

Clause embodied in Report No. 3 of the Policy and Finance Committee, as adopted by the Council of the City of Toronto at its meeting held on April 14, 15 and 16, 2003.

11

**Governance Review of the Association of
Community Centres (AOCCS)**

(City Council on April 14, 15 and 16, 2003, adopted this Clause, without amendment.)

The Policy and Finance Committee recommends the adoption of the recommendation of the ABC Ad Hoc Committee embodied in the following communication (March 6, 2003) from the City Clerk:

Recommendation:

The ABC Ad Hoc Committee on March 4, 2003, recommended to the Policy and Finance Committee, and Council, the adoption of the attached report (February 24, 2003) from the Chief Administrative Officer, respecting the Governance Review of the Association of Community Centres (AOCCs), subject to amending:

- (i) Recommendation No. (4), by deleting the words “and report back to the ABC Ad Hoc Committee to ensure that the form and content are consistent with the framework under development for all City agencies”; and
- (ii) Recommendation No. (5), by deleting the word “for” and inserting in lieu thereof the word “with”,

so that such recommendations now read as follows:

- “(4) the Commissioner of Community and Neighbourhood Services consult with the AOCC boards on the functional alignment of AOCCs with Community and Neighbourhood Services Department, including the development of operating principles and guidelines;
- (5) the City continue to provide core administration funding to AOCCs where the board is expected to operate within approved budgets, however, as with other City agencies, administrative surpluses are returned to the City and administrative deficits are funded, upon Council approval.”

Background:

The ABC Ad Hoc Committee on March 4, 2003, had before it a report (February 24, 2003) from the Chief Administrative Officer respecting the “Governance Review of the Association of Community Centres (AOCCs), and submitting recommendations, in regard thereto.

The Committee also had before it the following communications in connection with the foregoing matter:

- (November 27, 2003) from the City Clerk, advising that the Audit Committee on November 22, 2002, requested the ABC AD Hoc Committee to ensure that the issues identified in the individual management letters relating to Boards of Management for Community Centres are addressed as part of the review of the community centres and report back to the Audit Committee by February 28, 2003;
- (February 19, 2003) from Ms. Leona Rodall, Executive Director, Harbourfront Community Centre; and
- February 28, 2003) from Ms. Joan Anderson, Chair, Strategic Planning Committee.

The following persons appeared before the ABC Ad Hoc Committee in connection with the foregoing matter:

- Marilyn Roy, Chairperson, Harbourfront Community Centre
- Susan Fletcher, Applegrove Community Complex.

(Report dated February 24, 2003, addressed to the
ABC Ad Hoc Committee from the
Chief Administrative Officer)

Purpose:

The purpose of this report is to review the existing governance structure of the ten, board-run community centres that make up the Association of Community Centres (referred to collectively in this report as "AOCCs") and to make recommendations to strengthen the relationship between AOCCs and the City. This report will:

- (i) describe the existing AOCC model;
- (ii) distinguish between community centres and recreation centres;
- (iii) describe the provision of services through AOCCs;
- (iv) comment on a number of governance options considered;
- (v) recommend a new reporting relationship to the City;
- (vi) outline the current legislative framework for AOCCs and changes as a result of the new *Municipal Act, 2001*; and

- (vii) recommend amendments to the Municipal Code to reflect the proposed changes to the AOCC reporting relationship and to update information.

Financial Implications and Impact Statement:

Council approved \$4.707 million net in the 2002 City Budget for core administration funding to the 10 AOCCs. The AOCCs also receive non-financial support from various City departments and grant programs. Only a portion of these costs is charged back to some of the centres. At this time, an accurate estimate of the cost of providing corporate support could not be determined during this review because they are integrated with other costs in the City accounts. However, there will be further follow up to disentangle the costs associated with AOCCs.

This report recommends the continuation of core administration funding and corporate support and, further, recommends that the AOCCs continue to be eligible for additional City funding for program activities through grant programs and other mechanisms. There are no new financial implications arising from the adoption of this report. It is recommended that the costs of providing current levels of corporate support to AOCCs be determined and a review of the appropriate range and level of corporate support be undertaken including the financial implications of any proposed changes. Any further expansion of the AOCC model could result in additional costs to the City and therefore any expansion will need to be considered carefully when and if any such proposal is received.

The Chief Financial Officer and Treasurer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) the existing governance structure for AOCC boards/committees of management (referred to further in these recommendations as AOCC boards) continue, subject to compliance with the *Municipal Act, 2001* as provided for in Recommendation No. 10. The impacted centres are:
- (a) 519 Church St. Community Centre;
 - (b) Applegrove Community Complex;
 - (c) Cecil St. Community Centre;
 - (d) Central Eglinton Community Centre;
 - (e) Community Centre 55;
 - (f) Eastview Neighbourhood Community Centre;
 - (g) Harbourfront Community Centre;
 - (h) Ralph Thornton Community Centre;
 - (i) Scadding Court Community Centre; and
 - (j) Swansea Town Hall;

- (2) as part of the City's strategy for aligning program operating boards to the relevant City departments, the AOCCs be functionally aligned with the Community and Neighbourhood Services Department;
- (3) the specific role of Community and Neighbourhood Services Department as City 'liaison' be developed jointly between the AOCC boards and staff from Community and Neighbourhood Services, as part of the functional alignment exercise;
- (4) the Commissioner of Community and Neighbourhood Services consult with the AOCC boards on the functional alignment of AOCCs with Community and Neighbourhood Services Department, including the development of operating principles and guidelines, and report back to the ABC Ad Hoc Committee to ensure that the form and content are consistent with the framework under development for all City agencies;
- (5) the City continue to provide core administration funding to AOCCs where the board is expected to operate within approved budgets, however, as for other City agencies, administrative surpluses are returned to the City and administrative deficits are funded, upon Council approval;
- (6) funding for program activities continue to be the sole responsibility of the AOCCs, but AOCCs continue to be eligible to apply for City funding for program activities through grant programs or other mechanisms such as family resource centre funding, summer day program funding;
- (7) the City continue to provide the current level of corporate support to AOCCs (as outlined in Appendices 2 and 3 of this report). As part of the functional alignment exercise, the Commissioner of Community and Neighbourhood Services report in consultation with the Commissioner of Corporate Services, Chief Financial Officer, Auditor General and the AOCCs on:
 - (a) the cost of providing the current level of corporate support to AOCCs; and
 - (b) the appropriate range and level of corporate support to AOCCs and the resource implications of any proposed changes;
- (8) AOCC boards begin the process of separating the financial records of the City board from the financial records of the independent not-for-profit corporation, where they exist, in accordance with legislative requirements and the City Auditor's recommendation and that Accounting Services provide standardized accounting guidelines to assist this process to ensure a consistent approach to the separation of the records, with Human Resources and Legal support provided as necessary;
- (9) given that the City has authority and responsibility over human resource issues relative to AOCC staff, since the City has been deemed the employer in accordance with *the Ontario Labour Relations Act* and *the Pay Equity Act*, the City reconcile existing AOCC human resource policies with those applicable to City staff (as outlined in Appendices 2 and 3);

- (10) given that the legislative basis for AOCCs is changing, the AOCC boards be re-established under subsection 195(2) of the *Municipal Act, 2001* as municipal service boards under the culture, parks, recreation and heritage sphere of jurisdiction before the end of the transition period on January 1, 2006, and that the Commissioner of Community and Neighbourhood Services, the City Solicitor, and the Chief Administrative Officer collaborate in implementing this change;
- (11) the nomination process and board composition guidelines for each AOCC board, as outlined in Articles II and III of Chapter 25 of the former City of Toronto Municipal Code, continue and be incorporated in the new City Municipal Code chapter for community centre municipal services boards, with the exceptions noted in Recommendations No. 12 and No. 13 and the changes required to reflect the transition to municipal service boards be made;
- (12) as requested by the Ralph Thornton Board, the size of the board of Ralph Thornton Community Centre remain at thirteen (13) but the composition be amended to remove the requirement that the Woodgreen Community Centre, the Jimmie Simpson Recreation Centre, the Toronto Public Library Board and the South Riverdale Community Health Centre each nominate one person for appointment to the Ralph Thornton Board and the new chapter of the Municipal Code reflect this change;
- (13) the new Municipal Code chapter implement the following changes from the existing provisions of Chapter 25 of the former City of Toronto Municipal Code:
 - (a) revisions to the references to Commissioners to refer to the Commissioner of Community and Neighbourhood Services or Commissioner of Corporate Services, as applicable;
 - (b) revision of § 25-11E to require the removal of material that contravenes the City's Hate Activity and Human Rights and Harassment policies and employee participation in election campaigns; and
 - (c) revision of § 25-32, Applegrove Community Complex, to update the description of the premises and lease to reflect the current operations;
- (14) the City Solicitor submit the draft by-laws necessary to implement these recommendations to the ABC Ad Hoc Committee and a copy of the working draft of the new municipal code chapter be provided to the AOCC boards for comment;
- (15) this report be forwarded to Policy and Finance Committee for consideration; and
- (16) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

In October 2001, Council approved a motion by Councillors David Soknacki and David Miller requesting that all policies and reporting structures with respect to ABCs be updated. This is necessary to reflect any changes resulting from amalgamation, to accommodate changes in legislation and other organizational structures, and to update the Municipal Code and any other documentation. The CAO was asked to report back on a structure, consultation process and timetable to guide the process.

At its meeting on February 13, 14 and 15, 2002, Council adopted a report from the Chief Administrative Officer, recommending an ABC Governance Issues Work Program. An ABC Ad Hoc Committee of Councillors was established to guide the work program. Council determined that the ten board-run community centres that make up the Association of Community Centres (referred to in this report collectively as "AOCCs") should be included in the review of individual structural issues by the ABC Ad Hoc Committee.

Review Process:

CAO staff met with each AOCC Executive Director and board Chair at their facilities in March-April 2002. Between April and October, staff continued discussing issues of concern with the Executive Directors. Staff have researched and analyzed the present governance structure of AOCCs and their reporting relationship to the City. Consultation sessions on a series of proposed recommendations were then held with the AOCC boards in October 2002.

Upon completion of the consultations, the AOCC boards submitted formal responses to the proposed recommendations and requested an opportunity to comment on the revised recommendations. In order to accommodate this request, it was agreed that the AOCC governance report be deferred to the February meeting of the ABC Ad Hoc Committee.

On November 18, 2002, Councillor Rae hosted a joint meeting of the AOCC Executive Directors and City staff to further discuss the proposed recommendations. A timeframe was agreed upon for review of the report. Some additional issues were raised following the meeting with the Executive Directors. Together with staff, Councillor Rae facilitated the negotiation of the resolution of these issues.

The report was then circulated to the AOCC boards on January 13, 2003 for comment and a final round of consultation was undertaken jointly with all boards on January 27, 2003. As the review focused on governance and not service delivery, it was agreed that wider public consultations would not be necessary.

Community and Neighbourhood Services, Corporate Services, Finance and Audit Services were consulted throughout the governance review and were provided the opportunity to review and provide input into this report.

Comments:

1.0 Existing Model:

1.1 Community Centres Reviewed:

The 10 existing AOCCs were established between 1974 and 1992, they are:

- (i) 519 Church Street Community Centre (1975);
- (ii) Applegrove Community Complex (1983);
- (iii) Cecil St. Community Centre (1977);
- (iv) Central Eglinton Community Centre (1976);
- (v) Community Centre 55 (1974);
- (vi) Eastview Neighbourhood Community Centre (1992);
- (vii) Harbourfront Community Centre (1991);
- (viii) Ralph Thornton Community Centre (1980);
- (ix) Scadding Court Community Centre (1978); and
- (x) Swansea Town Hall (1992).

Although the term "AOCC" implies there is an association of these centres, there is no formally constituted body (body corporate or otherwise). Rather, there is a loose association of centres, manifest primarily by monthly meetings of the Executive Directors. Individual AOCC boards (some called committees under the *Community Recreation Centres Act*) manage operations of each centre independently.

1.2 Hybrid Model:

In July 1982, the Council of the former City of Toronto adopted the final recommendations of the Task Force on Neighbourhood Social and Recreational Services. The Task Force was established to recommend a policy regarding the City's commitment to social and recreational service provision. It recommended the continuation of a variety of delivery agents for social and recreational services, including the parks and recreation department, AOCCs, and independent not-for-profit organizations funded through grants from the City and others.

The AOCC board model is a hybrid between a City board and an independent not-for-profit community-based organization. The core administration activities are treated like a City board and the program component is treated like an independent not-for-profit community-based organization.

The 1982 Task Force report established funding guidelines including the funding of core administrative costs by the City, with each Centre following the same procedures as Departments in determining the annual budget for core administrative funding (Appendix 1). It outlined the need for staff to manage the day-to-day operations of the centre, assist the board, develop programs etc. It proposed that the City recover any surplus from core administration activities, and

the Centres retain surpluses generated by programs. It further proposed that the City cover deficits for core administration costs, but the centres continue to cover any deficits arising from programs and finally, that AOCCs be eligible to apply for City grants to fund program activities.

The report defined core administrative costs as all salary and benefit costs and facility operation and maintenance costs except those directly associated with a specific program. Core funding covered:

- (1) salary and benefits of centre personnel involved in:
 - (a) Administration;
 - (b) Program and Volunteer Coordination;
 - (c) Secretarial and Reception; and
 - (d) Building Maintenance;
- (2) materials and supplies related to centre administration and maintenance;
- (3) furniture and equipment of general use to the centre; and
- (4) purchased services such as utility costs, printing, photocopying, auditing and minor building repairs.

It is recommended that the City continue to provide core administration funding to AOCCs where the board is expected to operate within approved budgets, however as for other City agencies, upon Council approval, administrative surpluses are returned to the City and administrative deficits are funded.

It is also recommended that funding for program activities continue to be the sole responsibility of the AOCCs, but AOCCs continue to be eligible to apply for City funding for program activities through grant programs or other mechanisms. These other mechanisms include the family resource centre funding, waged subsidy funding and summer day program funding through Community and Neighbourhood Services.

As a supplement to the provisions of the individual Council by-laws under which each of the community centres was established, the 1982 Task Force developed guidelines to address:

- (a) the general roles and responsibilities of the boards of management of community centres;
- (b) the expectations of Council with respect to the operation of a community centre and the ways in which the boards of management are to be accountable to both Council and the communities they serve; and

- (c) the policies, conditions, criteria and procedures within which Council will provide financial contributions to the operation of the centres.

The Task Force outlined a set of constitutional requirements for the boards. To ensure residents had an opportunity to fully participate in the operation and decision-making process of the centre, each centre was to have a constitution that included:

- (a) specific provisions around the AOCC Association membership and right to vote;
- (b) geographic boundaries within the City limits designed to establish the neighbourhood or community upon which program development efforts are primarily focused; and
- (c) the geographic area within which eligibility to vote at the annual meeting would be determined.

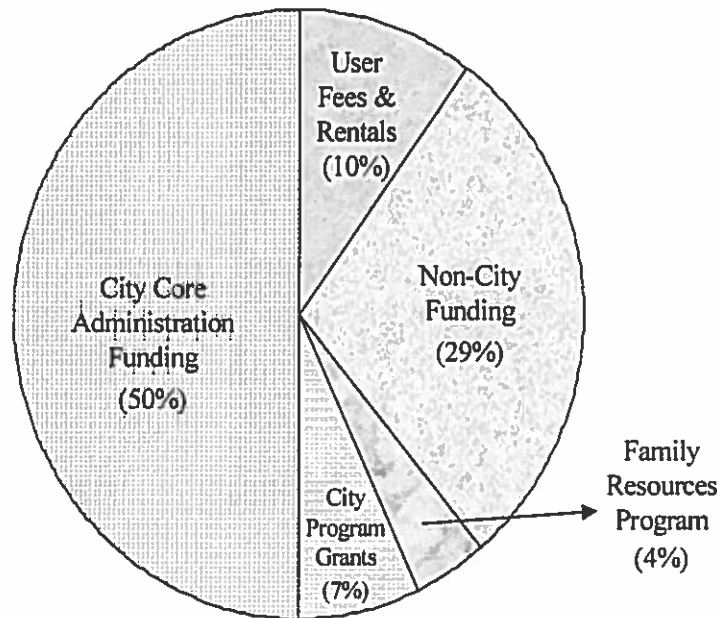
This report does not make recommendations regarding these guidelines or the constitutional requirements of the Centres.

The Task Force also established "Procedures for the Future Development of City Funded Recreation and Community Centres", a four-part process to identify needs and develop detailed proposals for Council's consideration in the development of any new city-run community centre or a new AOCC-style community centre (Appendix 5).

1.3 Funding:

In 2001, total City and non-City funding for the 10 AOCCs was \$8.575 million. The chart below shows the percentage breakdown of funding by source for all AOCCs combined. See Appendix 2 for specific dollar values and a breakdown by centre. The chart illustrates that approximately 50 percent of AOCC support comes directly from the City's core administration funding. When combined with the total City grants program funding and City subsidies in the Family Resources program, the level of City support for all AOCC activities is just over 60 percent of the total.

2001 AOCC Funding by Source



(Total 2001 Funding: 8,575.2 million)

Funding for major capital projects, maintenance and repair, where the City is involved as per Table 1 in Appendix 3, are not included in the above. These amounts are contained in City departmental budgets in Facilities and Real Estate. The specific amounts for AOCCs could not be determined during this review as the accounting records do not associate costs with specific buildings. Administrative support services provided by City departments such as human resources services are also not included since AOCCs are not charged back for these services. Some AOCCs provide space for City services at no charge. An estimate of these foregone revenues was not available during this review and therefore is not reflected in the AOCC revenues.

It is recommended that the City continue to provide the current level of corporate support to AOCCs (as outlined in Appendix 3 of this report) in the short term. However, the cost of providing the current level of corporate support to the AOCCs and a determination of the adequate range and level of corporate support to the centres, and the resource implications of any proposed changes, should be reported back as part of the functional alignment exercise.

2.0 Distinction between Community and Recreation Centres:

Community centres run by AOCCs and City-run recreation centres are often viewed as being the same, but there are major distinctions. Like recreation centres, AOCCs play a valuable role in the provision of services to City residents. However, they usually combine both community and recreation services and offer these services in a style based on local initiatives and volunteerism. AOCCs manage City assets that typically consist of a building and land, and receive assistance from facilities management. They are managed by program operating boards appointed by Council. City-run recreation centres provide City-mandated recreation services and are directly managed by City staff with advisory committees that provide input, but are not empowered to make decisions.

To fully understand the distinction, it is important to look at what is meant by community and recreation services. The 1982 Community Task Force on Neighbourhood, Social and Community Services attempted to distinguish the role of the former City of Toronto in the provision of social, recreational and community services. This distinction is still relevant today.

The Task Force defined recreation to include “all those activities in which an individual chooses to participate in his/her leisure time and is not confined solely to sports and physical recreation programs but includes artistic, creative, social, intellectual, educational and neighbourhood betterment activities”.

The Task Force recognized that community services consisted of a broad range of programs to help individuals and families. The support ranged from access to basic resources and institutions in society, bringing people together for mutual support, providing opportunities for voluntary participation, and promoting the social foundations of neighbourhoods which are essential to the City’s quality of life. Prior to amalgamation, the jurisdictional responsibility for community services rested primarily with Metro Toronto and the Province of Ontario. For this reason, none of the former local municipalities had a department responsible for Community Services.

Based upon these definitions, the Task Force felt it was the City’s duty to support and promote the development of a universally accessible system of recreation and community services. It did this by defining the City’s role in both. It outlined a primary role for the City in recreation services because it was a direct provider of these services, and given the jurisdictional split for community services, it recommended that the City play a secondary role in the delivery of these services by delivering services through volunteerism and community-based boards.

As a result of amalgamation, the City has a primary role in the delivery of both recreational and community services. Community services are provided within the context of the City’s Social Development Strategy. Community and Neighbourhood Services achieves the implementation of the Strategy through their own department as well as through other agencies, boards, commissions and departments, as well as through direct funding and provision of space to external agencies. The various types of partnerships entered into by the Community and Neighbourhood Services Department

ensure that, where possible, services to the community are being provided by the community (those agencies which are closest to the community they serve).

3.0 Provision of Services Through AOCCS:

AOCCs are multi-purpose facilities providing a broad range of community, recreational and social service programs to residents. Swansea Town Hall Community Centre is different than the other centres in that it does not currently provide direct programming but offers the Swansea Town Hall to community groups and not-for-profit organizations which in turn offer a wide range of programming choices to the community. Swansea's core budget also supports three long-term 'tenants' occupying 43 percent of the space at the Town Hall (Toronto Public Library, Toronto Public Health and Swansea Seniors Association) who do not pay rent or other money to the Town Hall in support of their operations (e.g., hydro, cleaning, heat, etc.).

AOCCs provide community development initiatives which build capacity in the community by providing tools for people to help themselves. Services are far reaching and target all sectors of the community. AOCCs also provide a vehicle for the City to connect to the community especially to youth, recent immigrants, seniors, people living with disabilities, people with low incomes and the homeless. Some examples of the programming offered by the Centres include: settlement services to newcomers to Canada, drop-in centres for people with disabilities, cross cultural health services, pre-school programs, before and after-school programs, graffiti removal programs, community festivals, anti-violence programs, anti-poverty and homeless programs, meal-trans programs, food programs for children, social recreational programs for youth such as life skills, leadership training and pre-employment workshops, Lesbian, Gay, Bi Youth Line, escort shopping for seniors, at-home alone workshops, toy lending libraries, yoga and dance classes, badminton, soccer and karate, Sparks and Brownies, mural design projects, and computer and internet courses.

The AOCC model serves the City and the community well because the community receives a broad range of needed services at relatively little cost to the City. The cost-effectiveness of this model is due to the AOCCs high level of success at leveraging both City and Non-City investments, by engaging the volunteer sector and securing program funding through City and non-City grant programs. In addition to the total funding received from the City in 2001, the AOCCs were able to raise an additional 39 percent in funding through other means. In 2002, the centres served over 211,000 individuals and utilized over 5,300 volunteers in the delivery of programs.

Staff of some of the centres see the potential for the City to make better use of the AOCCs for community outreach, consultation and program delivery, and by making the AOCCs a distribution point for information on City services. This is an opportunity that should be further explored.

4.0 AOCCs and the Mayor's ABC Reduction Task Force:

Currently the AOCC model does not exist outside the former City of Toronto boundaries. Throughout other parts of the City, community centres or agencies are independent of the City and while many receive program funding from various sources including the City, they do not also receive core administration support from the City. There is no clear distinction between the programs delivered by AOCCs and those delivered by many non-City centres/agencies. This raises the question of whether the City should continue to treat similar centres/agencies differently, based on history and geography.

In 2001, the Mayor's ABC Reduction Task Force addressed these issues. It was the opinion of the Task Force that community centres across the City should be treated in a similar manner and that the independent community-based model was the most prevalent and appropriate model. This model would retain the benefits of community-driven services while continuing to fund activities through City grants. The Task Force report recommended that:

- (a) a determination be made as to which centres be transitioned to independent not-for-profit corporations;
- (b) the City maintain grants and in-kind support for AOCCs for two years. Once alternative cost and revenue strategies were developed, grant requests would be assessed with other similar not-for-profit centres; and
- (c) the CAO and Corporate Services negotiate leases with the not-for-profit corporations ensuring the City would continue to be responsible for major capital maintenance, the corporations would pay minimal rent for City-owned properties and the corporations would provide internal maintenance.

The ABC Reduction Task Force was struck to develop options as to how the City could normalize its relationship with many of its ABCs to reduce costs. Since no consultation had been conducted during this exercise, it was intended that the recommendations be referred to staff for further analysis and consultation.

The Policy and Finance Committee reviewed the report at its meeting on April 5, 2001. They referred the report to the CAO to develop a workplan to address the recommendations. The ABC Ad Hoc Committee was later established to oversee that workplan. The Policy and Finance Committee recommended that the Chief Administrative Officer "include the Commissioner of Community and Neighbourhood Services in any discussions or consultation strategy respecting the AOCC's" and "consider extending the AOCC model beyond the existing 10 centres."

Both the external model (e.g. independent not-for-profit corporations), which the City may support through program grants, and the AOCC model, work well. The external model maintains delivery and control in the hands of the community where there is little obligation to the City other than meeting the grants eligibility criteria. The agencies

within this model are responsive to community needs but have little ongoing stability without core administrative funding to rely on.

The AOCC model provides a high rate of return to the City and the community, particularly considering the City's limited investment. The AOCCs must manage what can be a difficult dual accountability relationship to the City and to the community. The centres provide services to the community, by the community, but can only do so with the ongoing funding assistance of the City. There is an acknowledgement that with the status of City board comes an obligation to adhere to City processes and policies as directed, including prescribed reporting on performance and human resource policies and practices. The status of City board requires compliance with legislation pertaining to municipalities as well as openness and transparency from both the agencies and the City. The accountability to the community means that they must maintain what is important to the residents, otherwise the centres become less responsive to the community's needs. It is a fine balance.

There may be existing organizations and community groups that wish to become AOCCs or the City may wish to establish a new AOCC. However, the new alignment between the existing AOCCs and the City should be given an opportunity to evolve before the establishment of any new AOCC is considered. If and when a request is received by the City, a process would be required to determine if the City's minimum criteria to become an AOCC are met. This is an appropriate role for the Commissioner of Community and Neighbourhood Services who could use the "Procedure for Future Development of City Funded Recreation and Community Centres" developed by the 1982 Task Force on Neighbourhood Social and Recreational Services (Appendix 5) as a starting point.

5.0 Governance Options:

5.1 Status Quo:

The governance review has revealed a model of service delivery with very strong community support. This support is evidenced by the high turnout of deputants in recent years when AOCC issues are discussed at committee, the number of individuals receiving services annually and the large number of volunteers engaged. The AOCCs popularity is in large measure due to the high level of responsiveness of the centres to meet diverse and evolving community needs. In addition, the ability of the AOCCs to leverage the City's investment and attract significant volunteer participation, grants and donations speaks to the credibility and relevance of the AOCCs and their boards, as viewed by the community. From the City's perspective, this non-City investment means that the centres have significantly increased the resources available to deliver community programs without further tapping the City's tax base.

The board of management structure has served the centres and the community well. Board members are very dedicated individuals who volunteer their time to ensure a higher quality of life in their communities. The board meetings are required to be open and accessible to the public, which ensures that citizens are

kept abreast of upcoming issues, proposed activities and policy changes being considered by the board.

Since amalgamation, the relationship between agencies and the City has not always been clear and some corporate memory has been lost through staff changes. Many agencies could benefit from a defined window through which the agency primarily deals with the City. This would not preclude communications with departments that provide services to the agency, but rather, provide a liaison point through which the City communicates its requirements and the agency provides information to the City.

Presently the AOCCs utilize various means to get assistance from City departments but there is no over-arching coordinating department that can assist them in working through what has become for many an overwhelming administrative structure. In speaking to the AOCC boards and staff as well as City staff, there is general agreement that the linkage between the AOCCs and the City could be strengthened at the administrative level. This improved linkage would work to everyone's advantage. The centres would receive better support services and be more informed of City strategies and policies, and the City would be better informed about the operation of the centres and in tune with specific AOCC issues as they arise.

The primary reasons AOCCs have for reporting to Council is to seek Council approval for the recommended board appointments and for capital and operating budget approval. Currently the community's nominations for appointment to the board are forwarded to the Community Council for recommendation to Council. Budget requests appear as a line item in the ABC budget and any requests for capital funding or repairs are undertaken between the AOCCs, Facilities & Real Estate and Budget Services. These requests appear as part of the Facilities & Real Estate capital budget submission.

5.2 Other Governance Options Reviewed:

Four Governance options were considered during the review. These options included:

- (1) AOCCs incorporated into a City Department;
- (2) superboard to replace AOCC operating Boards;
- (3) AOCC transition to independent non-profit corporations; and
- (4) AOCC operating boards continue with closer link to City.

The advantages of each option were examined (the details of which can be found in Appendix (4) and the analysis determined that Option No. 4 AOCC Operating Boards Continue with Closer Link to the City was the most appropriate model to

pursue. The question of maintaining the status quo was determined not to be an option given Council's previous direction to link all program operating boards to City programs.

In the recommended option, the AOCC operating boards will continue with existing City funding arrangements. A closer link will be developed with the City to ensure that AOCC priorities and procedures are closely aligned with those of the City using the City's Social Development Strategy as a framework for this relationship with the Department of Community and Neighbourhood Services.

The advantages of this approach are:

- (a) AOCCs' retain the capacity to leverage City funding for the benefit of the community by attracting grants and donations. In 2001, as a group, the AOCCs raised \$2.5 million from other levels of government, the United Way and private donations excluding;
- (b) the City retains operating board governance of the AOCCs which is highly responsive to community needs and which delivers social and health services, often to people at risk;
- (c) the involvement of local volunteers continues;
- (d) there would be no impact on service levels and cost;
- (e) City Human Resource policies and practices would be consistently applied to staff working at AOCCs in accordance with their status as City employees;
- (f) Community and Neighbourhood Services will be a knowledgeable resource to Committees and Council as well as other City staff as changes occur and issues arise;
- (g) by creating a closer policy link with the City with respect to priorities and procedures, this option ensures that the AOCCs' activities are consistent with the City's objectives; and
- (h) this option has the highest level of community support of these four options.

The current model is a very good example of programming for the community by the community. Although Options 1 (incorporate AOCCs into a City Department) and 2 (replace existing Boards with Superboard) would be easier for the City to administer, they would not provide the close relationship to the community needed to effectively deliver these services.

The current model is a hybrid; programming is provided by the community and facility support and staffing is provided by the City. Option 1 would move full responsibility to the City and Option 3 (AOCCs transition to independent non-profit corporations) would move full responsibility to the community. Neither is preferable to the existing model which balances these two.

The AOCC boards developed a set of five principles upon which they understand the relationship between the City of Toronto and the AOCCs to be based. These principles are:

- (a) AOCCs help the City to fulfil its Social Development Strategy;
- (b) AOCC boards are accountable both to City Council and to the community the centre serves;
- (c) the communities, through their membership in the centres and their election of board nominees, control programming at the centres;
- (d) AOCC staff members are accountable and responsible to their boards; and
- (e) AOCCs raise funds from and have relationships with other levels of government, City grants programs, and private funding sources. Within the requirements of these funders, the boards of AOCCs control their own finances.

In developing this report, CAO and Community and Neighbourhood Services staff agreed that these principles are fundamental to the success of the AOCC model.

6.0 New Linkages with the City:

In April 1999, Council approved a report from the Chief Administrative Officer which established a classification system for special purpose bodies and a framework for board appointment processes. In this report, AOCCs were classified as program operating boards of the City. Program operating boards were defined as an alternative service delivery model where their program forms part of a broader City departmental program, but where the AOCC program is managed by a Council-appointed Board to oversee a part of the departmental program.

The objective of a governance review is to re-think the best model for delivering a service. One of the purposes of the AOCC review is to define the relationship of these specific program operating boards to City programs, strategies, policies and budgets and to ensure that the new relationship between AOCCs and the City is defined appropriately so that the link to the City department makes sense. This review follows several requests from Council to define the relationship of all program operating boards to City programs and to have the reporting structures and policies of agencies, boards and commissions updated as a result of amalgamation. This type of alignment has been completed for

TEDCO, Yonge-Dundas Square, and the BIAs. All have been aligned with the Economic Development Culture and Tourism Department (EDCT).

The key objectives in establishing a stronger link between AOCCs and the City are a clearer definition of relative roles, improved accountability, and more effective and regular communication with the City. The link also provides an administrative connection for the City regarding the City budget process and financial, program and policy issues.

The AOCC program spans several department mandates by delivering social and recreational services to the community and, therefore, the centres do not precisely fit within any one departmental mandate. In considering the appropriateness of the linkages between AOCCs and the City, three possible linkages were identified: EDCT (Parks and Recreation), Corporate Services (Facilities and Real Estate), and Community and Neighbourhood Services (Social Development and Administration). After reviewing the mandates and programs delivered through the Centres, it was determined that AOCCs have the most commonality with the Community and Neighbourhood Services Department.

In December 2001, Council adopted a Social Development Strategy for the City. The Strategy sets out 11 strategic directions under the headings: strengthen communities, invest in a comprehensive social infrastructure and expand civic leadership and partnership. This relates directly to the AOCCs as the activities they provide are linked to many of the City's 11 strategic directions.

The Social Development Strategy developed for the City and lead by the Community and Neighbourhood Services Department outlines a policy whereby the City:

- (a) renews its commitment to a mixed system of human services in which both the City and community-based agencies share responsibility for delivering programs and services;
- (b) provides stable funding to support the functioning of a flexible and responsive community infrastructure;
- (c) helps build strategic partnerships, alliances, networks and institutions to provide effective services and advocacy;
- (d) uses creative and flexible outreach and communication techniques to reach all parts of the community;
- (e) ensures community access to publicly-owned facilities for meeting, recreational, cultural and educational purposes; and
- (f) encourages political responsiveness and accountability at the neighbourhood level.

The AOCCs currently help the City achieve all of the strategic directions listed above. The AOCCs' core administrative funding forms part of the City's strategy to provide stable funding to support the functioning of a flexible and responsive community infrastructure. Building strategic partnerships and using creative and flexible outreach and communication techniques to reach all parts of the community are core strengths of the AOCC programs and activities. Finally, the AOCCs are providing community access to City buildings and encouraging political responsiveness and accountability at the neighbourhood level.

Community and Neighbourhood Services is responsible for the Social Development Strategy and coordinates its implementation and achievements through other agencies, boards, commissions and departments. AOCCs fit well within this policy and the model is a good example of one of the ways this strategy can be implemented. In fact, in their 2003 budget submission, the AOCC boards acknowledged the link to the City's Social Development Strategy in their mission statement. The Statement reads: "Implement City's Social Development Strategy by 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 people's needs".

Because of this program alignment, AOCCs should be functionally and organizationally linked to the Social Development program. The benefits are:

- (a) AOCCs can be assured that their programs continue to form part of the City's overall strategic directions outlined in the Social Development Strategy;
- (b) City Council and its Committees can clearly see how the Strategy is being delivered when all components are viewed together;
- (c) the Department can observe its strategy in action and act as an additional advocate of the programs; and
- (d) the Department will be a knowledgeable resource to Committee and Council as well as to other City staff when questions arise or directions are given.

This linkage will be achieved through the Commissioner or his designate in the following ways:

- (a) the Commissioner or his designate will act as a liaison between AOCCs and the City with respect to the City's administrative processes, interpreting and communicating requirements to the AOCCs and providing support to the AOCCs when needed. AOCCs may still directly contact other City departments and Councillors in the normal course of business;
- (b) although the details will be developed between the AOCC boards and staff of Community and Neighbourhood Services, the link with the department will work much like the relationship the Toronto Public Library currently has with Community and Neighbourhood Services:

- (c) Council has delegated authority over program and staff supervision (excluding compensation) to the AOCC boards of management, therefore Community and Neighbourhood Services is not responsible/accountable for these functions, the AOCC boards are responsible for managing staff. Authority to approve changes to position evaluations or changes to salary ranges will remain with the City's Human Resources Division;
- (d) the boards of management may, from time to time, consult with Community and Neighbourhood Services on issues related to program and staff supervision. Conversely, Community and Neighbourhood Services may, from time to time, comment to the boards of management on such issues;
- (e) City departments such as Corporate Services and Finance will continue to provide the current levels of service directly to AOCCs. Community and Neighbourhood Services will facilitate the administrative relationship between the City and AOCCs including:
 - (i) Facilities and real estate issues;
 - (ii) Audit issues and requirements;
 - (iii) Compensation and benefits; and
 - (iv) Other administrative matters, as required; and
- (f) AOCCs will develop and submit annual budget requests to the Finance Department. Each board will present its budget to the Community Services Committee and to Budget Advisory Committee. Community and Neighbourhood Services will assist the boards of management on issues related to budget submissions.

This relationship in no way limits the autonomy or responsibility of the board, nor does it replace or delegate any Council authority, but rather it facilitates and simplifies the City/board relationship by providing a consistent and informed window to the City. The relationship will maintain the status of the board and will in no way impede the board's ability to depute on items as has been past practice. The boards may continue to use an appointed Council member as a Council liaison.

Finally, through the ABC Ad Hoc Committee, the City is developing a framework for operating principles and guidelines by which every agency, board and commission will understand its relationship to the City. It will outline the City's expectations of the agencies as well as the obligations and responsibilities of the City. It will, in effect, combine a number of documents relevant to a particular board for ease of reference and clarity. For example, the document will articulate the rationale for establishing the agency and will focus on the City's objectives for the board and operating principles. It will document information regarding board composition, the filling of vacancies, term of appointments, remuneration, conflict of interest, confidentiality, code of conduct, approvals required of the City, matters delegated to the board, requirements within the budget process and business planning process, and the submission of annual reports and financial statements.

Community and Neighbourhood Services together with the AOCC boards will develop specific operating principles that will be consistent with the larger framework for ABC operating principles. As this document forms part of the governance structure, the statement of operating principles should be brought back to the ABC Ad Hoc Committee for review prior to approval by Council.

7.0 Not-for-Profit Corporations:

In the case of several of the AOCCs, there is a parallel private, not-for-profit corporation with a charitable number that allows the corporation to fundraise as a charity. The funds raised are used to support the programs offered by the AOCCs. These corporations are not part of the City board but are often managed by the same citizens who serve on the Council-appointed committee/board of management. One of the benefits of these corporations is that they provide access to sources of funding available only to charitable organizations and the corporations can issue charitable tax receipts to donors. The City also issues charitable tax receipts for charitable donations given to the AOCC boards but, for many donors, making donations to an agency via the City of Toronto is not preferable as there is the perception of giving money directly to the municipality.

The existence of a parallel charitable corporation that provides funding to a City board has resulted in some problems. There is a Canada Customs and Revenue requirement to clearly delineate between the charitable corporation's records and the City board's records because the City has no direct control over, or obligation to, the corporation. The City Auditor raised these concerns in December 2000. The Auditor's letters to the AOCC boards stated that Canada Customs and Revenue required the separation of the financial records for the City board and the charitable corporation. The issue of clarifying the relationship between the not-for-profit corporation and the AOCC board is paramount to understanding the agency's responsibility to the City.

City Council on February 1, 2 and 3, 2000, adopted a report from the Audit Committee that, among other things:

- (a) directed the Chief Financial Officer and Treasurer to initiate a plan to provide the appropriate support for the accounting needs of all community centres, including the preparation of specific timetables, year-end working papers and reconciliation requirements;
- (b) directed that Finance staff prepare standardized written policies and procedures for all community centres, and where possible and appropriate, these policies and procedures should be consistent with those of the City; and
- (c) directed the AOCCs to immediately separate the accounting records of the centres from the records of registered charitable corporations or any corporation separately registered as a not-for-profit organization to secure external funding.

Finance staff have indicated that the preparation of standardized written policies and procedures will be completed in 2003. To date, not all of the AOCCs have undertaken the

process of separating their financial records from those of the non-profit corporation, but many are about to undertake this exercise. The question of the technical capacity for some of the centers' staff to undertake what is considered to be an arduous exercise was highlighted during discussions. This task is made even more difficult by the fact that program funding comes from both the City and the corporation and often funding for one program will come from various sources, including the City. In addition, the status of some program staff must be clarified as a result of this exercise.

It is recommended that AOCCs begin the process of separating the financial records of the City board from the financial records of the independent not-for-profit corporation, where they exist. This should be undertaken in accordance with legislative requirements and the City Auditor's recommendations. It is further recommended that the City's Accounting Services provide standardized accounting guidelines to assist with this process and ensure a consistent approach to the separation of the records with assistance from Human Resources and Legal Services as required. Finally, the board of directors of these not-for-profit corporations may wish to consider winding down these corporations thereby avoiding some of the labour relations and human resource issues.

8.0 Legislative Framework:

The current legislative framework for the AOCC's comprises:

- (a) the two pieces of provincial legislation under which AOCCs were established:
 - (1) the *Municipal Act*
 - or
 - (2) the *Community Recreation Centres Act* (or a predecessor of that Act);
- (b) the transition provisions in the *Municipal Act, 2001*, that continue the AOCC Boards until they are re-established as municipal service boards under that Act or otherwise terminated; and
- (c) the operational provisions of the by-laws establishing the AOCCs consolidated in Chapter 25 of the former City of Toronto Municipal Code.

8.1 Centres Established under the *Community Recreation Centres Act*:

Applegrove Community Complex, Eastview Neighbourhood Community Centre and Scadding Court Community Centre were established under the *Community Recreation Centres Act* (or predecessor of that Act).

The Act permitted municipalities to establish, maintain, and operate facilities intended for "community recreation activity". While a municipality was entitled to operate the facility directly, the Act gives municipalities the power to establish committees for their management and control.

The Act required a committee of no fewer than three, and where a committee numbers more than five persons, two of the members must be Councillors. (Under Section 1 of the *City of Toronto Act, 1991* (No. 4) S.O. 1992 c. Pr24, committees of management with five or more persons were permitted to have only one member of Council instead of two.) Subsection 5(3) of the Act requires Council to appoint the members of the committee annually.

The Act required citizen appointees to be persons qualified to be elected to Council. However, the former City of Toronto, under section 2 of the *City of Toronto Act, 1983* (No. 2) S.O. 1983, c. Pr30, was permitted to appoint any person who is a resident of the City of Toronto and has attained the age of 18 years, despite the fact that the person is not qualified to be elected as a member of Council as required by the *Community Recreation Centres Act*. This special legislation continues to apply to the AOCC boards.

The Act conferred certain powers on the committee of management, including the right to make rules it considers necessary to the management and control of the facility and the right to "fix charges" for the use of the facilities as it considers advisable. It also provided the power to let the right to sell refreshments for a period of up to ten years at a time.

The Act established that all assets realized and liabilities incurred shall be vested in the municipality. It required the committee of management to submit annual estimates to Council for approval, and prohibited expenditures that have not been approved in the annual estimates. The City is not liable for any expenditure that has not been approved as part of the estimates.

8.2 Centres Established under *the Municipal Act*:

The remaining seven AOCCs were established under the previous *Municipal Act*. The Act provided for Council to appoint a board of management composed of persons qualified to be elected to Council to act on Council's behalf for a wide range of public facilities including community recreation centres.

Members of the board of management held office at the pleasure of Council, and unless removed sooner, held office until the expiration of the term of the Council that appointed them (in contrast to the requirement to appoint members annually under the *Community Recreation Centres Act*). Boards of management established under this section were given the power to let, for a period not to exceed ten years, the right to sell refreshments under terms set by the board.

The new *Municipal Act, 2001* came into effect on January 1, 2003 and excludes the legislative basis for maintaining AOCCs established under the previous *Municipal Act*. The Province has also eliminated the *Community Recreation Centres Act* option as the new *Municipal Act, 2001* removes the need for it through the provision of the municipal service board option. Under the *Municipal Statute Law Amendment Act, 2002* (Bill 177), most of the provisions of the

Community Recreation Centres Act have been deleted and only provisions for the establishment of boards in unorganized territories remain. There is a transition period during which alternative structures can be established.

Given this development, all AOCC committees/boards of management must be re-established as municipal service boards before January 1, 2006. There is no specific provision for community centres or community services in the new Act and City staff have been informed by the Ministry of Municipal Affairs that no amendment will be forthcoming.

It is therefore recommended that the AOCC boards be re-established under subsection 195(2) of the *Municipal Act, 2001* as municipal service boards under the culture, parks, recreation and heritage sphere of jurisdiction before the end of the transition period on January 1, 2006. It is further recommended that the Commissioner of Community and Neighbourhood Services, the City Solicitor, and the Chief Administrative Officer to work together to implement this change.

8.3 Chapter 25, former Toronto Municipal Code:

Chapter 25 of the former City of Toronto Municipal Code, which still applies until repealed by Council, provides that there shall be a board to “manage and control” each of the premises defined as centres. The Code defines “manage and control” to mean “...maintain, operate or manage on Council’s behalf...” (reflecting the requirements of the old *Municipal Act* and *Community Recreation Centres Act*) and defines “premises” to mean any land, building or structure that comprise all or part of a centre.

The duties and responsibilities of the boards and committees of management are further described in Chapter 25 of the former City of Toronto Municipal Code. Article II of the chapter establishes rules for the administration of all board-run, City community centres and Article III establishes specific standards for each centre.

Article II covers topics including the election of officers, meeting requirements, general financial requirements, insurance and the authorization of working cash advances. Under these sections, the committee is required to:

- (a) hold at least six meetings per year, all of which shall be open to the public;
- (b) file copies of minutes and records of all meetings with the “Commissioner of Property”;
- (c) pay to the City all administrative revenue surplus to the management of the facility;
- (d) accept responsibility for all charges, costs and expenses resulting from the management of the facilities;

- (e) obtain the consent of the City before it makes or incurs a liability for a capital expenditure;
- (f) maintain and pay for liability and property damage insurance satisfactory to the "Commissioner of Finance";
- (g) adopt banking and accounting practices satisfactory to the "Commissioner of Finance";
- (h) provide the City Auditor with access to its records at all times, and have an annual audit conducted by the City Auditor for submission to Council; and
- (i) permit the City, its employees, contractors, agents and representatives, with the authorization of the Commissioner of Property, to enter the premises at any time for any reason.

Article II also confers certain duties upon the committees, including:

- (a) the duty to comply with all statutes, regulations, by-laws or rules of every municipal or governmental authority;
- (b) the duty to manage the facility efficiently, in keeping with good business practice and without cost to the City;
- (c) the duty to prevent any unlawful or nuisance activity; and
- (d) the duty to provide custodial and janitorial care, and to keep the premises in clean and orderly condition and in a good state of repair, all to the satisfaction of the Commissioner of Property.

Article III establishes specific standards for each Centre. The most significant standard is the number of committee members and the composition of the committee, which is set out in Appendix 6 for each AOCC. The AOCC boards are between 7 and 16 members in size with the ward councillor a voting member of each board.

8.4 Proposed Municipal Code Provisions:

As noted above, it has been recommended that the AOCC boards be re-established as municipal service boards. The implementation process includes the adoption of a new chapter of the City's Municipal Code, the repeal of the original by-laws establishing the AOCCs and their boards, and the adoption of provisions dealing with the non-applicability of the related sections in Article III of Chapter 25 of the former City of Toronto Municipal Code.

It is recommended that the nomination process and committee standards as outlined in Articles II and III of Chapter 25 of the former City of Toronto Municipal Code continue during the transition period and be continued in the new chapter. The new chapter will be modeled on Chapter 25, but the content will be revised as necessary to reflect the new statutory provisions and the delineation of delegated powers in a manner that will permit the AOCCs to continue their present functions but with clarity around reporting relationships.

The following specific amendments should also be incorporated in the new chapter:

- (a) Section 25-7D which allows the Commissioner to attend all board meetings. The Commissioner specified should be the Commissioner of Community and Neighbourhood Services;
- (b) Section 25-7F requires that true copies of all board meeting minutes and records be sent to the Commissioner specified. The Commissioner specified should be the Commissioner of Community and Neighbourhood Services;
- (c) Section 25-11D sets out the powers and duties of the boards with respect to maintenance of premises, alterations or improvements and assigns responsibilities to the Commissioner of Property. This section should be updated to replace the Commissioner of Property with the Commissioner of Corporate Services;
- (d) Section 25-11E empowers the specified Commissioner to require the boards to remove advertising material which is objectionable to the Commissioner from the premises. The Commissioner specified should be the Commissioner of Corporate Services. The subsection should be rephrased to indicate removal of material that contravenes the City's Hate Activity and Human Rights and Harassment policies and employee participation in election campaigns; and
- (e) Section 25-12B permits the City and its employees, agents, contractors and representatives to enter the premises with the authorization of the Commissioner. The Commissioner should be the Commissioner of Corporate Services or the Commissioner of Community and Neighbourhood Services.

Ralph Thornton Community Centre has requested the removal of the requirement in § 25-31C(2)(b) that the Woodgreen Community Centre, the Jimmie Simpson Recreation Centre, the Toronto Public Library Board and the South Riverdale Community Health Centre each nominate one person for appointment to the Ralph Thornton Board. The Ralph Thornton Board advises that this requirement was originally included in the Municipal Code to reflect the involvement of these agencies with the establishment of the Ralph Thornton Centre. Given the time

constraints facing everyone today, it is unrealistic to expect representatives from these various boards to attend meetings for Ralph Thornton as well. It is also recognized that the Centre has matured, therefore nominations from these agencies are no longer required.

Applegrove Community Complex has requested that the description of the premises and lease in § 25-32 be updated by deleting "Classroom No. 2" and substituting "Classrooms B1 and B2" and by adding "a room in the former Corpus Christi Catholic School"; by deleting the reference to the expired lease; by deleting the reference to Woodfield Road Public School, as it now forms part of the Duke of Connaught Public School; and by replacing "Board of Education" with the "Toronto District School Board".

The new Chapter in the Municipal Code should be structured in recognition of the operating principles document to be developed.

Conclusions:

As a program operating board, the AOCC model is serving the City and its communities well. Since amalgamation there is a requirement to bring all program operating boards closer to the City by linking them to a particular cluster of services and a relevant City department. The AOCC program is both recreational and community development in nature, however, the emphasis on community development initiatives and the tie to the City's Social Development Strategy makes the connection to Community and Neighbourhood Services clearly appropriate.

The key objectives in establishing a stronger link between AOCCs and the City are a clearer definition of relative roles, improved accountability, and more effective and regular communication with the City. The link also provides an administrative mechanism for the City for budgeting, financial, program and policy issues. This relationship in no way limits the autonomy or responsibility of the boards, nor does it replace or delegate any Council authority, but rather it facilitates and clarifies the relationship between the City and the AOCCs by providing a consistent and informed link to the City.

The City's core funding provides a stable environment by which the AOCCs can operate and the City's provision of corporate support enables the centres to access services which would otherwise have to be provided within their own budgets. With this support, however, comes an obligation and responsibility to the City that other external agencies are not required to adhere to, including prescribed reporting on performance and human resource policies and practices. It also requires openness and transparency as well as compliance with legislation pertaining to municipalities.

The City can be assured that these obligations are met through the linkage to Community and Neighbourhood Services. This link provides the added assurance that the AOCCs' directions are closely aligned with the City's directions. As the AOCCs stated in their 2003 budget submission, "we are a critical part of the City's community development infrastructure and we help to make Toronto a good place to live".

It is recommended that City Council continue to endorse the AOCC governance model through continued provision of core administration funding and continued eligibility to apply for City funding for program activities. It is further recommended that City Council recognize the need to improve the linkage between the City and the AOCCs by approving the functional alignment with Community and Neighbourhood Services.

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Attachments:

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| Appendix 1 | Community Centre Policy Guidelines: As Approved by the 1982 Task Force on Neighbourhood Social and Recreational Services |
| Appendix 2 | Funding of City AOCCs |
| Appendix 2A | AOCC Core Administration and Program Total City and Non-City Funding |
| Appendix 2B and C | AOCC Core Administration Operating Budgets |
| Appendix 2D | AOCC Program Funding |
| Appendix 3 | Corporate Support to AOCCs |
| Table 1 | Summary of Current Responsibilities between AOCCs and Facilities & Real Estate Division |
| Appendix 4 | Options Considered in Review of the Association of Community Centres |
| Appendix 5 | Procedure for Future Development of City Funded Recreation and Community Centres: As Approved by the 1982 Task Force on Neighbourhood Social and Recreational Services: |
| Appendix 6 | AOCC Board Membership |

(Copies of the Attachments appended to the foregoing report were forwarded to all Members of Council with the April 3, 2003, agenda of the Policy and Finance Committee and copies thereof are also on file in the office of the City Clerk, City Hall.)

Councillor David Soknacki, Scarborough East, appeared before the Policy and Finance Committee in connection with the foregoing matter.