



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 is not the role of any individual council member to evaluate whether or not a project is worth implementing. Proposals would be vetted through the appropriate department within the city and council members if necessary. Public consultation may also be required depending on the nature of the project. The role of council is to provide responsible governance and ensure that all opportunities are given the consideration they deserve.

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?
 - The first job of our new council will be to select a qualified competent city manager. In my professional career I have practiced lean six sigma principles to find creative ways to reduce waste while improving efficiencies. I will encourage our new city manager to focus on continuous improvement ideas in all municipal departments of the city. Through the use of lean principles we will be able to reduce or eliminate waste within the city. Whenever possible we should determine if there are possible savings through shared services. We need to look to our neighbours and develop relationships to determine if we can develop mutually beneficial cost savings.

3. How do we attract and retain Young Professional in Brockville?
 - Brockville is fortunate to have a community college and industry nearby. Our manufacturing sector like many others has been forced to change the way they do business in order to remain competitive in a global market. Local companies are becoming more dependent on disruptive technology to improve efficiencies and as a result the need for low-skilled labour is replaced with higher skilled jobs. We need to ensure that student are made aware of the changing job markets and what that means to them as they prepare to join the workforce. This will allow students

and educators to assess what skills they will need to be an asset to local businesses. If young people have the education and training for jobs in Brockville, they might be more inclined to stay. Our ability to attract and retain young professionals is critical to our city's long term prosperity.

4. What are your 3 main priorities for Economic development and what key steps will you take to bring your vision to a reality.
 - Make the most of what we have. We have a strong small manufacturing sector and we must continue to support these companies. We must identify the needs of existing companies and determine what if anything we can do to encourage them to not only stay but also entice further growth within our community. I would like to direct staff to identify the suppliers that provide services to our existing manufactures and approach them to determine if their future development plans could include Brockville and determine what they need from us as a community to help make that happen.
 - We need to continue to look for opportunities to highlight our beautiful waterfront and attractions to showcase our community. There are several steps we can take to make sure we get the most out of the existing city funding facilities. It is important that we do a strong job of marketing some of our best attractions so we can realize the full economic benefit o our community.
 - Support regional economic development. There is a significant benefit to our community when surrounding municipalities prosper. Our current council has made a commitment to look for opportunities outside of our city limits and we must continue to support this initiative.
 - We also need to create an initiative that could be included as part of our revised strategic plan that would place focus on bringing public sector work to our community. We are ideally situated on the 401 corridor and we have a number of buildings that could accommodate this new employment opportunity. (On example of this is the income security programs for this region that are located at a centre in Timmins)

5. What actions would you take to improve public safety in Brockville?
 - We have an extremely competed police service in Brockville that has continued to serve our community and we must support there initiatives that will allow them to do their job.
 - I have supported and will continue to support the need for cameras in key areas of the city which will not only assist police in identifying individuals who choose to make our city unsafe, but also act as a deterrent.

- We currently have programs design to educate our youth and provide ongoing support for individuals who are at risk. Community policing is key and creating a relationships in our schools and in our community is imperative.
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.
- I would support an initiative to bring further transparency to our community. After serving my first term on council I have come to realize that we done a poor job of sharing accurate information to our public. Sharing accurate information in a comprehensive way will eliminate misinformation from being spread throughout our community.
7. What projects / policies would you champion to help small businesses grow?
- The City has appointed Rob Nolan as Director of Economic Development. One of the roles of an economic officer is to work with current businesses and entrepreneurs to determine how the city can provide assistance. Our development officer will work with all levels of government to make sure that we have access to the types of funding to support the growth of new business in the community.
 - A needs assessment to determine what businesses require from the city is important. We need to reach out to business owners to determine what they want, and what barriers they are facing that are preventing their business from growing.
 - The following is one example of current program offered within our community: The Leeds & Grenville Small Business Enterprise Centre - Business Programs offers programs to kick start young and old entrepreneurs. The Starter Company Plus is designed for Adults 18 and over. If you are 18 years of age and older, you can get up to \$5,000 and professional mentoring to start and expand a business in Ontario. The Summer Company program helps young members of our community start a summer company: students learn how to get money and advice to run a summer business in Ontario