



2018 Municipal Elections, Candidates' Questionnaire

Councillor McLean

Candidates: Jacqueline Godard, Michelle MacIsaac, Anastasia O'Hare

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1. Why do you want to be a Township of Lake of Bays Councillor? Highlight work and community experience that has prepared you for this position and the skills you bring to the role.
2. What is your working style? Describe how you work to ensure productive discussion and resolution of issues and how co-workers and colleagues describe your working style.
3. Name three priorities for the Township of Lake of Bays and how you will address them.
4. How do you or will you balance constituents' interests and staff recommendations?
5. How will you work with the Lake of Bays Association, its members and other community groups?
6. How will you balance economic development and environmental issues?
7. What is your position on more clean energy projects in the Township of Lake of Bays?
8. Do you support or oppose the as-proposed development of Langmaid's Island into 36 lots, and two mainland parking sites? Why?
9. What is your position on funding for the day-to-day operations of the Township of Lake of Bays libraries in Dwight and Baysville? Highlight whether you feel the current funding level is appropriate, and if not, how would you modify it; as well as whether you support Township of Lake of Bays funding to expand the Dwight library?
10. What is your position on hospital reform in Muskoka and do you support maintaining hospitals in each of Bracebridge and Huntsville?
11. What area(s) of Township of Lake of Bays spending do you think is given too much funding? Why?
12. What area(s) of Township of Lake of Bays spending do you think is given too little funding? Why?
13. What ways would you work to increase affordable housing in the Township of Lake of Bays?
14. Complete this sentence. Vote for me because ...

Contact Information

1. Why do you want to be a Township of Lake of Bays Councillor? Highlight work and community experience that has prepared you for this position and the skills you bring to the role.

Jacqueline Godard	Michelle Maclsaac	Anastasia O’Hare
<p>I am passionate about the natural, cultural and built heritage of Lake of Bays. As an active member of the Lake of Bays Heritage Advisory Committee since 2008, I did most of the research for the Dwight, and more recently, Baysville Heritage Walking Tours. Getting to know Baysville this way has been a part of what has been encouraging me to make this move and I hope to enhance on this for economic purposes. My involvement as secretary since 2003 followed by Director of Andrew Daniels Fish Stewardship Foundation since 2011 has given me a good understanding of the importance of studying our watersystems that flow into the many lakes in Twp. Lake of Bays and their habitat along with shoreline preservation. The above are both key for a healthy economic future. I am a good listener, note taker, researcher and complete any commitment I take on. Communication is important to me and I have networked with many in this area to share facts, business referrals etc. Recently, I have formed, with a couple of other full-time residents ‘For the Love of Langmaid’s Community Group’ and together we have rallied and shared our concerns with local politicians from District, Town of Huntsville and Twp. Lake of Bays.</p>	<p>I have lived, worked and volunteered in Baysville/McLean Ward for the past 13 years. I own and operate The Humble Pie Butter Tart Factory and Pizzeria, a popular tourist destination, currently in its ninth season. The business provides employment opportunities for local and seasonal residents including teens and college students. It generously supports all local fundraising initiatives including many of the various Lake Association regattas and annual events. I am an avid community volunteer, and continue to support many committees including the Baysville Friends of the Library, Baysville Community Group, Baysville Winterfest Committee, Winter Pantry Baysville – Dorset, and the Baysville Business Group. I understand first hand the impact volunteer committies including our fire fighters and Lions Club have in helping our community grow and prosper. I was employed by the Township of Lake of Bays as a Supervisor for the Baysville After School Program from September 2005 to July 2011 during which time I assimilated myself within the community providing quality after school care and mentoring local youth. Prior to moving to Muskoka in 2003, I enjoyed a successful corporate career spanning 24 years. My public sector and corporate experience combined with strong communication, interpersonal and creative problem solving skills, drive, compassion and genuine love for our community and its constituents will assist me should I be elected Councillor McLean Ward. Living and working in the community for the past 13 years, I have my finger</p>	<p>I have a personal family history in Lake of Bays and a passion for its future. I grew up in Baysville, left to pursue education and international employment and I am proud to once again call it home. My family has been a part of the Baysville and Dorset communities for many generations. They were pioneers and homesteaders who were role models in showing commitment to the development and conservation of the area. After university it was difficult to find employment in my field and I spent every opportunity returning home on weekends and vacations. After my husband and I had children, we knew we wanted to raise them with the small town values that I had experienced in Baysville. When the opportunity presented itself my family moved into the home we built on Echo Lake. I feel a deep civic responsibility to our township and continue to demonstrate this through voluntary community involvement. I am determined to maintain the beauty of the area and provide progressive solutions for a viable economic future for my children. I work on many boards and committees within Lake of Bays and Muskoka to help our vibrant community and future for our next generations including: Minor Hockey Association Board member, active on executive on School Parent Council, member of Special Education Advisory Committee with TLDSB, and served past 2 years as Vice President and most recently became President of the Baysville Lions Club. These organizations have significant ties into our community with different focus areas and provide me with a tremendous</p>

	<p>on its pulse and will continue to make it my priority to maintain its best interests and wellbeing front and centre. I recognize the benefits of embracing and learning from the success and accomplishments of other communities and initiatives within Lake of Bays. We can thrive and prosper working together, all the while enjoying and sustaining the natural beauty that surrounds us. During my time here, I have witnessed many positive examples of communities working together proving there is strength in numbers and should I be elected I will continue to work towards Strengthening our Community. I recognize the level of responsibility the position of councillor requires, and if elected, I am confident I will make a positive impact over the next four years.</p>	<p>perspective on the areas needs and concerns. I have garnered a great deal of experience working with various levels of government and community partners in these roles. I secured multiple funding grants to enable programs to proceed and chaired the execution on those projects here in Lake of Bays. I support small business and economic development. My husband owns and operates one of the one million small businesses across our great country, that is the engine of our economy - so I understand the challenges that impact businesses on quite a personal level. I have a degree in Business and have management experience in many industry sectors. I have worked as an advocate and project manager for clients in the technology sector for 20 years. I have vast experience with varying degrees of issues and contentions using out-of-the-box thinking to find solutions that were workable for the concerned parties. In my past work, I managed large budgets and required diligence and careful oversight in managing the tasks and finances for my clients. This transfers very well to the skills needed to be a strong voice and hard working advocate for my community.</p>
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2. What is your working style? Describe how you work to ensure productive discussion and resolution of issues and how co-workers and colleagues describe your working style.

Jacqueline Godard	Michelle Maclsaac	Anastasia O’Hare
<p>I like to work collaboratively and have done so in my positions as indicated above. I also like to follow an agenda, keep focused on one item at a time with results and am truly committed.</p>	<p>I have worked since the age of 14 in a part time capacity and full time throughout my adult life. I am hard working, have a strong work ethic, and continuously educate myself on specific issues as required. I have always worked well independently and in team environments recognizing the benefits of leveraging off the strengths team members bring to the table. I am aware of the contribution my dedicated staff makes to the success of my business and I make a point of including senior members in decisions that affect its day to day operations. Working together we identify and reconcile issues ensuring smooth operations. My co-workers, staff and fellow volunteers would describe me of having strong organizational skills; I am empathetic, passionate, respectful, and tough but fair, a creative thinker, knowledgeable and committed. I am skilled in relationship development and well-liked by my customers, suppliers, business partners and the community. I am able to successfully juggle my work, personal life and volunteer commitments.</p>	<p>I am a strong leader with a collaborative approach. I gather ideas, opinions and concerns from those impacted and work to a plan formulated from the best of the feedback. Careful research and doing your homework first, provides the most sound and productive discussions and decisions. I have a great deal of respect and patience to hear others opinions and a willingness to learn. I am always honest and work with integrity, above all. My colleagues would describe me as serious, hard working and determined with a great sense of humour.</p>
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3. Name three priorities for the Township of Lake of Bays and how you will address them.

Jacqueline Godard	Michelle Maclsaac	Anastasia O'Hare
<p>Environment – educate, encourage shoreline preservation and sustainability (green energy programs). Roads and road safety along with garbage problems found on our sideroads. Changes to the Official Plan – development permit and the OP need to be combined when dealing with waterfront properties – the official plan really needs to be tightened up - harsher penalties enforced when work is done without following proper procedures.</p>	<p>1) Balanced Economic Growth and the Environment: As a business owner I recognize the need for growth and creation of job opportunities. It is also important that with this growth we maintain the natural habitat and environment including our forests, wildlife, lakes and rivers. 2) Accommodation: There is a strong need for housing to help attract new families and stop young families from leaving the area. We need to consider our aging population and develop lifestyle accommodations and/or long term care facilities to keep them in their community for as long as possible. Further, we need to find ways to attract accommodation providers to the area to help promote tourism. An increase in tourism will grow the local economy, and benefit local businesses and attractions. 3) Our Seniors and Our Youth: We need to address our aging population and with that comes the necessity for adequate housing and/or long term care facilities. Working together we can continue to create an environment that promotes a safe, enjoyable and healthy lifestyle for seniors keeping them within the community they love for as long as possible. Our Youth is our future, I think it is important that we create initiatives and programs that help our youth understand their role and responsibilities in their community and to help them develop leadership skills. To successfully accomplish these objectives, I will work diligently with council, source expertise from within and outside of the community and continuously educate myself on the issues.</p>	<p>The top three priorities In Lake of Bays Township I would describe as: 1) Balancing developmental progress with environmental care and concern is a leading priority. This is particularly important in an area that leading employment opportunities are in the trades and the trend is a receding population therefore demanding growth and development. However the attraction to come into our area either to live or visit is due to the inspiring landscape and beauty in the nature that surrounds us in Lake of Bays. This must continue to be addressed through consideration and careful planning of both a long term perspective on the environment and the short term gain and economic benefits to the community. Good decisions must involve all community partners and economic benefactors for a sound outcome. 2) Solutions and strategies for Senior care within our community whereby our population is mostly between 55-85 years old. It is crucial to finding ways to help our aging population within Lake of Bays remain as long as possible in their homes and closer to their supporting community and family. This may be achieved by working with Ministry of Health partners to find creative solutions to assist elders. This could mean consideration of new partnerships on projects that could home seniors and provide an economic benefit to the community in terms of employment, at the same time. We must develop a strategy, plan and execute on it in order to provide better senior care. 3) Improving technology infrastructure in Lake of Bays is a</p>

		<p>priority because it could lead to attracting new residents into our communities. We are in an time where 1.7 million Canadians telecommute, and in many cases, it doesn't matter where their home office is based. Enticing this type of worker to a community rich in beauty and a better life balance would bring tremendous economic and social advantages. Improvements in technology also provide rewards to existing businesses, allow seasonal residents to potentially extend their time within our community and would help bring us to a standard and quality of internet expected at this point in time, this close to other urban centers. This can be achieved by working to bring additional funding for such projects from other government partners and encouraging new infrastructure with telecommunication organizations.</p>
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4. How do you or will you balance constituents' interests and staff recommendations?

Jacqueline Godard	Michelle MacIsaac	Anastasia O'Hare
<p>Staff are in place for maintaining the Official Plan, which was established by community members, councillors, and other interested parties. Staff will make a recommendation/s and often times compromises are understood to be fair when there is a minor request, but for a big issues the OP must be followed.</p>	<p>I understand there will be a learning curve but my experience and business skills will assist me in quickly understanding protocol. I will work in unison with council and staff administration, relying on their respective areas of expertise, to our constituents' best interests. I will make myself available to constituents, value their input and make their concerns my priority. I recognize there is an untapped resource of experience and expertise within the community and will work towards finding ways to collaborate and find solutions.</p>	<p>To balance the constituents concerns and the staff recommendations, it is key to understand and speak with the constituent(s) to fully understand their concern and all aspects of the issue, to research and validate and when and if necessary, to challenge the staff recommendations if the situation is warranted. Working together is key to a successful resolution. The direction of staff recommendations and their experience should not be undermined, however the role of the councillor should ensure all perspectives, including the constituent, are considered before decision making.</p>
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5. How will you work with the Lake of Bays Association, its members and other community groups?

Jacqueline Godard	Michelle MacIsaac	Anastasia O'Hare
<p>I will work with them in partnership and openly.</p>	<p>I am highly approachable and will make myself available to all Lake Associations, their members, community groups and constituents' in McLean Ward. I value their input; will respect their issues and concerns and work towards reconciliation to the best of my ability. I recognize we have an untapped resource of knowledge, experience and expertise within the community ...we have to find ways to work together to identify solutions and new initiatives that benefit us all.</p>	<p>I am currently involved with many organizations within our Lake of Bays Community and I am able to dedicate and commit my time to the community and family. The function of associations and community groups through their cohesive voice, I believe is an integral part of what makes strong and dynamic communities. In my current volunteer capacity on various boards and committees, I have regular communications with many community groups and associations. I look forward to community input from Lake of Bays Association members and other community groups. I welcome listening to concerns and ideas and being a voice into the township.</p>
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6. How will you balance economic development and environmental issues?

Jacqueline Godard	Michelle MacIsaac	Anastasia O’Hare
<p>Environment first as without a healthy environment we will have no economic development.</p>	<p>Attend association and industry meetings to better familiarize myself with the various issues affecting both development and the environment. Pay close attention to proposed projects and consider how one will affect the other. I will work diligently with council, source solutions from within and outside of the community, and continue to educate myself as required.</p>	<p>I regard this as top priority within our township, where the natural beauty of Lake of Bays township is a catalyst for our economic growth in tourism and services sectors, therefore capturing the right balance between economic development and the environment is critical. I don’t believe that these two important issues need to be in opposition to one another. For example, we live in one of the best biking & hiking areas in the province and we need to find an economic win with improvements to better accommodate both cyclist and motorists in the form of creating walking trails and developing bike lanes or paths along our roads to help us share the roads better with motorists, this would help the environment through greener living, additional Eco-tourist opportunities and economic rewards to the retailers and services in our communities. When there are conflicting issues where development will impact the environment – the course must be to research, search out input from all parties concerned and all the impacts must be fully considered to reach a resolution.</p>
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7. What is your position on more clean energy projects in the Township of Lake of Bays?

Jacqueline Godard	Michelle MacIsaac	Anastasia O’Hare
<p>I am very supportive of green and clean energy projects, particularly solar.</p>	<p>In light of climate change I think it is imperative that we find ways to embrace and support various clean energy projects. Working together as a community we should engage public input for more green energy initiatives. As stated by LOBREC (Lake of Bays Renewable Energy Co-op) “Developing an image as a “green community” can assist in leveraging that industry for greater local economic benefits.”</p>	<p>I am in support of clean energy projects in the Township of Lake of Bays, with thoughtful consideration to the impact to all parties and the environment. I believe we can no longer continue a status quo of combating climate change and we all must work together in our communities to find solutions to the growing energy concerns and global environmental issues that impact us today, to leave the planet, and Lake of Bays, in better shape than we found it. Clean energy projects, can also provide tremendous economic benefit to the community with respect to jobs and revenues.</p>
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8. Do you support or oppose the as-proposed development of Langmaid’s Island into 36 lots, and two mainland parking sites? Why?

Jacqueline Godard	Michelle Maclsaac	Anastasia O’Hare
<p>I oppose the ‘as-proposed’ development of Langmaid’s Island because the proponents are challenging the Official Plans of both the Twp and Town. Knowing the OP states that Langmaid’s Island is a Designated Heritage Area, purchasing it and then having incomplete studies done is most disturbing and shows a total disregard for D98 of the OP. I’d like to see the planners, politicians, locals/community group, Lake of Bays Heritage Foundation and Lake of Bays Association all work together to do what is best for this jewel on Lake of Bays.</p>	<p>To a point, I can say I oppose the “as-proposed” development. I would like to see a reasonable downsize from the original plan and would respectfully request the new owners consider some use of the island so local and seasonal residents can continue to enjoy its waters and beach. The mainland parking sites will not affect the constituents of McLean Ward, but I respect the concerns of the residents of South Portage Road directly affected. I sincerely hope the developers will consider the impact these lots will have on the immediate local residents and go forward with the development respectfully. As a business owner, I recognize the potential the residential development will bring to the local economy. As a resident, I also understand and appreciate concerns regarding the shoreline and the environment. Should the project be imminent, I trust that the owners will abide by the stringent bylaws and planning policies the Township of Lake of Bays has in place, and will ensure responsible development. I am encouraged the owners are interested in community input and concerns, evidenced by facilitating information sessions for the general public.</p>	<p>As presented, I believe more work & investigation needs to be done with respect to the current proposal to develop Langmaid’s Island into 36 lots, and two mainland parking sites. With the current information presented and available, I would echo sentiments, that the scope of impact at the current scale of this sizable project is concerning, and likely has underestimated the impact to the ecologically and beauty of the area I am concerned, the increase in infrastructure with boat traffic to access the island at this scale, is not very realistic and would be damaging to narrow channel shorelines. We are entrusted with the stewardship of our lakes, and I would promote development on the island with fewer lots and conservation space in areas of special concern for the ecology . I would truly like to see a successful development. I would contend that there is a need to further assess the business case for development, as well as the longer term environmental impact in varying seasons, in order to mitigate the risks while positively impacting the local economy. Once this areas is changed, it is forever. Open and challenging discussions to find the right balance for Lake of Bays must continue.</p>
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9. What is your position on funding for the day-to-day operations of the Township of Lake of Bays libraries in Dwight and Baysville? Highlight whether you feel the current funding level is appropriate, and if not, how would you modify it; as well as whether you support Township of Lake of Bays funding to expand the Dwight library?

Jacqueline Godard	Michelle Maclsaac	Anastasia O’Hare
<p>Funding for the day-to-day operations of both the Dwight and Baysville libraries is satisfactory and Friends of the Library do a great job of fund-raising. but they can always use more to keep up with uptodate equipment, etc. I do recommend applying for any grants that are in place.</p>	<p>Although it appears the budget allocated to the libraries is a healthy one, having been a Director and member of the Baysville Friends of the Library for almost ten years, I know firsthand that it, in fact, does not adequately meet the day to day funding requirements. The Friends work very hard raising funds to help support important library programs and community outreach initiatives. The Libraries are a crucial part of our community and when I moved to Baysville, I found my bearings through the use of the library’s technology and assistance of its personable and friendly staff. Being a property owner, I feel fairly confident that by appealing to other property owners and helping them understand the value these libraries bring to small communities, that agreeing to a very slight increase to taxes will help to provide the additional funding needed. If elected, I will work with fellow council members and the township to find ways to adequately fund these institutions</p>	<p>I recognize the expenditure for the 2 libraries, in Dwight and Baysville, constitutes a significant amount of the Lake of Bays Township budget. However, I am a strong proponent of the value the libraries provide to our communities. Public libraries have difficulty expressing and quantifying their tangible value and they can not be measured in the same way an economic value might be applied to other assets. It is truly a hub within the Baysville and Dwight communities for social interaction, an agency for educational programing aimed at community members of all ages, and to offer services and tools that may not be accessible otherwise. It is the backbone of the community that strengthens the villages and is utilized by all. At this time there is a tremendous volunteer and fundraising effort that goes into sustaining the library today. While I believe growth and increase funding may provide future benefit, at this time I support the current funding levels as there are many priorities to consider within the Township budget. Expansion of the Dwight library has been done with thoughtful approach to the cost and size of the project, and with consideration of funding opportunities from many levels of government or through innovative building considerations to attain greater eligibility for grants. I am in agreement that the approach currently under consideration to try to limit the out of pocket outlay to 27% from the Lake of Bays Township with the difference from various provincial and federal program would make this a very reasonable expenditure.</p>

10. What is your position on hospital reform in Muskoka and do you support maintaining hospitals in each of Bracebridge and Huntsville?		
Jacqueline Godard	Michelle MacIsaac	Anastasia O’Hare
Two hospitals is the only way as recommended by the Task Force.	I am, and always have been, in support of the recent recommendations as set out by the Task Force that we maintain two separate acute care facilities. Although there are benefits to consolidation, my concerns are travel times, lack of adequate infrastructure to build anywhere in- between Huntsville and Bracebridge, and the costs associated with building a new hospital. Not to mention, we already have inadequate long term care facilities and both hospitals are helping to fill this gap.	I am in full support of a two center hospital model, in Huntsville and Bracebridge. The region is geographically too large to safely care for clients from across the area, with a one hospital model. I also hope that our Township can do more to promote and improve the well being of its constituents by looking at better partnerships with health care providers to bring care closer to the patients as has been done with the Dorset health hub.
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11. What area(s) of Township of Lake of Bays spending do you think is given too much funding? Why?		
Jacqueline Godard	Michelle MacIsaac	Anastasia O'Hare
I am happy with the operations as they now stand.	After reviewing the 2018 budget, I did identify a number of highly funded line items, one of which surprisingly was the libraries to which I have commented in question 8 above. I have faith that the current council and township administration have worked very hard and a strong effort was put forth on the 2018 budget and trust their final decisions.	Most recently our Township underwent a rebranding effort that from most feedback and perspectives I have received or seen, certainly seems to have missed the mark. This was an expensive deliverable. The revamping of the website also is quite costly, and while I agree the image is tremendously important, I feel other avenues that were less costly could have been explored in order to utilize the same funding in more productive ways. The plan to create the overall Economic Development Strategy was critical, and certainly a necessary step to plot a course to ensure there is better transparency in the future economic planning for our communities. There is much work to do based on the feedback within the Economic Development Strategy.
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12. What area(s) of Township of Lake of Bays spending do you think is given too little funding? Why?		
Jacqueline Godard	Michelle MacIsaac	Anastasia O'Hare
Parks and Rec as this area is important to keep both our locals and tourists happy.	Seniors and Youth Initiaves. In review of the budget I could see a small allocation to youth, and a moderately higher allocation to seniors. As previously stated I think it is imperative we find ways to better support both of these important members of our community.	The community center in Baysville after further research and with additional funding could provide more recreation programs year round, that would in fact also increase the revenues generated by this facility and help reduce the overall expenses. This building adds tremendous value to the village of Baysville, and requires some funding to see rentals in all areas of this facility increase. The increased activity could also mean much needed addition of recreational programing for youth and seniors here in the village of Baysville. I also feel we need to find ways to budget and allocate greater funding for improved road maintainence as our roads are impacted in recent years, with larger scale vehicle traffic, particularly in areas where there is development. Our roads provide much needed accessibility to work, school and every day needs – and therefore need to be well maintained keep access open in all seasons.
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13. What ways would you work to increase affordable housing in the Township of Lake of Bays?

Jacqueline Godard	Michelle MacIsaac	Anastasia O'Hare
<p>Affordable housing makes our communities welcome places to live, work and even start up a business. This will keep workers along with attracting others to drive economic growth. On April 18th, 2018 the Provincial Government announced 'Ontario Paving the Way for More Affordable Housing' This means municipalities can now require affordable units in new residential developments. This is all good, but within our township these units need to be built in a village/hamlet and on large property that would be up for development by a developer. This is referred to as Inclusionary Zoning – a planning tool that allows municipalities to require developers to include affordable housing units in residential developments for low to mid-income families. This would create a mixed income community. At this time there is no such development happening that I know of, but I would like to do some investigative work in the future and should there be a large enough piece of property, make a plan and bring in some investors, apply for grants, etc. Baysville is the perfect community for such housing, as it offers sewage and water. It should be noted that many spend half their income on housing and accessing a decent home that is affordable is not that easy. I'd like to work together and encourage affordable housing, including the offering of land, waiving permits and other fees. Another idea I have would be 'rent to own' and this could be achieved over a 5 year period, giving the tenants some pride and ownership while reaching the ownership goal. Creative comments from full-time residents and cottagers will be key so that we can</p>	<p>Council and the township together with community input must clearly identify our needs for all income levels of housing for purchase or rent. We will need to find suitable locations and available property to develop with as little impact on the environment as possible. We will need to source and work with like-minded developers who have experience building in rural communities and will adhere to the best interests of The Township of Lake of Bays and its natural habitat.</p>	<p>A working plan needs to be created to provide assistance with incentives and help navigating funding and grant programs for developers and contractors so they would consider and be encouraged to build affordable housing in our communities. Other area townships have worked directly with developers to take an open minded approach to resolving the affordable housing issue.</p>

come to grips with this problem collaboratively. I'd like to see a committee formed made up of interested parties from around the lake to start talks.		
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14. Complete this sentence. Vote for me because ...

Jacqueline Godard	Michelle MacIsaac	Anastasia O'Hare
I would consider it an honour to represent the McLean Ward constituents with integrity and in a responsible and committed manner. I have the basic knowledge of how the township operates and have done volunteer work covering all Lake of Bays. I know most of the staff and current councillors and look forward to a good future working for the constituents of McLean along with the well-being of all that entails Lake of Bays.	...McLean Ward deserves to be strongly represented at Council. I am committed, and I care.	I have the dedication, experience, and time to commit to the demands of Councillor for McLean ward including Baysville, where each area has diverse needs and challenges, within the Lake of Bays township, and McLean needs a strong advocate to stand up and speak for this area and to promote and represent Lake of Bays as a whole.
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