



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?

We would have to examine the economic impacts, both positive and negative, on the community, the financial viability of the project, and would seek input through public consultations. The financial viability would be assessed through a full costing including both capital and operational costs, and by ensuring they are manageable within our budgets. This would include variables in the projections and the mitigation of unforeseen risks. We need to ensure that future investments give us a high value return.

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?

Brockville has had some unexpected expenses recently, but these can be managed effectively while staying on track financially and moving forward strategically to improve the City. As a long-standing member of the Kinsmen Club of Brockville I am familiar with bringing budgets in line with expectations. From a professional standpoint managing hotels, restaurants, and bars for the past 35 years, I have done so in a constantly shifting demographic environment. In small businesses segment that sees a lot of ownership turnover, I have successfully managed expenses and increased sales at each establishment while countering

and adapting to market shifts. On a larger scale, there are ways to manage the finances of projects like the Twin Pad arena, while mitigating financial risks and creating direct and indirect benefits to the City.

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

I would support continued investment in infrastructure, programs, facilities, and tourism that creates tangible benefits for the local economy and promotes an attractive living environment for young professionals. We also need to promote new start-ups (in high tech sectors that often go hand-in-hand with young talent), support satellite work opportunities (through continued and improved high-speed networking capabilities such as 5G mobile networks, etc.), and by increasing our involvement in regional development (such as the St Lawrence Corridor, where Johnstown is becoming a very active local deep water port). High-skilled, and well-paying work opportunities will bring in young professionals who will reinvest in the community economically and socially.

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

1) Continue to invest in tourism, infrastructure, facilities, and programs that provide significant value for each dollar spent and attract young families and young professionals. My hope is that future generations, including that of my two children, can return to the City for high-skilled and well paying jobs to utilize their educations.

2) Continue to support and encourage local business and industry; more specifically I would focus on finding a fit for the P&G facility that mitigates or improves the situation of losing that manufacturer. I would work towards this by focusing Council's efforts on working with local economic development agencies to determine what other policies Brockville could consider and implement to entice such beneficial manufacturing facilities and industries in the City.

3) Increase our involvement with our regional neighbours (The Corridor) to attract business and industry to the benefit all local regions. As a councilor I would establish more formal relationships and potential committees with regional governance partners.

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

I remain confident that overall Brockville is a safe place to live. In response to recent events and other periodic times of higher profile issues, I strongly support working closely with our local Police Service and other related agencies in solving such issues. I am in favour of monthly meetings with our Police Service, Council members and citizens to discuss issues. This could be done in conjunction with the newly created Neighbourhood Watch Program. This may alleviate tensions and create a constructive environment for debate and suggestions, transparency and clarity that aren't always present in social media.

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.

Internally, a detailed communication policy needs to be established, and both Council and the administration need to have checks in place to ensure these policies are being adhered to. We need to ensure that issues like those related to the funding of the Tunnel project do not repeat themselves. Externally, communication can be difficult as not all residents use the same primary means of communication. The use of social media is increasing; however, some members of the community still rely on print media and cable. I think it's important to adequately consult with members of the community to ensure that the City and Council have an effective reach. Adequate public input will ensure the City and Council use effective means to communicate information and important decisions to all residents.

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

I support the current Facade Improvement incentive in place for Downtown Brockville. I believe this plan will continue to incentivize owners to make improvements, in turn promoting the attractiveness and economic activity of Downtown Brockville. I would also help champion the Twin Pad Arena and School downtown—I strongly believe that a facility of this nature would provide a number of benefits to the community, including direct benefits to small businesses across the city (such as retail, restaurant, and hospitality sectors). In addition, I would support programs to help facilitate the success of small businesses. Regular seminars from experienced and successful small business owners are always valuable, and could help enable new and future small business owners become aware of various opportunities and potential grants.