



1. If someone came to you with a proposal to build a new piece of public infrastructure in our city, how would you evaluate whether the project was worth implementing?

It would be prudent to examine whether or not the proposal fits into the overall scope of the official plan for the city; the proposed sources of funding and sustainability of the infrastructure; the potential creation of jobs and economic benefit to the city; and the environmental impact and eco-consciousness of the project.

That being said, it is not up to one person to evaluate whether a proposed project is worthy of implementation; this would be brought to City Hall and council for discussion, and I would rely on the professional opinions of city staff and fellow councillors (if they have expertise in the area) - this is where democracy is a beautiful thing. I am always open to hearing ideas for development and proposals for advancing our city, and if it fits into the overall scope and plan for Brockville, then I firmly believe that we need to foster and promote people with forward-thinking ideas.

2. Brockville needs to get on track financially while at the same time needs to move strategically to improve its offer to its citizens and tourists. What experience do you bring to the table that demonstrates your leadership in fiscal responsibility as well as strategic success?

I have served on a number of boards and committees (Young Professionals Network, Chamber of Commerce, Brockville Winter Classic Weekend, Communities in Bloom among them), all of whom have tight operating budgets, or their success depends on the amount of funds our teams are able to raise. Furthermore, being a part of a small business, I am acutely aware of the need to operate within a strict set of financial parameters. I both understand, and relish the opportunity to be creative with limited finances, whether it be through marketing and promotion, or finding ways to accomplish a set of goals without relying on an unending stream of money.

I believe that we can continue to find alternative sources of funding without increasing the tax burden on our citizens, whether this is through provincial/federal grant applications, revenue streams we have not yet explored, or looking to our neighbouring municipalities for best practices and/or shared costs for projects that may arise and be mutually beneficial for all involved.

Further, I have had the honour of being part of a number of strategic planning sessions for volunteer boards and committees, and I firmly believe that we need a strong strategic and financial plan for the next four years; something I will advocate for if elected. A strategic plan that is grounded in community input, that takes into consideration the official plan of the city, and that sets realistic financial goals is crucial if we are to balance fiscal prudence with continued progress and improvements in the quality of life for all of Brockville.

3. How do we attract and retain Young Professionals in Brockville?

This is one of the main points of my platform, and something I believe quite strongly in. A few ideas include:

Building partnerships with groups like the Brockville Young Professionals Network, and Youth Advisory Committee, to check the pulse of Brockville's younger generations and what they want from the city. Along with this, I believe it is crucial to foster strong relationships with the secondary schools in the community, as well as SLC.

We need to do a good job connecting with our youth while they're still in school and provide opportunities for them to have a voice in their community; provide volunteer opportunities and chances to get involved; create safe spaces for them to hang out (continuing to foster programs like the Stinger's After School Program, and the various programming facilitated by the YMCA is crucial). Once they graduate, we should be keeping in touch through email & social media - letting them know what job opportunities exist, current housing prices, advancements in culture & our community, etc.

Working together with our Economic Development and Planning teams in attracting businesses where people can work remotely (i.e. the tech industry) is another avenue we should be exploring. Along with this will likely come upgrades to infrastructure, but if we can attract a segment of the population who works from home and is looking for the lifestyle that Brockville provides, then we've created jobs and reversed the trend of population decline in one fell swoop.

There's also an entire avenue of a more savvy social media plan that could include marketing to these younger generations, whether we advertise our affordable housing, lifestyle, attractions, or any number of reasons to relocate to Brockville. Partnerships with Tourism, the Chamber, DBIA and more will be invaluable to this way of "selling" our city.

4. What are your 3 main priorities for Economic development and what key steps will you take to bring your vision to a reality.

- Working with the city's Economic Development department to develop a strategic plan that looks at the changes in Brockville (the loss of P&G, the boom we are seeing in Tourism, etc) and addresses the needs for the next four or more years, in conjunction with the city's official plan
- Rolling out a "Welcome!" package for prospective businesses who wish to open (see Q7 for a more details)
- Work with the Economic Development department and other community groups to effectively market Brockville to young professionals and young families, as was part of

the 2009 strategic plan (and something I would like to see rolled into 2019). In addition, look at attracting new types of industry (tech, agriculture, etc) that will create jobs and offer the opportunity for people to live in Brockville while working remotely or from home for their employers (as outlined in Q3 above)

5. What actions would you take to improve public safety in Brockville?

I believe that we need to work in conjunction with all of our partners from the Brockville Police Service; the Health Unit; Children & Families services; and any other experts in related fields, and have a realistic series of conversations to identify the problem areas and set attainable goals of what can and needs to be done immediately. I respect what one of my fellow candidates has mentioned numerous times, about wanting to create a city-wide drug plan in conjunction with the aforementioned services - this is something I believe should be brought up in these types of conversations, and that we all need to work together to keep our community safe.

We also cannot continue to exclude engaging our youth in these conversations. Through fostering a strong relationship with the school boards, and being able to initiate conversation and engagement with the schools, we can work together to disseminate information, concerns, or suggestions in a timely and inclusive manner.

Finally, in a different vein of public safety, we need to ensure that we are not only listening to, but implementing suggested improvements to infrastructure from groups like the BMAAC - whether it is the condition of the waterfront boardwalk (how safe it is for strollers, wheelchairs, etc); the condition of the sidewalks and crosswalks in our city and ensuring that people of all abilities are able to feel safe when crossing the street; that our citizens feel safe walking the Brock Trail; that seniors have accessible and affordable transportation - all of this needs to be taken into consideration and worked into a strategic plan for the city.

6. Currently the city doesn't have Communication Policy – what are your thoughts to insure there is an effective external and internal communication policy in place.

We need to work with everyone - fellow councillors, City Staff, and Citizens alike, to design and implement a Communications Policy that will uphold the core values of the city - included among those are transparency and fiscal sustainability.

Along with a strategic and financial plan, this should be one of the first things implemented by the new council. We do not have to reinvent the wheel - looking to community groups and neighbouring communities for advice and best practices will allow us to tailor a strategy that will work for Brockville. Brockville has a number of communications platforms in existence already (social media platforms, the city's website, etc); we can examine these to ensure that they're being used in the most effective way possible, and look at streamlining other methods of communication (emails/letters/print and radio ads, etc). This will allow us to ensure that we are sharing information that citizens want & need to know, in the most effective way possible.

7. What projects / policies would you champion to help small businesses grow?

Yet another core pillar of my platform, ensuring that businesses are able to open and thrive is a crucial element in the success of our community.

The first thing I would like to do is work together with city departments and the appropriate community groups to provide a “Welcome!” package to prospective entrepreneurs. This package should include every resource they require (from regulations and realtors to bylaws); the ability to have a mentor from the community who is established and can offer advice; an accessible city that will show potential entrepreneurs that Brockville is ready and open for new business.

We also need to look after our established small businesses - in this respect, I would like to work closely with the Economic Development office & other community partners (i.e., the EEC, SBEC, Career Services and more) to have in-depth discussions with our businesses to learn what they are concerned about; to be able to provide continuing support through mentorship, grant or employment opportunities, etc; and to ensure that regulations, bylaws, taxes, etc are not putting an undue burden on their ability to thrive.