

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 build community capacity, promote civic engagement and encourage community participation by providing programming and support through services and special events.

Our Service Deliverables for 2015

The 2015 Operating Budget of \$7.872 million gross and \$7.474 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.

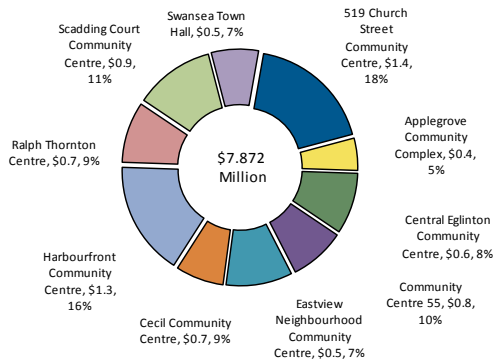
The 2015 Operating Budget will fund a variety of initiatives planned by individual centres, some are listed below:

- Leverage alternative funding to provide programs, services and community activities not funded through core City funding at the 519 Church Street Community Centre.
- Provide programming from pre-natal to older adults at Applegrove Community Complex through approximately 40,000 service encounters with the support of over 300 volunteers contributing to approximately 5,000 hours.
- Provide valuable support to the community at Community Centre 55 including 300 children in daycare and weekly summer camps, 56 summer jobs, 30 events and programs and food and toys for 1000 families at Christmas.
- Increase engagement at Central Eglinton Community Centre with community leaders and businesses to expand fundraising potential.
- Provide programming and support to 26,700 individuals through 76,695 service encounters and leverage the assistance of 440 volunteers, contributing 19,755 hours of their time at Cecil Community Centre.
- Provide community programming and support to over 11,000 individuals through 268,000 service encounters, leveraging the assistance of over 300 volunteers contributing over 23,500 volunteer hours at Eastview Neighbourhood Community Centre.
- Respond to influx of population resulting in new service demands at Harbourfront Community Centre which is estimated to increase by 5%.
- Increase the usage of Swansea Town Hall by 10% to replace loss of revenue resulting from the closure of the Swansea Nursery School facility in 2014.
- Generate over \$8.8 million of Community Centre Funding from fundraising/donations, productive enterprises and grants.

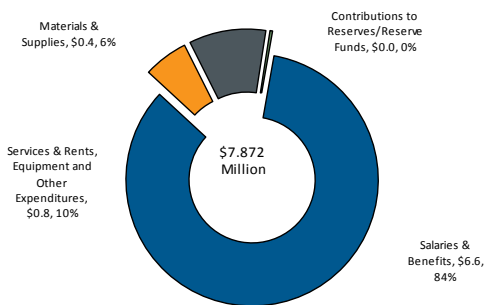
2015 Operating Budget Expenses & Funding

Where the money goes:

2015 Budget by Service
\$7.872 Million

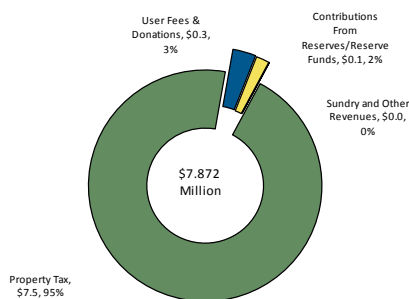


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Maintaining adequate, stable core City Funding** to ensure that centres remain open, and responsive to communities served.
 - ✓ The 2015 Operating Budget provides adequate funding for inflationary cost increases to maintain service levels.
- **Meeting diverse community needs** Continuing to meet the needs of more disadvantaged residents 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.

2015 Operating Budget Highlights

- The 2015 Operating Budget for the Association of Community Centres of \$7.474 million net is \$0.304 million or 4.2 % over the 2014 Approved Operating Budget
- The base budget pressures arising from inflationary costs increases in salary and non-salary expenses as well as lower rental revenue arising from the closure of the Swansea Nursery School facility at Swansea Town Hall were partially offset by reductions identified in line-by-line reviews.
- There are no additional reductions as these will severely impact services and service levels.

II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2015 Operating Budget for the Association of Community Centres of \$7.872 million gross and \$7.474 million net for the following services:

<u>Service</u>	Gross (\$000s)	Net (\$000s)
519 Church Street Community Centre:	1,422.8	1,278.8
Applegrove Community Complex:	368.7	368.7
Cecil Community Centre:	700.6	700.6
Central Eglinton Community Centre:	632.1	632.1
Community Centre 55:	758.9	758.9
Eastview Neighbourhood Community Centre:	547.3	547.3
Harbourfront Community Centre:	1296.9	1296.9
Ralph Thornton Centre:	698.6	659.2
Scadding Court Community Centre:	910.3	910.3
Swansea Town Hall:	535.7	320.8
Total Program Budget	<u>7,871.9</u>	<u>7,473.7</u>

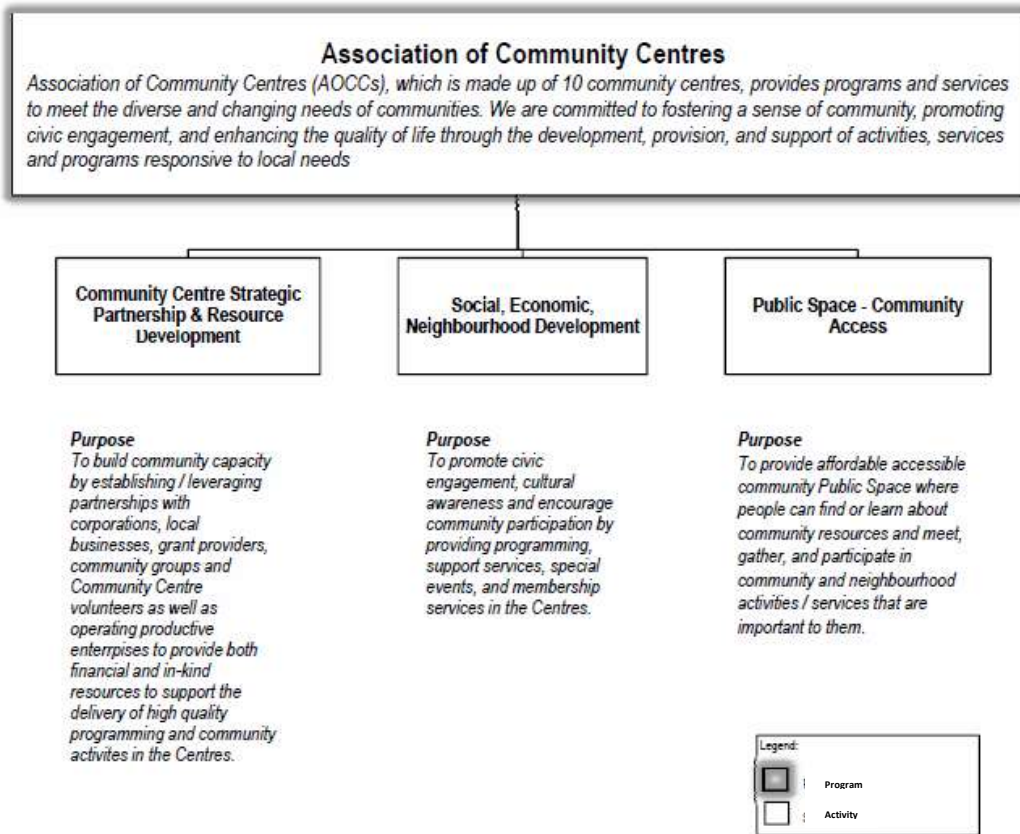
2. City Council approve the 2015 service levels for the Association of Community Centres as outlined on pages 9 of this report and associated staff complement of 77.9 positions.
3. City Council approve the 2015 user fee changes above the inflationary adjusted rate for Swansea Town Hall identified in Appendix 7a for inclusion in the Municipal Code Chapter 441 "Fees and Charges".



Part I:

2015 – 2017

Service Overview and
Plan



Service Customer

Community Centre Strategic Partnership & Resource Development	Social, Economic, Neighbourhood Development	Public Space - Community Access
<ul style="list-style-type: none"> •Local Residents •Community Centre Members / Potential Members •Local BIAs 	<ul style="list-style-type: none"> •Local Residents Community Centre Members / Potential Members Local BIAs 	<ul style="list-style-type: none"> •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

2015 Service Deliverables

The 2015 Operating Budget of \$7.872 million gross and \$7.474 million net 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 at the 519 Church Street Community Centre. Also, the 519 will be host and trustee of PrideHouse Toronto initiative, a collaborative event that involves 15 organizations working together to ensure the 2015 Pan/ParaPan American Games are the most LGBTQ-inclusive multi-sport games in history.
- Provide programming from pre-natal to older adults at Applegrove Community Complex through approximately 40,000 service encounters with the support of over 300 volunteers contributing to approximately 5,000 hours.
- Provide valuable support to the community at Community Centre 55 including 300 children in daycare and weekly summer camps, 56 summer jobs, 30 events and programs and food and toys for 1000 families at Christmas.
- Increase engagement at Central Eglinton Community Centre with community leaders and businesses to expand fundraising potential.
- Provide programming and support to 26,700 individuals through 76,695 service encounters and leverage the assistance of 440 volunteers, contributing 19,755 hours of their time at Cecil Community Centre.
- Provide community programming and support to over 11,000 individuals through 268,000 service encounters, leveraging the assistance of over 300 volunteers contributing over 23,500 volunteer hours at Eastview Neighbourhood Community Centre.
- Respond to influx of population resulting in new service demands at Harbourfront Community Centre which is estimated to increase by 5%.
- Increase funding for program activities by 15% at Ralph Thornton Centre to expand and stabilize program funding.
- Increase engagement at Scadding Court Community Centre with to provide service provision for vulnerable women in the community by addressing the root causes of poverty, with a focus on community economic development.
- Increase the usage of Swansea Town Hall by 10% to replace loss of revenue resulting from the closure of the Swansea Nursery School facility in 2014.
- Generate over \$8.8 million of Community Centre Funding from fundraising/donations, productive enterprises and grants.

Association of Community Centres



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. The AOCCs 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.

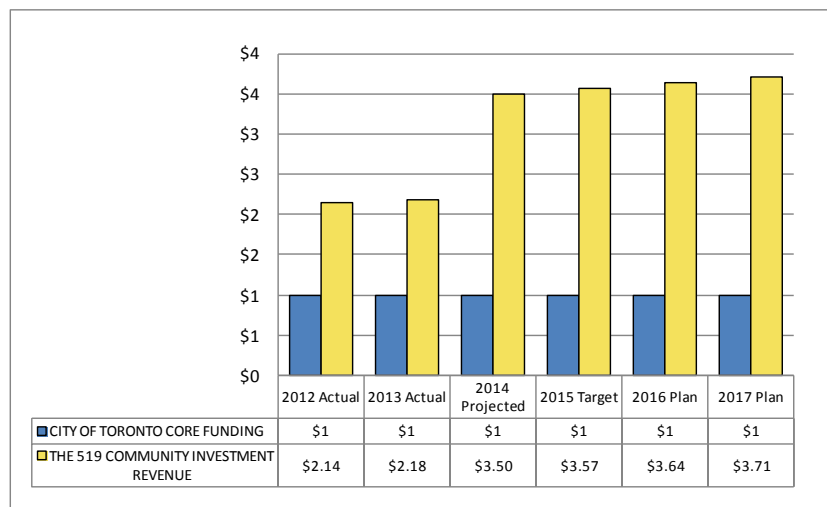
2015 Service Levels Association of Community Centres

Activity	Type	Service Level
		2015
Community Centre Strategic Partnership & Resource Development	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 in-kind programs, services and product from partnerships.
Social, Economic, Neighbourhood Development	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
Public Space - Community Access	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

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

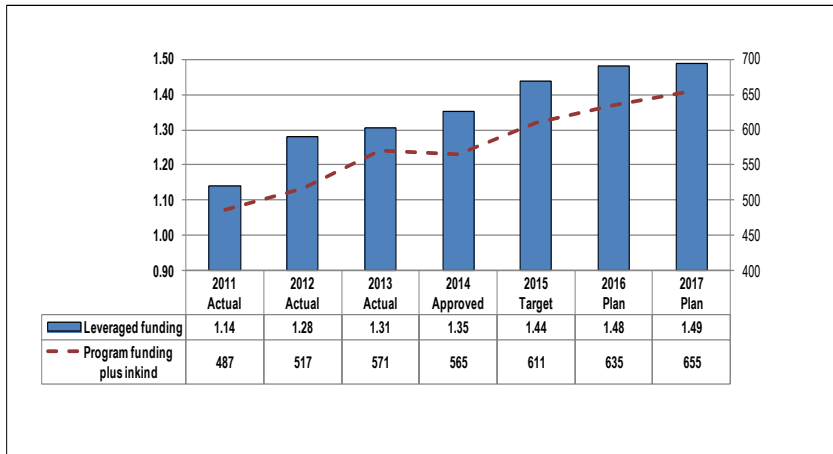
Service Performance

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



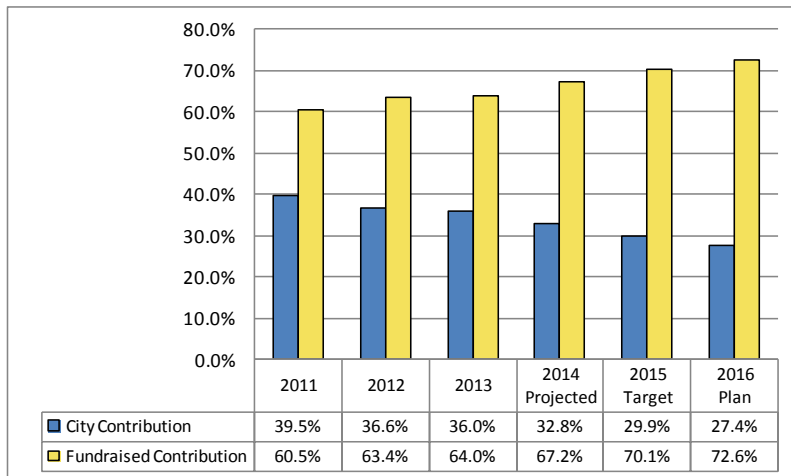
- The 519 Church Street Community Centre leveraged alternative funding in 2014 of \$3.50 million up from \$2.18 million in 2013 to provide programs, services and community activities not funded through core City funding.
- The Centre is projecting to leverage alternative funding of \$3.57 million in 2015, \$3.64 million in 2016 and \$3.71 million in 2017.

Effectiveness Measure – Leveraging of City Funding – Applegrove Community Complex



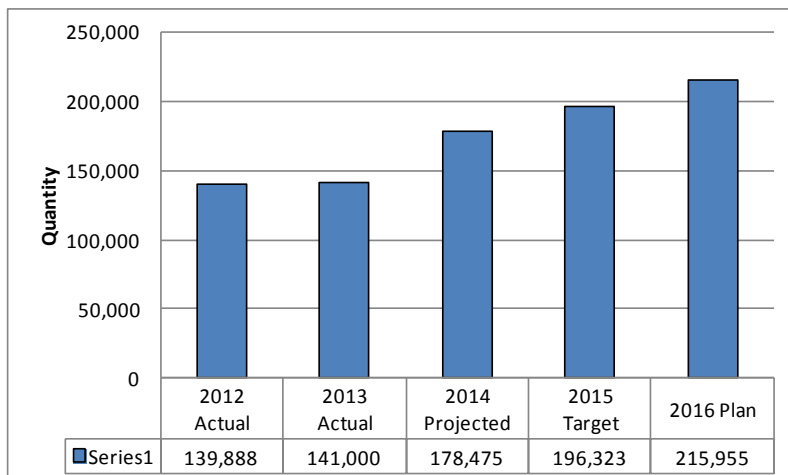
- Applegrove Community Complex increased its ratio of program funding per dollar of core administration funding received from the City to \$1.35 in 2014 from \$1.31 in 2013, which is expected to rise to \$1.44 in 2015, \$1.48 in 2016 and \$1.49 in 2017.

Effectiveness Measure – Leveraging of City Funding – Community Centre 55



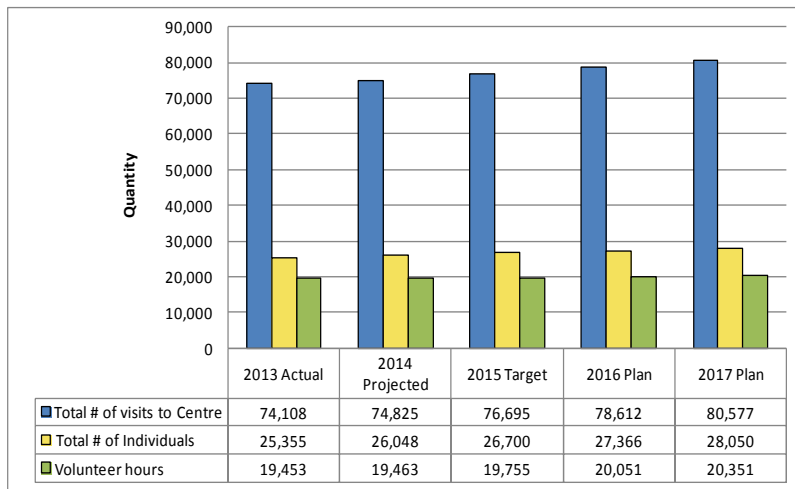
- Community Centre 55 increased the fundraising portion of their overall budget to 67.2% in 2014 with the City providing 32.8% through core administration funding, representing an increase of 3.2% from 2013.
- The Centre will strive to increase its fundraising contribution to 70.1% in 2015 and 72.6% in 2016.

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



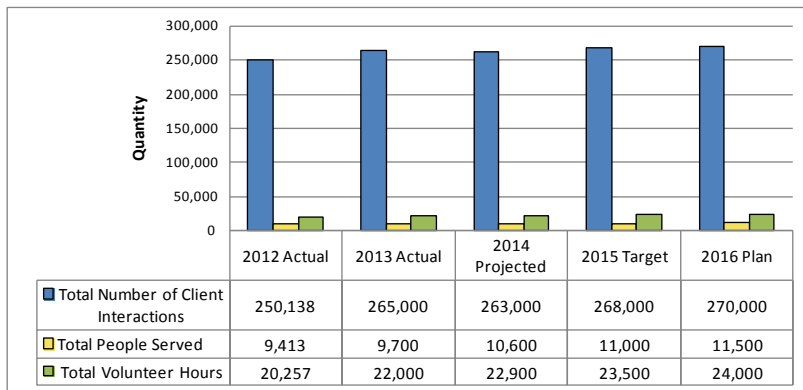
- Central Eglinton Community Centre increased its number of client contacts to 178,475 in 2014 from 141,000 in 2013, representing a 21% increase.
- The increasing trend is expected to continue into 2016 and beyond.

Effectiveness Measure – Program Participation – Cecil Community Centre



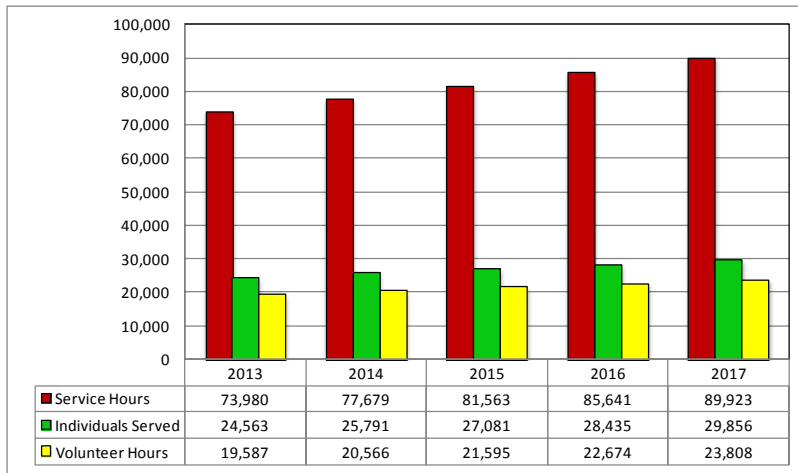
- The number of visits to Cecil Community Centre has steadily increased since 2013 and is expected to rise in the future years.
- Similar trend is seen in the number of individuals and the volunteer hours provided since 2013.

Effectiveness Measure – Program Activity and Participation – Eas Community Centre



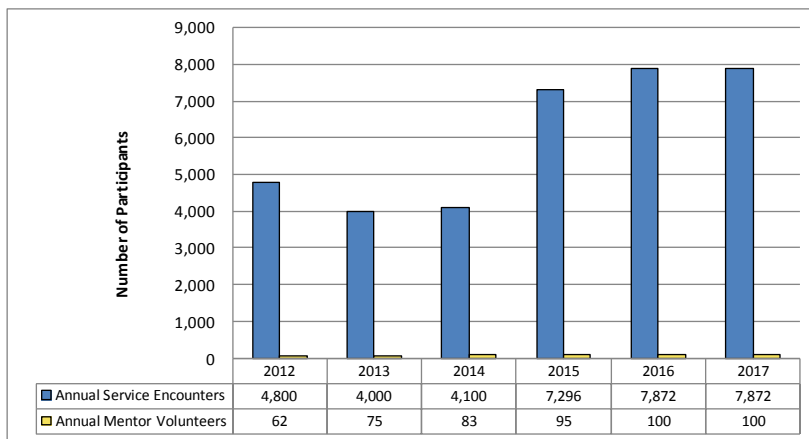
- Eastview Neighbourhood Community Centre continued to demonstrate an increasing number of client interactions with community members with the help of volunteers.
- The number of client interactions for Eastview Neighbourhood Community Centre has steadily increased since 2013 and is expected to rise in the future years.
- Similar trend is seen in the number of individuals and the volunteer hours provided since 2013.

Effectiveness Measure – Program Participation – Harbourfront Community Centre



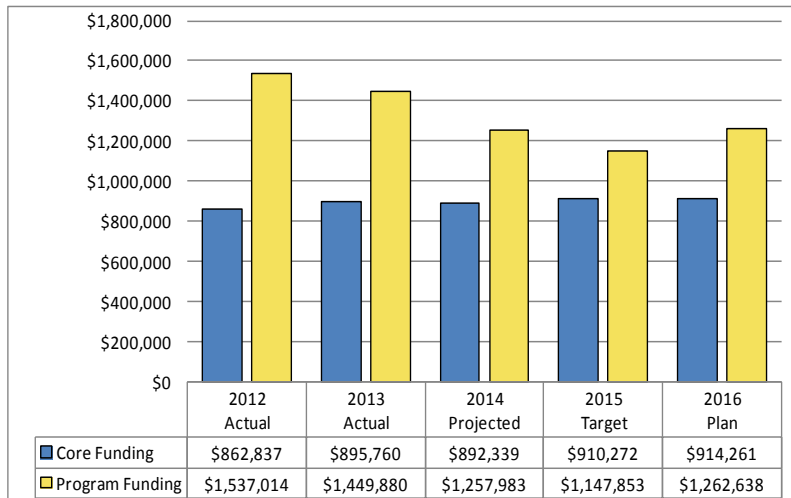
- The number of service hours for Harbourfront Community Centre has steadily increased since 2013 and is expected to rise in the future years.
- Similar trend is seen in the number of individuals and the volunteer hours provided since 2013

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



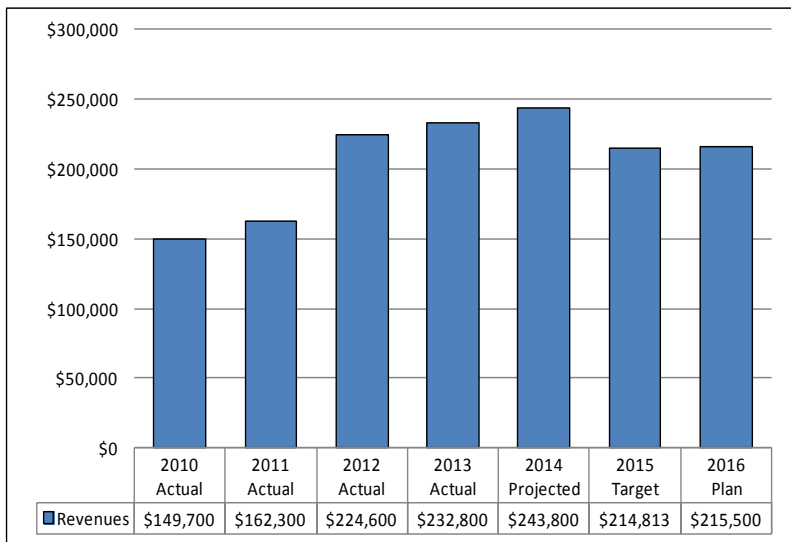
- Ralph Thornton Centre maintained the Mentor Program for recently arrived Chinese newcomer children for 2014, and is expected to increase the reach of the Mentor Program significantly in 2015, and future years.

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 is anticipating lower rental revenue of \$0.214 million in 2015 compared to \$0.244 million in 2014 from the closure of the Swansea Nursery School facility.
- In 2014 Swansea Town Hall successfully replaced the income loss with other revenue sources.
- The Centre will continue to pursue other measures to help compensate for the lost revenue in 2016 and future years.

Table 1
2015 Operating Budget and Plan by Service

(In \$000s)	2014		2015 Operating Budget				2015 vs. 2014		Incremental Change 2016 and 2017 Plan			
	Approved	Actual	2015 Base	2015 New/Enhanced	2015 Budget	Budget Approved		2016		2017		
	Budget					Changes	\$	%	\$	%		
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%	
519 Church Street Community Centre												
Gross Expenditures	1,367.0	1,385.0	1,422.8		1,422.8	55.8	4.1%	(114.3)	(8.0%)	25.5	1.8%	
Revenue	147.0	147.0	144.0		144.0	(3.0)	(2.0%)	(144.0)	(100.0%)			
Net Expenditures	1,220.0	1,238.0	1,278.8		1,278.8	58.8	4.8%	29.7	2.3%	25.5	2.0%	
Applegrove Community Complex												
Gross Expenditures	362.2	362.4	368.7		368.7	6.4	1.8%	3.0	0.8%	4.5	1.2%	
Revenue		0.3										
Net Expenditures	362.2	362.1	368.7		368.7	6.4	1.8%	3.0	0.8%	4.5	1.2%	
Cecil Community Centre												
Gross Expenditures	685.1	685.0	700.6		700.6	15.5	2.3%	13.7	2.0%	4.5	0.6%	
Revenue												
Net Expenditures	685.1	685.0	700.6		700.6	15.5	2.3%	13.7	2.0%	4.5	0.6%	
Central Eglinton Community Centre												
Gross Expenditures	606.5	606.2	632.1		632.1	25.6	4.2%	28.7	4.5%	29.4	4.4%	
Revenue												
Net Expenditures	606.5	606.2	632.1		632.1	25.6	4.2%	28.7	4.5%	29.4	4.4%	
Community Centre 55												
Gross Expenditures	723.2	723.2	758.9		758.9	35.6	4.9%	26.7	3.5%	27.1	3.4%	
Revenue												
Net Expenditures	723.2	723.2	758.9		758.9	35.6	4.9%	26.7	3.5%	27.1	3.4%	
Eastview Neighbourhood Community Centre												
Gross Expenditures	536.7	538.7	547.3		547.3	10.6	2.0%	7.5	1.4%	9.0	1.6%	
Revenue												
Net Expenditures	536.7	538.7	547.3		547.3	10.6	2.0%	7.5	1.4%	9.0	1.6%	
Harbourfront Community Centre												
Gross Expenditures	1,220.4	1,246.0	1,296.9		1,296.9	76.4	6.3%	6.1	0.5%	9.9	0.8%	
Revenue												
Net Expenditures	1,220.4	1,246.0	1,296.9		1,296.9	76.4	6.3%	6.1	0.5%	9.9	0.8%	
Ralph Thornton Centre												
Gross Expenditures	698.6	700.8	698.6		698.6							
Revenue	39.4	39.4	39.4		39.4							
Net Expenditures	659.2	661.4	659.2		659.2							
Scadding Court Community Centre												
Gross Expenditures	892.3	961.8	910.3		910.3	17.9	2.0%	4.0	0.4%	3.4	0.4%	
Revenue		33.0										
Net Expenditures	892.3	928.8	910.3		910.3	17.9	2.0%	4.0	0.4%	3.4	0.4%	
Swansea Town Hall												
Gross Expenditures	507.9	581.3	535.7		535.7	27.7	5.5%	12.3	2.3%	8.2	1.5%	
Revenue	243.8	317.4	214.8		214.8	(29.0)	(11.9%)	0.7	0.3%	1.0	0.5%	
Net Expenditures	264.1	263.8	320.8		320.8	56.7	21.5%	11.6	3.6%	7.2	2.2%	
Total												
Gross Expenditures	7,600.1	7,790.4	7,871.9		7,871.9	271.8	3.6%	(12.2)	(0.2%)	121.3	1.5%	
Revenue	430.2	537.1	398.2		398.2	(32.0)	(7.4%)	(143.3)	(36.0%)	1.0	0.3%	
Total Net Expenditures	7,169.9	7,253.3	7,473.7		7,473.7	303.8	4.2%	131.1	1.8%	120.3	1.6%	
Approved Positions	77.4	75.4	77.9		77.9	0.5	0.6%					

The 2015 Operating Budget for the Association of Community Centres is \$7.872 million gross and \$7.474 million net. The net budget increased by \$0.304 million or 4.2% due to the following:

- All services are experiencing inflationary increases in salary and benefits and non-payroll expenditures totaling \$0.282 million.
- Other base budget pressures are attributable to the loss of rental revenue arising from the closure of the Swansea Nursery School facility at *Swansea Town Hall* of \$0.029 million. Funding of \$0.144 million from the Major Special Events Reserve Fund is included for the *519 Church Street Community Centre* to complete the delivery of Pan Am – PrideHouseTO initiative that commenced in 2014 providing several activities for engaging LGBTQ communities during and leading up to the 2015 games.
- The above base budget pressures have been offset by reductions identified in line-by-line reviews of \$0.008 million at *Cecil Community Centre* and *Ralph Thornton Centre*.
- The 2016 and 2017 Plans reflect the inflationary increase for salary and benefits and non-payroll expenditures. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

The 2015 Approved Operating Budget results in the Association of Community Centres increasing its total staff complement by 0.5 positions from 77.4 to 77.9, as highlighted in the table below:

Table 2
2015 Total Staff Complement

Changes	2015 Budget					
	519 Church Street Community Centre	Applegrove Community Complex	Cecil Community Centre	Central Eglinton Community Centre	Community Centre 55	Eastview Neighbourhood Community Centre
2014 Approved Complement	12.3	3.4	7.5	7.0	8.0	6.0
In-year Adjustments	0.5					
Adjusted 2014 Staff Complement	12.8	3.4	7.5	7.0	8.0	6.0
Total	12.8	3.4	7.5	7.0	8.0	6.0
Position Change Over Prior Year	0.5					
% Change Over Prior Year	4.39%					

Changes	2015 Budget					Plan	
	Harbourfront Community Centre	Ralph Thornton Centre	Scadding Court Community Centre	Swansea Town Hall	Total	2016	2017
2014 Approved Complement	11.2	7.5	8.9	5.7	77.4	77.4	77.4
In-year Adjustments			0.0	(0.1)	0.5	0.5	0.5
Adjusted 2014 Staff Complement	11.2	7.5	8.9	5.6	77.9	77.9	77.9
Total	11.2	7.5	8.9	5.6	77.9	77.9	77.9
Position Change Over Prior Year			0.0	(0.1)	0.5	0.5	0.5
% Change Over Prior Year			0.45%	(1.75%)	0.62%	0.62%	0.62%

- The 2015 Budget includes an increase of 0.5 positions resulting from technical adjustments to staff complement at the 519 Church Street Community Centre, Scadding Court Community Centre, and Swansea Town Hall to more accurately reflect full-time equivalent of part-time hours.

The 2015 Operating Budget includes base expenditure pressures of \$0.282 million, primarily attributable to salary and non-salary inflationary increases as well as \$0.029 million in base revenue changes as detailed below:

Table 3
Key Cost Drivers

(In \$000s)	2015 Operating Budget				
	519 Church Street Community Centre	Applegrove Community Complex	Cecil Community Centre	Eglinton Community Centre	Community Centre 55
Gross Expenditure Changes					
Economic Factors					
Non-Salary Expenditures	7.0	0.1	1.9	3.7	5.9
COLA and Progression Pay					
COLA, Progression Pay and Benefits	51.8	6.4	18.9	21.9	29.7
Total Gross Expenditure Changes	58.8	6.4	20.8	25.6	35.6
Revenue Changes					
Decrease in Swansea user fee revenues due to closer of Day Care Centre in 2014					
Total Revenue Changes					
Net Expenditure Changes	58.8	6.4	20.8	25.6	35.6

(In \$000s)	2015 Operating Budget					Total 2015 Base Budget
	Eastview Neighbourhood Community Centre	Harbourfront Community Centre	Ralph Thornton Centre	Scadding Court Community Centre	Swansea Town Hall	
Gross Expenditure Changes						
Economic Factors						
Non-Salary Expenditures	0.2	9.0	2.9		3.0	33.6
COLA and Progression Pay						
COLA, Progression Pay and Benefits	10.5	67.5	(0.5)	17.9	24.8	248.8
Total Gross Expenditure Changes	10.6	76.4	2.4	17.9	27.7	282.4
Revenue Changes						
Decrease in Swansea user fee revenues due to closer of Day Care Centre in 2014					29.0	29.0
Total Revenue Changes					29.0	29.0
Net Expenditure Changes	10.6	76.4	2.4	17.9	56.7	311.4

Key cost drivers for the Association of Community Centres are described below:

- Non-labour economic factors primarily for utilities, services and rents add a pressure of \$0.034 million.
- Cost of living adjustments, including contractually obligated cost of living allowance, progression pay and associated fringe benefit adjustments create a pressure of \$0.249 million.
- Base revenue pressure of \$0.029 million is a result of lower rental revenue arising from the closure of the Swansea Nursery School facility at Swansea Town Hall.

In order to offset the base pressures, the following base expenditures savings are recommended.

Table 4
2015 Total Service Change Summary

Description (\$000s)	2015 Service Changes				Total Service Changes			Incremental Change			
	Cecil Community Centre		Ralph Thornton Centre		\$	\$	#	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:											
Base Expenditure Changes											
Reduction in Materials & Supplies and Services & Rents to reflect actual expenditures	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.7)		(5.7)	
Base Expenditure Change	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.4)		(5.7)	
Sub-Total	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.4)		(5.7)	
Total Changes	(5.3)	(5.3)	(2.4)	(2.4)	(7.6)	(7.6)		(5.4)		(5.7)	

**Note: There were no service changes in other community centres for 2015.*

Base Expenditure Changes (Savings of \$0.008 million gross & net)

Reduction in Materials & Supplies and Service and Rents to reflect actual expenditures

- A line-by-line review of actual expenditures resulted in a reduction of \$0.008 million net primarily in materials & supplies and services & rents at Cecil Community Centre and Ralph Thornton Centre.

Approval of the 2015 Budget for the Association of Community Centres will result in a 2016 incremental cost of \$0.131 million net and a 2017 incremental cost of \$0.120 million net to maintain the 2015 level of service as discussed in the next section.

Table 6
2016 and 2017 Plan by Program

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salary and Benefits (excluding COLA)	135.4		135.4	1.8%		120.1		120.1	1.6%	
Non-Salary Economic Factor Increases	1.8		1.8	0.0%		6.9		6.9	0.1%	
Reduction in Materials & Supplies and Services & Rents to reflect actual expenditures	(5.4)		(5.4)	(0.1%)		(5.7)		(5.7)	(0.1%)	
Reversal of Pan Am - PrideHouseTO	(144.0)	(144.0)								
Sub-Total	(12.2)	(144.0)	131.8			121.3		121.3		
Anticipated Impacts:										
Swansea Town Hall Revenue Increase		0.7	(0.7)	(0.0%)			1.0	(1.0)	(0.0%)	
Sub-Total		0.7	(0.7)	(0.0%)			1.0	(1.0)	(0.0%)	
Total Incremental Impact	(12.2)	(143.3)	131.1	1.8%		121.3	1.0	120.3	1.6%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression pay, step and fringe benefits increases will result in increased pressure in future years. Since 2016 is a collective bargaining year, no cost of living allowance is included.
- Inflationary increases for non-payroll expenditures are anticipated to be \$0.002 million in 2016 and \$0.007 million in 2017.
- Line-by-line reviews are expected to generate savings of \$0.005 million in 2016 and \$0.006 million in 2017.
- The one-time funding of \$0.144 million for the Pan Am Showcase project PrideHouseTO funded from the Major Special Events Reserve Fund will be reversed in 2016 with no net impact.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Budget

2015 Operating Budget vs. Guideline

- The Association of Community Centres' 2015 Operating Budget of \$7.474 million net represents an increase of \$0.304 million or 4.2% above the 2014 Approved Operating Budget of \$7.170 million net. Below is a table summarizing the 2015 Operating Budget for each Centre in comparison to the 2014 Approved Operating Budget:

amounts in \$000s

Centre	2014 Approved Operating Budget	2015 Operating Budget	2015 Operating Budget vs. 2014 Approved Operating Budget (net)		Staff Complement
			\$	%	
519 Church Street Community Centre	1,220.0	1,278.8	58.8	4.8%	12.8
Applegrove Community Complex	362.2	368.7	6.4	1.8%	3.4
Community Centre 55	723.2	758.9	35.6	4.9%	8.0
Cecil Community Centre	685.1	700.6	15.5	2.3%	7.5
Central Eglinton Community Centre	606.5	632.1	25.6	4.2%	7.0
Eastview Neighbourhood Community Centre	536.7	547.3	10.6	2.0%	6.0
Harbourfront Community Centre	1,220.4	1,296.9	76.4	6.3%	11.2
Ralph Thornton Centre	659.2	659.2	-	0.0%	7.5
Scadding Court Community Centre	892.3	910.3	17.9	2.0%	8.9
Swansea Town Hall	264.1	320.8	56.7	21.5%	5.6
TOTAL	7,169.9	7,473.7	303.8	4.2%	77.9

- 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 2015 are mainly a result of increased labour costs, which are not directly controlled by the Centres. However, as shown in the above table, most Centres continue to control expenditures through cost-saving measures to achieve an overall Program budget increase of 4.2%. 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.

Swansea Town Hall Revenues

- The Swansea Town Hall Community Centre is an Association of Community Centres (AOCC) facility that provides meeting space for a diversity of programs and services for seniors, adults, and children with or without caregivers/parents.
- In the past, almost 48% of the total budget for Swansea Town Hall has been funded from renting the Swansea Town Hall facility.
- In mid-2014, the space, formerly occupied by Swansea Nursery School (a licensed not-for-profit daycare), was vacated resulting in lost rental revenue for the Community Centre for the latter half of the year.
- Through several measures, including renting the space to community groups and not-for profit organizations, Swansea Town Hall was able to moderately replace the lost revenue in 2014.
- The 2015 Operating Budget for Swansea Town Hall Community Centre includes a reduction of \$0.029 million in revenues reflecting the drop in rental revenues.

- In 2015, the Community Centre will continue to explore other options to be housed in the facility, aimed at increasing the overall revenues to achieve prior year levels.

Future Year Issues

Increase in Demand at the Centres

- The key issue for the AOCCs in 2015 and in the future is their ability to continue maintaining the same level of service and performance in the face of increasing expectations and demand for service.
 - As an example, Harbourfront Community Centre increased its service hours from 73,980 in 2013 to 77,679 in 2014, representing an increase of 4.8%. Please see pages 12 and 13 for similar trends in other community centres.
- 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.
 - As an example, the *519 Church Street Community Centre* leveraged alternative funding of \$3.50 million in 2014 up from \$2.18 million in 2013 to provide programs, services and community activities not funded through core City funding. Please see pages 10 and 11 for similar trends in other community centres.
- Given that third party funding to the Community Centres is unpredictable, planning for a 3-year horizon is difficult.
- As the demand for services and community activities continues to grow with the growth in population, it will become increasingly challenging for each community centre to meet service expectations and needs without an increase in staffing and budget resources where required.



Appendices:

Appendix 1

2014 Service Performance

2014 Key Service Accomplishments

In 2014, the Association of Community Centres achieved the following results:

- ✓ The 519 Church Street Community Centre experienced an increase from 221,842 to 265,701 of total program, service and event community encounters. One of the programs in particular, Among Friends, since 2005, has led an inter-agency partnership offering peer-support for LGBTQ refugee claimants – individuals who come to Canada escaping persecution at home as a result of their sexual orientation or gender identity. This year, the program served 5,304 participants and welcomed 682 new clients.
- ✓ Applegrove Community Complex undertook a program review that adjusted programming hours to make better use of the facility as well as enhanced participant and staff security via a video entrance/surveillance system.
- ✓ Community Centre 55 provided valuable support to the community including 210 children in daycare and weekly summer camps, 56 summer jobs, 30 events and programs and food and toys for 1000 families at Christmas.
- ✓ Central Eglinton Community Centre increased outreach, type and scope of programs, and volunteer-led programs for older adults/seniors aimed at increasing engagement and participation.
- ✓ Cecil Community Centre saw an increase of over 19% in families attending its Family Resource Program in 2014. The Early Literacy component of the drop-in showed a 25% increase in participation with twenty and twenty-five families taking part in each session provided at the Centre.
- ✓ Eastview Neighbourhood Community Centre increased service levels while restructuring the organization as well as increased the number of clients served and number of volunteer hours to keep pace with the increase of demand for service in the community.
- ✓ Harbourfront Community Centre continued to experience resident growth in its community. HCC delivered 73,980 service hours, served 216,280 participants, hosted 2,233 program, service and event sessions, and leveraged financial sponsorship to provide for 246 free program sessions.
- ✓ Ralph Thornton Centre provided accessible public space to over 91 community groups, organizations, and partner agencies for 25,900 service encounters.
- ✓ Scadding Court Community Centre more than doubled affordable vending spaces for micro-enterprise in Market707 and has strengthened relationships with public, non-profit and private sector stakeholders to replicate this successful community economic development model to various neighbourhoods across the city.

2014 Financial Performance

2014 Budget Variance Analysis

(\$000s)	2012	2013	2014	2014	2014 Approved Budget vs.	
	Actuals	Actuals	Approved Budget	Actuals	Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	7,032.3	7,434.9	7,600.1	7,790.4	190.3	2.5%
Revenues	264.0	430.8	430.2	537.1	106.9	24.9%
Net Expenditures	6,768.3	7,004.1	7,169.9	7,253.3	83.4	1.2%
Approved Positions	82.7	77.4	77.4	75.4	(2.0)	(2.6%)

2014 Experience

- The Association of Community Centres (AOCCs) reported a net unfavourable variance of \$0.084 million or 1.2% for the year ended December 31, 2014. The variance reflected lower than budgeted gross expenditures of \$0.002 million offset by under-achieved revenues of \$0.086 million or 13.7%.
- The gross under-spending was primarily attributed to under-spending of Section 37 funds of \$0.107 million partially offset by over-expenditures of \$0.105 million mainly in salaries and benefits resulting from the unexpected payment of post-employment and retiree benefits, various emergency building repairs, as well as computer refresh costs in compliance with the City of Toronto IT standards.
- Revenues were lower than budget by \$0.086 million primarily due to under-spending of Section 37 funds partially offset by higher than budgeted revenues of \$0.022 million from increased room rentals. The unspent Section 37 funds, provided for capital improvements at Swansea Community Centre were returned back to the City at year-end.

Impact of 2014 Operating Variance on the 2015 Budget

- There is no impact of the 2014 Operating Variance on the 2015 Operating Budget as the majority of over-expenditures are related to one-time costs.

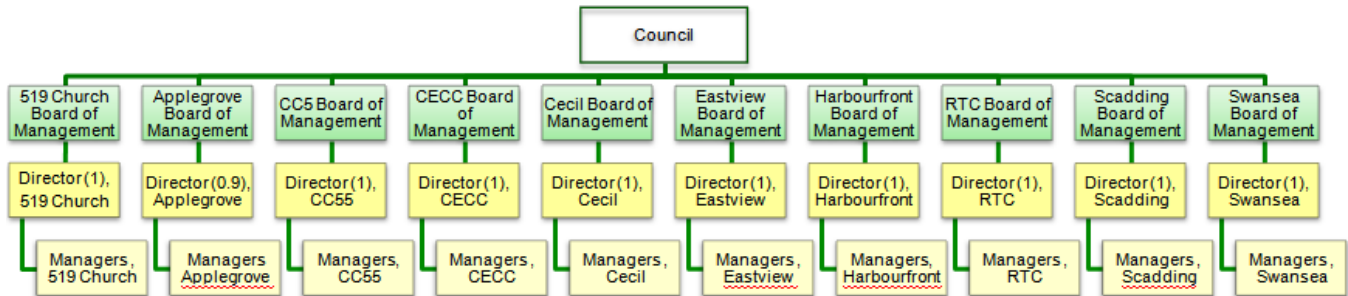
Appendix 2

2015 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2012	2013	2014	2014	2015	2015 Change from		Plan	
	Actual	Actual	Budget	Actual	Budget	2014 Approved Budget		2016	2017
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	6,021.3	6,337.0	6,372.0	6,424.1	6,620.8	248.8	3.9%	6,756.2	6,876.9
Materials and Supplies	489.3	501.3	436.6	434.5	449.8	13.2	3.0%	452.0	454.9
Equipment	4.0	3.2	3.3	3.3	3.3			3.3	3.3
Services & Rents	476.4	461.4	947.7	895.6	764.8	(182.9)	(19.3%)	615.1	612.6
Contributions to Capital									
Contributions to Reserve/Res Funds	25.7	22.6	25.8	25.9	26.1	0.3	1.0%	26.1	26.1
Other Expenditures	15.7	6.7	7.0	7.0	7.0			7.0	7.0
Interdivisional Charges									
Total Gross Expenditures	7,032.3	7,332.2	7,792.5	7,790.4	7,871.9	79.4	1.0%	7,859.7	7,980.8
Interdivisional Recoveries									
Provincial Subsidies									
Federal Subsidies									
Other Subsidies									
User Fees & Donations	254.7	295.3	281.7	303.1	252.7	(29.0)	(10.3%)	253.4	254.4
Transfers from Capital Fund									
Contribution from Reserve Funds			339.5	232.5	144.0	(195.5)	(57.6%)		
Contribution from Reserve									
Sundry Revenues	9.3	1.5	1.5	1.5	1.5			1.5	1.5
Required Adjustments									
Total Revenues	264.0	296.8	622.7	537.1	398.2	(224.5)	(36.1%)	254.9	255.9
Total Net Expenditures	6,768.3	7,035.4	7,169.8	7,253.3	7,473.7	303.9	4.2%	7,604.8	7,724.9
Approved Positions	82.7	77.4	77.4	75.4	77.9	0.5	0.6%	77.8	77.8

Appendix 3 2015 Organization Chart



2015 Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	9.9	27.1	4.0	36.8	77.9
Temporary					
Total	9.9	27.1	4.0	36.8	77.9

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Table 7
Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		21,307.7	21,307.7	21,333.7	21,359.8
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			26.1	26.1	26.1
Total Reserve / Reserve Fund Draws / Contributions		21,307.7	21,333.7	21,359.8	21,385.8
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		21,307.7	21,333.7	21,359.8	21,385.8

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		5,566.8	5,566.8	5,422.8	5,422.8
Major Special Events	XR1218				
<i>Proposed Withdrawals (-)</i>			(144.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		5,566.8	5,422.8	5,422.8	5,422.8
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		5,566.8	5,422.8	5,422.8	5,422.8

Appendix 7a User Fees Adjusted for Market and Other

Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Rousseau Room - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Rousseau Room - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$27.65	\$28.23	\$0.27	\$28.50	\$29.25	\$29.97
Rousseau Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$38.85	\$41.57	\$0.03	\$41.60	\$44.50	\$46.00
Rousseau Room - Individual	Swansea Town Hall	Market Based	Per Hour	\$45.05	\$45.50		\$45.50	\$46.00	\$46.00
Rousseau Room - Event Rate	Swansea Town Hall	Market Based	Per Event	\$450.00	\$459.00	\$1.00	\$460.00	\$470.00	\$480.00
Council Chamber - Community No Charge	Swansea Town Hall	Market Based	No Charge	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
Council Chamber - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$18.35	\$21.28	\$0.02	\$21.30	\$21.85	\$22.40
Council Chamber - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$25.45	\$31.05		\$31.05	\$33.25	\$34.58
Council Chamber - Individual	Swansea Town Hall	Market Based	Per Hour	\$31.50	\$34.02	-\$0.02	\$34.00	\$34.35	\$34.67
Council Chamber - Event Rate	Swansea Town Hall	Market Based	Per Event	\$378.00	\$389.34	\$0.66	\$390.00	\$400.00	\$412.00
Room Rate "E" Teiaiagon - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Room Rate "E" Teiaiagon - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$16.10	\$16.43	\$0.02	\$16.45	\$16.85	\$17.26
Room Rate "E" Teiaiagon - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$22.05	\$23.59	\$0.01	\$23.60	\$25.25	\$27.04
Room Rate "E" Teiaiagon -Individual	Swansea Town Hall	Market Based	Per Hour	\$25.00	\$25.25		\$25.25	\$25.50	\$25.74
Room Rate "E" Village Rooms - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Room Rate "E" Village Rooms - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$16.10	\$16.43	\$0.02	\$16.45	\$16.85	\$17.26
Room Rate "E" Village Rooms - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$22.05	\$23.59	\$0.01	\$23.60	\$25.25	\$27.04
Room Rate "E" Village Rooms - Individual	Swansea Town Hall	Market Based	Per Hour	\$25.00	\$25.25		\$25.25	\$25.50	\$25.74
Room Rate "E" Founders - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Room Rate "E" Founders - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$16.10	\$16.43	\$0.02	\$16.45	\$16.85	\$17.26
Room Rate "E" Founders - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$22.05	\$23.59	\$0.01	\$23.60	\$25.25	\$27.04
Room Rate "E" Founders - Individual	Swansea Town Hall	Market Based	Per Hour	\$25.00	\$25.25		\$25.25	\$25.50	\$25.74
Room Rate "F" Gemmell Rooms - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Room Rate "F" Gemmell Rooms - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$13.80	\$14.09	\$0.01	\$14.10	\$14.45	\$14.83
Room Rate "F" Gemmell Rooms- Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$18.90	\$20.22	\$0.03	\$20.25	\$21.70	\$23.21
Room Rate "F" Gemmell Rooms - Individual	Swansea Town Hall	Market Based	Per Hour	\$21.50	\$21.72	-\$0.02	\$21.70	\$21.90	\$22.10
Room Rate "F" Harvey Rooms - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Room Rate "F" Harvey Rooms - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$13.80	\$14.09	\$0.01	\$14.10	\$14.45	\$14.83
Room Rate "F" Harvey Rooms - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$18.90	\$20.22	\$0.03	\$20.25	\$21.70	\$23.21
Room Rate "F" Harvey Rooms - Individual	Swansea Town Hall	Market Based	Per Hour	\$21.50	\$21.72	-\$0.02	\$21.70	\$21.90	\$22.10
Hague Room - Community No Charge	Swansea Town Hall	Market Based	No Charge						
Hague Room - Community Rate	Swansea Town Hall	Market Based	Per Hour	\$10.60	\$10.82	\$0.03	\$10.85	\$11.10	\$11.36
Hague Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Based	Per Hour	\$15.50	\$16.58	\$0.02	\$16.60	\$17.20	\$17.92
Hague Room - Individual	Swansea Town Hall	Market Based	Per Hour	\$16.85	\$17.02	-\$0.02	\$17.00	\$17.20	\$17.35
Kitchen	Swansea Town Hall	Market Based	Per Use	\$35.75	\$36.82	\$0.08	\$36.90	\$38.00	\$39.15
LCD Projector	Swansea Town Hall	Market Based	Per Use	\$59.60	\$60.79	-\$0.09	\$60.70	\$61.90	\$63.15
Lobby	Swansea Town Hall	Market Based	Per Hour	\$14.70	\$15.14	\$0.01	\$15.15	\$15.60	\$16.09
Mail Box	Swansea Town Hall	Market Based	Per Month	\$8.45	\$8.79	\$0.01	\$8.80	\$9.15	\$9.53
Storage Locker	Swansea Town Hall	Market Based	Per Month	\$17.70	\$18.23	\$0.02	\$18.25	\$18.80	\$19.36
After Hours Full Recoverable	Swansea Town Hall	Market Based	Per Hour	\$30.00	\$30.90		\$30.90	\$31.80	\$32.79
After Hours Split Recoverable	Swansea Town Hall	Market Based	Per Hour	\$15.00	\$15.45		\$15.45	\$15.90	\$16.38