

**- ADDENDUM -**  
**- GUELPH CITY COUNCIL MEETING -**  
**- December 7, 2011 -**

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**A) PROPOSED FRAMEWORK FOR DOING BUSINESS DIFFERENTLY**

THAT the report dated December 7, 2011 which has been prepared by the Office of the CAO regarding a proposed framework in which the City of Guelph can do business differently be received as information;

AND THAT the report dated December 7, 2011 regarding a proposed framework in which the City can do business differently be referred to the January 2012 Governance Committee for further consideration regarding the framework and the next steps.

**B) WELLINGTON-DUFFERING-GUELPH PUBLIC HEALTH – PROPOSED MOTION**

That the 2012 Proposed Wellington-Dufferin-Guelph Public Health Operating budget in the amount of \$3,017,727, representing an increase to the overall municipal tax levy of approximately 0.39%, be approved;

AND that a tax rate related to all Public Health costs be calculated for the required amount and identified separately on the 2012 City tax bills.

**E) Correspondence:**

- Tony Wagner, President, Guelph/Wellington Chapter, Stroke Recovery Canada
- Joanne Young Evans, Executive Director Guelph Independent Living
- Bill Mungall, Vice President, Guelph Hiking Trail Club
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**F) POTENTIAL SALE OF CITY STREETLIGHT ASSETS TO GUELPH HYDRO INC.**

THAT the report dated December 7, 2011 which has been prepared by the Office of the CAO regarding Potential Sale of Streetlight Assets to Guelph Hydro Inc. be received as information;

AND THAT development oversight and assessment of a business case for the transfer of streetlight assets from the City to Guelph Hydro Inc. and its regulated subsidiary, Guelph Hydro Energy Systems Inc be directed to Guelph Municipal Holdings Inc. (GMHI);

AND THAT GMHI report back to Council with a subsequent recommendation regarding this matter;

AND THAT the \$290,000 in savings identified in the Draft Operational Budget, as presented to Council on November 2, 2011 be removed and the resulting shortfall be addressed through a corporate variance strategy to be presented to Council at its meeting December 7, 2011.

# A Framework for Doing Business Differently

Presentation  
to  
Guelph City Council  
December 7, 2011

## Current Activities

- Service and Performance Measurement Reviews
- Strategic Planning process
- Joint Venture Business Ventures
- Guelph Municipal Holding Company
- Adopting the 2009, Debt Management Policy
- Corporate Performance Measurement Framework
- Cross Departmental Team - 2012 Capital Budget Preparation.

# Fiscal Sustainability Levers

## Efficient Delivery

- LEAN and service delivery efficiencies
- Back office transformation
- Rapid cost reduction
- Public stream value analysis
- Source to Citizen evaluation
- Collaborative work teams
- Quality management systems

## Increasing Revenue

- User Fees
- New taxes
- Business attraction
- Efficiencies in Delivering Municipal Services

## Program and Policy Effectiveness

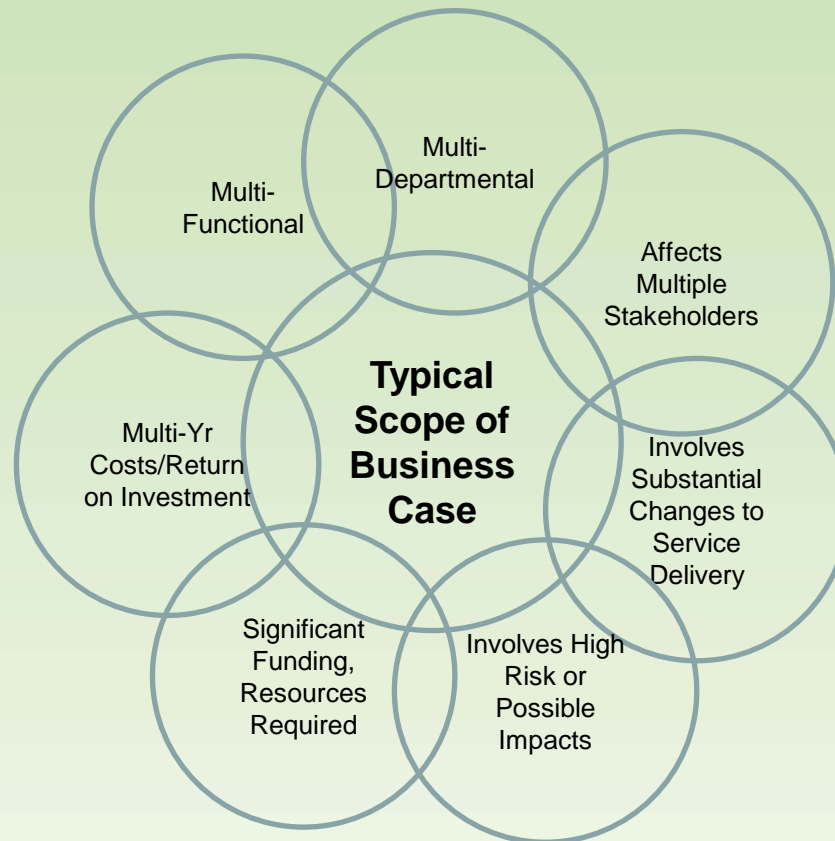
- Service, operational and policy reviews and redesign
- Regulatory reform
- Citizen focused delivery
- Prioritization of services/levels

## New Public Service Models

- Alternative Financing, P3, asset monetization,
- Open data
- Social enterprise and non-profits
- Networked citizens



# Typical Initiatives Requiring Business Cases



# Typical Contents of a Business Case

Proposed Business Case Requirements	Current Business Case Requirements	Notes
<b>Stage 1 - Preliminary Assessment</b>		
a) Project Charter	Yes	Purpose is to articulate what the project will accomplish in clear and measureable terms
b) Project Scope	No	Defines the time, resource needs and management parameters.
c) Anticipated Outcomes	Yes	Itemizes the specific and measurable deliverables of the project
d) Stakeholder Assessment	No	Assessments of each stakeholder's interests and/or requirements
e) Alignment to Strategic Plans	Yes	How the opportunity aligns with strategic plans/policies/programs

## Typical Contents of a Business Case – Con't

Proposed Business Case Requirements	Current Business Case Requirements	Notes
<b>Stage 1 - Preliminary Assessment</b>		
f) Environmental Analysis	No	How the opportunity aligns with other Corporate, Provincial or Federal activities, as well as community (public/business) activities.
g) Alternatives	Yes	Identify and assess all possible solutions and alternatives. Only viable alternatives should be further assessed.
h) Business & Operational Impacts	No	Potential impacts (both positive and negative) to stakeholder's interests.
i) Project Risk Assessment	Yes	All project risks that may relate to the opportunity are identified and assessed.



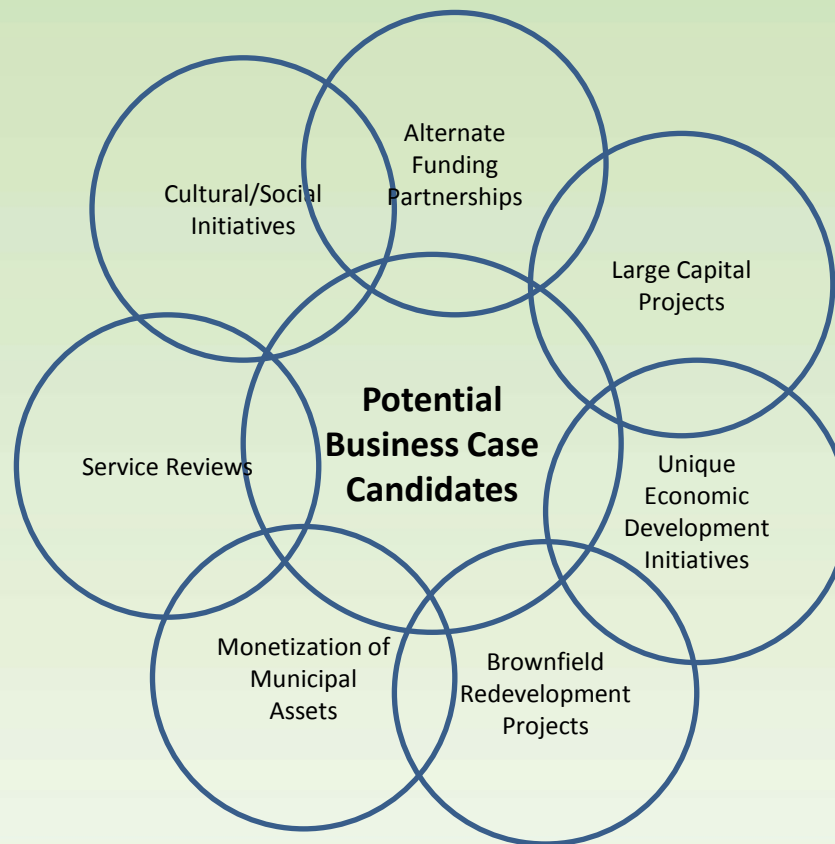
## Typical Contents of a Business Case – Con't

Stage 2 - Cost/Benefit Analysis		
a) Full Cost Analysis	No	Where possible all costs and expected benefits are identified and analyzed for each viable alternative (including the status quo)
b) Incremental Cost Analysis	No	Identifies the changes or differences to costs/benefits of each alternative, using the status quo as a base.
c) Timeframe/Resources	No	Identifies an appropriate project timeframe over which both the costs and benefits will be analyzed.
d) Other Costs	Yes	All relevant costs incurred are identified, including direct costs, indirect costs, initial costs, on-going costs and capital costs.
e) Financial Benefits	Yes	All quantifiable cost benefits over the course of the opportunity are identified.
f) Non-Financial Benefits	No	All non quantifiable benefits are identified and assessed. This lends itself well to projects that have broader objectives.
g) Assumptions	Yes	All assumption that are used to determine both quantitative and qualitative costs/benefits are to be clearly documented.

## Typical Contents of a Business Case – Con't

Stage 3 - Cost/Benefit Analysis		
a) Project Responsibility - Manager	Yes	Identification of the Project Manager who has responsibility for managing the implementation of the Business Case.
b) Project Accountability - Sponsor	No	Identification of the Project Sponsor who is accountable for the project completion. Needed for cross-departmental projects.
c) Implementation Strategy	No	Confirms the resources and schedule that are required to implement the opportunity
d) Review and Approval	No	Identifies who has reviewed the business case and why it has been approved (or not approved).
e) Business Case Sign Off	Yes	Business Cases are usually signed by an approving authority. The sign off can include conditions.

# Potential City of Guelph Initiatives Requiring a Business Case



## Conclusion

- Next Steps
- Questions/Comments

**TO** **Guelph City Council**

**SERVICE AREA** Office of the CAO  
**DATE** December 7, 2011

**SUBJECT** **Proposed Framework for Doing Business Differently**  
**REPORT NUMBER**

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## **SUMMARY**

**"THAT** the report dated December 7, 2011 which has been prepared by the Office of the CAO regarding a proposed framework in which the City of Guelph can do business differently be received as Information"; and,

**"THAT** the report dated December 7, 2011 regarding a proposed framework in which the City of Guelph can do business differently be referred to the January 2012 Governance Committee for further consideration regarding the framework and the next steps.

## **BACKGROUND**

Fiscal sustainability is a global, national and local issue.

All levels of government throughout the world are experiencing a fiscal constraint issue, which, if unaddressed will lead to disastrous results.

The Global recession of 2008-2009 did not create this situation; rather it exposed the problems faced by government.

Generally the gap between government spending and revenue has been widening and will continue to do so unless actionable steps are taken.

Many levels of government are attempting to address this issue through doing business differently.

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The City of Guelph has for the past number of years recognized the need to conduct its business differently in order for the City to be fiscally sustainable. Examples of initiatives which in part have addressed this need include:

- Implementing Service and Performance Measurement Reviews
- Undertaking a Strategic Planning process
- Establishing Joint Venture Business Ventures
- Establishing the Guelph Municipal Holding Company
- Adopting the 2009, Debt Management Policy
- Developing a Corporate Performance Measurement Framework
- Cross Departmental Team - 2012 Capital Budget Preparation.

At the November 2, 2011 Council Operating Budget meeting a number of Councillors requested information on how the City could improve its business practices. Specifically interest was expressed in further understanding:

1. Alternate business processes and practices that may be adopted by the City;
2. Alternate funding and revenue models that the City could use to participate in various initiatives; and
3. The use of a cost/benefit analysis when assessing project alternatives.

Given the complexity of these matters the intent of this report at this time, is to provide a high level summary of a framework that will serve the City in its goal of being more flexible, adaptive and effective in its approach to emerging opportunities.

A more detailed assessment of the framework and how it will be implemented is required.

## **REPORT**

As mentioned, the question of how the City can “do business differently” is a complex issue and one that will continue to evolve over time. With community sustainability as its primary focus and long term goal, there are currently 4 primary directions that can be leveraged:

### **1) Increasing Revenue**

New revenue sources can be explored that could but not be limited to reducing tax credits, increasing tax rates, creating new user fees, exploring efficiencies in delivering municipal services, implementing new taxes, translating assets or portions of assets into liquid capital consistent with current and/or emerging legislative parameters;

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## **2) New Public Service Models**

Alternative financing, public/private partnerships, holding companies, non-profits, foundations, cooperatives are all examples of alternate service delivery models that may produce tangible results with long term community benefits;

## **3) Program and Policy Effectiveness**

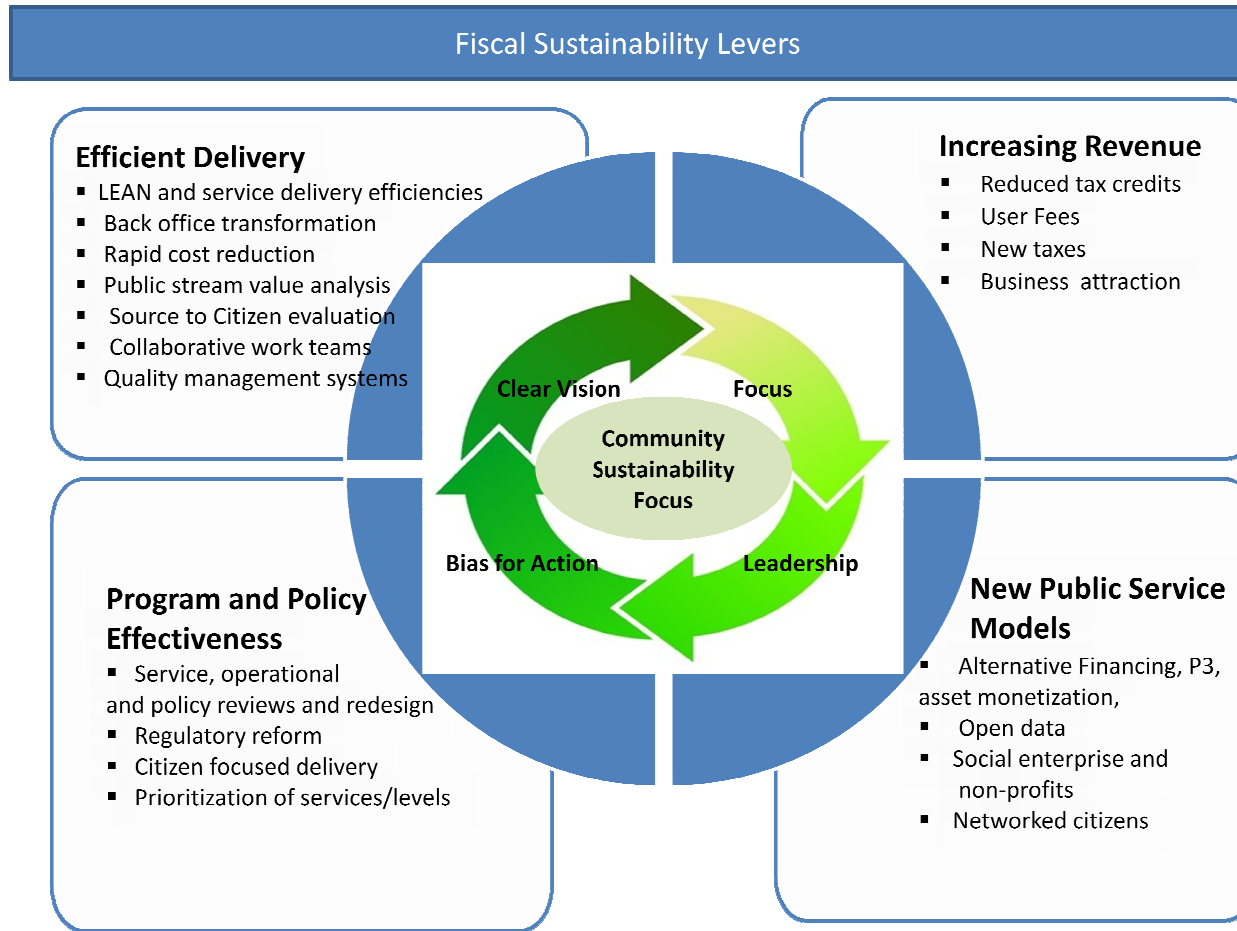
Opportunities in this facet include consolidating policies, programs and services, investing in corporate and community assets to create savings and generate revenue, conducting audits to determine efficiencies, citizen focused service delivery to enhance effectiveness, regulatory reform, service and operational reviews and prioritization of services and service levels to ensure focused delivery and best use of each tax dollar received;

## **4) Efficient Delivery**

Internal opportunities exist to generate revenue and these can be realized through tools that include LEAN reviews, back office transformation, public stream value analysis, source to citizen evaluations, collaborative work teams, and quality management systems.

**Figure 1** provides a summary of Fiscal Sustainability Levers available to the municipality.

**Figure 1**





Common in deciding when and how to utilize these business tools is the need to develop strong and comprehensive “Business Cases”. With this in mind this report will focus on a framework that will allow the City of Guelph to make better business decisions which will also inform how the City approaches the aspects of “doing business differently”.

This report is therefore structured to address the following:

1. Business Case Description
2. Business Case Guidelines
3. Implementation Matters
4. Proposed Next Steps

## **Business Case Description**

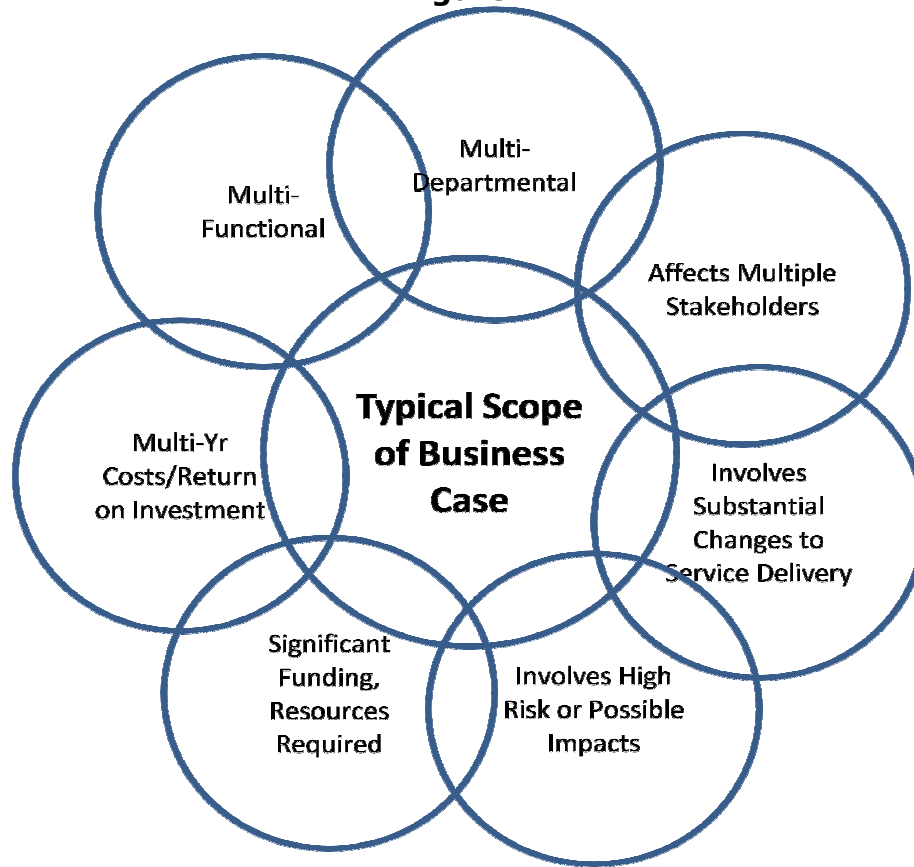
### **Purpose and Scope**

An effective business case is a multi-purpose document that generates the support and participation needed to turn concepts into reality. It explains what the idea, problem, or opportunity is about, how and who it will impact, what others are doing, assess alternatives, forecasts the potential impacts, assesses risks, determines the cost/benefit of each alternative, and makes recommendations.

The complexity of a Business Case and time taken to prepare one depends on the nature of the business opportunity.

In general terms, any initiative that will have a significant impact on either internal processes or the delivery of services to clients, particularly if it requires significant allocation or reallocation of resources, should be justified by means of a business case. **Figure 2** provides a summary of the type of initiatives that may require a Business Case.

**Figure 2**



Currently the City of Guelph does develop Business Cases for a select number of initiatives. These are usually large capital projects. As well the current content of Business Cases is limited and the content and format is not consistent between service areas.

**Figure 3** provides a summary of the general contents and structure of a robust business cases versus Guelph’s current approach.

**Figure 3**

<b>Proposed Business Case Requirements</b>	<b>Current Business Case Requirements</b>	<b>Notes</b>
<b>Stage 1 - Preliminary Assessment</b>		
a) Project Charter	Yes	Purpose is to articulate what the project will accomplish in clear and measureable terms
b) Project Scope	No	Defines the time, resource needs and management parameters.
c) Anticipated Outcomes	Yes	Itemizes the specific and measurable deliverables of the project
d) Stakeholder Assessment	No	Assessments of each stakeholder's interests and/or requirements
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f) Environmental Analysis	No	How the opportunity aligns with other Corporate, Provincial or Federal activities, as well as community (public/business) activities.
g) Alternatives	Yes	Identify and assess all possible solutions and alternatives. Only viable alternatives should be further assessed.
h) Business & Operational Impacts	No	Potential impacts (both positive and negative) to stakeholder's interests.
i) Project Risk Assessment	Yes	All project risks that may relate to the opportunity are identified and assessed.

Stage 2 - Cost/Benefit Analysis		
a) Full Cost Analysis	No	Where possible all costs and expected benefits are identified and analyzed for each viable alternative (including the status quo)
b) Incremental Cost Analysis	No	Identifies the changes or differences to costs/benefits of each alternative, using the status quo as a base.
c) Timeframe/Resources	No	Identifies an appropriate project timeframe over which both the costs and benefits will be analyzed.
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e) Financial Benefits	Yes	All quantifiable cost benefits over the course of the opportunity are identified.
f) Non-Financial Benefits	No	All non quantifiable benefits are identified and assessed. This lends itself well to projects that have broader objectives.
g) Assumptions	Yes	All assumption that are used to determine both quantitative and qualitative costs/benefits are to be clearly documented.

<b>Stage 3 - Cost/Benefit Analysis</b>		
a) Project Responsibility - Manager	Yes	Identification of the Project Manager who has responsibility for managing the implementation of the Business Case.
b) Project Accountability - Sponsor	No	Identification of the Project Sponsor who is accountable for the project completion. Needed for cross-departmental projects.
c) Implementation Strategy	No	Confirms the resources and schedule that are required to implement the opportunity
d) Review and Approval	No	Identifies who has reviewed the business case and why it has been approved (or not approved).
e) Business Case Sign Off	Yes	Business Cases are usually signed by an approving authority. The sign off can include conditions.

It is staff's opinion that in order for the City to conduct its activities in a more effective and responsive manner that there is a need to establish a robust Business Case process.

## **2.0 Business Case Guidelines**

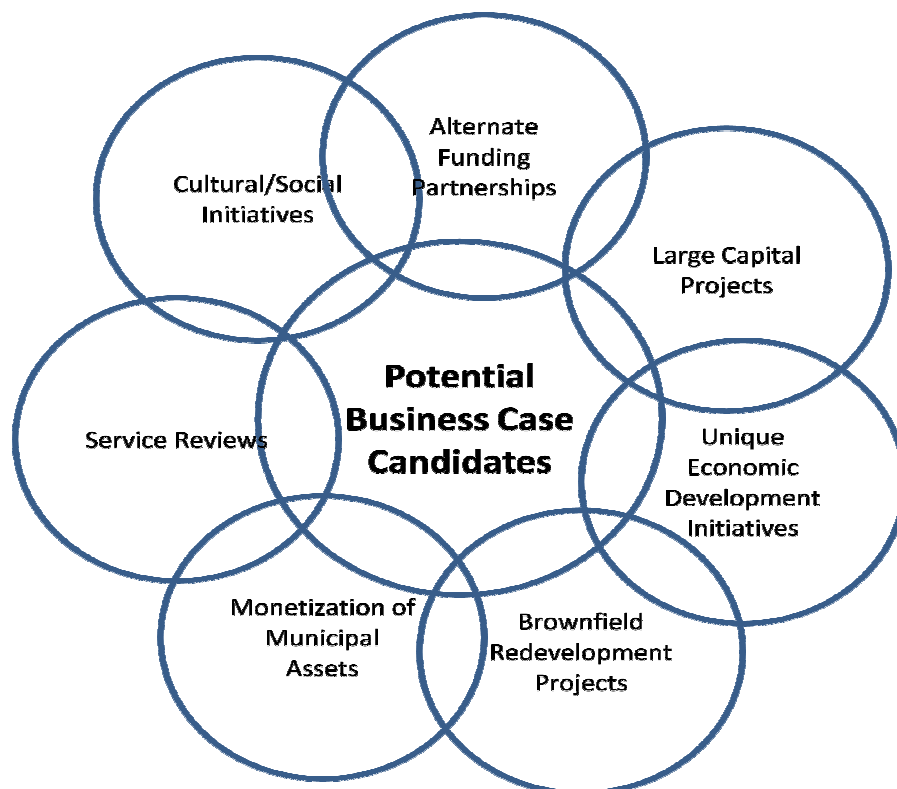
In making this recommendation it needs to be stressed that not every project will require the development and approval of a full business case. Project's that may be exempt could include Life Cycle replacement projects or projects that are small in scope. Other projects may only need an abbreviated Business Case.

In order to better identify projects that will require the development of a Business Case it is proposed that a clear set of guidelines should be established. In general the guidelines will address:

- When Business Cases should be developed;
- Which Stakeholders should be involved in the preparation of Business Cases;
- How a Business Case will be assessed and vetted; and
- How a Business Case will be approved and monitored.

**Figure 4** provides an example of the guidelines that may be used to determine if an opportunity should be assessed and implemented through a Business Case process.

**Figure 4**



### **3.0 Implementation Matters**

The proposal to develop and implement a more robust Business Case process will result in a number of implementation matters that will need to be addressed.

#### **Training**

Subject to assessing the current staff resources and skill sets there may be a requirement for staff to undertake training to develop and assess Business Cases.

#### **Resource Tools**

Some Business Cases may require specialized assessment tools such as the use of Fiscal Impact Assessment Models (used to determine the City's financial capacity to participate in projects), Economic Impact Assessment Models (used to project the economic benefits of a project for the City as a whole), or Specialized Project Financial Pro-formas (to determine the financial viability of a specific project). An assessment the City's resources and needs will be required to identify current capacity and gaps.

#### **Budget**

If specialized Business Case tools are required the budget implications of developing them in-house or contracting them out will need to be determined.

#### **Culture Shift**

In reviewing literature from other jurisdictions it is evident that the introduction and use of a Business Case approach to project development and management requires a change in the culture of government. Efforts would have to be taken to identify what changes may be required within the City of Guelph, and how to implement and manage such change.

#### **Stakeholder Coordination**

Given the multi-disciplined nature of the City of Guelph, and the fact that municipal government represents a wide range of public interests there is a need to ensure that a Business Case process carefully considers the nature of these interests and how they will be best addressed.

#### **Management and Process Protocols**

Business Cases are not static. Therefore, there will also be a need to establish protocols with respect to development, management and on-going assessment of Business Cases.

#### **Cultural and Social Program Integration**

Most people think that Business Cases only address the financial aspect of initiatives. They are also used for the purpose of implementing Cultural and Social program initiatives where it is difficult the quantity the pay back of significant budget and resource requirements. Care will have to be given to how these types of initiatives are measured beyond just financial.

#### **4.0 Next Steps**

As previously stated, the purpose of this report is to provide a high level description of an approach to do business differently. If this is a direction that Guelph City Council would like pursued the following steps are proposed.

1. A Business Development Team comprising of representatives from each of the Corporation's Service Areas has been convened for the purpose of:
  - a. Establishing a Business Case template for use throughout the Corporation
  - b. Proposing for Council's review and approval Business Plan Guidelines which will address when there is a need for Business Plans
  - c. Propose a process and protocols between department and external stakeholders for the development, approval and implementation of Business Plans.
  - d. Identify and address implementation matters
2. The Business Development Team will present to Council a detailed work plan and schedule that will address those items noted above by no later than March 31, 2012.



## **CORPORATE STRATEGIC PLAN**

Goal 1 - An attractive, well-functioning and sustainable city

Goal 3 - A diverse and prosperous local economy

Goal 5 - A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

As part of moving forward in developing a better business framework one of the tasks for the Business Development Team, in consultation with CAO and the Executive Team, will be to undertake a thorough review of funding requirements and potential funding sources and report back to Council with recommendations.

## **DEPARTMENTAL CONSULTATION**

Office of the CAO

Finance

Planning and Building Services

Downtown Renewal

Energy

## **COMMUNICATIONS**

N/A



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### **Prepared By:**

Peter Cartwright  
General Manager of Economic  
Development & Tourism  
519-822-1260 x 2820  
[peter.cartwright@guelph.ca](mailto:peter.cartwright@guelph.ca)

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### **Recommended By:**

Ann Pappert  
Chief Administrative Officer  
519-822-1260 x 2220  
[ann.pappert@guelph.ca](mailto:ann.pappert@guelph.ca)



## Public Health

**Head Office:**

474 Wellington Road 18, Suite 100

RR #1 Fergus, ON N1M 2W3

T: 519.846.2715

1.800.265.7293

F: 519.846.0323

www.wdghu.org

info@wdghu.org

December 6, 2011

**DELIVERED VIA EMAIL:** [susan.aram@guelph.ca](mailto:susan.aram@guelph.ca)

City of Guelph  
City Hall  
1 Carden Street  
Guelph, ON N1H 3A1

Attention: Susan Aram,  
Deputy Treasurer/Manager of Financial Planning

Dear Ms. Aram:

As promised, this letter provides you with the unofficial information that will be presented to the Board of Health at the December 7<sup>th</sup> meeting, with regards to the City of Guelph levy.

The 2012 budget for Wellington-Dufferin-Guelph Public Health is scheduled for final approval by the Board of Health on December 7, 2011. As presented at the City of Guelph Council meeting on November 17<sup>th</sup>, and based on the previous three year forecast in 2010, the numbers for the City of Guelph are proposed to be:

Item	\$	% Impact
2011 Levy	2,590,515	
Impact of adjusting levy to 2009 Census	(56,631)	-2.2%
Base Budget Increase	76,593	3.0%
Net Base Budget	2,610,477	0.8%
2012 Facilities Levy	406,800	15.7%
Total 2012 Levy	\$3,017,277	16.5%

The official letter outlining the quarterly installments will follow after the budget is formally adopted by the Board of Health.

Sincerely,

Carole Desmeules, MSc, MBA  
Director, Finance and Corporate Services

CD/sn

cc Stefan Loker, Finance Manager, WDGPH

## Impact of Public Health as a Separate Tax Levy

	2011	2012 CITY (DRAFT)	Increase (\$)	Increase (%)
Operating Base Budget	2,314,000	2,333,277	19,277	
Facilities Levy	-	684,000	684,000	
Total Proposed Public Health Budget	2,314,000	3,017,277	703,277	30.39%
Prior Year Assessment Growth	42,055		(42,055)	
Tax Levy Requirement	2,356,055	3,017,277	661,222	28.06%

Based on information received from WDGPH on December 6<sup>th</sup>, the proposed increase to the City's Tax Supported Operating budget would be a \$661,222 increase over 2011. This would result in a 0.39% increase to the 2012 net tax levy requirement.

## Financial Strategy – Operating (Appendix 3a)

	Council Requests & Referrals		Executive Team Recommendations	
	Net \$	Tax Impact	Net \$	Tax Impact
2011 Approved Net Tax Levy	167,037,121		167,037,121	
Add: Assessment Growth Used During Budget Preparation	2,500,000		2,500,000	
Add: Additional Assessment Growth recognized subsequent to Budget Preparation	493,693		493,693	
<b>Total Tax Supported Budget</b>	<b>\$ 170,030,814</b>		<b>\$ 170,030,814</b>	
Proposed Budget Changes	4,529,333		4,529,333	
<b>2012 Proposed Operating Budget including Growth</b>	<b>\$ 174,560,147</b>	<b>2.66%</b>	<b>\$ 174,560,147</b>	<b>2.66%</b>

# Financial Strategy – Operating

<b>2012 Proposed Operating Budget including Growth</b>	<b>\$ 174,560,147</b>	<b>2.66%</b>	<b>\$ 174,560,147</b>	<b>2.66%</b>
<u>Budget Changes:</u>				
1) Additional Parking Revenue			(129,880)	-0.08%
2) Include Internal Auditor Position	132,700	0.08%	132,700	0.08%
3) Include Affordable Bus Pass	256,200	0.15%	135,350	0.08%
3) Include Downtown Renewal Programs	100,000	0.06%	100,000	0.06%
4) Remove savings from sale of streetlights			290,450	0.17%
5) Reduce savings related to energy conservation			100,000	0.06%
6) Police New Revenue (Volunteer Check Fee)	48,000	0.03%		
7) Include MacDonald Stewart Art Gallery Capital Grant	20,600	0.01%		
8) Remove reduction to Guelph Public Library Budget	74,200	0.04%		
9) Reinstate the University of Guelph Ice Subsidy	40,000	0.02%		
10) No increase to Guelph Synchronized Swim Fees	343	0.00%		
11) Transfer to Capital for Sidewalk Projects	20,000	0.01%		
12) Include request from the Guelph Family Health Team	1,000,000	0.59%		
<b>Total Budget Changes</b>	<b>\$ 1,692,043</b>	<b>1.00%</b>	<b>\$ 628,620</b>	<b>0.37%</b>
<b>2012 Revised Operating Budget</b>	<b>\$ 176,252,190</b>	<b>3.66%</b>	<b>\$ 175,188,767</b>	<b>3.03%</b>

# Financial Strategy –Capital (Appendix 3b)

Project	Current Year Funded	Budget Adjustment	Impact on 2012 Budget
Comprehensive Parking Strategy (PG0053)	2013 - 2014	Move to 2012 & increase to \$100,000 (from \$84,000)	No budget impact
Citywide Skateboard Facility (PK0048)	2017	Status Quo	No budget impact
South End Recreation Facility- Bring to Shovel Ready (no project number)	N/A	Status Quo	No budget impact
Park Trails (Speedvale River to Hanlon & Trail West of the Speed River) (PK0002)	2014	Status Quo	No budget impact
Options to Install Sidewalks on Woodlawn Road W (no project number)	N/A	2012	\$20,000
Wyndham St Properties (no project number)	N/A	2012	Debt Servicing would impact 2013 Operating Budget

**From:** Tony Wagner

**Sent:** December 4, 2011 10:17 PM

**To:** Mayors Office; [bobbell@guelph.ca](mailto:bobbell@guelph.ca); Jim Furfaro; Andy VanHellemond; Ian Findlay; June Hofland; Maggie Laidlaw; Cam Guthrie; Gloria Kovach; [Lisa.Burcher@guelph.ca](mailto:Lisa.Burcher@guelph.ca); Todd Dennis; Karl Wettstein

**Cc:** Stroke Recovery Guelph Wellington; Carol Hall; lorraine.holding

**Subject:** Police Records Check

Dear Guelph City Council;

As president of the Guelph/Wellington Chapter of Stroke Recovery Canada, (a program of March of Dimes Canada), I am greatly concerned with the decision of the Guelph Police Services Boards' approval of a \$10 fee for a Police Records Check for Volunteers. This decision is to be considered by Guelph City Council on Dec. 7, as part of the 2012 budget process.

The Guelph/Wellington Chapter of Stroke Recovery Canada is constituted totally of Volunteers who are Stroke Survivors, their Care Providers, their Families, and others that are interested in providing support to people who have had a Stroke. The principal purposes of our Chapter are peer support programs providing hope and encouragement to Stroke Survivors and their Families in the hospital and in the community. Our Chapter is funded totally through donations from concerned members of the public and occasionally from Service organizations. There is no sustained source of funding and no funding by any level Government, including the United Way. As such, our operations are extremely sensitive to any increases in cost.

One of our programs, unique in Canada, is the partnering of Volunteer University Students in health and medically related faculties. The Students, as partners, assist the Stroke Survivors in reintegration into the community enabling the Survivors to remain in their home environments longer and thus often avoiding the need for admission to a long term care facility. These Students, often as many as 15 to 20 per semester, are subjected to rigorous screening, including a Police Records Check.

As you can appreciate, approval of this Service Boards' decision by Guelph City Council would be a significant additional burden on our operations. This increase in the cost to our programs will have a detrimental affect on our ability to attract Volunteers to provide support to our Stroke Survivors in their challenging journey to becoming productive members of our society along with a quality of life. In addition, this could result in an unfortunate reduction in the number of University Student Volunteers able to partner with Stroke Survivors in the provision of meaningful companionships.

Sincerely,

Tony Wagner  
President  
Guelph/Wellington Chapter  
Stroke Recovery Canada  
519-822-5111 (stroke office)



Committed to our clients living with dignity by delivering quality programs, housing and supportive services

November 28, 2011

Mayor Farbridge  
City Councillors  
City Hall  
1 Carden Street  
Guelph, ON  
N1H 3A1

Robert Davis, Chief of Police  
Guelph Police Services  
15 Wyndham Street South  
Guelph, Ontario  
N1H 4C6



**Re: Fee for Police Checks for Volunteers**

Guelph Independent Living (GIL) recently became aware that Guelph Police Services plans to start charging \$10 to volunteers for police checks, a service that has been free of charge up until now. As a non-profit organization and a registered charity, GIL knows the difficulties similar agencies have in trying to attract and retain the help of volunteers within the community.

In fact, many of GIL's clients are marginalized members of the community who face severe financial restrictions every day. Volunteering is one of the few ways its clients can participate and contribute to the community without having to pay club or association service charges. Although the fee of \$10 appears small, for those living on fixed incomes this additional cost is prohibitive and a barrier to their full participation in the community.

Some agencies may consider offsetting this cost for volunteers in an attempt to retain its unpaid staff, but not all organizations are in a position to offer this benefit. This could result in the migration of volunteers away from their current non-profit of choice to other more financially stable agencies.

Guelph is a community that is renowned for its exceptionally high volunteer rate. Let us not sully its reputation by charging the very citizens who helped to build such a strong and vital community, and abandon the volunteer police check fee initiative.

Regards,

Joanne Young Evans, CAE  
Executive Director

cc: Cathy Taylor, Volunteer Centre Guelph/Wellington





**From:** W MUNGALL

**Sent:** November 28, 2011 11:10 AM

**To:** Mayors Office; Jim Furfaro; Bob Bell; Andy VanHellemond; Ian Findlay; June Hofland; Maggie Laidlaw; Cam Guthrie; Gloria Kovach; Lise Burcher; Leanne Piper; Todd Dennis; Karl Wettstein

**Subject:** "Getting Guelph's Trails Back on Track"

Madame Mayor, Members of Council:

I am writing with a clarifying follow-up to the Nov. 23 Council presentation by the Guelph Hiking Trail Club.

I was asked afterward by some audience members exactly how much of an increase we would have suggested to your Royal Recreation Trail Capital budget and forecast (on the "PK0002 Guelph Trails" line) for the short and middle run.

Had Council asked this question, our answer would have been that the following increases (to what is now in the budget/forecast) would get your RRT "back on track":

2012 - \$100,000

2013 - \$100,000

2014 - \$60,000

Also, you will recall I had highlighted the importance of a 2014 - scheduled, riverside RRT project to link Edinburgh and Silvercreek Park with the foot of Imperial Road by passing under the Hanlon. I have attached a "Wastewater Trail" map to roughly show the route, as planned by your staff. The significance is that it would *finally* enable the linking of the **west end** of the City with your RRT system.

Thank you again for the opportunity to address the RRT budgetary issue.

Bill Mungall  
Vice President  
Guelph Hiking Trail Club





**Ward 4**

**Ward 3**

**Ward 5**

**Downtown**

**New Wastewater Trall**

**GuelpH Hiking Club  
Trail to Cambridge**