

Louise Rivett's Questionnaire Responses

Georgian Bay Vote 2014

1. General - A) What is the main reason (or reasons) for your wanting to be Mayor?

These past 4 years as a 1st time ward councillor was quite a learning experience for me. As a result, I have a greater understanding of our municipality, municipal processes and believe I am well versed in the issues affecting not only Ward 1 but all areas of our municipality. Much has been accomplished during this term and there is a great deal still to achieve. We have a good plan in place to make marked improvements in all aspects of the operation of this corporation. We have committed staff in place to implement the directions of council. I want to be Mayor because I believe I have the required skills and experience to provide the leadership necessary to continue on our path of improvement and effectiveness. I am a leader who can facilitate discussion and build consensus with respect and professionalism.

1 B) - Based on your direct experience on Council or observations what do you feel have been the major successes over the past term of Council and what have been the shortcomings?

Successes:

We have restored financial stability in relation to debt management and capital asset management. We completed the Ward Boundary review and adopted a new ward structure adding an additional body to council. The Core Services Review provided good direction in many aspects of administration and we have implemented several of the recommendations, and more will follow. O.P.A. and Zoning By-law in process, creation of Planning Committee, CAO & Director of Operations vacancies staffed.

Shortcomings:

A polarized council as a result of poor leadership. This has, at times, rendered the council completely ineffective because of the divisive nature of our leadership. As a result of this division there is a disconnect between staff and council on several fronts, planning one major area of concern.

1C) How do you think Council and the Township should be run to overcome these shortcomings?

The township should be managed by council as a whole, providing strategic direction to the CAO. Establishing appropriate committees of council, chaired by councillors, will provide more interaction between council and staff as council members who are chairs act as “ministers” bringing forward concerns to COW.

The head of council should provide strong leadership that ensures everyone knows their role, has the tools to be effective in their job and has a clear understanding of how things are managed and executed.

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1D) How do you propose to represent all of the constituencies in the Township given their sometimes different priorities?

As a strategic thinker, I listen to constituents equally regardless of their priorities. People have and will always have conflicting opinions and expectations. However, we have OP, ZB, Economic Strategies, Master Plans that provide the direction of council. Fortunately, because I live here, I am accessible, and able to devote time necessary to talk to anyone who has a question, and to look for solutions. Communication is the key to understanding, and taking time to talk is critical. And I will do that.

1E) What have you done (or in the case of Louise, will you do) to assure all residents of the Township that you will strive to ensure an equitable portioning of available funds and services to all areas of the Township despite being a resident and associated with a particular area in the Township?

As I have indicated, I am a strategic thinker, I am a process driven individual who looks for balance, equity and priority in all decisions. Although a resident in MacTier, I assure you my continued participation in the budget, with consideration of the needs of all residents will ensure fair and equitable portioning of available funds and services across the township. I have always listened to residents and I am very cognizant of distribution, supported by policies.

2. Administration A) What roll should Council as a whole, the Mayor, or individual Councillors play in the supervision of the Township's employees?

The role of council is to set strategic direction through planning by policies. The mayor, speaking for council, is responsible for the oversight of the CAO, who is an employee of council. The CAO has the responsibility of oversight of the township employees. Neither the mayor, nor individual councillors should direct or supervise other township employees under this current model. With sound planning and a strong CAO, council and mayor should not have significant involvement with staff. I believe there should be a dotted line of access between the mayor and the Clerk, Treasurer, Fire Chief and Chief Building Officer, as these are regulated positions that council should pay attention to and understand in more detail.

2 B) How would you safeguard against possible abuse of public trust by members of Council or staff?

Deliberate abuse of public trust can occur regardless of safeguards and accidental breaches can occur innocently because of ignorance of policies or procedures. Establishing a Code of Conduct for staff, reviewing the existing Code of Conduct for council and awareness training of the procurement policy, should avoid accidental abuse claims. Internal, independent audits should be established for Clerk, Fire Chief and Building service departments.

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2C) What do you see as the optimal level of staffing for the Township? (be specific)

Clerk, Fire Chief, Chief Building Inspector, Treasurer

Beyond these positions, I would be unable to speak to an optimal level of staffing without a full review of the cost of the core services we *have* to provide, and those we *choose* to provide and whether there are alternatives for delivery of these services and a cost benefit analysis of same.

3. Township finances A) What plans do you have for keeping taxes under control?

Establish good planning policies that will avoid and not induce litigation. No new programs without committed funding. Investigate the of sharing services across similar municipalities. Focus on District budgets and future projects that affect our municipality.

3B) The annual budget is of interest to taxpayers. How would you ensure more public understanding of and input to the budget?

Our budget process is open to the public and very transparent from my perspective, however, I am open to any suggestions to remediate a lack of public understanding and input. Perhaps the most effective solution is a Finance Committee of Council, which can engage the public in this process.

3C) What will the impact of the revised OPP funding model have on the Township budget and what do you plan to do about it?

I understand the District will be hit with an increase for policing costs as of January 2015. There is discussions taking place around an association of community policing outside of the OPP model and something should be coming from the District. I plan to follow the efforts of the District (who have responsibility for policing) and look to our district councillors for their observations. Whatever the outcome, this increase will be in the District portion of our taxes and will need an explanation. We have to keep pushing for accountability from the police and demand disclosure. Having said all of that, I quote a district councillor "we're screwed".

4. Planning A)-Community plans that reflect the specific characteristics of each community are important to many taxpayers. How would you protect the integrity of existing and future community plans?

Through creation of appropriate zoning by-laws, and ensuring they are correctly applied by planning staff and enforced by the municipality. Council needs to maintain community consultation and monitor the success of the plans and evaluate them for their sustainability and enforceability.

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4B) As a potential member of the Committee of Adjustment, please describe your ideas on the rights of the individual property owner, and the rights of the community as a whole to protect their community 'for the greater good'. How will you handle a situation where the two sets of rights are diametrically opposed?

Rights are established by policies and our OP and zoning-by laws provide the direction for whose right should prevail. The community plans take priority and should be addressed by the planners as part of the 4 tests. My decisions for variances are based on the 4 tests as well as the 5 criteria to demonstrate "minor and desirable".

4C) Many permanent residents in this township are looking for economic development, ways to bring additional year-round residents and businesses into the area. Growth and development are seen as positive and beneficial. In contrast, many seasonal residents view themselves as stewards of a very unique natural area and believe that overdevelopment has the potential to destroy it. How do you see balancing the planning needs of the permanent communities with those of seasonal/recreation communities?

Council has adopted an Economic Development strategy for this municipality developed through community consultation. This document sets out the vision of the municipality, reflecting the views of the residents. The vision statement suggests that we will protect our environment and foster thoughtful innovative growth, building economic prosperity using our natural assets. This vision seems to conflict with itself, and perhaps is causal to the imbalance and contrasting visions. I think the strategy should be revisited with a goal to provide a more specific vision after additional public consultation.

I believe the permanent communities would benefit from a strategy that focuses on job skills training. There is chronic "under" employment within our Township and this could be one of the greatest economic drivers of prosperity. In my discussions with year round residents there is certainly the will to preserve our natural environment but at the same time ensure a quality of life and sustainable standard of living through gainful employment. There is a demand for skilled trades people, health care workers, hospitality workers, auto and marine mechanics all within our local communities. This could become a major focus of the economic development strategy. T

The Township of Georgian Bay is land rich, particularly to the North and there is potential for "light" industry development given access to the 400 Corridor. I believe this can be managed without eroding our natural environment. Given the close proximity to major cities such as Toronto, Barrie, Vaughan, etc. our community is seeing an increase in tele commuters. Technology and access to it should also be an area of focus for our economic development strategy. We can't assume that economic development means "Big development". Our seasonal residents (coastal, lake, etc) depend on a strong economy to ensure services are available to them which has a direct correlation to the year round residents. We

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must manage all aspects of our Township in a balanced manner ensuring quality of life for all residents.

4D) Boat access only properties are dependent on marinas. What would you do to ensure ongoing marina access for these taxpayers?

Continue to support planning policies that call for the retention of marina zoning for like operations. Monitor growth or shrinkage in this sector and any applications for re-zoning that would eliminate marina operations.

4E) What is your position on the assumption of private roads?

I believe every resident has the right to ask the township to assume their road.

4F) If roads are assumed by the Township in the future, how would you pay for them?

If a decision is made to assume a road by the Township, then the payment would come from taxes or the local residents. That will be up to the future decision makers.

5. Council performance - Council solidarity has been problematic in this last session of Council. What would you do to promote greater solidarity going forward?

I would foster collaboration, education, discussion, show equitable and respectful treatment of all councillors, members of the public and staff. Lead by example with a calm and steady manner. Consistent and professional leadership will promote solidarity.

6. Garbage - What do you propose to do to preserve convenient access to garbage and recycling bins for those taxpayers who don't have curb side pickup?

Consider the cost and benefits of water access large pick up twice a year and look for a net benefit to the haulage costs in those communities over all. Foster relationships with partners who provide land for facilities and review site management in contrast to residents satisfaction of this service. Listen to the residents who have suggestions for improvement and bring those ideas to the district for review and support where appropriate.