



**2018 Municipal Elections, Candidates' Questionnaire  
Township of Lake of Bays, Mayoral Candidates  
Charles Cooper, Terry Glover, Robert Young**

**Click on any question to go directly to the answers for that question.**

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

Charles Cooper	Terry Glover	Robert Young
<p>I believe in inclusive and strong communities and have volunteered through out my life, including President of the Tasso, Toad, Blue and Camp lake cottagers association for six years and briefly volunteer Firefighter for the Lake of Bays. I currently run a business in Lake of Bays and employ local individuals. Other notable experience include Past Chair for Peel Senior Link, Rotary Club of Oakville and Ski instructor for Ontario Track 3 Association</p>	<p>I want to apply my experience as a local business owner and eight years on Council to be an energetic and collaborative Mayor who works with everyone in our community to achieve our full potential. My qualifications include: Business success: I have owned and operated several successful businesses in Lake of Bays and area where I have employed local staff for a number of years. Like many local people, my whole family has been a part of these businesses. Experience: I have the experience for getting things done. I have worked in and around politics for 11 years. My experience in business along with serving on the economic development committee and library board keeps me up to date on the latest challenges faced by constituents in Lake of Bays. Energy: I have an enormous amount of energy that fuels my passion for helping people and developing ideas for Township initiatives and improvements. Collaboration: I enjoy people. Working in municipal politics and food service, I have an extensive record of collaboration with people on numerous projects. I have had great success chairing community projects and creating large and small events for friends and families all over Lake of Bays.</p>	<p>I have had the honour of serving as your Mayor for the last 7 3/4 years. We have made many accomplishments including solving a deficit, bringing fiscal management and prudence, developing a knowledgeable, responsive and courteous staff, setting up a Health Hub in Dorset, managing the rebuild of our bricks and mortar infrastructure, the improvement of our roads, and so much more. But there still remain some key activities which will require an experienced touch – I want to devote my third term to addressing those issues – Housing that people can afford, expanding High Speed Internet and Managing District towards a more equitable treatment of the Townships.</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.

Charles Cooper	Terry Glover	Robert Young
<p>I Hire smart people that I can trust, ensure they understand the goals, get them the resources they require and then get of of their way. We as the team is then held accountable for the outcome.</p>	<p>My working style is to pursue an efficient and collaborative exchange of ideas in a positive environment. People know that I listen and respect everyone’s opinion. I have chaired many boards and had great success with discussion and bringing forth resolution. It is important that meetings are carried out in a timely manner, however sometimes a meeting can take a little longer to get everyone’s view and cover all points of interest. I have been awarded for my board leadership and effectiveness. I have attended council meetings outside of Lake of Bays and discovered excellent techniques to exchange ideas that would foster a much improved team effort amongst council and staff.</p>	<p>I like working with people. I try to be totally inclusive, sharing as much data and information as possible and being accountable and transparent to the public. I pride myself in running tight, focused meetings to allow everyone to reach their own solutions efficiently and effectively. I have an open door policy at my office in the Township and answer every telephone call and email from constituents and staff.</p>
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3. Name three priorities for the Township of Lake of Bays and how you will address them.

Charles Cooper	Terry Glover	Robert Young
<p>Internet, Housing and Health care. Lake of Bays is very challenged with internet access, often too slow to support many applications. Internet needs to be considered a utility with access to reliable high speed service for everyone. Lack of reliable Internet service isolates people, limits the development of our children, puts business at a competitive disadvantage and impairs access to government services. Both Eastern Ontario (www.ERON.ca) and Western Ontario (www.SWIFTNETWORK.ca) received sizable grants to deliver rural internet services. Why was the District of Muskoka missed? I spent my entire career building Internet Service Providers including one purchased by Bell Canada and another by Rogers. The level of conversation with the carriers, Provincial Government and Federal representatives needs to change. I can shape that conversation. For Housing my plan is to create more community zones (non waterfront) that can environmentally and economically support more attainable housing options. This includes smaller lot sizes and less restrictive multi housing rules. For health care, Council has done a great job with the Health Hub in Dorset but needs to work tighter with the local Hospitals to create a community wide system that provides better health care, improved chronic condition management and recruit more health care professionals.</p>	<p>There are many priorities that are very important to Lake of Bays but three of them could be listed as follows: Affordable housing. Our Township and most of Muskoka needs affordable housing solutions. This problem effects young families, our workforce, our senior’s retention and ultimately puts the future of our tax base at risk. Solutions can be found through a mutual collaborative effort by all governments and stakeholders. Internet improvements. Our high speed is very inconsistent throughout the township. We have some properties with no option for internet at all. I have been approached by business owners wishing to relocate if high speed could be improved. Our elected provincial M.P.P. is now in government and has made promises so we should work together. Our growth depends on improvements. Understanding our new climate reality: Municipalities need to better understand how climate change is affecting our communities. This includes protecting the natural qualities and how service costs may change. Road repairs, storm damage and changes to water quality are examples of issues to better understand so can be adding people and businesses to our tax base for sustainable growth.</p>	<p>1.) Housing that people can afford – I will direct efforts to analyze the 3 major components of cost (land, regulation, and materials) and see where the Township can make local housing more affordable. I will work with specialists and see if we can bring an affordable housing project to Baysville (on sewer and water). 2.) High Speed Internet – Continue and further the work already commenced. I have recently reached out to the 3 principal suppliers of services (Bell, Rogers and Lakeland) and will continue to encourage them to begin local connections. I will look for a model which will encourage them to do so, perhaps even with Township funds. I will work with the Regional provider cooperatives (SWIFT and EORN) to build on their successes. 3.) Finally, Managing District towards equitable treatment, I will continue the work I have been doing as Chair of the Council Composition Committee at District to come up with a model for the future based upon representation by population, equitable treatment of the Townships and a smaller Council.</p>
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4. How do you or will you balance constituents' interests and staff recommendations?

Charles Cooper	Terry Glover	Robert Young
<p>That is one of the biggest challenge with municipal government. Municipalities are controlled by various legislation set by the province including Municipal Affairs. Local staff have very little freedom regarding interpretation of the various legislations and the local bylaws when making their recommendation. Majority of the time their recommendation is suitable to the situation at hand. When there is disagreement with the recommendation, this is where council has some ability to consider context and suggest alternative outcomes from the staff recommendations, which should be the exception, not the rule.</p>	<p>It can be difficult to balance staff recommendations and our constituent's interests for decisions made by council. I think the solution is to create a channel of dialogue between constituents and council so that issues can be clearly defined where by all parties understand the limitations and implications of any decision made by council. I intend to improve this by inviting regular discussion with lake associations and interest groups for better communication and to develop strong working relationships. Fortunately there are 7 elected members of council at the voting table. Each councilor will bring their constituents concerns and should be equally heard and listened to so that we can all work together to find a winning solution.</p>	<p>Staff have the expertise and know the by-laws governing the operations of the Township. Councillors bring the interests of their local constituents. As Mayor, and the leader of Council, I ensure that both voices are heard and the implications of all possible actions are recognized so that mutually beneficial decisions can be made with all of the facts.</p>
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5. How will you work with the Lake of Bays Association, its members and other community groups?

Charles Cooper	Terry Glover	Robert Young
<p>I believe an ongoing conversation with all community groups has great value. I plan on having regular meetings that include representatives of all community groups and cottager associations. I would like to propose a bi monthly schedule to meet and discuss current issues.</p>	<p>My platform is based on collaboration, and that includes with volunteers from LOBA and other groups. Volunteers do so much, and the Township should work with them. I will invite volunteer experts in chosen fields to advise Council around matters affecting Lake of Bays. This theory has recently been put to practice where I was approached by an expert in bylaws. I passed along my invitation to collaborate to our CEO and ultimately our bylaw official and this lawyer worked together to avoid mistakes and improve service. I see our community groups and volunteers as a very powerful resource and welcome all new ideas.</p>	<p>With respect and cooperation for the benefit of the Township as a whole. I attend many of the Lake Association AGMs and keep a close working relationship with a variety of Boards. I encourage them to contact Staff or myself if they have any issues. A community is made great by the participation of all of its members.</p>
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6. How will you balance economic development and environmental issues?

Charles Cooper	Terry Glover	Robert Young
<p>Economic development does not imply that environmental issues are trampled. With the correct oversight and rules, Economic development can improve the environment, through simple activities, like better insulation, improved windows, clean energy, green roofs etc. Water quality is the most important environmental issue in the Lake of Bays. We need to maintain the current set backs, ensure low density lot coverage, naturalized shorelines, minimal lawn maintenance and fully functional septic systems. I support more development on non waterfront lots. This would be through the creation of community zones, with smaller lot size and multi residential units.</p>	<p>Economic development and environmental issues can be balanced by sustainable planning and a common-sense approach. Our environment is our most important resource and it must be protected and developed using the best possible practices. Lake of Bays has protected our lake shorelines and other natural areas, and this must continue. We have seen huge projects in neighboring towns such as the large development in Minnet. We must slow down and consider the character of the area without rushing through development.</p>	<p>This should not be difficult – GOOD economic Development should be synonymous with GOOD environmental protection. Each case will need to be carefully and completely analyzed on its own merits. One of the Township’s greatest assets is the natural Muskoka environment so its health is directly connected to good economic development.</p>
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7. What is your position on more clean energy projects in the Township of Lake of Bays?

Charles Cooper	Terry Glover	Robert Young
<p>The entire world needs more clean energy projects, not only the Township of Lake of Bays. The Lake of Bays is rich in many resources utilized by clean energy including sun, water and biomass (forests). Township council needs to encourage more clean energy on existing properties and in new developments particularly those that compliment any future carbon pricing regime.</p>	<p>I believe that the township should consider clean energy projects as we improve infrastructure. We have a current solar project operating in Baysville, thanks in large part to dedicated volunteers. This cooperative project is now generating a profit producing solar energy and feeding back to the grid. Our current provincial government has suspended any new clean energy builds, but we should lay the groundwork for better solutions for the future.</p>	<p>We really only have one – solar panels on the Baysville Arena roof. If economically feasible, I support green energy – with the caveat that it does not negatively affect the environment, and is not forced upon a community. It does not appear that there will be any Provincial support for such projects in the near future, but I am always open to listening about new initiatives.</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?

Charles Cooper	Terry Glover	Robert Young
<p>I support this development. This is private property and the developer is proposing densities that do not differ significantly from other waterfront lots in the area. I agree the island may lose some of its charm, but this property owner should have the right to develop their land to the same level as the neighbours. We should all consider it a gift that the island was left naturalized for so long.</p>	<p>I do not support the current Langmaid’s Island development as proposed. I am hopeful the new owners have listened to the many opinions expressed by concerned residents around this development. The current proposal is very intense for the island. I would also like to see a meaningful and genuine heritage designated area to protect natural habitat and wildlife. A reduction in lots would eliminate the need for the second parking lot along with cutting back the impact of the larger lot and boat traffic. The boat traffic concerns are real, and the proposed shuttle should be very restricted in the narrows. I would like to see the new owners invite independent planners onto the property to give a full and proper assessment and present their findings.</p>	<p>It is premature to support or oppose the Langmaids Island project. An applicant has submitted his proposal, the Township has invited and encouraged public input and now we await the response of the applicant to see what his revised proposal will be. Township Staff will review the revised application and make a recommendation based upon sound land use planning principles. Council will have a chance to ask questions of Staff on their recommendation and then we will make a well informed decision.</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?

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<p>The libraries are very important to the community and contribute to the level of knowledge of our youth (and those young at heart). I feel there is more the libraries can do to foster innovation, including 3d printing, Maker Faire events, Tedx conferences, Andrino / Rasperry PI demos. Many libraries around Muskoka and the globe are already offering similiar programs and the cost is minimal, yet will bring much needed innovation to the community. Our community deserve access to a global base of ideas. I want too ensure everyone in the community can succeed by giving them the best platform for knowledge. Lake of Bays Libraries and community centres can lead this charge.</p>	<p>I am currently the Councilor sitting on the Library Board. Libraries in Lake of Bays are the cornerstone of education and culture in our township, but they have been underfunded. Provincial funding has been cut for a number of years and local funding has been left to the “Friends” groups working with the township to keep the lights on. The Friends volunteer groups are asked to do a lot. We should lobby our MPP for improved funding and present to council a budget that would improve Township support to continue programing as it currently exists. Our libraries are utilized by children, tourists, seasonal residents, seniors and permanent residents. Libraries also add to economic development and are important to retention of residents. I am in favor of the Dwight expansion and support a public-private collaboration in raising funds.</p>	<p>I believe that the level of operational support by the Township for the libraries is appropriate at \$352,241 (2018 Budget). This represents 5.2% of the total expenses of the Township. After the mandatory, must do items (Roads, Fire, Staff, Finance, Building, Planning, etc.), the discretionary funds available to Council for all programs is only \$1,208,857 (2018 Budget). The library operational budget represent 27% of the discretionary spending, which is significant. The Dwight Library desparately needs more space to continue with its expanded programming – I support an expansion.</p>
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**10. What is your position on hospital reform in Muskoka and do you support maintaining hospitals in each of Bracebridge and Huntsville?**

<b>Charles Cooper</b>	<b>Terry Glover</b>	<b>Robert Young</b>
<p>Although Hospitals are Provincial responsibility, there is much the community can do to contribute to the hospitals to maintain the two site model. Goderich is a great example of the community helping the hospital. The community actively recruited young doctors, realized local resources were missing from the community these doctors required. The community provided these resources and were able to recruit quite a few health care professionals. This influx of professionals then took the load off the emergency department and allowed for more proactive treatment of chronic conditions (diabetes, heart, circulatory etc.). Many people in the District of Muskoka do not have a local doctor and the limited number of year round walk in clinics means the Hospital emergency rooms have to take up the slack. This is a very, very expensive way to provide health care, hence the strain on the local hospitals. We as a community can help with the recruiting of new health care professionals and provide the resources these people need to raise their families amongst us.</p>	<p>Health care in Lake of Bays is important for retention of our aging population and local working residents. I support two hospitals with 24-hour emergency services in both Bracebridge and Huntsville. Our township’s geographical borders are spread out and cover a great travel distance for health care. We do not have permanent ambulance service and we rely heavily on our volunteer firefighters for emergency response. The solution is two hospitals. I will work with my fellow mayors to stand behind this most important health care concern.</p>	<p>The Hospital Capital Task Force has recommended a fully functional hospital in each of Bracebridge and Huntsville. This recommendation has been accepted by the Board of the Hospital. Emotionally, and idealistically, I support a two full Hospital solution. However, I would like to see the full 30 page report justifying the above recommendation. I do not know the cost implications (capital and operational) of such a solution. What will be the LIHN’s (Local Health Integration Network) and the Ministry’s reaction if the cost is significantly above that for a single site model? There is much we need to know.</p>
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11. What area(s) of Township of Lake of Bays spending do you think is given too much funding? Why?

Charles Cooper	Terry Glover	Robert Young
<p>District of Muskoka is a significant drain on the revenue the Township of Lake of Bays collects. I come from the world defined in the book “Lean CEO” and found the efficiencies and speed of the organization improved greatly when “Lean Techniques” where utilized. Lean is both tried and tested in the private sector and, more recently, has proven successful across all levels of the public sector. Increasing numbers of municipalities are leveraging the power of Lean thinking within their organizations and are experiencing improvements in their input costs, quality, and service, as well as improved pride of ownership of their staff. I plan to introduce the District of Muskoka Management too the benefits of Lean and help minimize the Districts appetite for dollars.</p>	<p>Currently we spend too much on various district levies. They need a fairer method of allocation. Our Township along with the other townships at District are at a distinct disadvantage when it comes to votes. Towns (Huntsville, Gravenhurst and Bracebridge) control the vote and we pay too much when dividing up the costs like O.P.P. This matter has had discussion with no agreeable solution. We need to further explore new approaches, formulas and coalitions.</p>	<p>I believe the expenditures on local items is appropriate in the 2018 Budget. However, we are paying too much to the District of Muskoka for Policing, Ambulance Services, District Roads Maintenance, Planning, the Airport and Community Services.</p>
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12. What area(s) of Township of Lake of Bays spending do you think is given too little funding? Why?		
Charles Cooper	Terry Glover	Robert Young
<p>Public works needs more funding. Although it is the largest budget item today, the roads in the Township need more work, there are areas in the Township where emergency vehicles have difficulty transversing township owned roads. There needs to be a plan to upgrade any seasonal road (Class 5 or 6) if there are full time residences on that road section. Their property tax has the same weighting as others. This seasonal classification of roads in Lake of Bays hinders GDP growth and directly impacts the health, safety and property of those in our community. This will be an expensive propostion but why do we have Volunteer firefighters, who live here full time protecting our community and the Township will not seasonally maintain the road they live on?</p>	<p>I would like to see a portion of funds directed at a climate change task force in Lake of Bays that expands on the new approach being started at the district. We live in an area totally dependent on the environment and a new and better managed approach to the changing climate must be addressed. We can't continue to ignore changing weather patterns and temperatures as they are now affecting our fiscal planning and economic prosperity. Changing water level patterns are a concern for roads and properties. Winter snow accumulation has become inconsistent and damaged snowmobile tourism. Our autumn season has been extended bringing advantages but creating new concerns for business owners. We need a plan.</p>	<p>I believe that the expenditures on local items is appropriate in the 2018 Budget. Staff worked diligently on the Budget to meet the necessary level of services and I support their efforts.</p>
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13. What ways would you work to increase affordable housing in the Township of Lake of Bays?

Charles Cooper	Terry Glover	Robert Young
<p>I would propose more off lake development and set reasonable sizes for backlots. The current township rules on backlots and multi residential buildings is a significant barrier to affordable housing.</p>	<p>Affordable housing is an issue that needs to be made a priority. I have had excellent meetings with several different stakeholders to look at solutions and I believe with proper collaboration this is very fixable. I have been approached by property developers hoping to create a number of new units in Baysville where they can access sewer and water services. I would work with all stakeholders to create a plan that can satisfy best planning and environmentally sustainable practices to address this issue.</p>	<p>I have discussed this in an earlier question. For Affordable Housing, I propose working with a known developer who specializes in Affordable Housing and attempt to develop a financially viable proposal for Baysville (must be on sewer and water system). For the problem of housing that people can afford, I would work with Staff, and outside knowledgeable people to analyze the 3 components of cost – land, regulation and fees, and materials – and develop a strategy to minimize each of these 3 (but especially the first two).</p>
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14. Complete this sentence. Vote for me because ...

<b>Charles Cooper</b>	<b>Terry Glover</b>	<b>Robert Young</b>
Lake of Bays needs Innovation to grow and improve the overall community.	I will bring a much needed new and collaborative approach to solving the issues at the Township. I would welcome collaboration from all stakeholders giving a stronger voice to the people of Lake of Bays. I would work in better harmony with Council, volunteers and staff for new ideas and a positive approach to problem solving. I have the time and energy to devote myself to the full-time position on a year-round basis. I have a proven and successful record at the Council table and experience as a volunteer, a business owner and a member of many local boards and committees. I believe that I can create the right mix of positive energy and ideas to stimulate sustainable growth and take Lake of Bays to the next level.	I have the knowledge and experience to lead Council for the benefit of all of the residents of the Township.
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