

The City of Kingston's Strategic Plan is in its final year. Do you feel that it achieved its intended goals for this concluding term of Council?

**The 2011-2014 Council had some success achieving its targets under the Strategic Plan. Of course a few are still in progress and will be realized soon. The completion of John Counter, some Brownfield remediation and revitalization, building of new community facilities, the Mayor's Task Force on development and its implementations, new affordable housing units are a few of the successes of this past council.**

**While some projects such as the IT upgrades to city business processes and online services and the Williamsville revitalization etc are almost complete there are still a few that weren't met and will be left to the next council to accomplish.**

**Much still needs to be done to develop affordable housing in Kingston. Subsidizing rent is the not the answer to the federal and provincial downloading of these costs. We need to look at responsible and sustainable mixed developments.**

**We need to have a serious and immediate look at a third crossing. This issue cannot continually be passed to future councils. It is a large expenditure that requires co-operation with funding from all levels of government. It is possibly unpopular due to the notion that it will cause a tax increase. We will need to do an honest and thorough analysis about the full costs, including the ancillary costs of infrastructure at each end of the bridge. We can no longer afford to avoid the issue.**

**We have to come up with a comprehensive long-term strategy for our waterfront. We have a chance to really get this right and boost tourism while providing a great place to escape for all of us within our own city.**

**The list goes on.**

Please name the most important step the next City Council can do to support economic growth in Kingston.

**The city has a unique opportunity to leverage our local businesses, post-secondary and gov't institutions and provide a service to them while attracting Hi-Tech firms from around the world. We have three of the greatest post-secondary institutions in Canada and they are churning out highly skilled and motivated students who would be an asset to any company looking to set up in Kingston. We first need to invest in our Information Technology (IT) Infrastructure - and this need not be prohibitively expensive. The city could partner with the other two levels of government, private institutions and post secondary institutions that would also benefit from these upgrades. There are a few relatively achievable things we should do including: Expanding Utilities Kingston's fibre network, involving KEDCO in attracting Data Centers, add an Internet Exchange Point (IXP) to Utilities Kingston fibre network and create a fibre link to New York State on our end of Lake Ontario.**

**Our City is lucky to have so much innovation and growth on account of the aforementioned post-secondary institutions. We should be proud to have been named one of the 21 most intelligent communities in the world and if we want to keep it that way we need to foster growth in Knowledge based industries and there is no better way to prove that we are open for business and can support these industries than investing in the infrastructure they require to set up in Kingston.**

What steps can be taken to ensure that Kingston is perceived to be open for business?

**See my above response. This will show the larger business community that we are open for business. Stakeholders such as KEDCO could market these facts to targeted businesses locally and abroad. It would be my hope that these infrastructure improvements will speak for themselves.**

Do you agree with the results and recommendations found within the Mayor's Task Force on Development? What, if any changes can be made to increase the City's customer service and transparency with developers?

**As the roll-out of these new online and stream-lined services at city-hall really come to fruition we will need to measure customer satisfaction and seek advice on improvements. A simple online survey for citizens and developers would be a much more cost effective way than hiring outside consultants or commissioning any more studies.**

Do you believe that land use planning reform is necessary in Kingston? If yes, what reforms will you support?

**Yes. All planning should align with our priorities. We have an Official Plan which is meant to guide planning decisions. The current planning committee had no downtown councillors, and it showed in the way that most downtown developments were given approval without strict adherence to our own guidelines. I would recommend the next planning committee and City planning staff look to follow the OP more closely, and be willing to ask tough questions of developers. To this end, I wish to sit on the next planning committee.**

Kingston has three award-winning post-secondary institutions within its city limits, yet most of the students that are trained here, go elsewhere after graduation. What can Kingston do to help retain the bright and skilled people that receive their education here?

**Firstly, we need a stronger knowledge based economy as per my suggestions in Question # 1. Graduates will factor quality of life in deciding where to follow their chosen careers but first they need to be able to find something that applies to their training.**

**Secondly, we need to continue to maintain and improve the quality of life for Kingston residents. Our city is already a first-rate place to work, play and raise a family but there is room for improvement. I will again point to our waterfront as an incredible resource for Kingstonians and we must be careful in how we develop and steward it – and I will make the point that Development and Stewardship need not be mutually exclusive – In fact our city**

already promotes responsible sustainable development just look at current initiatives like the livable cities award. There are other "livability" improvements that are cost-effective, such as a re-design of the traffic signaling in the downtown core, enforcing speed limits more effectively, and planting appropriate shade trees in the landscaped islands in the downtown area, which is almost completely devoid of shade and greenery.

Thirdly we need to continue to promote the arts and culture side of this city. We have first-rate facilities and programming for a city our size yet the larger public is often unaware of many of these options.

Lastly, we could probably do a better job integrating students with the city while they are students. I've already seen improvements and a greater number of students attending city-wide events such as the Princess street Promenade or Chilifest – to name only two. Speaking as someone who has attended one of these award-winning post-secondary institutions and has seen much of the world before settling down in Kingston and having a family, we really have a lot to offer – maybe we need to learn how to 'toot our own horn' a little louder.