



## **GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA**

Thursday, March 28, 2014 at 3:00 p.m.

55 Zina Street, Orangeville – Sutton Room (2<sup>nd</sup> Floor)

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Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

Members of the public will be provided an opportunity to ask questions of the Committee during this time (limited to 10 minutes).

### **REPORTS**

1. GENERAL GOVERNMENT SERVICES – March 28, 2019 – ITEM #1  
Annual Report on Long Term Debt Capacity

A report from the Treasurer, dated March 28, 2019, to provide to County Council an annual update on the County's long-term debt position and future borrowing capacity, as required by *O.Reg.403/02 (amended to O.Reg.289/11)*.

#### **Recommendation:**

**THAT the Treasurer's annual report, dated March 28, 2019, updating the County's Debt Capacity for 2019, as required by Ontario Regulation 289/11, be received.**

2. GENERAL GOVERNMENT SERVICES – March 28, 2019 – ITEM #2  
Building Reserve Fund Annual Report

A report from the Treasurer, dated March 28, 2019, to to update members of Committee on the Building Permit Reserve Fund (BPRF) results for 2018, as required under the Building Code Act, S.O. 1992, Chapter 23. This report is also a follow-up to the report Building Division Activity 2018, presented to Committee in February.

#### **Recommendation:**

**THAT the Treasurer's report, Building Reserve Fund Annual Report, dated March 28, 2019, be received.**

**3. GENERAL GOVERNMENT SERVICES – March 28, 2019 – ITEM #3**  
**Provincial Offences Administration Space Update – Report #9**

A report from the Clerk/Director of Corporate Services, dated March 28, 2019, to provide committee with a further update subsequent to the report dated January 24, 2019.

**Recommendation:**

**THAT the report from the Clerk/Director of Corporate Services, dated March 28, 2019, with respect to the Provincial Offences Administration Space – Report #9, be received;**

**AND THAT the County of Dufferin engage Mr. Barry Randell of the Randell Consulting Group Inc. to conduct a review of the Provincial Offences Court Administration with a view to determining if the service could be delivered locally in Dufferin County;**

**AND THAT funds be taken from the Rate Stabilization Reserve.**

**CORRESPONDENCE**

**4. GENERAL GOVERNMENT SERVICES – March 28, 2019 – ITEM #4**  
**Provincial Offences Administration (POA) Board of Management**

Correspondence from John Creelman, received on March 18, 2019, to request the Dufferin County Council consider naming a member of Council as a representative on the Provincial Offences Administration (POA) Board of Management.

**Recommendation:**

**THAT the correspondence from John Creelman, received on March 18, 2019, be received.**

**AND THAT \_\_\_\_\_ be appointed to the Dufferin POA (Provincial Offences Administration) Board of Management.**

**Next Meeting**

Thursday, April 25, 2019 at 3:00 p.m.  
55 Zina Street, Orangeville – Sutton Room (2<sup>nd</sup> Floor)



## REPORT TO COMMITTEE

**To:** Chair Creelman and Members of General Government Services Committee

**From:** Alan Selby, Treasurer

**Meeting Date:** March 28, 2019

**Subject:** Annual Report on Long Term Debt Capacity

**In Support of Strategic Plan Priorities and Objectives:** Good Governance, through compliance with Ministerial standards and requirements (3.3.1)

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### Purpose

The purpose of this report is to provide to County Council an annual update on the County's long-term debt position and future borrowing capacity, as required by O.Reg.403/02 (amended to O.Reg.289/11).

### Background & Discussion

Firstly, here is a historical review of Dufferin County's long-term debt activity (in '000's):

	2013	2014	2015	2016	2017	2018	2019
Opening	13,991	18,832	20,157	21,161	18,981	16,846	18,981
New Debt	6,500	3,250	3,170	0	0	0	0
Paid off	<u>-1,659</u>	<u>-1,925</u>	<u>-2,166</u>	<u>-2,180</u>	<u>-2,135</u>	<u>-2,241</u>	
Closing	18,832	20,157	21,161	18,981	16,846	14,605	

At the end of 2018, there was \$14,605,489 of outstanding long-term debt, being repaid at about \$2 million principal per year. Municipal Debt Capacity is determined by the size of a municipality's budget, based specifically on its "own-source" revenues (revenues excluding subsidies and reserve withdrawals).

The amount of gross debt allowed, under rules set by the Province, is limited by the size of the annual blended (principal plus interest) debt service payments (the repayments, or "carrying costs"). The annual carrying costs must be no greater than 25% of "own-source" revenues.

For Dufferin County, the latest numbers from the Province (received in March 2019) are:

- 2017 Own-Source revenues \$48,843,567
- 25% of the above = maximum spending by the County for annual, blended debt carrying costs under Provincial Government limits A \$12,210,892
- Minus Actual 2017 Dufferin County NET carrying costs B \$ -2,944,423
- Difference A-B = potentially available to pay higher carrying costs \$ 9,266,469
- Difference is then Converted to an amount of new Gross New Debt allowable, using 5% borrowing rate, and 15-year Term = **\$102,456,533**

The Province's calculations determine that the County could borrow up to \$102.45 million more debt than what the County is carrying currently.

In practice, a municipality should never go above 50% or half of its borrowing capacity. If it ever did exceed 50%, then it would be considered a municipality in serious financial difficulty. This is because debt repayments are a fixed part of the annual budget; once put into place, they are beyond the Control of a Council.

Once municipal debt exceeds 50% of the Ontario limit, those repayments/carrying costs represent a materially significant portion of a municipality's budget, which cannot be altered by its Council.

The Dufferin County Debt Management Policy sets an internal upper debt limit of no more than 40% of the limit that the Province allows, to maintain County debt at or below levels that are manageable. Therefore, the internally-set borrowing limit is

**[ 14.605M existing debt + 102.456M additional ] times 40% = 46.824 million limit**

Total Debt of \$46.824 million, calculated under internal limits, leaves room for the County to borrow another \$32.219 million (the 46.824 million limit minus 14.605 million that exists now), as of the end of 2018. In other words, at current rates, the County could carry about triple its current long-term debt.

The Ministry of Municipal Affairs sends an annual ARL (Annual Repayment Limit) figure to each municipality. ARL is the name of the Provincially-set debt limit amount, and it is based on figures that are always one year out-of-date. For example, the latest ARL was received in March 2019, and it uses 2017 data. *Ont.Reg.289/11* requires the Treasurer to take the ARL, as provided by the Province to the municipality annually, and update it, using more recent financial data, from the immediately prior year. Unless a municipality undertook a large borrowing in the prior year, this update typically does not change the figures by much, but it is mandatory.

The table below shows the update of the data from the ARL, using (unaudited) 2018 data, rather than the 2017 data used by the Ministry:

Year	Annual "Own Source" Revenue	ARL = Total Debt Repayment Limit = 25%	Current Debt Repayment* Being Used	Unused Portion of Annual Repayment Limit (ARL)
For 2019, Ministry figures using 2017 Data (the ARL)	\$48,846,567	\$12,210,892	\$ 2,944,423	\$ 9,266,469
		<b>100.0 %</b>	<b>24.11 %</b>	<b>75.89%</b>
For 2019, using rounded, unaudited 2018 Data	\$50,650,000	\$12,662,500	\$ 2,944,423	\$ 9,378,934
		<b>100.0 %</b>	<b>23.25 %</b>	<b>76.75%</b>

\* According to Provincial Guidelines, both the County's portion and the Provinces' portion of the Dufferin Oaks debt repayments are to be included.

The Current Repayment amount of \$2,944,423 (principal plus interest) remains the same in the 2019 update line above, because there was no new debt issued by the County during 2018. Note that, as the table on page 1 shows, the year 2018 was the third consecutive year that the County did not issue any new long-term debt.

### Financial, Staffing, Legal, or IT Considerations

The carrying costs on any new debt become an Operating Budget expense in future years. Blended payments of principal plus interest appear in the annual budget.

Dufferin County is presently using just 23.25% of its borrowing capacity (as updated), based on the existing Debt Repayment commitments.

The existing County long-term debt balance of \$14.6 million is 31% of the smaller, internal upper debt limit of \$46.824 million. However, as stated earlier, the carrying cost percentage is what really matters, which is at 23.25% (updated %) of the Provincial limit, while County policy would permit this to be as much as 40%. This "carrying cost being used" percentage will fall substantially when the Oaks debt payments end.

Capital projects currently underway, that will involve some long-term borrowing, are:

- Orangeville social housing project 2017/18

This project was finished, and units occupied, in 2018. Some temporary construction loans were taken out during the project, and will be replaced by a long-term debt. This will take place in 2019, and a further staff report on the details of the transaction, and the options available, will be brought forward before final actions are taken.

In the current marketplace, interest rates are low, making the conditions for borrowing favourable. For some perspective, the existing Dufferin Oaks 20-year debt, originating in 2002, carries interest at 6.375%. In 2015, Dufferin County borrowed for the Edelbrock project on a 20-year term at 3.10%, showing the positive marketplace for long-term borrowing that was in place then, and continues to exist. Speculation in the Canadian marketplace is that interest rates will continue to rise moderately during 2019.

### **Strategic Direction and County of Dufferin Principles**

Analysis of debt capacity is an identified action in support of the strategic objective of Good Governance. It adheres to the County of Dufferin Principles:

1. We Manage Change - by proactively monitoring County debt levels;
2. We Deliver Quality Service – by providing to Council annual reports that are required under legislation;
3. We Communicate – by sharing data with staff, Councils, and the community;
4. We Make Good Decisions – by working within guidelines established under County debt policies.

### **Recommendation**

**THAT the Treasurer's annual report, dated March 28, 2019, updating the County's Debt Capacity for 2019, as required by Ontario Regulation 289/11, be received.**

Respectfully Submitted By:

Alan Selby, B. Math, CPA, CGA  
Treasurer, County of Dufferin

*Attachment:* Feb. 2019 ARL from Ministry of Municipal Affairs and Housing

## 2019 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

**MMAH CODE:** 43000  
**MUNID:** 22000  
**MUNICIPALITY:** Dufferin Co  
**UPPER TIER:**  
**REPAYMENT LIMIT:** \$ 9,870,897

The repayment limit has been calculated based on data contained in the 2017 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2017 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2019

### FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	123,013,192
(a)	15 years @ 5% p.a.	\$	102,456,533
(a)	10 years @ 5% p.a.	\$	76,220,448
(a)	5 years @ 5% p.a.	\$	42,735,817
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	104,572,421
(a)	15 years @ 7% p.a.	\$	89,903,279
(a)	10 years @ 7% p.a.	\$	69,329,048
(a)	5 years @ 7% p.a.	\$	40,472,626

# DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Dufferin Co

MMAH CODE:

43000

## Debt Charges for the Current Year

		1 \$
0210	Principal (SLC 74 3099 01). . . . .	2,171,954
0220	Interest (SLC 74 3099 02). . . . .	772,469
0299	<b>Subtotal</b>	2,944,423
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01) . . . . .	0
9910	<b>Total Debt Charges</b>	2,944,423

## Amounts Recovered from Unconsolidated Entities

		1 \$
1010	Electricity - Principal (SLC 74 3030 01) . . . . .	0
1020	Electricity - Interest (SLC 74 3030 02) . . . . .	0
1030	Gas - Principal (SLC 74 3040 01) . . . . .	0
1040	Gas - Interest (SLC 74 3040 02) . . . . .	0
1050	Telephone - Principal (SLC 74 3050 01) . . . . .	0
1060	Telephone - Interest (SLC 74 3050 02) . . . . .	0
1099	<b>Subtotal</b>	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02) . . . . .	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02). . . . .	604,428
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02). . . . .	0
1420	<b>Total Debt Charges to be Excluded</b>	604,428
9920	<b>Net Debt Charges</b>	2,339,995

## Excluded Revenue Amounts

		1 \$
1610	Total Revenues (Sale of Hydro Utilities Removed) (SLC 10 9910 01). . . . .	84,179,014
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04) . . . . .	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC10 0815 01) . . . . .	30,329,858
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01) . . . . .	2,084,029
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01) . . . . .	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01) . . . . .	1,646,477
2230	Revenue from other municipalities including revenue for Tangible Capital Assets ( SLC 10 1098 01 + SLC 10 1099 01) . . . . .	52,287
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01) . . . . .	-128,558
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01) . . . . .	876,354
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01) . . . . .	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01) . . . . .	475,000
2253	Other Deferred revenue earned (SLC 10 1814 01) . . . . .	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01) . . . . .	0
2299	<b>Subtotal</b>	35,335,447
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged . . . . .	0
2610	<b>Net Revenues</b>	48,843,567
2620	<b>25% of Net Revenues</b>	12,210,892
9930	<b>ESTIMATED ANNUAL REPAYMENT LIMIT</b> (25% of Net Revenues less Net Debt Charges)	9,870,897

\* SLC denotes Schedule, Line Column.





## **REPORT TO COMMITTEE**

**To:** Chairman Creelman and Members of General Government Services Committee

**From:** Alan Selby, Treasurer

**Meeting Date:** March 28, 2019

**Subject:** **Building Reserve Fund Annual Report**

**In Support of Strategic Plan Priorities and Objectives:**

Good Governance, through increased transparency (Objective 3.2), by providing more open routine disclosure and information for residents

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### **Purpose**

The purpose of this report is to update members of Committee on the Building Permit Reserve Fund (BPRF) results for 2018, as required under the Building Code Act, S.O. 1992, Chapter 23. This report is also a follow-up to the report Building Division Activity 2018, presented to Committee in February.

### **Background & Discussion**

The Building Code Act requires an annual reporting of the activity in the BPRF. The BPRF is restricted in its use; namely it may only be used to pay for the operational net losses of the Building Department, to ensure that Department has a zero net impact on the County budget. The BPRF may be applied to special projects that are directly building-related. An example of this would be the purchase of building permit/inspection software.

Regarding permit-volume activity, for background information, there were 922 permits issued in 2015, 827 issued in 2016, 718 in 2017, and 702 in 2018.

More recently, annual revenues have dropped back to more typical levels (namely in the range of \$700,000 to \$800,000 per year). That was the case in 2018. For information, revenues decreased by 40% in 2017, from \$1,363,000 in 2016, to \$800,978. Revenues actually reached their peak in 2014. The year 2018 is the second consecutive year of typical revenues.

**Financial, Staffing, Legal, or IT Considerations**

Consultants stated in a report on the BPRF, done several years ago, that the target level for the Fund should be 1.8 times the annual operational costs of the Building Department. The large amount of revenues received, earlier in this decade, raised the BPRF to a level that was about 4 times the annual operational costs, as of the end of 2017 (roughly \$4 million balance was reached, annual costs are roughly \$1 million, *see attached schedule*).

The expectation is that the BPRF has peaked in size. Moderate annual operating losses, similar to the loss in 2018, are expected in future years. These losses should bring down the BPRF to a level closer to what was recommended by the consultants.

The BPRF will continue to be monitored by County staff. Building staff will be reviewing permit fees this year, and will report their recommendations to Committee.

**Strategic Direction and County of Dufferin Principles**

By reporting on the activity in the Building Permit Reserve Fund, County Council is kept informed. This action adheres to the County of Dufferin Principles:

1. We Manage Change - by proactively responding to the level of the Building Reserve Fund through adjustments to building permit fees
2. We Deliver Quality Service – by complying with the reporting requirements of existing legislation
3. We Communicate – by delivering a report to Council, sharing the information on the BPRF
4. We Make Good Decisions – by monitoring actual results against forecasts, and responding when appropriate

**Recommendation**

**THAT the Treasurer's report, Building Reserve Fund Annual Report, dated March 28, 2019, be received.**

Respectfully Submitted By:  
Alan Selby, B. Math, CPA, CGA  
Treasurer, County of Dufferin

*ATTACHMENT: Schedule of 2018 results*



March 2019

**COUNTY OF DUFFERIN**  
**BUILDING PERMIT RESERVE FUND REPORT**  
 AS REQUIRED UNDER BUILDING CODE ACT, S.O. 1992, Chapter 23  
**FOR THE YEAR 2018**

BUILDING PERMIT FEES RECEIVED		\$ 725,855
OTHER FEES RECEIVED		\$ 23,740
<b>TOTAL REVENUES</b>		<b>\$ 749,595</b>
<u>DIRECT COSTS</u>		
ADMINISTRATION	501,837	
INSPECTION SERVICES	544,205	
	<u>\$1,046,042</u>	
<u>INDIRECT COSTS (Overhead)</u>	<u>\$ 83,500</u>	
		<b>\$1,129,542</b>
<b>Net Operating Loss</b>		<b>\$ - 379,947</b>
Net Cost of Hurricane Clips program, Year 2		- 7,886
<b>Building Reserve Fund at the start of 2018</b>		<b>\$4,073,033</b>
Interest Income added in 2018 to the Reserve Fund		\$ 47,717
<b>Building Reserve Fund at the end of 2018</b>		<b>\$ 3,732,917</b>

## REPORT TO COMMITTEE

**To:** Chair Creelman and Members of the General Government Services Committee

**From:** Pam Hillock, Clerk/Director of Corporate Services

**Meeting Date:** March 28, 2019

**Subject:** Provincial Offences Administration Space Update - Report #9

**In Support of Strategic Plan Priorities and Objectives:**

Communication and Connections: 2.2 Foster two-way communication with lower tiers and neighbouring municipalities

Good Governance: 3.1.1 Collaborate with area municipalities to look for innovative opportunities to partner and share resources

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### Purpose

The purpose of this report is to provide committee with a further update subsequent to the report dated January 24, 2019.

### Background & Discussion

At the February 14, 2019, Council meeting, Council approved the following recommendation:

***THAT the report from the Clerk/Director of Corporate Services, dated January 24, 2019, with respect to the Provincial Offences Administration Space – Report #8, be received;***

***AND THAT staff, the Warden and General Government Services Chair be directed to continue to work with the Province, Dufferin Municipalities and the Town of Caledon to determine if Provincial Offences Court and Administration could be delivered locally;***

***AND THAT copies be circulated to the Dufferin Municipalities for support and to the Mayor and Council of the Town of Caledon and the local MPP.***

In discussions with Provincial staff, there is a process to do a transfer of the POA function that is quite involved and requires the preparation of a solid business case. The Province will need to approve any change in how the Provincial Offences court service is delivered. Provincial staff gave County staff the name of an individual (Mr. Barry

Randell) that would be qualified to provide the necessary background work and liaise with all parties involved.

Mr Barry Randell, owner of Randell Consulting Group Inc. is the former Director of the POA Court Services Division in Toronto and has submitted a proposal and is suggesting that he can provide professional services for a period from April, 2019 to September, 2019 for completion of the assignment. The services would include:

- A review of the historical communications, meetings with MAG, members of the Judiciary, County staff and Caledon staff and others.
- Obtain and review various statistics, follow up with stakeholders to discuss findings and observations. Refine data and confirm details with participants as may be required.
- Prepare business plan document that complies with format and content expectation of MAG.
- Provide project updates to Clerk as Project Sponsor
- Review findings with senior staff to discuss option(s) identified and produce a report for consideration at the September 26th General Government Services Committee and be available at County Council at their October 10<sup>th</sup> meeting.

Staff are recommending a single source purchase of service from Randell Consulting Group Inc.(O/a Ontario Corporation # 002619813). Mr. Randell has an extensive background in the POA function as well as having served as the President of the Municipal Court Managers Association for 9 years and Member of its Board of Directors for 17 years. Mr. Randell is highly respected by people in the business and also by the Provincial staff. He would be very helpful to the County during this complicated process.

### **Financial, Staffing, Legal, or IT Considerations**

Staff recommend that Randell Consulting Group Inc. (O/a Ontario Corporation # 002619813) be awarded the contract, on a single source basis, as it is advantageous to the County. The financial impact of completion of this assignment is estimated at \$30,000 plus tax as the upset limit. Staff will work out the details of the financial proposal and enter into a Form of Agreement satisfactory to the County. There is currently no funds budgeted for this; however the Treasurer has advised that the funds could be taken from Rate Stabilization Reserve.

The single source contract award recommendation in this report is made in accordance with the Purchasing By-law #2017-33 ,Policy # 11 section 4.11 item 1(b) which states that the single source for the supply of a particular Good and/or

Service is being recommended because it is more cost effective or beneficial for the County when *the expertise of an individual organization or individual is deemed to be specially required by the municipality.*

### **Strategic Direction and County of Dufferin Principles**

Working with various stakeholders in the County adheres to the corporate priority Communication and Connections 2.2 Foster two-way communication with lower tier municipalities.

This action adheres to the County of Dufferin Principles:

1. We Manage Change – by looking at several options for Council to consider on how services are delivered
2. We Deliver Quality Service – by collaborating with the area municipalities and the Province of Ontario
3. We Communicate – by providing information to the local media, posting information on the website, social media posts, electronic newsletters and newspaper advertising
4. We Make Good Decisions – by fostering an environment of collaboration with municipal and other partners

### **Recommendation:**

**THAT the report from the Clerk/Director of Corporate Services, dated March 28, 2019, with respect to the Provincial Offences Administration Space – Report #9, be received;**

**AND THAT the County of Dufferin engage Mr. Barry Randell of the Randell Consulting Group Inc. to conduct a review of the Provincial Offences Court Administration with a view to determining if the service could be delivered locally in Dufferin County;**

**AND THAT funds be taken from the Rate Stabilization Reserve.**

Respectfully Submitted,

Pam Hillock  
County Clerk/Director of Corporate Services



# Town of Mono

347209 Mono Centre Road  
Mono, Ontario L9W 6S3

Dear Mayor and Members of Council:

I am sending this to you in my capacity as Mono's appointee to our Police Service Board, the Dufferin POA Board of Management and after discussions with our Mayor Laura Ryan.

For over two decades now, local municipalities have had responsibility for the delivery and oversight of Provincial Offences Court and administration. It was originally decided by the Province that Dufferin County should contract with the Town of Caledon for POA services.

A Memorandum of Understanding between Caledon and the local municipalities of Dufferin established, among other things, a Board of Management to oversee delivery of POA services in Dufferin. The Board's oversight role consisted of reviewing statistics, making suggestions regarding service improvements and scrutinizing the POA administration budget.

During its first years, the Board was comprised of municipal council representatives. It met regularly, involved various other stakeholders and was effective. In the past few years however, Caledon has insisted that only municipal staff sit as members. Despite this, both Amaranth and Mono still name council members to the POA Board.

There is nothing we can see in either Caledon's MOU with the Province or Caledon's separate MOUs with each of Dufferin municipalities dictating who can be members, only that Caledon chairs the Board.

It is particularly important at this time that we give the POA Board of Management greater attention, especially as Dufferin County embarks upon discussions with Caledon and the Province regarding POA service delivery. To this end, we would like to encourage you to consider naming **a member of your council** to the POA Board of Management.

The next scheduled meeting of the Board is April 5th at 9:30 a.m.

If you have any questions, please do not hesitate to contact me.

Yours truly,

John Creelman

Deputy Mayor, Town of Mono