

Association of Community Centres

2016 OPERATING BUDGET OVERVIEW

The Association of Community Centres (AOCCs) comprises 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.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents in 2016 is \$7.920 million gross and \$7.646 million net as shown below.

(in \$000's)	2015 Approved	2016 Budget	Change	
			\$	%
Gross Expenditures	7,900.1	7,920.0	20.0	0.3%
Gross Revenues	423.2	273.4	(149.8)	(35.4%)
Net Expenditures	7,476.8	7,646.6	169.8	2.3%

For 2016, the opening net pressure of \$0.189 million due to known salary and benefit costs and inflationary increases for non-payroll costs, was partially offset by an increase in rental revenue of \$0.019 million at Swansea Town Hall.

As a result, the Association of Community Centres' 2016 Operating Budget is \$0.169 million or 2.3% over the 2015 Net Operating Budget.

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Fast Facts

- The City has 10 AOCCs that provide a broad range of community, recreation and social service programs to meet the diverse and changing needs of communities with oversight provided by a Board of Management .
- AOCCs governance represents a hybrid between a City Agency and an independent, not-for-profit, community based organization.
- The Relationship Framework defines the relationship between the City of Toronto and each Association of Community Centres and its Board of Management.

Trends

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

Our Service Deliverables for 2016

The Association of Community Centres offers programs and services that respond to community requests and local needs.

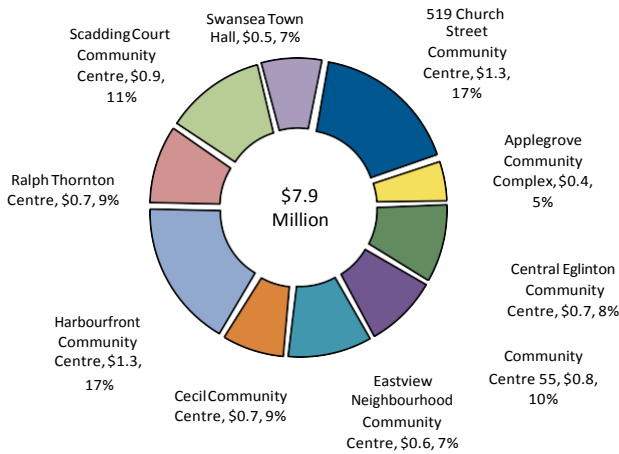
The 2016 Operating Budget will support several activities, with selected ones highlighted below:

- Provide high quality services for pre-natal, early years, school age, teen, adult and older adults at Applegrove Community Complex through 40,000 service contacts with 2,300 different individuals at Applegrove Community Complex.
- Provide support to the local community by Community Centre 55 including 350 children in daycare and weekly summer camps, 60 summer jobs, 30 events and programs and food and toys for 1000 families at Christmas.
- Promote community engagement by increasing Family Resource Program Memberships by 10%, Overall Memberships by 5% and Fundraising Revenues by 10% at the Central Eglinton Community Centre. In addition, the Centre plans to hold an Active Living Fair for older adults in the spring of 2016.
- Provide programming and support to 27,806 individuals through 78,638 service encounters and leverage the assistance of 415 volunteers, contributing 24,197 hours of their time at Cecil Community Centre.
- Increase non-core program funding by 10% and increase programming for low income families at Eastview Community Centre.
- Increase the facility usage and revenues at Swansea Town Hall Community Centre by 8.25% through higher volumes and rental fees.

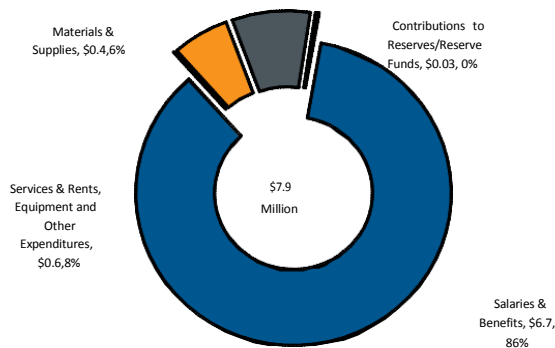
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

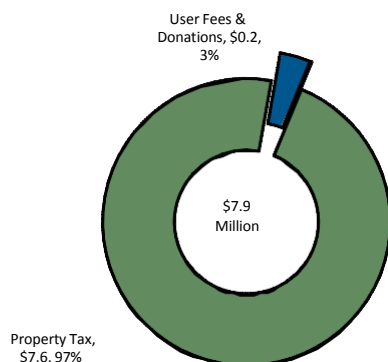


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Maintain adequate, stable core City funding** to ensure that centres remain open and accessible and that programs and services are responsive and accessible to communities.
 - ✓ The 2016 Operating Budget provides adequate funding to maintain approved service levels.
- **Meeting Local 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 the diverse and changing needs of communities.

2016 Operating Budget Highlights

- The 2016 Operating Budget for the Association of Community Centres of \$7.920 million gross and \$7.646 million net provides funding for the 10 AOCCs.
- The budget as presented is \$0.169 million or 2.3% over the 2015 Approved Budget. It includes funding for inflationary increases to ensure ongoing, stable core-funding is provided to the AOCCs to deliver programming and services to local communities.
- No reductions to the budget are included, as these will negatively impact the delivery of services and service levels.

II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2016 Operating Budget for the Association of Community Centres of \$7.920 million gross, \$7.646 million net for the following services:

<u>Service</u>	Gross (\$000s)	Net (\$000s)
519 Church Street Community Centre:	1,337.4	1,337.4
Applegrove Community Complex:	372.2	372.2
Cecil Community Centre:	711.1	711.1
Central Eglinton Community Centre:	663.4	663.4
Community Centre 55:	766.6	766.6
Eastview Neighbourhood Community Centre:	560.9	560.9
Harbourfront Community Centre:	1,335.7	1,335.7
Ralph Thornton Centre:	710.4	671
Scadding Court Community Centre:	913.4	913.4
Swansea Town Hall:	548.8	314.8
Total Program Budget	7,920.0	7,646.6

2. City Council approve the 2016 service levels for the Association of Community Centres as outlined on page 6 of this report, and associated staff complement of 77.88 positions.
3. City Council recommend 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.
4. City Council approve the 2016 new user fees above the inflationary adjusted rate for the Association of Community Centres identified in Appendix 7, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

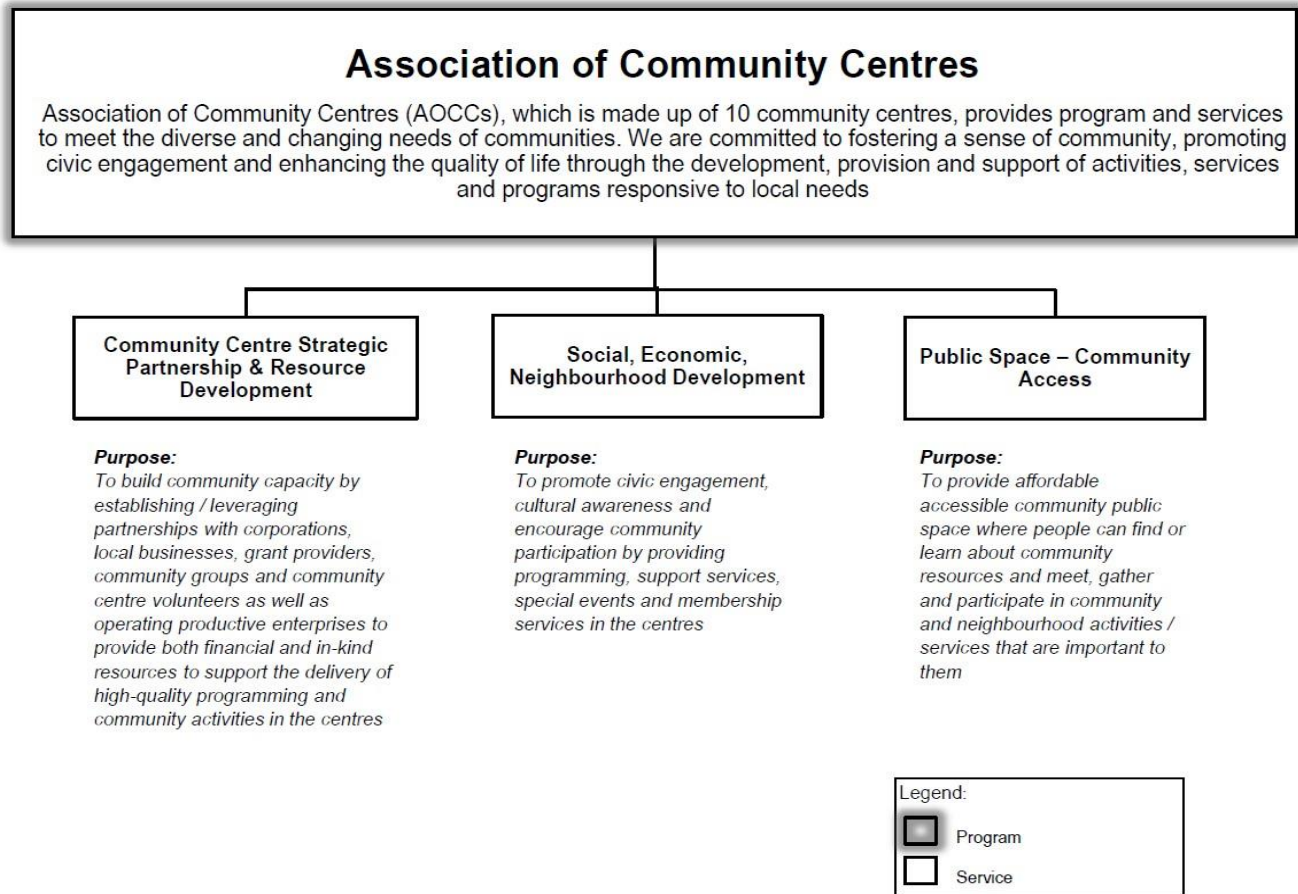


Part I:

2016 – 2018

Service Overview and
Plan

Program Map



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 Profit Agencies
- Community Relations
- Visitors
- Families and / or caregivers in local communities
- Infant to Pre-school age children in local community
- School age children in local community
- Youth in local community
- Adult in local community
- Older Adult / Seniors in local community
- Community Associations / Chapters

Table 1
2016 Operating Budget and Plan by Service

(In \$000s)	2015		2016 Operating Budget			2016 Operating Budget vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
By Service											
519 Church Street Community Centre											
Gross Expenditures	1,423.0	1,442.0	1,337.4		1,337.4	(85.6)	(6.0%)	35.2	2.6%	28.1	2.0%
Revenue	144.0	144.0				(144.0)	(100.0%)				
Net Expenditures	1,279.0	1,298.0	1,337.4		1,337.4	58.4	4.6%	35.2	2.6%	28.1	2.0%
Applegrove Community Complex											
Gross Expenditures	369.6	369.6	372.2		372.2	2.6	0.7%	5.5	1.5%	5.1	1.4%
Revenue											
Net Expenditures	369.6	369.6	372.2		372.2	2.6	0.7%	5.5	1.5%	5.1	1.4%
Cecil Community Centre											
Gross Expenditures	700.7	700.7	711.1		711.1	10.4	1.5%	10.9	1.5%	9.8	1.4%
Revenue											
Net Expenditures	700.7	700.7	711.1		711.1	10.4	1.5%	10.9	1.5%	9.8	1.4%
Central Eglinton Community Centre											
Gross Expenditures	632.2	632.1	663.4		663.4	31.2	4.9%	24.4	3.7%	31.2	4.5%
Revenue											
Net Expenditures	632.2	632.1	663.4		663.4	31.2	4.9%	24.4	3.7%	31.2	4.5%
Community Centre 55											
Gross Expenditures	759.0	759.0	766.6		766.6	7.6	1.0%	18.6	2.4%	8.5	1.1%
Revenue											
Net Expenditures	759.0	759.0	766.6		766.6	7.6	1.0%	18.6	2.4%	8.5	1.1%
Eastview Neighbourhood Community Centre											
Gross Expenditures	547.4	547.4	560.9		560.9	13.5	2.5%	11.4	2.0%	5.7	1.0%
Revenue											
Net Expenditures	547.4	547.4	560.9		560.9	13.5	2.5%	11.4	2.0%	5.7	1.0%
Harbourfront Community Centre											
Gross Expenditures	1,297.1	1,297.1	1,335.7		1,335.7	38.6	3.0%	(9.0)	(0.7%)	19.9	1.5%
Revenue											
Net Expenditures	1,297.1	1,297.1	1,335.7		1,335.7	38.6	3.0%	(9.0)	(0.7%)	19.9	1.5%
Ralph Thornton Community Centre											
Gross Expenditures	699.0	699.0	710.4		710.4	11.4	1.6%	0.4	0.1%	9.9	1.4%
Revenue	39.4	39.4	39.4		39.4						
Net Expenditures	659.6	659.6	671.0		671.0	11.4	1.7%	0.4	0.1%	9.9	1.5%
Scadding Court Community Centre											
Gross Expenditures	936.3	936.3	913.4		913.4	(22.9)	(2.4%)	3.3	0.4%	3.6	0.4%
Revenue	25.0	25.0				(25.0)	(100.0%)				
Net Expenditures	911.3	911.3	913.4		913.4	2.1	0.2%	3.3	0.4%	3.6	0.4%
Swansea Town Hall											
Gross Expenditures	535.7	535.7	548.8		548.8	13.1	2.4%	11.8	2.2%	10.2	1.8%
Revenue	214.8	214.8	234.0		234.0	19.2	8.9%	6.0	2.6%	1.5	0.6%
Net Expenditures	320.9	320.9	314.8		314.8	(6.1)	(1.9%)	5.8	1.8%	8.7	2.7%
Total											
Gross Expenditures	7,900.0	7,918.9	7,919.9		7,920.0	20.0	0.3%	112.5	1.4%	132.0	1.6%
Revenue	423.2	423.2	273.4		273.4	(149.8)	(35.4%)	6.0	2.2%	1.5	0.5%
Total Net Expenditures	7,476.8	7,495.7	7,646.5		7,646.6	169.8	2.3%	106.5	1.4%	130.5	1.7%
Approved Positions	77.88	77.88	77.88		77.88						

The Association of Community Centres' 2016 Operating Budget is \$7.920 million gross and \$7.646 million net, representing a 2.3% increase over the 2015 Approved Net Operating Budget.

- Base pressures are mainly attributable to known salary and benefit adjustments and inflationary increases for non-payroll expenditures such as utilities, contracted services and supplies.
- Approval of the 2016 Operating Budget will result in the Association of Community Centres maintaining its total staff complement at 77.88.
- The 2016 and 2017 Plan increases are attributable to known salary and benefit adjustments and inflationary increases for non-salary expenditures.

Table 2
Key Cost Drivers

(In \$000s)	2016 Operating Budget										2016 Base Budget	
	519 Church Street Community Centre		Applegrove Community Complex		Cecil Community Centre		Central Eglinton Community Centre		Community Centre 55		Total	
	\$	Position	\$	Position	\$	Position	\$	Position			\$	Position
Gross Expenditure Changes												
Prior Year Impacts												
519 Reversal of PanAm Funding	(144.0)										(144.0)	
Economic Factors												
Corporate Changes (utilities)	5.3				1.2				1.0		7.5	
Divisional Changes (supplies, contracted services)	2.2		0.4				4.2		2.0		8.8	
Salary and Benefit Changes												
Progression Pay, Step Increase and Benefits	50.9		2.2		9.2		27.0		4.6		93.9	
Total Gross Expenditure Changes	(85.6)		2.6		10.4		31.2		7.6		(33.8)	
Revenue Changes (Increase) / Decrease												
519 Reversal of PanAm Funding	144.0										144.0	
Total Revenue Changes	144.0										144.0	
Net Expenditure Changes	58.4		2.6		10.4		31.2		7.6		110.2	

(In \$000s)	2016 Operating Budget										2016 Base Budget	
	Eastview Neighbourhood Community Centre		Harbourfront Community Centre		Ralph Thornton Community Centre		Scadding Court Community Centre		Swansea Town Hall		Total	
	\$	Position	\$	Position	\$	Position	\$	Position			\$	Position
Gross Expenditure Changes												
Prior Year Impacts												
Reversal of one-time funding for Aquaponics/Pan Am							(25.0)				(169.0)	
Economic Factors												
Corporate Changes (utilities)					1.9				1.8		11.1	
Divisional Changes (supplies, contracted services)			2.9								11.7	
COLA and Progression Pay												
Progression Pay, Step Increase and Benefit Adjustments	13.5		35.8		9.5		2.1		11.3		166.2	
Total Gross Expenditure Changes	13.5		38.7		11.4		(22.9)		13.1		20.0	
Revenue Changes (Increase) / Decrease												
Swansea Town Hall Rental Revenue Increase									(19.2)		(19.2)	
Reversal of one-time funding for Aquaponics/Pan Am							25.0				169.0	
Total Revenue Changes							25.0		(19.2)		149.8	
Net Expenditure Changes	13.5		38.7		11.4		2.1		(6.1)		169.8	

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

- Salaries and Benefits - Known salary and benefit adjustments will add a pressure of \$0.166 million. COLA is not included as it is subject to ongoing negotiations.
- Revenues - 2016 revenue for Swansea Town Hall is being increased by \$0.019 million due to user fee increases related to facility rentals that are based on market rates as detailed in Appendix 7a.

Table 3
2017 and 2018 Plan by Program

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	63.3		63.3	0.8%		86.1		86.1	1.1%	
Step Increases	(8.7)		(8.7)	(0.1%)		(10.8)		(10.8)	(0.1%)	
Fringe Benefits	50.6		50.6	0.7%		45.4		45.4	0.6%	
Sub-Total	105.2		105.2	1.4%		120.7		120.7	1.6%	
Anticipated Impacts:										
Applegrove Economic Factors	(0.1)		(0)	(0.0%)		(0.1)		(0.1)	(0.0%)	
Harbourfront Economic Factors	2.2		2	0.0%		2.3		2.3	0.0%	
Harbourfront Janitorial Service Increase	0.5		1	0.0%		0.5		0.5	0.0%	
519 Economic Factors	7.9		8	0.1%		8.4		8.4	0.1%	
Central Eglinton Economic Factors	(3.2)		(3)	(0.0%)		0.2		0.2	0.0%	
Revenue		6.0	(6)	(0.1%)			1.5	(1.5)	(0.0%)	
Sub-Total	7.3	6.0	1.3	0.0%		11.3	1.5	9.8	0.1%	
Total Incremental Impact	112.5	6.0	106.5	1.4%		132.0	1.5	130.5	1.7%	

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. These estimates do not include provision for COLA which is subject to negotiations.
- Inflationary increases for non-payroll expenditures such as supplies, contracted services and utilities.
- Increased facility rental revenues at Swansea Town Hall Community Centre based on market rates (See Appendix 7a)



Part II: 2016 Budget



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.

- Building 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.

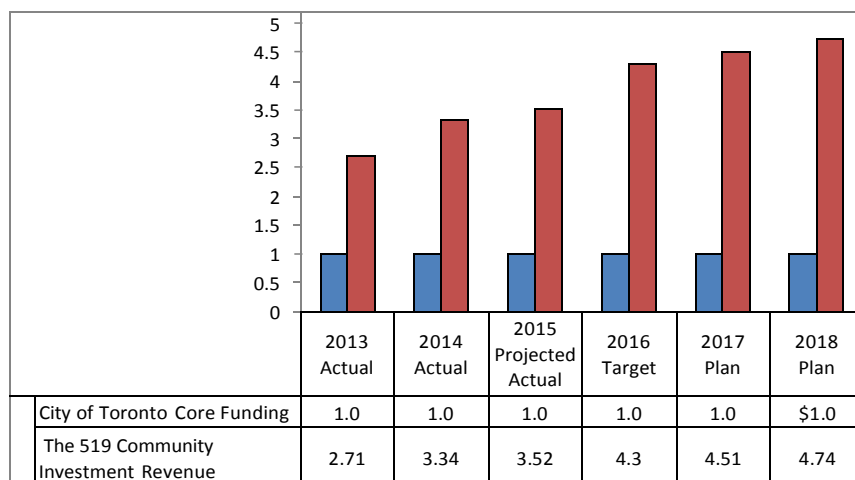
2016 Service Levels

Association of Community Centres Type		Service Level			
		2013	2014	2015	2016
Community Centre Strategic Partnerships & Resource Development	Volunteer Development	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers
	Program Funds (Fundraising/Productive Enterprises & Grants)	To generate over \$8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants	To generate over \$8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants	To generate over \$8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants	To generate over \$8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants
	Partnerships	To garner approximately \$1.4 million worth of in kind programs, services and product from partnerships.	To garner approximately \$1.4 million worth of in kind programs, services and product from partnerships.	To garner approximately \$1.4 million worth of in kind programs, services and product from partnerships.	To garner approximately \$1.4 million 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	To increase active membership by 5% to a total of 20,600 active members across 10 centres	To increase active membership by 5% to a total of 20,600 active members across 10 centres	To increase active membership by 5% to a total of 20,600 active members across 10 centres
	Programming	To support over 1.5 million programming encounters/visits by over 150,510 people	To support over 1.5 million programming encounters/visits by over 150,510 people	To support over 1.5 million programming encounters/visits by over 150,510 people	To support over 1.5 million 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	To provide individual personal supports including food, training, counselling, clothes and other services for over 106,000 encounters	To provide individual personal supports including food, training, counselling, clothes and other services for over 106,000 encounters	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 over 235,000 participants	To provide approximately 4,502 Community Special Events over 235,000 participants	To provide approximately 4,502 Community Special Events over 235,000 participants	To provide approximately 4,502 Community Special Events 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	To provide 389,782 information and referrals for community programs, city services and neighbourhood initiatives	To provide 389,782 information and referrals for community programs, city services and neighbourhood initiatives	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 operations supporting 1.5 million visits	To provide over 43,134 total hours of operations supporting 1.5 million visits	To provide over 43,134 total hours of operations supporting 1.5 million visits	To provide over 43,134 total hours of operations supporting 1.5 million visits
	Community Meetings/Space Use	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending

The 2016 Service Levels are consistent with the approved 2015 Service Levels.

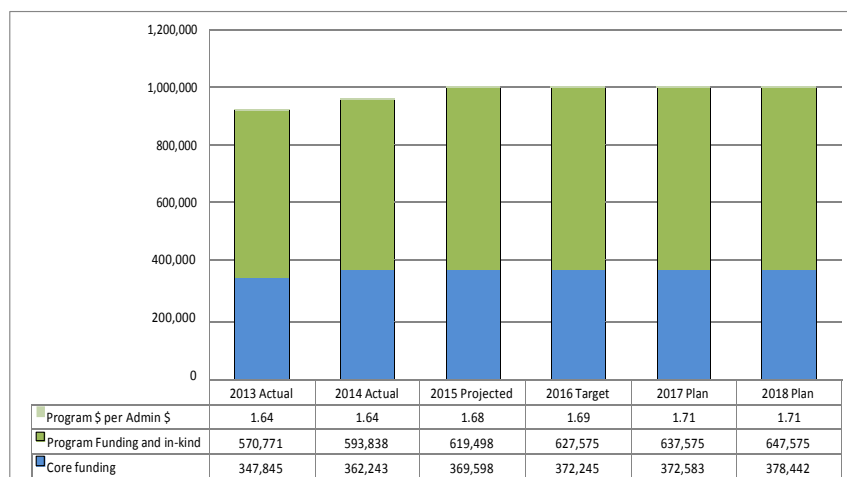
Service Performance

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



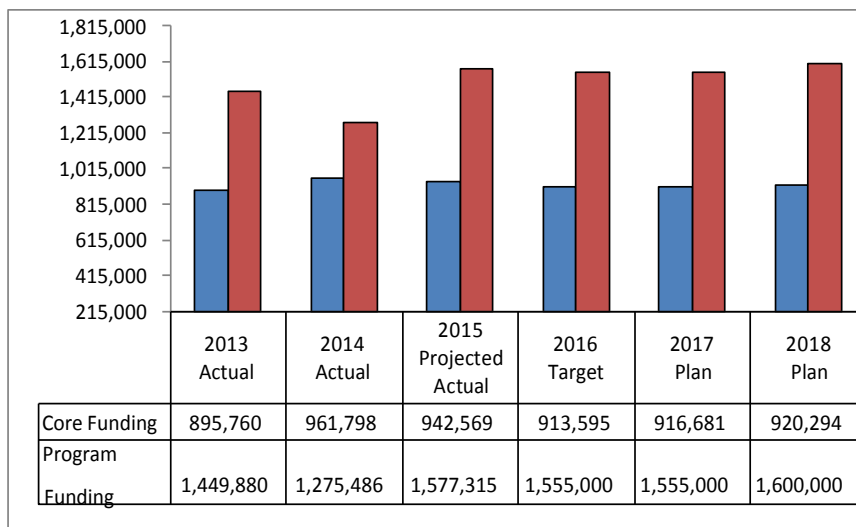
- The non-core funding leveraged by the 519 Church Street Community Centre from alternate funding sources has increased gradually since 2013 with 2016 projected at \$4.3 million and steady increase thereafter.

Effectiveness Measure – Leveraging City Funding – Applegrove Community Complex



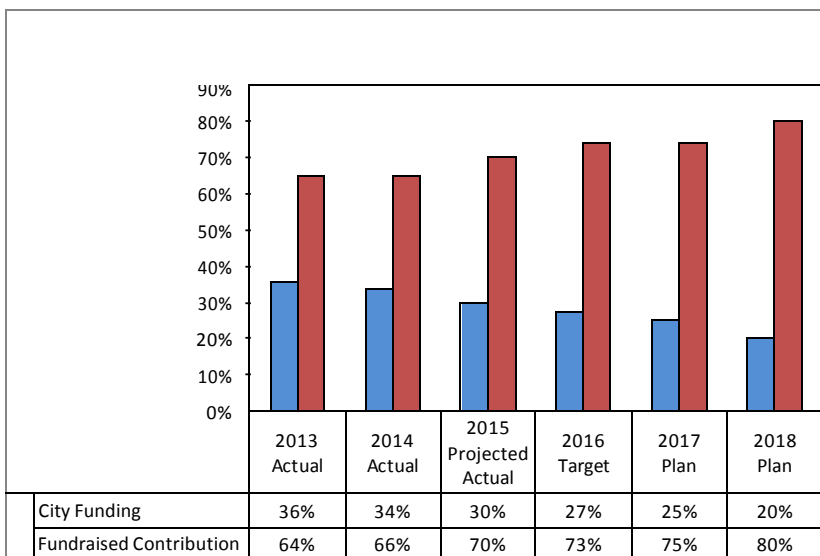
- Funding leveraged by Applegrove Community Complex is expected to increase gradually in 2016 and 2017 and then stabilize at 2017 levels for 2018.

Effectiveness Measure – Leveraging City Funding – Scadding Court Community Centre



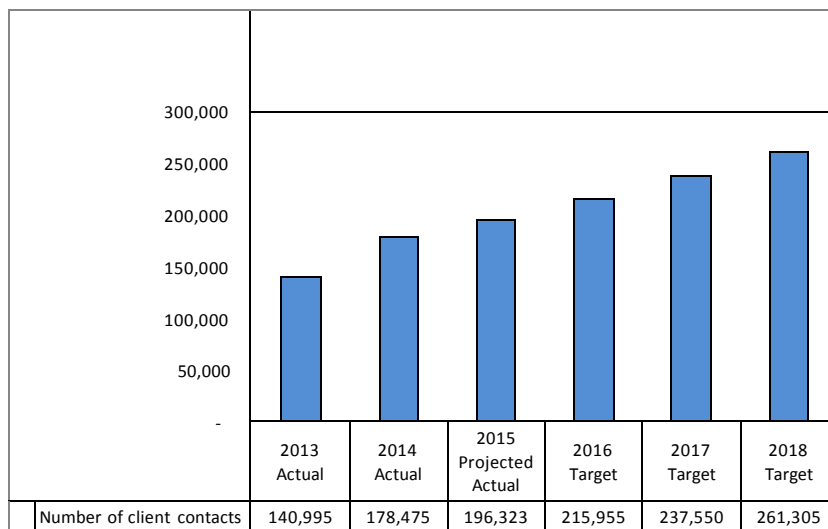
- Funding leveraged by Scadding Court is expected to decline in 2016 due to expiring grants from the other orders of government which had enabled the Centre to run programs in the past.
- The Centre will continue to maximize the funding in 2016 and 2017 while supporting an expanding body of exceptional programs.

Effectiveness Measure – Leveraging City Funding – Community Centre 55



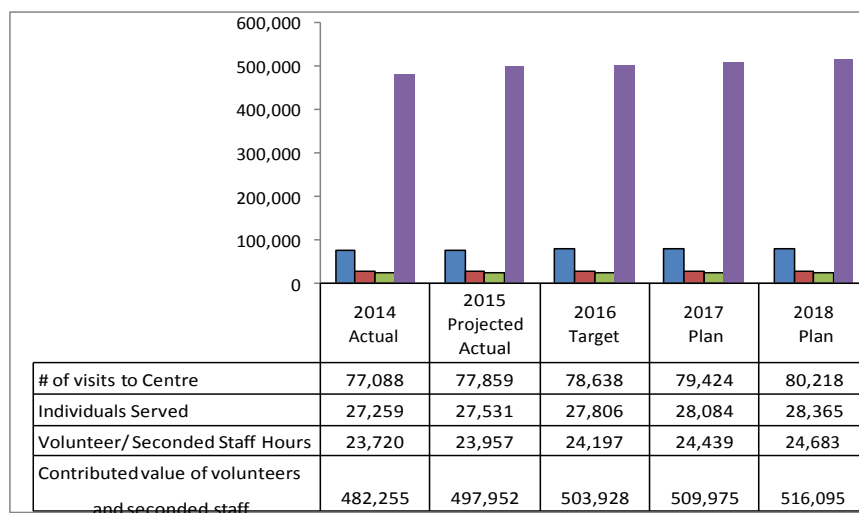
- Community Centre 55 increased the fundraising portion of their overall budget to 70% in 2015 with the City providing 30% through core administration funding.
- The Centre will continue leveraging fundraising contribution at a rate of 73% in 2016, 75% in 2017 and 80% in 2018.

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



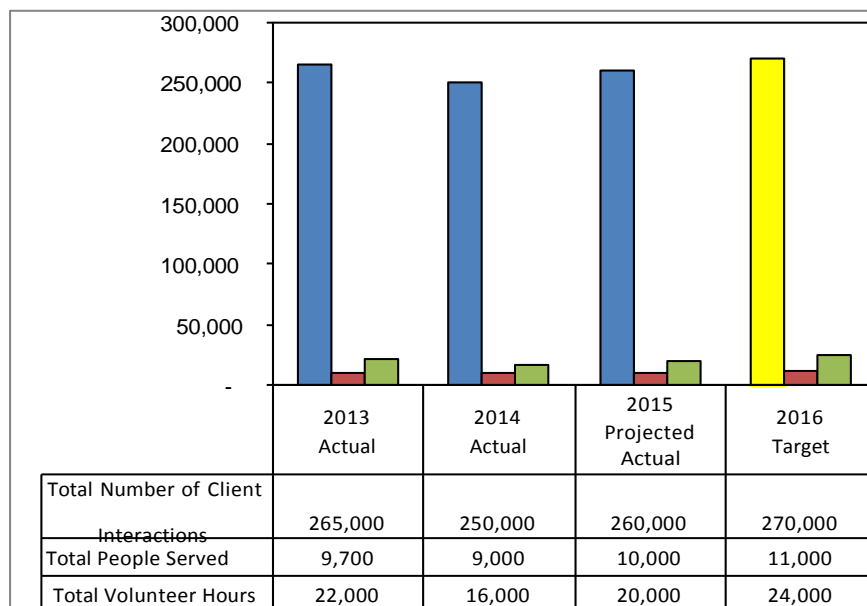
- Central Eglinton Community Centre increased its number of client contacts to 196,323 in 2015 from 178,475 in 2014, representing a 10% increase.
- The upward trend is expected to continue in 2016 and beyond.

Effectiveness Measure – Program Participation – Cecil Community Centre



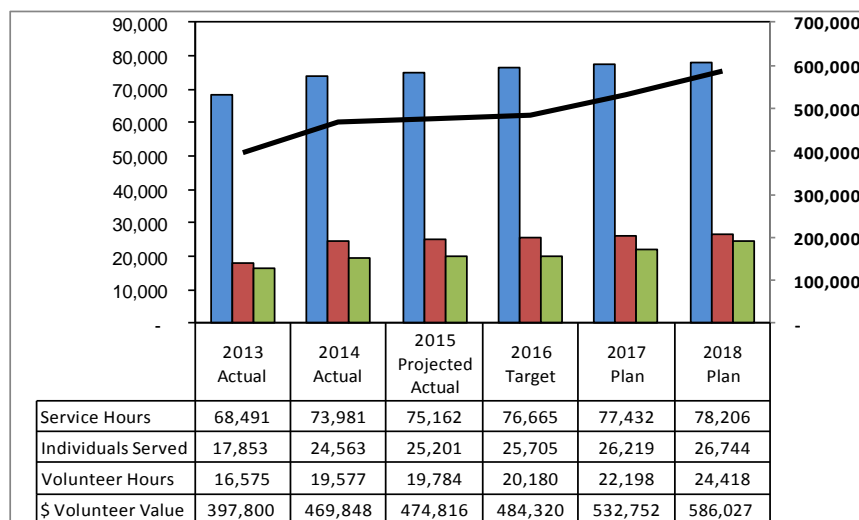
- The number of visits to Cecil Community Centre has steadily increased since 2014 and is expected to rise in the future years.
- A similar trend is seen in the number of individuals served, the volunteer hours provided and the contributed value of volunteers and seconded staff since 2014.

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



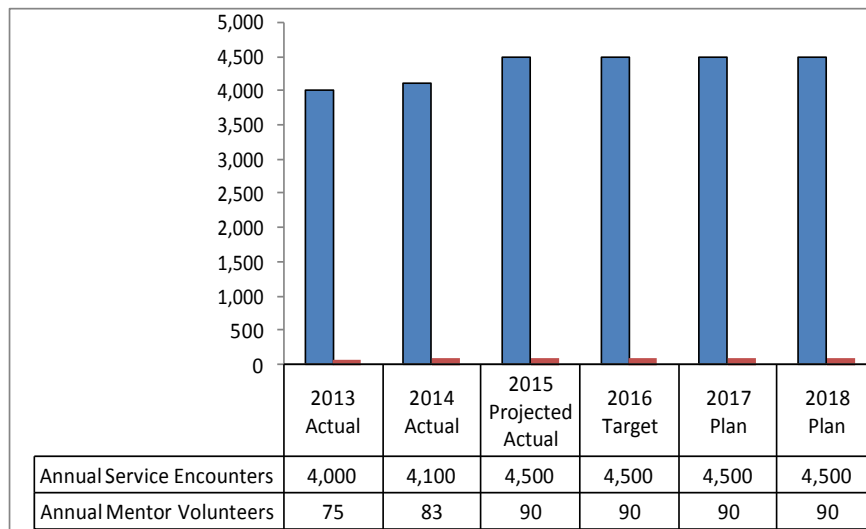
- Client interactions at the Eastview Neighbourhood Community Centre continue to increase and are expected to rise in the future years.
- Similarly, the number of individuals and the volunteer hours provided since 2013 continues to increase and are expected to rise in the future years. The large volunteer base allows for high quality program delivery to a wider community.

Effectiveness Measure – Program Participation – Harbourfront Community Centre



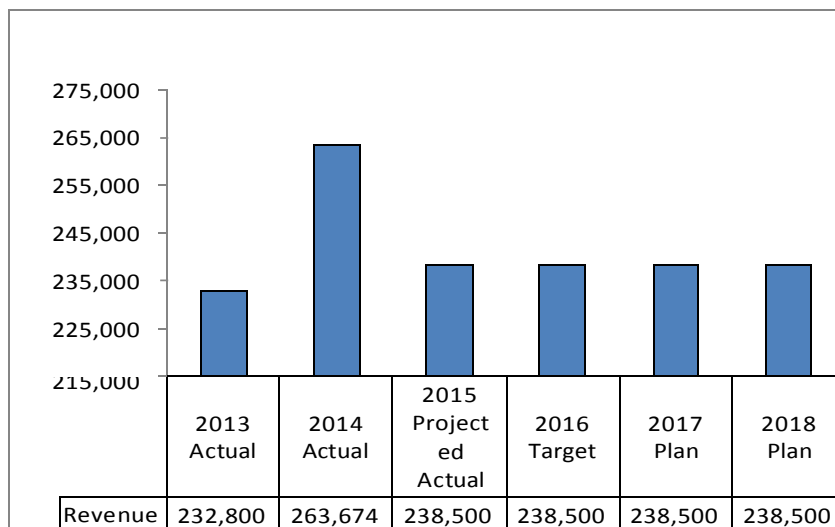
- Service demand at the Harbourfront Community Centre continues to increase from 2013 to 2015. During this period, Service Hours increased by 9.7% and Individuals Served increased by 41%.
- Similar trend can be seen in the volunteer hours provided since 2013.

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



- Ralph Thornton Centre (RTC) will continue to maintain the new Chinese immigrant children mentor program at 2015 levels in 2016 and beyond.

Effectiveness Measure – Space Usage Revenue – Swansea Town Hall



- Swansea Town Hall has historically been able to generate sufficient increased revenue from renting facility space to partially offset the annual increased administrative costs.
- In 2014 and 2015, Swansea Town Hall received lower rental revenue due to the closure of the Swansea Nursery School facility.
- The Centre will continue to pursue other measures to mitigate the lost revenue.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

2016 Operating Budget vs. Guideline

- The Association of Community Centres' 2016 Operating Budget of \$7.646 million net represents an increase of \$0.169 million or 2.3% over the 2015 Approved Operating Budget of \$7.476 million net. Below is a table summarizing the 2016 Operating Budget for each Centre in comparison to the 2015 Approved Operating Budget:

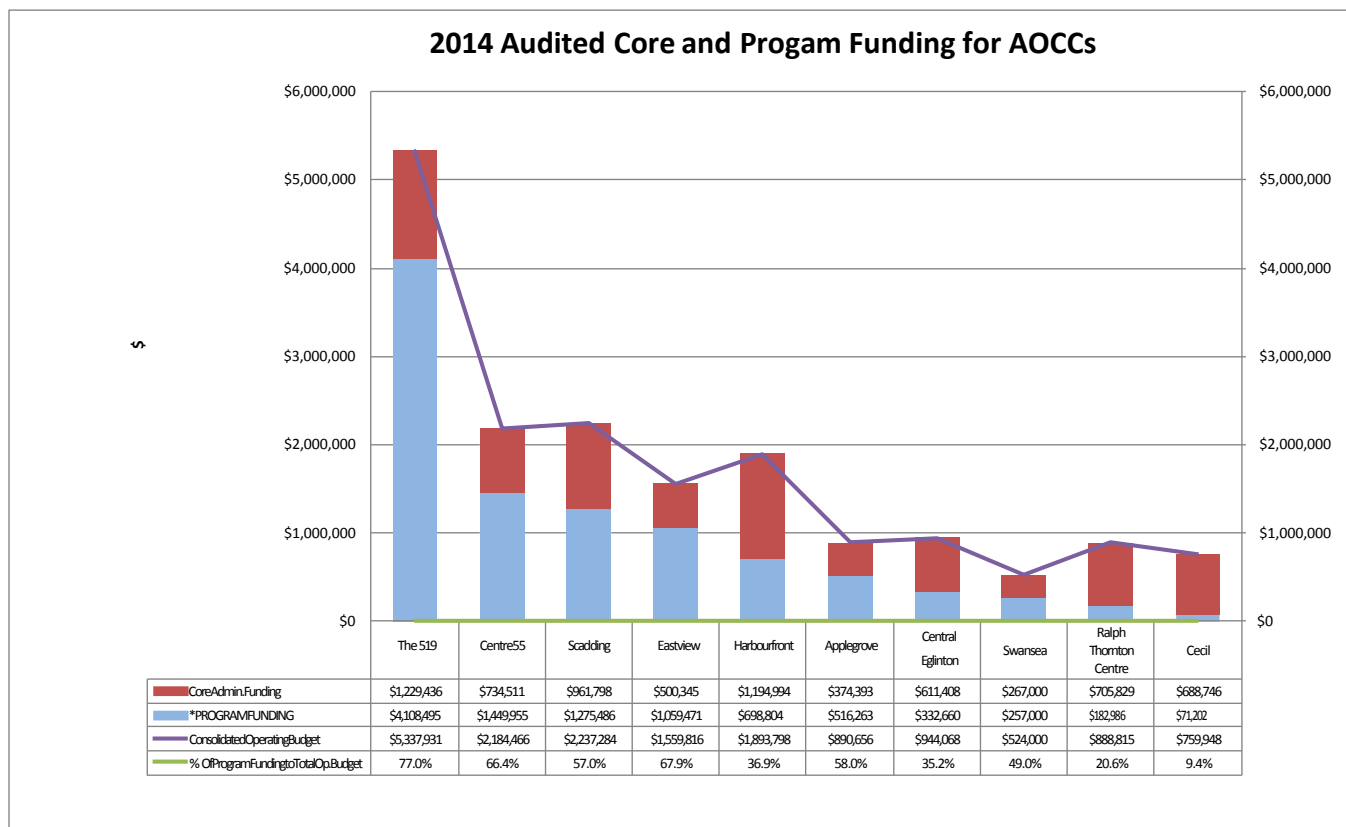
2016 Operating Budget vs 2015 Approved Operating Budget

(In \$000's) Community Centre	2015 Approved Operating Budget	2016 Operating Budget	2016 Operating Budget vs 2015 Approved Operating Budget (net)		Staff Complement
			\$	%	
519 Church Street Community Centre	1,279.02	1,337.40	58.37	4.6%	12.8
Applegrove Community Complex	369.60	372.25	2.65	0.7%	3.4
Community Centre 55	759.00	766.59	7.60	1.0%	8.0
Cecil Community Centre	700.74	711.10	10.37	1.5%	7.5
Central Eglinton Community Centre	632.20	663.41	31.21	4.9%	7.0
Eastview Neighbourhood Community Centre	547.43	560.94	13.51	2.5%	6.0
Harbourfront Community Centre	1,297.07	1,335.75	38.68	3.0%	11.2
Ralph Thornton Centre	659.59	671.04	11.44	1.7%	7.5
Scadding Court Community Centre	911.29	913.36	2.07	0.2%	8.9
Swansea Town Hall	320.91	314.78	(6.13)	-1.9%	5.6
TOTAL	7,476.85	7,646.60	169.75	2.3%	77.9

- Budget pressures in 2016 are mainly a result of salary and benefit adjustments, which are not directly controlled by the Centres.
- The AOCCs had submitted reduction options to meet the reduction target of 1% below the 2015 Approved Net Budget as set out in the 2016 Operating Budget Directions and Guidelines.
- Any additional reductions could only be derived from Centre closures and reductions in staff, which would have adversely impacted service delivery and the Centre's ability to meet community needs and are therefore not included in the 2016 Operating Budget for AOCCs.

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

- The AOCC Relationship Framework defines the relationship between the City, each Association of Community Centre (AOCCs) and its Board of Management 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 table below shows the Program funding leveraged by the 10 Community Centres.



- The percentage of program funding leveraged to the total operating budget varies for each centre and ranges between a low of 9.4% to a high of 77% with most centres (6 out of 10) averaging below 50%.

- In order to meet the mandate of providing programming services and community activities, a strategic approach to leveraging alternative funding sources is required by the Association of Community Centres.
- It is recommended that each Community Centre Board of Management establish performance targets to maximize program funding in 2016 and submit with the 2017 budget request.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, the Association of Community Centres accomplished the following:

- ✓ The 519 Community Centre experienced an increase from 265,701 to 292,270 of total program, service and event community encounters. The Centre welcomed 35,000 people to PrideHouseTO which was part of the 2015 Pan/Parapan Am Games and ensured that the Games were the most LGBTQ-inclusive multi-sport games in history.
- ✓ Applegrove Community Complex began implementing the strategic directions adopted in late 2014 including a 9 week summer day camp to meet the needs of parents over the unusual 10-week school break, introducing before- and after-care for the summer and March Break camps.
- ✓ Cecil Community Centre saw an increase of over 12% in service contacts of children and families attending its Family Resource program from the Cantonese, Mandarin, Japanese, Korean, Urdu-speaking, Russian and Portuguese communities.
- ✓ Central Eglinton Community Centre experienced a 20% Increase in membership notably in the 50+/Older Adult category, and a 7% increase in client contacts.
- ✓ Community Centre 55 provided valuable support to the community including 350 children in daycare and weekly summer camps, over 60 summer jobs, 30 events and programs as well as food and toys for 1000 in-need families at Christmas.
- ✓ Eastview Neighbourhood Community Centre increased its satellite program locations by 40%, it now operates 7 satellite locations for children and youth programs. In addition, a new logo was created in consultation with key community stakeholders.
- ✓ Harbour Front Community Centre generated \$ 1.257 million of program funding from fundraising/donations, productive enterprises, grants, volunteer and corporate sponsorships and 9 new grant partners. In addition, memberships increased by 2.98% and rental levels surpassed the target by 39.9%.
- ✓ Ralph Thornton Centre reinstated a range of programming that had been curtailed or suspended namely the After School program, Summer Adventure Camp, "Community Matters" public meeting series.
- ✓ Scadding Court Community Centre implemented various social enterprises. In addition, the Centre has continued supporting new programs such as the Development of the Aquaponic Program Initiative and the Community Garden at the Minto Site.
- ✓ Swansea Town Hall partnered with the Swansea Memorial Public Library (SMP) to deliver six programs over summer to local children and their caregivers.

Appendix 2

2016 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013 Actual	2014 Actual	2015 Budget	2015 Projected Actual *	2016 Budget	2016 Change from 2015 Approved Budget		Plan	
	\$	\$	\$	\$	\$	\$	%	2017 \$	2018 \$
Salaries And Benefits	6,349.8	6,527.7	6,620.8	6,636.7	6,787.0	166.2	2.5%	6,892.1	7,012.9
Materials & Supplies	445.2	457.7	449.8	450.9	464.9	15.1	3.4%	471.5	479.2
Equipment	3.4	3.5	3.3	3.3	3.4	0.1	2.1%	3.4	3.4
Service And Rent	598.3	615.1	789.8	791.7	628.4	(161.4)	(20.4%)	629.3	632.8
Contribution To Reserves/Reserve Funds	24.5	25.2	29.2	29.3	29.2			29.2	29.2
Other Expenditures	6.7	6.9	7.0	7.0	7.0			7.0	7.0
Total Gross Expenditures	7,427.9	7,636.1	7,900.1	7,918.9	7,920.0	20.0	0.3%	8,032.5	8,164.5
User Fees & Donations	387.8	388.8	252.7	252.7	271.9	19.2	7.6%	277.9	279.4
Contribution From Reserves/Reserve Funds			169.0	169.0		(169.0)	(100.0%)		
Sundry and Other Revenues	1.9	1.9	1.5	1.5	1.5			1.5	1.5
Total Revenues	389.7	390.7	423.2	423.2	273.4	(149.8)	(35.4%)	279.4	280.9
Total Net Expenditures	7,038.2	7,245.4	7,476.8	7,495.7	7,646.6	169.8	2.3%	7,753.1	7,883.6
Approved Positions	77.4	77.4	77.9	77.9	77.8	(0.1)	(0.1%)		

* Based on the 9-month Operating Variance Report

For additional information regarding the 2015 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, 2015" approved by City Council at its meeting on December 9, 2015.

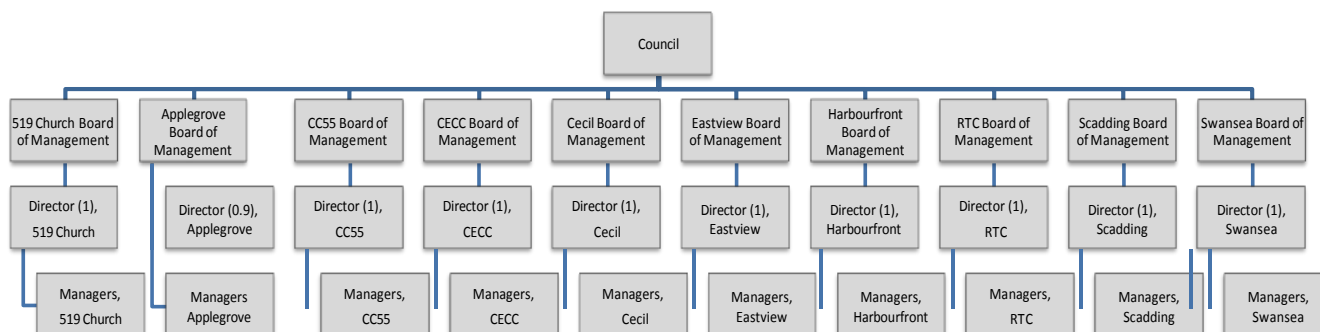
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.BU13.6>

Impact of 2015 Operating Variance on the 2016 Budget

There is no impact of the 2015 Operating Variance on the 2016 Operating Budget as the majority of the over-expenditures are related to one-time costs.

Appendix 3

2016 Organization Chart



2016 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

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance			25,335.0	25,364.2	25,393.4
Insurance Reserve Fund	XR1010	25,335.0			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			29.2	29.2	29.2
Total Reserve / Reserve Fund Draws / Contributions		25,335.0	25,364.2	25,393.4	25,422.6
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,335.0	25,364.2	25,393.4	25,422.6

* Based on 9-month 2015 Reserve Fund Variance Report

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2015 Approved	Inflationary Adjusted Rate	2016	2017 Plan Rate	2018 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	\$28.50	4.8%	\$29.90	\$30.30	\$31.20
Rousseau Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$41.60	7.0%	\$44.50	\$46.50	\$0.00
Rousseau Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$45.50	1.0%	\$46.00	\$46.50	\$47.65
Rousseau Room - Event Rate	Swansea Town Hall	Market Base	Per Hour	\$460.00	2.1%	\$470.00	\$480.00	\$492.00
Council Chamber - Community No Charge	Swansea Town Hall	Market Base	No Charge					
Council Chamber - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$21.30	4.8%	\$22.35	\$22.70	\$23.40
Council Chamber - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$31.05	7.0%	\$33.25	\$34.70	\$0.00
Council Chamber - Individual	Swansea Town Hall	Market Base	Per Hour	\$34.00	1.0%	\$34.35	\$34.70	\$35.60
Council Chamber - Event Rate	Swansea Town Hall	Market Base	Per Hour	\$390.00	2.5%	\$400.00	\$410.00	\$420.00
Teiaagon Room - Community No Charge	Swansea Town Hall	Market Base	No Charge					
Teiaagon Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$16.45	3.0%	\$17.00	\$17.60	\$18.15
Teiaagon Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$23.60	7.0%	\$25.25	\$25.75	\$0.00
Teiaagon Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$25.25	1.0%	\$25.50	\$25.75	\$26.40
Founders Room - Community No Charge	Swansea Town Hall	Market Base	No Charge					
Founders Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$16.45	3.0%	\$17.00	\$17.60	\$18.15
Founders Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$23.60	7.0%	\$25.25	\$25.75	\$0.00
Founders Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$25.25	1.0%	\$25.50	\$25.75	\$26.40
Village Room - Community No Charge	Swansea Town Hall	No Charge	No Charge					
Village Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$16.45	3.0%	\$17.00	\$17.60	\$18.15
Village Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$23.60	7.0%	\$25.25	\$25.75	\$0.00
Village Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$25.25	1.0%	\$25.50	\$25.75	\$26.40
Gemmell Room - Community No Charge	Swansea Town Hall	No Charge	No Charge					
Gemmell Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$14.10	3.0%	\$14.50	\$15.00	\$15.45
Gemmell Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$20.25	7.0%	\$21.70	\$22.15	\$0.00
Gemmell Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$21.70	1.0%	\$21.90	\$22.15	\$22.70
Harvey Room - Community No Charge	Swansea Town Hall	No Charge	No Charge					
Harvey Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$14.10	3.0%	\$14.50	\$15.00	\$15.45
Harvey Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$20.25	7.0%	\$21.70	\$22.15	\$0.00
Harvey Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$21.70	1.0%	\$21.90	\$22.15	\$22.70
Hague Room - Community No Charge	Swansea Town Hall	Market Base	No Charge					
Hague Room - Community Rate	Swansea Town Hall	Market Base	Per Hour	\$10.85	3.0%	\$11.25	\$11.60	\$11.95
Hague Room - Course, Program, Non- Profit Rate	Swansea Town Hall	Market Base	Per Hour	\$16.60	7.0%	\$17.00	\$17.40	\$0.00
Hague Room - Individual	Swansea Town Hall	Market Base	Per Hour	\$17.00	1.0%	\$17.20	\$17.40	\$17.85
After Hours Full Recoverable	Swansea Town Hall	Market Base	Per Hour	\$30.90	3.0%	\$31.90	\$32.70	\$33.50
After Hours Split Recoverable	Swansea Town Hall	Market Base	Per Hour	\$15.45	3.0%	\$15.95	\$16.35	\$16.75
Storage Locker	Swansea Town Hall	Market Base	Per Hour	\$18.25	2.0%	\$24.50	\$24.99	\$25.61
Mail Box	Swansea Town Hall	Market Base	Per Hour	\$8.80	5.0%	\$9.25	\$9.48	\$9.72
Lobby	Swansea Town Hall	Market Base	Per Hour	\$15.15	3.0%	\$15.75	\$16.15	\$16.55
Kitchen	Swansea Town Hall	Market Base	Per Hour	\$36.90	3.0%	\$38.00	\$39.00	\$40.00
LCD Projector	Swansea Town Hall	Market Base	Per Hour	\$60.70	2.0%	\$61.00	\$61.00	\$61.00