees and Donations are the largest revenue category and account for 65.5% of total revenues, followed by Contributions from Reserve Funds at 34.2%.

Salaries and Benefits

- The 2014 budget for salaries and benefits of \$6.358 million is \$0.112 million or 1.8% higher compared to the amount of \$6.246 million in the 2013 Approved Operating Budget. This increase is mainly attributable to step and progression pay, COLA, and fringe benefits.

Materials and Supplies

- The 2014 budget for materials and supplies of \$0.437 million is \$0.073 million or 14.3% lower compared to the amount of \$0.509 million in the 2013 Operating Budget. This

decrease is mainly attributable to the Centres' line-by-line savings and the reclassification of Materials and Supplies expenditures into the Services and Rents category for better response

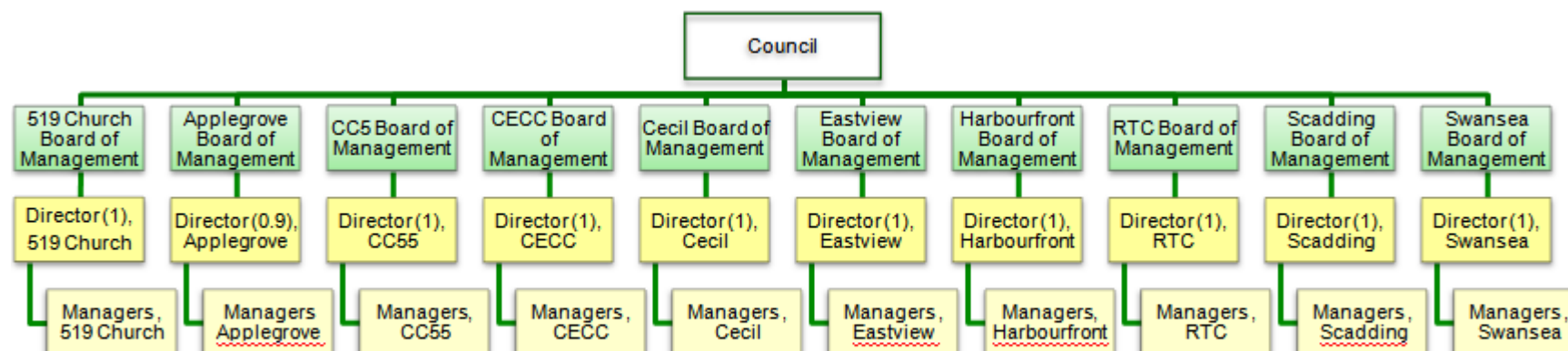
- The 2014 budget for services and rents of \$0.755 million is \$0.270 million or 55.5% higher compared to the amount of \$0.486 million in the 2013 Approved Operating Budget. This increase is mainly attributable to non-salary economic factors and reclassification of Materials and Supplies into the Services and Rents category.

Revenues

- The 2014 budget for user fees and donations of \$0.282 million is \$0.011 million or 4.1% higher compared to the amount of \$0.271 million in the 2013 Approved Operating Budget. This increase is attributable to an increase in user fee revenue at Swansea Town Hall.
- The 2014 Budget for contributions from reserve funds of \$0.147 million includes contribution from the Major Special Events Reserve Fund for the PrideHouseTO project.

Appendix 2 – Continued

2014 Organization Chart



2014 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	8.0	22.4	4.0	13.7	48.1
Part-Time	1.9	4.2	0.0	23.2	29.3
Total	9.9	26.6	4.0	36.9	77.4

2014 Operating Budget - Council Approved New and Enhanced Services

Summary by Service

(\$000s)

Form ID		Agencies - Cluster	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3096 519 Church CC - Pan Am - PrideHouseTO

74 1 Description:

The PrideHouseTO Initiative is a comprehensive engagement and activation strategy for the lesbian, gay, bi, trans, queer (LGBTQ) communities during and leading up to the 2015 Pan / Para-Pan Am Games. The Initiative is a collaboration of over 12Á organizations representing social services, government, labour, business and sport and recreation sectors with the support and leadership of The 519. Through arts, cultural programming, capacity building, training, education, celebrations and educational events andÁ@] ~* @Áæ^ ÁÁæç[&æ^ Á@Á]ã^P[~^ÁVUÁQãæã^Á q|Áç^Áæ^Á@ÁUGFÍ Á]æ Ð]æãÜ]æ Á American games to buildÁcapacity in our LGBTQ communities, to engage LGBTQ people in sport, parasport and recreation and to challenge and addressÁhomophobia and transphobia that prevents LGBTQ people from living active, healthy lives in our city, province and across the pan-americanÁregion.

PrideHouseTO funding of \$0.147 million gross and \$0 million net will be provided from the Major Special Events ReserveÁfund. The incremental impact for 2015 is \$0.144 million gross and \$0 million net. Over the past 12 months, the Leadership team has engaged its community in dialogue and planning which has resulted in a four-pillar strategy for achieving the outcomes of the initiative: Community Hub, Village Festival, CommunityÁAmbassadors, and Policy Adocacy.

The funding for PrideHouseTO will provide funding for : Project Staff, Capital Improvements,ÁPublic Realm Improvements, and Volunteer Engagement.

Service Level Impact:

The initiative will provide arts and culture, education and awareness, celebration and sport/parasport engagement activities during The Games and in the 2 years leading up to The Games.

Service: 519 Church Street Community Centre

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Council Approved New and Enhanced Services

Summary by Service

(\$000s)

Form ID		Agencies - Cluster Program: Association of Community Centres	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended:	147.0	147.0	0.0	0.0	0.0	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	147.0	147.0	0.0	0.0	0.0	0.0
		Staff Recommended:	147.0	147.0	0.0	0.0	0.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved New/Enhanced Services:	147.0	147.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Agencies - Cluster Program: Association of Community Centres	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended:	147.0	147.0	0.0	0.0	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:	147.0	147.0	0.0	0.0	0.0	0.0

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion
74 - New Services
75 - New Revenues

Appendix 4

Summary of 2014 New / Enhanced Service Changes

Appendix 5

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		18,307.1	18,307.1	36,762.2	51,417.3
Insurance Reserve Fund	XR1010				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(25.7)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	18,281.4	36,762.2	51,417.3
Other program / Agency Net Withdrawals & Contributions			18,480.8	14,655.0	15,090.4
Balance at Year-End		18,307.1	36,762.2	51,417.3	66,507.7

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		12,179.6	12,179.6	5,409.5	643.8
Major Special Events	XR1218				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(147.0)	(144.0)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		12,179.6	12,032.6	5,265.5	643.8
Other program / Agency Net Withdrawals & Contributions			(6,623.1)	(4,621.7)	(293.5)
Balance at Year-End		12,179.6	5,409.5	643.8	350.3