

Mayoral Resume – Peter Politis

Municipal Governance Achievements and Milestones 2010 to Present

Having jumped directly from the Private Sector into the Mayor's seat, it's fair to say that Peter's experience as Mayor has proven to be a learning experience for both himself and the municipality. Recognizing that this experience is not a financially motivated one, but one inspired by writing another chapter in his book of life related to "making a difference", Peter set course on "rethinking" how a municipality operates and daring to be an agent of change in an historical institution which is typically culturally adverse to change. One of Peter's favorite quotes is borrowed from Albert Einstein who once said, "It stands to reason that



"Our community has successfully gone through the rigours of transformational change, a renaissance of sorts that has led to us being one of the lowest and most responsible costing operations in the region, while also seeing us reach unparalleled growth and development.

While there is certainly a lot for our community to be proud of, there is just as certainly still more work to do."

- Mayor Peter Politis

Mayoral Resume – Peter Politis

MUNICIPAL GOVERNANCE ACHIEVEMENTS AND MILESTONES

With the support of most of his Council and the quickly developed relationship between himself and the Municipal Chief Administrative Officer, Peter and his team were able to make significant positive change, while positioning the community for its next 100 year journey into the future. Some key Highlights include:

- Rethinking the entire municipality realizing operational efficiencies and savings exceeding \$2 million, while changing the culture to be an enabling one focused on the needs of the community at large, versus those of influence;
- Taking on the daunting task of breaking down the long time silos and inherent small town cliques;
- Establishing long term plans that will guide the actual development of Lake Commando; the redesign of streets and creation of trails between lakes and community assets that will promote cycling, walking and enjoyment of our natural outdoor beauty; and the creation of sound long term financial planning.
- Shifting thinking to being both economically and socially orientated. Built on principles of modern, progressive, strategic and responsible thinking.

Known as one of the hardest working and most actively engaged Mayors, Peter truly enjoys the people side of the role and embraces many forward thinking approaches to communication, promoting easier access for the community

HIGHLIGHTS

- ✓ Equalized Female Employees with their Male Counterparts;
- ✓ Instrumental In Extending Life of Major Employer & Forestry Plant;
- ✓ Long Term Modern, Strategic Financial Planning;
- ✓ Unprecedented Property Value Growth At Par with Larger Centers;
- ✓ Complete Rethink of Municipal Operations & Corporations Leading to:
 - Some of the Lowest & Most Responsible Taxes in the Region;
 - Re-establish Provincial Financial Standing;
 - Reduction of Administration Staff;
 - Some of the Lowest Employee Counts in Region;
 - Reduced over \$1 Million from Operational Budget.
- ✓ Reduce & Stabilize Dangerously Escalating Policing Costs;
- ✓ Establish Healthier Community Participation In Municipal Affairs;
- ✓ Established Cochrane as Leader On Critical Regional Issues;
- ✓ Introduced Junior A Hockey To Cochrane;
- ✓ Developed Social & Recreational Assets as Key Competitive Community Strength;
- ✓ Lead a Paradigm Shift & Renaissance Around Modern, Progressive, Strategic and Responsible Thinking.

to their elected government, while also promoting a straight talking style that would allow for what he refers to as more “honest” communication.

SUMMARY

SUMMARY	2
Accomplishments Term 2 2014 - 2018	5
<input checked="" type="checkbox"/> Continue Financial Reforms & Re-establishing Financial Credibility	5
<input checked="" type="checkbox"/> Build A State of the Art Seniors Residence and Manor	5
<input checked="" type="checkbox"/> Build State of the Art Pavilion and Outdoor Arts & Culture Facility	5
<input checked="" type="checkbox"/> Build A Modern Boardwalk and Scenic Lookout on Lake Commando	6
<input checked="" type="checkbox"/> Expand Tim Horton Event’s Centre to Include State of the Art Media Center and Digital Broadcasting Service	6
<input checked="" type="checkbox"/> Secure Funding for Much Needed Day Care Expansion	6
<input checked="" type="checkbox"/> Develop State of the Art Community Welcome Sign	7
<input checked="" type="checkbox"/> Refurbish Veteran’s Memorial Park	7
<input checked="" type="checkbox"/> Replace Peninsula Bridge and Dedicate as Veteran’s Memorial Bridge	7
<input checked="" type="checkbox"/> Rebuild Railway Street	7
<input checked="" type="checkbox"/> Develop Cochrane’s First Round-a-bout Traffic Circle	7
<input checked="" type="checkbox"/> Re-Pave Fifth Street	8
<input checked="" type="checkbox"/> Modify Sidewalks Be More Wheelchair Accessible and Friendly	8
<input checked="" type="checkbox"/> Establish and Implement Cochrane’s First Electronic Cross Walks	8
<input checked="" type="checkbox"/> Establish Leading Edge Multi-Modal Transportation Rail Yard	8
<input checked="" type="checkbox"/> Develop Polar Bear Habitat into Largest Natural Habitat for Polar Bears in the World	9
<input checked="" type="checkbox"/> Maintain Diversified Flourishing Economy	9
<input checked="" type="checkbox"/> Lift ATV and Snowmobile Restrictions Allowing All Street Access	9
<input checked="" type="checkbox"/> Prevent Planned Harvest of Forest Around Silver Queen, Louise and Margaret Lakes	9
<input checked="" type="checkbox"/> Install Fiber Optics Communications Throughout Municipality	10
<input checked="" type="checkbox"/> Begin Development of Wifi Dome Over Municipality	10
<input checked="" type="checkbox"/> Successfully Prevent Cochrane District Social Services Bid to Raise Cochrane Share of Costs \$350,000	10
<input checked="" type="checkbox"/> Re-establish Cochrane as an Evacuee Center for Coastal Communities	10
<input checked="" type="checkbox"/> Establish Firemen’s Great Fires Memorial Monument	11
Accomplishments Term 1 2010 to 2014	11
<input checked="" type="checkbox"/> Creation of Unprecedented Youth Advisory Council	11
<input checked="" type="checkbox"/> Save Forest at Silver Queen Lake Cottage Area	11

☑	Extend Life of True North Plant & Main Employer _____	11
☑	Long Term Diversification of the Local Economy _____	11
☑	Preside Over A 24% Growth in Property Values _____	12
☑	Rebuild Financial Credibility and Re-establish Stability _____	12
☑	Complete Rethink of Municipal Operations _____	14
☑	Restructure Municipal Corporations Generating \$910,000 a Year of New Revenue _____	15
☑	Reform Personnel and Staffing Requirements _____	16
☑	Restructure and Resurrect PBH _____	16
☑	Establish the Vintage Riders Snowmobile Museum _____	16
☑	Reduce & Stabilize Police Costs _____	16
☑	Secured a Much Needed New Senior's Club _____	17
☑	Position Cochrane for Unprecedented Growth and Development _____	17
☑	Established Lead Advocacy Role with Regional Issues _____	17
☑	Secure Stable Long Term Accessibility Transportation _____	19
☑	Finalized Ledcore Court File _____	19
☑	Establish Communities Only Outdoor Rink _____	20
☑	Established Innovative Recreation Structure _____	20
☑	Design and Build Roadmap to Development of Lake Commando _____	20
☑	Redesign Town To Plan Around Active People and Promote Outdoor Activity _____	21
☑	Revived the Rapidly Declining Beach and Lake Services _____	21
☑	Build Series of Truck By-Passes for Industrial Hazardous Materials _____	21
☑	Re-energize Agricultural Economy and Growth _____	22
☑	Enter Into Innovative Aboriginal Economic Development Agreement _____	22
☑	Establish a Comprehensive Roadside Recycling Program _____	22
☑	Preside Over Province Leading Water Quality Standards _____	22
☑	Rethink Cochrane Telecom Services _____	22
☑	Established a New Policy to Provide Seniors with an Annual Budget to Enhance Seniors Living _____	23
☑	Bring a Junior A Hockey Team Cochrane _____	23
	In Progress _____	24
➡	Become Regional Multi-Modal Transportation Hub _____	24
➡	Public Transit Service _____	24
➡	Community Green Space and Parks Plan _____	24
➡	Splash Pad and Docks at Beach _____	24

➤ 24 Hour Ambulance Service _____	24
➤ Community Improvement Plan _____	24
➤ Establishing Reverse Migration Strategy _____	25
➤ Complete Wifi Dome Over Cochrane _____	25
On The Radar _____	25
<input type="checkbox"/> Re-Establish Cochrane Power _____	25
<input type="checkbox"/> Boundary Expansion _____	25
<input type="checkbox"/> Regional Recreation Programs _____	25
<input type="checkbox"/> Municipal Housing _____	25
<input type="checkbox"/> Reestablish the Polar Bear Express and ONTC tourism efforts to maximize tourist attraction to Cochrane and the Polar Bear Habitat _____	25
Boards and Committees: _____	26
✓ Northern Ontario Wires _____	26
✓ Cochrane Telecom Service _____	26
✓ Cochrane District Social Planning Council _____	26
✓ Cochrane District Social Services Administration Board _____	26
✓ Cochrane Police Services Board _____	26
✓ Northern Growth Plan Northern Advisory Committee _____	26
✓ Chair; Mayor’s Growth Transition Committee _____	26
✓ North Eastern Ontario Municipal Association _____	26
✓ Chair; Mayors’ Coalition on Affordable, Sustainable & Accountable Policing _____	26
✓ Chair; Cochrane Recreation and Special Events Board _____	26
✓ Cochrane Winter Carnival Committee _____	26
✓ Cochrane Summer Fest Committee _____	26
✓ Chair; Cochrane Volunteer Recognition Board _____	26

Accomplishments Term 2 2014 - 2018

- ☑ **Continue Financial Reforms & Re-establishing Financial Credibility**
 - While being one of the most developing communities in the entire region (as described below), at under \$1,800 in per property on average, Cochrane's property taxes are some of the most responsible.
 - Residential property tax rates continue to decrease down from 1.77% at the beginning of the term (2014) to 1.62% today, down from 1.97% in 2010.
 - Reserves hovering in the \$5 to \$6 million dollars range are the highest levels in decades and likely in history, allowing for important roads and infrastructure work.
 - A modern strategic debt management policy has been deployed that caps debt burden to 10% of budget ensuring debt never gets out of control, while increasing cash flow in the community by about \$1,000,000 allowing for important road and infrastructure work. Currently the debt burden is about 8% of budget.

- ☑ **Build A State of the Art Seniors Residence and Manor**
 - Brought together developers, the service provider and the municipality to find a solution to the twenty year old challenge of building a long over-due seniors residence in Cochrane.
 - The innovative arrangement saw the Developer finance the building of the complex, while the Cochrane District Social Services Board (CDSSAB) purchases and operates the finished product.
 - The Town's share was simply the waiving of taxes on this property that never existed before the development, for five years.
 - The seniors in Cochrane get the region's most advanced and state of the art seniors residence and services; the facility's mortgage and debt is owned by a third party in the CDSSAB; the cost of operating the facility is born by a third party in the CDSSAB, and the tax payers of Cochrane only had to waive property taxes they weren't receiving before the development anyway. We effectively add the critical service to the community with almost no cost or risk to us.
 - This innovative and modern thinking is now being applied across northern Ontario leading to other senior's developments previously unrealized.

- ☑ **Build State of the Art Pavilion and Outdoor Arts & Culture Facility**
 - Persevered through hardened resistance and many barriers facing small towns seeking development opportunities, to erect the regions most advanced outdoor arts, cultural and recreational complex right on Lake Commando.

- Coupled with the Tim Horton Events Center, the facility allows outdoor celebrations in all weather, while putting Cochrane on the map to be the regional host of world class events.
- Along with the practical benefits, the initiative is a fiscally responsible one as well. \$500,000 was invested by the town, returning a \$2.2 million dollar, multi decade asset, that will contribute to both the social development of the community, as well as to economic tourism spinoffs. While bringing in \$1.5 million dollars in funding (tax dollars that left our community), the final impact for this state of the art, legacy architecture in our community, amounts to \$10.09 per property over 25 years.

Build A Modern Boardwalk and Scenic Lookout on Lake Commando

- Built an 800 foot long board walk and scenic lookouts over Lake Commando.
- The Boardwalk provides some of the most stunning views of Lake Commando while also serving as a functional link of the Downtown to the very active peninsula;
- The Boardwalk is valued at over \$150,000 all of which was paid for by funding and sponsorships. No tax dollars used on this incredible development.

Expand Tim Horton Event’s Centre to Include State of the Art Media Center and Digital Broadcasting Service

- \$600,000 investment in building box seats and a media center at the Tim Horton Events Centre. Of which 90% was paid for leaving a nominal investment of \$64,000 from the Town.
- The upgrade sees a state of the art media center, including live TV screens in front of the stands, established that provides improved broadcasting and viewing experiences associated to the plethora of events hosted by the facility.

Secure Funding for Much Needed Day Care Expansion

- Secured \$800,000 to facilitate a \$1.2 million expansion of the local Day Care.
- The expansion allows for infant care providing families much needed day care relief locally, and facilitating the freeing up of parents to generate more disposable income, which in turn support local economic viability.
- This provides another important competitive and modern advantage for our community in attracting and retaining families and workers associated to the projected region wide workforce shortage starting in 2020.

☑ Develop State of the Art Community Welcome Sign

- Develop Cochrane's first community welcome sign.
- The sign is a modern and unique tie into the Toronto promotional sign that see's COCHRANE digitally lit up at night.
- No other sign like it exists in the region and it is another modern advancement helping promote our town, while displaying our pride in being Wonderfully Unexpected.

☑ Refurbish Veteran's Memorial Park

- Reinstalled lock stone and replaced old worn sign with a new modern sign.

☑ Replace Peninsula Bridge and Dedicate as Veteran's Memorial Bridge

- Replaced fifty year old peninsula bridge with a new steel bridge tying together both Memorial and Commando Parks.
- Modernizing the bridge to be handicapped accessible.
- Officially dedicating the bridge to local veterans, naming the bridge, Veterans Memorial Park.

☑ Rebuild Railway Street

- Re-build railway Street with all new infrastructure, and re paving.
- The \$6 million dollar investment upgrades the oldest and most widely utilized street in Cochrane. It completes six years of chasing funding and building reserves.
- The upgrade include the addition of modern amenities like Cross walks, wide multiuse trail, and wide sidewalks.

☑ Develop Cochrane's First Round-a-bout Traffic Circle

- Develop Cochrane's first traffic round-a-bout providing relief to the busiest corner in the community – the corner of Railway Street and Third Street.
- Traffic counts saw over 260,000 vehicles a month use the corner. Along with the economic population spike our community goes through everyday as people from all over the region come to Cochrane to work, the traffic lineups were becoming
- The Round-A-Bout has effectively relieved all traffic concerns on the corner, while serving as an attractive entrance and hub into our community.

☑ Re-Pave Fifth Street

- Completely repave Fifth Street from 11th Avenue to 17th Avenue.
- Repair and reset substrate at 12th Avenue corner, repairing an historically rough stretch of road.

☑ Modify Sidewalks Be More Wheelchair Accessible and Friendly

- Invest into redoing sidewalks with lock stone (more affordable than cement);
- Grind ramps on corners to make sidewalks wheelchair accessible, effectively modernizing the network and continuing to make Cochrane more walking and biking friendly.

☑ Establish and Implement Cochrane’s First Electronic Cross Walks

- Erected a much needed cross walk at Heavener’s corner across from peninsula, and installing a modern electronic crossing instrument, a first in Cochrane’s history.
- Erecting an electronic crossing instrument on Railway Street between Fifth and Sixth Streets facilitating safe crossing of Cochrane’s busiest Street, in one of Cochrane’s most walked areas.

☑ Establish Leading Edge Multi-Modal Transportation Rail Yard

- Secured \$1.2 million dollars in funding to begin the process of establishing Cochrane’s Rail Yard as a freight hub for national distribution. A \$1.5 million dollar fuel offload yard has been established.
- The plan includes upgrading assets to eventually receive all freight by rail and then off-loading onto trucks here in Cochrane to head East and West respectively, to their destinations.
- The concept could eventually see airships that move freight and people together and connecting the connecting of the James Bay Coast to the railyard.
- Phase two is developing agricultural storage and rail movement instruments which again will amount to about another \$1.5 million in investment. This phase is well underway and funding very close to being secured.
- This concept could eventually be another paradigm shift in local economic development and under the right leadership, could quickly flourish into Cochrane’s next major boom.

☑ Develop Polar Bear Habitat into Largest Natural Habitat for Polar Bears in the World

- About \$1.8 million of capital investment made into the facility to fence in the Lake adjacent to it allowing the Habitat to now become the largest natural habitat for Polar Bears in the entire world.
- Also upgraded fencing that was deteriorating.
- Gone from one Bear to three with others in the que.

☑ Maintain Diversified Flourishing Economy

- We have created nine jobs for every job lost continuing to grow an already strong economy from the term before.
- We have become a regional hub for economic activity where folks are now driving from all over the region to come to work here in Cochrane and then head back home in the evening. This has created daily traffic spikes in our community that provide local businesses with opportunity.
- This term, jobs are so frequent that the market has remained an employee's market where the regional trend is an employer's market.

☑ Lift ATV and Snowmobile Restrictions Allowing All Street Access

- Lifted restrictions on snowmobiles and ATV to allow access to all streets in the community, in keeping with marketing our great way of life.
- We are one of the few communities now allowing all access and this has become another competitive marketing tool to attract and retain population.

☑ Prevent Planned Harvest of Forest Around Silver Queen, Louise and Margaret Lakes

- Successfully organized local residents and cottage owners at Silver Queen, Louise and Margaret Lakes to prevent a planned clear-cut of forest all around each Lake.
- A unique licensing tool has been adopted by the municipality seeking licenses for forest operations to have access to municipal roads, effectively providing the town control over road use and damage.
- Successfully bumped up the proposed operations to an environmental bump-up.
- Developing a municipal by-law that can help preserve the key recreational lakes within the municipality;
- Lobbying government to modernizing the Forest Planning Process to allow jurisdiction to municipalities.

- ☑ **Install Fiber Optics Communications Throughout Municipality**

 - Build a \$3.8 million dollar fiber optic network in the community opening the door to modern digital communications services. This effectively allows CochraneTel to provide 500% faster internet and digital TV.
 - Launched successful Digital TV product.
 - CochraneTel successfully held off a take-over by corporate giant Eastlink, preserving some 33 high paying jobs and revenues that offset taxes, while also protecting price competition.

- ☑ **Begin Development of Wifi Dome Over Municipality**

 - Begun developing Cochrane's and the region's first Wifi dome. The dome will be 100% wifi coverage anywhere in Cochrane, indoors or out.
 - This will provide users with wifi access everywhere in the town.
 - This will provide another competitive advantage for attraction and retention of businesses and families, but also continue to modernize the community while preserving the great way of life.

- ☑ **Successfully Prevent Cochrane District Social Services Bid to Raise Cochrane Share of Costs \$350,000**

 - Successfully fought against a city of Timmins bid to raise CDSSAB costs of regional social services to Cochrane, Kapuskasing and Hearst, impacting Cochrane directly by \$350,000 per year, to offset their own costs.
 - Positioned the provincial government and surrounding municipalities to stop the bid and to rethink the CDSSAB governance model all together.
 - Cochrane was a leading and instrumental part of the success.

- ☑ **Re-establish Cochrane as an Evacuee Center for Coastal Communities**

 - Re-established the community as a key evacuee center during the annual coastal floods.
 - Developed a strong reputation for competency in managing such a quick and accelerated organization of people logistics.
 - Generates upwards of \$200,000 in new revenues to the municipality along with an important local economic injection.

- ☑ **Establish Firemen's Great Fires Memorial Monument**
 - Developed Cochrane's first great fires memorial, commemorating the great fires that challenged the very survival of our community in its infancy.
 - It forms another important monument to our past, serving as an inspiration for our future.
 - It's another source of pride for our residents and the family members of the survivors.

Accomplishments Term 1 2010 to 2014

- ☑ **Creation of Unprecedented Youth Advisory Council**
 - Establish Innovative and unprecedented Youth Mayor and Council that includes elections, wards and most provisions associated to an official election;
 - Provides experience in hope of creating comfort and generating interest.
 - Grooming potential leaders for tomorrow and encourage youth participation in municipal politics;
 - Provide youth with a voice and active engagement in their current municipal affairs.
- ☑ **Save Forest at Silver Queen Lake Cottage Area**
 - Have harvest allocations removed from current forest management plan schedule allowing an opportunity to rethink the direction and develop a business plan for developing the area into "cottage country".
- ☑ **Extend Life of True North Plant & Main Employer**
 - Implement the unique Cochrane Distress Index created to monitor the Forest Industry and plan the management of adverse impacts.
 - In November 2010, drove the creation of a crisis team and the creative combination of potential investors along with expertise in key facets like, woodlands, operations, marketing and mill management.
 - Bringing together the employees, potential investors and the crisis team, to rethink the business plan and prevent a premature sell off of assets, providing the families depending on the mill another three years of work.
 - Unfortunately, the Mill eventually succumbed to bankruptcy in November of 2013.
- ☑ **Long Term Diversification of the Local Economy**
 - Preside over two economic booms in less than four years.
 - A mining economic boom that has seen the development of the largest pure gold mine in North America.

- A forestry economic boom that set to enter into an unprecedented “super cycle” solidifying the world class Saw Mill in Cochrane.
 - Not giving up on the True North Plant knowing this cycle is imminent, hoping to see a new buyer and the eventual resurgence of this mill as well.
- Re-establish agriculture and crop investment on lands previously vacant.
 - Create the environment for large scale agricultural investment whereby large scale commercial cropping is developed.
 - Creating a third key pillar of our efforts to diversify the local economy.
- Fighting to maintain the Ontario Northland Transportation Commission.
- The foundation of Cochrane’s economy is now based on;
 - The largest gold mine in North America,
 - A world class forestry mill,
 - A new revitalized and growing agriculture economy,
 - A rail industry and rail hub infrastructure,
 - A growing service sector industry.

Preside Over A 24% Growth in Property Values

- Comparable to the five larger centers in Northern Ontario;
- Best for comparable sized municipalities on Hwy 11 Corridor;
- Counter to standard in the north of either single digit growth or decline.
- Completely offset the impact on property taxes by equally lowering the tax rates.

Rebuild Financial Credibility and Re-establish Stability

- Re-establish provincial financial standing held back by province due to lack of financial reporting;
 - Re-established \$3 million per year in provincial funding being held back due to town being three years behind in financial reporting;
 - Town was borrowing this money every year to replace lost funding and absorbing the cost of this borrowing.
- Establish the lowest tax rates from Kirkland Lake to Kapuskasing;
 - Despite starting with a balance sheet showing the need for an approaching double digit tax hike of between 30% and 50% as a result of mounting costs associated to:
 - A negative bank account balance of over \$1 million

- Employment equity claim of \$250,000 and an annual increase to salaries of \$50,000,
 - Urgently needed staff salaries adjustments required to attract employees to the Town (eg. Treasurer's role vacant for three years) and being standardized across the province.
 - Training costs needed to train imminent replacements for an aging workforce, where no training or succession planning has previously been done.
 - Ballooning policing costs that have added over \$1 million dollars of costs in the previous five year period with no off setting tax increase,
 - Loss of funding for capital projects,
 - Regulations requiring the municipality to now pay for social services, housing and policing costs.
- Balanced the budget;
 - Offset the mounting unavoidable cost deficit by:
 - Generating new revenues as identified throughout this resume to minimize the impact on the tax payer,
 - Restructuring municipality to find efficiencies.
 - Three less staff on payroll;
 - Remove top layer of Utilities Companies;
 - Centralize finance Services;
 - Invest reserves for capital return;
 - Increase revenues from Utilities by more than \$500,000 annually;
 - Reduce overall operational expenditures by 15%;
 - Reducing Operational costs by first holding at par then reducing by \$200,000.
 - Actual positive cash flow balance in the bank of \$1.5 million in 2013 from previous \$600,000 cash deficit.
 - Lowered tax rates;
 - Residential from 1.97% to 1.77%.
 - Establish first long term ten year financial plan to guide financial decisions and budgeting;
 - Establish first long range budgeting plan projecting 3 year budgeting snapshot;

- Improve budgeting decisions and creating more accurate assessment of tax rate needs.
- Organize budgeting period to be finished by December 31st every year to facilitate having a budget in place before the year starts. The budget was typically being done six months into the actual budget year previously, making financial control impossible.

☑ Complete Rethink of Municipal Operations

- Restructure Council and the Chamber to eliminate duplication and micromanagement, while establishing a higher standard of governance;
- Conduct a third party assessment and review of the municipality from the Mayor’s seat down to the lowest level employee;
- Restructure the Tim Horton’s Events Center saving costs and stabilizing management;
- Replace a historical entitlement approach to securing management positions with open and public competition, ensuring the best value for money and competency;
 - Remove retirement bonus paid to managers at retirement that was equal to about a full year’s additional salary for some.
 - Introduce a final competition for management positions that requires an external search to generate competition.
- Establish stronger participation by the community in municipal affairs;
 - Move away from corporations that tend to create silos and be unaccountable to the public;
 - Move away from Committees of Council that severely limit the public’s latitude and require council resources to micromanage;
 - Establish municipal boards instead as they provide adequate arm’s length control for the Town while limiting political micromanagement – establishing more effective community engagement;
 - Establish volunteer recognition board,
 - Establish innovative recreation board;
 - Board actually directs the Community Services Director,
 - Citizens responsible for creating and directing recreation strategy,
 - All money and generated revenues stay within recreation to reinvest back into recreation;
 - Picnic tables, BBQ’s, benches, festivals, waterslides, kayaks and paddle boats, big screen outdoor TV, festivals upgrade parks, sports

facilities, community engagement, access to sports for less fortunate, etc....

- Establish economic development steering board;
 - Re-energized economic development,
 - Move from arm's length corporation (CDC) to direct control through the Town itself providing accountability back to the community for outcomes and results,
 - New and innovative approach to economic development engaging the actual facets of economic development and the community in steering strategy and direction.
 - What was controlled by an arm's length corporation in a silo accountable to itself, is now controlled by a municipal steering board accountable directly to the community and comprised of representation from; funding and finance agencies, business community, training institutes, aboriginal community, large industry, colleges, and municipal development.
- Mayor's Roundtables on community change;
 - Engage community at the highest level in crafting and creating change,
 - Downtown revitalization,
 - Economic development,
 - Seniors development.
 - Focus on breaking down impediments to growth like silos and cliques, while refocusing on what's best for the community at large and concentrating strengths;
 - Put key services with the same long time supplier out to tender:
 - Legal, accounting, insurance;
 - Ensure best value for money is being achieved while setting a culture of competition versus entitlement;
 - Seek fresh and new ideas while diversifying services;
 - Saved in reduced costs.

Restructure Municipal Corporations Generating \$910,000 a Year of New Revenue

- Re-establish accountability back to the town and tax payer;
- Revise financial accounting to be more effective;

- Increase financial benefit provided by municipal utilities from \$250,000 to \$1 million per year;
- Regain access to \$4 million of tax payer reserve hidden in corporations;
- Refresh Boards;
- Restructure Personnel to save an additional \$200k.

Reform Personnel and Staffing Requirements

- Reduction of 3 Administration Staff going from 14 to 11 now operating the Town Hall;
- Fill three year vacant Treasurer position and create new Human Resources Manager position;
 - Filling two critical needs in the municipality around liabilities and financial control.
- Establish Pay Equity for Woman in Operation;
 - Bringing women’s salaries up to par with their male counterparts in the operation.

Restructure and Resurrect PBH

- Rebuild the business plan to:
 - Save over \$150,000 in costs;
 - Create a culture of accountability and financial prudence.
- Establish partnerships with key foundations and other Ontario attractions to benefit from networking and support efficiencies,
- Create a stabilized pipeline of Bears,
- Hire a competent management team,
- Set plan in place to eventually divest PBH to a skills based board maintained by foundation and funding support, minimizing the burden on local tax payer.
- Set plan in place to restructure the asset from a tourist based attraction, to a science and education based attraction while promoting tourism as a secondary service line.

Establish the Vintage Riders Snowmobile Museum

- One of the largest vintage snowmobile museums in the country;
- Enhance the Polar Bear habitat attraction;
- Highlights Cochrane being the first snowmobile dealership in Ontario and the key role the snowmobile plays in our history.

Reduce & Stabilize Police Costs

- Policing costs have tripled in last eight years going from about \$500,000 to \$2 million representing half of all tax dollars collected.

- Reduced from 50% of tax levy to 23% (as of August 2013);
- Active Chair of a coalition of 160 Mayors to draw attention to ballooning policing costs, and advocating for lower costs. Resulting in about \$400,000 in savings realized from province as of 2013;
- Finalizing a new “base cost plus” model that will see Cochrane’s cost per household drop from about \$819 per household to about \$470 per household, resulting in hundreds of thousands of dollars in savings.

☑ Secured a Much Needed New Senior’s Club

- Purchased a new seniors club and demolished the previous dilapidated building,

☑ Position Cochrane for Unprecedented Growth and Development

- Established New 400 lot Sub-Division;
- Initiated leading edge communications & marketing plan designed to attract and retain new employees and population, promote the strengths of the community, and raise the value of Cochrane in the eyes of developers;
- Upgrade and modernize Town website;
- Engaged Business Community in Mining Boom;
- Fight maintain a vibrant forest industry in the face of increased environmental protection campaigns and a downturn that saw over 60 mills close across Ontario.
- Upgraded the rail spur to be a regional off load site, diverted the provincial investment of the Ontario Northland Transportation Commission (Rail Company) opening the door to future multi-modal transportation opportunities;
- Upgraded Airport to position future opportunities;

☑ Established Lead Advocacy Role with Regional Issues

- **Ontario Northland Transportation Commission** - Actively stayed on front line of pushing back on provincial direction of outright divestment advocating:
 - The critical need for rail development, not divestment, in growing northern Ontario;
 - The need to rethink the growth and development of this critical asset;
 - The need to for an actual plan inclusive of all stakeholders who must live the outcomes, including the employees and the municipalities;
 - The need to keep the infrastructure and assets in public hands to protect the critical nature of the asset.
- **Provincial Caribou Recovery Policy** – Actively stayed on front line of shifting provincial direction on their intention to recover Caribou where they don’t currently live, resulting in a catastrophic extinction of the forest industry and the many communities depending on this, in twenty five years.

- Played a lead role in crafting language and building a proposal that saw environmentalists, scientists, municipal leaders and the industry come together to architect a zoning of the policy seeing it concentrated where Caribou actually live, while the other interests in the forest continue elsewhere.
- **Greenwater Park** – began a working group between the Town and the Friends of Greenwater Park to work on a proposal to the province to provide alternatives to their closing of the Park.
 - Met with Minister several times and worked with Director of Parks on creating the flexibility that would see the Friends of Greenwater manage operations.
 - Made several proposals associated to meeting the rigid requirements of the province.
 - Organized all groups involved and working with local groups to find a better solution than the provinces outright closure of a park whose usership had doubled in the last five years.
- **Northern Governance** – Established a private group to investigate the opportunities in developing a business plan for northern Ontario that will see the region reach its full potential and growth. Taken a direct interest in making the establishment of better policy facilitating the appropriate levels of autonomy for northerners in determining the final outcomes of policy that affects the region.
 - Intention is to have northerners come together and plan their own futures demonstrating to the legislature the value the region could have toward an economic recovery in Ontario at large.
 - A means to bring northerners together to begin organizing and dialoguing over taking direct charge.
 - Working on behalf of North Eastern Ontario Municipal Association to investigate the potential further.
 - Running a Progressive Conservative candidate for the Timiskaming Cochrane riding on the platform of rethinking the north and implementing game changing policy on Northern Governance.
- **Black Bear Management and Spring Bear Hunt** - Taken a lead role in moving to reinstate the Spring Bear hunt and create policy where municipal and provincial authorities work to manage the issue. Along with Council, passed a motion to seek the authority through the Fish and Game Act to hold our own “municipal” hunt and issue licenses.
 - Positioned Cochrane as a strong advocate and a leading force on this issue in the Province.

- Written several news articles and kept the issue in the media trying to get the Province to react.
- Invited MNR and OPP to conduct joint efforts at schools for awareness;
- Proposed to MNR that they provide the Town with surplus bear traps and train the Town employees to trap bears;
- Sought funding and subsidy for the public to help acquire bear spray and deterrents;
- Passed a resolution calling on the return of the Spring Bear Hunt and that the town be provided jurisdiction to determine the need to “manage” the Bear safety issue;
- Met with Minister of Natural Resources several times directly to dialogue over:
 - Reversing the whole MNR divestment of the responsibility of managing Black Bears away from themselves and toward the police service. They’re the ministry with the expertise, not the OPP, and they need to be the first interface assessing the situation and putting a reactionary plan in place.
 - Rethinking the whole bear management program where we, the people who have to live the outcomes, are involved in that rethinking.
 - And recognizing the hysteria behind the cancellation of the Spring Bear Hunt that led to a misinformed decision and that it’s time to accept that and bring back the Spring Bear hunt.
- Positioned community statements as “we don’t accept inaction on provinces part and if there isn’t any action forthcoming that we will start to push the envelope.
- Moved and received full support of the North eastern Ontario Municipal Associations to have government include the safety of 20 municipalities under the population of 40,000.

☑ Secure Stable Long Term Accessibility Transportation

- After several years of struggling to maintain a private sector service and an acceptable availability of service, sourced the capital dollars to buy a vehicle outright.
- Service for accessibility and seniors is now stable and effectively provided.

☑ Finalized Ledcore Court File

- Finalize 9 million dollar lawsuit against the Town by the developer of the Tim Horton Events Center;
- Town won the case and received \$125,000 settlement.

☑ **Establish Communities Only Outdoor Rink**

- Through the efforts of participation on the Recreation Board, planned and implemented the establishment of the only outdoor Rink in the community.
- A partnership between the Town and the Seniors Hockey League maintains the rink which is in constant use during the winter months.

☑ **Established Innovative Recreation Structure**

- Developed and lobbied the approval of a new Recreation Board whereby the Board would actually direct the Community Services Manager and manage the account for recreation.
- Community members form the committee developing a recreation strategy, planning and direction reflective of the community needs.
- Council contribute once per year and approves the annual plan, at which time the Recreation Board takes over.
- Assets are being purchased along with festivals being gown by revenues generated through the Boards efforts creating a leading edge recreation program with minimal resources required by the tax payer. Program is subsidized by the revenues associated to revenues generated by recreation activities.

☑ **Design and Build Roadmap to Development of Lake Commando**

- Source funding to have architectural plans and budgets developed to plan out the final vision of developing the jewel right in the center of town.
- Community involved in finalizing the vision and program being instituted to source funding and phase in a dream the community has only spoken about for 100 years.
- The new architected plans form a road map for successive council’s to carry out the final outcome and making this 100 year old dream a reality.
- The design includes:
 - A world class Pavilion on the Lake will host an outdoor theater and stage;
 - Renovated trails with lighting, landscaping and durable surface materials;
 - Miradors (Look-Outs) allowing the user to experience a different vantage point and destination each time the trails are accessed;
 - Newly planted full grown trees;
 - Gardens;
 - Fully serviced beach area;
 - And a Flag Park.

☑ Redesign Town To Plan Around Active People and Promote Outdoor Activity

- Planned Bicycle, ATV and Walking trails connecting;
 - Downtown, Lake Commando, Lake Hector, Lake Lillabelle, Lake Norman, Parks, THEC, and green space.
- These trails will facilitate actively moving people through the community;
- Established the North's only Bike Share program where recycled bicycles are set up at depots throughout the town allowing people to use the bicycles for free. The bikes are painted funky colours and are maintained by volunteers;
- Accepted by the Doable Neighborhoods organization to be Northern Ontario's only Doable Neighbourhood Pilot Project. The organization promotes more active neighborhoods across the world where innovative ideas (Like Cochrane's Bike Share Program) are implemented to create a healthier and more active population.
- Implemented a closed street policy where main through fares are closed to vehicles and open to foot and bicycle traffic along with mini festivals in the streets.

☑ Revived the Rapidly Declining Beach and Lake Services

- Established a renewed focus on reviving the Beach and lake area and making them a central focus of community outdoor recreation;
- Relocated recreation staff office to the Beach area to place a special emphasis on the Lake area;
- Established a permanent free use water slide;
- Established a point of sale station providing public access to kayaks, paddle boats, and canoes; and touring bicycles;
- Established permanent public BBQ's;
- Reintroduced docks to the Beach;
- Future plans include a more modern docking system and a splash pad.
- Repaired the lights on the peninsula effectively lighting the peninsula to facilitate safer use of the Lake;
- Created the Town's first outdoor skate park on the Lake where a skating path and hockey surface are available for public use, with the added feature of being lit at night.

☑ Build Series of Truck By-Passes for Industrial Hazardous Materials

- 85,000 – 100,000 truck per year have been crossing Lake Commando which forms a direct link to the municipality's drinking water. By-passes have proven to be multimillion dollar dreams as capacity to pay has been challenging.

- Source funding and industrial partners to build the Wilson Road Truck-Bypass linking the railway hub to the development and mining taking place to the north of the Town.
- Establish a winter bypass using the loop north of town to enhance the bypass capacity during the busiest industrial activity of the year. Upgrades. Effectively making use of the by-pass without having to invest the \$5.4 million into summer season upgrades.

☑ Re-energize Agricultural Economy and Growth

- Creating environment for record agricultural investments to take place seeing crop investment and growth develop.
- Turning abandoned farm land into productive farm land and thereby re-energizing another pillar to our economic diversification efforts.

☑ Enter Into Innovative Aboriginal Economic Development Agreement

- Developed a forward thinking aboriginal relationship agreement with the Taykwa Tagamou First Nation seeing the collaboration to work together on:
 - Common economic development opportunities;
 - Joint efforts to work on societal development recognizing the need to be mutually supportive of cultural and demographical dynamics.
 - Evolving past case by case confrontation and building long term cohesive support of the important social roles each of us plays in our society.

☑ Establish a Comprehensive Roadside Recycling Program

- Establish a forward thinking roadside recycling program in a community much smaller than most who take this endeavour on.
- Saves the community over \$100,000 per year and millions in garbage dump lifecycle impacts.
- Continues the participation of our society in progressively managing its affairs.

☑ Preside Over Province Leading Water Quality Standards

- Nominated best tasting water in North Eastern Ontario in back to back competitions;
- Met 100% water quality certification in where less than 5% of all other municipalities in Ontario actually reached this standard;
- Met 100% water quality certification in 2013 where again less than 5% of all other municipalities in Ontario actually reached this standard;
- All while having some of the lowest comparable water rates in the region.

☑ Rethink Cochrane Telecom Services

- Took a lead role to invest in \$2 million fiber optics installation to build high tech capacity for both residential and commercial applications;

- Establish complete High Definition Digital TV, phone and internet products to be activated by December 31, 2014, including competitive bundling packages;
- Took a lead role in advancing the conclusion of having call display for cell phone services finally implemented by December 31, 2014 in Cochrane;
- Modernize billing to include both internet and packaged billing options.

☑ **Established a New Policy to Provide Seniors with an Annual Budget to Enhance Seniors Living**

- Drove the establishment of an annual \$30,000 per year grant to be split between the two seniors' recreational clubs;
- The new resources are to encourage enhanced seniors recreation in the community.

☑ **Bring a Junior A Hockey Team Cochrane**

- Bring an established and successful Junior A hockey team to our municipality;
 - act as an anchor tenant for the Tim Horton Events Center;
 - inject over \$750,000 into the local economy;
 - generate over \$125,000 of new revenue to help pay for the Events Center;
 - Introduce 23 young role models and volunteers into the community;
 - Establish Cochrane as a growing and competitive community in the region.

In Progress

➔ Become Regional Multi-Modal Transportation Hub

- Have all freight eventually transported by Rail to Cochrane, while off-loading onto Trucks to go east and west from here;
- Has the potential to be a paradigm shift in economic growth and regional significance.
- First Phase done
 - Fuel and Mining Grinding Balls:
 - \$1.2 Million Dollar Investment supported by \$1 million in Funding;
- Second Phase nearing completion:
 - Agricultural Silos and Storage;
 - \$1 million investment;
 - \$850,000 in Funding;
 - Future Phases being defined.

➔ Public Transit Service

- Re-establish Spring Hunt;
- Gain municipal control for management in town limits;
- Partner with province on sharing traps and training.

➔ Community Green Space and Parks Plan

- Maintain passenger and freight services;
- Build an actual plan with resources and a roadmap to the final outcome;
- Have employees involved in planning and rethinking.

➔ Splash Pad and Docks at Beach

- Establish provincial support for public access;
- Create partnership with friends group to help operate;
- Have province either divest completely and take gate off, or tender out to private sector as better alternative to complete closure;
- Do not accept public closure and province maintaining control.

➔ 24 Hour Ambulance Service

- Cochrane has been operating with a 12 hour ambulance service that sees 12 hours of the day covered by stand by Ambulance Attendants.
- A great deal of work has been done to position Cochrane for 24 Hour coverage.
- This work must be focused and driven to the home stretch. Absent of which this will get lost in the complicated world (and competition for interests) associated to the Cochrane District Social Services Administration Board.

➔ Community Improvement Plan

- A C.I.P. provide the town and local business community the tools to focus on areas of strength, while accessing funding and resources to develop.
- It provides a means for development funds through the municipality to be created that will foster strengthening local businesses while attracting and retaining others.

- The plan provides the municipality the insight required to focus resources on the priorities and high return investments that will lead to growth and development.

➔ Establishing Reverse Migration Strategy

- Target migration of populations from larger urban centers to relocate to Cochrane.
- Change thinking from stopping outmigration (the bleeding if you will) to becoming more assertive and targeting migration from larger center to Cochrane instead.
- Coupled with the assets we've built and the new era of high tech communications, times have changed and allow for this unique phenomenon to occur.

➔ Complete Wifi Dome Over Cochrane

- Complete the planning and development of a Wifi Dome that will cover the whole town, allowing wifi access from anywhere inside or out.
- Add to the marketable and unique strengths of the community.

On The Radar

- Re-Establish Cochrane Power
- Boundary Expansion
- Regional Recreation Programs
- Municipal Housing
- Reestablish the Polar Bear Express and ONTC tourism efforts to maximize tourist attraction to Cochrane and the Polar Bear Habitat

Boards and Committees:

- ✓ Northern Ontario Wires
- ✓ Cochrane Telecom Services
- ✓ Cochrane District Social Planning Council
- ✓ Cochrane District Social Services Administration Board
- ✓ Cochrane Police Services Board
- ✓ Northern Growth Plan Northern Advisory Committee
- ✓ Chair; Mayor's Growth Transition Committee
- ✓ North Eastern Ontario Municipal Association
- ✓ Chair; Mayors' Coalition on Affordable, Sustainable & Accountable Policing
- ✓ Chair; Cochrane Recreation and Special Events Board
- ✓ Cochrane Winter Carnival Committee
- ✓ Cochrane Summer Fest Committee
- ✓ Chair; Cochrane Volunteer Recognition Board