

1) What is your overall vision for the City of Peterborough?

I consider myself progressive but believe in being fiscally conservative. I know the money the City spends comes from a finite resource: ratepayer's bank accounts.

For example, there are many, many initiatives the City could implement which would meet the criteria of our Climate Emergency Declaration. But we cannot stop funding the services we are obligated to provide. It would be great to switch all the City vehicles, including the Peterborough Transit fleet, to electric or even hydrogen (when it comes available).

We cannot create the required funds to do this by turning off all street lights after 10 p.m., telling the fire department to not work weekends or directing the police to cut their staffing costs in half. We are obliged by the Ontario Municipal Act to provide certain services. Put simply, there are far more demands on the City's discretionary funding than we have funds with which to meet those demands. We can move money around from budget to budget, but we cannot create more money out of thin air.

My overall vision for Peterborough is based on the following 6 pillars:

1) Economic Development & Youth Employment

Creating and nurturing employment opportunities is essential if we are to keep talented young people from having to leave Peterborough and to make a better life here possible for workers of all ages and their families while building a stronger tax base.

We can do this by:

- Leveraging the industries that are already here by supporting and encouraging their growth into new ventures*
- Working with and attracting the creative class, and nourishing new ideas*
- Thinking outside the outdated box of manufacturing production lines*

2) Safe Communities

We have one but let's improve it:

- Address the social issues that lead to crime*
- Provide better street and trail lighting for pedestrians and cyclists*
- Implement smarter deployment of our police presence*

- *Provide targeted, technology-inspired responses to address the raft of car break-ins*

3) No Parkway, More Green Space

Let's listen to what today's urban planners are saying and what the people of Peterborough have already said in a referendum. Parks, not parkways, bring quality of life. Jackson Park is the envy of cities that made the mistakes of the past. There are newer, wiser solutions to traffic congestion such as widening existing streets and installing smart traffic lights and traffic circles.

4) Public Transit

Spending a day riding our city's buses is an exercise in patience and frustration. We must re-deploy some of the money earmarked for the parkway into an investment in an improved transit system that will make it possible to live and work in Peterborough without owning a car. We know where people need to go. Let's get them there.

5) Managed Growth

The demographic growth projections we've been told about by parkway proponents are dubious. Intelligent urban development isn't more suburban sprawl. We should build more modestly and higher density onto our current city's footprint and revitalize vacant commercial and industrial properties.

6) Property Tax

Too many city residents live on fixed incomes for us to continue the climb in property taxes. We must hold the line on property taxes for the next four years. I will put my energy and tax expertise into a constructive dialogue on downloading with the Provincial and Federal levels of government. Shared responsibility must mean shared revenues.

We must ensure that the services we pay for are monitored for their effectiveness so that our limited resources can be better redeployed as needed.

2. What is your plan to build a strong local workforce?

A strong local workforce depends on local demand from employers and attainable opportunities for self-employment. Right now one of Peterborough's most successful exports is the annual provision of well-educated young people who must migrate to other jurisdictions to further their careers.

Peterborough needs a plan for a better economic future. We need more successful businesses, we need more jobs, we need more income and we need to build a better future for everyone.

Peterborough needs a proactive, future-focused economic development plan that takes advantage of our unique strengths and builds a prosperous future for future generations and new arrivals. How to create such a plan? Our first stage will be to launch an economic summit that will draw upon the collective wisdom and experience of:

- *Peterborough & Kawarthas Economic Development*
- *Innovation Cluster*
- *Downtown Business Improvement Area*
- *Cleantech Commons*
- *The Peterborough Airport business community*
- *An invited panel of local business professionals and entrepreneurs*
- *Municipal, provincial and federal representatives*
- *Members of the public interested in entrepreneurship, business growth and the future of our community*

The Summit will be held within 90 of the municipal election. This planning process will start with an extensive online data-gathering process, resulting in a consolidated environmental snapshot of our current economic situation. A summary document of this environmental snapshot will be made available to all attendees and members of the public at least 14 days prior to the Summit itself. This Summit will help build a strong local workforce.

3. Housing has become less affordable and accessible, especially for first-time home buyers. What is your plan to address housing needs in our community?

To meet these challenges, I would establish a Housing Task Force that reports to the mayor's office. I would also establish a reverse property tax system, recognizing that taxes must be increased to pay for services. I would examine zoning bylaws that discourage the construction of new infill housing within the City's built-up area. Peterborough needs to grow upwards and not continue to grow outwards by building more car-dependent suburbs on valuable farmland.

Through a reduction in development charges, I would promote the incentivization of building of smaller, more affordable houses for first-time home buyers. I would also incentivize the construction of more rental properties. And I would support the development of tiny homes projects with wrap-around services for our most vulnerable citizens.

4. A lack of serviced employment lands is an ongoing issue. The emphasis for a long time was on negotiating agreements with bordering townships, but the draft Official Plan calls for those lands to be found within current city boundaries. What is your plan to increase access to serviced employment lands?

The City needs to restart the dialogue with neighbouring townships about acquiring additional employment lands. We also need to rehabilitate and develop existing vacant commercial and industrial land within city limits.

5. The draft Official Plan calls for greater consultation and increased dialogue with neighbouring First Nations communities. What involvement and relationships do you plan to pursue with First Nations communities to move our region forward on our path to reconciliation?

In my experience I have found that our surrounding First Nations communities want many of the same things that we in Peterborough want:

- *More housing, particularly affordable housing, both for purchasers and renters*
- *More employment opportunities*
- *Careful stewardship of our green spaces*
- *Responsive emergency services*
- *Continued access to clean drinking water & sewage services*

I would establish partnership committees with representation from First Nations communities and the City to examine how our respective governments can collaborate on the development of shared solutions to common problems such as public transportation, economic development and social services.

6. Our community is dealing with an addictions crisis that is now more visible than ever. What is your plan to address this crisis?

We need to build and strengthen our relationship with the Ontario government in order to provide solutions that fit our local situation. The City needs reliable funding partners to continue to respond this ongoing health care problem. While we will need the continued support of our law enforcement services, we are not going to be able to arrest our way out of the current addiction crisis.

7. The efficient movement of people and goods is important to business competitiveness. What is your plan to address our transportation challenges?

Thinking beyond the next four years, the City needs to implement an urban re-design process whereby we move away from car-centric development by building new suburbs that take away valuable farmland. We need to move toward building more density on land that is already serviced with roads, sidewalks, water and sewers. Another long-term planning action that would support such a re-design process would be to raise the zoning limits for the maximum number of floors in core development areas as identified in the Official Plan.

In terms of addressing short-term issues over the next four years, the City needs to improve cycling infrastructure by building more trails and by putting the plowing of these trails a top priority during and after snow storms. Walking infrastructure also needs to be improved by repairing buckled sidewalks. We also need to re-invest in a reliable public transit system and a bus route system based on consumer input.

8. Crime is an increasing concern within the local business community, from vandalism to shoplifting to after-hours break-ins. What will you do as a member of council to ensure businesses feel protected and supported?

While the continued presence of police within business areas will be essential to reducing vandalism, shoplifting and break-ins, these negative behaviours will also be reduced by increased consumer traffic on our streets and sidewalks. Increasing residential spaces downtown, for example, will bring more people downtown. More eyes in the neighbourhood will ultimately reduce criminal activities.

9. How should the city engage local business to help meet climate change goals and move toward net-zero emissions?

The city needs to move away from its current car-centric vision of how businesses serve their customers. Particularly for the downtown core, the City needs to move away from its assumption that most customers drive to shop. The City's downtown parking lots are usually not close to capacity. By promoting more active and public transit and by building more outdoor spaces to attract visitors, we can increase customer traffic. Smart urban design can be applied to the challenge of achieving net-zero emissions. How?

By promoting the development of fully serviced neighbourhoods with local shopping options within walking distance

By developing efficient active transportation options for cycling and pedestrian shoppers

By developing an efficient public transit system that is based on consumer consultation

By reducing the parking space regulations for new residences and new businesses

10. What three things would you like to see council implement that will make local businesses more competitive?

Safety: *More affordable downtown residential options for those who are currently homeless. The homeless needs places to live other than our sidewalks*

Travel: *The development of more outdoor attractions to bring people downtown. St Lous Square and Millennium Park are two examples. Make our outdoor spaces more accessible to event organizers. It is much easier right now to put on a concert in the courtyard facing Charlotte & Water Streets at Peterborough Square than it is to put on a concert at Del Cray Park. For businesses outside of downtown, I would promote the development of local business nodes or mini malls within walking distance of residential neighbourhoods. I would like to see the council implement a re-design of our public transit systems so that shoppers can easily and dependably travel to local businesses without having to drive*

- **Entrepreneurship:** *I would encourage our next council to streamline the process of starting a new business in Peterborough. Let's make this process more time-efficient, more cost-efficient and more business-friendly*