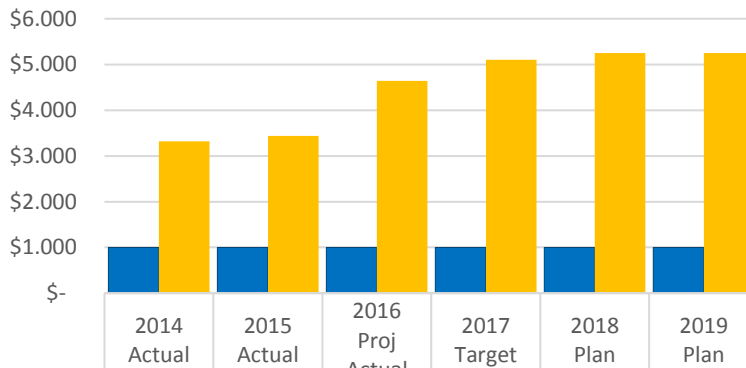


Service Performance Measures

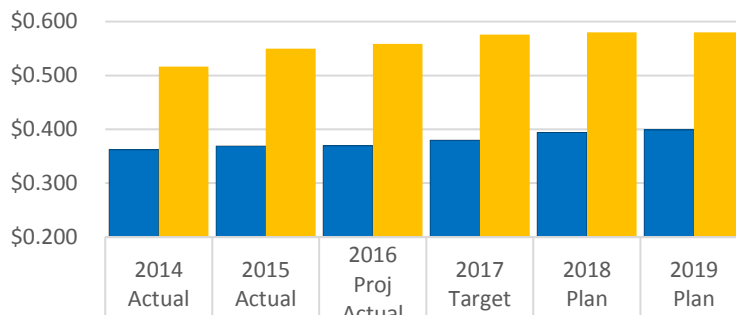
Leveraging City Funding – 519 Community Centres (Millions)



- Since 2014 the Program funding leveraged by the 519 Church Street Community Centre from alternate funding sources has increased gradually, 2017 is projected at \$5.10 million, with \$5.25 million in 2018 and 2019.

■ City of Toronto Core Funding	\$1.000	\$1.000	\$1.000	\$1.000	\$1.000	\$1.000
■ Program Funding	\$3.320	\$3.440	\$4.640	\$5.100	\$5.250	\$5.250

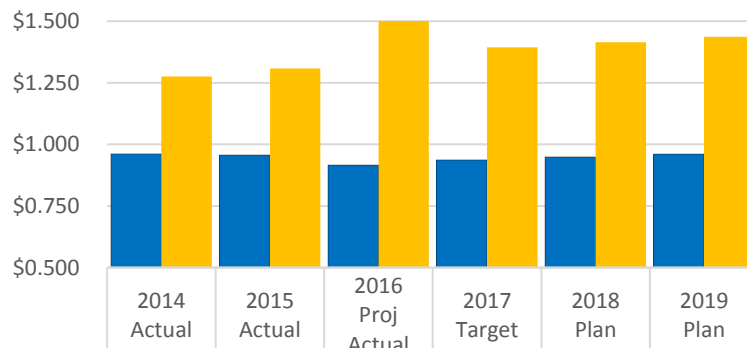
Leveraging City Funding - Applegrove Community Complex (\$Millions)



- Applegrove Community Complex projects a slight increase in Program funding from 2016 levels.

■ City of Toronto Core Funding	\$0.362	\$0.369	\$0.370	\$0.380	\$0.394	\$0.399
■ Program Funding	\$0.516	\$0.550	\$0.559	\$0.576	\$0.580	\$0.580

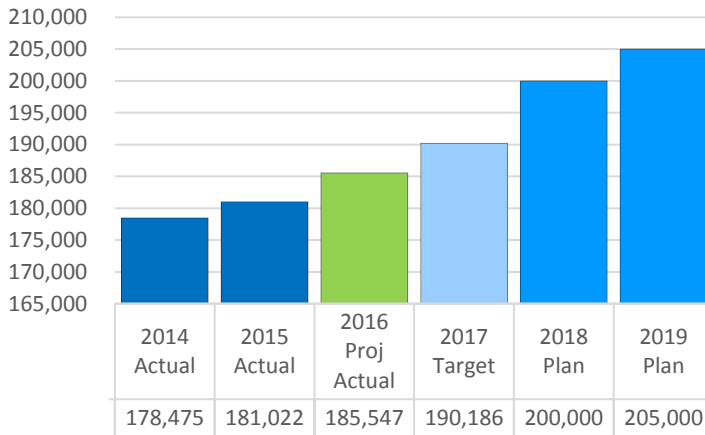
Leveraging City Funding - Scadding Court Community Centre (\$Millions)



- Funding leveraged by Scadding Court Funding is expected to decline in 2016 due to expiring grants from the other orders of government which had enabled the Centre to run programs in the past.
- For 2017-2019, the Centre will maximize its funding through an expansion of programs.

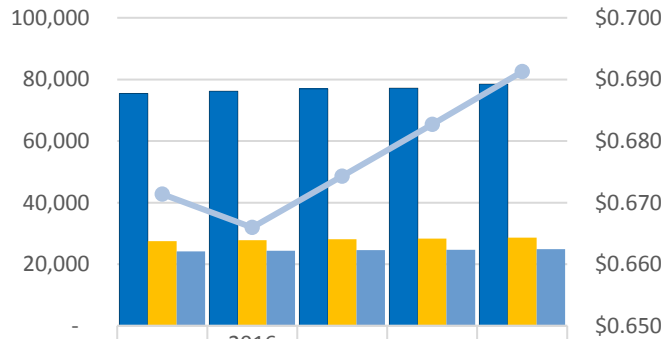
■ City of Toronto Core Funding	\$0.962	\$0.957	\$0.916	\$0.937	\$0.949	\$0.961
■ Program Funding	\$1.276	\$1.308	\$1.501	\$1.394	\$1.415	\$1.436

Number of Yearly Visits - Central Eglinton Community Centre



- Central Eglinton Community Centre increased its number of client contacts to 181,022 in 2015 from 178,475 in 2014, representing a 1.41% increase which shows a steady increase thereafter.

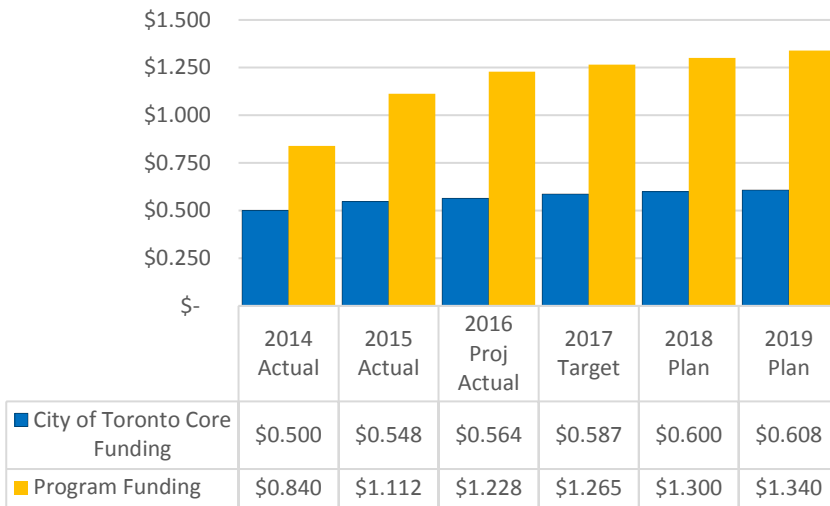
Program Participation - Cecil Community Centre



- Since 2015, the number of visits to Cecil Community Centre has increased and this trend is expected to continue in the future years.
- The number of individuals served, the volunteer hours provided and the contributed value of volunteers and seconded staff experience a similar trend.

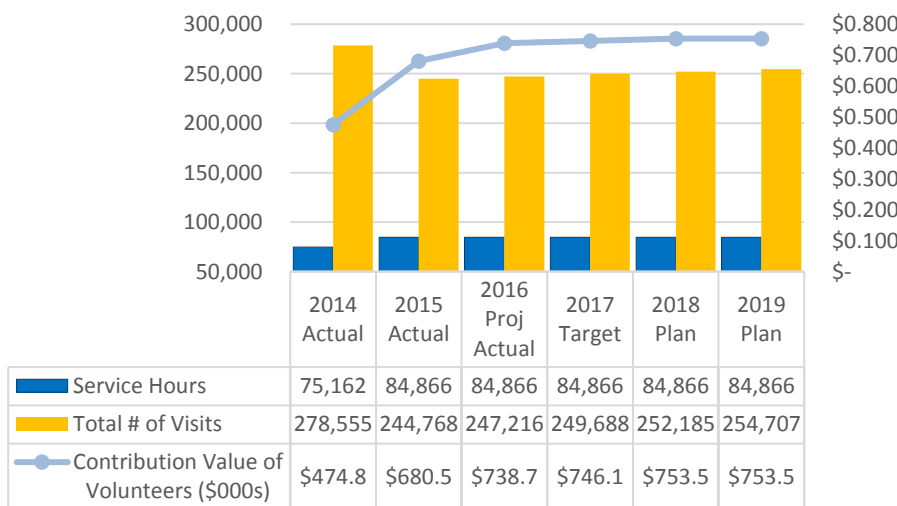
Total # of Visits	75,432	76,186	76,948	77,177	78,494
Total # of Individuals	27,514	27,789	28,067	28,348	28,631
Volunteer and Seconded Staff Hours	24,164	24,350	24,539	24,730	24,923
Contribution Value of Volunteers & Seconded Staff (\$000s)	\$671.4	\$666.0	\$674.3	\$682.7	\$691.3

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



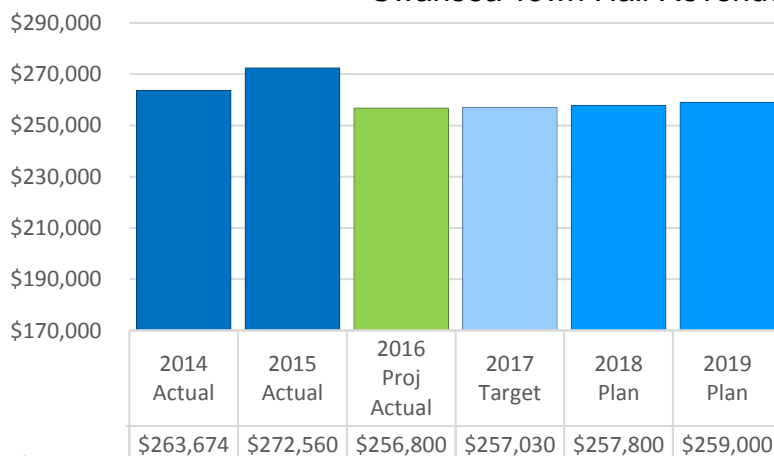
- In 2017, funding leveraged by Eastview Neighbourhood Community Centre is expected to increase gradually from 2016, with a marginal increase in 2018 and 2019.

Program Participation - Waterfront Neighbourhood Centre



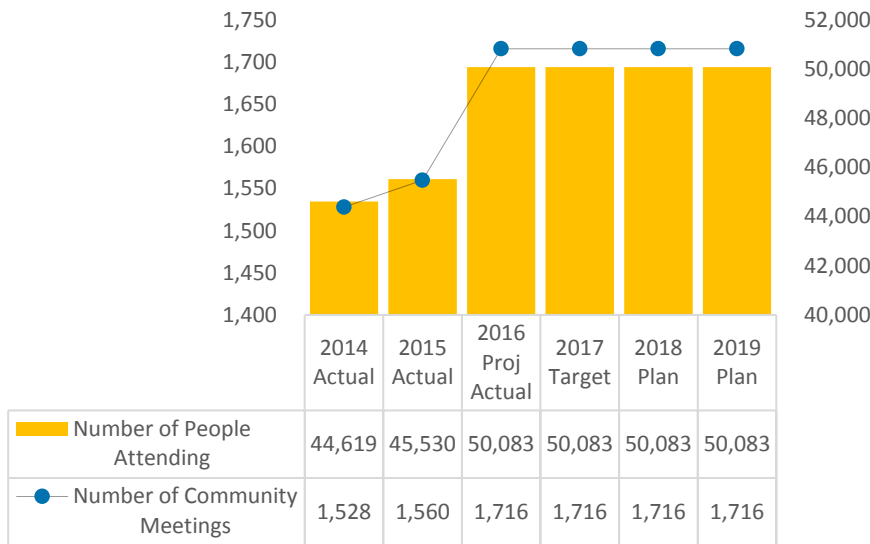
- 2017-2019 service demand at the Waterfront Neighbourhood Centre will remain at 2015 levels.
- Participant visits and volunteer value will increase from 2015 levels.

Swansea Town Hall Revenue Growth



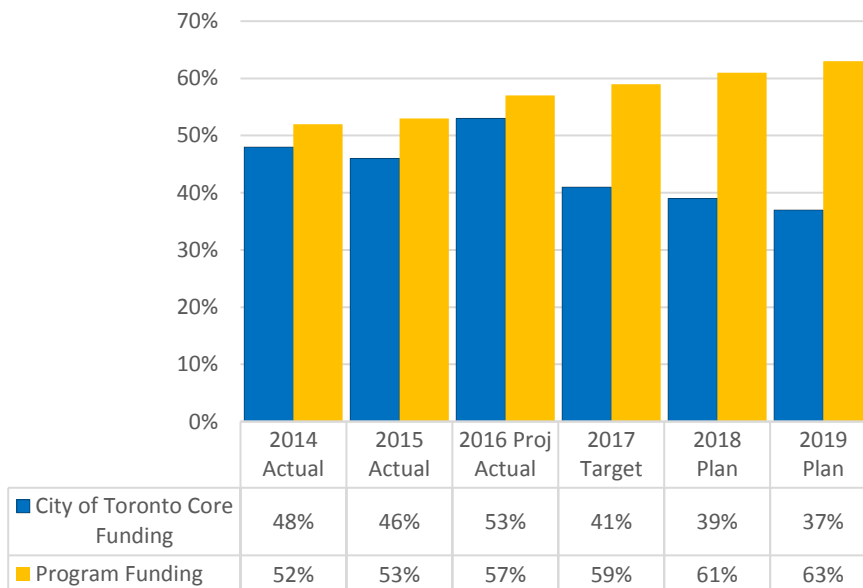
- To offset the annual increase in administrative costs, Swansea Town Hall has been able to generate sufficient increased revenue from renting facility space.
- The revenues from 2014-2016, have been lower due to the closure of the Swansea Nursery School facility.
- The Centre will continue to seek other measures to mitigate the lost revenue in 2017 and future years.

Space Utilization to Serve the Community - Ralph Thornton Centre



- Between 2017 – 2019, Ralph Thornton Centre (RTC) will maintain the number of community meetings and attendants at 2016 levels.
- Including community meetings, programming, and private rentals, RTC anticipates 42% occupancy for 2016, up from 31% and 32% in 2014 and 2015, respectively. The Centre continues to work towards maximizing utilization, while making allowance for event logistics, maintenance, and late cancellations.

Leveraging City Funding - Community Centre 55



- In 2016, Community Centre 55 increased the fundraising portion of their overall budget to 57% with the City providing 43% through core administration funding.
- The Centre will continue leveraging fundraising contribution at a rate of 59% in 2017, 61% in 2018 and 63% in 2019.



Part 3:

Issues for Discussion

Issues Impacting the 2017 Budget

Budget Reduction Target

- At its meeting on July 12, 2016, the "2017 Budget Process: Budget Directions and Schedule" staff report (EX16.37) was submitted for consideration and adopted by City Council regarding the establishment of the 2017 Budget Process and the scheduling of the review and approval of the Tax and Rate Supported 2017 Operating Budget and 2017 – 2026 Capital Budget and Plan for the City of Toronto.
(<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94519.pdf>)
- City Council adopted an across the board budget reduction target of -2.6% net below the 2016 Approved Net Operating Budgets for all City Programs and Agencies utilizing strategies including but not limited to controlling expenditures through cost saving measures, and exploring all services for efficiency savings including opportunities from business process reengineering, streamlining, transformation and innovation to service delivery.
- The Association of Community Centres' 2017 Operating Budget is \$8.105 million gross and \$7.808 million net, representing a 1.5% increase over the 2016 Approved Net Operating Budget of \$7.697 million.
- The Program is \$0.312 million net or 4.1% away from the budget reduction target of -2.6%, as set out in the 2017 Operating Budget Directions approved by Council for all City Programs, Agencies and Accountability Offices. The table below summarizes the 2017 Operating Budget for each Centre in comparison to the 2016 Approved Operating Budget.

(In \$000's) Community Centre	2016 Approved Operating Budget	2017 Preliminary Operating Budget	2017 Operating vs 2016 Approved Operating		Staff Complement
			\$	%	
519 Church Street Community Centre	1,350.6	1,389.7	39.1	3%	12.8
Applegrove Community Complex	374.5	382.2	7.7	2%	3.4
Community Centre 55	770.0	775.3	5.3	1%	8.0
Cecil Community Centre	714.7	705.1	(9.7)	-1%	7.5
Central Eglinton Community Centre	667.5	681.6	14.1	2%	7.0
Eastview Neighbourhood Community Centre	564.3	584.3	20.0	4%	6.0
Waterfront Neighbourhood Centre	1,343.3	1,332.6	(10.7)	-1%	11.2
Ralph Thornton Centre	674.4	709.3	34.9	5%	7.5
Scadding Court Community Centre	918.3	937.3	19.0	2%	8.9
Swansea Town Hall	318.8	310.7	(8.1)	-3%	5.6
Total	7,696.5	7,808.1	111.7	1.5%	77.9

- The 2017 budget pressures are primarily due to salary and benefit adjustments common across all Centres.
- The AOCCs submitted reduction options to meet the reduction target of -2.6% below the 2016 Approved Net Budget as set out in the 2017 Operating Budget Directions and Guidelines. These reductions included Centre closures and staff reductions, which would have adversely impacted service delivery and the Centres' ability to meet community needs and hence are not included in the 2017 Operating Budget for AOCCs.

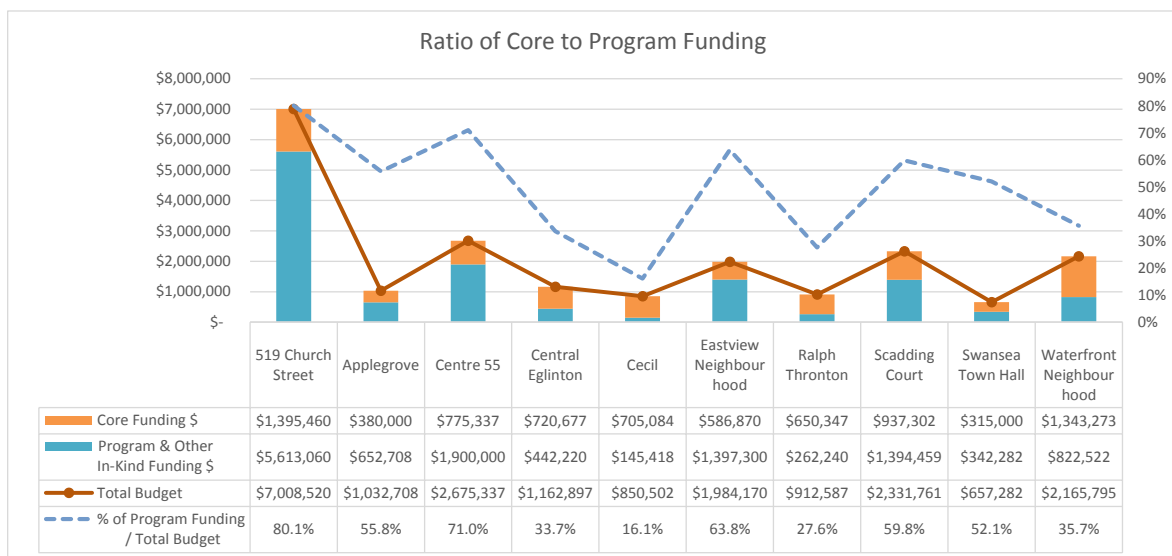
Enhancing Non-Core Funding to match City's Core Funding

- The AOCC Relationship Framework defines the relationship between the City and the Boards of Management for each community centre and provides delegated authority to each Board to approve and monitor operating and related capital budgets.
- The Operating Budget for each AOCC has two components;
 - Core (or Administrative) budget, provided by the City for the overall management, operation and maintenance of the community centre; and

- Non-Core or Program Funding budget, established by each AOCC based on its unique needs, mandate and priorities fully funded through alternate funding sources as noted below.
- The AOCCs have a mandate to build community capacity by leveraging partnerships with private corporations, local businesses, grant providers amongst others to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the centres. Each centre deploys different strategies to generate Program funds from a variety of sources including fundraising, donations, rental fees, United Way, government grants, private and public donations etc.
- The percentage of program funding leveraged for the 2017 Operating Budget varies for each centre and ranges from a low of 16% to a high of 80%.
- Recognizing the need to enhance alternative funding sources by each Community Centre to supplement the City's Core funding, City Council, during the 2016 budget process, directed that each Community Centre Board of Management establish revenue performance targets to maximize program funding in 2016 and that these targets be included in AOCCs 2017 Budget Submissions.
- The table and graph below show the targets set by each Board for their respective Community Centre for 2017. The total funding for each Centre includes both City Core Funding and Centre Program funding which each Centre raises through various sources: donations, rental fees, special events, government grants, private and public foundations, United Way, social and productive enterprises, etc.

Ratio of Core to Program Funding Summary

Funding Source	519 Church Street	Applegrove	Centre 55	Central Eglinton	Cecil	Eastview Neighbourhood	Ralph Thronton	Scadding Court	Swansea Town Hall	Waterfront Neighbourhood	Total AOCCs
Program Funding \$	5,613,060	576,000	1,900,000	391,538	136,918	1,265,000	252,240	1,394,156	342,282	772,717	12,643,911
Equipment and other in-kind donations \$		76,708		50,682	8,500	132,300	10,000	303			328,298
Program & Other In-Kind Funding \$	\$ 6,387,590	\$ 914,216	\$ 1,960,000	\$ 678,719	\$ 828,207	\$ 1,849,300	\$ 394,240	\$ 2,340,010	\$ 378,336	\$ 1,903,839	\$ 17,634,457
Core Funding \$	\$ 1,395,460	\$ 380,000	\$ 775,337	\$ 720,677	\$ 705,084	\$ 586,870	\$ 650,347	\$ 937,302	\$ 315,000	\$ 1,343,273	\$ 7,809,350
Ratio of Core to Program Funding	1:4.6	1:2.4	1:2.5	1:0.9	1:1.2	1:3.2	1:0.6	1:2.5	1:1.2	1:1.4	1:2.3
Volunteer Hours	19,586	7,000	3,000	7,388	5,427	16,250	5,000	25,580	920	28,924	119,075
In-Kind Program Hours	9,789	788		1,650	19,112	21,000	132,000	5,776	1,186	10,954	202,255
Total Program Service Hours	97,495	11,462	3,000	26,838	31,109	51,750	8,215	59,058	10,370	84,878	384,175



- The table and chart above show the Program Funding leveraged by each community centre in 2017. It should be noted that the in-kind contributions received from volunteers, substantial in some cases, totaling some 119,075 hours for the 10 AOCCs is not reflected in the Program funding dollars in the absence of an objective policy framework that outlines how social capital can be valued.
- It is recommended that City Council reaffirm its direction to the Boards of Management of community centres to continue to explore all available funding or fund raising opportunities to increase their program funding

revenues, while leveraging volunteer contributions for the 2018 Budget process to ensure they continue to meet their mandate of providing valuable programming and other services in their local communities.



Appendices

Appendix 1

2016 Service Performance

Key Service Accomplishments

In 2016, the Association of Community Centres accomplished the following:

- ✓ The 519 Community Centre hosted close to 2,000 community meetings in 2016, engaging with close to 98,000 participants. The Centre also developed new corporate partnerships that raised almost \$300,000 in support of the Pride Festival operatives. In addition, the Centre had approximately 90,000 Direct Service Encounters to individuals through impactful programming including: Newcomer settlement, Refugees, Family Resources Centre, Counselling, Education & Training, Drop-in Programs, Housing, Front Desk Service, Legal Clinics/Wills Clinic/Tax Clinic, Farbanak, Volunteers and Moss Park.
- ✓ Applegrove Community Complex responded to community needs for affordable after-school supervision by implementing an off-site satellite after-school program in September 2016. In addition, the Centre updated its strategic plan with a focus on sustainability, effectiveness and brand recognition for the 2016 -17 year.
- ✓ Cecil Community Centre experienced an increase of 13% in service contacts of older adult/seniors participating in health and wellness programs. The Centre also began implementing the strategic direction adopted in 2016 including increasing self-generated revenue. In addition, the Centre obtained new funding from Kiwanis Toronto to support the Centre's Youth Program.
- ✓ Central Eglinton Community Centre increased their revenue from last year. The older Adult Programs' revenue increased by 14% and revenue from the Government of Canada's, Canada Summer Jobs 2016 more than doubled.
- ✓ Community Centre 55 expanded the Children's Licensed Programs from 350 to 409 children per day, helped 1,283 families through the Share a Christmas program.
- ✓ Eastview Neighbourhood Community Centre raised funds to completely renovate one kitchen and significantly update the other. This will allow the Centre to significantly increase their food access programs, community kitchens, and their snack and meal programs for their community.
- ✓ Waterfront Neighbourhood Centre launched and completed a rebranding process, resulting in a new name, logo and website in a more distinctive brand to lessen confusion with other similarly named agencies, and to better position the community centre to leverage financial partnerships with various stakeholders. In addition, the Centre received 28,354 hours of time by 759 dedicated community and corporate volunteers who supported program development, resulting in \$748,546 benefits.
- ✓ Ralph Thornton Centre enhanced and expanded a number of key program initiatives, including increased hours of operation of the public computers in the Exchange Loft, increased enrolment in the After School Program, a strengthened the summer camp, and introduction of Sunday children's programming.
- ✓ Scadding Court Community Centre implemented various social enterprises and startups such as an onsite Commercial Kitchen and Urban Markets. In addition, the Centre has continued supporting new programs such as the Development of the Aquaponic Program Initiative and expansion of community gardens.
- ✓ Swansea Town Hall continued to partner with the Swansea Memorial Public Library (SMP) to deliver six programs over summer to local children and their caregivers. Additional programs will be offered during the closure for renovations of the Runnymede Library branch.

Appendix 2

2017 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2014	2015	2016	2016	2017	2017 Change		Plan	
	Actual	Actual	Budget	Projected	Preliminary	from 2016		2018	2019
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	6,527.7	6,719.3	6,872.2	6,872.2	6,968.1	95.8	1.4%	7,147.7	7,291.9
Materials and Supplies	457.7	462.5	446.5	472.2	472.3	25.8	5.8%	476.3	486.4
Equipment	3.5	3.5	3.2	3.2	3.7	0.4	13.9%	3.5	3.6
Services & Rents	615.1	624.4	611.7	611.7	624.3	12.6	2.1%	625.2	627.6
Contributions to Capital							-		
Contributions to Reserve/Res Funds	25.2	26.6	29.2	29.2	29.2			29.2	29.2
Other Expenditures	6.9	7.0	7.0	7.0	7.0			7.0	7.0
Interdivisional Charges							-		
Total Gross Expenditures	7,636.1	7,843.4	7,969.9	7,995.6	8,104.6	134.7	1.7%	8,288.9	8,445.7
Interdivisional Recoveries							-		
Provincial Subsidies							-		
Federal Subsidies							-		
Other Subsidies							-		
User Fees & Donations	388.8	335.5	271.9	273.9	294.9	23.0	8.5%	305.3	314.7
Transfers from Capital Fund							-		
Contribution from Reserve/Reserve Funds							-		
Sundry Revenues	1.9	1.7	1.5	1.5	1.5			1.5	1.5
Total Revenues	390.7	337.3	273.4	275.4	296.4	23.0	8.4%	306.8	316.2
Total Net Expenditures	7,245.4	7,506.2	7,696.5	7,720.2	7,808.1	111.7	1.5%	7,982.2	8,129.5
Approved Positions	77.4	77.9	77.9	77.9	77.9			77.9	77.9

* Based on the 2016 9-month Operating Variance Report

The AOCC's projected 2016 year-end spending results in a minor unfavorable net variance mainly due to higher utility expenditures than budgeted.

For additional information regarding the 2016 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2016" considered by City Council at its meeting on December 13, 2016.

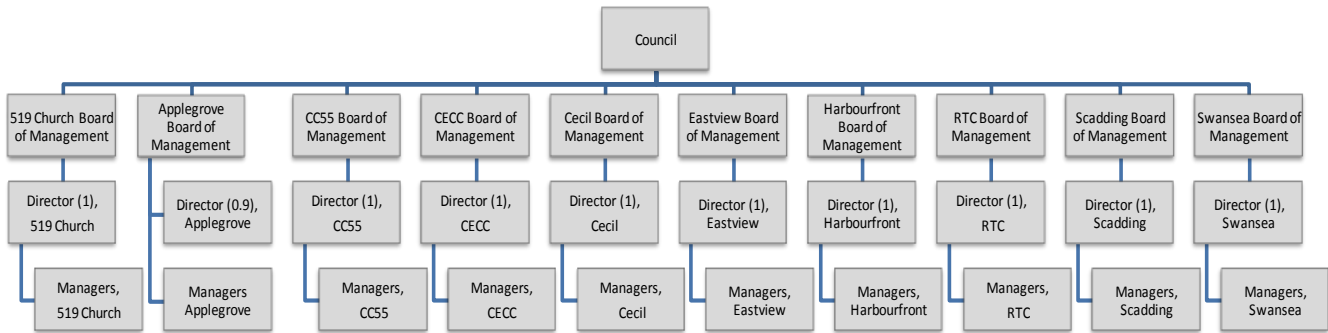
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

Impact of 2016 Operating Variance on the 2017 Operating Budget

- Inflationary increases have been applied to utilities budgets which are included in the 2017 Operating Budget for AOCCs to address the over expenditures during 2016.

Appendix 3

2017 Organization Chart



2017 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	9.9	27.1	4.0	36.9	77.9
Temporary					
Total	9.9	27.1	4.0	36.9	77.9

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		19,645.5	19,645.5	19,674.7	19,703.9
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			29.2	29.2	29.2
Total Reserve / Reserve Fund Draws / Contributions		19,645.5	19,674.7	19,703.9	19,733.1
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		19,645.5	19,674.7	19,703.9	19,733.1

* Based on 9-month 2016 Reserve Fund Variance Report

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Rousseau Room - Community No Charge	Swansea Town Hall	Market Base	No Charge						
Rousseau Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$29.90		\$0.40	\$30.30	\$31.05	\$31.85
Rousseau Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$44.50		\$2.00	\$46.50	\$47.65	\$48.85
Rousseau Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$46.00		\$0.50	\$46.50	\$47.65	\$48.85
Rousseau Room - Event Rate	Swansea Town Hall	Market Base	Per Hour	\$470.00		\$10.00	\$480.00	\$490.00	\$500.00
Council Chamber - Community No Charge	Swansea Town Hall	Market Base	No Charge						
Council Chamber - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$22.35		\$0.35	\$22.70	\$23.25	\$23.85
Council Chamber - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$33.25		\$1.45	\$34.70	\$35.60	\$36.50
Council Chamber - Individual	Swansea Town Hall	Market Base	Per Hour	\$34.35		\$0.35	\$34.70	\$35.60	\$36.50
Council Chamber - Event Rate	Swansea Town Hall	Market Base	Per Hour	\$400.00		\$10.00	\$410.00	\$420.00	\$430.00
Teiaiaagon Room - Community No Charge	Swansea Town Hall	Market Base	No Charge						
Teiaiaagon Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$17.00		\$0.60	\$17.60	\$18.05	\$18.50
Teiaiaagon Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$25.25		\$0.50	\$25.75	\$26.40	\$27.05
Teiaiaagon Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$25.50		\$0.25	\$25.75	\$26.40	\$27.05
Founders Room - Community No Charge	Swansea Town Hall	Market Base	No Charge						
Founders Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$17.00		\$0.60	\$17.60	\$18.05	\$18.50
Founders Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$25.25		\$0.50	\$25.75	\$26.40	\$27.05
Founders Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$25.50		\$0.25	\$25.75	\$26.40	\$27.05
Gemmell Room - Community No Charge	Swansea Town Hall	No Charge	No Charge			\$0.00			
Gemmell Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$14.50		\$0.50	\$15.00	\$15.40	\$15.80
Gemmell Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$21.70		\$0.45	\$22.15	\$22.70	\$23.25
Gemmell Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$21.90		\$0.25	\$22.15	\$22.70	\$23.25
Harvey Room - Community No Charge	Swansea Town Hall	No Charge	No Charge			\$0.00	\$0.00		
Harvey Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$14.50		\$0.50	\$15.00	\$15.40	\$15.80
Harvey Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$21.70		\$0.45	\$22.15	\$22.70	\$23.25
Harvey Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$21.90		\$0.25	\$22.15	\$22.70	\$23.25
Hague Room - Community No Charge	Swansea Town Hall	Market Base	No Charge						
Hague Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$11.25		\$0.35	\$11.60	\$11.90	\$12.20
Hague Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$17.00		\$0.40	\$17.40	\$17.85	\$18.30
Hague Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$17.20		\$0.20	\$17.40	\$17.85	\$18.30
Kitchen	Swansea Town Hall	Market Base	Per Hour	\$38.00		\$1.00	\$39.00	\$40.00	\$41.00
LCD Projector	Swansea Town Hall	Market Base	Per Hour	\$61.00		\$0.00	\$61.00	\$61.00	\$61.00
Lobby	Swansea Town Hall	Market Base	Per Hour	\$15.75		\$0.25	\$16.00	\$16.41	\$16.80
Mail Box	Swansea Town Hall	Market Base	Per Hour	\$9.25		\$0.00	\$9.25	\$9.50	\$9.75
Storage Locker	Swansea Town Hall	Market Base	Per Hour	\$24.50		\$0.00	\$24.50	\$25.10	\$25.75
After Hours Full Recoverable	Swansea Town Hall	Market Base	Per Hour	\$31.90		\$0.10	\$32.00	\$32.80	\$33.60
After Hours Split Recoverable	Swansea Town Hall	Market Base	Per Hour	\$15.95		\$0.05	\$16.00	\$16.40	\$16.80
Village Room - Community No Charge	Swansea Town Hall	No Charge	No Charge						
Village Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$17.00		\$0.60	\$17.60	\$18.05	\$18.50
Village Room - Course, Program, Non-Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$25.25		\$0.50	\$25.75	\$26.40	\$27.05
Village Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$25.50		\$0.25	\$25.75	\$26.40	\$27.05