

First, I would like to thank you for the questionnaire, as it speaks to many of the concerns I'm hearing on the campaign trail. Blue Mountain, the Village Association and governments, be it lower or upper tier and including its agencies, have to be and are working towards the same end.

The BMVA questionnaire has incorporated pertinent background information, with a focus on our history, in order to address the future. The Village Association, in step with Blue Mountain Resorts, has developed a world-class brand, not overnight - I would say a great deal by design, while allowing for flexibility, in order to meet challenges and opportunities.

Supporting Tourism, Industry and the Role of the Blue Mountain Village

Supporting Tourism, Industry and Employees

a) The first initiative I would like to see is our municipality make a clear statement at the signing-in of our new council, stating that we are going to focus and prioritize pressing concerns and that any distractions from our goals and objectives will be dealt with quickly and responsibly, in order to accomplish what needs to be done. After that, the main initiatives I would support are:

- promoting and encourage social and financial inclusiveness
- housing concerns, particularly for entry- level and our senior residents
- labour concerns, both skilled and general
- safety for cyclists and pedestrians
- public transit for the working public, seniors and those who simply do not own a vehicle

All the items within the questionnaire have been compartmentalized very nicely, while recognizing the need to integrate them all into one, afterwards.

b) From the municipal side I, being part of council, will encourage and promote the need to recognize and prioritize action items within our budgetary process, and promote policy statements that speak to these pressing needs. Once these are in place, I will promote taking action with community partners. In particular, housing and labour will be very challenging and will require many people at the table. The bottom line is we need to roll up our sleeves, get in the trenches, and get at it.

Blue Mountain Village Association Effectiveness

a) The Blue Mountain Village Association, working in concert with Blue Mountain, adds value to residents, businesses and government.

b) I absolutely support the Association.

Leadership Strategy and Economic Development

Leadership

a and b) Council must work as a team. Any distraction from performing the goals and objectives that is not in our community's best interest must be resolved quickly in order that community concerns become front and center. We should not tolerate any more circus shows. I believe we currently have an economic advisory committee that I must admit I'm at a loss to its effectiveness. I'm most likely safe to say it requires deepening and strengthening. Within our community, we have business organizations with across-the-board representation and smaller and larger organizations working as islands. It might be a great exercise to, from time to time, have everyone in the same room in order to brainstorm. I, as a councillor, will promote policies and procedures that speak directly to the business community. I am from the school of thought that the best social program is a job and that only through strong financial policies can social good be efficiently provided.

Economic Development Strategy for the Future

a) As a municipality, we will need to lay a solid foundation that not only deals with the major issues laid out in this questionnaire, we will somehow need to anticipate the future and allow for future councils, public and private partners and our citizens to adapt almost instantaneously. In the near future, fifty year strategic plans most likely will become obsolete the day they are drafted, unless the plan is very flexible in nature.

I'm a firm believer that science, technology and innovation delivered by the entrepreneurial private sector will address a great deal of society's needs more quickly and efficiently than the wheels of government. Government's role will be dealing with ethics, day to day operations and the collection and implementation of good ideas. Council's role will always be to promote, excite and protect the community.

b) As for the short term, council, along with its private and public partners will need have plans in place that deal with day to day interruptions and economic strategies that are incredible flexible and deliverable in real time. We have enjoyed the benefits of low interest rates and favourable economic conditions for an unprecedented length of time. If cracks start developing in our economic system, we as a council need to entrench truly tested economic safeguards into our municipal systems to ensure continued prosperity.

Labour Market Issues

a) Labour, housing and transportation are directly tied together, plus we have to recognize that this is a North American phenomenon. Many people who work in other sectors, such as manufacturing, institutional and professional sectors, very often reside outside our municipality, due to housing costs and other basic needs. We need to encourage our educational system to promote the trades and the service sector within the curriculum and recognize and encourage the development the trades system. Push the current provincial government towards the platform promise of no taxation under a certain threshold. One thing I think a lot of us have overlooked is the realities of our demographics - we desperately need families who are NOT ready retire. I believe this is perhaps our greatest opportunity for our labour shortages - promote our life style, healthy, safe and active communities. All roads lead back to housing. I believe if we deal with the housing, we start solving a lot of our current challenges.

b) From the municipal side I, being part of council, will encourage and promote the need to recognize and prioritize action items within our budgetary process, and promote policy statements that speak to these pressing needs. Once these are in place, promote taking action with community partners.

Housing Issues

Attainable Housing

a) First let's quickly understand how we got here and try to establish possible solutions

- investigate other jurisdictions, facing similar situations
- see if existing solution-based templates exist
- if no templates exist, start building our own

We, as a council, support staff and community participants and will need to engage in meaningful conversations on housing density, breaking down the "not in my back yard" mentality and some of the social prejudices that exist about affordable housing. We need to increase both long and short term rental stock, increase density, increase partnerships and, if applicable, use the brownfields program to attract private partners.

b) How I would finance and organize have been answered in previous sections.

Short Term Accommodation

a) I am supportive of STA's, in fact I have used them myself when travelling in other areas. STA's also speak to being an inclusive community, not exclusive. My research indicates we have had forty registered complaints, which is minor compared to the economic and social benefits. The current levels of occupancy by existing STA's, by all knowledgeable indicators are just fine. STA's must be recognized as a regulated municipal ASSET, not a liability and I will support them at the council table.

b).We need to encourage those who wish to own and participate in this program. Develop policies, guidelines procedures that are not restrictive in nature and that are respectful of all stakeholders. We need to include the STA owners in the development of these policies and have regulations that are clear and not overly onerous to all parties.

Town Services and Municipal Taxes

What town services would you increase or decrease?

a) I believe our core services are being delivered in a timely and financially prudent manner.

The roads and recreation department may require some increases to meet the new demands and our landfill still has an outstanding need.

b) Increasing taxation has always been the magic bullet for a quick fix solution, but I believe it may be time for our council staff and community partners to explore innovation, repurposing, reprogramming and greater use of efficiencies to maintain municipal assets and provide social benefit in order to help reduce taxation. I hold a belief that dollars in the hand of the taxpayer very often yield a better result

Transportation

Public Transportation

a) Public transportation is also key to solving the labour and housing issues. It's just smart business. As a councillor, I would like to see public transit not only maintained but also increase its range and frequency and investigate integrating it into existing transportation systems. It may seem a little futuristic, but the autonomous vehicle could be the smoking gun in the room providing solutions to current situations for labour, transportation and, indirectly, housing. Although governments have a role to play, the role may become minor, as the private sector, with technology and innovation may provide solutions.

b) How do we pay for it? Our key economic sectors, even though they are contributing already through taxation, may see the benefit of deepening their participation - Meaford has an interesting model of merchant participation. Our municipality, and other municipalities benefiting from economic activities will be asked and encouraged to participate. This program will also be a great opportunity in which our county and provincial governments could participate

Active Transportation

a) Green Transportation - I'm very supportive of the movement of people to work and residents to go about their lives. This maybe an opportunity to upgrade the Georgian

Trail, perhaps with arteries to target areas. I know there has been talk in the past about paving the Georgian Trail, raising the question how green this action would be.

b) Pavement weighed against economic and social realities will most likely prevail. In order to organize and finance this, we would need to investigate funding at the municipal, provincial and federal levels and in solid private/public partnerships.

Road Safety

a) The main priority is to establish a safe driving zone for both cyclists and the driving public by paving road shoulders so that someone doesn't get killed. However, there are also other important safety initiatives, including pedestrian crossings, repairing pot holes, improved maintenance and more street lights. On the subject of street lighting, it might be in our best interest to promote a dark sky zone in suitable areas in order to increase the visitor experience. In more highly populated areas, lighting and safety are directly linked.

b) Some of these issues fall under both county, municipal, private and provincial jurisdictions. This greatly increases partnering and direct funding from the respective jurisdictions. Our county representatives will be encouraged by council to champion our needs. Council and municipal representatives will strengthen ties with organizations, namely the Association of Small Municipalities, in order to leverage our position with upper tier agencies and governments, while working in concert with our duly elected provincial and our federal officials.

How one would organize and finance are partially expressed above. Traditional funding procedures will apply, in addition to increased partnering and funding from the respective governmental agencies and government bodies.