

INFORMATION ITEMS

Week Ending November 8, 2013

REPORTS

1. None

CORRESPONDENCE

1. Canadian Union of Postal Workers – Future of Canada Post
2. County of Wellington – Resolution supporting the City of Guelph Emergency Management Services Plan
3. Cities of Hamilton, Vaughan and Pickering – Support of Guelph’s September 30, 2013 resolution requesting the Province establish an infrastructure funding program for sidewalk maintenance

BOARDS & COMMITTEES

1. Guelph Police Services Board –Guelph Police Services Capital Budget

ITEMS AVAILABLE IN THE CLERK’S OFFICE

1. County of Wellington Social Services Committee Minutes – October 9, 2013



October 14, 2013

Ann Pappert
CAO
City of Guelph
1 Carden St
Guelph, ON N1H 3A1

Dear Ms. Pappert:

Re: The future of Canada Post

Next year, the federal government will look at how it handles public postal service with a review of the Canadian Postal Service Charter. This review is important because the government could reduce Canada Post's obligation to provide service or even lay the groundwork for privatizing or deregulating our public post office.

Canada Post has been holding consultations on the future of our public postal service to prepare for the upcoming charter review. The corporation has been clear. It wants to dramatically cut service to improve its financial situation.

Cutting might help Canada Post with its money problems in the short-term but it is not a good long-term strategy and it certainly won't improve the future of postal service in our country. Fortunately, the corporation has other options according to a new study by the Canadian Centre for Policy Alternatives (CCPA).

CCPA study: Why Canada Needs Postal Banking

The CCPA study is entitled *Why Canada Needs Postal Banking*. It makes a powerful case for preserving postal services and improving Canada Post's financial picture through the addition of financial and banking services.

The study looks at the changing banking environment in our country as well as our post office's experience with banking. In addition, it reviews the status of postal banking around the world, highlighting five successful models in the United Kingdom, France, Italy, Switzerland and New Zealand. Having established that there is a need for improved financial services in our country and viable models in other countries, the study concludes by suggesting possible models for postal banking in Canada. It recommends that the federal government and Canada Post immediately establish a task force to determine how to deliver new financial services, and establish priorities for delivering new products.

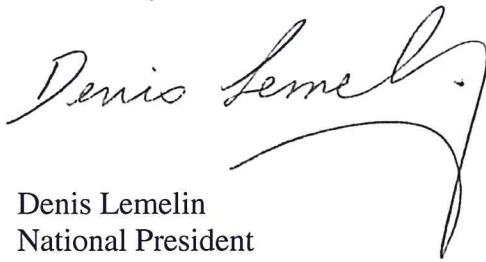
CUPW has enclosed an executive summary of the CCPA study. You can get the full report by going to <http://www.policyalternatives.ca/publications/reports/why-canada-needs-postal-banking>

The union has also enclosed two resolutions that it would like you to consider passing. These resolutions request that you ask the Minister Responsible for Canada Post:

1. To use the upcoming review of the Canadian Postal Service Charter to focus on revenue-generating services, not cuts, including financial services such as bill payments, insurance and banking.
2. To improve the Canadian Postal Service Charter and make the upcoming review of the Charter open to public input.

Thank you very much for considering our request. If you have any questions or concerns, please do not hesitate to contact me.

Yours truly,



Denis Lemelin
National President

Encl.

cc. National Executive Committee, Regional Executive Committees, National Union Representatives, Regional Union Representatives, Specialists

/bk cope 225

CANADIAN POSTAL SERVICE CHARTER REVIEW SHOULD FOCUS ON REVENUE-GENERATION, NOT ADDITIONAL CUTS

WHEREAS the federal government will look at how it handles public postal services with a review of the Canadian Postal Service Charter in 2014.

WHEREAS Canada Post is preparing for the review by campaigning for major service cuts.

WHEREAS Canada Post has already dramatically cut service by closing or downsizing public post offices, eliminating rural mailbox delivery and removing street letter collection boxes.

WHEREAS Canada Post and the federal government should do everything in its power to prevent additional cuts during the upcoming review, and instead deal with financial issues by adding revenue-generating services like many other post offices around the world, including lucrative financial services like bill payments, insurance and banking.

BE IT RESOLVED THAT the (name of municipality, business or organization) write a letter to the Minister responsible for Canada Post to request that the government consider innovative ways to generate postal revenue during the Charter review, including financial services like bill payments, insurance and banking.

MAILING INFORMATION

Please send your resolution to: Lisa Raitt, Minister of Transport, Place de Ville, Tower C, 29th Floor, 330 Sparks Street, Ottawa, Ontario, K1A 0N5.

Please send copies of your resolution to:

1. Denis Lemelin, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3
2. Your Member of Parliament. You can get your MP's name, phone number and address by calling 1-800 463-6868 (at no charge) or going to the Parliament of Canada website: <http://www.parl.gc.ca/common/index.asp?Language=E>
3. Claude Dauphin, President, Federation of Canadian Municipalities, 24 Clarence St, Ottawa, Ontario K1N 5P3

FOR FURTHER INFORMATION

Contact us at "Charter Review" 377 Bank Street, Ottawa Ontario, K2P 1Y3 or feedback@cupw-sttp.org

IMPROVE THE CANADIAN POSTAL SERVICE CHARTER

WHEREAS the federal government will look at how it handles public postal services with a review of the Canadian Postal Service Charter in 2014.

WHEREAS the public has a right to have input on matters involving its publicly owned post office.

WHEREAS the current Charter has a number of serious problems that need fixing.

WHEREAS the government could use the Charter review to reduce our public post office's obligation to provide service (instead of improving the Charter) and even lay the groundwork for privatizing or deregulating Canada Post.

BE IT RESOLVED THAT the (name of municipality, business or organization) write a letter to the Minister responsible for Canada Post to request 1) that the upcoming review of the Canadian Postal Service Charter be open to public input and 2) that the Charter be improved by:

- Ensuring that the moratorium on post office closures in small and rural communities protects the public nature of post offices
- Eliminating the exceptions to the moratorium
- Extending the consultation process over possible closures and making the process and moratorium more transparent
- Establishing an independent Canada Post ombudsperson to report on Canada Post's performance in meeting Charter expectations
- Establishing a reasonable, uniform and democratic process for making changes to the postal and delivery network (closures, downsizing, removal of rural mailboxes, etc), but only after consultation with the public and other stakeholders.

MAILING INFORMATION

Please send your resolution to: Lisa Raitt, Minister of Transport, Place de Ville, Tower C, 29th Floor, 330 Sparks Street, Ottawa, Ontario, K1A 0N5.

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SUMMARY

Why Canada Needs Postal Banking

John Anderson





CCPA
CANADIAN CENTRE
for POLICY ALTERNATIVES
CENTRE CANADIEN
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The opinions and recommendations in this report, and any errors, are those of the authors, and do not necessarily reflect the views of the publishers or funders of this report.



ABOUT THE AUTHOR

John Anderson is an independent researcher and consultant. He is the former Director of Parliamentary Affairs for the Official Opposition, and, before that was Director of Government Affairs and Public Policy for the Canadian Co-operative Association. He has also been a Senior Policy Analyst at the National Council of Welfare and the Vice-President of Strategic Partnerships and of Research for the Canadian Council on Social Development. In the nineties, he was Co-ordinator of the Technology Adjustment Research Program of the Ontario Federation of Labour. He is the author of and researcher on numerous studies and briefs on the economy, poverty, technology and the workforce, co-operatives and Aboriginal issues. He received his education at McGill University, University of Sussex and the London School of Economics. He has taught at McMaster, Western and York Universities. He has been a long time supporter of and participant in the CCPA Alternative Budget process.

ACKNOWLEDGEMENTS

The author would like to thank the Canadian Union of Postal Workers (CUPW) for their generous support of this research. The views are the author's own and do not necessarily reflect those of CUPW. He would like to especially thank Katherine Steinhoff and Geoff Bickerton of CUPW for their help and for their own groundbreaking research on this topic. He would also like to thank all those who agreed to be interviewed for this project and all those who helped review the manuscript. Thanks are due to the dedicated staff at CCPA especially Bruce Campbell, David Macdonald, Kerri-Anne Finn, and Tim Scarth for his work on layout. Also a very special thanks to the translation team at CUPW, including Guy Laflamme, Manon Parrot, Anne Boulet, Charles Drouin and Maryse Prévost for all their excellent work and suggestions.

Summary

Why Canada Needs Postal Banking

OVER THE LAST two decades, we have seen a major decline in the number of branches and locations for banks and credit unions. In 1990, there were almost 8,000 branches (7,964) and, by 2002, the number had fallen to 5,908, a decline of 26%.

The Canadian Bankers' Association reports that, between 2006 and 2012, there was a small increase in the number of bank branches in Canada: from 5,902 to 6,205. But since 1990, there has been a decline of more than 1,700 branches, a 22% drop, and the number of branches increased by only 5.1% from 2002 to 2012, with most of the new branches added in Ontario (195), Alberta (98), and British Columbia (37).

In many communities today, credit unions or caisses populaires are the only financial institution. In 2012, the Credit Union Central of Canada reported that credit unions were the only financial in-

stitution in 380 communities. The Desjardins Group noted in 2013 that caisses populaires are the only financial institution in 388 towns and villages in Quebec. But the total number of credit union and caisse locations has also dropped from 3,603 in 2002 to 3,117 in 2012, a decline of 13.5%.

The Rise of Banking Fees and High Credit Card Rates

In 2010, a study by Vision Critical (commissioned by ING Direct bank before it was taken over by the Bank of Nova Scotia) found that banking fees in Canada were among the highest in the world. More than half of Canadians (55%) have fee-based chequing accounts and, on average, pay \$185 per year in fees for these accounts. Credit card rates remain high in spite of

low Bank of Canada prime rates. Typical bank card interest rate hover around 20% annually and department store cards are closer to 30%.

ATM, Internet, Telephone Banking

The decline of branch banking is not only linked to banks rationalizing their bricks-and-mortar locations. It is also linked to the rise of ATMs, Internet and telephone banking. Today there are more than 58,000 ATMs across Canada, 61% of them so-called white machines owned by non-bank companies. Online banking has grown at a tremendous rate in recent years, with 67% of Canadians now using this form of banking, according to a CBA study. The study also noted that 47% of Canadians “now use the Internet as their main means of banking, up from 8 % 12 years ago.”

Retail Store Banking

Canadian Tire, WalMart, and PC Financial (to name only the largest) are all major challengers to the traditional banks. Clients of these institutions are not using traditional bank branches. There has also been a rise of branchless banking. ING Direct Canada, a branchless bank, which was originally a subsidiary of a major Dutch bank, now has some 1.8 million clients and almost \$40 billion in assets. It was absorbed by the Bank of Nova Scotia in 2012, but still maintains autonomous activity.

Fringe Financial Institutions

Another major change in the banking environment that shows there is an opening for new financial services is the rise of Fringe Financial Institutions. These FFIS provide short-term loans and cheque cashing services, as well as money transfers and prepaid credit cards.

While offering services customers want, the interest rate charges for their services on an annual basis can only be considered usurious. A study of FFIS in Prince George, B.C., for example, concluded: “Given that the average pay-day loan in Canada is \$280 for a 10-day period, a pay-day lender in B.C. can now legally charge \$64.40 for this transaction. This computes to a nominal annual percentage rate of interest (APR) of 839.5%.”

These are extremely profitable operations. DFC, the owner of Money Mart, the largest Canadian pay-day loan firm, made global profits before tax of \$387 million on revenues of \$1.062 billion in 2012, and 28.7% of their total global revenues for the fiscal third quarter 2013 came from Canada.

A new group of Internet branchless companies, such as Zippy Cash and Wonga, have also started up in Canada in the last few years. In Canada, on the Wonga website, the cost for a \$200 loan for 30 days is \$40.10, or a rate of over 240% per year.

The rise of this kind of institution is linked in a chicken-and-egg fashion to the increase in the number of “unbanked” or “underbanked.” It is estimated that between 3% and 15% of the population do not

have a bank account. If we take the lowest figure of 3% that was estimated to be 842,000 people in 2005. Today, the number of unbanked, using the same method of calculation, would approach 910,000.

Aboriginal communities remain largely without banks or credit unions. Over the past decade, the Aboriginal population has increased dramatically, growing by 20.1% between 2006 and 2011. Some 1.4 million people now identify as Aboriginal, or 4.3% of the Canadian population. But banks and credit unions lag behind in providing services. While the major banks all have Aboriginal services, there are very few branches on reserves. There are 615 First Nations communities in Canada today and many other Métis and non-status communities. A quick tally of branches of banks and credit unions on reserve shows only 54.

All these trends in financial services have opened up the potential for the entry of new banking and financial services in Canada. They show there is a market demand that is not being met by the existing major banks and credit unions.

Postal Banking: The Canadian Debate

Postal banking is not something new to Canada. For over 100 years after Confederation, Canada had a postal savings system.

The high point of deposits for the Post Office Savings Bank was \$475 million total in 1908. This would be around \$1 billion in today's money. The total shrank to \$17.2

million in 1968. In 1968, the Postal Savings Bank was closed down, although the legislation still remains on the books.

Today, over 45 years later, the debate around the need to revive or relaunch a Post Office Bank has begun to grow again.

In 2005, a study from Library of Parliament research services supported the extension of financial services as an important means of preserving the post office across Canada, and particularly in rural areas. "At present, the idea of establishing a postal bank underpinned by Canada Post's network is not based primarily on a need to change the banking landscape. Rather, it stems from the growing need to breathe new life into Canada Post so that it can both cope with globalization and guarantee universal postal service, which is a real, if not official, part of its social mandate, particularly in rural areas."

A recent study by the Conference Board of Canada, commissioned Canada Post, provided a positive analysis of the effects of financial services in post offices around the world, but failed to recommend financial services or even to examine their possible application in Canada, on the grounds that a highly developed banking system in Canada left no room for a postal banking option.

Public support has been confirmed in a recent survey by Strategic Communications of 1,514 Canadians from May 24–26, 2013, commissioned by the Canadian Union of Postal Workers. The survey showed that nearly two-thirds (63%) of Canadians "supported Canada Post expanding revenue-generating services, including financial

services like bill payments, insurance and banking.” Politically the New Democratic Party has supported the expansion of financial services in Canada Post.

Postal Banking Around the World

Postal banking has deep roots internationally and is entering a period of expansion of services. This has been shown in a major global study of postal banking recently carried out in 2012 by researchers of the Universal Postal Union, of which Canada is a member.

The UPU report shows that, “After banks, postal operators and their postal financial subsidiaries are the second biggest world-wide contributor to financial inclusion, far ahead of microfinance institutions, money-transfer organizations, co-operatives, insurance companies, mobile money operators, and all other providers of financial services.”

There are many large and important postal banking operations around the world, from Japan Post Bank, the world’s largest deposit holder with ¥203 trillion (c\$2.15 trillion) in assets, to the Postal Savings Bank of China, the fifth-largest commercial bank in China with over 400 million customers, to the Deutsche Post Bank, which is now owned by Deutsche Bank but remains one of the largest in Germany with its own network of over 100 branches and 4,500 postal outlets.

Our study does not examine these banks, but rather looks at five successful

models in industrialized countries — the United Kingdom, France, Italy, Switzerland, and New Zealand — which have all maintained an important relationship between the financial services offered through post office outlets and the post office. These countries have been chosen because of their relevance to Canadian options. In all five countries, the Post Office is publicly owned, although the UK is in the process of privatizing its delivery services, the Royal Mail, while keeping the Post Office public.

The United Kingdom’s Post Office’s financial services, in their present form, offer a model which is based on a major partnership with a private sector financial institution, some new products, as well as access for customers of most existing banking services.

France’s Banque Postale is a chartered bank owned by the Post Office that offers a wide range of products, including insurance, and is particularly concerned with offering products to the NGO and mutual sector, as well as to low-income citizens. The bank makes the list of the world’s top 50 safest banks.

Italy’s BancoPosta presents the model of a non-chartered bank that offers a wide range of services and excels in offering them through mobile phones as well as banking cards.

Switzerland’s PostFinance, wholly owned by the Swiss Post Office, is the leader in money transfers and one of the largest banks in a country famous for its private sector banking. It has just this year become a chartered bank. It also offers

FIGURE 1 Summary of Postal Banking Models and Services in the United Kingdom, France, Italy, Switzerland and New Zealand

Postal Financial Services	Name of Financial Services Institution(s)	Structure of ownership of Financial Services	Services Offered	Bank Charter	% of Post Office sales or profits for latest year	Rank of Services
United Kingdom	Post Office	Main partnership with Bank of Ireland and agreements with other banks	All financial services, including new chequing accounts	No	25% of sales	No ranking
France	La Banque Postale	La Poste	All services	Yes	36% of before-tax earnings	44 th Safest Bank in World
Italy	BancoPosta and insurance companies	Poste Italiane	All services; savings in partnership with the CDP (Cassa Depositi e Prestiti)	No	67% of total profits	Largest retail bank in Italy
Switzerland	PostFinance	Swiss Post, with partnership on all loan and insurance products	All services	Yes	71% of total Swiss Post operating profits	Number 1 in payment services and number 3 in customers
New Zealand	Kiwibank	NZ Post	All services	Yes	70% of profits	Largest NZ-owned bank

mortgages and loans in partnership with major private sector financial institutions.

Finally, Kiwibank, owned by New Zealand Post, is a relatively new entrant in the world postal banking sector and has been able to offer a wide range of services, including special mortgage products to low-income earners and to the Maori community.

Postal Banking for Canada

When we examined these five national postal banking systems in detail, we found that they were all successful in their own way. However, success did not seem to be

linked to the particular form of structuring of the financial services (which ranged from full ownership by the Post Office to various kinds of partnership with the private sector), or to the kind of products offered, as some offered all major financial products and some fewer. The diversity in successful models shows that the key component for success seems to be characteristics of the Post Office itself, including widespread locations, trust in the institution, and the staff.

Why Postal Banking?

Our study shows clearly that postal banking would succeed in Canada and would help improve and stabilize Canada Post's services and revenues. The five post offices we studied in other countries are all publicly owned, and receive a substantial percentage of their sales and profits from financial services while other sources of revenue declined.

The rise of virtual and new retail banking and the growth of Fringe Financial Institutions in Canada show that the traditional financial banking sector is not meeting all the needs of Canadians. Millions of Canadians have opened accounts in or are using the services of these new institutions; but, although they operate in a similar fashion to traditional banks, they tend to be concentrated in urban areas and are not available in many parts of the country.

A new Canada-wide financial institution could offer products and services that challenge the existing patterns. The ability to offer competition for existing fees would be helped by the fact that banking services would be delivered through existing premises and staff. Use of the e-post system, as well as existing Canada Post delivery services, could help keep costs low.

Clearly, offering postal financial services would allow the millions of Canadians without local bank branches or easy access to banking the access they need.

First, there are many Canadians living in large parts of Canada who lack physical access to banks or credit unions. The

number of bank and credit union branches has shrunk over the last two decades. In rural Canada, many bank branches have closed in small towns and, while credit unions have purchased some of these branches, this process has slowed markedly in recent years.

Because postal outlets are present in both rural communities and inner city neighbourhoods, new postal banking could offer to citizens and businesses in many communities banking services where they do not currently exist. In Northern and rural Canada, on Aboriginal reserves, and in the three Northern territories, there have always been fewer banks and credit unions than are needed. (There are no credit unions in the territories.)

Second, it is estimated that some 3% to 8% of Canadians do not have a bank account. This represents a potential of more than a million new customers for postal financial services. Many Canadians use fringe financial services at a high personal cost. New postal banking services could also be combined with legislation requiring the immediate roll-back of FFI interest rates to bring them in line with existing banking rates.

The Kiwibank and Banque Postale are both excellent examples of how a postal bank can offer special services to low-income people, such as home mortgages, rent-to-buy, and even social housing loans. In the case of Kiwibank, a special mortgage program for Aboriginal peoples has been developed that could be replicated in Canada.

Canada Post's Banking Advantages

- Canada Post has the largest network of retail outlets already in place across Canada.
- Canada Post had a total of almost 6,400 postal outlets in 2012.
- 3,800 Canada Post outlets (60%) are in rural areas where there are fewer banks and credit unions. The post offices in these locations could provide key services for individuals, but also for local businesses.
- Some communities in Canada have a postal outlet, but no other (or limited) banking services, especially since the closure of 1,700 bank branches and hundreds of credit unions over the last two decades.
- Canada Post has a high trust factor among Canadians, and an already existing skilled and stable workforce of 68,000 employees, some of whom could easily be trained to handle financial services. Thus it would not mean starting from scratch, but rather building on what already exists.
- Many Canada Post outlets are already open 6 or 7 days a week and could operate longer daily hours if necessary. Many of them are located in drug stores or small convenience stores with long weekday and weekend opening hours.
- Since Canada Post is owned 100% by the federal government, it could use

the expertise developed at the Bank of Canada, the Business Development Bank of Canada, Farm Credit Canada, Canada Mortgage and Housing Corporation, Export Development Canada, and Canada Savings Bonds.

The financial services Canada Post could provide would be tested regionally first; would be fair and transparent; be delivered from bricks-and-mortar branches as well as through the telephone and Internet; expand existing services; and contribute to financial literacy. All services, of course, would be profitable for Canada Post to provide.

Canada Post already provides some financial services, such as postal money orders, domestic and international money transfers, bill payment and financial transaction and payment notices, and prepaid Visa cards.

Brand new services could consist of:

- access by all banks and credit union customers to their accounts to deposit or withdraw cash, as is the case in the UK;
- savings accounts and low-fee chequing accounts;
- low-interest credit cards; and
- prepaid debit cards.

In the future, services could be extended to:

- mortgages;
- small-business loans and agricultural loans;

- insurance products;
- mutual funds and stocks; and
- special new products for low-income and Aboriginal peoples.

Canada Post financial services should offer new competitive products to all Canadians, but they could also make sure that there were special services offered to low-income and Aboriginal Canadians, similar to services offered by both the French and New Zealand post office financial systems.

The postal bank could also provide special services for NGOs and social economy organizations. The Banque Postale in France has become a banker for NGOs, social economy and mutual organizations in fields such as social housing. For a while it looked as though Citizen's Bank would take on this role in Canada, but its retreat from the sector means that once again there is no bank specializing in the needs of this kind of business.

Delivering Financial Services

Canada Post Corporation could examine the optimum method of delivering these services. This could be done by establishing a task force of experts from the financial and postal services to examine how they are delivered in other jurisdictions, the best method for Canada Post (in terms of profit and sales), and the best method for users of these services.

Who Should Own the Services?

There are several possibilities:

- Create a non-chartered bank — a Canada Post-owned subsidiary — to deliver financial services. This is the route taken in Italy
- Create a chartered bank wholly owned by Canada Post. This is the route taken by France, Switzerland, and New Zealand
- Create a bank to deliver some of the services and partner with banks and others to deliver the rest. This is the route taken by Switzerland.
- Create a national credit union or mutual to deliver the financial services in partnership with Canada Post. A national credit union is one such possibility, as it would allow for widespread ownership by Canada Post employees as well as the public.
- Partner directly with one or more financial institutions to deliver the services. This is the route taken in the U.K.

What Mix of Financial Services Should Be Offered? Who Should Deliver Them?

Canada Post already has partnerships with a number of different institutions that could be approached to assist with these services. Once the first question is answered, the second one could be exam-

ined and the experience of other countries taken into account.

All potential partnerships, if that is a route taken, should be determined by open tender on delivering a service for a specific period of time. With its 6,400 outlets, which often serve populations with no competition in financial services and sometimes no services at all, Canada Post would undoubtedly be courted by many financial institutions anxious to supply services. There is also no reason to necessarily have all services provided by the same stakeholder or stakeholders across the country.

Whatever the ownership mechanisms, some services could be completely owned by Canada Post and others delivered by a partnership with existing credit unions or banks. Partnerships could be made nationally or developed on a regional basis. This would also allow Canada Post to partner with regionally-based credit unions and *caisses populaires* in different provinces.

The question of delivery has become easier with the uptake in Internet and mobile phone technology. For example, the UK Post Office Ltd. delivers its services with a core of 300 financial specialists, as well as trained Post Office staff for 11,500 outlets. Internet and telephone technologies allow people in remote areas to connect with financial specialists.

Conclusion

- Canada's existing financial and banking system is not providing competi-

tive services to Canadians, nor adequate service to many of the under- or unbanked.

- Canada's postal system has a long history of delivering financial services. Currently delivering some products, it could develop a full banking system.
- Postal banking systems are proliferating around the world and are prominent in most of the developed countries. They have shown themselves capable of generating the additional income needed to preserve the postal system as traditional letter volumes decline.
- Analysis of the postal banking systems in the five developed countries we have selected has demonstrated that there are many ways of creating a successful system. We can use the experience of these countries to create our own model in Canada.
- Our study concludes that the idea of Canada Post expanding into financial services is a sound one. Other studies, as well as opinions of past Canada Post presidents and experts around the world, have reached the same conclusion.
- We recommend that the federal government and Canada Post immediately establish a task force to determine how to deliver new financial services, and determine priorities for delivering new products.



CCPA
CANADIAN CENTRE
for POLICY ALTERNATIVES
CENTRE CANADIEN
de POLITIQUES ALTERNATIVES



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74 WOOLWICH STREET
GUELPH, ONTARIO
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November 1, 2013

Mr. Blair Labelle, City Clerk,
City of Guelph
1 Carden Street
Guelph ON
N1H 3A1

Dear Mr. LaBelle,

At its meeting held on Thursday October 31, 2013, Wellington County Council approved the following recommendation from the Social Services Committee:

That the County Social Services Committee supports the City of Guelph Emergency Management Services staff plan for land ambulance response time improvement, with the potential for a speeded-up implementation schedule.

Sincerely,

A handwritten signature in cursive script that reads "Courts".

Kim Courts
Deputy Clerk

c. Mr. Shawn Armstrong, General Manager Emergency Services



City of Hamilton
City Hall, 71 Main Street West
Hamilton, Ontario,
Canada L8P 4Y5
www.hamilton.ca

City Clerk's Office, Corporate Services
Physical Address: 71 Main Street West, 1st floor
Phone: 905.546-4408 Fax: 905.546-2095
Email: clerk@hamilton.ca

Hamilton

October 24, 2013

Mr. Blair Labelle
City Clerk
City of Guelph
City Hall
1 Carden Street
Guelph, ON N1H 3A1

RECEIVED
OCT 28 2013
CITY CLERK'S OFFICE

Dear Mr. Labelle,

**Re: Resolution Respecting a Request to the Province to Establish an
Infrastructure Funding Program for Sidewalk Maintenance**

At its meeting of October 23, 2013 City Council considered your Resolution dated September 30, 2013 regarding the above matter.

Please be advised that Council has endorsed this Resolution.

Yours truly,

A handwritten signature in cursive script that reads "Mary Gallagher".

Mary Gallagher,
Manager of Legislative Services/Deputy Clerk

MG:st

File C13-019
(5.4)



RECEIVED
NOV - 5 2013
CITY CLERK'S OFFICE

Our File No: CV25-13

October 28, 2013

Mr. Blair Labelle, City Clerk
City of Guelph
City Hall
1 Carden St.
Guelph, ON N1H 3A1

Dear Mr. Blair:

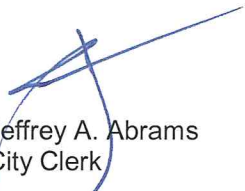
RE: SIDEWALK AND SIGN INSPECTION PROGRAMS - UPDATE

We acknowledge receipt of your letter dated, October 8, 2013, with respect to the above noted matter.

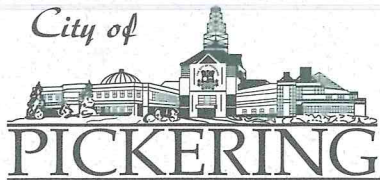
In accordance with the City's policy your correspondence has been forwarded to the Mayor and Members of Council. A member of Council may request the matter be listed on a Council/Committee agenda for consideration.

Should this matter be listed on an agenda, we will advise you of any action taken by Vaughan Council.

Yours sincerely,



Jeffrey A. Abrams
City Clerk
JAA/as



Pickering Civic Complex
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Direct 905.420.4660
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Corporate Services Department
Legislative Services Division
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OCT 25 2013

CITY CLERK'S OFFICE

October 23, 2013

Blair Labelle, City Clerk
City of Guelph
City Hall, 1 Garden Street
Guelph, ON N1H 3A1

Subject: Sidewalk Infrastructure
File: A-2400-001-13

Further to your correspondence of October 8, 2013, please be advised that your resolution concerning the above is hereby acknowledged.

Your request for endorsement has been circulated to Council and any member of Council may request the item be placed in the council agenda for discussion and consideration.

It is the practice of the City of Pickering to make its position on given subjects known through the appropriate Municipal association or directly to the government involved.

Thank you for taking the time to express your concerns and views and the City of Pickering will keep you informed if any action is taken.

Yours truly


per Debbie Shields
City Clerk

Copy: Mayor Ryan and
Members of Council
Chief Administrative Officer
Director, Engineering & Public Works



Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1
Telephone: (519) 824-1212 # 213 Fax: (519) 824-8360
TTY (519) 824-1466 Email: board@police.guelph.on.ca

October 24, 2013

Mayor Farbridge and Members of Council
Guelph City Hall
1 Carden Street
Guelph, Ontario N1H 3A1

Dear Mayor Farbridge and Members of Council:

As you are aware, the 2014 Guelph Police Service Capital Budget was presented to City Council on Monday, September 30, 2013 and was presented as part of the Guelph Financial Strategy. There were several inquiries from Council and from the public, regarding the additional funding of \$20.4 million required for the project.

At the meeting of the Guelph Police Services Board on Thursday, October 17, 2013, Chief Bryan Larkin provided a Memorandum regarding the Guelph Police Service Headquarters Renovation and Expansion, which briefed the Board on the timeline and provided further insight into the need for additional funding, as well as highlighted the need for a more fulsome presentation and information to Councilors and the community.

In that regard, the Board has directed me to provide a copy of Chief Larkin's Memorandum to the Guelph Police Services Board in an effort to provide you with important information. I can also advise that plans are being made to have a comprehensive presentation of the Headquarters Renovation and Expansion project at the Board's next open session in November prior to the budget presentation before Council on November 27, 2013.

The November meeting of the Guelph Police Services Board will take place on **Monday, November 18, 2013 at 2:00 p.m.** at the Clair Road Emergency Services Centre, 160 Clair Road West in the Settlers Room. Further details will be provided to you by the Guelph Police Service.

I trust you will find this memorandum very informative. If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "J. Sorbara". The signature is written in a cursive style with a large, looped initial "J".

Judy Sorbara
Chair

Enclosure

Copies: Ann Pappert, Chief Administrative Officer
Al Horsman, Executive Director/Chief Financial Officer
Bryan Larkin, Chief of Police



OFFICE OF THE CHIEF OF POLICE

Bryan M. Larkin

To: Chair Judy Sorbara and members of the Board

Date: Thursday, October 17, 2013

Re: GPS Headquarters Renovation and Expansion

As you are aware the 2014 Guelph Police Service (GPS) Capital Budget was presented to City Council on Monday, September 30, 2013. The GPS presentation was presented as part of the 2014 Guelph Financial Strategy.

There were a number of inquiries from City Council regarding the additional funding of \$20.4 million as well as what precipitated the additional request as well as what specifically was driving the escalated costs of the GPS Headquarters Renovation and Expansion project.

The questions and inquiries from City Council highlighted the need for a more fulsome presentation and information to Councillors as well as to the community regarding the scope of the project as well as presenting the various impact factors, facilities assessment and ensuring the sustainability of our emergency service infrastructure.

Timeline of GPS Facilities Growth and Assessment

The present GPS Headquarters (15 Wyndham Street South) was originally built in 1960 and served a dual purpose as the GPS Headquarters and Court House. The initial building was 28,000 square feet and served a population of 38,000. In 1988, the GPS Headquarters was expanded to include a west wing that added an additional 30,000 square feet due to the growing demands of the community (population 78,000). In 2002, a number of internal minor retrofits were made to assist with the capacity demands of the Data Services Unit, 911 Communication Centre and police briefing and report writing rooms (population 112,000).

In 2006, the Police Services Board directed the GPS to consider alternate solutions to address the aging facility as well as increased capacity demand. In 2011, various GPS units were moved to the Clair Road Emergency Services Centre (CRESC) and in 2012; the Board and City Council approved \$13.6 million to upgrade the GPS Headquarters (population 126,000).

The GPS contracted an outside architectural firm to conduct a facilities needs assessment report in an effort to provide a preliminary cost estimate for long-term capital budgeting purposes. During this process, the GPS did not partner with the City of Guelph Engineering and Planning Department.

The GPS Headquarters Working Group is recommending a public presentation at the November Police Services Board Meeting that will provide a comprehensive overview of the GPS Headquarters Renovation and Expansion Project including a presentation from CS & P Architects.

I would like to acknowledge the diligence of the GPS Headquarters Working Group who paused the project to ensure a proper and further assessment based on the findings. The GPS recognizes the impact on the overall Guelph Financial Strategy and has been actively working with the Finance Department to ensure the long-term viability and prosperity of our city.

For your information and further discussion.

Yours truly,

A handwritten signature in black ink, appearing to read "Bryan M. Larkin", with a long horizontal flourish extending to the right.

Bryan M. Larkin
Chief of Police

From: Cheryl Polonenko [<mailto:cheryl.polonenko@police.guelph.on.ca>]

Sent: Tuesday, November 05, 2013 09:26 AM

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

Cc: Mayors Office

Subject: Correspondence from the Guelph Police Services Board

Your Worship, Mayor Farbridge, and Members of Council:

Would you kindly note that since the writing of the letter regarding the GPS Headquarters presentation on November 18th, the time of the Guelph Police Services Board meeting at CRESC has been changed to **2:30 p.m.**

Cheryl Polonenko
Executive Assistant
Guelph Police Services Board
P.O. Box 31038
Willow West Postal Outlet
Guelph, ON N1H 8K1
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