

**STAFF REPORT:**



**REPORT TO:** Council  
**MEETING DATE:** May 14, 2012  
**REPORT NO.:** CAO.12.01  
**SUBJECT:** Creation of a Blue Mountains Community Fund  
**PREPARED BY:** Troy Speck

**A. Recommendations**

**THAT** Council receive Report CAO.12.01 entitled "Creation of a Blue Mountains Community Fund" for their information purposes; and

**THAT** Council appoint a member of Council to facilitate, and report back to Council on, a discussion between community charitable organizations and a representative of Community Foundation Grey Bruce, with a view to ensuring good community understanding of the impacts of establishing a Blue Mountains Community Fund.

**B. Background**

At its April 11, 2012 meeting, Council received a letter and deputation from Ms. Linda Wykes. A copy of the letter is attached as Schedule 1 to this report. The request made in the letter and deputation was that Council:

1. Support the creation of The Blue Mountains Community Fund and enter into an agreement, subject to Council's approval as to form and content, with the Community Foundation Grey Bruce to manage in perpetuity the funds and assets of The Blue Mountains Community Fund;
2. Establish a Steering Committee from members of Council and interested parties to choose a Fund Development Committee; and
3. Send a letter of intent to apply for the Community Initiative Plan.

After some discussion, Council tabled the issue and requested that the CAO provide a staff report and recommendation regarding the creation of a Blue Mountains Community Fund.

## Community Foundation Grey Bruce and local Community Funds

According to the website for the Community Foundation Grey Bruce (CFGB), [see [www.communityfoundationgreybruce.com](http://www.communityfoundationgreybruce.com)], “Canada's community foundations are a national network of public foundations created by and for urban and rural communities to provide lasting support for local priorities”. There are 181 community foundations nation-wide and, although each community foundation is autonomous, “they are linked and supported by **Community Foundations of Canada**, their national membership organization”.

Community Foundation Grey Bruce is one of those community foundations, and they accept donations, invest the money, then grant the income earned on donations to not-for-profit organizations in Grey and Bruce Counties. Under the umbrella of CFGB, communities within Grey Bruce have the opportunity to form a “Community Fund” for their particular community. For example, CFGB advises that the municipalities of Saugeen Shores and Grey Highlands have each set up their own Community Fund.

Funds donated to a Community Fund are invested along with the funds donated to the broader CFGB thereby, in principle, taking advantage of better interest rates that may be available to larger investments. However, funds donated to a particular Community Fund, will only be allocated to non-profit organizations within that community.

No funds donated to a Community Fund will be dispersed, until that Community Fund has a total endowed capital of at least \$25,000. Once contributions have reached that amount, the Fund pays out only the annual interest earned on the total endowments in the Fund, and does not pay out any of the accrued principle. As such, the Fund will continue to generate interest for dispersal to non-profit causes, in perpetuity.

Endowment funds in a Blue Mountains Community Fund would be disbursed in the spring of each year, from interest earned the preceding year by the endowed funds. Disbursement would be in the form of grants or scholarships to not-for-profit charitable, educational, cultural, recreational and environmental organizations operating within the Town of The Blue Mountains.

### Fund Management

CFGB (and therefore Community Fund) dollars are managed/invested by a Fund Manager, which is the Toronto firm of Jarislowsky, Fraser, who also invest for the majority of the 181 Community Foundations across Canada. For investing the funds donated to a Community Fund, CFGB takes an annual administrative fee equal to 1.5% of interest earned in a year, while the fund manager receives an annual management fee equal to 0.75%. So in total, 2.25% of interest revenue annually goes to pay administrative and fund management fees.

## Fund Matching Program Initiative

There is also potential for the Community Fund to participate in a CFGB Fund Matching Program Initiative (the "Matching Program), whereby every \$2 raised for the Community Fund would be matched with \$1 from CFGB, to a maximum of \$20,000. This is a one-time program and must occur over the course of one year.

## Setting Up a Community Fund

Establishing a Blue Mountains Community Fund does not legally or formally require a resolution of Council, however CFGB's Executive Director advises that they would probably not establish a Community Fund if the local Council were not in support.

If Council is in support, a local Fund Management Committee would be established. Usually, this committee is comprised of a member of Council (the Mayor or a Councillor); someone with a Finance background; someone representing local Youth; someone representing local Seniors; and two other local representatives. Annually, the local Fund Management Committee who forward their suggestions to the Grant Review Committee of the CFGB, regarding which organizations should qualify for the allocation of funding from the Community Fund.

If Council wished to proceed in support of establishing a Blue Mountains Community Fund, Council would:

- a) Pass a resolution in support of the establishment of a Blue Mountains Community Fund;
- b) Select a representative from Council to sit on the Fund Management Committee; and
- c) Pass a resolution authorizing the Council representative to be one of the two local signatories to a Donor Advised Community Fund agreement, between CFGB and the local Fund Management Committee.

Having the Council representative as one of the signatories to the agreement is how CFGB ensures they have the support of the local community to establish a Fund. A copy of the Donor Advised Community Fund agreement is attached as Schedule 2 to this report. Although the agreement provides that the founding donors would be required to provide an initial gift of monies to establish the Fund, Linda Wykes advises that she will seek to raise the required initial donation of \$5,000 from sources other than the Town.

The agreement provides that grants from the Community Fund will be to a maximum of \$1,000 each. Any interest not dispersed through grants in a year are added back into the capital of the Community Fund.

One point of particular note is at clause 4 (g), which provides that, while representatives from the local Fund Management Committee will have the ability to review applications for grants from the local fund and meet with the CFGB to discuss same, "The final decision with respect to grants shall be by the Board of Directors of the Community Foundation..."(ie: the Board of CFGB).

### Expressed Concerns

L.E. Shore Library Board

Following Council's April 11 meeting and resolution, the Town was notified that there may be some concern from the Library Board with respect to the notion of establishing a Community Fund. A copy of a letter from the Chair of the Library Board is attached to this report as Schedule 3.

Beaver Valley Outreach (BVO)

A letter has also been received from the BVO, expressing questions and reservations about the notion of a Community Fund. That letter is attached to this report as Schedule 4.

### Analysis

In principle, the notion of a Community Fund is sound, in that it provides a mechanism for donors to ensure that their donations will benefit not-for-profit causes and organizations within The Blue Mountains community directly, and in perpetuity, whereas often donations to a charity may sometimes be used elsewhere in their provincial/national operations, as opposed to in the community where the donation is made.

When asked to identify some of the perceived advantages of forming a Community Fund, versus individuals simply donating directly to a community charity, the CFGB identified the following, non-exhaustive list of advantages:

- The endowed funds at the Foundation are held in perpetuity, and can be added to at any time, meaning that the Charity of choice receives the income from the fund forever, versus a one-time donation.
- Foundations are flexible and allow the donor to name the charities of choice and to change this decision if desired.
- Public Foundations are allowed to accept stocks, bonds, real estate, artwork, life insurance policies, wills and estates as well as monetary donations. When these items are donated to the Foundation they are realized as quickly as possible and

the donor receives a 100% receipt and 100% of the donation is placed in the endowed fund. Capital gains are waived.

- The Foundation provides an avenue to donate locally, knowing the funds will always stay in Grey and Bruce Counties, or in The Blue Mountains in the case of a Community Fund.
- The donor has the opportunity to hand out their own grants at CFGB's annual AGM.
- Donors are asked to all events held by the Foundation including their Donor Recognition events, AGM, Fundraisers, Ambassadors Events.
- The Endowed Fund holder receives CFGB's annual report and a full statement of their account in June of each year.
- CFGB are able to meet with Professional Advisors and their clients to assist with the choice of charities.
- Audited statements are available upon request.

Conversely, there has been some concern expressed from charitable organizations currently conducting fund raising within the community (ex. Library & BVO). This has included concerns such as:

- Unclear understanding of what direct benefits CFGB will bring to the Town.
- Increased competition for the same donor funding, leaving a smaller pool of funds available for existing groups (creates a competitive culture, rather than a cooperative one)
- Donations to CFGB are subject to an administration fee
- Accessing funds from a foundation requires time consuming grant writing, with no guarantee of success
- Low value return on donations (ex. @ 2% investment return per year, on \$100,000 donations, return to the community would be a maximum of \$2,000, less admin. fees), versus existing groups' ability to use 100% of donations in the community immediately
- Groups within the Town seeking funding can apply to the CFGB for funding, even without a Community Fund established in the Town.

In discussion with the Community Fund proponent, Linda Wykes, Ms. Wykes indicates that her interest in establishing a Community Fund has arisen partially from seeing the increasing financial pressures being placed on the municipality, and a continuing demand for grants and donations funds. She views the establishment of a Blue Mountains Community Fund, not as an immediate response to charitable needs within the community, but rather as the beginnings of a long-term vision for establishing a fund that will be able to provide grant and donation funds for charitable projects in the community, in perpetuity. As well, she points out that a Community Fund set up through CFGB is able to provide donors with a venue to donate capital assets (stocks, bonds, real estate, art, etc.) without taking a tax hit on the realization of those assets.

## Conclusion

It appears that further community discussion is needed. Even one of the letters expressing concern about establishing a Community Fund, acknowledges not having a clear understanding of the benefits a Community Fund will bring to the Town, and suggests a process that will allow more input from members of the community. It would benefit the community to have all interested organizations in a room at the same time to discuss concerns and have questions answered, before making a final decision on whether or not to move forward. The Town can play a role in helping facilitate that discussion.

### **C. The Blue Mountains' Strategic Plan**

Strategic Goal # 4 speaks to: ***“Supporting the development of social and recreational programs to meet the broad range of needs in the community”***.

### **D. Environmental Impacts**

N/A

### **E. Financial Impact**

No anticipated impact on the municipality's budget, as Ms. Wykes has indicated that she would source the start-up donations to a Fund from other group(s) within the community.

### **F. In Consultation With**

Roberta Brignell – CFGB Executive Director  
Wendy Bachiu – CFGB Foundation Administrator  
Linda Wykes  
Cathy Innes – Chair, Blue Mountains Public Library Board  
Norine Baron – Chair, BVO

### **G. Attached**

1. Letter from Linda Wykes
2. Sample “Donor Advised Community Fund” Agreement
3. April 30, 2012 letter from The Blue Mountains Public Library
4. May 3, 2012 letter from Beaver Valley Outreach

Respectfully submitted,

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Troy Speck, B.A., LL.B.  
Chief Administrative Officer

For more information, please contact  
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**SUBJECT: Community Foundation Grey Bruce and The Blue Mountains Community Fund**

**REQUEST:**

That the Council of The Town of The Blue Mountains adopt the following request to

- 1) Support the creation of The Blue Mountains Community Fund and enter into an agreement with the Community Foundation Grey Bruce to manage in perpetuity the funds and assets of The Blue Mountains Community Fund;
- 2) Establish a Steering Committee from members of Council and interested parties to choose a Fund Development Committee.
- 3) Send a letter of intent to apply for the Community Initiative Plan.

**FINANCIAL IMPACT:**

There will be no direct financial impact on tax supported budgets. Funds will flow to the Community Foundation by way of charitable gifts such as cash, real estate, securities, artwork, etc. All gifts donated to The Blue Mountains Community Fund will be invested in a pool of funds administered by the Community Foundation Grey Bruce to attain maximum income. All funds raised in The Blue Mountains will remain in the municipality. The Community Foundation Grey Bruce's annual administration charge is 1.5% and investment fee is 0.75% of funds under management.

**BACKGROUND:**

**Community Foundations:**

Community Foundations combine three main roles:

**1. Endowment Building/Donor Service**

Pool the charitable gifts of many donors to create permanent, income-earning endowment funds. Connect donors with the issues and organizations that matter most to them and offer a variety of funds to meet the donors' charitable goals.

**2. Grant making**

The income earned on invested funds is used to give grants to a wide range of community groups. In general, the original investment is left to grow over time.

**3. Community Convening and Leadership**

Work with the entire community, bringing people together from all sectors to identify and address local issues.

**Community Fund – How Does it Work?**

1. The Community Foundation Grey Bruce in cooperation with The Town of The Blue Mountains will enter into an agreement to create "The Blue Mountains Community Fund". This fund and all assets will be held and managed in perpetuity by the Community Foundation Grey Bruce for citizens and charitable sector of The Town. A Steering Committee will be formed with members from Council and interested parties to choose a Fund Development Committee. Through the Steering Committee, The Blue Mountains Community Fund Management Committee will be formed. Over one year a survey of the area will be performed and the granting policies will be drafted. A grant committee will be established to review applications for grants and make distribution recommendations.
2. The initial contribution of \$5,000 has been raised by private donations to create the fund. All donations to the fund are eligible for a full tax receipt.
3. A local Fund Development Committee will be established through a selection process. A team of up to nine (9) is recommended with representatives from Council and from the community. It is important that the community members represent the broad and diverse nature of the community.
4. Funds will be held by the Foundation for a period of one year before granting.
5. Call for grant applications will be made. Only organizations based in the Municipality and providing programs in The Blue Mountains would be eligible. Grant review team will assess and make recommendations to Council for approval.
6. The Foundation will be responsible for the grant agreement with grantees, follow up, disbursement of funds, and evaluation of grants.

7. The Foundation will be responsible for legal and financial accountability. Audited financial statements will be prepared annually along with individual fund statements to the fund holder. Donations to the fund will be received by the Foundation.

8. The process will be repeated on an annual basis for all grants, the process and the structure.

**Advantages of a Community Fund:**

**1. Community Leadership**

Community Foundations serve as a knowledge hub in the community, helping donors target their support to address pressing social needs.

**2. Permanence and Continuity**

The Community Foundation can guarantee the fulfillment of a donor's charitable intent in perpetuity.

**3. Flexibility**

Where the original purpose of a gift becomes impractical, the Foundation has the ability to redirect the use of funds to similar areas of activity in line with the donor's interests.

**4. Options for Giving**

Gifts are accepted in the form of cash, bequest, transfer of appreciated securities/stocks, real estate, art, gift of life insurance and charitable remainder trusts.

**5. Investment Expertise**

Gifts to the Community Foundation are professionally invested and managed.

**6. Professional Management**

Professional staff at the Foundation provide administrative and managerial support to responsible volunteer boards.

**7. Recognition and Stewardship**

Funds disbursed from donor-restricted funds are identified to the recipients by the name of the donor(s) that created the endowed funds.

**8. Simplicity**

Community Foundations offer the convenience of one-stop shopping, simplified recordkeeping and tax return preparation.

**9. Cost Effective**

The Community Foundation provides an attractive alternative to those considering the establishment of a private foundation.

**10. Attractive Tax Benefits**

Gifts made to the Community Foundation will generate a donation receipt and produce important income tax advantages for donors.

***RELATIONSHIP TO THE STRATEGIC PLAN:***

This program supports the objective of the Municipality to be a sustainable community.

***CONSULTATION:***

A presentation has been made to council by the Executive Director of the Community Foundation Grey Bruce as well as other community groups.

***COMMUNICATIONS PLAN:***

Information will be provided through media releases, information pamphlets and web site links.

***CONCLUSION:***

The establishment of a Blue Mountains Community Fund and participation in the Community Foundation Grey Bruce will provide an excellent opportunity for the citizens of the Municipality to be part of permanent endowment funds to support community projects.

Respectfully Submitted:  
Linda Wykes



COMMUNITY  
FOUNDATION  
GREY BRUCE

## DONOR ADVISED COMMUNITY FUND

THIS AGREEMENT made this        day of        2011

BETWEEN;

**COMMUNITY FOUNDATION GREY BRUCE**

(hereinafter referred to as "Community Foundation")

- and -

\_\_\_\_\_ **Fund Management Committee**

(hereinafter referred to as "Founders")

IN CONSIDERATION of the covenants and agreements herein set forth, and subject to the terms herein, the parties agree as follows:

1) In this Agreement:

- a) the "Community Foundation" is the Community Foundation Grey Bruce incorporated under the Canada Corporation Act as a not-for-profit organizations and is registered as a charity under the Income Tax Act No 1411036228 RR0001;
- b) "Donor" is a person, organization or corporation contributing monies to the Founders Fund;
- c) the "Founders Fund" is the \_\_\_\_\_ Community Fund;
- d) the "Founders" consist of the Donors establishing the fund, and will be recognized on all print material in the manner: \_\_\_\_\_ Community Fund

2) The Founders will provide an initial gift of monies to the Community Foundation in the approximate sum of \$\_\_ and from time to time, may add further monies to the Fund and may encourage other individuals, organizations the corporations to make donations.

3) The Founders direct that all gifts of monies to the Founders Fund be retained, in perpetuity by the Community Foundation as invested capital which may be pooled with other capital funds for the purposes of investment.

- a) The Community Foundation shall apply the net income earned from the Founders Fund by making grant(s) to support charitable activities or qualified donees (as defined by the

**Income Tax Act (Canada)) whose activities are within the objects of the Foundation within the Municipality of \_\_\_\_\_.**

- b) **No grant may exceed \$ 1000.** In addition to meeting the requirements of falling within paragraph 4 (a) (b) or (c) hereof, all grants must otherwise qualify under the grant qualifications of the Community Foundation from time to time.
  - c) **Net income not dispersed shall be added to the capital base of the Founders Fund annually.**
  - d) **The Founders further direct that all grants from the income of the Founders Fund, when disbursed by the Community Foundation, shall be identified as coming from the Founders as set forth in clause 1 (d) hereof.**
- 4) **The Community Foundation agrees to:**
- a) **maintain, in perpetuity, all gifts of monies to the Founders Fund in the name of \_\_\_\_\_ Community Fund in the form of invested capital;**
  - b) **subject to paragraph 3 hereof, invest the Founders Fund in accordance with the investment guidelines approved by its Board of Directors from time to time;**
  - c) **provide an official receipt for income tax purposes to a Donor for each gift of monies to the Founders Fund;**
  - d) **pay out the net income in accordance with the directions set out in paragraph 4 hereof;**
  - e) **provide the Nominees of the Founders with an annual accounting of the Founders Fund's income and disbursements.**
  - f) **provide the above noted services in consideration of an annual administrative charged of 1.5% on the earned interest of the Founders Fund on an equitable basis with other funds. Any increase in the administrative charge to be subject to variation in accordance with paragraph 7 hereof.**
  - g) **Prior to the final selection/approval of grants to be given for the Founders Fund by the Board of Directors of the Community Foundation, the Members of the Founders Fund shall have the opportunity to review the applications for grant funding. The final decision with respect to grants shall be by the Board of Directors of the Community Foundation following a meeting with the Founders Grant Committee, a recorded vote where majority shall rule following the guidelines of Community Foundations Canada.**
  - h) **subject to the approval of the Community Foundation, allow the Founders to design and publish the initial material to promote the \_\_\_\_\_ Community Fund**
- 5) **The Founders shall**
- a) **appoint one or two Nominees to review the applications for grants, to receive copies of an annual accounting of the Founders Fund income and disbursement, and to represent the Founders with respect to this Agreement. The Founders acknowledge that at this time the Nominees of the Founders are: Chair and Vice Chair of the Fund Management Committee.**

- b) If the Founders wish to change their Nominees who have been appointed, they may do so provided written notice of such change is provided to the Community Foundation and the names, addresses and telephone numbers of the successor Nominees are provided.
  - c) The Founders hereby irrevocably authorize their Nominees to negotiate and execute any amendments to this Agreement and to sign any documents required to give effect to or carry out the terms and intent of this Agreement or any Amendment to this Agreement. Any documents or amending Agreements executed by the Nominees on behalf of the Founders shall be binding on all of the Founders, their respective heirs, executors, successors and assigns.
- 6) This Agreement any be amended only by a further Agreement in writing duly executed by the parties or their authorized representative as provided in paragraph 6 (C) hereof.

IN WITNESS WHEREOF the parties hereto have set their hands and seals and the Corporation has affixed its corporate seal as attested by its proper officers duly authorized in that behalf.

**COMMUNITY FOUNDATION GREY BRUCE**

Date: \_\_\_\_\_  
 \_\_\_\_\_  
 Chair, Board of Directors

Date \_\_\_\_\_ Witness \_\_\_\_\_

**MEAFORD COMMUNITY FUND**

Date: \_\_\_\_\_  
 \_\_\_\_\_  
 Chair, Management Committee

Date \_\_\_\_\_ Witness \_\_\_\_\_

# OVERVIEW OF AN ENDOWED FUND WITH COMMUNITY FOUNDATION GREY BRUCE

Community Foundation Grey Bruce (established in 1994) is a charity registered with Canada Revenue



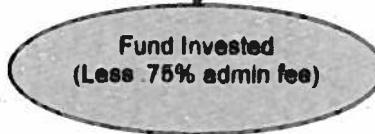
*Interested philanthropists meet with Foundation representative to discuss endowment options best suited to their needs and wishes*

Flexible to benefit charities in Grey/Bruce as requested by funder

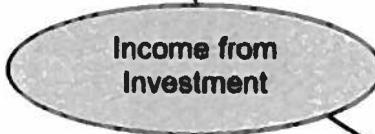


Can be cash, cheques, online donations or stock, bonds, insurance policies, wills and/or bequests, artwork, real estate.

Professional Fund Manager pools money for maximum return

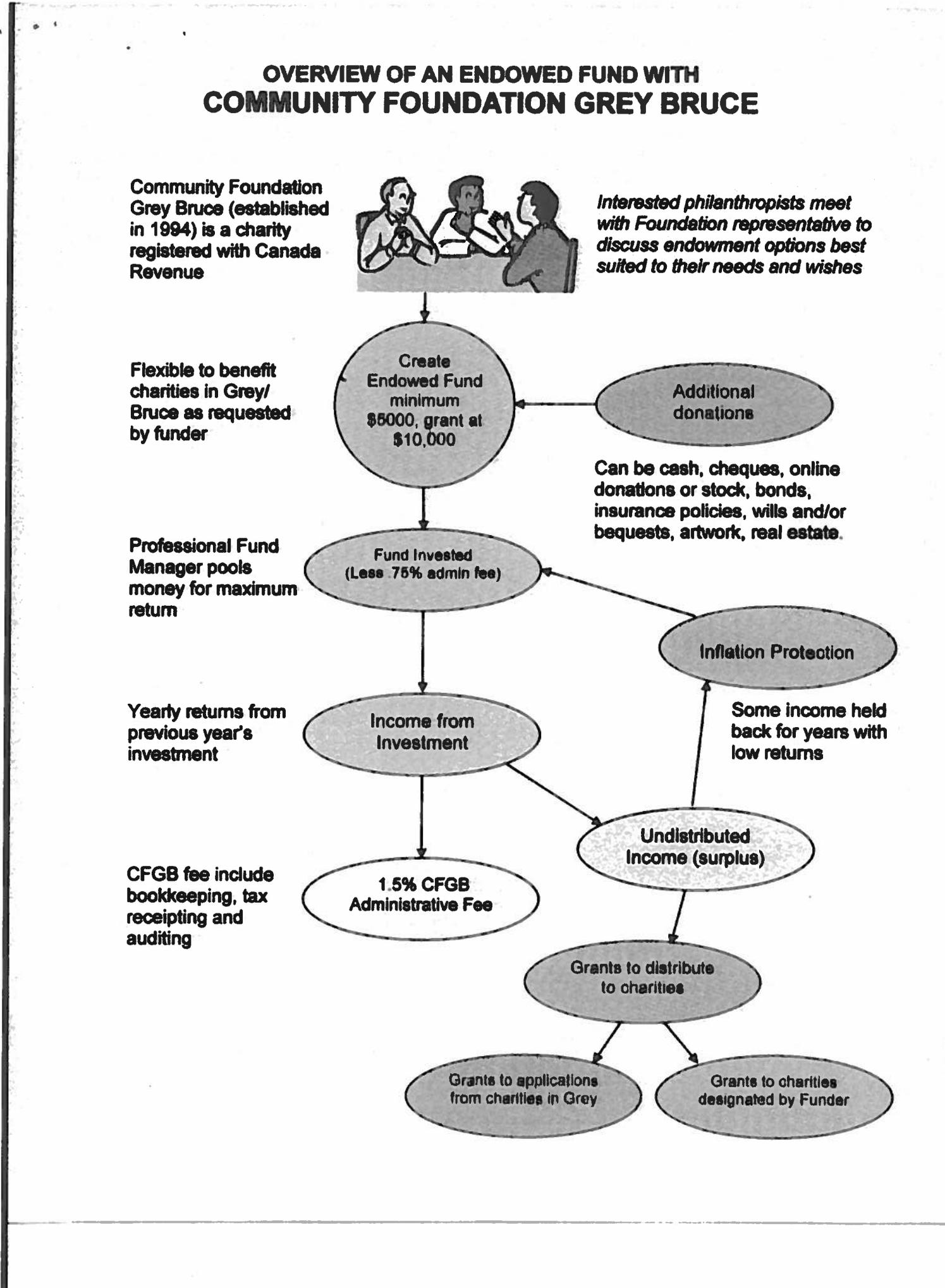
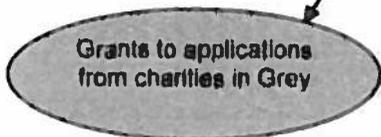
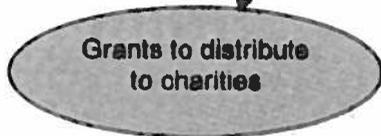
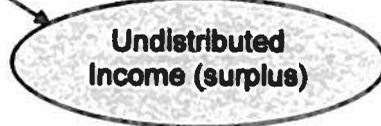
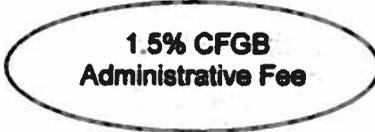


Yearly returns from previous year's investment



Some income held back for years with low returns

CFGB fee include bookkeeping, tax receipting and auditing



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APR 30 2012



April 30, 2012

Dear Mayor Anderson and Members of Council,

The Library Board appreciates the opportunity to respond to the proposal that the Community Foundation Grey/Bruce establish a legacy fund in the Town of The Blue Mountains.

The Library, like BVO, the churches, and many of the service clubs in The Blue Mountains, depends on good will and donations from members of our community; allowing a professional fund raising group into our Town would place added pressure on all groups which are busy enriching the fabric of our community on a daily basis. In a large city with a broad base of donors, it is possible to support a foundation as well as other community groups. However, in our community there is a much smaller donor pool and the competition would hurt organizations, such as the library, which rely on local donors. The library is currently working on attracting funds to its own bequest program which will allow us to improve service delivery to the community. Since the library can receive and manage legacy funds directly, it does not need a third party which charges a percentage of the assets for administration.

The process of accessing grants from foundations is risky because grant writing takes a significant amount of staff time without a guarantee of success. The library takes the risk if the grant is substantial (thousands of dollars) and the only requirement upon receipt of funds is to advertise the donor, like the Trillium Fund which recently granted us \$15,000 for accessibility upgrades to our building. The risk is not reasonable if the potential return is small and there are strings attached, like having to become an agency of the donating body (United Way), or a commitment to raise matching funds (like the proposed community foundation fund for True Sport). Groups giving back to the community prefer to receive donations directly; the money stays in the Town and starts working immediately. If Mr. Shore had not gifted his money directly to this community, we would not have the library about which the community is so justly proud.

Clearly, our community benefits from donations and grants provided by large foundations. The library, for example, has received almost \$28,000 from the Trillium Foundation in the last three years. But the Community Foundation is not proposing to give money to the Town; instead it wants to use the Town to raise funds. Yes, the community will get money back, but only the interest, and it has to pay the Foundation to administer the fund. Most Foundations are started



with several million dollars, not \$5000. Even if the foundation raised \$100,000 in the Town (and in our experience that would be a very large sum for this community), at a return of, say 2%, there would be only \$2000 to offer the community, and that is not including the administration fee. The type of group that might apply to the foundation would likely be asking for funds to run a particular event. Why start a separate small fund and another level of bureaucracy when that group could apply directly to the Community Foundation Grey Bruce which has \$5.5 million dollars under its control and \$110,000 to distribute (again, estimating a 2% return)?

The best way to ensure a sustainable community is to support those groups and organizations working for the community's benefit, to sustain themselves. There is a great co-operative spirit in our Town. Instead of competing with one another, our community groups make their resources go farther by forming partnerships to advance their work. For example the library is currently partnering with BVO to run a series of seminars for Seniors and caregivers of Seniors. The library supplies the space and equipment while BVO supplies the funds and materials. Other examples are the partnership with the Town to run the Green Fair, and with Kinettes to take books to Errinrung and shut-ins. The arts community benefits from the work done by the Arts Advisory Council in running the gallery which has become a favourite especially for local artists. The community is working well to stretch resources in a co-operative manner.

We are lucky to live in a caring community with a harmonious balance of people working together to sustain it. The library Board is asking Council to consider the negative effects of introducing into the community an organization that does not provide any quantifiable service to this community. Instead, we ask that you support the cooperative culture we have developed in our Town rather than a competitive one.

Sincerely,

Cathy Innes, Chair,  
The Blue Mountains Public Library Board

c.c. Troy Speck

RECEIVED

MAY 6 3 2012

Schedule 4



May 3 2012

Troy Speck  
CAO  
Town of the Blue Mountains

Dear Troy,

BVO recently became aware of the request of the Community Foundation Grey Bruce to establish a Chapter of their organization within the Town of the Blue Mountains.

At this point, we do not have a clear understanding of the direct benefits the CFGB will bring to the Town; however, we are concerned that their presence may add to the demands made on our community members and businesses. This may make it more difficult for existing agencies, such as BVO to maintain the same level of service. Currently, BVO offers 20 services, programs and events to our community.

We understand that you have been charged with studying the implications regarding the association of the Town with the CFGB. We are interested in a process that will allow for input from members of the community. A focus group may be an effective way to gather information regarding the potential benefits and possible concerns related to the impact of this proposal.

We look forward to hearing from you.

Regards,

Norine Baron  
Chair Person, Beaver Valley Outreach

Cc Mayor Ellen Anderson  
Members of Council