

Responses of Kathy Jeffery

SOS Collingwood Questions for Candidates for Collingwood Town Council

1.) In order of priority how would you rank the top five (5) priorities for the Town of Collingwood over the next 4 years?

Town Council can work on a great number of priorities simultaneously. So here are my priorities:

- ✓ Continue to reduce debt and improve the financial position of the municipality.
- ✓ Implement the recommendations of the judicial inquiry and other additional tools to continue to improve the Town's transparent and open governance
- ✓ Continue to investigate new ways to include public input into our decision making processes.
- ✓ Responsible and prioritized use of the proceeds of the sale of the Town's Collus PowerStream shares and the sale of the Collingwood Airport after significant public input.
- ✓ Maintain, protect and enhance our natural heritage through planning processes and implementation as within our financial means of the Waterfront Master Plan initiatives.

2.) Much has been said recently about the need for greater "Transparency" in how the Town conducts its affairs. What changes do you think are necessary to improve transparency in how Council, and Town staff, make decisions?

The changes that I have spent the past four years working on were necessary to improve transparency. These included:

- ✓ Resident participation in Committee meetings
- ✓ Live streaming of Council and Committee meetings
- ✓ New procedural by-law
- ✓ New procurement by-law
- ✓ Judicial Inquiry

It will be critical to move forward to enhance these initiatives and to implement recommendations from the Judicial Inquiry.

It will be important to move forward with:

- ✓ the development of a lobbyist registry
- ✓ recorded votes for all staff reports and motions with Council direction required
- ✓ recording of In Camera meetings to ensure that In Camera meetings continue to be held to the highest standards and can be defended if challenged.

3.) What is your position on inter-governmental cooperation between the Town and its neighbouring municipalities (e.g. the Town of Blue

Mountains, Clearview and Wasaga Beach) and where and how do you think such cooperation would most benefit Collingwood?

Inter-governmental cooperation relies on a mutual benefit and reciprocity between two or more municipalities. The ongoing transit initiatives and the joint working group of the hospital re-development are two projects where Collingwood benefits, but so too do our partner municipalities. The Georgian Trail Board of Management is another example of what works well.

4.) Collingwood is under intense development pressure like it has never seen before in its history. What increased complexities and pressures do you think this presents, and how will you ensure the Town's planning and building departments are equipped to address them? Are there any additional skills and experience you feel are required to manage these pressures?

By their very nature municipal Official Plans (OP) are always behind and quite often do not keep abreast of the changes a municipality can experience for a variety of reasons. Our OP is soon up for review, but it is an extensive process which must include input from a public process for our residents. It will be further impacted by the extended length of time it is anticipated it will take to the County to complete its Comprehensive Municipal Review and specifically as to their allocation of employment lands throughout the County and more importantly in Collingwood.

It is becoming abundantly clear that infill projects are creating new situations not anticipated by the existing OP and that the Province's designation of Collingwood as a primary settlement area has made developers almost giddy about the numbers for intensification that they present to the planning department. It would be my intention to ensure that the new Council consider the reduction of time allowed to developers regarding draft plan approvals and extensions.

5.) The mounting development pressure in the Town is generating a heightened level of community interest in the Town's planning and development process and decisions. Do you think the Town has adequate public consultation processes in place to deal with these decisions or do you think changes are required, and if so, what changes?

The change from the OMB to the LPAT (Local Planning Appeal Tribunal) has created the necessity for a lobbyist registry. Council Members will now be more involved in making planning decisions based on Staff Recommendations with knowledge of all of the studies (ie traffic, etc.) attached to the file. Pressure from developers will be more intense.

It never hurts to revisit the public consultation opportunities. While I believe that our processes do include adequate public consultation involvement, how residents are made aware to ensure they know of their opportunity to participate depends on the fact that sufficient notice is being provided to them. Communication is changing constantly and the reduction of available

media through a local newspaper changes the landscape for most municipalities on how to get the message out.

6.) The Town has recently approved a Waterfront Master Plan. What is your perspective on that plan? Do you think it contains the right priorities or are there changes you feel are required? Should its implementation be a priority for the new Council?

The Waterfront Master Plan was created with the involvement of a significant number of residents - percentage-wise more participation than most large cities achieve and the highest our consultants had ever experienced. This consultant's plan was the most comprehensive, thorough and celebrated plan I have received in my 15 years of serving the Town of Collingwood.

The implementation should be a priority for the new Council, as it was with the 2014-18 Council, but in the prioritized steps that are within our financial means. The new Council should revisit the priorities in consultation with staff and the consultants who developed the plan to ensure that they are still appropriate.

7.) Both the Waterfront Master Plan and the Town's Official Plan state that the protection of Collingwood's sensitive wetlands and shoreline areas are a top priority. How would you rate Collingwood's performance in protecting these areas to date? Do you think Collingwood currently has appropriate processes and controls in place to protect these areas (especially from development), or do you think improvements are required, and if so, what improvements?

The natural heritage of the Town and the preservation of same is absolutely a top priority for the municipality. In some areas of its work the Town of Collingwood relies on expert consultants and the Nottawasaga Valley Conservation Authority for much of its policy considerations and planning recommendations.

It would be prudent to review how those processes are being handled and how they have served the Town thus far, including public consultation, particularly in light of our primary settlement area designation and growth pressures.

8.) What role do you see Collingwood's protected wetland and shoreline areas playing in your vision of the Town's social, cultural and economic future?

The Waterfront at the Shipyards will be an extension of the business vitality of the Downtown Core (employer with highest number of employees). The amphitheatre and the new Awen Gathering Circle have already animated the waterfront, the latter enabling the municipality to bring people to the water for education regarding inclusivity, reconciliation and our indigenous heritage. Sunset Point and the extensive waterfront needs to be organized to maximize resident use while protecting water sources from the pressures the exponentially increasing tourist use is placing on it.

The natural heritage locations should be able to offer one or more learning centres so generations begin to understand the importance of wetlands in our ecosystem.

9.) SOS Collingwood has raised specific concerns regarding the recent development proposal for the Living Waters/Bear Estate property. While the developer has asked the Town of defer consideration of the application until 2019, a decision on the matter will likely come before Council early in its next term. What are your views on that proposal and what level of public consultation and input do you feel needs to occur?

I have appreciated the information and constructive approach of SOS regarding this matter - in my meetings with you directly and your presentations to Council. This is one of those situations I refer to in #4 above. The proposal will require the highest amount of scrutiny by Council next term. Municipal processes seem to allow proposals to go down a path that the municipality doesn't have answers as to where it is going to end. The preferable process would be to know the end product and back cast the stages to achieve the vision. As I have already stated, you can never receive too much public input.