

A Portrait of Guelph's Community Benefit Sector

A Background Report for the City of Guelph's Community Investment Strategy

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EXECUTIVE SUMMARY

This report contains a profile of the community benefit sector in Ontario and in Guelph, and an examination of the current and emerging issues and trends facing the sector. It is one of three background research reports intended to inform the development of Guelph's Community Investment Strategy.

This report was informed by four distinct streams of research: published statistics on the community benefit sector; a literature review; a facilitated focus group involving 19 local funding organizations, and an on-line survey that generated 139 responses.

Community organizations are vital contributors to the quality of life in local communities, and Guelph is clearly no exception. Provincially, the community benefit sector employs 15% of Ontario's workforce and generates \$34 billion in value to the economy. In Guelph, that equates to 10,000 jobs.

At present, Guelph is served by over 700 community organizations - 473 (67%) are located in the City, and another 228 (33%) are based outside of the City but serve Guelph as part of their catchment area. These organizations serve every demographic, and are involved in a myriad of program areas, including recreation, social services, environmental causes, faith, arts and culture, volunteer promotion, health, housing, education and more.

In Guelph, as elsewhere, the current economic climate is resulting in dramatic changes in the demand for and delivery of community services. It is important for the City to take stock of these issues and trends, as they have the potential to shape the way community services are delivered in the coming years.

The findings from this report have been synthesized into five themes that will inform the development of the CIS. These themes are as follows:

1. *Understanding the community* – The local community is changing and becoming more diverse. Without good information, it is difficult to stay responsive to emerging needs, to target funding or to justify the need for municipal support.
2. *Value-added* – Solving the current social, economic and environmental challenges facing Guelph will require more than government action alone. Community organizations have the ability to extend governments' reach, engage community members at the grass-roots level, and build cross-sectoral partnerships.
3. *Needs of funders vs. community organizations* – There is dissonance between what community organizations need and what funding agencies are able to fund. As part of the CIS, the City should explore solidifying relationships with other funders to share information, research and best practices, ensure coordination of funding efforts, and ultimately reduce duplication.

4. *Working collaboratively* - There is a definite appetite for working collaboratively in Guelph, but the City's role within this context is less clear. As part of the CIS development process, it will be important for the City to determine its role with respect to collaborations, and to clarify and communicate that function broadly.
5. *Encouraging social innovation* - As with collaboration, there is a strong appetite among the community benefit sector for social innovation. But, there is a need to define what innovation means, and the City's role and capacity within this context.

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1. INTRODUCTION

The City of Guelph is often regarded as one of the premier cities in Canada to live, work and play. For example, in 2008 *Maclean's* magazine rated Guelph as Canada's most caring city, based on the fact that 70 percent of Guelph's population aged 15 and older volunteered their time to non-profit organizations, giving Guelph the highest volunteer rate in the country (a full 20% above the provincial average).

A key reason behind these ratings is Guelph's community benefit sector, which provides a myriad of programs and services that are vital to the economic, environmental, cultural and social sustainability of the community. Whether it be cleaning up the Speed River, providing alternative education to homeless and at risk youth, organizing art and music festivals, assisting new Canadians to settle in the community, delivering hot meals to a housebound senior, or teaching children how to skate, Guelph's community benefit sector is *making a difference*.

This report forms one of three background research documents for the City of Guelph's Community Investment Strategy (CIS) project. It contains a profile of the community organizations serving Guelph, and an examination of current and emerging issues and trends facing the sector. The development of this profile also involved an investigation of potential partnership opportunities with local funders. The results of this report are intended to inform the CIS development process.

1.1 Methodology

The process for completing this task was four-fold and included:

- A review of available facts and statistics on the local community benefit sector. Data sources included:
 - Statistics Canada's *Census of the Population, 2006*
 - *Canada Survey of Giving, Volunteering and Participating (CSGVP), 2007*
 - *National Survey of Nonprofit and Voluntary Organizations (NSNVO), 2003*
 - Community Information Database records from the Volunteer Centre of Guelph/Wellington, 2011
- A review of recent published literature relating to Canada's community benefit sector. Leads for this line of inquiry were provided by the City's project manager and the Volunteer Centre's Executive Director (see Appendix A for a complete bibliography).
- A facilitated focus group session involving 19 participants, representing a range of funding organizations that support the community benefit sector in Guelph, held on November 14, 2011.
- An on-line survey (using Survey Monkey) was conducted in order to learn more about the local community benefit sector (its composition, strengths, needs and priorities), as well as to gather information about past experiences accessing the City for support. The

web link was posted between November 21 and December 7, 2011, and was circulated to over 400 community stakeholders by City staff, as well as promoted via multiple sources (i.e. City website, local funder distribution networks, community membership lists, etc.). A total of 139 community organizations responded to the survey. A summary of the survey questions and responses can be found in Appendix B.

1.2 Terminology

The terminology used to refer to the community organizations and groups discussed in this report is a heavily contested issue. Across the world, this sector is referred to in many ways – non-profit, not-for-profit, voluntary, charitable, social benefit, public benefit, community, and the third sector. The terms of reference for the City of Guelph’s CIS project originally used the term not-for-profit organizations to describe this sector. However, according to a survey conducted for the Government of Ontario’s Partnership Project (2011), this is not a descriptive term that individuals working within this sector prefer. And so, for the purposes of the CIS study and this research report, the broad term “**community benefit sector**” has been employed.

According to Barr et al. (2005), community organizations possess five defining features; they are:

1. **Organized** - they have some structure and regularity to their operations, as reflected in regular meetings, a membership, and procedures for making decisions that participants recognize as legitimate, whether they are formally constituted or legally registered or not. This includes informal groups as well as legally incorporated ones.
2. **Private** - they are institutionally separate from government, even though they may receive financial support from government
3. **Not profit distributing** - they do not distribute profits to individuals
4. **Self-governing** - they have their own mechanisms for internal governance, are able to cease operations on their own authority
5. **Voluntary** - membership or participation is not compulsory or coerced

The term community benefit sector used in this study refers to all groups and organizations that meet this description.

Did you know?

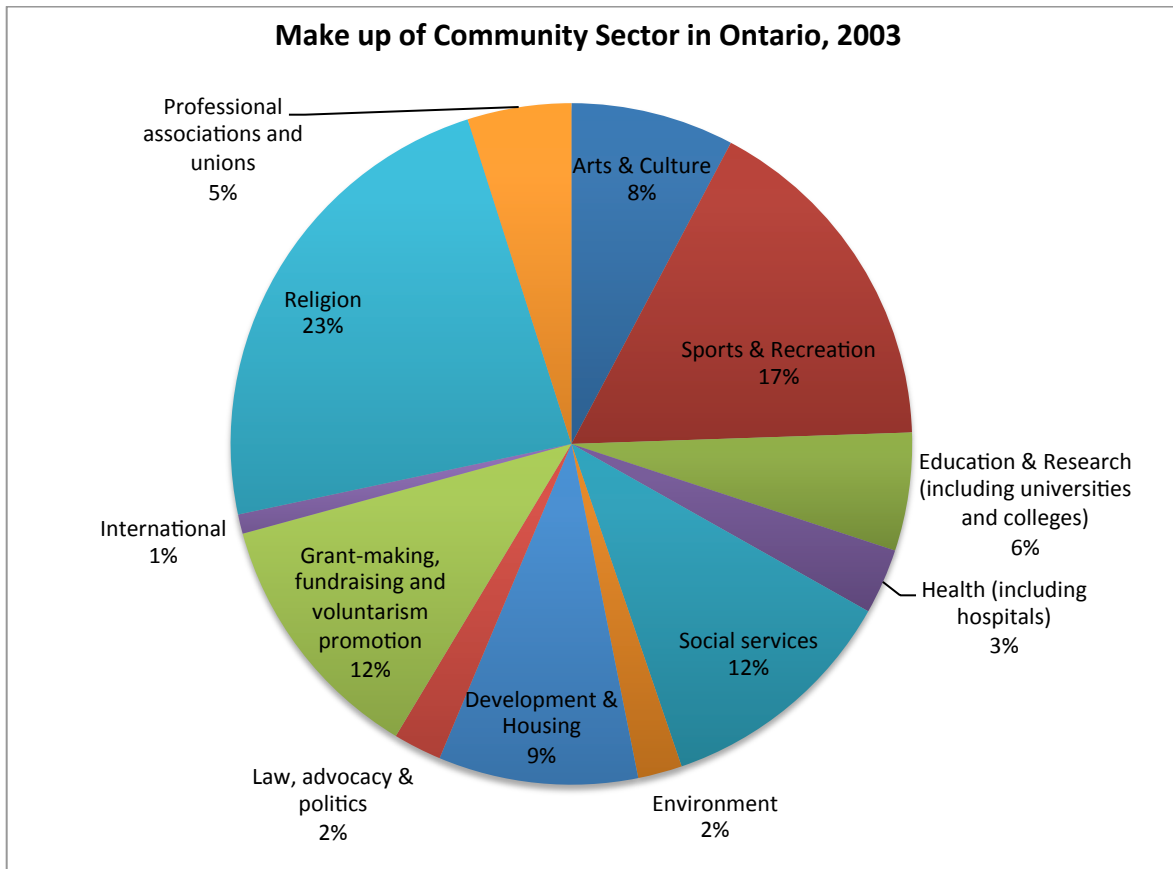
Some quick facts about Ontario’s community benefit sector (2003):

- Revenue: \$47.7 billion
- Organizations: 45,360
- Paid employees: 958,678

Source: ONN, 2008

2. A SNAPSHOT OF THE COMMUNITY BENEFIT SECTOR IN ONTARIO

The community benefit sector provides a wide range of essential services and programs that touch virtually all aspects of society – social justice, sport and recreation, environment, health, housing, faith, and arts and culture. The following pie chart illustrates the breadth of types of services provided by community organizations in Ontario.



Source: NSNVO, 2003

There is no actual registry of community organizations in the province. The most recent statistics (from the NSNVO, 2003) indicate that there are 45,360 community organizations in Ontario, providing a myriad of programs and services to every demographic. This number, however, is a low estimate and not wholly representative of the sector, as it only includes registered charities and incorporated non-profits.

Economic Impact

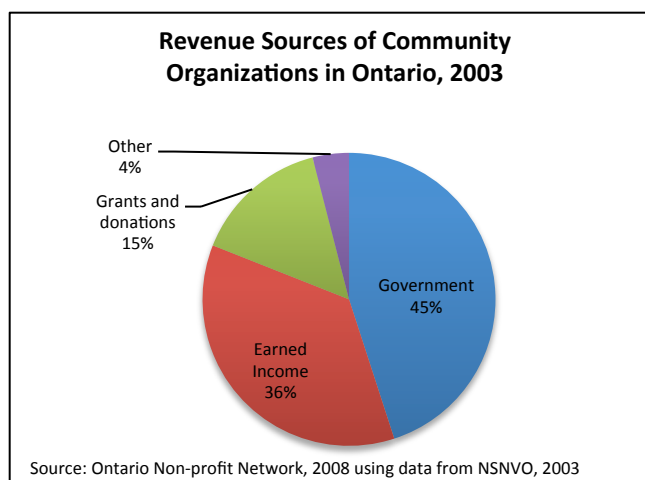
The community benefit sector represents a sizeable proportion of Ontario's economy. Close to one million people are employed in this sector (i.e. 15% of Ontario's workforce - In Guelph, that equates to over 10,000 jobs.). In 2003, community organizations earned \$47.7 billion in revenues, and generated \$34 billion of value to the provincial economy (or 7.4% of Gross Domestic Product) (NSNVO, 2003).

According to Statistics Canada, in 2006, the community benefit sector generated 20% more value added than the food services industry, more than 2.5 times that of agriculture, and nearly six times as much as the automotive manufacturing industry.

Revenue Sources

Community organizations obtain their revenues from three main sources:

- *Government* - municipal, provincial and federal
- *Earned income* - membership fees, non-government fees for goods and services, investment income, gaming, etc.
- *Grants and donations* - fundraising, individual and corporate donors, grants from philanthropic organizations and foundations, etc.



One percent of community organizations - specifically the Hospitals, Universities and Colleges - generate 38% of the sector's total revenues. In Ontario, 34% of organizations earn revenues of less than \$30,000, while 10% of community organizations generate annual revenues of \$1 million or more (NSNVO, 2003).

Larger organizations tend to rely more on government funding than smaller ones. In general, reliance on municipal funding is quite small, regardless of organization size.

Citizen Engagement

Volunteers are the backbone of the community benefit sector. Virtually all community organizations are governed by volunteer boards of directors, and more than half of all community organizations in Ontario (53%) are completely volunteer run (have no paid staff). In 2007, a total of 5 million people volunteered their time for a community organization in Ontario, contributing a total of 811 million hours of volunteer labour. This equates to more than 422,000 full-time equivalent staff positions (Vodarek et al., 2010).

In general, larger organizations – as measured by revenues – tend to have both larger staff and volunteer complements than smaller ones. Well-resourced organizations have a greater ability to mobilize and engage volunteers, irrespective of which organizations might benefit most from volunteer time.

3. SIZE & SCOPE OF GUELPH'S COMMUNITY BENEFIT SECTOR

According to Revenue Canada (CRA), there are presently 299 registered charities based in Guelph (December 2011)¹. This does not reflect the full complement of the sector, however, as many community organizations are not legally registered charities. In fact, of the over 45,000 community organizations operating in Ontario, only 60% of them are registered charities. Furthermore, the number available from CRA does not include community organizations located outside of Guelph that serve this community (i.e. organizations serving national, provincial and region-wide catchment areas).

A recent analysis of the Community Information Database² conducted by the Volunteer Centre of Guelph/Wellington reveals that there are:

- 473 community organizations located in Guelph
- 228 community organizations located outside of the City of Guelph, which serve Guelph as part of their catchment area

A detailed listing of community organizations located in and serving Guelph, including their primary service area(s) is available under separate cover.

Profile of CIS Survey Respondents

As mentioned in the methodology, in November-December of 2011, an on-line survey for the CIS project was completed by 139 local community organizations. It is acknowledged that this survey represents only a sampling of the local community benefit sector, and is not statistically valid. Nevertheless, the profile results confirm much of the findings from the most recent National Survey of Non-Profit Organizations (NSNVO, 2003).

Of the organizations that responded to the CIS survey,

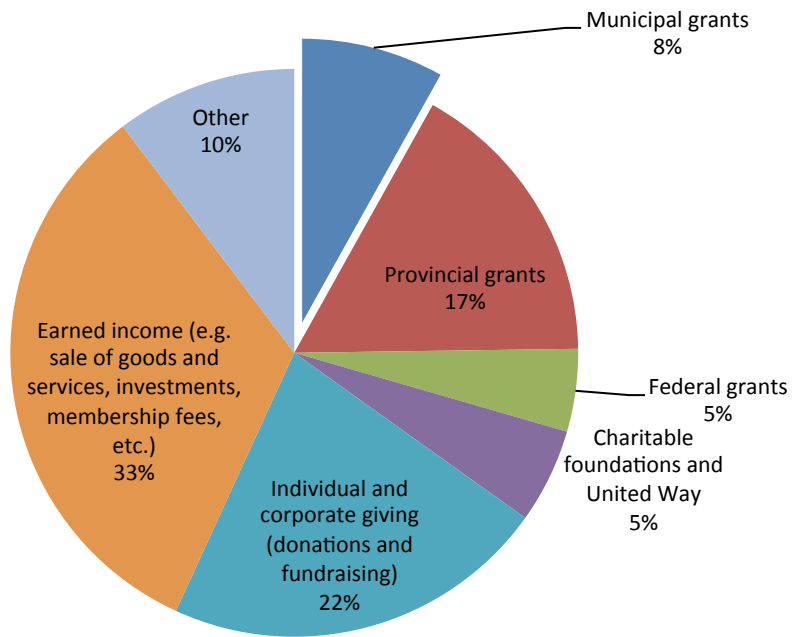
- 75% are incorporated non-profit organizations
- 55% are registered charities
- 30.8% reported annual revenues of less than \$25,000
- 5.4% report revenues of \$1 million or more
- 8% of revenues come from municipal sources. In addition to City of Guelph funding, this would include the County of Wellington and other municipal sources.
- 38.8% have no staff
- 23.5% have volunteer complements of over 100 individuals

¹ A listing of registered charities based in Guelph is available from <http://www.cra-arc.gc.ca/>.

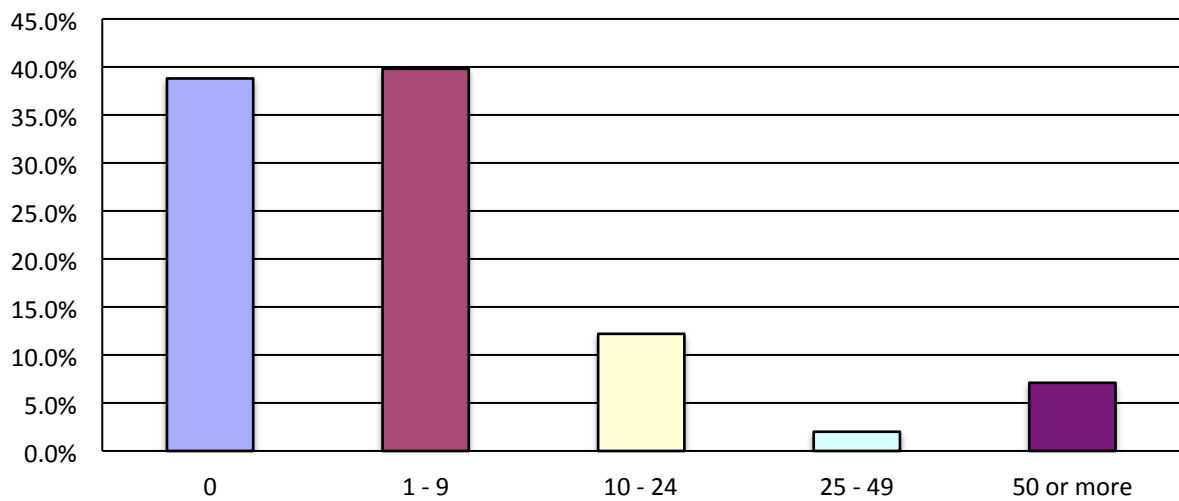
² The Volunteer Centre of Guelph/Wellington maintains a comprehensive database of community organizations

² The Volunteer Centre of Guelph/Wellington maintains a comprehensive database of community organizations serving Guelph and Wellington County. It is available at <http://communitylinks.cioc.ca/>.

Revenue Sources of Guelph CIS Survey Respondents, December 2011



Staffing Complement of Guelph CIS Survey Respondents, December 2011



4. CURRENT AND EMERGING RESEARCH TRENDS

This section of the report explores current and emerging trends facing the community benefit sector across the country, as documented in recently published research reports. These trends indicate that community organizations are exploring different ways of working, in order to address increasing service demands and the current economic environment. It is important for the City to take stock of these issues and trends, as they have the potential to shape the way community services are delivered in the coming years.

Financial Pressures

Recent research about community organizations in Canada reveals a sector under stress. All signs indicate that the current economic climate has resulted in an unstable funding environment. According to Canadian Council on Social Development's noteworthy report *Funding Matters*, these funding pressures have led to a number of worrisome trends in the community benefit sector (Scott, 2003):

- *A tendency for mission "drift"* - There has been a marked shift away from a core-funding model towards project specific grants. Core funding is what allows organizations to pursue their mission, by paying for operational expenses (In addition to programming costs, this includes support for back-office functions like overhead, space, human resources, finance, information technology, legal, etc.). Without this base of support, many organizations are pressured to go after funding regardless of the purpose. This is called "mission drift" – making decisions that serve the financial goals of an organization, not the core business.
- *Reporting overload* - Large amounts of staff time is being tapped to deal with ever-increasing fundraising and administrative requirements, rather than social innovation and service delivery.
- *"House of cards"* – Funders are increasingly requiring partnership arrangements, but the volatility of these funding arrangements means that the loss of one partner can bring down the whole interlocking structure. For example, many funders will not commit resources until all other funding partners are on side.
- *Advocacy chill* – Advocating on behalf of clients can be seen as risky, despite the justice of the cause, as many organizations want to avoid negative media attention, especially when their funding is up for review.
- *Human resource fatigue* – Individuals are often asked to do more for less. Many community benefit sector employees are nearing retirement. And wage rates fall well below those in the public and private sectors, and in some instances, are below the poverty line.

Increasing Service Demand

While funding pressures have been increasing for most agencies, the recent global recession has also resulted in rising service demands and pressures. For social service organizations, like food banks and credit counseling, this has meant a direct increase in the number of clients they are serving. And for organizations in the arts and leisure sectors, this may mean that families have less disposable income to spend on their children's extracurricular activities (Earle and Wilson, 2009).

Agencies have employed a range of strategies to address these service needs. The Social Planning Network of Ontario reports that many agencies are supporting more people with the same staff, increasing volunteer hours, expanding program staff time and service hours, and fundraising more private dollars (Earle and Wilson, 2009).

Drivers of Success

Despite the above-mentioned challenges, many community organizations have been able to thrive during the current economic climate. A recent study by the Public Policy Forum (2011) points to five key strategies shared by community organizations that thrived during the recent downturn:

- *Developing a clear strategy to generate impact* – It is critical that community organizations understand themselves - what they do well, what they do best, and where they want to go. Successful organizations focus on their core competencies, and resist the temptation to take on project funding that may cause them to drift from their core mandate.
- *Building strong governance and leadership capacity* – Successful community organizations have active and engaged boards (the Executive Director is not the sole keeper of information). Strong management also extends to financial management. Innovative organizations adopt technology, and encourage networking and professional development.
- *Measuring and communicating their impact* – Successful organization understand the importance of evaluation, and are able to demonstrate their results to funders, donors, and clients.
- *Leveraging external partnerships to reduce costs and increase impact* - “Not every new idea needs a new organization.”
- *Developing new sustainable revenue sources* – Successful community organizations think like businesses – they move beyond status quo and seize opportunities.

Social Innovation

There are differing levels of understanding about social innovation among community organizations. Many view the term synonymously with social enterprise. Others have some level of awareness but no idea where to start, while some organizations are governed by board

members who are risk-averse and afraid to venture beyond traditional activities (Government of Ontario, 2011).

As outlined in the Promising Practices report, there are a number of key roles government can play in fostering social innovation (Public Policy Forum, 2011):

- *Tone setters* – championing innovation by removing barriers and lending credibility to initiatives
- *Convenors* - catalyzing unlikely partnerships between multiple stakeholders
- *Enablers of access to resources* - providing appropriate regulatory and funding environments, and reward systems
- *Knowledge mobilizers* - expanding the reach of information and proven solutions so that success spreads

On a practical level, this could include:

- Encouraging community organizations to explore opportunities for shared marketing and communication strategies
- Supporting shared spaces and the co-location of community groups. This includes providing physical spaces and expert personnel who can help facilitate multi-stakeholder partnerships.
- Building community capacity by providing the necessary infrastructure, resources and support to ensure community organizations are able to fulfill their objectives
- Supporting volunteers, board development, networks for leaders, and affordable professional development

Collaborations

Community organizations are increasingly working collaboratively as a strategy to address common issues and needs, improve service coordination, and address funding pressures (e.g. by sharing administrative and back-office functions). However, like social innovation, there are differing opinions about what collaboration is and how it happens. The Research Shop at the University of Guelph recently conducted a study on community collaborations. The following table outlines some of their findings.

Definition	A mutually beneficial and well-defined relationship entered into by two or more stakeholders to achieve common goals. It occurs when stakeholders work together to address problems and seize opportunities through shared effort, contribution of resources, decision-making, and ownership of the final products or outcomes.
Potential Benefits	<ul style="list-style-type: none"> • Increased capacity • Increased efficiency • Increased effectiveness

Challenges	<ul style="list-style-type: none"> • Unclear expectations • Lack of time and resources • Staff resistance • Staff turnover • Balancing individual/organizational needs versus collaborative goals
Requirements for Success	<ul style="list-style-type: none"> • Significant commitment of time, expertise, and funding (e.g. facilitation, planning and evaluation, technical assistance, etc.) • Building respectful and trusting relationships • Clearly defined objectives and expectations • Open communication

Source: The Research Shop, University of Guelph, 2011

Advice for Funders & Policy Makers

Many of the studies reviewed for this report contained advice for funders and policy makers. The following is a summary of the grant-making ideas and suggestions culled from the research (Government of Ontario, 2011):

- Clearly articulate the desired impact of grants
- Recognize that programs cannot be delivered without staff, lights, space, and technology. Program costs are operating costs.
- “Don’t give with one hand and take away with the other.” Ensure that funding practices reward sound business practices, such as solid reserve funds, and don’t take back funding just because there are other funding sources.
- Plan beyond start-up events. Funding mechanisms that support pilot projects should also include means to ensure the ongoing success of the project.
- Ease the administrative requirements placed upon community organizations by using standardized application forms, and moving as much of it as possible online.
- “Size matters” - Application, monitoring and evaluation requirements should be scalable according to the size of the project and the organizations involved.
- Consider two-step application processes, starting with a letter of intent to determine whether a fuller application is justified.
- Include reasonable timelines for applications, and ensure that funding timelines provide reasonable accommodation for program planning and start-up (e.g. hiring new staff).
- Support organizations in measuring and communicating their impact.
- Make risk management measures scalable. Smaller value contracts, grants, and agreements should not be subject to the same risk mitigation measures as larger entities.
- Recognize that community organizations have the same needs as other businesses, including overhead, space, human resources, finance, information technology, legal, etc. They face the added challenge of recruiting, training, and managing volunteers.

5. SITUATIONAL ANALYSIS

This section explores the feedback received from the local community stakeholders, who completed the CIS survey and/or attended the Funders' focus group, in combination with the research findings. This analysis comprises five themes, which will inform the development of the CIS.

a) Understanding the Community

The local community is changing and becoming more diverse. Research illustrates that the current economic environment is resulting in dramatic changes in the delivery and management of community services. In order for the CIS to be supportive of and responsive to the community benefit sector, it is critical that the City keep abreast of the issues and needs facing the local community; for example the impact of the recommendations arising from the report of the *Commission on the Reform of Ontario's Public Services* (the Drummond Report) will have on the sector. At present, the City's primary mechanism for obtaining this information is via the community proposals and requests it receives. The City therefore needs to invest in a reconnaissance capacity that will allow it stay responsive to emerging needs, to target funding, and to justify the need for municipal support.

b) Value-added

In addition to the broad range of affordable, high quality programs and services Guelph's community organizations provide, the following is a list of assets they contribute to the community, as defined by the local community organizations who responded to the survey:

- Dedicated volunteers
- Talented staff
- Grassroots community involvement
- Commitment to customer/client service
- Expertise in a range of fields
- Diversity of programming
- Openness to working collaboratively
- Strong history/legacy in the community

Solving the current social, economic and environmental problems facing Guelph will require more than government action alone. Community organizations have the ability to extend governments' reach, engage community members at the grass-roots level, and build cross-sectorial partnerships. Unlike the public sector, community organizations also have the flexibility to take some risks when responding to emerging needs as long as they are prepared to be accountable to their individual boards of directors.

Moving forward, it will be important for the City to build on the strengths of the community organizations, and look at ways of supporting them so that they are best able to work with the City on achieving common social and community goals.

c) Needs of Funders versus Community Organizations

The CIS survey results indicate that the demand for and costs of running community programs and events are increasing, but revenues are not keeping pace. Consequently, funding challenges are “top of mind” for the community benefit sector. Local organizations report:

- Greater competition for funding (73% of survey respondents)
- Declines in individual and corporate donations (54%)
- Reductions in government funding (49%)
- Increased accountability and reporting requirements (46%)
- More project based funding, versus core/operational support (41%)

At present, there appears to be a disconnect between the goals and expectations of funders and those of community organizations. Although many funders acknowledge and recognize the challenges that community organizations are facing, many have limited capacity to innovate and change the way they operate. Many are driven by donor choices, versus community needs.

The development of a new CIS Policy Framework is an opportunity to create a proactive system that is responsive to local needs and creates direct community benefit. As part of the CIS, the City should explore solidifying relationships with other funders to share information, research and best practices, ensure coordination of funding efforts, and ultimately reduce duplication. As one funder noted at the CIS focus group, “We ask community agencies to partner and be socially innovative, yet we don’t hold ourselves to that same standard.”

The City’s role as a founding member of the Guelph Funders’ Network could be instrumental in this regard.

d) Working Collaboratively

Guelph is rich in collaborations composed of interested citizens, community organizations, policy makers, funders, and researchers who come together to share information and work collectively to address common issues and needs (Hawkins, 2011). Examples of these groups include: the Guelph and Wellington Task Force for Poverty Elimination, the Guelph Wellington Food Round Table, the Guelph Youth Sports Advisory Council, the Local Immigration Partnership, the Non-profit Executive Director Network, and the Guelph Funders’ Forum.

The City is represented at a number of these networks. Moreover, the City of Guelph is one of several partners currently working with the Institute for Community Engaged Scholarship on the creation of “WorkTogether.ca” – an online marketplace for organizations in Guelph and Wellington to share ideas and resources about collaborative work.

Local organizations cite numerous reasons for partnering:

- Improving coordination and delivery of services
- Containing costs
- Reducing service duplication
- Joint advocacy

- Shared marketing and promotion strategies
- Exploring mergers
- Building/sharing capacity (e.g. HR functions like recruitment, training, etc.)
- Relationship building
- Increasing community impact
- Meeting funder requirements

There is a definite appetite for working collaboratively in Guelph, but the City's role within this context is less clear. As part of the CIS development process, it will be important for the City to determine its role with respect to collaborations, and to clarify and communicate that function broadly.

e) Encouraging Social Innovation

As with collaboration, there is a strong appetite among the community benefit sector for social innovation. But, there is a need to define what innovation means, and the City's role within this context.

As is mentioned in the Promising Practices report, the City needs to be realistic about its own capacity to innovate. The CIS provides the opportunity to create some space for creativity and innovation, but in the absence of the appropriate political will, culture and structure within City Hall to sustain that innovation, it is unlikely to gain enough traction to last.

6. CONCLUSION

In conclusion, community organizations are vital contributors to the quality of life in local communities, and Guelph is clearly no exception. Guelph is served by 700 community organizations (i.e. 473 located in the City, and another 228 located outside of the City that serve Guelph as part of their catchment area). These organizations serve every demographic, and are involved in a myriad of program areas, including recreation, social services, environmental causes, faith, arts and culture, volunteer promotion, health, housing, education and more.

Research trends indicate that community organizations are exploring different ways of working, in order to address increasing service demands and the current economic environment. It is important for the City to take stock of these issues and trends, as they have the potential to shape the way community services are delivered in the coming years.

Solving the current social, economic and environmental problems facing Guelph will require more than government action alone. Community organizations have the ability to extend governments' reach, engage community members at the grass-roots level, and build cross-sectorial partnerships.

APPENDIX A - REFERENCES

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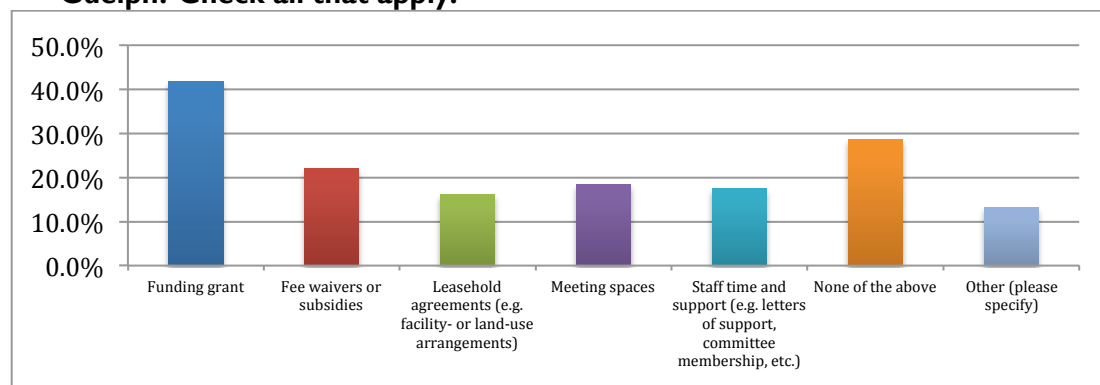
APPENDIX B – CIS COMMUNITY SURVEY RESULTS

Purpose & Methodology

Between November 21 and December 7, 2011, an on-line survey (using Survey Monkey) was conducted in order to learn more about the local community sector (its composition, strengths, needs and priorities), as well as to gather information about past experiences accessing the City for support. The web link was circulated to over 400 community stakeholders by City staff, as well as promoted via multiple sources (i.e. City website, and local funder distribution networks and community membership lists). A total of 139 community organizations responded to the survey.

Part 1 – Past Experiences accessing Support from the City

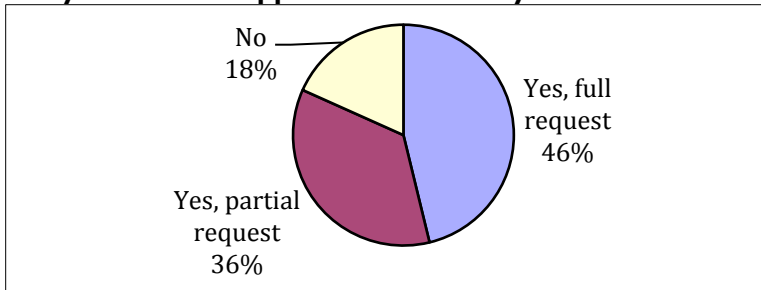
I. In the past five years, for what kinds of support have you approached the City of Guelph? Check all that apply.



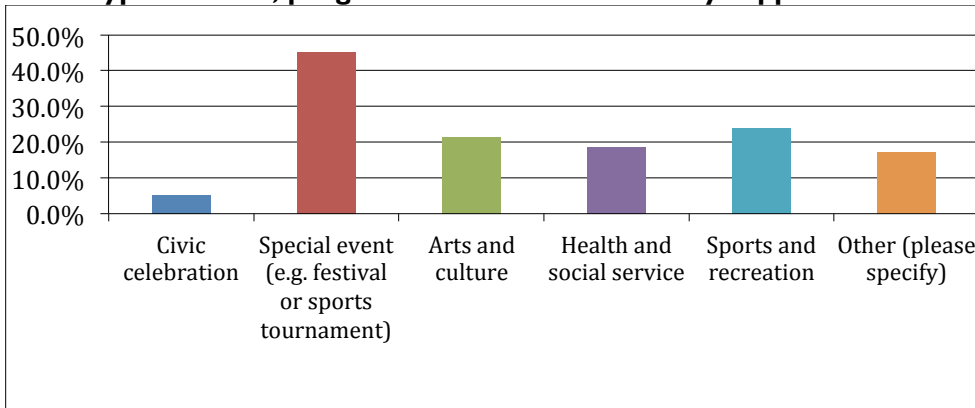
Of the 18 “other” responses, 27.8% of them did not related to the type of support received, but rather how respondents are involved and working with the City (e.g. access to and upgrading of sports fields, member of grants review group) and 16.7% specified the types of funding grant received. Examples of some of the other types of supports received by respondents included:

- Permits (e.g. liquor licenses, building, etc.)
- Charitable property tax rebate
- Financial contributions to partnership projects
- Advertising support
- Maintenance support
- Speakers
- Community suite at Sleeman Centre

2. Did you receive support from the City?



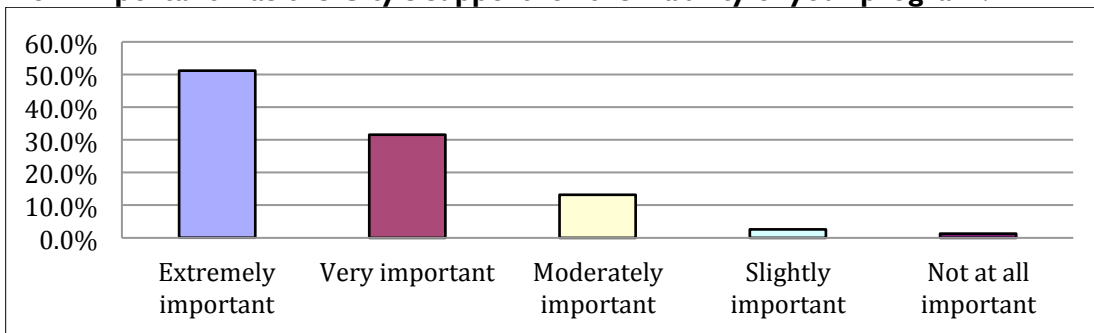
3. What type of event, program or service did the City support? Check all that apply.



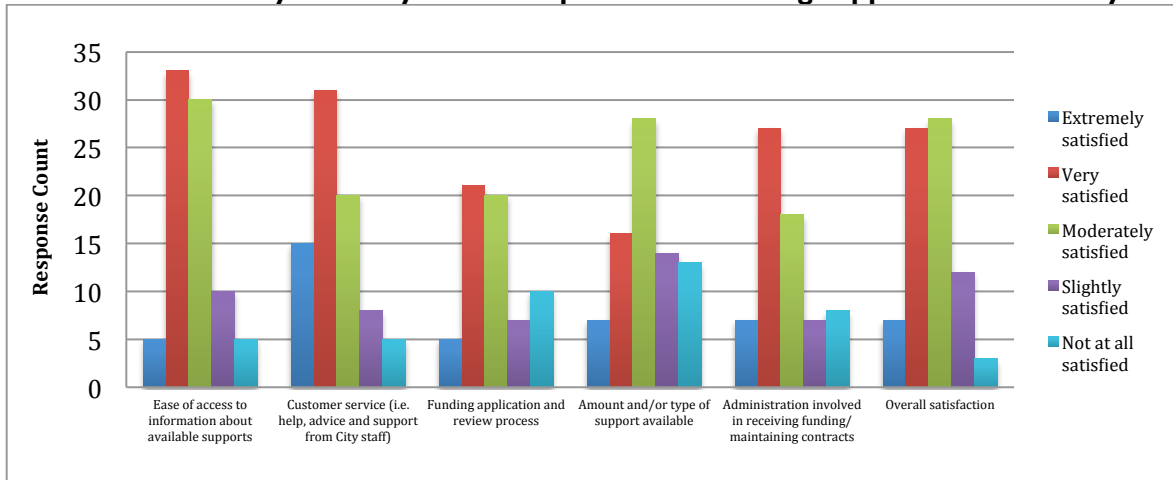
Other responses included:

- Neighbourhood groups
- Building permits
- Space to provide community service
- Food pantry
- Environmental
- Special interest and multi-sectorial groups

4. How important was the City's support for the viability of your program?



5. How satisfied were you with your last experience accessing support from the City?



6. What did you like most about your experience?

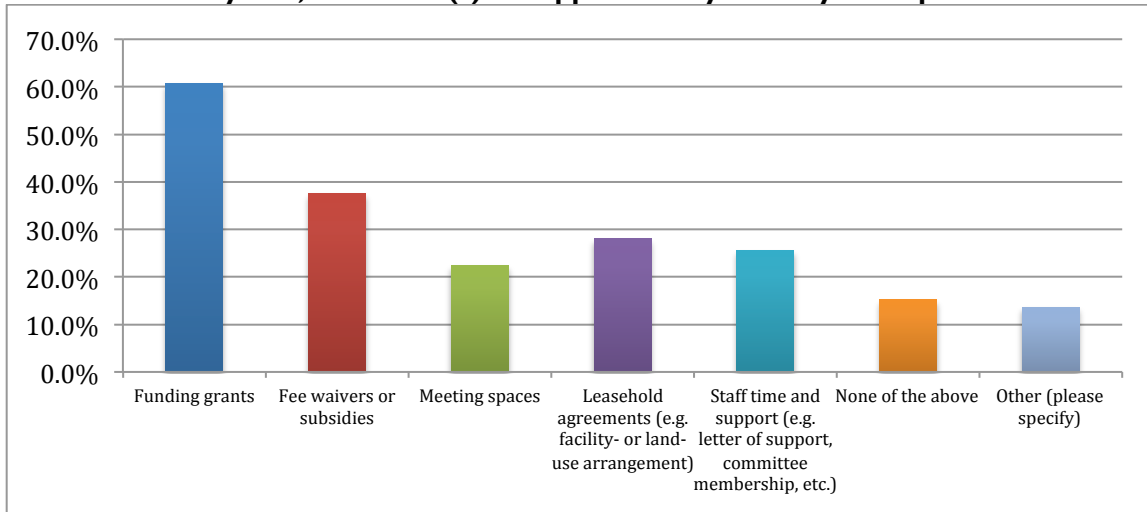
The most common response related to interactions City staff – helpfulness, customer service, knowledgeable, friendliness, etc. And secondly, the on-line application form.

7. What did you like least about your experience?

The following is a summary of responses (in no particular order):

- Amount of paperwork (“red tape”), and the appearance that liability issues seem to dominate
- Organizing of financial accounts and timing of funding – many community groups operate on a different fiscal year than the City
- High rental rates
- Amount of funding available (too little)
- Inter-departmental communications (lack thereof and inconsistency)
- Lengthy response times to requests
- Knowing who to contact
- Perceived inconsistency re the amount of funding comparable groups receive
- No way to upgrade access to sports and recreation fields, arenas, etc.
- Grant applications are difficult to locate on City website
- Lack of notification re grants process (find out via the newspaper)

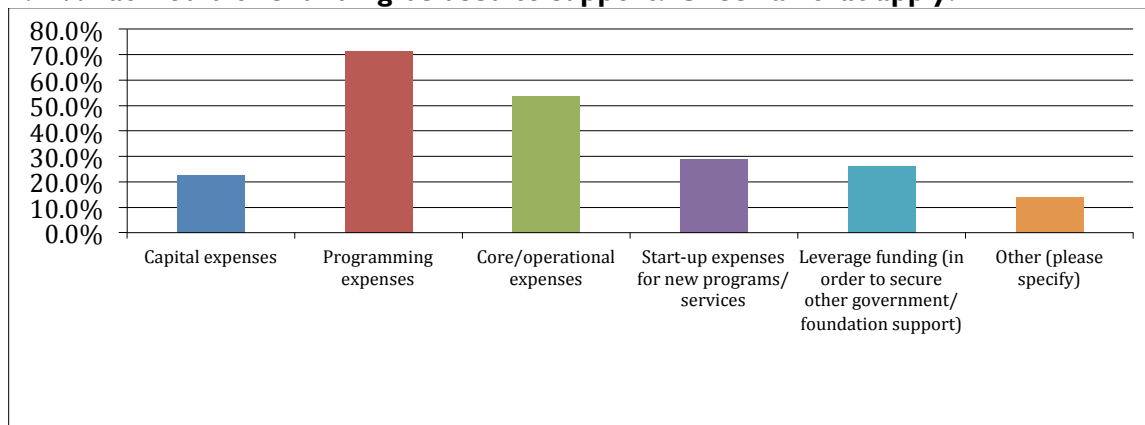
8. In the next two years, what kind(s) of supports are you likely to request from the City?



Other responses included:

- Improved working relationships
- More \$\$\$
- Property tax rebates
- Development charge agreements
- Permits (lottery licenses, road closures, etc.)
- Labour
- Community suite at Sleeman Centre

9. What would this funding be used to support? Check all that apply.



Two of the other responses were N/A (do not receive funding support), and the others referred to examples of the types of programs/events that the support would support (e.g. national, officials, base funding, etc.)

Part 2 – Emerging Issues & Trends

10. What are your organization’s three greatest strengths?

Numerous strengths were cited, but the most common answer was volunteers. Other commonly cited strengths included:

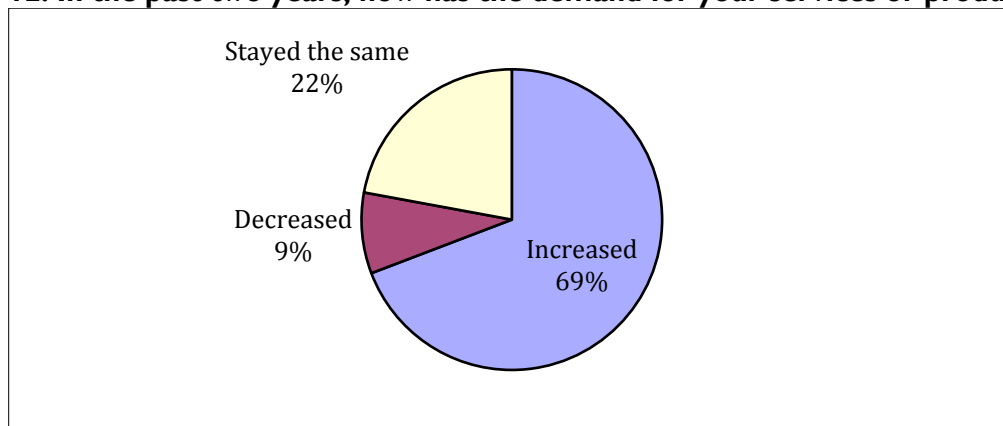
- Talented staff
- Grassroots community involvement
- Quality of service/program
- Customer/client service
- Expertise in field
- Diversity of programming
- Working collaboratively
- History/legacy/reputation in community
- Affordability

11. What are your organization’s three greatest needs/challenges?

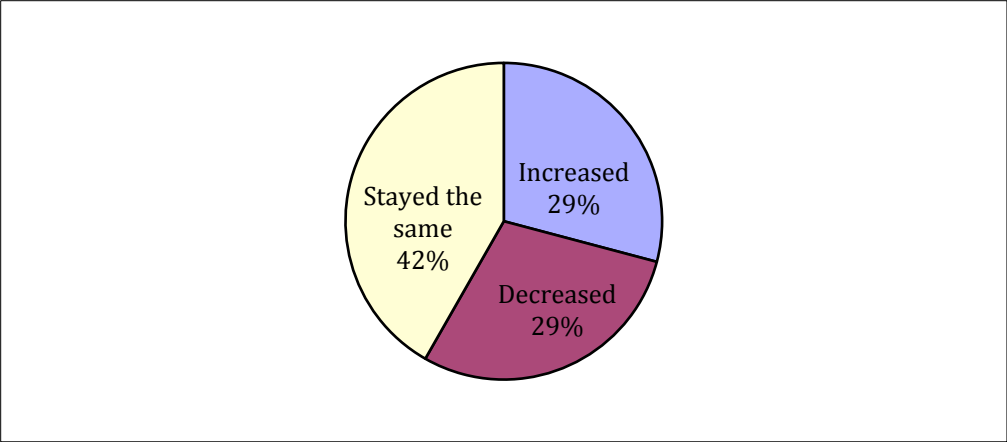
The primary challenge identified by respondent was related to funding. Other key concerns included:

- Space
- Marketing and promotion
- The quality and shortage of City fields and facilities
- Engaging new members
- Volunteer recruitment and retention
- Staffing

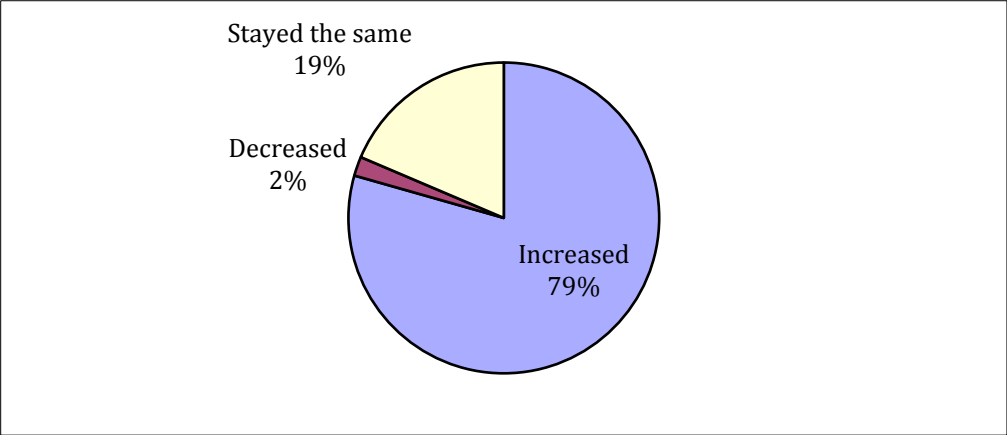
12. In the past two years, how has the demand for your services or products changed?



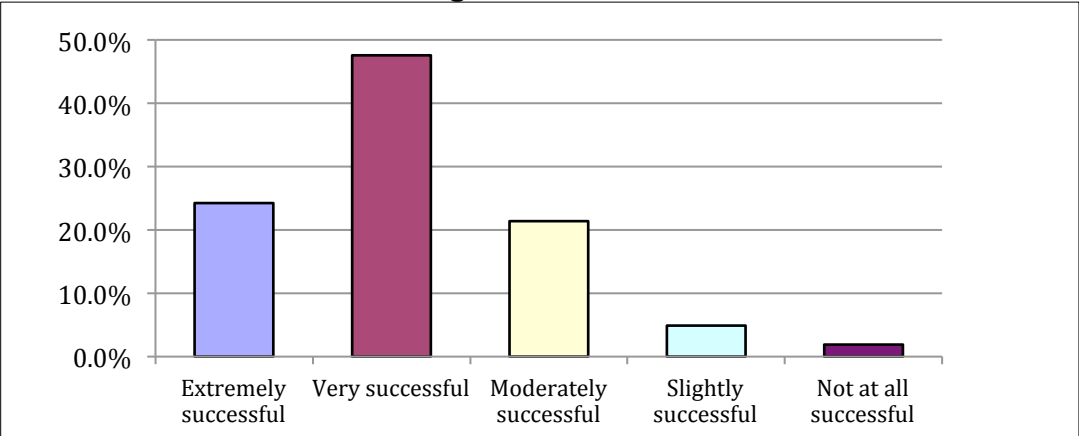
13. In the past two years, how have your revenues changed?



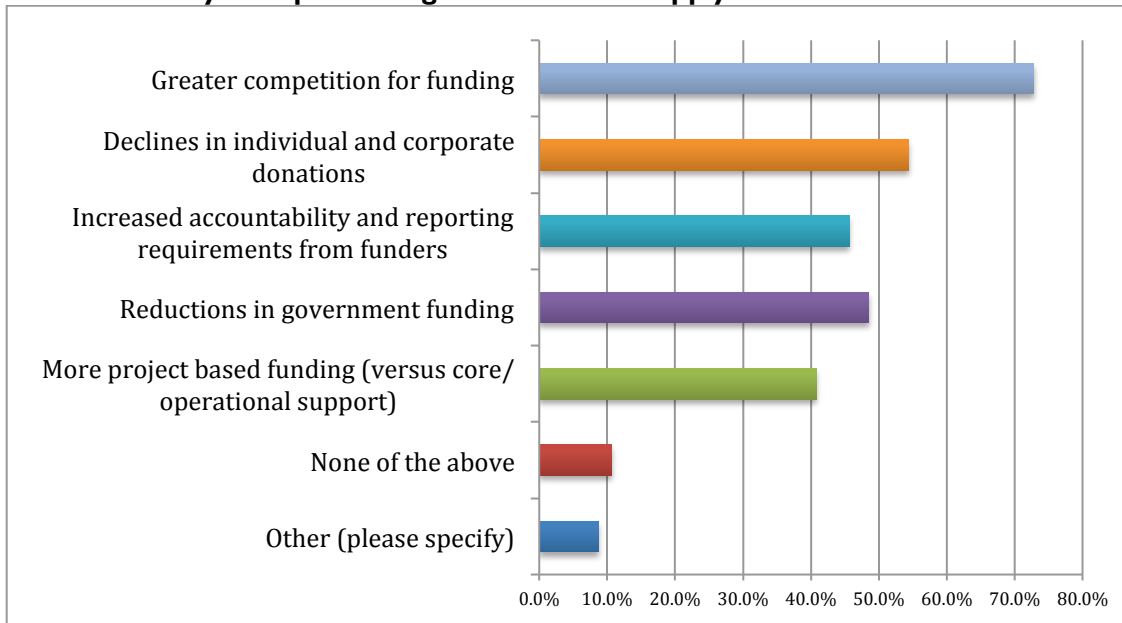
14. In the past two years, how have your expenses changed?



15. Thinking back over the past two years, to what extent do you think your organizations has been successful in meeting its mission?



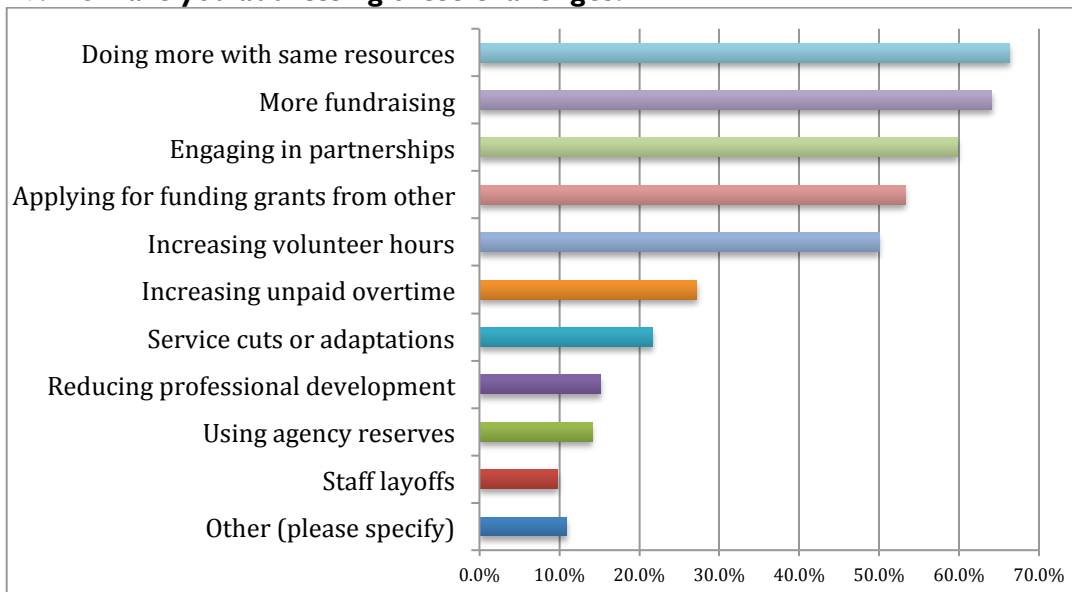
16. Research on the community sector in Canada indicates that the current economic environment has resulted in a changing funding environment. Which of the following trends are you experiencing? Check all that apply.



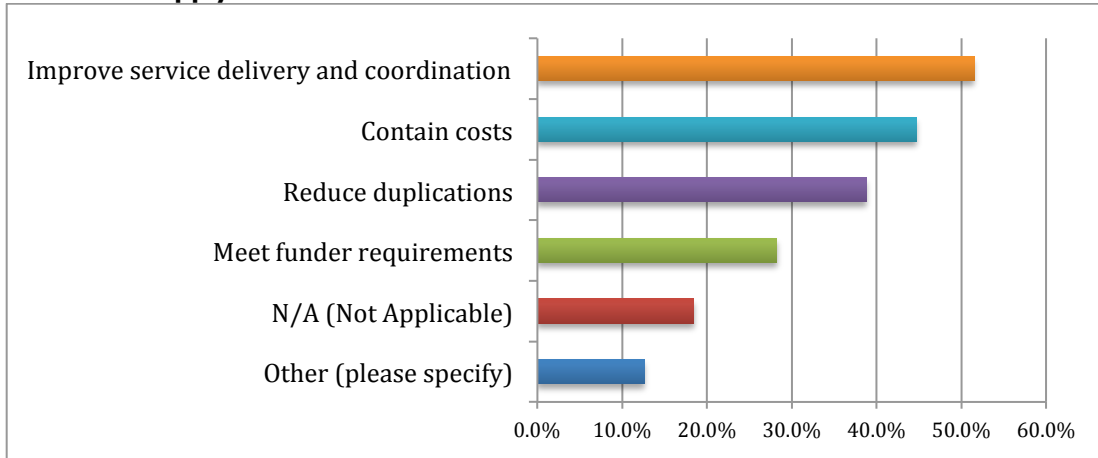
Other responses included:

- Declining memberships
- Families have less money to spend on kids' activities
- Uncertainty about revenue sources
- Lack of core funding (for administration and back-office functions)
- No funding increases
- Competition for entertainment dollars

17. How are you addressing these challenges?



18. Research also indicates that many organizations are engaging in partnership arrangements. What drives your organization to collaborate with other groups? Check all that apply.

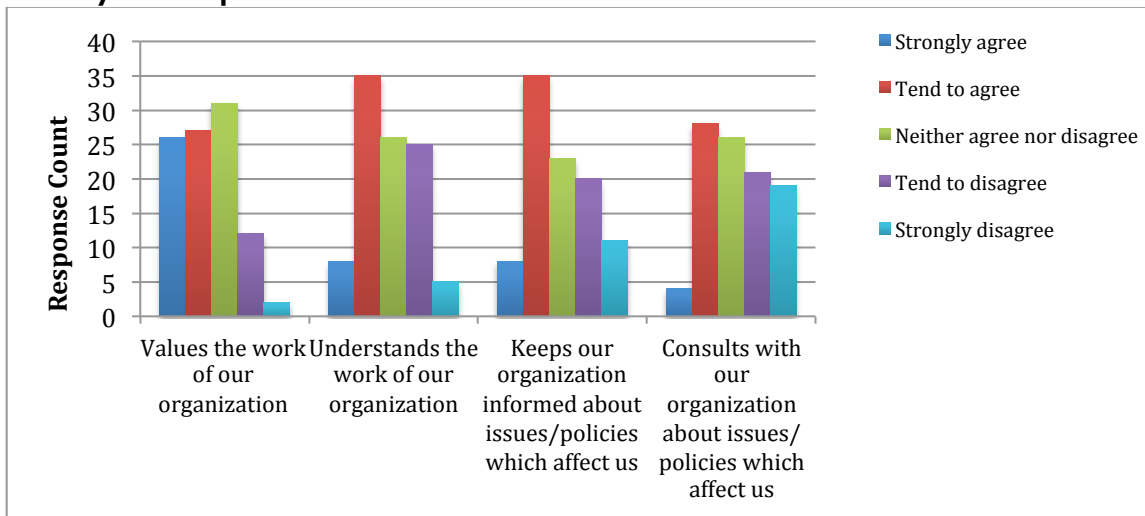


Other responses included:

- Advocacy
- Recruitment
- Marketing and promotion
- Exploring mergers
- Build/share capacity
- Recruitment
- Relationship building
- Increasing community impact

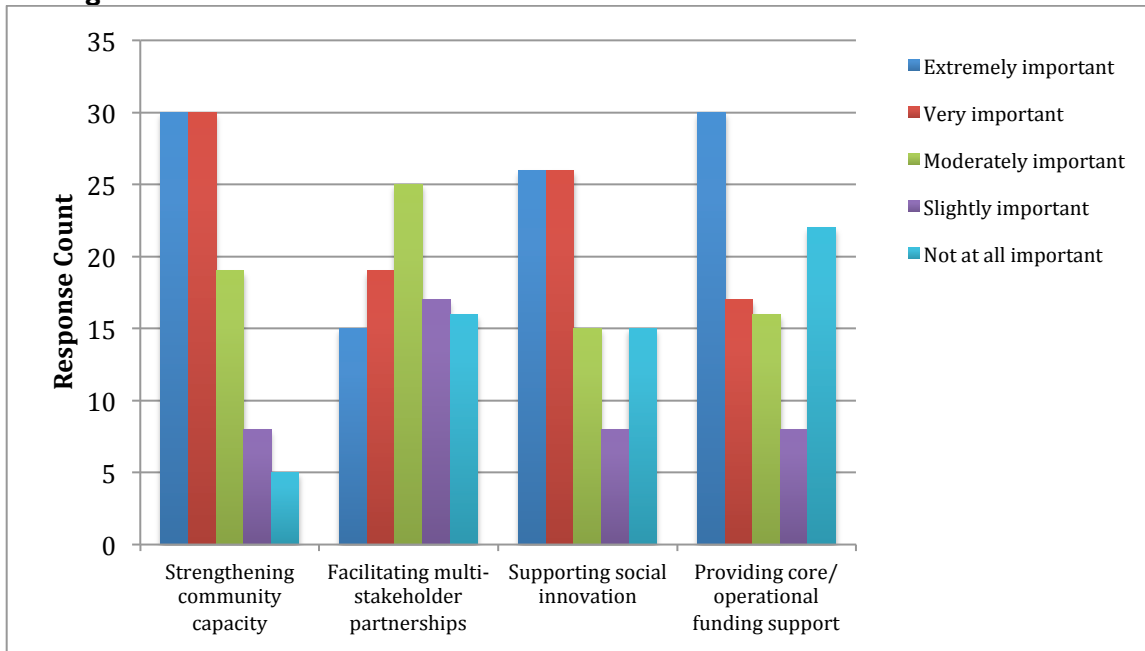
Part 3 - Moving Forward

19. To what extent do you agree or disagree with each of the following statements? The City of Guelph....



A few respondents commented that although the individual departments they work with directly (e.g. tourism re special events) understand their organization, there is a disconnect between various departments, and that city as a whole does not understand the constraints placed on volunteers working in the community.

20. Please rate how important the City’s role in the following activities are to your organization.



A few respondents commented that they are primarily interested in receiving project support and permits, and that the City does not have a role to play in community capacity building (that is viewed as a grass roots endeavor).

Part 4 - Respondent Profile

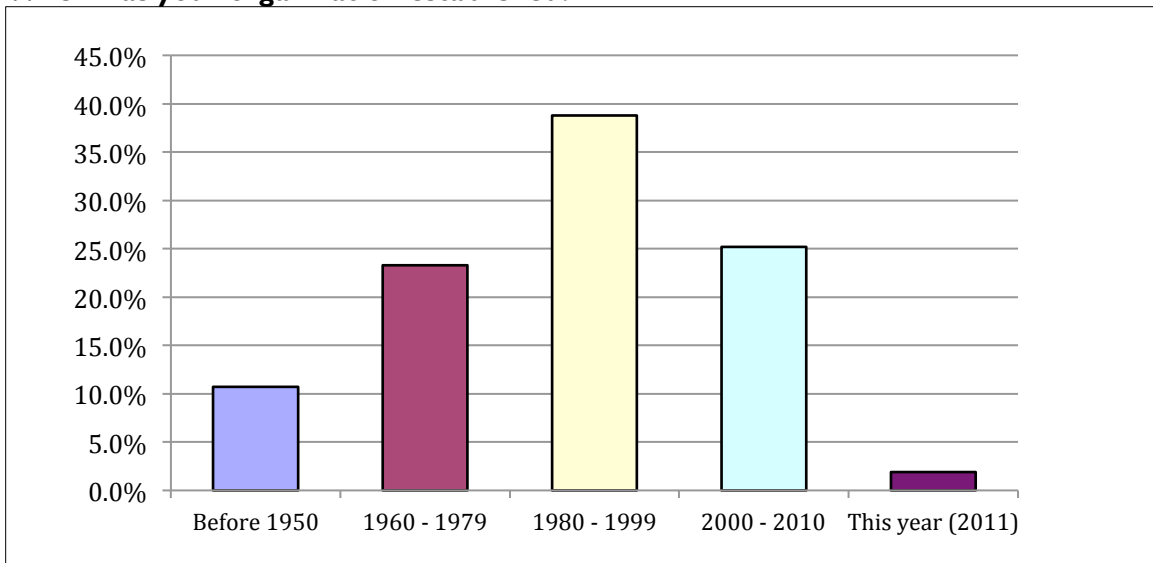
21. Are you an incorporated non-profit organization?

- 75.0% - Yes
- 25.0% - No

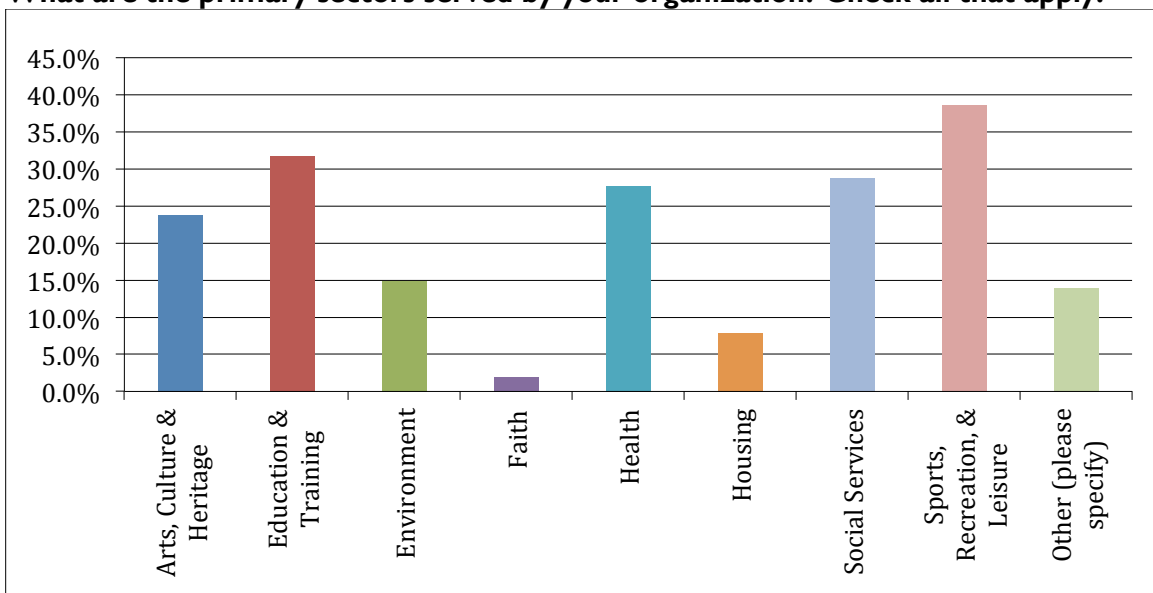
22. Are you a registered charity?

- 54.9% - Yes
- 45.1% - No

23. When was your organization established?



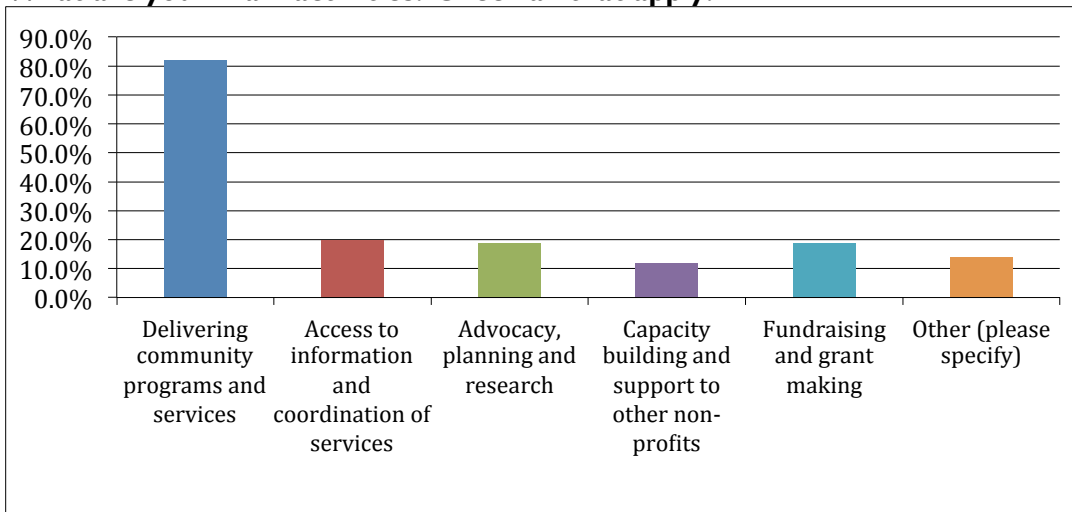
24. What are the primary sectors served by your organization? Check all that apply.



Other responses included:

- Volunteer placement
- Community development
- Water protection and conservation
- Employment and labour
- Business start-up
- Women and children
- Victims of crime
- Human rights

25. What are your main activities? Check all that apply.



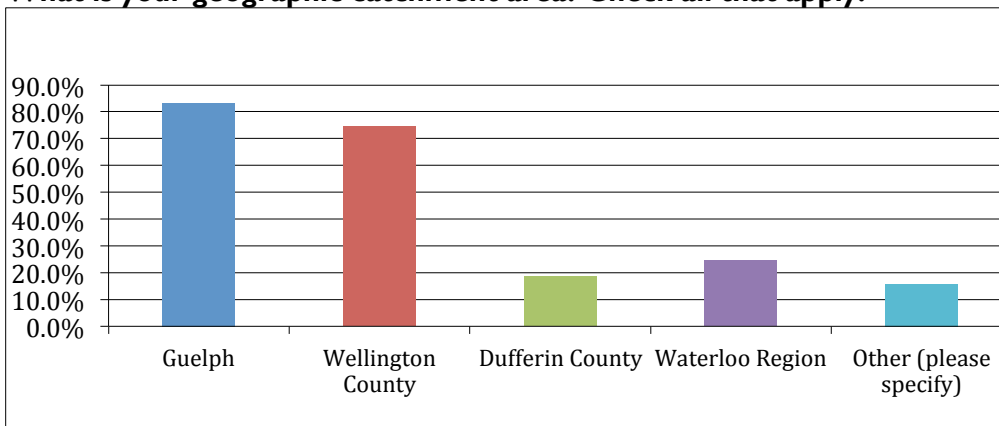
Other responses included:

- Sporting leagues
- Volunteer placement
- Residential facility
- Education and scholarships
- Socializing

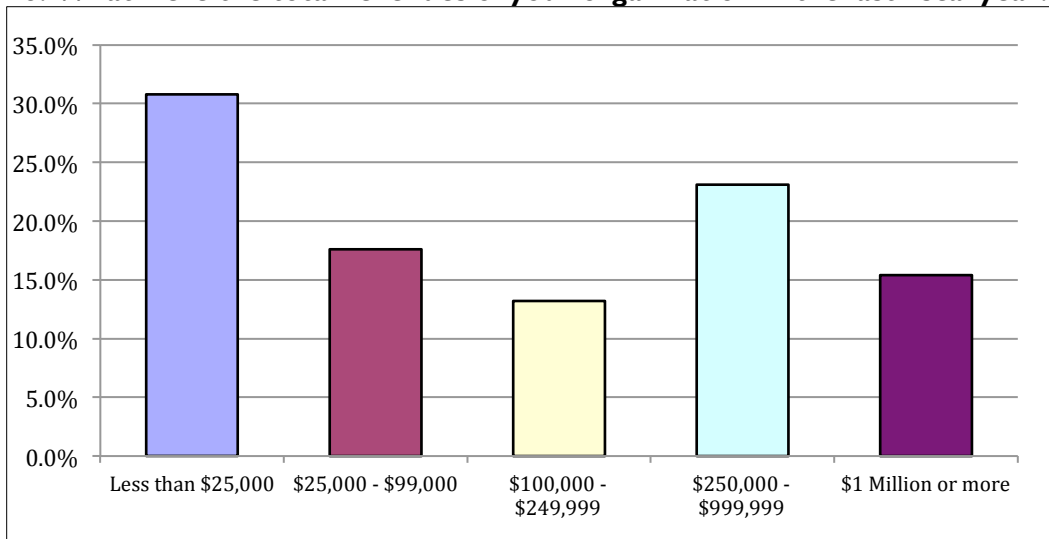
26. Do you have an office (head or satellite) located in the City of Guelph?

- 65.7% - yes, head office in Guelph
- 12.1% - yes, satellite office in Guelph
- 24.2% - no office in Guelph

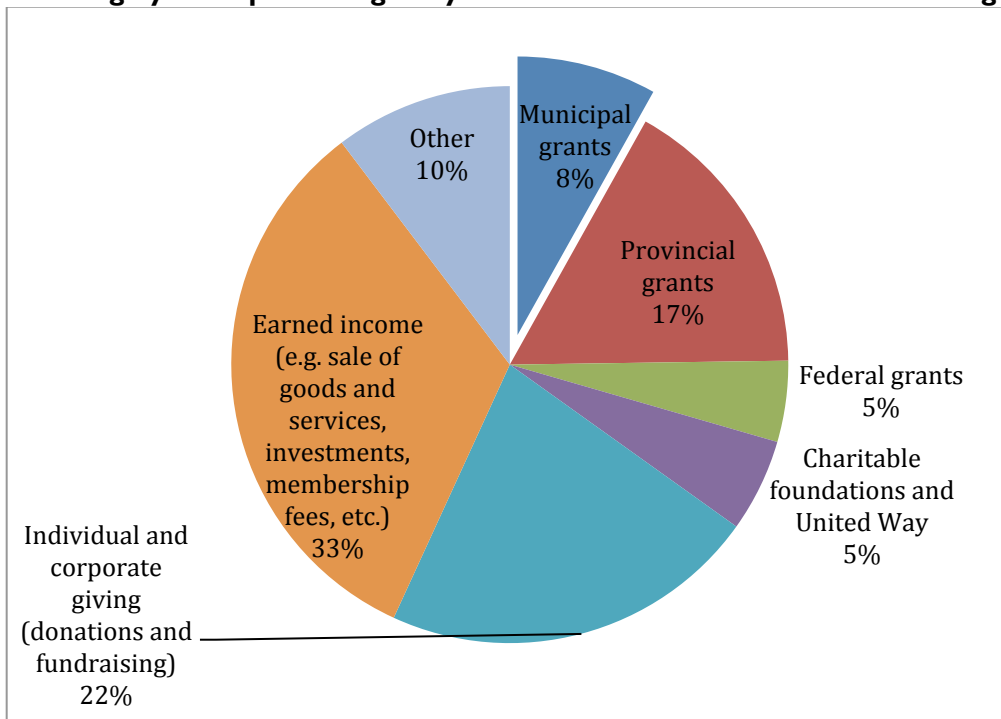
27. What is your geographic catchment area? Check all that apply.



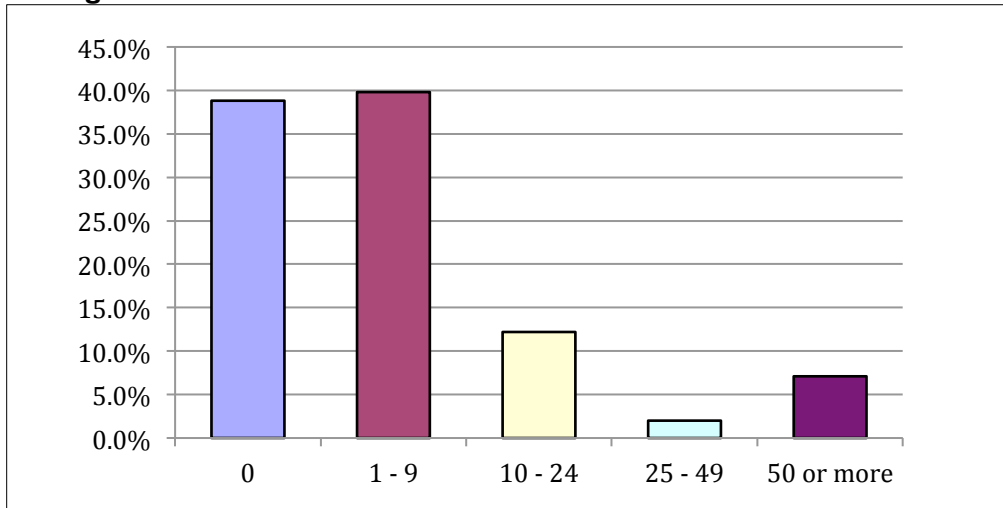
28. What were the total revenues of your organization in the last fiscal year?



29. Roughly what percentage of your revenues comes from the following sources?



30. Approximately how many employees (full time equivalents) are there in your organization?



31. Approximately how many volunteers (including board and committee members) are there in your organization?

