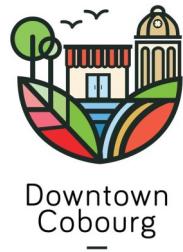




# MUNICIPAL CANDIDATE SURVEY



On behalf of our members, the Northumberland Central Chamber of Commerce and the Cobourg DBIA have compiled ten questions that reflect the specific interests and concerns of Cobourg's business community.

**1. The Community Improvement Program (CIP) has been attributed with encouraging investment in the upkeep and improvement of downtown properties.**

Would you decrease the funding? Keep the funding at the same level? Increase the funding?  
Why?

**JOHN HENDERSON** (Mayor Elect):

*The Community improvement Plan investment of \$150 00 by Cobourg Council in 2018 has resulted in six of seven applications being accepted. I am pleased that the CIP is stackable which means the applicant can apply for up to eight programs to meet their needs. This year the estimated Return on Investment for the six applications was just under one million dollars invested into our downtown core. In discussions with the new Council, I would like the \$150 000 CIP to remain in the upcoming budget. I would also like Council to consider increasing this amount if there was a major project to open up second and third stories for business-residential –commercial purposes or securing a landmark/ anchor business. By bringing people and services to our downtown this will certainly move us forward in re-vitalizing our downtown which is a critical link to our waterfront.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*I would keep the funding at the same level with roll over of unused funds going into future intakes. Over time a large project may come along and special consideration over and above may need to be considered. Keeping the current leverage of 7-1, in other words, investments by retailers and building owners 7 times the amount of the loan and/or grant program maintains a healthy investment in these historical buildings.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*Downtown Cobourg is the focal point of our community. When residents, business owners and investors are considering Cobourg, they visit the downtown to see if it is vibrant, clean and growing. From 2016 to 2018 the Community Improvement Plan (CIP) was allocated \$350,000 in funding through the budget process for loans and grants for several downtown projects. These included façade improvements, store re-design, window replacement and more recently, funding to renovate downtown second and third floors to attract residents to live here. We saw visible improvements in Ferreri Clothiers and Chessler Shoes and others, but there is much more to do. At the beginning of the new term, as chair of the budget process, I will ask the Downtown Coalition to prepare a 3-year measurement review and evaluate the success indicators of the CIP program to see if the money spent on improvements has resulted in increased sales for the program recipients, attraction of new businesses to the downtown and job growth. In anticipation of this review, I will ask Council to earmark \$150,000 of funding at the current level in the 2019 budget to be used only if the report is positive and indicates renewed growth in the Downtown.*

**NICOLE BEATTY** (Candidate for Council):

*I am in favour of municipal planning and financial tools that support revitalization goals in the downtown core. I strongly believe that an annual review of the CIP, its metrics and achieved impact is required to ensure taxpayer dollars are being maximized. At this time I would like to see funding maintained at its current level.*

**AARON BURCHAT** (Candidate for Council):

*I will continue to support the CIP with the current funding amount but as I have stated before the program is an evolving program. If we continue to see an increase in applications, or larger projects come forward, I would support an increase in funding. This was the case in the first year where I supported more projects on a case-by-case basis and increased the budget in year two.*

**ADAM BUREAU** (Candidate for Council):

*Implementation of the CIP has been a successful way to encourage vitalization and assist in preserving our heritage district while simultaneously creating more residential housing. I believe we should raise the funding for projects requiring a lot of work as I believe that this will encourage more building owners to participate in the program. Revitalizing and maintaining our heritage district will benefit all. It will increase tourism and, hopefully, encourage building owners to renovate and convert currently vacant spaces to residential units. From what I have observed to date, CIP is a program that works and I believe should be encouraged to continue. As you walk throughout the downtown streets this revitalization is quite evident. Building owners have stated that the implementation of the CIP program has been such a great assistance in helping them to improve their building investment. Pride of ownership by the building owners is evident and in turn trickles down to the businesses that rent from them. I believe that both owners and businesses believe in our downtown and are prepared to invest in its future.*

**EMILY CHORLEY** (Candidate for Council):

*The Community Improvement Program (CIP) provides grants and loans for the rehabilitation and development of buildings in Downtown Cobourg. In August, Council approved the spending of \$136,822 on six projects, the majority of which were grants for façade and building improvements on King Street. As Councillor, prior to making a funding decision on the CIP, I would recommend a public evidence-based review of the program to determine whether it is acting as a stimulus for broader investment and improvement in downtown Cobourg. I would proactively invite the input of downtown building owners, small businesses, commercial and private tenants, and Cobourg residents to assess whether the program represents a strong return-on-investment to Cobourg taxpayers. It is important that we do not allow the CIP to create an environment that incentivizes property-owners to neglect the maintenance of their buildings, only to receive a grant or loan from the Town for their repair. Rather, the CIP needs to be a tool for vitalization that is used in conjunction with the proactive enforcement of the property standards by-law.*

**BRIAN DARLING** (Candidate for Council):

*At this time I would try to keep the funding at the same level of \$150,000.00. I would like to see the program run consecutively for three years and then receive an in depth report on the outcomes of the program. The metrics are in place to evaluate the success of the program. I would be especially supportive of development of the upper floors.*

**TRAVIS HOOVER** (Candidate for Council):

*CIP's have been created in large and small communities across Ontario. They're fast becoming critical components of any community's revitalization plans. As a new Councillor, I will be sitting down with appropriate staff and my Council colleagues to review and determine the success of the current model to see (even though it is fairly new); its effectiveness, and whether it needs to be enhanced in any way.*

**MIRIAM MUTTON** (Candidate for Council):

*As public funding, CIP monies are incentives for action leading to desired results. I support the level of funding to be within a predetermined range in a budget year, and distribution based upon qualified project applications. Also, a funding program with flexibility could recognize a partnership for group projects. For example, different owners of parts of the same building complex may wish to pool resources to address a common need such as repointing of heritage brick on the exterior of the whole building. And as a publicly funded program, the CIP would require regular reporting, assessment of effectiveness and acknowledgment of achievements since an underlying mandate of the program includes benefits to the community.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*The implementation of Cobourg's Community Improvement Plan (CIP) follows section 1.7.1 (c) of the Provincial Policy Statement. It reads: 'Long-term economic prosperity should be supported by: maintaining and, where possible, enhancing the vitality and viability of downtowns and main streets;' Source: <http://www.mah.gov.on.ca/Page10679.aspx#Managing+and+Directing+Land+Use+to+Achieve+Efficient+and+Resilient+Development+and+Land+Use+Patterns>*

*Section 28 of the Planning Act allows for designation of the area defined within the CIP. Source: <https://www.ontario.ca/laws/statute/90p13#BK48> At the time of writing, the Town of Cobourg has delegated CIP application approvals in the amount of \$136,822 to private property and business owners, whilst new applications may still be considered for the remainder of the funds. Compared to 2017, roughly \$50,000 was allocated that year. It's possible that the program is gaining attention and use. Given that the entire budgeted amount for 2018 was not used up for the fiscal year and after the intake periods, one could perhaps presume either or all of the following: there still isn't enough demand for the program; not enough private residents or business owners know about the program; the defined/designated area for CIP applications may be too small. While campaigning I have heard some vitriolic statements from Cobourg residents regarding the CIP program, such as 'I would like to get the shingles replaced on my roof for free too!'. Of course, the merit of the program is obvious (albeit not to all) with Cobourg's downtown core finally being improved and dilapidated structures being repaired, updated, or beautified. The Provincial Policy Statement states that the 'viability of the downtown and main streets' should be supported. That said, since the CIP's resource ceiling isn't being met or exhausted under the current framework, it would be my opinion that the funding level should remain the same for 2019 and thereafter, and only when the program shows that the budgeted funds for future fiscal years were completely used should an increase be considered. Perhaps a portion of any remaining funds could be spent marketing the program outside of newspapers (i.e local radio, online media), and the CIP's eligibility boundaries be modestly expanded for next year. Physical, structural and aesthetic improvements within CIP's boundaries are in everyone's best interest.*

**2. Cobourg's By-Law to Establish a Purchasing Policy for the Procurement of Goods and Services (By-Law #016-2012) was passed over 6 years ago.**

Would you support a review of this Policy including the Ethics and Restrictions components, and process of enforcement?

**JOHN HENDERSON** (Mayor Elect):

*In my role of Deputy Mayor and as chair of the By-Law Review Team, the members of the committee have been working with Brent Larmer, Town Clerk to update all Town By-Laws older than five years. In this term, we have enhanced over twenty-five By-Laws and these by-laws have been approved by Cobourg Council. It is important to continue this positive trend and the Procurement Policy or Purchasing Policy which was adopted by Council on March 19, 2012 is scheduled to be reviewed in 2019. The Procurement Goods and Services Policy when amended will be placed on the Town website for public review as are all by-law amendments prior to coming to Council.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*A review of any By-Law should take place if there is concerns or ambiguity. I believe a By-Law for procurement that supports local purchasing in support of businesses that pay property taxes directly or through rental agreements can and should be incorporated into the decision process.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*The Purchasing Policy for the Procurement of Goods and Services (By-Law #016-2012) will be seven years old once the new Council is sworn in. The previous by-law was reviewed six years prior to that. I would support a review of this Policy including the Ethics and Restrictions components, and process of enforcement. Purchasing in a municipal government needs to be closely adhered to in order to prevent any abuse. This by-law should be reviewed every five years to reflect any changes in legislation and policy.*

**NICOLE BEATTY** (Candidate for Council):

*I strongly support the review of all by-laws on a regular basis and of course Cobourg's By-Law to Establish a Purchasing Policy for the Procurement of Good and Services should be among them.*

**AARON BURCHAT** (Candidate for Council):

*I support the review of all By-Laws on an on going basis through the By-law review team.*

**ADAM BUREAU** (Candidate for Council):

*Yes, I believe this by-law does need a review. One of the issues I see is that, as tax payers, we should use businesses that are located in Cobourg. We preach shop local, buy local, but I wonder why in many cases the Town does not! On many occasions I have witnessed businesses from Toronto working on projects in Cobourg, when the same project could have been offered to a local business. There are plenty of talented, skilled people and businesses in Cobourg, so why are our tax dollars going out of town? I believe that first and foremost we should support in any way we can the residents and business of Cobourg. (It is also noted that frequently the same companies get awarded contracts.)*

**EMILY CHORLEY** (Candidate for Council):

*The aim of the Town of Cobourg's Purchasing Policy is to ensure openness and fairness when procuring goods and services. All Town policies should be regularly and appropriately reviewed. For this reason, I would support a public review of this policy, proactively seeking the input of Cobourg-based businesses. We need a transparent tendering process that actively encourages competitive bids from local businesses.*

**BRIAN DARLING** (Candidate for Council):

*Absolutely, this present Council has supported review of any by-laws that are greater than five years old. I have been advised that this by-law will be reviewed in 2019.*

**TRAVIS HOOVER** (Candidate for Council):

*Absolutely. Any policy as important as this should have a review (at the minimum) since it's been over five years since it was enacted. We need to be sure that policy in question is still effective and in keeping with any applicable changes that may have occurred over the course of the past six years that would be cause for a potential update. The policy as written may be perfectly sound but a review would ensure that it is in keeping with current needs/requirements.*

**MIRIAM MUTTON** (Candidate for Council):

*By-laws, including all sections of the Purchasing Policy for Procurement of Goods and Services, would typically be part of a five year review cycle and amendments by Council may occur as needed. I also support feedback from the community, including local businesses, via a public meeting with Council. And, a meeting utilizing a town hall format rather than an open house format allows everyone to hear ideas and concerns as well as questions and answers.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*The Ethics and Restriction Components of this By-Law follow The Municipal Act and the Municipal Conflict of Interest Act and their amendments. Since the By-Law was introduced six years ago, the Town of Cobourg has implemented a 'Council Code of Conduct' (2015), and also introduced an 'Integrity Commissioner' (2016). The By-Law could be updated to include a reference to the Council Code of Conduct as part of the ethical obligations under this By-Law, and also define the role of the Integrity Commissioner with respect to disputes and grievances. Regarding enforcement, it appears that the Integrity Commissioner has the power to impose a reprimand or a three-month suspension of remuneration. And this, only if the Code of Conduct has been contravened. The only penalties specifically authorized by the legislation are a reprimand and/or suspension of remuneration of the member for up to 90 days, which may be imposed only if the integrity commissioner reports his or her opinion that the member has contravened the code of conduct. However, the penalties are not stated to be exclusive, and, while it would not appear that a council could suspend remuneration for more than 90 days, other administrative steps might be taken, such as to request an apology, or other consequences within the council's existing powers. The legislation is specific. In referring to possible duties of an integrity commissioner in conducting an "inquiry", not an "investigation", which, together with the integrity commissioner's duty to report his or her opinion to the council, are directed to characterizing the integrity commissioner's role in that regard as more of an administrative nature, rather than litigious proceedings adverse to the interest of the councillor subject to the inquiry. The integrity commissioner is not required to make recommendations to the council for penalties or other action which the council might take, but the imposition of a reprimand or a*

*three-month suspension of remuneration may be imposed only if the integrity commissioner reports that in his or her opinion the member has contravened the code.' Source: [http://www.weirfoulds.com/files/8434\\_Articles\\_2011-06-00\\_MunicipalInformationNetwork\\_GHR.pdf](http://www.weirfoulds.com/files/8434_Articles_2011-06-00_MunicipalInformationNetwork_GHR.pdf) That said, Section 223.2 (3) of the Municipal Act States: 'A by-law cannot provide that a member who contravenes a code of conduct is guilty of an offence or is required to pay an administrative penalty.' Options are limited for enforcement, but a review and potential amendment of the By-Law through the appropriate committee, council, town staff and public engagement is worthy and necessary for the aforementioned reasons.*

### **3. In 2017/18, Cobourg's Tourism Department underwent significant changes in staffing, location and management.**

Do you feel that the changes were beneficial or detrimental to local businesses?

Should Cobourg have full-time, year-round, town-staffed Visitor Information Centre?

If yes, where should it be located:

Dressler House? Cobourg Community Centre? Market Building? Victoria Hall? Other?

Why?

**JOHN HENDERSON** (Mayor Elect):

*With the Town's organizational changes in Tourism, staff were able to work with the Downtown Marketing Committee, Downtown Coalition, Communications Officer and DBIA to create Cobourg's first Market Analysis and Business Attraction Marketing Plan which was approved by Council. This plan will provide future direction and certainly resulted in positive initiatives such as our enhanced Tourism Marketing brochure throughout key centers in Ontario, Explore the Core to promote underutilized or empty downtown spaces, enhanced website where we were one of eight communities in Ontario to win a Peabody Award, using Student Ambassadors/counters to track visitor movement to list a few. With this new approach there has been more integration of staff departments with our community partners which will provide for more opportunities and growth within our community.*

*A new initiative this year was to spread marketing/tourism out to different locations to the Cobourg Community Centre, Victoria Hall, Marina ,Market Building in an effort to meet traffic patterns and to engage with the public. The new Council will require metrics as to how well this new initiative worked. At present, Cobourg is a three-season destination and I believe we need to work on the winter season to ensure that we have the need to become a full time location for staffing purposes. The DBIA has agreed to work in partnership with the Town to promote Tourism. I would like to continue this discussion with the new Council as I believe that a Tourism Information Centre needs to remain in the core of our downtown with accessibility to all users. Certainly the Market Building would be one consideration.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*I do not have sufficient information or facts to determine if the changes are effective. I do believe that tourism has many aspects, the marina, the downtown, the beach and the CCC for sports tourism. That being said POP UP locations during the applicable seasons may be the best approach.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*The changes to Cobourg's Tourism Department under Director Dean Hustwick were indeed significant. Very little was done for tourism in 2017 due to the resignation of the Tourism Coordinator. There was a presentation to Council by Marketing Consultant Bryan Mercer showcasing the projects that were implemented in 2018 including a new Visitor Guide, billboards, maps, and advertisements created to attract tourists to Cobourg. At this time there are some measurements of visitors to Cobourg during July and August, but not enough, in my opinion, to warrant the budget allocation of \$74,840 for a Tourism Coordinator position that was filled by the contract of Mr. Mercer, and a Community Development Assistant plus \$36,750 for five Summer Student Ambassadors. In addition to that, \$79,200 was allocated for the Tourism Marketing and Promotions Budget. Many businesses and the DBIA felt that they were left out of the planning process. It is too early to gage any beneficial or detrimental impact to local impact, but that should be done before the Tourism budget for 2019 is approved. There is yet another staff position, Manager of Events and Marketing that is currently being advertised for by the Town of Cobourg. In my opinion we need to see results before any new staff positions are approved to the Tourism department. Cobourg should consider a full-time, year round, town-staffed Visitor Information Centre, preferably in a downtown store-front location similar to the one in Stratford,*

*Ontario, or the lobby of Victoria Hall, using existing staff, if the new Council decides that tourism is indeed a benefit to revenue generation to Cobourg.*

**NICOLE BEATTY** (Candidate for Council):

*Tourism is integral to our local economy, which involves healthy and productive partnerships between Town staff, the DBIA and the Chamber. Whenever there are significant shifts and/or changes within any level of government or department an in-depth review is important to ensure efficiencies. I do think there is opportunity to increase the level of collaboration between the Town and local businesses. With respect to the Experience Ambassador program, I'm in favour of it operating year-round because Cobourg offers all-season experiences, events and activities. I would like to see Experience Kiosks active and operating out of Victoria Hall and the Beach Canteen during peak tourism seasons as they're prime locations that visitors and residents intuitively go to for information, direction and referrals.*

**AARON BURCHAT** (Candidate for Council):

*There are going to be changes to locations and staffing structures as the Town evolves. I believe through on going public feedback we can see what works and doesn't. I will support further input and discussions on how better town services can be provided.*

**ADAM BUREAU** (Candidate for Council):

*Moving the tourism main office to the CCC I believe was a move that was not well thought out. The majority of visitors come first into the downtown area. Visitors looking for the information are now expected to leave the downtown area and drive to the CCC and then turn around and drive back to downtown. This makes no sense whatsoever. Tourist information should be visible, convenient and easy to find. Cobourg has a lot of events and much to offer our tourists, but now people don't know how to get the information they require in order to attend these events. Should Cobourg have full-time, year-round, town-staffed Visitor Information Centre? Yes! Cobourg should have a full time, year round, town staffed Visitor Information Centre. If our goal is to bring people to Cobourg year round, with the emphasis on winter months when tourism is generally slower, there needs to be a prominent visual Visitor Information Centre or downtown ambassador all year round.*

**EMILY CHORLEY** (Candidate for Council):

*I do not believe that Cobourg needs a full-time, year-round, town-staffed Visitor Information Centre. We receive very few visitors in the winter months, and some of the town's population travel to warmer destinations at that time. Local businesses have great ideas for attracting clients during the winter months, such as a downtown film festival, and we have amazing volunteers who are willing to get involved. Town staff could coordinate and train existing community groups and volunteers to support responsible tourism during the spring, summer and autumn. Any Visitor Information Centre should be easily identifiable and accessible to their target audience. I would therefore explore re-introducing the temporary tourist kiosk outside Victoria Hall during the summer months, with a secondary Visitor Information Point at the waterfront.*

**BRIAN DARLING** (Candidate for Council):

*According to the most recent stats there has been a significant increase in restaurant, hotel and hospitality venues from the ongoing marketing. I think more information would be required to support a fulltime tourist person as we are a three season tourist destination. I have not received any information stating the changes have been detrimental in any way. A central location such as the Victoria Hall foyer worked well this year and proved it is preferred for the summer season.*

**TRAVIS HOOVER** (Candidate for Council):

*I think the changes were reflective of a need to use town resources as effectively as possible. These resources do not only include staffing resources, but town-owned infrastructure. As to full-time staffing for the VIC, I think we need to be making sure that we're always deploying our limited financial resources to the best of our abilities as Council and community. I think we would need to take several factors into account in making that determination.*

**MIRIAM MUTTON** (Candidate for Council):

*I support a year round, town staffed Visitor Centre. I would like to see it downtown at storefront level, easily identifiable and accessible. Electronic screen satellite kiosks as portals, with optional direct voice connection to a tourism staff person. These movable portals could also be located at destinations like Dressler House, the CCC and Victoria Hall. Also, at the VIA train station and lobbies of major shopping nodes around Town.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*Let's be honest - anecdotally, Cobourg is a ghost-town in the fall & winter with respect to tourism... A valuable metric to measure against tourism is hotel occupancy rates. If we compare the industry average annual occupancy rates of 64.5% (source), we see that, in Canada, 5 months of the year fall below this level. Source: <https://guidingmetrics.com/content/hotel-industrys-14-most-critical-metrics/> I don't believe a full-time, year-round staffed Visitor Information Centre would offer any ROI to the Cobourg tax payer or tourist related businesses - a seasonal one is more convincing. Most of Canada is seasonally cold for roughly half of the year and unless one is considering a full-time tourist visitor centre at well known places such as Banff or the Laurentians (that specialize in winter sports/tourism), it just doesn't seem to make practical or economical sense for Cobourg alone. Generally, warm temperatures, hours of sunshine, etc. are variables that highly influence tourism. 'Climate variables shape the seasonal variation in holiday tourism demand. Any changes in climate variables will alter the seasonal variation pattern in holiday tourism demand.' Source: <http://vuir.vu.edu.au/23288/1/s2.pdf> The four seasons tourism initiative that includes partners and neighbouring Port Hope and Northumberland County may collectively attract more regional tourists during the low peak tourist seasons - and consequently visitors to Cobourg, however, I don't believe full-time, year round staff for a visitor centre would offer any significant benefit to Cobourg. More practical and cost-effective for the off seasons would be internet and print media. LOCATION: Visitor Information Centres are almost always located along high-traffic areas, and ideally/historically, the center of a town/city is where most people would expect to find such a centre (although there are always exceptions). For this reason I would rule out the Cobourg Community Center. The Marie Dressler House no longer houses any town staff, so it wouldn't make sense to reintroduce staff there (plus it's outside of the town's central core). When researching Cobourg through any media, there's one common landmark that's always prominently displayed in results. It isn't the CCC, it isn't the Marie Dressler House, it isn't the Market Building or any other structure - it is Victoria Hall. Victoria Hall seems to be the natural and logical choice for the location of Cobourg's Visitor Information Centre. It is the epicentre of the Town's affairs, so why shouldn't it also be Cobourg's permanent hosting site for the Visitor Centre? Victoria Hall has the accessibility, the parking, the prominence, and the traffic. The Market Building would come a close second for me.*

4. **As of October 17, 2018, the Ontario Cannabis Store website will be the only legal option for purchasing recreational cannabis. The provincial government will also introduce legislation that, if passed, would open up a tightly regulated private retail model for cannabis that would launch by April 1, 2019.** Ontario municipalities will be granted a one-time opportunity to opt out of having those physical shops within their boundaries. Would you support private Cannabis stores in Cobourg, or would you vote to prohibit them?

**JOHN HENDERSON** (Mayor Elect):

*As Deputy Mayor and chair of the General Government Services, the committee has been eagerly tracking the cannabis legislation. To date, the new date appears to be April 17, 2019 to align with the Federal Government. The committee has heard about an option of an opt-out but with no supporting policy or procedures to help guide municipalities, including the Town of Cobourg. Presently FV Pharma located in Cobourg has received permission from Health Canada to produce cannabis for medical purposes. To date, our present Council is awaiting provincial regulations to help guide our decision. I expect this issue will rest with the new Council. I am prepared to make a decision once I fully understand all the information.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*I would not support taking the one time opt out option as it is non reversible. It would have to be heavily regulated by the municipality to ensure it's not located near schools, other susceptible groups and confirms to federal and provincial regulations.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*At this time I believe that there is not enough information available to municipalities to have this discussion. Once all the pros and cons are in front of Council, a public town meeting should be held with knowledgeable speakers in attendance. As with alcohol, Cobourg consumers who want to use recreational cannabis will find a way to purchase it once it becomes legal on October 17, 2018. The Town has agreed to allow FV Pharma to set up in the old Kraft building with plans to employ 150 by the end of 2018 and upwards of 1200 within five years, so medical cannabis is already here. Recreational cannabis will no doubt become part of our community as well.*

**NICOLE BEATTY** (Candidate for Council):

*There are strong examples in surrounding jurisdictions that demonstrate that a private retail model for cannabis does indeed work. However, I feel it is important to reserve my decision on this topic until the actual legislation, regulation and requirements are made. Consultation with our local law enforcements, public health officials and user groups will also be essential to informing my decision to ensure that cannabis products are kept out of the hands of the underage population. As a Councillor, it will be my responsibility to strike a balance between economic growth and community health.*

**AARON BURCHAT** (Candidate for Council):

*Being that it will be a legal substance, I would support private Cannabis stores in Cobourg. There will be government regulations set out that the stores would need to follow, so as long as the businesses function within the legal framework, I am supportive of them, and feel they can be beneficial to many members of the community.*

**ADAM BUREAU** (Candidate for Council):

*I believe that cannabis stores in Cobourg should be permitted. If it is going to be legal then I don't see a problem. That being said, I would like to have laws and policies in place for the cannabis stores in Cobourg to be routinely inspected to ensure that they are following all the rules the municipality and province mandate.*

**EMILY CHORLEY** (Candidate for Council):

*Given the existence of commercial cannabis production facilities in Cobourg, and the ability of residents to legally purchase cannabis online, I would be open to considering the establishment of private cannabis stores in Cobourg. However, at this stage I think we need a community-wide conversation about this to seek the input of local residents, businesses, health and social services, community groups, and the police and fire services on the impacts of cannabis legalization. If we collectively decide to allow cannabis to be retailed, I think the Town of Cobourg should require retailers to apply for a license (the fee would have to be carefully considered) and retail 'exclusion zones' should be established around schools.*

**BRIAN DARLING** (Candidate for Council):

*At this point we have not received adequate information on the opting out option for the selling of cannabis as of April 17th, 2019. There are several issues such as enforcement, the Ontario smoke free bylaw and staff training. It would be inappropriate to make a comment at this time until all the rules are in place.*

**TRAVIS HOOVER** (Candidate for Council):

*I don't think anyone can or should speculate on what the new legislation will look like. We need to be completely cognizant of the fact that both senior levels of government will very clearly be driving this agenda. I would not be able to make specific determinants until, as the question states, we know what that "tightly regulated retail model" actually looks like. I think anything at this point is merely speculative, and may in no way reflect what the actual provincial legislation may look like when put in to actual real-world effect.*

**MIRIAM MUTTON** (Candidate for Council):

*I would tend to support legal private cannabis stores but would defer a final decision until after a public consultation process. Banning cannabis sales within Cobourg will likely not deter illegal pop-ups which will require resources to address in any case. Better to plan to regulate locations and be organized about rules and enforcement. For example, distances from vulnerable places like schools, day cares, parks, and public facilities. The Town can also use zoning by-laws and related policies as location and operation control mechanisms.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*Cobourg's council doesn't (read shouldn't) act as the sole moral compass for what's available to its residents for a soon to be legalized recreational drug; in much the same way as alcohol is able to be purchased in Cobourg - that said, municipalities will have the ability to allow or disallow private shops. Canada was the second nation in the world to legalize cannabis consumption at the Federal/National level, and its citizens already have a high consumption rate of the recreational drug in general. The progression of its decriminalization has a long and interesting history. Cannabis procurement at the personal level will be legal, and in my opinion, the free market should decide if private stores/ dispensaries should be located in Cobourg. If users of the recreational drug can't get cannabis in Cobourg, they will gladly spend their money at a neighbouring municipality and employ someone else to dispense it. I will say this, it would be extremely odd to have one of Canada's largest cannabis production and cultivation facilities, FV Pharma, located in Cobourg, and Cobourg introduce and enforce By-Laws prohibiting the licensing of stores for its sale to local consumers. Loosely compared, it's like shipping Alberta oil overseas to get processed into gasoline and then returned into Canada for resale at a premium in Ontario. These are jobs that Cobourg needs, and FSD Pharma Inc (a subsidiary of FV Pharma) is already planning for a dispensary in Cobourg. Source: <https://www.northumberlandnews.com/news-story/8863401-update-cobourg-pot-company-plans-to-open-dispensary-after-oct-17-legalization-date/> A councillor can always voice his opinion, but it in the end, his/her vote should act in the best interests of its residents. I think it would be irresponsible of council to take advantage of the one-time opt out. What's needed is more research, public engagement, town hall meetings, surveys, and opinions of Cobourg residents to reach a consensus on whether or not private cannabis dispensaries should be allowed within the town and only then act upon the data with an impartial informed decision irrespective of their own personal opinions.*

**5. Cobourg's Economic Development Department is integral in the attraction and retention of businesses.**

What is your vision for the future of Cobourg's Economic Development Department?

Do you envision any significant changes to the department, its role or mandate?

**JOHN HENDERSON** (Mayor Elect):

*Any staff organizational changes within the Town of Cobourg, with the exception of the Chief Administrative Officer (Council's decision) is the responsibility of the CAO, Stephen Peacock. In past, Mr. Peacock has shared his vision with Council and certainly seeks our input. Ultimately, this decision rest with him as long as it is within Council's budget. The Municipal Act is quite definitive in that all operational and staffing issues fall within the CAO's role and responsibilities. In summary, I will not be able to comment on the above question, until such time Mr. Peacock brings forward his next proposed organizational review.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*My vision for the Cobourg's economic development department is have it broken down into 3 distinct areas: Manufacturing attraction and retention; Business attraction and retention; and Consumer attraction and retention. Goals and plans are needed to be established for each category and monitored regularly to ensure progress is being made on each segment. Collaboration with the CFDC, Business & Entrepreneurship Centre is critical to success. The current outsourcing of manufacturing attraction to the County of Northumberland needs to be reviewed at the appropriate time to ensure it providing good value for the expense.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*This is a great question and vital to the attraction of new businesses to Cobourg. My vision for Cobourg's Economic Development Department will include a complete restructuring of the 2-person department taking into consideration best practices from communities of populations of 20,000 - 30,000. With the current Economic Development officer set to retire in 2019, we have the opportunity to re-think where we want Cobourg to be in five years, ten years and beyond and advertise for the right individual with business attraction and marketing experience, who will bring innovative ideas to the table, be active and be measured for the results that he or she brings to Cobourg. I am very excited about the potential in the years ahead.*

**NICOLE BEATTY** (Candidate for Council):

*I believe in a community economic development model that successfully engages both the private and public sector. My vision for the future of economic development in Cobourg is one that supports social entrepreneurship investment, mentorship for young professionals and youth entrepreneurs, start-up and small business services, business expansion services, investment attraction, tourism development and destination marketing services, skilled labour force development, and downtown revitalization. Most importantly, as a Councillor, I would like to see a department that is guided by a 5 to 10 year plan with clearly stated goals and a commitment to reviewing this plan and its performance on an annual basis.*

**AARON BURCHAT** (Candidate for Council):

*Cobourg's Economic Development Department is very important part of the town and the growth of the business community. I feel this role should be something that should be constantly looked at and adapted because of the shifts in how consumers utilize our local businesses. It should be a role that supports the creation of new business but at the same time offers support to existing businesses to aid in their long term success.*

**ADAM BUREAU** (Candidate for Council):

*It is very important for Cobourg to have and maintain a strong Economic Development Department. Currently, the Department consists of one person who is in charge of a committee. Looking to the future, I would like to see a small team of professionals head up the new department and this way they can update residents and businesses about available loans and grants, and actively attract new businesses to Cobourg. In order to be a strong leader in Northumberland County we must be at the top of our game. In order to drive Cobourg forward we must attract new industry such as hi-tech companies, so that the Town can create sustainable living wage jobs, and hopefully in turn encourage the younger residents of Cobourg to remain or return to the Town to work.*

**EMILY CHORLEY** (Candidate for Council):

*My vision for Cobourg's Economic Development Department includes efforts to attract new businesses that complement and add value to existing businesses. We should be creating local supply and value chains that are synergistic and leverage each other to provide a higher quantity and quality of local goods and services. These should then be appropriately monitored and promoted. Naturally, this should be done in close consultation with local businesses. Cobourg residents possess a wealth of knowledge, skills, talent and experience. In my conversations with people, they want to contribute to the economic development of our town. There is such a diversity of economic activities in Cobourg, from daycare providers to realtors to young professionals that either work from home or commute to Toronto – my vision is for all of those perspectives to be heard and addressed by Cobourg's Economic Development Department.*

**BRIAN DARLING** (Candidate for Council):

*Recent changes in our Economic Development structure have positioned us with a Manufacturing Specialist, a Small Business Specialist and a Manager that works across both these functions. All of them working in collaboration with CFDC and NMA out of Venture 13. I believe their job descriptions should be reviewed and updated to ensure business attraction and business retention is addressed for all areas of economic development from small retail right up to large manufacturing.*

**TRAVIS HOOVER (Candidate for Council):**

*I would want an emphasis placed on job attraction rather than retention. The vast majority of all our major employers are owned either nationally or internationally. The decisions they make in regards to staffing are made with little to no input by local Councils or local economic development staff. Those decisions are made at the highest corporate levels, and outside of courtesy information we can have no real local mechanisms to change those pre-determined courses of action. I do, however, support retention efforts that focus on helping our local businesses access granting/loans they may require from senior levels of government. I'd like to see a more robust local economic development department working with all our partners at the senior levels of government: county, provincial, and federal, as well as the Northumberland Community Futures Development Corporation. I strongly believe it is only through collaborative efforts that we'll have the attraction successes that I feel Cobourg is very well positioned to access, particularly in smaller start-ups.*

**MIRIAM MUTTON (Candidate for Council):**

*Cobourg's Economic Development Department faces similar challenges as many other Ontario municipalities. The Town can focus on provision of reliable services including utilities, Town owned industrial parks, lands for development by business and opportunities for incubator trials for new business ideas. The department must think global while at the same time promote what makes Cobourg unique, features including a vibrant community as home, proximity to transportation routes and markets, stable and skilled labour, etc. I would also like to see greater focus on building upon the local food movement and the fact areas surrounding Cobourg, in Northumberland County, have some of the best agricultural lands anywhere for growing and raising food. Good partnership opportunities with the County and other area municipalities. And, additional markets are accessible by road and rail. Also, I support a department priority for resources towards local business retention and expansion in the interest of sustainable economic development and local job creation.*

**JOHNNY PERCOLIDES (Candidate for Council):**

*No Response*

**KARL VOM DORFF (Candidate for Council):**

*I believe that the Town of Cobourg's Strategic Plan will have to be looked at closely in conjunction with the Economic Development Strategic Plan to see if it meets or has met its goals and what needs to be changed. Council could delegate the Economic Development Advisory Committee to review the situation above, and based on their suggestions, deduce if the job description still falls inline with the Economic Development Strategic Plan. Besides the future recommendations of the Economic Development Advisory Committee, and when looking at the Town's administration Source: <https://www.votecobourg.ca/en/policies-and-procedures/resources/Management-Team---Corporate-2018---Sept-4.pdf> I would be inclined to add an 'assistant manager, economic marketing' under the economic development officer. I am in the opinion that economic development is so crucial to Cobourg, that it should have its own dedicated marketing manager to concentrate on its importance. There have been several revitalization plans for Cobourg's downtown for. There are some good ideas, and they have been implemented, but good ideas don't always translate into effective results. How many people will be able to view a window wrap in person in downtown Cobourg, vs. a similar message (virtual rendering) on the internet for example? How cost effective was this? I am a strong proponent of information technology and the town's websites to get a cost-effective direct message out to the world. Professionally certified translations (not Google Translate) of key websites and print media concerning economic development (i.e startherenow, cobourgtourism, etc.) into five languages (French, Spanish, Japanese, Chinese & German) could reach 2.5 billion native speakers, and the world's top economies. People are always more comfortable speaking, reading and writing in their own native language; perhaps this more professional and accurate initiative would help foreign investment into our town. Additionally, an aggressive search engine optimization (SEO) plan could be developed to attract foreign investment and tourism into Cobourg. SEO cannot be underestimated. Most companies and corporations that want to have high search engine ranking results for their keywords have monthly campaigns to keep on top because everyone else is doing the same thing. These are complicated, crucial and dedicated tasks that shouldn't concern or be delegated to the rest of the town's marketing department but could be targeted to Economic Development's own marketing department. As an example, for weeks, the link to the town's 'Inventory of Available Land and Buildings' was down. On Aug. 22nd, 2018, I emailed the town at 'econdev@cobourg.ca' to advise the department about this. There was no follow up. Several weeks later, the link was corrected, however I was upset that the department didn't have the decency to at least acknowledge the inquiry, or*

*follow it up. The taxpayer deserves better, and it looks highly unprofessional on the Town's behalf. Emails are inefficient for large corporations, because the mail often gets read but not acted upon, then drowned in a sea of other mail. I would also propose the Economic Development Department make use of a ticketing system for email inquiries. These systems (several of which are open source), assign a ticket number to emails for the sender and recipient that can be tracked and traced and adds a status to the inquiries such as 'open, waiting for client response, or closed' as well as a priority 'low, medium, high'. Automatic reminders are set out to the original sender and recipient so that the ticket isn't forgotten. Having a 'closed' status to a ticket formally recognizes that the issue has been addressed and both parties are mutually and amicably pleased with the result and that it has been resolved. Consequently, I believe the role of the Economic Development Department could be revised to add its own marketing manager, and the role of IT (as suggested) could play a more integral role making the department more efficient and reliable.*

**6. Homelessness, drug addiction and mental health issues have become increasingly prevalent in Cobourg.** Recognizing the lack of available local support for those individuals, what groups, organizations and/or government bodies would you seek to partner with, and what course of action would you propose to address this growing concern?

**JOHN HENDERSON** (Mayor Elect):

*Yes, these important issues rest with the Federal, Provincial and Municipal level, including the Town of Cobourg (lower tier) and Northumberland County (upper tier). The Federal-Provincial level can certainly assist with their Homelessness Strategy and Affordable Housing Canada-Ontario wide initiatives, including access to grants and loans over a guaranteed period of time. If a one-third Municipal partnership can be finalized with our Federal-Provincial agencies, then the Town of Cobourg/Northumberland County can start to create an Affordable Housing Strategy and implementation Plan to address local needs. There is a saying. "That it takes a village to raise a child." Yes, The Town of Cobourg would need to align itself with numerous partners, including Greenwood Coalition, Northumberland Hills Hospital, Hospice, Health Service agencies, Habitat for Humanity, Northumberland Social Service Department, Mental Health agencies, Transition House, Salvation Army, food bank, Emergency-Police-Fire Services and Trinity Housing Co=Operative to name a few. More importantly, the new Council would need to re-examine their budget on how to best to allocate their resources to meet this ever growing need. It will cause the new Council to work with staff and the various departments, including Planning and Development on how best to amend our policies and procedures so that we can collectively move forward.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*Our primary collaboration needs to be with the County of Northumberland who is responsible for these issues. We also need to reach out to nonprofits, provincial and federal levels of government to ensure the Town of Cobourg obtains all the support it requires particularly in light of the \$40 Billion the federal gov't has committed to spend in the near future to assist with the affordable housing issue.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*Homelessness, drug addiction and mental health issues are indeed increasing here and may always be part of our community. Working with the Cobourg Police, Northumberland County Social Services and other community partners will keep Council and the public informed and up to date on these issues. Workshops and community meetings need to be held often with those experiencing these problems and with the social agencies with the expertise to educate and help. Working with other communities and sharing ideas and problem solving should be a regular part of the discussion to ensure these issues are dealt with in a positive way.*

**NICOLE BEATTY** (Candidate for Council):

*Month over month we are seeing an increasing number of transient individuals and local residents on the streets. Homelessness is not a hidden issue – it does unfortunately exist in our community. As Councillor, it will be an immediate priority of mine to initiate a framework and terms of reference for a Social Planning/Community Development Advisory Council to ensure issues such as affordable housing, homelessness, mental health, drug addiction and food security are included in Cobourg's Strategic Plan. This includes identifying and coordinating planning, partnerships, and direct service delivery that care for our most vulnerable citizens and promotes a safe community. I believe it is Council's*

*responsibility to work hand-in-hand with Northumberland County Community and Social Services to mobilize action to develop a realistic response to support people experiencing mental health, addiction and housing issues. We, as a municipality, need to promote and support service providers, community services and volunteer groups who work tirelessly around the clock to help those in need. We need to play an active role in connecting our police officers with local social and health services. We need to have a system in place for transporting people in crisis to the appropriate place of care – anytime, anywhere. This means facilitating funding for street-level community outreach with an emphasis on the downtown core, investing in system navigation and 24/7 emergency transportation, infrastructure and space, and exploring other municipal models where either a social policy officer or community outreach coordinator is on its staff roster. It means a municipal-wide approach where access to coordinated wrap-around health and social care is readily available for those at-risk of being without shelter or basic needs. Homelessness, mental health and addiction is not a 9 to 5 issue, which is why better provision for people in crisis on a 24/7 basis needs to be at the forefront of all that we do to ensure the social well being and safety of people living in our community.*

**AARON BURCHAT** (Candidate for Council):

*There has to be an open dialogue between the County along with both the MPP and MP. We can't lose sight of these issues and we should provide support when and where we can. There needs to be more promotion of local organizations that can help and that provide resources.*

**ADAM BUREAU** (Candidate for Council):

*I agree that there are an increasing number of homeless people on the streets of Cobourg. Transition House will be reopening this Fall but I don't believe this to be our only answer. In general, people believe this to be a County or Provincial issue and that the Municipality level of government can't help. I disagree and believe it should start with the municipality. I would like to form a committee involving all levels of government as well as the Cobourg Police and take this issue on. If we all work together I truly believe that we can make a difference. Mental health issues account for a major part of the homelessness issue. The Cobourg Police have a trained mental health officer who gets dispatched to mental health calls, which is a great start but one that needs to be improved upon. The issue of drug addiction in Cobourg is also a major issue. I believe a drug addiction specialist and medical personnel should be readily available for those who need immediate help or require help with recovery from their addictions.*

**EMILY CHORLEY** (Candidate for Council):

*As Councillor, I would work with the County of Northumberland, the Northumberland Affordable Housing Committee, Cornerstone Family Violence Prevention Centre, Northumberland Community Counselling Centre, staff at Transition House (when it reopens), the Mental Health Engagement and Response Team (a recently-launched initiative between Cobourg Police Service, Northumberland Hills Hospital, and the OPP), and members of the public to tackle homelessness, drug addiction and mental health issues in our community. This requires a collaborative and empathetic approach. To help address homelessness and affordable housing, I propose establishing a Housing Task Force made up of key staff, community groups, and expert local residents. A Housing Task Force could advocate for Cobourg at the County level, and work with Northumberland County staff to develop a joint strategic plan. A Housing Task Force could also organize information sessions to advise Cobourg homeowners on how to create legal second suites within their existing homes. If financing is an impediment to the development of such units, Council should consider establishing 'second suite loans' offered by the Town of Cobourg. This would help increase the supply of much-needed affordable housing units, while responsibly managing intensification in compliance with existing zoning rules. Furthermore, in the new term of Council, the Town of Cobourg will conduct a comprehensive zoning review of all properties. This is an opportunity to identify vacant or commercial sites that could be re-zoned to encourage their redevelopment into mixed housing that includes affordable and low-income units. I would explore ways to incentivize developers to undertake these projects, such as through deferred development charges.*

**BRIAN DARLING** (Candidate for Council):

*I would try to work with all levels of government and advocate to set up a Social Planning Council for this area. This is an issue that falls on all levels of government. It is paramount that we work with Northumberland County because they are responsible for social services and housing in our area and receive provincial funding for it. We will need partnerships with the health department, the police department and mental health workers, as well as many others.*

**TRAVIS HOOVER** (Candidate for Council):

*We need to be working with all applicable partners, particularly in the area of rent/geared-to income for our low-income senior populace. I think my provincial background makes me very uniquely qualified to help access the funding we need to make this vital community need a reality. Homelessness, drug addiction, and mental health are issues that need to be tackled by the three senior levels of government. Cobourg and its Council and staff frankly do not have the expertise or financial resources to tackle some of the biggest social problems facing the country today. We can however endorse and partner with compelling programs and projects that may be offered again by the senior levels of government (and applicable not-for-profit agencies working locally in the community trying to tackle some of the most complex social problems we face). I think small pilot projects such as the collaborations between the Cobourg Police and the Northumberland Hills Hospital around mental health are exactly the type of smaller community-driven projects the Town of Cobourg can endorse.*

**MIRIAM MUTTON** (Candidate for Council):

*It takes a community to raise a child. Similarly, a community which cares for its citizens also demonstrates ability to respond to changing community needs. A municipality can address equitable access by its citizens to services provided by the municipality. And, I as a member of Council would encourage my colleagues on Council to be open to collaboration with local organizations and other levels of government in matters within the jurisdiction of the Town. For example, by-laws supporting safe, secure and affordable places for people - including vulnerable members of society - to live.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*HOMELESSNESS - The question groups homelessness, drug addiction and mental health together indirectly; and rightly so - there are countless scholarly studies and articles that show a strong link between two or more of the three. As a young boy growing up in Cobourg, I remember a homeless man in town. He was the nicest man, always cordial, and I often gave him my spare change. Later in my late teens, I was distraught to learn that he had broken into a pick-up truck on King Street to find shelter from a winter storm and passed away in the truck unfortunately. Up until this summer, I have not seen such an extreme level of homeless individuals living in Cobourg. On King Street and in the Rotary Waterfront Park, there were several sleeping there with blankets and using the fountain to bathe... I have read about affordable and social housing for months, and am honestly still perplexed by its complexity. What's clear, is that most large social housing developments in Ontario were built from the 60s to 90s and funding was cut. What's clear is that Cobourg has a vacancy rate of <0.5%. 'THE TRUE MEASURE OF ANY SOCIETY CAN BE FOUND IN HOW IT TREATS ITS MOST VULNERABLE MEMBERS' I believe the three issues are of paramount importance to the Town of Cobourg and should be a priority. I have personally seen people I know die of drug overdoses, and others that are homeless. To address homelessness, I believe we have to review and address the 10 Year Housing and Homelessness Plan and 20k Homes Project. There were close to two dozen local (county) community based organizations that banded together to help develop these projects (some not local): • Alderville First Nation • Central East Community Care Access Centre • Cobourg Police • Community Care Northumberland • Cornerstone Family Violence Prevention Centre • FourCAST • Greenwood Coalition • Habitat for Humanity Ontario • HKPR District Health Unit • Northumberland County Community and Social Services • Northumberland County Housing Department • Northumberland County Council (Alnwick-Haldimand) • Northumberland County OPP • Northumberland Hills Hospital Community Mental Health Services • Northumberland United Way • Port Hope Northumberland Community Health Centre • St Andrew's Presbyterian Church • The Help Centre • Transition House • Campbellford Memorial Hospital • Hastings Non-Profit Housing • Northumberland County Food For All • Trinity United Church Source: [http://www.northumberlandcounty.ca/en/departments\\_communitysocialservices/resources/housing-homelessness/20K-Homes-Final-Report---Executive-Summary---electronic-version.pdf](http://www.northumberlandcounty.ca/en/departments_communitysocialservices/resources/housing-homelessness/20K-Homes-Final-Report---Executive-Summary---electronic-version.pdf)*

*Key priorities for the 2018 20k Homes Project are:* • Homelessness enumeration, • Continued development of a by-name list and coordinated entry, • Housing first programs and homelessness diversion, • Renewed emergency sheltering strategy, • Development of an Affordable Housing Strategy for Northumberland County and member municipalities, • Implementation of an eviction prevention model of social housing, • Initiate portfolio planning for both the Northumberland County Housing Corporation and non-profit housing providers, • Initiate revision of 10-year housing and homelessness plan Source: [http://www.northumberlandcounty.ca/en/departments\\_communitysocialservices/resources/housing-homelessness/20K-Homes-Final-Report---Executive-Summary---electronic-version.pdf](http://www.northumberlandcounty.ca/en/departments_communitysocialservices/resources/housing-homelessness/20K-Homes-Final-Report---Executive-Summary---electronic-version.pdf)

*homelessness/2017-HH-Annual-Report\_standard\_final\_06-27-2018.pdf To me, the development of an Affordable Housing Strategy is what's sorely needed for the Town of Cobourg based on these priorities, and if elected, is something I would look forward to developing with the partners above. Also at the municipal level, the Town of Cobourg has come up with methods to ease the housing shortage, such as inclusionary zoning to allow for coach houses for example. We must get creative and perhaps look elsewhere for ideas to address housing shortages, such as in European cities. In many cities and towns there, developers of new multi-unit residential dwellings are only issued a building permit if a certain percentage of the units are social housing units. The town has addressed some of these issues, and these and other municipality planning objectives are clearly outlined in Northumberland Housing and Homelessness Plan 2014-2023:*

*• Area Municipal Official Plans and zoning by-laws should be updated to permit the creation of second units in homes in municipally-serviced areas. This will help create needed rental housing and also assist some homeowners with their own housing costs.* • *Area municipalities should strengthen their Official Plans to include clear requirements for new residential developments to include affordable housing units. Definitions of affordable housing should be consistent with the Provincial Policy Statement under the Planning Act.* • *Area Municipalities should inform builders/developers of approaches to meeting the requirement for affordable housing in their development plans/plans of subdivision upon the initial meetings between municipal officials and the builders/developers.* • *The new Northumberland County Official Plan should include provisions recognizing the importance of affordable housing, encouraging and supporting affordable housing, and setting targets for affordable housing* Source: [http://www.northumberlandcounty.ca/en/departments\\_communitysocialservices/resources/housing-homelessness/Northumberland-Housing-Homelessness-Plan2013.pdf](http://www.northumberlandcounty.ca/en/departments_communitysocialservices/resources/housing-homelessness/Northumberland-Housing-Homelessness-Plan2013.pdf) *The truth of the matter is that there is no magic bullet that's going to fix affordable and social housing in the Town of Cobourg. It's a highly complex issue that will involve many different solutions and the collaboration of local community organizations, the town, county and council, to reduce homelessness in Cobourg. Be it home sharing, 20k homes, more shelters, inclusionary zoning, etc. It's why we need a comprehensive affordable housing plan for Cobourg.* DRUG ADDICTION AND MENTAL HEALTH - Peterborough was one of the first cities in Ontario to have a public naloxone kit available. Since then, the government of Ontario has recognized the Opioid crisis, and is investing \$222 million to battle addiction. Besides police services, there are now at least 10 places in Cobourg that have a naloxone kit. Source: <https://www.ontario.ca/page/where-get-free-naloxone-kit> Again, the county shoulders a lot of responsibility for drug addiction and mental health, but what can we do in Cobourg to help? Advocacy such as getting Naloxone kits into as many locations as possible is a great step. I think we need to engage the county, and also provide information about the various county services on the Town of Cobourg website. Peterborough has an initiative called the Peterborough Drug Strategy which helps people find relevant information including users in the community and professionals. Their strategy works on four principles: 'prevention, harm reduction, treatment, and enforcement.' Source: <http://peterboroughdrugstrategy.com/get-to-know-us/about/> I believe Cobourg needs to discuss the preventative options for drug use such as temporary or permanent overdose prevention sites to save lives.

**7. A vibrant downtown is important to our community, and there are a number of incentives that encourage vitalization of the historic business district.** Recognizing that all businesses are important to the local economy and not every business is suited to a downtown location, would you consider offering those incentives to businesses located outside the downtown core, or creating a separate suite of incentives to put those outlying businesses on an even footing? Why or why not?

**JOHN HENDERSON (Mayor Elect):**

*To date, Cobourg Council has not extended incentives beyond the downtown core. I agree that successful businesses add to the overall success of our community. This is often seen when the Northumberland Central Chamber of Commerce recognizes businesses as part of their annual Business Achievement Awards. With the new Council, I'd be open to discussing possible options or exploring other exemplar municipalities, especially if it resulted in an enhanced service delivery model and employment outcomes. This initiative would need to be part of a public engagement process and would need to align with the allocated budget set by Council.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*The primary focus of maintaining and improving the historic business district is to preserve and enhance what we already have. Other communities have lost their Historic downtown due to “demolition thru neglect”. There are a number of other institutions and programs such as the CFDC, Business & Entrepreneurship Centre and Business Development Bank of Canada that can help all business in the Town of Cobourg.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*Many local businesses, both in the Downtown BIA and throughout Cobourg, feel that town staff members are not listening and are often making it very difficult to open a business. During the recent ‘Explore the Core’ downtown we heard that much has been done to make it easy to open a business here. We then toured the empty storefronts that were available for sale or lease. This was a good beginning as the ‘Start Here Campaign’. We need to be mindful of who is coming into these available spaces now and in the future. These will include: entrepreneurs, small business owners and self-employed home businesses that are ready to expand and grow. As part of my vision for 2018-2022, I am proposing an Open For Business Resource that will be a major part of the newly re-organized Economic Development Department. We will work with all the partners and resources available to ensure that business ideas become a reality both in the Downtown and throughout Cobourg. I am a strong advocate of a vibrant downtown for Cobourg, but not at the expense of other businesses here. Cobourg, like other municipalities, is very limited with the amount of incentives that we can offer to businesses. As discussed at the recent round table with MPP David Piccini at Venture 13, we need to lobby the provincial government to make it easier to make a living in our small businesses and that the province not get in the way with endless regulations and paperwork. We understand that here in Cobourg certain planning and by-law regulations are necessary to achieve code, but we will work with these departments to not over regulate and work with businesses, not against them.*

**NICOLE BEATTY** (Candidate for Council):

*Every prosperous community has a vibrant and competitive core and we need to continue to realize the vitalization efforts that are ongoing in Downtown Cobourg. This must remain a business development priority for our community. With that said, and based on my professional background in resource development, I believe that Council can play a more active role in supporting outlying businesses by leveraging economic development funding available through federal and provincial government programs and partnerships.*

**AARON BURCHAT** (Candidate for Council):

*As someone who does work for businesses as well as a business owner I know the struggles that face local businesses. I would welcome input from the business community on resources that could potentially help sustain the existing and new businesses.*

**ADAM BUREAU** (Candidate for Council):

*A vibrant downtown is very important. It is the business hub of Cobourg. I would not let outside businesses use the current CIP program. I would rather set up a new program for outside businesses. The businesses in the outlying areas of Cobourg are generally in relatively newer buildings and do not require the same amount of upkeep and repair as the downtown buildings*

**EMILY CHORLEY** (Candidate for Council):

*I would not be inclined to extend vitalization incentives such as the Community Improvement Program to businesses outside the downtown core. These businesses typically benefit from free on-site parking, which helps to ‘level the playing field’ relative to downtown businesses with metered parking. Extending incentives would also nullify efforts to create a vibrant downtown hub for our community. Instead, I would explore the lessons learned from other towns that have successfully re-vitalized their downtown cores, such as Warkworth or Port Hope. A thriving business community should be fostered through collaboration, the creativity of the community, and with the support of a Council that encourages Cobourg residents to ‘shop local’.*

**BRIAN DARLING** (Candidate for Council):

*No, at this time I would not be able to support more incentives beyond those out there now. The feedback I receive is against incentives as the taxes are already too high. It has been proven, prosperous communities have a thriving downtown core and this is where our focus should be.*

**TRAVIS HOOVER** (Candidate for Council):

*I would definitely be open to beneficial ideas/concepts that benefit any current business or any businesses that may want to locate to Cobourg. I think it's incumbent on all councillors to be open to any plans/ideas that benefit our business community, which in turn benefits employment opportunities (which in turn, of course, benefits the entire community). We live in a hyper-competitive business environment. Our local businesses both large and small have to survive in an economy driven by global pressures, trade issues, and other forces that put unrelenting pressure on their bottom lines. As a Council, we need to be ever-vigilant in recognizing these issues and trying to be supportive, particularly when presented with ideas/concepts that would create opportunities rather than detriments to our local economic drivers.*

**MIRIAM MUTTON** (Candidate for Council):

*A vibrant downtown means there are people in the street, people going about their everyday lives including shopping, going for a meal, attending events, running errands, etc. With regard to incentives from a municipality, the Town, DBIA and other business organizations could lead a plan for connectivity. For example, consistent signage and travel routes between downtown and other business node areas. Include cars and alternatives in active transportation links like bicycles paths/lanes, bus routes and sidewalks with attractive street places and benches along the way. Also, downtown Cobourg is a prime example of substantially intact heritage 'infrastructure' of significant value to the collective story of our community. It is not the business but the infrastructure which qualifies for incentives using public money. Also, the Ontario Municipal Act includes restrictions on certain incentives and information may require clarity.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*"Heritage conservation is, in fact, a form of community economic development" Source: [http://www.mtc.gov.on.ca/en/publications/Strength\\_Heritage.pdf](http://www.mtc.gov.on.ca/en/publications/Strength_Heritage.pdf) Cobourg's has four heritage conservation districts designated under the Ontario Heritage Act. They define Cobourg through their rich history and architecture. Part of setting up or maintaining a business within the historic heritage districts are stringent policies and guidelines for managing change and new development (i.e alterations, new construction, etc.) and compliance with the Ontario Heritage Act. For this reason, one must acknowledge that changes/alterations or new development within the historic districts must comply with regulations that aren't imposed on businesses that are outside of the district's boundaries. Secondly, these restrictive policies and guidelines are far more expensive to implement. Cobourg developed a financial incentives guide for businesses within the heritage district to ease the burden in response. It can be found here: <https://www.cobourg.ca/en/resources/Devanne/2017-Financial-Incentives-Guide-and-Form.pdf> I think it's obvious from a tourist's perspective, they aren't coming to Cobourg to see Walmart or Home Depot, rather what it is that makes Cobourg so unique. "Architectural renewal hooks tourist dollars, revives tired main streets, creates jobs, increases property values and promotes sustainability" Source: <https://www.therecord.com/news-story/7000282-project-breathes-new-life-into-old-new-hamburg-hotel/> While Walmart and Home Depot may create jobs, it's the center of town, the jewel of Cobourg, that catches one's imagination and interest and draws people in. In terms of whether or not the Town of Cobourg should offer incentives for businesses outside these boundaries, it's a valid argument and I have heard resentment from outlying businesses in comparison. It's my understanding however, that the incentives offered to businesses are meant to ease the burden of expensive policies and guidelines when altering, renovating, or developing new construction within the historic district. In that respect, the 'even footing' wasn't even in the first place. To summarize, and within context, I don't think the heritage conservation district incentives can be compared with outlying businesses and financial incentives for their development or upkeep. I do believe it's worthwhile to discuss an alternative set of incentives that could benefit outlying businesses. One has to remember that part of CIP was funded through the AMO's Main Street Revitalization Initiative though. Where would the money come from to finance such a program? Cobourg has a long list of expensive projects on the horizon, and I see this as a low priority because there are many other incentives and grants available (both municipally and provincially) to small businesses that don't fall within the heritage district's boundaries/criteria.*

**8. The mortgage on the Northam Industrial Park has been paid off and the town will be realizing significant revenue from that holding.** Assuming that money will be reinvested for the betterment of the town, how would you prioritize these projects:

- |  |   |
|--|---|
| <input type="checkbox"/> Build Reserves                          | <input type="checkbox"/> Community Waterfront District        |
| <input type="checkbox"/> Infrastructure (maintenance & upgrades) | <input type="checkbox"/> Multi-Level Parking on Covert Street |
| <input type="checkbox"/> Tannery District                        | <input type="checkbox"/> Victoria Square                      |
| <input type="checkbox"/> Other (Please Specify)                  |   |

	Reserves	Waterfront	Infrastructure	Parking	Tannery	Vic. Square	Other
John Henderson	2	4	3	5	6	7	1 (See Below)
Randy Curtis	-	-	-	-	-	-	(See Below)
Suzanne Séguin	3	1	2	4	6	7	5 (See Below)
Nicole Beatty	-	-	-	-	-	-	(See Below)
Aaron Burchat	7	3	1	4	5	6	2 (See Below)
Adam Bureau	6	4	2	3	7	5	1 (See Below)
Emily Chorley	-	-	-	-	-	-	(See Below)
Brian Darling	1	4	3	5	6	7	2 (See Below)
Travis Hoover	-	-	-	-	-	-	(See Below)
Miriam Mutton	-	-	-	-	-	-	(See Below)
Johnny Percolides	0	0	0	0	0	0	0
Karl Vom Dorff	2	3	1	4	5	6	(See Below)

**JOHN HENDERSON (Mayor Elect):**

#1 - *Northam Industrial Park. Currently this Council is awaiting the Asset Management Plan for the Northam Industrial Park. It is critical that this site be maintained to a high level of service and allow for additional economic expansion with the future extension of Kerr Street from Division Street to D'Arcy Street to be discussed as part of the 2019 budget process. This aligns with the provincial model for 2019-2022.*

**RANDY CURTIS (Candidate for Deputy Mayor):**

*It's difficult to answer this question without knowing the cost of the projects and the amount of the Northam Industrial Park annual reserve given the mortgage has been paid. I support applying all projects to a review process utilizing "Asset Management tools" which I understand is being worked on by the Finance department. This will help clarify the benefit and financial viability of each project, taking into account both hard and soft dollars so priorities can be given to the items that generate the greatest return to the Town of Cobourg.*

**SUZANNE SEGUIN(Candidate for Deputy Mayor):**

*5. Affordable Housing units*

**NICOLE BEATTY (Candidate for Council):**

*There is significant opportunity for the Town to have revenue to reinvest into the betterment of the town, which must be inclusive of its social, cultural, environmental and economical fabric. I don't think it is fair to prioritize the above list because they are all linked to real-time needs and concerns of our residents, which is why, as Councillor, I would want to engage the public in this discussion. With that said, in my day-to-day interactions with local residents from diverse backgrounds I'm hearing a continuous complaint of high taxes within the Town of Cobourg. I would be interested in exploring the possibility of allocating some of this revenue to reduce the tax burden on the people of Cobourg while also funding the various projects that the taxpayers themselves feel are most important.*

**AARON BURCHAT** (Candidate for Council):

*2. Affordable Housing*

**ADAM BUREAU** (Candidate for Council):

- 1. I would keep half of the revenue from the holding for maintenance, repairs and up keep of the Northam Industrial Park. That way it sustains itself and won't become a burden on the tax payer.*
- 2. Infrastructure (Maintenance and Upgrades) - Our infrastructure, transportation, communication, sewage, water and electric systems are all high cost investments and are vital to our Towns economic development and prosperity and must be kept updated. The funds could be ear marked for maintenance and upkeep.*
- 3. Parking - A major problem in downtown Cobourg is parking or lack of it, especially during the summer months. I suggest that the funds be used towards building a multi story car park on either Second Street or Covert Street.*
- 4. Community Waterfront District - The study done on the waterfront district confirms that there are many issues that need to be addressed and attended to. Maintenance of the harbour and the pier and its infrastructure all require immediate attention and funds should be set aside to help with this.*
- 5. Victoria Square - Cobourg's signature Canada 150 project, the conversion and upgrade of the parking lot behind Victoria Hall into a Civic Square will also require a lot more funding and these funds could be reinvested for this project.*
- 6. Reserves - The money could also be allocated to the reserve fund. It is important that the Town have reserves for unforeseen costs or emergencies. It is important that the town has reserves and remain fiscally responsible any major event that may occur.*
- 7. Tannery District -The Sustainable Neighbourhood Master Plan for the Tannery District will be an expensive venture. I suggest that a reserve fund be created so we may begin to plan, start and execute this project.*

**EMILY CHORLEY** (Candidate for Council):

*As part of the annual budget cycle, I would prioritize essential projects (such as the repair of the East Pier) using a transparent process in close consultation with the public. Once decided upon, these projects would be allocated funding from available Town revenue, including from Northam. I would also explore the feasibility of an expanded sidewalk snow-clearing service, so that older or less-able residents do not risk their health during winter months.*

**BRIAN DARLING** (Candidate for Council):

*#2 - An Asset Management plan for Northam Industrial Park to insure the maintenance and enhancement of economic development. While paying off the mortgage, the infrastructure in Northam Industrial Park has not been maintained at the same level as the rest of the town and in order to retain all the tenants we need to invest in the Northam Park infrastructure through an Asset Management Plan.*

**TRAVIS HOOVER** (Candidate for Council):

*Obviously it's about balance. We should have a clear approach to how these funds are re-invested in the community. For me, I would prioritize new economic opportunities for the town as priority one. I would like to see a portion of these funds used for appropriate attraction strategies for new businesses. There are many excellent uses for these funds going forward, and the question outlines many. Again, for me priority would be given for the funding to be used to create more economic opportunity for Cobourg.*

**MIRIAM MUTTON** (Candidate for Council):

*A disclosure, I was a member of the design team and committee which created plans for Victoria Square. Of course, I would like to see Victoria Square completed! And, I live in the Tannery District. Of course, I would like to see the progressive project for a sustainable neighbourhood realized! The short list identified in the DBIA survey contains all worthy projects. Prioritizing the projects should involve public consultation and a short presentation of each project proposal complete with cost and expected benefits. In particular, how the project leverages value of related community assets, projects both public (e.g. Town/DBIA sponsored events) and private (e.g. improvements by owners to their buildings or businesses).*

**KARL VOM DORFF** (Candidate for Council):

*The above is how I would prioritize revenue from Northam Industrial Park. 1 being top priority, and 6 least.*

*My substantiation is as follows.*

1. *Infrastructure includes much needed maintenance and upgrades that the town's residents and businesses depend on. Without working infrastructure, the town grinds to a halt. Roads, sewers, public buildings, etc. only last so long. Included under infrastructure, are natural disasters and repairs needed as a result. With the unpredictable weather happening more frequently, the Town of Cobourg has to be prepared for such occurrences as flooding and damage; i.e Monk's Cove.*
2. *Reserves are crucial when money that was budgeted falls short. In conjunction with number one above, the town has to be prepared and have substantial reserves - the more the better. It's the town's insurance policy so to speak. Extra funds may also be considered to be allocated to the contingency fund.*
3. *The Community Waterfront District, and the master plan associated with it, sets out a number of projects, and envisions how the district will look in the next two decades. The plan is malleable and not set in stone. For this reason, and given the length of time given/predicted to implement the master plan for the area, it ranks low on my scale of prioritizations. It's will be beautiful, nice to have, generate more revenue, and bring more tourists into Cobourg. Cobourg's Waterfront District Plan engaged the public more than any project in Cobourg's history - it's what Cobourg wants and why it ranks higher in priority.*
4. *The Tannery District will be a mixed-used environment focused on sustainability, low environmental impact, low residential density and the encouragement of non-commercial uses. Although the area within the district has been defined, the Town of Cobourg actually only owns a small portion, while the rest falls into private hands. It is my opinion, that for these reasons, I believe that it will take a very long time to realize the Tannery District Plan. \*Note, in order to realize the Tannery District, completely new infrastructure will also be needed before anything can be done. I consider infrastructure for the Tannery District as part of my number one priority, but as with the Waterfront District, it will take a long time to realize. Source: <https://www.cobourg.ca/en/resources/BLDG-Attachments/Cobourg-Tannery-Background-Report-FINAL---Full-Mar-26-2018.pdf>*
5. *Multi-Level Parking needs further investigation. It would be an expensive undertaking (see below) where studies have found that the Town of Cobourg already has sufficient parking capacity: 'The Downtown Cobourg Parking Study (2014) found that nearly 2,238 off-street and on-street parking spaces serve the Downtown. This includes approximately 418 on-street and 755 public off street parking, and 1,065 parking spaces on privately owned land. The Study further concluded that the overall parking supply was sufficient to meet demands.' Source: <https://www.cobourg.ca/en/business-and-development/resources/Documents/COBOURG-DOWNTOWN-MASTER-PLAN-FINAL-FEB2016lq.pdf> Interestingly, the slightly newer Waterfront Plan lists two projects that account for \$13 million (half of the plan's cost) - one a new community waterfront building, the other a downtown parking structure. Source: <https://www.cobourg.ca/en/recreation-and-culture/resources/Staff-Report---Director-of-Recreation-and-Culture-RE--Waterfront-User-Needs-Assessment-and-Detailed-Design-Plan.pdf> I find the data contradictory. What has changed in four years? As far as I know the parking lot across from Canada Post on Queen St. was sold to a developer, however with the condition of more parking space construction in an underground garage. Besides the town owned parking lots, the ones on Second Street & Albert Street are leased. Should these be developed, it would seem Cobourg would have a parking problem, therefore, a multi-level parking structure on Covert Street makes perfect sense. Is it a priority? I believe it could be a priority if the lease on the parking lots at Second Street or Albert Street weren't renewed or sold and developed - until then, it's not.*
6. *The Victoria Market Square included in the Master Plan for Cobourg will be nice to have and will complement Victoria Hall wonderfully eventually. 'The Plan identifies Victoria Hall as the heart of Cobourg and Victoria Square as the key gateway to the Waterfront and harbour and a significant factor in downtown revitalization.'*  
Source: [https://cobourg.civicweb.net/document/67462/DRAFT\\_COBOURG\\_DOWNTOWN\\_MASTER\\_PLAN\\_hq.compressed.pdf?handle=FF66B751146D46D8A90BD8CB21CAB780](https://cobourg.civicweb.net/document/67462/DRAFT_COBOURG_DOWNTOWN_MASTER_PLAN_hq.compressed.pdf?handle=FF66B751146D46D8A90BD8CB21CAB780) However, the Rotary Waterfront Park has acted as a surrogate for many of the previous functions that were located at the Victoria Market Square. Most residents I have spoken with prefer the Farmer's Market and entertainment where it currently is. For these reasons, it ranks low in priority to me.

9. **Christmas Magic in Cobourg has been a tradition for nearly 20 years, and in that time has attracted tens of thousands of visitors to Victoria Park and more recently the harbour and Rotary Waterfront Park.** Recognizing the focus on downtown vitalization and the importance of supporting businesses in the core, do you think it would be viable to move Christmas Magic onto King Street, and thereby bring those visitors into the business district and facilitate a more direct link between the seasonal attraction and local shopping and entertainment?

**JOHN HENDERSON** (Mayor Elect):

*Working with the Christmas Magic Committee (a wonderful group of committed volunteers), DBIA Board, and Town Staff, I would like to gain their insights. Yes, exploring the use of King Street –Second Street-Rotary Waterfront Park linkage would be ideal. With that being said, I know that King Street beyond Division Street could not be closed as it is under the Ministry of Transportation as a defined Emergency Access Route. All options are possible through dialogue as this Council has been very supportive of initiatives put forward by the Christmas magic Committee. This Council looks forward to the enhanced, exterior lighting that will be in place for Armistice celebrations as well as Christmas Magic.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*I'm not sure it can be moved entirely but perhaps expanded to encompass more of the downtown business community, there needs to be a collaborative effort by all stakeholders to maximize the impact of the event.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*This idea is certainly worth considering. Christmas Magic is very special to Cobourg. Before we make a change like this we need to consult with the businesses downtown, and the public to see what they think. Public engagement and communication is a major part of my vision for Cobourg. If we ask our residents, they will tell us what they think is best for our town. I have heard a lot during this campaign that we have too many festivals and it is time to re-think what we offer and what benefits any event brings to Cobourg.*

**NICOLE BEATTY** (Candidate for Council):

*I strongly encourage opportunities that enhance linkages between the downtown core and its neighbouring districts, including the waterfront. I feel there is an opportunity to keep Christmas Magic in Rotary Park while increasing traffic to King Street through creative wayfinding signage pop-up activities that guide Christmas Magic patrons from the park to the main street, and holiday celebrations that involve food, drink and extended retail experiences. I see untapped potential to create a reciprocal relationship between the two locations rather than pitting one against the other.*

**AARON BURCHAT** (Candidate for Council):

*Christmas Magic in the harbour and Rotary Waterfront Park could be expanded to the Downtown, as there is great walking connectivity between the two areas. I don't support moving it all just to the main street of the Downtown.*

**ADAM BUREAU** (Candidate for Council):

*Christmas Magic is a wonderful event in Cobourg. It is a time when family, friends and visitors gather to celebrate a magical time of year. Bearing in mind how successful this event has been, I would like to see it grow. I would like to see Christmas lighting, decorations and entertainment increased in the downtown core creating a direct link between the park and downtown thus creating an environment of fun and shopping and increasing more traffic to our downtown businesses, during early winter months.*

**EMILY CHORLEY** (Candidate for Council):

*As Councillor, I would consult with local businesses and residents to explore expanding Christmas Magic onto King Street. Drawing upon my years of experience supplying and installing Christmas floral and lighting displays to Business Improvement Areas in Toronto, I would also consider reinstating lighting in Victoria Park using LED spotlights that do not damage the trees. Depending on the feasibility of these projects, I would aim to facilitate a unique small-town Christmas shopping experience that benefits local businesses, residents, and visitors.*

**BRIAN DARLING** (Candidate for Council):

*Christmas Magic has been the result of a committee of volunteers with assistance from the Town. I think this is a decision for the Committee and the DBIA. Collectively we have been working to develop linkages between the waterfront and the downtown core.*

**TRAVIS HOOVER** (Candidate for Council):

*I think Cobourg as a community does an excellent job of promoting "Christmas Tourism" in both its downtown and through Christmas Magic. It's simply about making sure we have appropriate events going on in the downtown core, and that we're using all available tools in the toolbox to promote our collective holiday-themed opportunities.*

**MIRIAM MUTTON** (Candidate for Council):

*I have heard from a number of people who would like to see Christmas Magic back in Victoria Park. I also concur with the suggestion in this DBIA question that lighting King Street would be a great idea. And if done in white and yellow lights, the King Street section could be used for a longer period of time. Downtown lighting levels have been described as too low and additional decorative lighting would be a welcome supplement, especially during shorter days of the year. I also think that the trailer park could become a hub in the seasonal lighting scheme including pop-up warming tent and food carts. In a good cold winter bring back the trailer park skating oval. Overall, create a circular trail through downtown (also with food, warming places and entertainment), along the waterfront, through the trailer park and into the main part of Victoria Park with decorated band shell. An accompanying route would be drivable too.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*I think the keyword in the question is 'move'. Is the drastic measure of moving a successful twenty-year tradition such as Christmas Magic to the downtown necessary? Does Cobourg want to commercialize the event, and is that in the spirit of what Christmas actually represents? Speaking with residents, I get a strong impression that the natural beauty of Victoria Park and Rotary Waterfront Park is what makes the event so special. Would one get the same effect hanging light bulbs off of lamp posts on King St. as opposed to hanging them on natural trees and landmarks within the parks (mostly)? I can't answer these questions. Only Cobourg's residents can. Of course, anything that can be organized by our town to increase traffic and business to the struggling core I would be in favour of. Since LED bulbs have been used, the electrical consumption of the bulbs is much more efficient compared to the old incandescent bulbs; and therefore have been less cost to the town recently. It would be my opinion, that given these savings, Christmas Magic could be expanded and aggressively marketed - but not moved. Those that wish to shop and have a commercial Christmas Market experience could visit King St. and those that are interested in a more traditional Christmas Magic experience can visit the parks; those that wish to do both can do both. The idea of Christmas Magic could be combined with a Christmas Market... I believe that with time, careful planning and through the valuable volunteers and experience the town has, Christmas Magic could do what the Waterfront Festival does for Cobourg, albeit in the Winter. Cobourg could perhaps take inspiration from what other nearby towns and cities have done to bring traditional European-styled Christmas Markets to their towns/cities and therefore increase core economic activity. A Christmas Market is also under the Master Plan's 'list of ideas', albeit in Victoria Square. Kitchener has a large Christmas market with local vendors selling unique crafts, foods, and even hot spiced mulled wine (very traditional), as does the brewery district in Toronto and even Quebec City. The idea of the original and world's largest Christmas Market (Nuremberg, Germany) has been cloned to many parts of the world (including here in Ontario) for one reason - it's romantic, it works, and it brings tourists and economic activity to these locations.*

10. **It's been reported that five out of the seven municipal councils in Northumberland County have a question period.** Should Cobourg? Why or why not?

**JOHN HENDERSON** (Mayor Elect):

*Presently, Council promotes delegation status at both the Committee of the Whole and Council meetings. Delegates have a ten-minute time to present and Council members can ask clarification type actions. More importantly with the discussion on the floor to follow, recommendations can be made for staff involvement per Council's directive. Just recently the Fern Blodgett submission resulted in a letter of support for their bronze sculpture, in-kind support and \$5 000 allocation based on the success of their application.*

*The above would not happen at a Question/Answer period at Council session. From my understanding, the citizen would register, present, clarification questions could be asked, BUT without any follow-up recommendation. Most allow a 10-15 minute time frame either directly before or after Council ends.*

*I would like to have discussions with the new Council and the Town Clerk on instituting Quarterly meetings that would begin at 6 p.m. (similar to our Public Meetings) where Council's Strategic Plan, Budget updates and an opportunity for citizens to present their concerns to Council. This would result in an extended period of time to be decided to continue Council-community dialogue and allow us to keep our more, formal business –oriented Council sessions. We would need to work with the Town Clerk to ensure any newly-developed guidelines/procedures are within the Municipal Act as there would be a "quorum" of Council which means that more than four members are present.*

*Lastly, as indicated in my platform, I am open to having an organization like Place Speak (Canadian company) to assist with critical question(s) that affect the community at large. Again, I would like to have the opportunity to discuss this with members of the new Council. This is another forum in which to gain community responses in real-time.*

**RANDY CURTIS** (Candidate for Deputy Mayor):

*I believe a question period held within and or after the Committee of the Whole or on a quarterly basis needs to be considered. It would have to be monitored and controlled to maintain questions as opposed to statements. The expectation would be that the questions would need to be answered in time for the next council meeting if it pertains to the agenda of the Committee of the Whole. Not all answers could be provided on the spot but some certainly could be, direction could be given to a council member or staff member to follow up in a timely fashion with the individual or group asking the question and provide a response. All being done to facilitate public engagement and improved communication with the citizens of Cobourg.*

**SUZANNE SEGUIN**(Candidate for Deputy Mayor):

*There are two parts to my answer. First of all our new Council should consider holding two community public meetings every year where any topic or concern can be brought forward and discussed. Council and staff need to do a better job listening to the people that pay our salaries and get back to them when they ask us a question about concerns they have. Secondly, I would support a question period after Committee of the Whole meetings each month that relate to the agenda topics that Council will have before them. This way we can hear from the public before any item is voted on at the following Council meeting.*

**NICOLE BEATTY** (Candidate for Council):

*I believe we need to encourage healthy and positive engagement between the public and all levels of Town Hall, including Council. I feel that it is important for Council to explore interactive opportunities or pilot platforms that enhance and promote civic engagement with an emphasis on transparent communication. As Councillor, my offering to engage with the public is through a commitment of maintaining an active Councillor blog, e-newsletter and presence on social media. I will also promote an open door policy by maintaining weekly public office hours where residents can come meet with me to bring forward any ideas, issues or insight.*

**AARON BURCHAT** (Candidate for Council):

*I would be open to the conversation of the question and answer period. Some questions may require more time than others to have a fully accurate response. In these cases if a question was asked, the council member could provide at the next council meeting, after appropriate research.*

**ADAM BUREAU** (Candidate for Council):

*I believe that as a Town councillor you should be articulate enough to explain your decision and allow your constituents to have the opportunity for an explanation or to have further clarification. I would welcome a question and answer period after council meetings. After-all the town council works for the tax payers of Cobourg and everyone deserves the right to be heard.*

**EMILY CHORLEY** (Candidate for Council):

*Yes, Cobourg should introduce question periods at Committee of the Whole meetings for items that appear on the meeting agenda. Likewise, all Town of Cobourg Advisory Committees should allocate time to receive questions from attendee members of the public. Local government is all about listening and responding to local concerns and suggestions for improvement. Yet for too long residents have been ignored or excluded from Town processes. A question period would foster a citizen-centred Council that is inclusive, that values diverse perspectives, that brings people together in lively and respectful discussion, and that aims to serve the people – valuing and welcoming their ideas and participation. It's time for a Council that leads by listening!*

**BRIAN DARLING** (Candidate for Council):

*The feedback I get from other municipal council members in other areas, is that it is a very inefficient use of Council's time. If they did not already have a Q & A period they would not implement one. That being said if the newly elected Council chose to suggest other options I would be willing to listen. I would be open to quarterly or semi-annual meetings. At this time it would allow Council to share any updates on our new strategic plan, a budget update and an opportunity to engage the public. Any new procedure developed will have to align with the Municipal Act.*

**TRAVIS HOOVER** (Candidate for Council):

*I don't believe a compelling argument is other communities have one at the end of council. I'm fully open to revisiting the question period idea, but I would first as a new Councillor want to be briefed on the legacy as well as the legalities that have to my understanding been established by previous councils.*

**MIRIAM MUTTON** (Candidate for Council):

*Yes! I support a Q &A at Cobourg Council as part of the tool kit for communication between Council and Citizens. A short Q & A session could take place after each main section of the agenda, for example, portfolio areas chaired by respective Council member. Citizen dialogue with their elected representatives in public is a good way to encourage civic participation by people of all ages.*

**JOHNNY PERCOLIDES** (Candidate for Council):

*No Response*

**KARL VOM DORFF** (Candidate for Council):

*If the majority of municipal councils in our county allow a question period to residents, we have to ask ourselves, why not in Cobourg? I believe the easy answer, the non-political suicide answer, is to say 'yes' to a Q & A period. One hears the usual remarks in favour of one, such as that it allows for accountability and transparency and gives residents a voice. However, what are the disadvantages? For example, there's:* • Residents may come to the question period with their own explicit agenda and interests at a organized and concentrated level. • A literal response may be more difficult to produce on the spot, and be factually incorrect. • The statements may be misrepresentative. • Since all council meetings are now recorded, an incorrect statement in response to a spontaneous question could be taken out of context and stick on the wall for a very long time. • The process will be more time-consuming, and may get confrontational on a personal level. • There may be an uncoordinated response by individual councillors that doesn't reflect the Town's message. Despite the 'disadvantages', I believe that a question and answer period is a worthwhile and much needed addition to the municipal governance within the Town of Cobourg. Residents pay their taxes, and should be entitled to have questions in council answered in both a formal and informal matter. Should council not be able to, or not wish to provide a literal response to a question, it could always be followed up at a later time with a written response. Should Q&A period become part of the council meeting process, there will have to be very clear guidelines and rules.