

## Compliments Of The Burg Watch – Candidates’ Answers As Of October 23, 2014

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**Question 1.** Amherstburg Town hall has been losing senior employees at an alarming rate. It seems pretty obvious that there is a negative culture at Town Hall. If the culture is not changed we will continue to waste taxpayer dollars paying to resolve conflicts and re-train employees when adults can't get along. How will you unearth the root causes and fix the toxic culture at Town Hall and save Amherstburg from this costly mess? We can no longer afford the costs of discontinuity.

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**MAYOR**

Adler, Marty                      Hopefully the voters will start the ball rolling. It appears to me that nobody is willing to say, but everyone seems to know, where the problems lie. If the voters choose to return suspect members of council, it will then be up to the new mayor to lead the way.

DiCarlo, Aldo                      In order to answer this question, I will assume that Town Hall does indeed have a toxic work environment. The first thing I would do is confirm this to be true. It has been my experience that toxic work environments originate from the top, at least more often than not. A good leader, regardless of their title or position, should always be aware it exists. Assuming competence and awareness of the environment, it has to be then that the toxic work environment is being allowed to fester. The alternative is that those who lead, that should know, don't actually know the environment exists, and that becomes a question of competence. Therein lies the answer. Were/are the senior administrators aware of the issue and what are they doing about it? It is my position that the Council, like a board of directors, is an oversight body that governs and holds accountable those whose job it is to address such issues. If the issue is actually originating at the 'top', then the 'top' must be held accountable, whatever that means for the circumstances at the time. Hiring and/or retaining is the best way to stop the revolving door of staff, regardless of their position. With the recent hire of the latest CAO, hopefully the toxic environment will be dealt with. Unearthing the root causes of the toxic culture is the job of the CAO, that's what they get paid for. As mayor and a member of council, I'd hold the CAO accountable for doing their job. If it turns out yet another CAO has been hired that can't address this issue properly, sadly I don't know that there would be any other alternative but to embark on the search for another. If this worst case happens, as mayor, I'd make sure the next hire isn't hired the way the rest have been.

Sutherland, Ron                      There have been many employment terminations at town hall that were done without Council input. This is wrong. If I am elected Mayor, the Mayor and Council together will be much more involved in these types of decisions.

**DEPUTY MAYOR**

**COUNCILLOR**

Courtney, Joan                      Thank-you for your question. I completely agree that we have a major problem at Town Hall in terms of retaining employees, especially in the higher positions. If you read the River Town Times you will see that this is part of my platform. When you see a steady turnover of employees something is wrong. Longtime employees who are abruptly on sick leave or stress leave is not a coincidence. If elected I would try to find a common thread between these leaves of absence as well as the frequent turnover in senior administration. There has to be something permeating the atmosphere. Fear? Intimidation? Those are the two that come to my mind. I would want to know how many people we've had on stress or sick leave in 2012-2014. I would also want to know how many employees were dismissed and how long they had worked for the Town. How many golden handshakes were given costing the taxpayers how much? How many new employees were hired (at a higher wage?) then their predecessors were given. How many new positions were created with a possible duplication of services? I realize that some of this information may be protected by the Right To Privacy Act. But there should still be plenty of answers we can get if we just dig deep enough.

Gemmell, Pauline                      As a result of Bill 168 all employers are required to develop policies relating to workplace harassment and must review these on annual basis. I would recommend that the

managers at the town hall provide training to all staff relating to the identification of harassment, the process and requirements to investigate if an employee believes that this is occurring and to ensure that managers deal with ALL complaints of harassment. The policies need to be in writing and posted in an area where all employees have access. Reports of harassment must be submitted in writing and the policies regarding reporting and investigation must then be followed. The employees must be trained in order to identify what harassment is and is not. This process adds structure and accountability and ultimately an opportunity for the organization to gain some control over a workplace culture that is or has deteriorated to this extent. The Human Rights Code and the Occupational Health and Safety Act ensure the rights of the employees and offer protection against harassment. The head of all organizations have the responsibility of ensuring a safe workplace.

Lavigne, Jason

It is no secret that the current mayor and CAO have difficulties leading the corporation and are extremely confrontational with not only employees but also members of the public. The leadership has been lacking and this will hopefully be corrected with a new mayor and council. The tools to run a successful company are already in place, Amherstburg ran smoothly with little employee turnover before the current council.

Some of the most common characteristics among toxic organizations include: (1) Inefficient internal communication, (2) Internal working relationships developed on manipulative and selfish agendas, (3) Difficulty achieving operational goals and commitments and, (4) Utilizing problem solving methods which feed off of fear. These functions and characteristics lead to managers and employees feeling consistently under attack, helpless, and lacking professional and emotional support. Workplace cultures may exist company-wide as well as differ by department. Therefore, it would make sense that if the leaders and management engage in and encourage toxic behavior, there follows the overall workplace culture. Employees may feel powerless and constantly be in fear with high levels of stress and anxiety which may attribute to our high turnover rate. Frankly speaking, the toxic environment will continue unless toxins are replaced with non-toxic behaviors and individuals. To answer the above question regarding "unearthing root causes" and "fixing toxic culture", the following should be considered: 1. Interaction and Communication - Looking at the current debt report, as well as Council meetings, there has been a breakdown in communication both between Administration and Council, as well as among Council themselves. By increasing interaction between the Administration and Council, would lead to respectful horizontal discourse (vs. hierarchical) among independent professionals which should include frequent solicitation of viewpoints and opinions. The building of positive work relationships will allow the Council and Administration to grow and change together. 2. Conflict Resolution - This currently is not happening on Council or with Administration and is documented as such. In a supportive environment, differences are openly discussed; all employees feel equally comfortable in openly challenging company policy; dialogue is the norm. Respectful and meaningful dialogue must be part of day to day activities and allow for individual viewpoints to be heard and valued, while disagreements should be discussed and allow for resolution. 3. Organizational Culture - This should be modelled to include the community. All members of Council, Administration as well as the town should feel that their voices are heard and they are free to speak without fear, reprimand and/or unjustified (vs. constructive) criticism. Working collaboratively will allow this town to continue to grow and succeed in our Municipality. Changing a toxic work environment can be a difficult and time consuming task as anyone in any field has probably dealt with at some point in their career. By opening the lines of communication between parties will allow for a foundation of trust and mutual respect to ensure that common goals are met and both parties achieve their success. With a change in workplace environment, an increase workplace satisfaction should occur leading to increased retention rates.

Petro, Lora

Pouget, Diane

It is my belief the new Council must collectively inform the new CAO, that Council makes the decisions and the CAO must take direction from Council. Unfortunately, this has not been the case. The current CAO has hired and terminated employees without Council's direction. This type of behavior will continue as long as there is a 4-3 division on Council.

Rene, Joshua

I cannot agree with you more! In a time when Amherstburg cannot continue to spend, it seems like that is all we keep doing. I believe that the root of the issue can be traced back our endless amount of CAO's, and the split that has divided this Council. Two very toxic issues that are enough to lower the moral at any workplace! I propose a hiring freeze on all senior level management until such time the new Council can meet with them and discuss what they believe Council and Administration can do to make their jobs with the town enjoyable and a little easier. We cannot continue down this path! Sometimes I think politicians forget that they are there to serve the people not the other way around. Amherstburg will not recover if we cannot learn to get along! Communication is key and that is something I will bring to the table if elected.

Rozankovic,  
Robert

Looking from the outside in it is difficult to discern if there actually is a "toxic" culture at Town Hall. There certainly seems to be systemic issues but what is the root cause of these issues? Employees do what they are asked to do. There is an old Chinese proverb that states "a fish rots from the head".

Swinton, Glenn

The Town of Amherstburg has been caught in a media frenzy of blame over the past 4 years. It's no wonder those who come with hopes of shining in the spotlight quickly turn and retreat. Our town is in need of fresh leadership with strong support. A team that will be dedicated to resolution before advancement to ensure we begin to see a balance between debt load and progression. Although "micro-managing" may not necessarily be required, it's clear that a CAO with direction needs to be encouraged to take the helm and work diligently with a new Mayor and council to rectify the issues at hand. Leadership with a strong understanding of what exactly is expected of a CAO would certainly benefit the hurdles of outlining the chain of command.

**Question 2.** Generally when an organization has many Senior Management Team leave, transfer or get terminated there is a deep culture problem in the organization. So much staff turnover costs the organization money several thousand dollars and devastates employee morale. Do you believe that there is a toxic work culture at Amherstburg Town Hall and if you do how will you work with town Administration to make sure the work culture is fixed?

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**MAYOR**

Adler, Marty            There is no question that something smells in the town hall. If I am elected mayor, I fully plan to bring with me Mr Clean!

DiCarlo, Aldo            This question seems to stem from question 1. To start, I believe there is likely a toxic work culture at Town Hall. If there isn't, there's definitely something wrong that needs to be addressed. As I stated in my answer to the first question, I believe the environment stems from the top. As mayor, I would definitely bring a new perspective and foster an environment of openness and congeniality that will hopefully trickle down. I believe in leading by example. Only by allowing people to share ideas, without fear of repercussions, can there be any movement to a positive and productive work environment. I can't see dealing with this issue without a detailed review of the Town Hall staff structure.

Sutherland, Ron            This question is similar or identical to Question 1.

**DEPUTY MAYOR**

DiPasquale, Bart            I do not support arbitrary firings in any way. This term poisonous work environment has been used by the Mayor in the past. It appears there could be a bad environment which will be mended with the new leadership.

**COUNCILLOR**

Courtney, Joan            The evidence of toxic work culture is alive like a virus at Amherstburg Town Hall in my humble opinion. As I said in Question 1 the turnover in administration is alarming. There seems to be a juggling act going on; and with no definite administrative plan in place there is bound to be a breakdown in morale. I was shocked to see that there was an "office" in the lobby at the Town Hall! How sad for the person working under those conditions. This suggests to me that if we no longer have the space for our administration we have to explore the idea that perhaps we need a new building or perhaps we are "top" heavy. As I am not a councillor I'm not sure what the best way is to solve the work culture problem. But I would like to start by erasing the lines in the sand and moving to full disclosure between Council and Administration.

Gemmell, Pauline            I do not know if there is a toxic work culture in the organization. It is not unusual for senior managers to relocate to new positions within an organization or look for opportunities outside the organization. Senior managers who leave an organization following a short stay is an indication of serious problems and is concerning. The CAO is accountable to and required to brief Council on any risk situation and any staff leaving an organization is a potential risk. I am unsure of why the CAO has not addressed and resolved this issue within the organization. The CAO is also responsible to ensure a stable work environment and ensure that the staff at the town are not at risk and as a result of Bill 168 this includes harassment.

Employees should be receiving annual performance appraisals. If many employees are being terminated that is a risk to the organization and council must be made aware of this and reasons why terminations are occurring. Any risk situation must be investigated including frequent terminations. I would want to know how involved the Joint Health and Safety Committee at the town is with this situation.

Lavigne, Jason            I believe this question is similar to question 1 and the answer is also similar. Yes I believe there is currently a toxic work environment at town hall. New leadership will hopefully correct the unhealthy relationship between council and administration.

Petro, Lora

I believe that there is a culture of non-communication among Town Hall. There were either questions that were never asked, information that was never received (or not complete information or disclosure), and a split among Council that led those who may have been asking what may have been the right questions to be silenced. Changing a work culture is a monumental task, and change is not normally readily received. Those in Administration may already be hesitant in hopes that a new Council "has a different way of thinking". We must first model behavior that is acceptable. There may be a few individuals who continue to "carry a toxic culture" with them, however Administration and Council must work together to eradicate the majority of a toxic environment. This task can be outlined utilizing the response from Question 1.

Pouget, Diane

Yes, I believe there is a toxic work culture in many departments throughout the Amherstburg Work Force. I believe the main reason is due to the fear of being terminated at any time, just because that person "doesn't fit in." Further to that, several employees have been promoted without a fair competition and without the qualifications to suit that position. It is of the utmost importance, that all promotions in the past one and half years must be re-evaluated by Council and the new CAO.

Rene, Joshua

I believe toxic work culture is an understatement! For me it breaks down to lack of communication between Council and Administration. One side against the other if you will. With a lack of direction making its way down from the Council level, its no wonder there is a revolving door with senior management. To fix this everyone has to be on the same page. We CANNOT keep dishing out money that we don't have! The new Council needs to get a reign on this before Amherstburg finds itself in a situation that cannot be fixed.

Rozankovic,  
Robert

Cost of employee turnover has to be addressed by way of understanding why employees are leaving and finding ways to retain good employees. Cost is not limited to only exit costs but also in the expense of having trained that employee and also their replacement.

**Question 3.** There is no shortage of stories of lottery winners who go broke within 5 years of their big win. One reason they go broke is because they have not learned money management skills. With only a partial audit to learn from Amherstburg Town Hall and Administration are risking a repeat of their past mistakes. There has been a herculean effort to avoid a full audit, how can we learn what really went wrong without a full audit? Do you support a full independent audit of the town's finances over the past 5 years?

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**MAYOR**

Adler, Marty

I do not support a full audit, or any audit at all. Amherstburg is a small town, and we don't need to spend six figures to slap the wrists of the dearly departed. Trouble with council, and many candidates, is that they have no idea what it is like to survive on their own. Candidates that proclaim financial knowhow with big institutions(CBC and UofW to name but two) are usually playing with other peoples money.

DiCarlo, Aldo

This is a difficult question to answer with the understanding that the cost would not be cheap. On one hand, I agree wholeheartedly that a full audit should have been approved and done by the past council, since they were the elected representatives at the time, and they should be held accountable for whatever may have come from a full audit. Some reports and investigations have been done that elude to the lack of understanding of the past councillors when it comes to finances and budgets. It is not fair to say all councillors, but some, and I'm sure everyone has some in mind. What seems to be coming to light is that there really is no smoking gun, to coin a phrase. The trouble the town is in can only be explained by what appears to be a complete lack of understanding of what was going on, who was doing what, what they were supposed to be doing and what they were supposed to know. Outside of my bid for the mayor's seat, as a tax paying citizen, I can't believe that we had paid, and unpaid, people in town hall with so little understanding of what was going on. I believe this can begin to be rectified with a new council. If new councillors are elected who actually understand finances, budgeting and oversight, I'm not sure that we need to spend any more money on the past. The town still has plenty of issues to address, issues that will require money to fix, and that money would be better served going towards those issues. With no disrespect to all of the previous councillors, I don't understand why it is being proposed that no one could have known what to ask or do. There were those who did, yet they were silenced. If a mayor and councillors are elected that were part of those who voted in favour of issues without the proper understanding, or at least accepting that they weren't educated with the issue enough to proceed without more information, then I'd be demanding a full audit so they can see what went wrong more clearly. If a new council is elected with a proper balance of backgrounds, backgrounds related to the Town's issues, I believe they can move us forward without having to spend money, as they would already understand most of what went wrong in the past.

Sutherland, Ron

I voted for the audit the first time, I voted for the audit the second time and I will vote for it again. I am just like all the other taxpayers in this town. I want answers to questions.

**DEPUTY MAYOR**

DiPasquale, Bart

Always have supported a full audit. We were offered the review and didn't really have a choice after council was assured the review would also look at other matters which may have stood out.

**COUNCILLOR**

Courtney, Joan

I absolutely believe in a full audit. I am astounded that there is still a duly voted and passed motion for an audit that was never rescinded and is floating around out there in cyberspace. That is WRONG and is totally against proper procedure for motions. Any Councillor who decided to ignore the first motion does not understand his or her position. And after four years there is no excuse for that. The report by Deloitte did help in terms of procedures. But an audit gives us the numbers, and we need both.

Before I would support this I would want to know what we currently have in place to ensure the integrity of the financial systems in place. The 41 recommendations clearly outlined recommended processes needed including long term financial planning and training for council members. A new Council must be elected with management and financial experience in order to determine what the situation at town hall truly is. Once the new Council has reviewed the existing processes a decision can be reached about whether a full historical audit is required and for what period of time.

Gemmell, Pauline

Annual audits are required to be completed by an independent audit firm for the town, appointed by the Council and reporting back to Council typically within a few months of the end of the fiscal year. I am not clear on what the situation is at the town hall and I've heard that from many citizens as I campaign. This is a problem.

I have repeatedly stated that the Town of Amherstburg is a large corporation. Large corporations need skilled directors who are prepared to take on the role and responsibility of directing the operations. They need to have formal post - secondary education, senior management experience, have prepared financial statements, have direct control of large budgets, have worked with various ministries and have capacity to function as directors.

Grant, Ken

I would fully support a full financial audit. Unfortunately I believe without a full audit we may never know "why or where" the money was spent. For them not to do an audit shows disrespect to the residents. The big question that I keep hearing is "What are they hiding?" We have some insight on what went wrong from the recent financial review but it still doesn't answer all the questions that residents want and deserve to know. I believe the new council should continue to pursue for those unanswered questions while they continue to implement the 41 recommendations brought forward by the financial review. Financial restraint will be the key to recovery for Amherstburg.

Lavigne, Jason

I gave a presentation to council in January asking for a full audit and presented over 500 signatures on a petition supporting this request. I still agree that a full audit was required. I believe everyone knows that the current and last council overspent with no concern for tax dollars which is the main reason Amherstburg is in the current situation. The difficulty that now exists is that there is no money left to spend. \$100,000 was spent on the financial review. A full audit would likely cost double that. It will be a difficult decision for the new council, choosing to spend more money to make sure every dollar was properly accounted for, or move on from the negative financial mess and learn from the mistakes making sure the proper safeguards are now in place.

Petro, Lora

Yes, I support a full independent audit of the town's finances over the past 5 years. Those who do not understand their past are doomed to repeat it in the future. This audit allows for full disclosure to ensure a "starting point" is known in concrete. This also allows for increased understanding of where monies were spent and allows for greater transparency since our Review showed multiple deficiencies. This would allow the Town to move forward towards a goal, understand past mistakes and rectify these in future decision making process.

Pouget, Diane

Yes. I did support a full independent audit of the Town's finances.

Rene, Joshua

From the beginning I have always been 100% for a FULL financial audit. The residents of Amherstburg have spoken and been ignored! We need to collect every piece of evidence that could help us move forward from this! I would like to see more accountability from this administration. Remember you are elected to serve the people!

Rozankovic, Robert

I have been a proponent of a full independent audit to this point. The time has come, however, to move on unless we believe that misappropriation of funds has occurred. We have been given a "blueprint" for moving forward by the Ministry and we need to implement this agenda. We need to ask "what would we accomplish with a full audit at this point and would the cost be justified?"

Swinton, Glenn

There is a huge misconception within the members of this town that the O.P.P. had conducted a forensic audit and found "no foul play". The O.P.P. had conducted an audit based on allegations of foul play and evidence that might support the allegations was the only thing they were looking for in their investigation. They DID NOT conduct a full audit on the Town of Amherstburg in search of anything out of place.

I believe that there is years of transactions that must be reviewed given the current state of the town. With that being said, it's time that requests from some councillors for information be responded to on time and in full and yes there is a need to outline exactly how and when money has been spent and/or transferred. When the answer to our debt is simply "I don't know, I'm not an accountant..." there is clearly a need for a better look. This isn't a few hundred dollars, it's lots of millions.

**Question 4.** Council members currently receive their notes on the Friday before the council meeting, just days before to digest a large amount of information. In other municipalities council receives much more time to digest and are actually briefed on the several pages of documents they are responsible to read. Is it any wonder that there were several disagreements on partially understood information? How will you change the process at Town Hall to bring them in alignment with other municipalities? How will you design the process so it is less of a speed read and more of a conversation based on information that is well understood?

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**MAYOR**

Adler, Marty                      There must be a good reason why council gets its information later than sooner. I don't know why this problem wasn't solved before - perhaps full time members is the answer. Perhaps administration needs more help. In any even, judging by the lack of any action from the current council during 2014, I don't see how this problem even existed.

It took 6 years to make up its mind of turning lanes on Sandwich, and then they got it wrong!

DiCarlo, Aldo                      This is a pretty easy question to answer, as it was also an issue with the members of the University Of Windsor Board Of Governors when I was a member. Everyone digests and understands at different rates and levels. I don't believe that there is any concrete timeframe that applies to everyone. The next council should discuss and agree on what a 'reasonable' amount of time is. Then, they should stick to it. If information is not available within the prescribed time, post pone the meeting. I know there are those who might argue the inconvenience to those who have planned for the date posted, but then I ask, "Would you rather have a meeting with councillors who aren't prepared to properly address issues now, or would you rather they deal with the issues when they fully understand the agenda, and have had time for proper consultation with any citizens necessary?" As a final thought, a mayor and council who are abreast of issues, and stay informed with ongoing issues, won't likely be presented with much they don't already understand. This is not to say that I, nor anyone else, can know everything or anything all of the time, but part of the job of council is know their municipality's issues, citizens, concerns and needs. No one person can know the whole town, but if everyone on council knows something, collectively they can know quite a lot. This would include what they *don't* know, and need to find out. I'm not someone who is afraid, or opposed, to admit when they need more information.

Sutherland, Ron                      Council doesn't have to vote on something that is put in front of Council on just a few days notice. Council should take its time to consider matters. As Mayor, I will encourage Council not to vote on anything important the first time around, but rather to take as much time as needed, and get public input when appropriate.

**DEPUTY MAYOR**

DiPasquale, Bart                      They are usually ready by the Wednesday or sometimes Thursday before the meetings. Is usually enough time to review and ask questions before the meetings.

**COUNCILLOR**

Courtney, Joan                      This is quite easy to answer. We would make a motion to receive the agenda perhaps a day earlier after comparing what other Councils and School Boards are doing. I prefer a hard copy so I can make notes.

Gemmell, Pauline                      I will request the Council information package by Wednesday in order to allow sufficient time to read the material.

Grant, Ken                              I agree council has a large amount of information to digest before each meeting. I would like to see council receive their packages at least 5 days prior to each meeting. This will allow each member of council to digest the information and do any inquires and/or research on a particular agenda item. Being fully informed would allow the meetings to be productive, transparent and educated decisions. To change this process would have to be a collaborative agreement amongst all council members.

Lavigne, Jason                   The deadline for additions to Monday council meetings should be changed from Friday to a day earlier in the week. As well the current delegation rule requiring 1 week prior notice should be changed to correspond with the agenda deadline.

Petro, Lora                       As a new prospective candidate, I would ask to be briefed on multiple items to ensure I understood them. I don't necessarily agree that we need to 'align' ourselves with other municipalities in the way they conduct their business however, there should be adequate time for all councillors to be well versed in the information presented, allow for reflection and development of any further questions on the material and for those questions to be answered to the best of the ability. The Town should take some of the strategies of alternate municipalities and incorporate them into their own workings. We are in a unique situation, and each councillor is responsible to seek further information if they do not understand the presented material. Moving forward, information should be made available as soon as possible. I would like to see at least 3 business days to allow Town Council the ability to question material to those individuals to which it pertains and, to create working notes related to the subject in order for complete preparation for the discussion.

Pouget, Diane                   I do support Council receiving information regarding the agenda by Wednesday prior to the Monday meeting. It is imperative the new Council refuse to accept the information administration tries to sneak in at the last minute, because a member of Council does not have the time to prepare and often makes wrongful decisions when this happens. Administration calls this last minute information a Supplementary.

Rene, Joshua                    I believe one of the core responsibilities for any democracy is active discussion. To be able to make informed decisions for the greater good of the constituents you must be prepared. I would like to hear from current council regarding their thoughts and if they believe they have ample time to digest information. Personally I would prefer more time, but that's just me.

Rozankovic, Robert            I wholeheartedly believe council meeting agendas should be posted with sufficient time for both councillors and the public to be fully knowledgeable on all items so that open, intelligent discussions can be had at council meetings. Exact timing of agenda releases can be debated but I think Wednesday or Thursday of the previous week should be sufficient.

Swinton, Glenn                I don't believe that any conscious decision could be made on an issue where by a person is not 100% informed and understands the issue being presented. I for one would always decline making an uninformed decisions and would strongly encourage a sensible amount of time for review of the facts. Issues that are to be brought before a council cannot be of rash decisions. Amherstburg as it is today is a fine example of "I thought I had the right idea". Further to that, I do not believe that every proposed project that is discussed needs to be researched at a cost of tens of thousands of dollars before it is put before the taxpayer for consideration.

**Question 5.** Towns need to differentiate themselves in order to compete for potential residents and businesses to relocate to their locale. Studies show that tourists who visit areas for History Tourism spend twice as much as an average tourist. Heritage Districts have popped up all over the country bringing much needed jobs and tourists. The current town council has stalled the implementation of a ready to go Heritage District in Town. Will you work with Town Administration and Heritage Committee to bring a much needed Heritage District to Amherstburg.

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**MAYOR**

- Adler, Marty                      Was it the town that stalled or the Heritage committee, or both. All players have to come together, and get rid of the pettiness which appears to be the perception. I believe the heritage of Amherstburg is what drives tourism, so the question remains, just who is in charge?
- DiCarlo, Aldo                      I have always felt that Amherstburg's heritage has been understated. I would look forward to working with the Administration and Heritage Committee. My research has shown me that most of the problems with heritage buildings are related to excessive repair costs due to neglect and lack of planning. The first thing that I think should be done is to designate which buildings are heritage, their current conditions and expected costs of maintenance and/or repair. Something like a 10 year plan should be established to address the known issues. For areas that require extensive repair, hard decisions will have to be made. Ideally, repairing buildings and then setting out a long term maintenance schedule should keep the Heritage District a viable option for the Town. All of this, of course, is just my ideas and I would definitely need ideas and input from those who understand the Heritage District better than I. Solutions that work are generally developed from multiple ideas, not just one. The current approach seems to be ineffective, otherwise, I don't believe this question would be here.
- Sutherland, Ron                      I believe that a heritage district can be beneficial to Amherstburg. I would like to hear from the affected property owners first before approving a heritage district. For some reason, this was put on the back burner. Council must deal with this because it's an important issue.

**DEPUTY MAYOR**

- DiPasquale, Bart                      The Heritage District I believe would help tourism but with the many other matters before council , many are financial , Heritage District has taken a back burner position.

**COUNCILLOR**

- Courtney, Joan                      I would be most happy to work with Town Administration and the Heritage Committee to bring to Amherstburg a healthy and active Heritage District. I agree that towns which can offer areas of culture and history will attract families, tourists, seniors and school tours. Combine that with our other attractions and the inflow to Amherstburg would definitely increase as well as offering valuable historical knowledge about this area.
- Gemmell, Pauline                      Yes I will work with the Town Administration and the Heritage Committee.
- Grant, Ken                              Our heritage is something that we all should be proud of. I would fully support working with Town Administration and the Heritage Committee to create a solid business plan to bring a Heritage District to Amherstburg. We have many beautiful historic homes/buildings in our town and the owners take great pride in maintaining them to showcase. I understand that it takes a great deal of money to upkeep these buildings/homes and its unfortunate to see them go into disrepair or torn down. Any reasonable assistance from the Town and/or Government will benefit everyone in the long run. My family and I have enjoyed visiting other historic towns to visit their sites and small town stores.
- Lavigne, Jason                      I support the idea of implementing a heritage district.

Petro, Lora I would work with the Town Administration and Heritage Committee to bring a much needed Heritage District to Amherstburg. Our town lives and breathes history, we have so many amazing sites that most can only read in textbooks and online. We can live them. It is our job, as residents and as a Municipality, to ensure that these sites remain protected and as untouched as possible to ensure their enjoyment for years to come.

Pouget, Diane Yes. I will definitely work with administration and the Heritage Committee regarding the Heritage District. It is very unfortunate, that administration has dragged their heels on this issue, due to the fact, there were several members of Council who did not support this project.

Rene, Joshua The answer to this one is YES! Amherstburg prides itself in being steeped in a rich history. We need to play to our strengths! Its a sad day when we see historical buildings knocked down to make room for high priced condos. I understand costs to upkeep buildings that are sitting empty or falling apart may be high, but we have to do something! I will work very closely with our Heritage Committee to bring history alive in Amherstburg!

Rozankovic, Robert Having just visited Niagara-on-the-Lake I fully appreciate the concept of a Heritage District and fully support the idea. This, however, would require the efforts of not just Town Administration and the Heritage Committee but also the community at large.

**Question 6.** If elected, will you commit to council obtaining an OPP costing and if appointed to the police services board, will you commit to removing the OPP takeover clause in the police contract? If running for re-election, why did you not consider doing the above?

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**MAYOR**

Adler, Marty

I won't commit to anything until I hear both sides of the argument, but I can tell you now, I don't like golden handshakes and hitting the lottery at my expense. I am not a fan of the OPP taking over, and I am not afraid to tell you why - they are slow to respond! I have talked to other communities, and I believe we are at the end of the line for coverage.

DiCarlo, Aldo

Make a better case, and I will listen, but not knowing it all, my mind is open. With my labour background, and expertise in contract negotiations, this question is not difficult. For the record, I have negotiated 4 major contracts and facilitate workshops, related to bargaining preparation and successfully negotiating contracts. That said, I spoke with the major stakeholders related to this issue. The information I received was both confusing and frustrating. The current board has had 4 years, at least related to this contract, to request and obtain a costing to switch to OPP services. To my knowledge, no such costing has been requested to this date. Further, such costing has been free of charge to the municipality, but may actually require costs in the future. As a tax paying citizen, this particular point downright infuriates me. Why would the board not acquire something free that could help the Town decide what's in their best interests. They might tell you that doing so could cause morale problems. However, I now know that they never bothered to even ask the Police Association, so this is just a speculative position. Now the final logic. For those who look at the current demographics of our current Police Force, they'll notice that the average age is on the young side. Since there is a grandfather date in the contract, this clause wouldn't apply to most of them. If you see where I'm going, now is the time to successfully remove the takeover clause. I'm sure there would be a minimal cost compared to the cost of implementing the clause, but that's why it's called negotiations. There has to be give and take. I can't honestly say which I'd prefer, municipal or provincial policing. What I can say, what I know, is that the current board didn't do their due diligence in acquiring the information for us to make an educated decision on what would be best for the town...information that would have been 'free'. I would definitely acquire this information, if given the chance, and then work with the appropriate parties to achieve what's best for the Town, or more importantly, what the Town feels is best for them.

Sutherland, Ron

Yes, I will commit to obtaining an OPP costing. I would seek legal advice regarding the OPP clause in the existing contract. Although I am running for re-election, I have not sat on the Police Services Board for the last eight years. If I am elected Mayor, I will be sitting on the Police Services Board and will have the power to bring this matter forward with the Police Services Board.

**DEPUTY MAYOR**

**COUNCILLOR**

Gemmell, Pauline

The current costing model for OPP is changing and as such will be difficult to get a clear cost for OPP at this time. I think that council should always be looking at the cost of all services and be looking to less expensive and equal quality alternatives. We have a great Police service here in Amherstburg and there are many benefits that we enjoy as a result of having a local police service. Our officers are skilled and dedicated to this community.

I would support obtaining an OPP costing for discussion/comparison purposes. By doing so council will be able to obtain all the necessary information to have an informed discussion (comparing apples to apples, not apples to oranges).

Grant, Ken  
Currently there are 17 officers who would receive what has been called the "poison pill clause". At the time when this clause was negotiated into their contract an OPP officers salary was less than municipal officers, that's not the case today. Items that are negotiated into a contract can be negotiated out of a contract. If council contracts the OPP and the officer is hired by the OPP the officer should not be compensated. If the officer is not hired by the OPP then the officer should be compensated. I only know of one case where a municipal officer was not hired by the OPP when they switched over (Leamington) - But that was self inflicted. I believe we all know at times going the cheaper route is not always the best route. We are the safest community and lets keep it that way!

Lavigne, Jason  
I believe there should be a cost comparison between the opp and our local service done. In order to get a true idea of the possible cost savings the "poison pill" needs to be addressed. Unfortunately this can only be done by the police services board and not council. There are currently 3 members of the police service board running in this election, residents should be questioning these 3 candidates in regards to this issue.

Petro, Lora  
I will absolutely commit to obtaining cost comparison policing for the municipality. It would only be prudent to ensure the policing is both cost effective and maintains the level of service we have come to demand and expect. Although the OPP has been discussed before, the Town would benefit to ensure that cost comparison of a regional policing strategy option, or RCMP policing be discussed and entertained. The decision of a change, or to maintain the current service of policing must be done in the best interest of the community that provides the best service and cost for residents. The clause in the contract would require negotiations to eliminate thereby ensuring the security of our civil servants. If OPP takeover were to occur, pensions and seniority of service would need to be factored into negate the clause in fairness. If and when members of the service and Union felt a fair offer was made would the clause thus be eliminated. I would only commit to the removal of the clause if a fair trade was negotiated for our police officers that have worked hard for us in any change of service.

Pouget, Diane  
Yes. It is only common sense that one should compare costs, whether it is police, banking, engineering, garbage pick up, etc. I believe it is of the utmost importance to remove the OPP clause, because it is unfair to our residents and should never have been included in the police contract.

Rozankovic, Robert  
I am in full support of removing the OPP takeover clause from our police services contract. I also fully support exploring OPP costing and looking at a business case to determine the town's best course of action.

Swinton, Glenn  
I believe that there are many factors that need to be considered with a proposal to convert our policing services over to the O.P.P.. Moreover, the long term commitments need to be compared to our own controllable costs incurred. Rate increases in the future will not easily be disputed once we have liquidated our own forces. Some other municipalities that have migrated to O.P.P. policing services have expressed issues of dislike and we must remember that once such a conversion is made it will be nearly impossible to reverse. I think more importantly we should be asking ourselves if the current council should be negotiating any longterm contracts as they head for the door. Especially one that will last throughout the next 4 year term of any new council. With the Term of Office commencing on December 1, 2014, a contract that expires on December 31, 2014 should not be renewed before then.

**Question 7.** What do you believe is the Town's role in Tourism? Is Tourism an essential service which benefits all taxpayers? We have a tourism and cultural department that has ballooned to an annual budget of over one million dollars. This department was started with a \$60,000 Trillium grant from the Provincial government to help the Town promote itself. Where are we today?

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**MAYOR**

Adler, Marty	Tourism is important to this town. We are also important to Essex county. I produced the first documentary for the city of Windsor called "Windsor Wow!". Thousands of copies were made and I worked closely with the head of tourism (Elizabeth). Today the CEO is Gordon Orr, whom I used in tv commercials before he got this gig. I will definitely have a "Marty" chat with Mr. Orr. He knows my style very well!
DiCarlo, Aldo	I believe Tourism is essential and benefits all taxpayers. I can't say much to answer this question, except to say I would definitely look into it. Perhaps some of this money was related to the 1812 funding from the government? I am interested to see what the actual 'regular' budget is for Tourism. If it is \$1M, I definitely want to know what it's being used for and what we're getting for our money. When I say part of my platform is accountability, I don't say it as an election buzzword. If you know me, you know I follow through with accountability. If you don't know me, ask someone who does. Budgets are budgets. If we need \$1M to properly support Tourism in Amherstburg, I wouldn't want to change the amount. Services cost money, I would just want to make sure we're getting something for the money we pay in taxes.
Sutherland, Ron	I believe that there is a role for us to plan tourism but the current \$315,000.00 budget needs to be reduced. We simply cannot afford to do that anymore.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	<p>I would want to know what the tourism department is currently doing and what outcomes they have produced. Are they increasing traffic to the community? Is tourism a source of revenue to the community? Who is benefitting from this traffic? It's important to have traffic for retail business as well as hospitality but what other benefits is this department producing?</p> <p>Businesses bring people to town – people shop for clothes, cars, houses and while they're here they might even stop for a meal. I would like to know how is this different from what the tourism department is doing.</p>
Lavigne, Jason	The tourism dept. needs to reduce its budget along with all other departments. I believe tourism plays a role in Amherstburg's success, but it needs to be something that doesn't cost the taxpayers more than it generates for the local economy.
Petro, Lora	I believe the budget expanded to allow for the promotion of the anniversary of the War of 1812. Tourism may not directly impact everyone, however it does account for an impact to the community at large. By promoting the town, while attracting new developers, new residents, and increasing tourism allows a positive cash flow into the town itself thereby reducing debt ratios, increasing money spent at our destinations, and potentially courting new residents to our Town. A base salary should be determined for the department (eg. \$100,000/yr) and would not represent any one time funding for events deemed major. Furthermore, new business is attracted through community promotion, marketing, networking and contact development and is retained through fostering sustainability and growth. All of those are, and should be, the focus of tourism and economic development.

Rozankovic, Robert

Either the town decides to become fully immersed in becoming a tourist destination or it needs to get out of that mind set. We do not have a downtown core that is a true tourist destination. Art By The River and the SOE Winefest are wonderful events and the hard work that goes into planning these is appreciated but they are short term draws. The Navy Yard Park is beautiful but not a sufficient draw of a constant flow of visitors. Can we become a "destination point"? Yes, but that is a long term project that would require considerable funds and planning.

**Question 8.** How will you curtail spending and pay down the debt? Would you eliminate jobs? Would you reduce each department's budget?

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**MAYOR**

Adler, Marty

At this point, my focus is not to curtail spending, but to review it. Before my (our) review is over, I intend to spend 4-6 million to get the waste sewage plant hooked up to the north end of town. Mr Sutherland used his position to release the news just before election time, to give the good news that the town has applied for a grant; and then has the dillusion that if we don't get it "...we'll look elsewhere." Well I say grant shmant!

In the time it takes to get approval, we could have 800 lots hooked into the system, and start recovering our money, The grant, if and when it comes, will be gravy. Don't start me on this one!

DiCarlo, Aldo

This is a difficult question to answer as an 'outsider'. There is no doubt that the Town Hall structure and spending needs to be analyzed. What I can say is that I would not be opposed to any difficult decisions that need to be made to move the Town in a positive financial direction. That said, some debt is necessary or beneficial. An example is the Libro Centre. There is often talk about the operating deficit. There should always be investigation to see if there is a way to operate with a balanced budget or a surplus. Some debt needs to be 'owned' however. I believe the Libro Centre provides numerous services and facilities for everyone, young and old, and if taxes are required to maintain such a positive service for the Town, we should pay that. Any time I was at the Libro Centre, it was always bustling with people using the facilities. If you compare costs, I believe we are currently paying for the Libro Centre what we were paying to keep up the old arena. When you compare the two, how can you argue it isn't money well spent? An overall review needs to be done to determine efficiencies and deficiencies, and fees required.

Sutherland, Ron

The City of Windsor was able to reduce its spending and we should be able to do the same. It's a question of will power.

**DEPUTY MAYOR**

**COUNCILLOR**

Gemmell, Pauline

Before any jobs or budgets are reduced a review of each department needs to be completed and each department head must outline where they will cut their budget and how that cut will impact service to the community and a long range financial plan needs to be developed including the recommended cuts. This process will take time to implement and needs to have mechanisms for reporting and updating Council and the public on the progress. Our citizens are already engaged in the budget and this is evident in the questions they're asking and the attendance at Council meetings.

Grant, Ken

Getting the debt under control should be on of the most important accomplishments of this town council while to continue to move our town forward. Council must look at the root causes of debt and high taxes. Council needs to provide better service and more accountability, that means greater corporate stability. I would like to see a "pay-as-you go" approach to spending and a zero-based budgeting process. Applying these principles could make a significant difference in spending while continuing to provide the basic infrastructure and core services. At this moment I would refrain from answering whether I would eliminate jobs before I do my due diligence. I will support to re-examine the town's administration and town services to ensure the effective, efficient and safe delivery of our municipal services. I would support asking each department to prepare a base budget, every line of their budget will be analyzed and approved separately for its needs and solid cost. Further cuts may be inevitable if the total department budget is not satisfactory. But keeping in mind that there is a basic core service that resident expect and deserve.

Lavigne, Jason                    In order to get the finances in order at budget time every dept. needs to aim for 5% reductions. Council will also have to look at administration to see if any savings can be found through attrition or restructuring.

Petro, Lora                        An audit of all departments should occur to identify any unnecessary or duplicate programs or services as a way to buffer cuts to core services that may not be able to reduce their budget. Although restructuring of Town Hall may be necessary to shift responsibilities, and may lead to position elimination this may be lessened if individual departments find the means to 'cut' their budgets. These monies should be set towards to debt and reserves funds. Spending must be reduced by all parties (including Council expenses). This should be looked at closely with budget cuts made as necessary. As part of my campaign platform I have mentioned that cutting of the budget and cost savings need to be maximized before any of the burden is placed on the residents of Amherstburg.

Rozankovic, Robert            Everybody wants to simply cut department budgets, cut staff, and curtail spending but the reality is that the town is mandated to provide a certain level of services to residents. We need to define and evaluate these services, ensure we are providing what is mandated, and then look at discretionary spending. For those of us not currently in office it is a difficult task to decide if staffing levels are appropriate. I certainly will press for a complete review of departmental staffing levels to ensure there is no waste of taxpayer dollars.

Swinton, Glenn                 As a citizen in this town, it infuriates me that our finances our budgeted by staff members that are directed by a council that either doesn't ask the important s and those that do are not properly responded to by the staff members responsible for providing the information. It will be impossible to stop any spending altogether. This town will incur some level of spending in order to maintain operations however, ALL departmental budgets need to be reviewed thoroughly. All to often department leaders follow the mentality that funds not consumed from the previous budget will be eliminated in the next year. ABSOLUTELY. Budgets are created to cover the expenses of the year to come. Somehow this becomes more of an allowance that needs to be spent so they can ask for more. There isn't any more. We need to cut back now and when times are better we can revisit the need for more. Those spending to reach there budget should have to explain the expenses and as a member of council I will be watching for such behaviours and expect a full account for every dollar requested. As for job eliminations, I am not a strong proponent of any "make work programs". Legitimate positions that need to be filled will be filled.

**Question 9.** What will you do if elected to ensure that all communities in Amherstburg such as Kingsbridge, Pointe West, Golfview, McGregor and Malden have parks, sidewalks and walkable neighbourhood commercial and institutional destinations?

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**MAYOR**

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Adler, Marty	Right now, nothing! At this time, what you are asking for is a luxury we are not yet in a position to address. That doesn't mean I am not listening. If resident need something that benefits the area, and it makes sense, then I am for it, but please, you need to make sense!
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DiCarlo, Aldo	I believe, as I'm sure most do, that safety is something that has to be addressed, even it has a cost. Similar to the answer to question 8, some debts have to be owned. Sidewalks, for example, aren't just cosmetically pleasing, they're necessary for safety. Not every neighbourhood needs a park, although we may want them to, but every neighbourhood needs a safe way for people to walk, run and bike. There are less expensive ways to achieve safety while acquiring funds to do it the way we would prefer. The walk/bike lane on Simcoe/Pike, for example, was a cost effective way to provide a path to the Libro Centre at a reduced cost to concrete sidewalks. I believe this is the bridging answer for Texas Road. The Texas Road discussion started because the need for a sidewalk became a safety issue once Kingsbridge joined Texas Road. Many residents now walk either the short path thru Kingsbridge or all the way around using Concession 2. That entire walkway can be done with a paved lane and a rumble strip on one side of the street. I honestly couldn't tell you where the grandiose dream of curbs, concrete sidewalks, decorative light posts, etc. came from. Having a lot of family and friends in that area, they've expressed their distaste with the plans as it would add a 'bump' in to their driveway, where now it is a smooth transition. Regardless, for those that 'need' a sidewalk now, it can be done inexpensively while repaving the road, which could hardly be disagreed is overdue. This is just one example of finding ways to give communities what they want, and pay for, without huge debt. Consultation with all the affected residents is obviously where to start. It doesn't matter so much what council thinks, it's what the citizens need.
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Sutherland, Ron	Many people in Anderdon and Malden feel like way too much money is spent in the centre of Amherstburg and not enough money is spent in other areas. Certainly, almost all the grant money we got for beautification and parks was spent in the centre of Amherstburg. Anderdon and Malden should receive some more attention.
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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	As a society we have become increasingly concerned about our fitness levels and reliance on motor transportation. I think that our community should have a plan in place to increase the walkable neighbourhoods and promote 'active transportation'. Most of the areas mentioned have a high ratio of young families with children increasing the need to have sidewalks for walkable neighbourhoods. Parks become increasingly accessible as we provide walkable access for the families.
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Petro, Lora	Creating a 'walkable neighbourhood' within our municipality will allow for the creation of safe, sustainable and independent mobility. This task not only encompasses the communities above, but the entire municipality. Serving such a large catchment area, focus should be initially on those of highest population density with the most in need (ie. seniors, those with disabilities etc.). With such a task, in a grand scheme, partnerships should be developed to ensure we as a Municipality are following guidelines that have been established and found to be effective and beneficial in other communities. These agencies include: Walk Friendly Ontario, Pathway to Potential, and the Transportation Association of Ontario, just to name a few. Collaboration between municipal departments, other agencies, the private sector, non-profit organizations and community groups will allow the creation of a powerful relationship to aide in this process of creating a walkable neighbourhood.
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Rene, Joshua

I have always said that Amherstburg doesn't begin and end with its down town core. Every last citizen deserves a fair representation from its elected officials. Kingsbridge, Pointe West, Golfview, McGregor, and Malden all have amazing things to offer and should not be forgotten. Council is expected to provide a safe and welcoming community for all its residents. Part of this is making sure that sidewalks are in good repair, roads are not going to destroy cars, and parks are well maintained and safe for our children. I have spoken to a couple of residents that want to explore the possibility of a dog park for our four legged friends. People take pride in their communities and Council should be nurturing this.

Rozankovic, Robert

Though all communities that form Amherstburg should be serviced appropriately with sidewalks, parks, etc, the reality is that funds just aren't available to take care of every community all at once. There needs to be a plan and to prioritize community needs.

**Question 10.** What will you do to help establish regional transit within walking distance of all Amherstburg communities so that residents do not have to rely on car travel to commute to work or get to appointments in Windsor?

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**MAYOR**

Adler, Marty	What is wrong with travelling by car to get to work? If it is an issue with you, then get a ride. Ever hear of CAR POOLING! In major cities they even have special lanes for it. I can't imagine 21,000 people heading to Windsor every morning.
DiCarlo, Aldo	I will continue to work with the other municipalities to try and achieve this goal. This is a large project that cannot be achieved without the support, both financial and otherwise, from the rest of Essex County. The cost of doing this without government subsidies is unlikely due to population gaps throughout the County. Nonetheless, I would work towards a common goal that could help the entire region. Amherstburg does, however, have various alternative transportation methods for individuals without means like the Amherstburg Care A Van. While we work to find a way to establish regional transit, we can look at expanding what we already do well. Even if there were a nominal 'ride' fee for people who required transportation (ie; post secondary school students et al.) we may be able to achieve a temporary solution. The town could also look into busing for major events in other parts of Essex County, much like we do for the SOE Wine Festival. Public consultation is key.
Sutherland, Ron	Regional Transit would be very difficult to establish for Essex County. We don't really have the population density to make it work. However, we can make Amherstburg more walkable and bikeable with good planning decisions.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	This is a difficult to answer without having some information about what access is required. I have spoken to some of the young citizens who attend university in Windsor and live here in our town. They rely on family and friends for transportation since a vehicle is not within their budget. This is an area that needs to be developed in collaboration with other municipalities. We need to keep our young residents in our community and facilitating access to other communities encourages them to remain here.
Petro, Lora	The establishment of regional transit has been discussed many times among the current and past county Councils. Official Plan policies of both the County of Essex and the City of Windsor acknowledge that comprehensive regional transportation policies and implementation strategies are needed to effectively address regional transportation needs now through to 2021. (Essex-Windsor Regional Transportation Master Plan, 2005). With a secondary initiative planned to connect smaller areas with low ridership potential, Alternative Service Delivery methods such as TransCab service (contracted cabservice) could be extended from the end of a fixed bus route. (EWRT - Master Plan 2005). This must continue into a long term model to include our Municipality for bus service to our residents. I would continue to work with these organizations and advocate for our residents for the establishment of regional transit or alternate service delivery method with community agencies to allow for increased mobility for our residents, alongside a decreased carbon footprint for our area. With discussion ongoing regarding the realignment of hospital health care, and The Mega Hospital, the municipality needs a voice at the healthcare realignment table to ensure our Town continues to receive the care and services needed for the health of our residents. Advocation of outpatient clinics would also allow for increased accessibility to services. As a Nurse Practitioner, and previous Volunteer Paramedic I have seen what detriments occur when people cannot see their providers, specialists etc. due to transit issues. I advocate for my patients on a daily basis, and would advocate for our Town to ensure these needs are emphatically voiced.

Rene, Joshua I hold this issue near and dear! Personally I do not understand why this is not already been implemented. I strongly believe that our community size will support a community transit system. Now i am not saying that it has to be comparable in size to Transit Windsor, something slightly smaller will do. What we are doing is asking our residents to dish out high amounts of money to pay for a cab or gas money. Why? Part of the reason we lose people to Windsor is because of the convenience. The ability to get to one side of Windsor to the other in the fraction of time and money it would otherwise cost. I will work strongly to ensure that this idea is entertained in put into motion. We cannot keep delaying issues like this, it is bad for business!

Rozankovic, Robert Regional transit though a wonderful idea would seem to to be an impractical idea given the town's financial predicament. Without taxpayer subsidies it is difficult at best, and impossible at worst, to institute a transit system between Amherstburg and Windsor. Having said that, we owe it to our citizens to explore what monies (grants) are available from the Provincial or Federal Governments to possibly bring this idea to fruition.

Swinton, Glenn	Public transit is a service to be negotiated with a secondary provider. Encouraging these providers to service the area would certainly be an added benefit to the citizens of Amherstburg. I will actively support the efforts of any company willing to service the area i.e. Transit Windsor however, any coverage of expenses for these services cannot be passed to the Town of Amherstburg at this time.
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**Question 11.** There has been much discussion about the financial and economic issues Amherstburg is facing. What is your understanding and your thoughts about the societal and environmental issues facing the communities that comprise Amherstburg?

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**MAYOR**

Adler, Marty            Nobody likes to owe money, but when you run a town, it is a fact of life until you get into the black. That is not going to happen soon, but with me at the helm, it will happen sooner than later. As for the environment, I have promoted (see my ads and postcards) "The greening of Amherstburg". That means addressing everything from bike lanes to community gardens. Green is good.

DiCarlo, Aldo            This answer may sound like I'm passing the buck, but as much as Amherstburg has to deal with these issues as a municipality, these issues are so big that they need provincial and federal support. In this respect, I would advocate for Amherstburg at a provincial and federal level for support.

Sutherland, Ron            This question was about societal and environmental issues and is way too big to answer in one short paragraph. I simply say that there is a provincially mandated body called the Essex Region Conservation Authority (ERCA). It is made up of representatives of all the municipalities in Essex County. It has the mandate to deal with most environmental issues in the county.

**DEPUTY MAYOR**

**COUNCILLOR**

Anytime a group of people face economic instability the result is typically fear and uncertainty. The citizens of Amherstburg need to be part of the process to resolve this. They need to have information about the action plan that the new Council will develop to address the recommendations from Deloitte and for ongoing controls that need to be implemented in order to ensure the status of our town.

Gemmell, Pauline            Life is unaffordable for many families. At a time when we should be looking for solutions to the challenges facing our town we have seen our community and Council divided. This is not how to build a thriving town. The town of Amherstburg needs responsible and responsive government. It's now time to elect a council that is skilled at directing the affairs of a corporation where all the residents are shareholders. The new council must work to reestablish the confidence of the residents and the business community.

Financial and economic issues that the current Municipality of Amherstburg is facing are sadly not unique. With the downturn of the economy and loss of jobs in surrounding communities (eg. Heinz, Honeywell, General Chemical etc) our residents as well as others in neighbouring municipalities are suffering. Financial and economic issues affect Amherstburg, Essex County, Ontario and Canada. Without the remediation and risk reduction multiple issues can and may arise. Societal Issues - Societal issues facing the Municipality of Amherstburg include social disorganization, with a risk for a negative impact on infrastructure and the importation of new developments and business opportunity. Our financial issues also impact stakeholder trust and relationships negatively. We must maintain these relationships in a positive light to continue for long term success, competitive advantages and resilience. The need to build and maintain appropriate working relationships with all relevant levels of government to promote a healthy business environment, advance business interests, achieve timely approvals and maintain their social ability to operate is of significant importance. Environmental Issues - Currently in our news is the blue-green algae bloom in the western basin of Lake Erie that has the potential to choke the mouth of the Detroit River and impact our water quality. Our Town also faces several unique to the area issues, such as its proximity to Fermi 2, Regional Land Fill, Air and Water quality in proximity to Detroit and surface water contamination from agricultural practices. We also face environmental impacts from the construction of the Rt. Honourable Herb Gray Parkway and the New International Trade Crossing encompassing the above as well as impacts on wildlife. As a Councillor, I would advocate for a stronger Federal pressure at the international level to mitigate these risks and development of best practice policies and procedures. Ongoing vigilance is required to keeping on top of the fast-evolving business impacts of key environmental and social issues. Informed council asking the right questions will make all the difference.

Petro, Lora

Environment: I truly believe that as a community we must not be side tracked on one issue. I believe this is part of the reason that Amherstburg is in this mess! I have always been an advocate for a responsible environmental impact. We must ensure that our community survives for generations to come. I believe that our community has done a reasonable job to protect its citizens from outside environmental influence. If I am elected to Council I will keep close contact with all levels of government to ensure that our residents are protected and can enjoy a safe and clean community.

Rene, Joshua

Societal: I hear all the time of the toxic work environment at town hall, with low moral and high turn over! This unfortunately does not confine itself to the four walls of the municipal building. As residents we naturally take some pride in our town, and its success. This however for some has become increasingly difficult. He said she said has become the norm here in Amherstburg. The negative repercussions are endless! Loss of investment and future business opportunities, and residents packing up and leaving! What the new Council should be doing is starting from square one. Gather all the facts, recommendations and LISTEN to the residents! They need to be able to show the residents that they are able to work together towards a brighter future for Amherstburg.

Rozankovic,  
Robert

Societal issues in Amherstburg mirror those of any other community though possibly on a different scale. Poverty and social housing are issues that always need attention. The creation of more employment opportunities for our youth is also critical. The town however, can only do so much in creating employment. We need to lure more businesses to town which in turn creates employment.

**Question 12.** Do you approve of this Council/Admin selecting a new CAO on your behalf. Would you prefer to select your own CAO?

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**MAYOR**

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Adler, Marty	In the case before us, I believe Mr. Phipps is a man who knows his stuff. Now before you think I am patronizing the man, I also believe Mr. Phipps knows how to use the system, not only for Amherstburg, but for himself. I believe he knows more in selecting a replacement than anyone on council. He also needs to stay on to help Mr. Micelli get acclimated. After that, I believe Mr. Micelli will do his thing.
DiCarlo, Aldo	As much as I'd like to select my own CAO, or more properly the new council select the new CAO, it doesn't seem like a viable option for the best interests of the Town. Having been on the VP Administration & Finance hiring committee for the University, I learned quickly the complexities of hiring at such a high level. It is not a short process by any means. My best assumption would be at least a 6 month process to hire the right individual. It might be done in a shorter time, depending on the candidates available, but I believe in planning conservatively. With Mr. Phipps making his intentions to leave by December clear, there wasn't much of a choice in hiring now. The Town could have looked at hiring yet another interim CAO, but I can't honestly see how that would have been better. It is my understanding that the new CAO, Mr. Miceli, has a contract that would have to be paid out if he was dismissed. Not working with the new CAO would be detrimental to the staff and costly. I spoke with employees of the City of Windsor to inquire about Mr. Miceli's abilities. It seemed to be the consensus that Mr. Miceli is capable of working in a collaborative manner, something Town Hall desperately needs. I confirmed that he was directing large projects, in the millions of dollars, and he did so effectively. If I were elected mayor, I would work with Mr. Miceli to get the Town back on track. I don't believe doing otherwise will benefit the town. We should hold him accountable to do the job he was hired to do before paying him to go away.
Sutherland, Ron	I spoke out regarding this, in that the new council should appoint the new CAO, but was outvoted. I have already stated publically many times that the new CAO should have been selected by the new Council. This is not to detract from Mr. Micelli's qualifications or expertise. It is simply common sense.

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Gemmell, Pauline	Yes I believe that the new CAO should have been selected by the new Council.
Meloche, Leo	I believe it would be wise to let the new council select and develop a strong working relationship with the new CAO as opposed to creating an air of skepticism and mistrust on another decision made by current Council.
Mickle, Stephen	My understanding from our current on/off CAO that it will be the new council that will have that choice. And rightfully so. The new council needs to be part of the process to assess the qualities that we need. Not the same old story of hand picking and qualifying some one who has no passion for this community.
Petro, Lora	I believe it is in the best interest in the development of a new Council to allow the new parties to choose their CAO. This allows for increased collaboration from the initial phase, with all parties working towards a common goal. If chosen by the current Council there would be a disconnect in continuity. Let the new Council choose the CAO, with public backing, to move this municipality forward.
Rene, Joshua	I truly believe that the new CAO should be chosen by the new Council. The residents have spoken and they demand change! Starting with of course a new CAO that has been selected by a brand new group of responsible individuals! Lets listen to the residents!

Rozankovic, Robert      Unequivocally it should be the new council that selects the new CAO. It is that new council that will need to work closely with that individual. Having said that, I have proposed on several occasions that the current council & administration could short-list the number of candidates to three or four for the sake of expediency.

Swinton, Glenn      I am strongly apposed to this current council making any decisions with long term effects before they are potentially replaced. The C.A.O. is put in place to give direction to all the towns department heads. His direction is to come from the Mayor and his council. If this current Mayor and Council are not unanimous on the needs of the town how can they possibly hire a C.A.O.? If they are to hire a C.A.O. before leaving office, this new hire should be placed under contract with a strong understanding that he/she is under a probationary period until well after the new Mayor and council take office. This would prevent any potential "buyout" of any contract that may be entered into.

**Question 13.** The Town now is in the process of negotiating a new contract with our local police force. Within this contract (expires Dec 2014) is a clause which if activated could cost our town dearly! What is your knowledge of this buyout clause? what is your understanding of the rationale behind the inclusion of it in our contract? What and how many officers would be involved? What would be the cost to our town if enforced one day? From my understanding, we are talking anywhere from 8-10 million dollars would be paid out to officers changing uniforms, not losing jobs? Your thoughts please!

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**MAYOR**

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Adler, Marty                      Didn't I answer this in question 6? I don't want the OPP, and I don't want to give our guys any golden handshakes. Some are making \$122,000 a year. (I have no idea about overtime) Having said that, if they think they are worked too hard in keeping this the safest town in Canada, I might look at other avenues. By the way, I believe we are the safest town in Canada, not because of our police, or the nearby OPP, but because of the people who live here. Give yourself a pat on the back!

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DiCarlo, Aldo                      Here's what I know: The buyout clause was inserted sometime in the 1990's during amalgamation of Essex County. At the time, pensions were not transferable from municipal policing to provincial policing plans. The clause was meant to compensate, or rather not penalize, officers who might be forced to switch. Since that time, municipal pension plans can be transferred to provincial for the officers who choose to go to the OPP. There would be a shortfall for the officers, as their current pension plans aren't quite equal to the provincial plans. This could likely be negotiated at minimal cost compared to the cost of implementing the clause as is. Approximately half of the current officers would be affected by the pre-hire date of October 2001, that is, the officers hired prior to this date would receive the maximum 3 months' pay for every year of service. The others would receive 3 weeks' pay, I believe. I can't tell you the exact figure for the cost if enforced today, but I've been told it is in the millions? Please see my answer to question 6 for more. As a matter of clarification for those that might think the Police Association has some control over the costing from OPP, they do not. The costing for OPP services must be done by the Board. Please look up who is currently on the Board and ask them why they have never bothered to cost out the OPP services or ask the Association for their position?...at least not to my knowledge.  
Edited: I have recently been corrected on who is required to request the costing for OPP. I am told that the OPP costing must be requested by Council, not the Police Board. The rest of my position remains the same. There has been numerous years to request OPP costing by Council, of which there was no cost to the Town.

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Sutherland, Ron                      This question is related to Question 6 above. It is not clear to me why the OPP buy-out clause was inserted in the first place; although I have heard some explanations. I will commit to obtaining an OPP costing. I would seek legal advice regarding the OPP clause in the existing contract.

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Barrette, Chad                      As I have stated in my campaign literature I like to be transparent. The police contract can be found on the website [amherstburg1.ca](http://amherstburg1.ca) or just [Click here for the contract](#). Look at section 34 for the OPP Buyout Clause. As I understand it, enacting a buyout clause would be quite expensive. I won't publish the exact figures until I can verify them. As we have one of Canada's safest communities under the current police structure it would seem that switching to the OPP may not be the best choice. The current Amherstburg Police Contract is two tiered, only the Police Officers who were hired before October 15th, 2001 would get the full buy out amount even if they were not hired by the OPP. They would receive 3 months of salary for every year or part of a year worked. Those hired after Oct 15th, 2001 would receive 3 weeks pay per year worked but only if they are not hired by the OPP. There are other details included that you can read about benefits and job re-training. My concern with the OPP is the rising costs of contract settlements made by arbitrators, the salaries and

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benefit package amounts have been rising faster than the level of inflation. Arbitrators do not have to take into consideration the ability of municipalities to pay. The Ontario government is currently in negotiations to change the way municipalities are billed by the O.P.P.. I believe it would be a good idea to see how this new funding model actually works in other communities before we jump into a contract with the O.P.P. I also believe that the current council should allow the next council to decide on the police contract rather than try to rush it through before the new council arrives.

I believe that our Police provide an excellent service. The buyout clause is outlined in the contract. As with any corporation preparing to lay off large numbers (this would be situation here) the Employment Standards Act prescribes the basic requirements for any payout. Beyond that the town would be required to honor provisions found in the contract.

Gemmell, Pauline

We have a good and effective police service in our community. The cost factor needs to be discussed once the negotiations but other factors also must be considered along with the cost factor. It's important that we all know what would be the result of having OPP in our community instead of our own police services. We need to look to other communities who have done this. Where are the officers dispatched from? There is a new costing formula and that also needs to be considered.

Kendell, Scott

I think that with all contracts that are ending, that the clause should be ending also. Negotiations between employer and police force should not be automatic or grandfathered in I am only aware of the clause through the Windsor star a couple of years ago when there was talk of a switch to the OPP I think a severance of 2 weeks for every year worked is the standard, when I received my papers 18 years ago. I hope the contract is not resigned before a new council is in place.

**Question 14.** I would like to know what the real plan is to start control some of these recent floodings in the area, as a twice flooded and \$74,000 insurance claim in 2011 less \$1000 deductible and a 2nd \$20,000 insurance claim now Sept 2014 less another \$1000 deductible and loss of flood coverage moving forward need some real answers.. I called town hall and was told “We are not talking flood complaints at this time” ... for real?? All that did was anger me more, I’m out \$2000 now and risking greater loss if this happens again and being left in the dark with no communication from the town.. I have seen the old plan of disconnecting eaves trough lines from the street which I might add were done when these homes were built 25-35 years ago and direct that rain water onto the lawns, this will solve nothing because I have pictures and video of my street with water blasting out of the storm and sewer covers flooding the area several times since Aug 2011 and whether roof top rain water dumps into the sewers or flooded streets isn’t going to matter because it will still end up in the same place, peoples homes.. My home value is decreased, I’m stressed to the max and with already suffering from health issues don’t know where to turn or what to say.. I’m paying \$2500 a year in property taxes for all this!

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**MAYOR**

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Adler, Marty	It is my opinion that once a resident has done all they can to prevent flooding, and flooding still persists during torrential downpours, then the problem lies with the town. You appear to have taken all the steps necessary, and there is no excuse for not trying to set your mind at ease when calling for help. Near the top of my platform list is the connection of the new water sewage treatment plant as soon as possible. I have a way to find the money to accomplish this. It is a priority for me when attracting development. A benefit for the residents (you), is this new connection will take the burden off the current system. Please know how important this is to me.
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DiCarlo, Aldo	I believe Glenn Swinton does a very good job, with his response to this question, in trying to narrow down the problem. I’m not ashamed to refer to another candidate’s comments. I would use this to reiterate a point I tried to make earlier, in that, no one can know everything alone, but collectively we can find solutions. Once the cause is determined a solution <i>must</i> be designed and executed. Much like I spoke about the need to spend money on safety, spending money addressing flooding issues is also necessary. These are issues we pay taxes for, the bare essentials. If we can’t say we have safe neighbourhoods, proper drainage and sewage lines, etc., what are we paying taxes for? This is not to say we shouldn’t look for government funding, grants, etc., to help, but it has to be addressed. I am astounded that the Town told you they weren’t taking complaints for flooding. Since I’ve never had to call for a complaint like flooding, I always assumed that a complaint was a complaint. If the Town can now ignore complaints by category, we may be in worse trouble than believed.
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Sutherland, Ron	This question is about flooding. It is clear that spending millions of dollars on infrastructure didn’t stop the flooding. Infrastructure issues are an ongoing issue and anyone who claims to have fixed all our problems for the next 30 years is obviously wrong.
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**DEPUTY MAYOR**

**COUNCILLOR**

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Gemmell, Pauline	Amherstburg must deal with the flooding issues. Other communities are also experiencing this. Residents won’t stay in our town if we are not able to determine the cause of the flooding and to provide service that will prevent ongoing flooding. The new Council must look at means of resolving this. Our residents must feel that they and their assets are safe in this community.
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Kendell, Scott	When you receive 4” of rain in short period of time storm sewers are overwhelmed you would need bigger storm retention ponds in subdivisions With relief pumps. I am not an engineer but I am sure somebody will figure it out because the flooding situation is occurring more and more every year. If you build it they will come if you service it properly they will stay.
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Pouget, Diane	Amherstburg Council is very concerned with the flooding problem in Amherstburg. It is especially disturbing, that it appears some homes have flooded several times. This is not acceptable. Council has directed administration to prepare a full report
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regarding this situation, including everything that must be done to ensure our residents will not have to worry about this serious problem. We must determine if all factors including back flow valves, sump pumps, sewer capacity, plugged or broken drains, eves troughs disconnection, etc are working and we must prepare for heavier rain falls, that are becoming more frequent.

This question will be difficult for anyone not immersed in the town operations on a day to day basis. There are several factors that could be leading to the flooding of your home. The first important question is, where is it coming from? Does it enter your home from a storm or sanitary sewer connection? Is it ground water accumulating under your home and rising up from the sump pit to a degree that your pump cannot maintain safe levels? Is it infiltrating the foundation or building up so high on the exterior of your house that it is entering through an opening close to the ground level? You indicated that you have photographs of water rising out of the city rainwater drains in the street. This is usually an indication that the system is being overloaded and the excess water is being forced out of the system by back pressure. You have further indicated that this is the third flood that you have had to address. Is each flood from the same source? Has there ever been a recommendation to install a back flow preventer from any of the contractors that performed the flood damage repairs? Unfortunately, to answer your question there really isn't a plan that anyone will be able to honestly give to you without knowing the extensive data that would exist on your existing sewer system. Before a plan can be conveyed, it is important to know what the town has already done to investigate the cause and what the results of that investigation were. As a councillor with an understanding of construction principals, I would certainly be willing to look further into this issue on your behalf and work with you and the others effected in your neighbourhood in finding a sensible resolution.

Swinton, Glenn

**Question 15.** In your opinion why are we 67 million in debt? How do you think it got to this? What will you do to stop this from happening again?

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**MAYOR**

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Adler, Marty                      It is my understanding that the debt at the end of the year is projected to be \$46 million, but what is \$21 million dollars amongst friends. 61% of the debt can be attributed to the amounts owing on the waste water treatment plant, and the Libro Centre. I will save the details on the remaining debt for our candidates meeting, but to ease your mind just a bit, let me place some perspective on this situation. If you owned a home valued at \$400,000 and your mortgage was \$46,000, would you not say you were in pretty good shape? Well Amherstburgs valuation is in the neighbourhood of \$400 million, with a debt of \$46 million. I am not downplaying the debt, just trying to place a more positive spin on it. As a business owner, media member, marketer, and a mayoral candidate, it will be my job to let you, and the media see our cup as half full, and not half empty.

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DiCarlo, Aldo                      To keep the answer from taking up pages, I'll just say the bulk of the debt is believed to be based on the waste water treatment plant and the Libro Centre. The debt got to this level because much of what we needed had to be built. We were obligated to build a new waste water treatment plant by the government. The cost seems to be reasonable in comparison to similar municipalities. The plant should last for years if properly designed and built, with minimal maintenance costs. Again, I don't think anyone should deny the reality that we had to spend the money. I explained my thoughts on the cost of the Libro Centre in my answer to question 8. Considering we were spending millions trying to keep the old arena usable, with all the problems of scheduling and other issues, the money we are spending on a first class facility is money well spent. At least that's my position, and of many people I spoke with. All communities should have a facility as great as ours. How the money was allocated, however, is a whole other problem. Single bank accounts for multiple endeavors and obligations leaves me speechless...that's not common for me. The new CAO will be held accountable for reorganizing the Town's financial situation and the council must oversee the administration with a level of understanding to ensure it is done properly.

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Sutherland, Ron                      Our debt is high because we have not controlled our spending. We must control our spending. It is a question of will power. It's that simple.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline                      We need to implement the 41 recommendations and begin the process of structuring the financial accountability processes. We need to ensure the new Council receives financial statements from the CAO every month with a review of the areas of risk. The statements must be shared with residents so that they can also review them. An annual audit must be completed by an independent audit firm selected by Council. Our community needs: Accountability; Responsibility; Transparency.

Kendell, Scott                      Poor management left hand does not know what right hand is doing, Or better yet ignores it. Up to date financials. Absolute necessity. Long term financial plan to service, reduce debt. Town needs to maintain infrastructure. Repair and improvements are essential to growth, Act on the needs and question the wants.

Petro, Lora                      I believe the main point here, is that the community at large still has yet to have been told in concrete terms how we got this far. I do not believe in making assumptions as to what happened, but I do believe in finding out how it happened. I have supported a detailed audit so as to determine the history of events leading us up to this situation. From those events, as well as with the recommendations provided by Deloitte, the new Council should have no difficulty in not travelling down the same road again. I am a fiscally responsible person, and have always needed concrete facts before determining an outcome. As your Councillor I would ask for those facts, the cost of a project now, its long term expenditure etc before making the decision to ensure that

the Municipality could indeed, afford it.

Pouget, Diane

I believe the Town of Amherstburg is so far in debt because the Council of the day took advantage of so many grants, not realizing that they had to repay one third of the cost. Some of these grants were spent on non-essential items. The new Council must focus on paying down the debt, building the reserves and only spending money on much needed infrastructure, instead of wants.

Rene, Joshua

Overspending! This is the bottom line! We are here today saddled with this embarrassing debt because projects were not prioritized, and funds were not allocated soon enough. The new Council will now have to spend it's term cleaning up and fixing problems instead of taking a page out of other municipalities books and growing. Don't spend what you don't have, simple as that!

**Question 16.** What is better for Amherstburg: 500 tourists or one newly-created full-time industrial job?

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**MAYOR**

Adler, Marty	No doubt about it - give me 500 tourist anyday. Jobs in Amherstburg are not a priority for me at this stage of the game. The jobs will come when all my other plans start to bear fruit.
DiCarlo, Aldo	This is an interesting question but I'm not sure it has enough detail to answer. Why are the 500 tourists in town and how much money was put into Amherstburg's economy from them? What does the industrial job pay? I don't like not answering a question. If someone took the time to ask it, I'll answer it the best that I can. Assuming the stabilization of economy, I'd have to lean to the industrial job. Jobs contribute to the tax base in numerous ways. I don't think I need to go into the details of what I mean, the research is all on the internet. Ideally, I don't see why we would have to choose, but that's my answer on a grand assumption. With more detail I would answer the question again.
Sutherland, Ron	I believe a balanced combination of both would be an ideal situation. One full-time industrial job can pay anywhere between \$40,000.00 to \$80,000.00 or more per year. Typically the worker and the family would spend most of that money in Amherstburg. I don't think 500 tourists can generate that amount of spending. So I would have to say the industrial job is economically better than 500 tourists.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	One newly created full time industrial job because if that person works that person will also be spending in our community, possibly raising a family who will also spend in our community and attract others to do the same. The potential could go on forever for this option because it has more likelihood for sustainability that tourism does. Both are important but without employment people will leave the community and without our town we likely won't attract tourists. We need to ensure that our citizens have opportunities within our community and job creation is a critical ingredient to ensuring this.
Kendell, Scott	300 full time industrial jobs 100 snowbirds retirees and 100 tourist
Mickle, Stephen	Fulltime Industrial and Commercial business is needed, plain and simple. With there investment we may be able to continue subsidizing the fine tourist events in the past. We will always have and continue to receive tourists in our great Town.
Petro, Lora	As stated by previous respondents, 500 tourists may be seen during one festival (eg. SOE Wine Festival), while one newly-created full-time industrial job requires a pre-existing company. What I believe in is the promotion of the town to engage tourists to the area for multiple festivals that are family friendly, while actively seeking new commercial and/or industrial facilities to our area for our residents for employment.
Pouget, Diane	That is a tough question. On one hand, the 500 tourists might spend money in town, spread the word about our beautiful community, thus more tourists will visit our town and spend more money. In fact, some of those tourists might decide to relocate here or open a business. However, one newly created job will ensure more revenue to be spent in Amherstburg, perhaps resulting of the purchase of a home that would bring in more tax dollars.
Rene, Joshua	That is a very loaded question. My initial response would be both. 500 tourists bring revenue and possible taxpayers, though 1 full-time industrial job would help keep our residents off of assistance and here in our municipality. If I had to pick one it would have to be the full-time job. Let's focus on the people already here instead of spreading ourselves to thin to be effective.
Swinton, Glenn	I don't believe the two are even comparable. The 500 tourist can easily be persuaded to attend with a single function. One newly created full-time industrial job will require

the entire industrial facility to present the position. We have a long list of candidates this election that are entrepreneurs at heart. A group that gets up every day and puts others to work. When you ask 500 tourist or one full-time industrial job I ask you, Retirees or dedicated movers that develop industry your asking to attract? You get to vote, you decide. Why can't we have both? I think realistically anyone can vote on a festival for a weekend here and there but it takes industrious minds to draw industry interests.

**Question 17.** What will you do to ensure that citizens living outside of the historical core of Amherstburg receive the same quality municipal infrastructure and services? This means sidewalks, parks, multi-use trails, neighbourhood commercial and institutional uses.

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**MAYOR**

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Adler, Marty                      Didn't I answer this in question 9?

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DiCarlo, Aldo                      When planning municipal infrastructure and services, there has to be included the cost of providing these things to ALL citizens, yes ALL. To me at least, I don't see how one can determine that one citizen should receive something that another doesn't based on geographic location. Certainly there must be long term plans and funding put in place to achieve these services for all, but to discriminate against a group of citizens based on the location doesn't seem right. I'll bet if you ask, they'll both say they should have those services. They all pay taxes for services, there must be a way to provide some form of services to all. An example I could give would be like the Texas Road issue I offered at question 9. Addressing Chad Barrette's answer to this question, as the concession roads are repaved, extended paving and rumble strips on one side would help get cyclists off the main roadway. I don't mean to say this is the answer to everything, different problems require different solutions with input from the relevant stakeholders. In this case, the stakeholders would include the citizens of the town...frankly, it should always include input from citizens, to some degree anyway.

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Sutherland, Ron                      If you live outside of the main settlement area, then it is harder to provide sidewalks and other services. However, we can still provide quality services such as good garbage removal, good snow removal, good police response times, good ambulance response times and good fire department response times.

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**DEPUTY MAYOR**

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I strongly believe that all areas be treated equally in receiving services. It was evident during last election, many areas felt left out in the cold.

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DiPasquale, Bart                      With our financial situation all projects of this nature need to be prioritized. Edgewater through an MOE citation is on the list in ridding of the lagoons and tying those areas to our Waste treatment plant. Texas road has been waiting for numerous years. A grant has been sought for both projects but , there no guarantees for grants.

We must live within our means and at the same time work on sustainable projects .

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**COUNCILLOR**

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Barrette, Chad                      I live outside of the historical core of Amherstburg and we could use an upgrade to our park and would certainly welcome multi-use trails and sidewalks. I can tell you that riding my bike down third concession can be nerve-racking when cars and trucks whiz by at 90 km/hr. I believe in quality municipal infrastructure that is sustainable in the long run. In the first three months of council I propose that we have a committee made of citizens that are representative of all areas of Amherstburg to advise council of their infrastructure wants and needs. Council can look at the list to help guide us in our decisions in upgrading infrastructure according to need. Although there are many infrastructure needs throughout our town, council must be aware that we are under financial constraints. We must right the fiscal ship first then we can start to reinvest in our parks and sidewalks and trails.

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Gemmell, Pauline                      We need a long range financial plan and included in that must be infrastructure requirements for all of our communities. Families and seniors live in these areas and as a community we need to provide sidewalks and trails that allow people to be active and fully participate in leisure, social, cultural and spiritual activities. The ability of the town to provide these may be compromised or delayed depending on the current financial status of the budget.

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I believe in equal representation for core and rural residents living within the municipality. whether it be town services, infrastructure improvements or ensuring a friendly, safe and healthy community - we are ONE!

Grant, Ken

I would like to see council seek input from core and rural residents through workshops and planning sessions. Each area in Amherstburg is distinct, each have their different needs. This process will allow residents to tell their councilors about their local priorities. Your priorities will be reflected through a "Area Action Plan". The town budget process will provide the resources needed to bring each "Area Action Plan" to life.

Current and past Councils have done a tremendous job in the development of infrastructure and available services within the historical core of Amherstburg. However, with the focus on the historical core, those residents living outside have gone unnoticed. I believe by engaging the public stakeholders in their neighbourhoods, to develop a plan moving forward would allow for those residents to see changes to their neighbourhood (ie. Sidewalks, parks, etc.) that they so desire. This requires stakeholder engagement and buy in, as well as Council and Administration engagement. This may be completed by Community Committees to determine the wants of the community at large, and Council creating a plan to move forward on certain items. However, costing of each must be factored in. I believe it is time to start the process of improving infrastructure and accessibility of services to those outside of the historical district while being conscientious in spending habits.

Petro, Lora

Council was well aware that many residents outside the core area of Amherstburg felt their needs were being ignored. Councillor Bart DiPasquale was successful in passing a motion to have budget meetings in Anderdon (old Fire Hall) and Malden (Sportsmen Club) in 2013. Unfortunately, these meetings were not well attended. It is very important, that the new Council advertise all budget meetings and reach out to our residents for their input. Unfortunately, the new Council will have limited funds and must focus on needs instead of wants in order to pay down the debt and build up the reserves.

Pouget, Diane

Amherstburg should not begin and end with its downtown core! Historical tourism is important yes, but there are residents who live here 365 days a year. A politician is elected to represent not one citizen, or two, but every one of their constituents. This is what I will bring to Council. I will do everything possible to make sure that all the residents of Amherstburg are represented in a fair and equal manner.

Rene, Joshua

**Question 18.** Do you believe the Poison Pill Clause should be eliminated in the Police Contract in order to get an OPP costing to compare the costs of policing of OPP versus Amherstburg Police.

<b>MAYOR</b>	
Adler, Marty	I'm under the impression a costing was available to the town at little or no cost, and the ball was dropped.
DiCarlo, Aldo	Please see my answers to questions 6 and 13. No offence to the author of the question, but I would not refer to the clause as the 'Poison Pill'. It is a clause that had legitimate compensation when it was first introduced. It may not be in the best interests of the Town today, but I believe it can be addressed appropriately.
Sutherland, Ron	This is a repeat of Questions 6 and 13.
<b>DEPUTY MAYOR</b>	
DiPasquale, Bart	I believe this part of the contract should be negotiated out of the contract so we can be on the same playing field as the rest of the Province I getting the best bang for the dollar.
<b>COUNCILLOR</b>	
Barrette, Chad	As one of Canada's safest communities, the Amherstburg Municipal Police Force are doing a fine job and we should carefully weigh the pros and cons of replacing them with the O.P.P.. I believe in fair and sustainable contracts for all employee groups and the so called poison pill clause would make the replacement of the force with the O.P.P. very expensive indeed. I would like to see it eliminated or modified to at least eliminate the possibility of those who get picked up by the O.P.P. to not receive thousands of dollars for keeping a comparable job. The elimination of this clause should be seriously looked at in the next set of negotiations as it is very cost prohibitive for the citizens of Amherstburg. As I have said in a previous post there is a new O.P.P. funding model being implemented by the province. It would be wise to see how this new model pans out before we go searching to replace our current force. It will be interesting to see if the current council will try to make a quick decision on the police contract before the next council is sworn in.
Gemmell, Pauline	Having a costing for alternative services is not dependent on a clause in a contract. The police services is currently beginning to prepare to negotiate a new contract and as such this is something that should be considered during these negotiations.
Mickle, Stephen	We seriously need to negotiate this out of the contract.
Petro, Lora	As I have mentioned in previous questions, I believe that the "Poison Pill Clause" should be fairly negotiated out if an OPP takeover was to occur to secure the futures of our current civil servants. With that said, yes it would be a variable in the cost comparison of the two forces, however I believe with strong negotiations it will be eliminated and would not financially factor into the comparison.
Pouget, Diane	Yes I believe the Poison Pill Clause should be eliminated in the Police Contract to get an OPP costing. This is not to say that we must go with the OPP, but it is only fair to obtain this cost comparison for our residents.
Rozankovic, Robert	The "Poison Pill" clause should definitely be eliminated from future contracts. Those who negotiated the contract on the town's behalf have done us a great disservice. Getting OPP costing is not dependent on eliminating that clause. We should be investigating every avenue to ensure the town gets good value for money spent. Having said that, I am a proponent of having a local police force. The intangible value of a local force cannot simply be measured in dollars and cents.

**Question 19.** How would you prioritize infrastructure projects in Amherstburg? How would you fund them? Do you agree or disagree with the decision to not sell the town's share in Essex Power Corp? Do you feel that by not selling we can avoid insolvency or bankruptcy by using share dividend payments to offset accumulated/future debt? If the town becomes insolvent or bankrupt, what would happen to this share?

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**MAYOR**

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Adler, Marty	If I were in office, it would not be me prioritizing infrastructure projects, it would be the citizens of Amherstburg who find issues that they believe must be addressed. I don't plan to be in office to create issues – I am there to assist in solving them. As for the shares in Essex Power, my take is simple, if it makes money for the town, we keep it. The suggestion to sell and pay down the debt is short term gain for long term pain. I am not interested in selling off our future.
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DiCarlo, Aldo	I'm not completely sure why bankruptcy is even considered at this time. From the information I've received, even with our current debt, we're not nearing bankruptcy. I do not believe in selling the Essex Power Corp shares. The shares are providing income for the Town. As long as it continues to do so, I don't think it should even be considered. Prioritizing infrastructure projects for Amherstburg is for the citizens to decide, in general terms. Although council will have to make the final decision on the projects, input from the citizens is paramount in determining priorities. On the other hand, safety and disaster prevention would be a priority for me. I can't say enough that issues like safe walking/cycling/running and flood prevention, as examples, are paramount for a community. Once we have the basic needs of the Town met, we can look into long term funding for other infrastructure projects. In today's economic times, debt is an unfortunate reality. Debt in itself is not necessarily bad, provided the debt is responsible and transparently articulated and approved by the citizens. In other words, if we couldn't find funding thru other means like government grants, that doesn't mean we couldn't raise taxes a modest amount to fund new initiatives that are important to the town, and that may produce a profit in the long run. Before I get lambasted, I'm not suggesting that my goal is to raise taxes, I just believe that all avenues of funding need to be explored if the Town truly needs or wants something. As an aside, I like Chad Barrette's answer to this question. I have no current association with Chad but I will also be voting on election day.
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Sutherland, Ron	I feel very strongly about keeping our shares in Essex Power. That corporation was set up for the benefit of today's taxpayers and future taxpayers. No one has a right to sell those shares just to bail themselves out of their own bad money decisions. The Essex Power shares should be seen as a legacy to be handed down to our children and our grandchildren. I am very firm on this.
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**DEPUTY MAYOR**

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**COUNCILLOR**

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Barrette, Chad	First of all, our town will not go the way of bankruptcy. I have complete faith that we have learned our lesson and will enact the Deloitte report recommendations to set up the structures and policies needed to ensure the debt gets repaid. How would I prioritize the infrastructure projects in Amherstburg? I would push to have a committee made up of town council, administration and members of a newly created finance committee to prioritize a list of our infrastructure needs. The list would then be published as part of council's four year plan. The finance committee would serve as a check and balance for all estimates of revenue, development charges and budget forecasts made by the town and council and would publish our records monthly. A committee of seven business people would also serve as a check and balance in its own group. How would I pay for infrastructure projects? Infrastructure projects may have to wait until we are absolutely sure that we have the revenue to pay for them. We can increase our revenue by increasing our tax base by attracting business and residents to town. We could also pay for the infrastructure by procuring grants from different levels of government but we must be very cautious to make sure that we have the money to pay for any of the town's share of the grant and ongoing legacy costs of the project. We would absolutely hold open house meetings before
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any major infrastructure projects to give residents a voice in the process. Do I believe that we should sell the town shares in Essex Power Corp? With the information that I have as of this date, no I would not sell the town's share of Essex Power Corp. We do make money each year from having these shares but it will take more than the Essex Power Corp money to improve our finances. It will take the business community, town council and dedicated residents to take us to our potential.

I spoke at the meeting to discuss the sale with the town Council and spoke against selling the shares.

Gemmell, Pauline

Infrastructure projects become part of the long range financial plan and need to be prioritized according to need which also requires definition.

Kendell, Scott

As we sit Infrastructure that is a direct liability example drinking water unsafe dangerous roads bridges and sidewalks where safety and litigation is a concern should be taken care of first. Maintenance of all infrastructure to prolong its life is very important. Taxes and debenture funding if required for repair and maintenance. I agree not to sell shares to Essex power. The town of Amherstburg needs to go back to simple budget envelopes to pay off debt and consolidate all debt with a definite plan of attack on how much is actually owed, I have heard of 35 million to 70 million its funny even after the audit nobody knows the real number. The town needs a vision for the future Like 10 years and beyond for the financial and well being of everybody. Amherstburg won't become insolvent but if they did, the shares would be shared by secured creditors.

Mickle, Stephen

Priorities to any infrastructure projects must come on a long term plan. They also have to be part of our accessibility of funds.

Emerging competition for financial resources;  
New sources and paths to infrastructure investment performance data;  
Connections between business cases and project funding;  
Automating the business case evaluation process;  
Feeding the data needs of Mayors, Service Commissioners, Sustainability Managers, Resiliency Officers, and Budget Directors through Resiliency Dashboards; and  
Practical application of tools aimed at filling the information gap between project proponents and project stakeholders and financiers.

A host of things need to be in place and then we still need our portion of these funds.

I agree that we should not have sold the shares in ESSEX POWER CORP.

We will not become insolvent or bankrupt. But we need to look at all programs and cut where we can.

Petro, Lora

The prioritization of infrastructure projects in Amherstburg needs to be done carefully to allow for continued progress in improvements. One improvement can either delay or fast track another. We must first complete the water/sewer projects to alleviate issues with current flooding issues that have become more prevalent in the past years. Road repairs to improve traffic flow would also be near the top of priorities. These projects would need funding through government grants, however with grants do come expenses for the town. A cost:benefit ratio would be required to ensure that the improvement may initially increase the financial burden on the town, however would lessen the overall negative impact to residents. We must proceed cautiously with improvements to ensure they do not overwhelm our municipality financially.

I do not believe it is a wise choice, at this time, to begin selling off assets (such as Essex Power Corp Shares), this thought I believe is echo'd throughout our residents, and that the dividend payments may be used to off set accumulated debt. The future council should work to ensure that the elimination of the accumulated debt is indeed a priority in their long term financial plan.

Rene, Joshua

Honestly if we cannot afford it through grants or reserves, don't do it! We have to make sure as Council to allocate the funds for future projects ahead of time. We can no longer fly by the seat of our pants and spend on a whim! As for the Essex Power shares it was a no brainer. If we were to sell them all we would have done is provided a temporary band-aid solution that would have been inherited by Councils in the future. That debate should have been settled when Council realized that the residents of Amherstburg said quite clearly NO! I think with the right Council in place we need not worry about bankruptcy. I think if not for the election coming up, it may have been a scary all to real reality.

Rozankovic, Robert

From the start I have advocated for not selling our Essex Power Corp. shares. What the future holds we don't know and my opinion may change based on facts that may arise. For now, these shares do pay dividends and should be held. Bankruptcy and insolvency are not words or concepts that should be used in the same sentence as "Amherstburg". We have a bright future with the right leadership. Infrastructure projects need to be prioritized on a "need" basis and funded by the usual means of debentures, government grants or loans, or best of all by saving for them.

Prioritizing infrastructure projects is really quite simple, first "need", second "should have" and last "really like to have".

Unfortunately, there is no simple answer on how I would fund these projects since there is often various Federal level contributions available. Without having an accurate account of the towns finances I cannot prepare for what is required until the true figures of our financial history are available to review.

Swinton, Glenn

As for the Essex Power share, let me say that at this time I agree with holding the shares. First, as a town yes we hold infrastructure debt. But to start dumping assets let alone income generating assets for the sake of trying to pay down a small portion of this debt is the wrong idea. Understand that the debt we carry is not running us into bankruptcy, those directing our finance department are. If the town were to declare Bankruptcy, the shares would be sold by a Trustee and applied to any debt we had outstanding. Insolvency doesn't mean that our assets would be forfeited with no value applied to our debt. With that being said, if they are income generating shares why dump them now? Either way they have a value to this town only right now they are an asset that is paid for, generates some income and gives us partial control of an energy we rely on. Your not going to sell your car that gets you to work everyday to pay a little extra on the mortgage of your house are you?

**Question 20.** What measures would you take to ensure that the Town's employees do their proper jobs and are accountable for their performance?

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**MAYOR**

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Adler, Marty

Four letters MPMP

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DiCarlo, Aldo

There are many different avenues to evaluate employee performance. My preference would be this: First, any collective agreements and/or contracts that protect the employees working conditions need to be reviewed to ensure that there are no anticipated violations in any review model. Once it can be confirmed that the evaluation system used will not violate any agreed terms, a process can begin. It is important to use a system that can be applied to all employees, regardless of rank, including the CAO. It has been my experience that using different systems to evaluate different jobs only serves to divide and alienate employees. Using a uniform system should clearly show employees that they are all valued, and considered equal, in the role they play serving the Town. This may sound unreasonable to some but it has been proven to work. At some point in the beginning of the process, an organizational chart needs to be established. It should include the mayor and council as partners in the redevelopment of a more positive and inclusive working environment. For the record, I believe the council should be more like governors than managers, a body that oversees the processes to ensure that they are completed properly. I also believe the lack of understanding and oversight in the past was part of the problem that helped perpetuate the current climate. Any planning should include input from the employees. Without their buy-in, the system will likely fail. They should have the opportunity to provide input in whatever form they wish, including anonymously, to ensure there is no fear of repercussion. The goal is to fix the problems, not create new ones. To keep this answer from getting too long, let's jump to the job descriptions. Clear and defined job descriptions must be established so that people understand what they are accountable for. Once everyone understands what they are responsible for on a day to day basis, then you can begin the process of performance, with all the previously listed considerations of course. Performance should not be evaluated on an 'either you can do it or your out' level. There are many competent employees who may just need further direction, support or some training. Evaluation of jobs and performance usually causes an air of fear and/or anger, that needs to be considered and eliminated, as much as possible anyway. At that point, the resulting accountability can be established and implemented. I don't think it can be defined this early, without first doing all of the steps outlined above.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Barrette, Chad

If elected I plan on lobbying for an independent customer service company to audit random people who have had dealings with town hall. Together council and town administration can set benchmarks for customer satisfaction. The Deloitte recommendations also state that there were no consistent job performance evaluations at town hall, these would definitely have to be set up. Further to this though is that a heavy handed approach will have the opposite of the intended effect. Together with the employees we have to find out what is wrong at Town Hall and why so many people are quitting. Changing a work culture is a difficult thing, we want to encourage the leaders amongst the workers to set a good example and help ignite the others into better performance. The administration must first provide guidance and support to the workers. When all else fails of course employees would need to be reprimanded but let's get at the root of the problem before we jump to conclusions that the problem is only caused by the workers. We must also note that changes in collective agreements have to be done in bargaining. Working in a unionized environment I realize that these changes take time and compromise.

Gemmell, Pauline

The CAO must ensure that the managers are completing Performance Appraisals for each employee on an annual basis. Any performance issues must be addressed by the individual managers and reported to the CAO. If there is a risk that an employee will be terminated Council should be informed by the CAO since this presents as a risk situation.

Ongoing training is a critical ingredient to ensuring that employees maintain competence and the individual need for training should be part of the performance appraisal.

Job performance indicators first begin in job descriptions. As stated within the Deloitte report, that firm job description be placed in certain financial positions to increase accountability within the department. By reviewing and formalizing all job descriptions, along with concrete duties and requirements to hold such a position, a formal job evaluation can occur. When performance indicators are not being met consistently, there is an opportunity for review and assistance to increase performance. Job performance reviews should occur annually at minimum. Recurrent training to keep staff abreast of technology utilized within the town and new policies and procedures will allow for all staff to remain current. Finally, providing opportunities for further training and specialization within a department will help this town continue to move forward.

Petro, Lora

Council must ensure that our employees are qualified for their positions. This must be done through the CAO's office. Evaluations must be completed on a regular basis and reported to Council. If an employee is not performing their duties, the employee should be contacted, offered additional training, be monitored and be given an opportunity to improve. It is imperative that there is a paper trail to protect the employee and our taxpayers. It is also important, that all department heads appear before Council once a month to give a full report.

Pouget, Diane

If one piece of the puzzle at Town Hall is not functioning, then as we can clearly see it just doesn't work! What new Council needs to do when they take office is conduct reviews of ether whole departments or individual employees to make sure that everyone is doing their due justice for Amherstburg. What we need is individuals who take pride in their community, and are willing to do everything they can to help OUR Amherstburg grow and prosper. The town should be run like a business, no exceptions.

Rene, Joshua

All town employees report to a direct supervisor/manager who in turn reports to our CAO. I hope employees are being evaluated on their performance on a yearly basis and being afforded the appropriate tools or skills upgrading to ensure they perform their jobs to an acceptable level. If an evaluation process is not in place I would champion the creation of such a program through the necessary channels.

Rozankovic, Robert

**Question 21.** Are you now, or have you ever been officially affiliated with, employed by, fundraised for or held a position with any political party (provincial or federal) in the last 10 years? Is your campaign staff comprised of, or directly affiliated with, a political party? (not interested in which political party you support with your vote on election day)

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**MAYOR**

Adler, Marty	I am not associated with any party. When I'm not near the one I love, I love the one I'm near!
DiCarlo, Aldo	I have not been employed by, fundraised for or held a position with any political party (provincial or federal) in the last 10 years. I was affiliated with 2 of the parties in Canada some years ago. It was so long ago, I honestly don't remember if it was within 10 years or not, but I thought I would mention it for transparency. To the best of my knowledge, none of the people volunteering for my campaign are comprised of, or directly affiliated with, a political party. In other words, none of the political parties have provided me with any support people or resources. I have not asked them for their political affiliations outside of my campaign work as I don't believe it is any of my business.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Amlin, Larry	I am not affiliated with any political party federally or provincially.
Gemmell, Pauline	No
Kendell, Scott	No!
Petro, Lora	No, I am not, nor have not been officially affiliated with, employed by, fundraised for, or held a position with a political party in the past 10 years. There is no one in my campaign staff from, or affiliated with, a political party.
Pouget, Diane	I have never been officially affiliated with, employed by, fundraised or held a position with any political party in the last 10 years. I don't have a campaign staff.
Rene, Joshua	I have not ever been officially affiliated with a political party. I know who I vote for, but that has not and will not find its way into my municipal politics.
Rozankovic, Robert	I have no party affiliation nor does anyone on my campaign. My voting habits have always been totally dependent on quality of candidates or issues of the day.
Swinton, Glenn	I have never been officially affiliated with any provincial or federal level political parties, nor do I have any campaign staffers with affiliations either.

**Question 22.** As a candidate running in this Municipal election are you aware of the Fraserville mosquito issue and are you aware of the time sensitive mosquito nuisance program proposal and it's immediate approval to ensure GDG Environmental to acquire MNR permits to commence as early in Spring as possible? Will you be supportive and receptive to this program being implemented?

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**MAYOR**

Adler, Marty	Fraserville needs help. We'll do our part.
Aldo DiCarlo	Yes and yes. Although everyone should be able to enjoy all aspects of their home, including outdoors, I don't think anyone would argue that the Elementary school in the area makes it even more of a health and safety issue.

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**DEPUTY MAYOR**

DiPasquale, Bart	In my view I believe this problem has progressively become worse and needs to be dealt with as soon as possible.  i would support money be approved to take care of the issue.
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**COUNCILLOR**

Gemmell, Pauline	Yes I am aware of this issue which I believe is a serious health and safety issue. I will be supportive of this program.
Kendell, Scott	I am well aware of the area I live around the corner on front road north. I walk 40-60 km a week and spray with at least 26% deet at various times when the mosquitoes are aggressive, I also own a piece of property just south of Fraserville on Thomas road in the middle of Honeywell waste ponds and feel with the proper remediation of the Amherstburg land holdings [Honeywell] property There is excellent opportunities' to develop a much needed well serviced Industrial park. Honeywell has treated the standing water issue when needed through GDG Environmental and will continue for the next 2 years.
Petro, Lora	I am very aware of the Fraserville mosquito issue, as I have spent many hours within the neighbourhood itself over my years as a resident of Amherstburg. Yes, I completely support this program and its implementation with hopes in alleviating this issue for those residents most severely affected in Fraserville.
Pouget, Diane	I am aware of the problems of the Fraserville mosquito issue and I believe the new Council must budget money as soon as they are elected to set aside funds for this program, in order to obtain approval from various agencies to commence in early spring. It is my firm belief, that this is a health and safety issue and must be addressed as soon as the new Council is sworn in.
Swinton, Glenn	Yes, I am somewhat aware of the Frasierville mosquito dilemma. As I can understand that the approval is a time sensitive issue, you too must understand the it is one that currently rests in the hands of your present day council. I will certainly be more than willing to review all of the facts and concerns of said approval if elected into office so that an informed decision can be presented.

**Question 23.** What accreditations do you possess to attest to you being elected to council?

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**MAYOR**

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Adler, Marty                      None. And for this tow, that's a good thing. May I caution voters, don't be "snowed" by a list of accreditations. I know business, marketing, and media. Everything this town needs; and I have a world of common sense!

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Aldo DiCarlo                      From my Facebook page 'Aldo For Mayor':

Currently: -Physics Laboratory Coordinator – University of Windsor -Member Representative -Libro Amherstburg Branch Council -CUPE National Education – Facilitator

Previous: -University of Windsor Board of Governors – Staff Representative (Voting Member) -University of Windsor Board of Governors – Vice President Finance -& Administration Search Committee -CUPE Local 1393 – President & Chair

Experienced in: -Budget approvals over \$200M -Building approvals over \$100M - Pensions and Benefits -Labour Relations -Administration -Rules of Order -Team & Support Building

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**DEPUTY MAYOR**

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I am a lifelong resident of Amherstburg and truly care for our town and its people.

Having been a public servant for near 40years I feel compelled to take part in attempting to clear a mess up that has been ongoing for many years.

I served the past four years on council and worked hard with the willing , to see what was not seen for a long time. Many issues came out, angering many citizens in our community and rightfully so.

DiPasquale, Bart                      I wasn't going to enter this election but received much encouragement and support from local people.

In Summary ,my credential are mainly dealing with my police background and other post-secondary training, that I have received dealing with law and protection of persons and property.. Other experience is with budget and team building .I have made several successful motions and one which requested an audit which was voted down in the 4-3 vote. Evenutually a petition brought forward by the people forced a unanimous vote to have an audit.

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**COUNCILLOR**

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I am a Canadian Citizen and reside in the town of Amherstburg.

I have a degree in Psychology and Law from Lakehead University, a diploma in Gerontology from Confederation College, a certificate in Mediation from Canadore College. I have worked for the Ministry of Health and Long Term Care, the Ministry of Municipal Affairs and Housing and the Ministry of Community and Social Services. I am currently a Director on the Glengarry Non Profit Housing Board, the Business Improvement Association of Essex Board, and the Police Services Board. I am an Area Committee Member for Legal Aid Ontario.

Gemmell, Pauline                      I have previously been a Director and Board Chair of the Placement Coordination Board and the Heart and Stroke foundation.

I have worked in the far north of the province of Ontario, the city of Thunder Bay, Sault Ste Marie, North Bay and the city of Toronto.

I have owned a business and as a part of that business provided services to the Business Development Bank of Canada. In that capacity I developed business plans

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for entrepreneurs and provided analysis and co-management services to business experiencing failures.

I am currently employed as the Executive Director of the Essex County Nurse Practitioner Led Clinic with two locations – Essex and Windsor. I was one of four founding directors. As the ED my job is risk management and financial accountability. I provide financial statements to a 7 member Board of Directors monthly, quarterly financial reports to the Ministry of Health and Long Term Care and I provide the financial documentation to the Audit firm appointed by the Board of Directors annually.

Prior to this position I worked as the Specialized Services Manager at the Canadian Mental Health Association.

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Petro, Lora

- Baccalaureate and Master's degree from the University of Windsor
- Post graduate studies at the University of Windsor as a Nurse Practitioner
- Post graduate studies through the University of Toronto
- Crisis Intervention Training Leader
- Past member of the Emergency Response and Planning Committee of Leamington Hospital
- Past training director of AAM Volunteer Ambulance Service
- Past social director of the AAM Volunteer Ambulance Service

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Pouget, Diane

I have 10 years of municipal experience and have served on numerous committees and boards in our community. I have worked in both union and management positions, with a clear understanding of fair bargaining and budget deliberations. The general public is well aware of the fact that I research and prepare for meetings and I ask tough questions on behalf of our taxpayers.

**Question 24.** I was wondering what specifically made you run to represent Amherstburg?

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**MAYOR**

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Adler, Marty      You're gonna roll your eyes, but I would be a mayor unseen anywhere in Ontario. I would describe my style as "entertaining". When Tom McMahon, a media critic for the Windsor Star first saw me come on board on CBC's newscast at 11, his headline across the width of the page read: "Marty Adler refreshing, but he needs a leash!".

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Aldo DiCarlo      Born and raised in Amherstburg, I can't imagine living somewhere else. I believe in the Town, the people and the possibilities. Amherstburg is already a beautiful waterfront town with a lot to offer but I believe we can always improve. I believe Council is in need of some change and an infusion of members with some background in finances, major projects, transparency and accountability. I believe in the office of the Ontario Ombudsman and in Andre Marin. Their office has investigated complaints regarding Amherstburg and the findings were not impressive. The biggest reasons I want to be Mayor is to help bring transparency and accountability to Amherstburg's Town Hall, not just at election time, all the time. See this link for more info: <http://www.ombudsman.on.ca/Newsroom/Ombudsman-in-the-News/2012/Town-repeatedly-broke-the-law%E2%80%9D-in-handling-in-cam.aspx>

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline      I have always had an interest in Politics and as I approach retirement I would like to become more involved in the community where I have chosen to live. I don't think that it is particularly helpful to complain without stepping up to help. I believe that we all need to give back in some way and I plan to retire here in Amherstburg so I feel that giving to the community is a good use of my time. We are a community and we need to work together to keep our town a great place to live.

Petro, Lora      I believe everyone initially runs for council out of sheer dedication and commitment to their community. This was my initial reason and still continues to be my main motive in the hopes to represent the residents of Amherstburg. Although I am not a life long resident of this community, it is one I have come to call home and love the life I have here. I began giving back to my community with the AAM Volunteer Ambulance Service in 2001, and like all other members was sad to see its time in the community end. I believe I can continue to help our community move forward and be a gem within the County again. Above everything, I want to be a representative for a vibrant town, with many attractions and continue to see that town grow and flourish.

Pouget, Diane      The Town of Amherstburg is in serious financial shape. Although I initially thought of retiring, I realize there is a lot of hard work and difficult decisions that will have to be made to turn our Town around. I believe I have the will, knowledge and determination to work with the new Council, if elected, to accomplish this task.

Rene, Joshua      Amherstburg has always provided a safe and nurturing environment for myself and my family. Running for Council is my way of giving back to the community that has always shown me great kindness. Also I believe strongly that the residents of not only Amherstburg but across the country are looking for younger people to step up and show interest in civic responsibility.

Rozankovic, Robert      With total retirement looming in the not to distant future, my spouse and I made a conscious decision to remain in Amherstburg in retirement years. Having lived here for the last 15 years I believe the time has come to give something back to the community I love. With experience in management, along with budgeting and sales skills, I feel I have the skill set necessary to sit on council.

Swinton, Glenn      As a long time resident of Amherstburg, I have grown very fond of this town generations of my family now call home. I decided to run again this election in hopes to make a difference in this great town. To become part of a team that will work together in the advancements and accomplishments yet collectively agree on the

issues that are best for our taxpayers.

**Question 25.** Do you believe that the Town of Amherstburg needs a hotel? If so, do you feel the town should provide financial support to help make that happen?

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**MAYOR**

Adler, Marty	I believe this town needs an 'anchor', one not found anywhere in Essex county. I have 2 ideas, (the second, you'll just have to wait till candidates night) the first is a downtown marina, hotel and playhouse. And the town should absolutely kick in - when the time is right.
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DiCarlo, Aldo	I do believe the Town needs a hotel. Thanks to the Libro Centre and other venues in Town, Amherstburg has attracted more and more events that would likely require overnight stays by visitors. I don't believe the Town can even consider financial support for a hotel until the finances are clarified and stabilized. Beyond that, the taxpayers should have a say as to whether they want to invest in a hotel for Amherstburg.
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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	Yes I do think that Amherstburg needs a hotel. Other communities like Essex struggle to attract some events to their community because they lack a hotel. We attract people to the area but there are not sufficient accommodations for them although we do have great bed and breakfasts we also need a hotel.
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Grant, Ken	Yes, I believe we need a small hotel chain here in Amherstburg. There are many community, service group and sporting events that would benefit from having the accommodations. Knowing from experience our sport groups have a hard time securing large sporting events because of the lack of accommodations. Keeping tourists and their money in Town would benefit everyone. I don't believe the town should provide financial support, I believe the towns contribution to the hotel will be the visitors that we draw from our many community, service group and sporting events. Many multi-day stay visitors would likely book accommodations at the hotel. I don't believe in subsidizing private developers with taxpayers money.
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Kendell, Scott	Private enterprise when it is needed. Development fee rebate program as an incentive could be useful for future growth.
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Mickle, Stephen	We absolutely need a Hotel. We are not getting return on investment on anything we do in the Town. All visitors are spending there money elsewhere and not here. We are only getting a fraction of the money that should be staying in our Town. If we enrich our business's we give relief to the taxpayer. We have subsidized other ventures so I cannot see why we cannot look into something here as well.
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Petro, Lora	Yes, I believe that the creation of overnight accommodations in the means of a hotel would be beneficial to Amherstburg. This would not only provide benefit currently with our festivals, but also in future roles as the DRIC comes to completion with a short transit time to the US. I believe the town should provide some incentive for any type of development in the area in an attempt to draw business and increase its tax base.
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Pouget, Diane	Yes, I believe Amherstburg needs a hotel. Sometimes a council will weigh all options to determine if it is in the taxpayers best interest to offer an incentive to build in Amherstburg. An example of an incentive could be a reduction of development fees, depending on the number of jobs and taxes and other revenue the hotel would generate in Amherstburg. However, this decision must be made by the entire Council, must be reported out and voted in public session.
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Rene, Joshua	I think a hotel in Amherstburg is one of those missed opportunities. With all the festivals and events that happen in town, we are literally handing over money to other municipalities who can accommodate them. As for the town providing funding I believe that this can be looked at but may fall short with the lack of funds available.
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Rozankovic, Robert

We all know that having a hotel locate in Amherstburg would be a wonderful idea. The reality is that hotels are in business to make money and at this point in time I don't see that a hotel would have sustainable occupancy to ensure profits. A new hotel would need to be part of a master plan that would include a heritage district and more events/attractions to make Amherstburg a true destination venue rather than just a day trip.

Swinton, Glenn

I believe the town of Amherstburg has a fine selection of Bed & Breakfast options available for those few looking for an option to spend the night. Perhaps some encouragement to enhance the facilities of the hotels that have faded from the town in the past might have been a more sensible option. I do not, nor will not consider a hotel to be a viable expense to be funded from the municipality. Although I would certainly support the Chamber of Commerce in their efforts to attract any interested parties, the hotel industry is a venture for the private sector not the taxpayers.

**Question 26.** In regards to the Mosquito issue; it has been verified by the Company doing the current Larvaciding in town that the Fraserville neighbourhood indeed has an abundance/infestation of Mosquitos. The breed is known as a Salt Water Mosquito and is considered the one of the most aggressive of all breeds as well as resilient to Winter conditions(they basically hibernate). If elected, it's most likely this issue will come to Council during your term. This issue affects the quality of life in several ways to these residents as well as a school and its students. Will you support a Nuisance Program for this neighbourhood?

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**MAYOR**

Adler, Marty	This neighbourhood needs help. It is part of Amherstburg. I certainly would support Frasierville area.
DiCarlo, Aldo	Yes. It was brought to my attention by a Fraserville resident that the Town wanted to charge a levy to those affected for the program. I do not agree that those residents should have to pay a levy for an issue that is not common to the area and is primarily the result of neighbouring industrial lands. I am, however, confused by the contradicting comments by current council members. Ron Sutherland simply states that the issue "...has been dealt with by council previously" implying it has been dealt with. Diane Pouget states "Administration is expected to have a full report before the new Council in mid January 2015." It seems that Diane has the more appropriate position that council is still investigating and supports the Nuisance Program. I believe the issue should be dealt with as quickly as possible, hopefully before it begins again in the Spring.
Sutherland, Ron	The answer to question 26 has been dealt with by council previously.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Amlin, Larry	Yes I would support the Nuisance Program and look into other methods of control to clean up this area along with the residents for a long term solution.
Gemmell, Pauline	Yes because this is a health and safety issue.
Mickle, Stephen	I agree to better methods and continued larvicide, as I live in Fraserville. They are quite uncomfortable. This will, unfortunately be an ongoing problem. With the settling ponds and leakage from them, being pumped back, there will always be ponding and now the onset of salt mosquitoes from the brine it seems that a more intense program is needed. Possibly when these ponds get capped and leakage stops and control of the standing water?
Petro, Lora	As stated in a previous question, yes I will support a Nuisance Program for the Fraserville neighbourhood for the concern regarding the mosquito population.
Pouget, Diane	Administration is expected to have a full report before the new Council in mid January 2015. If elected, I would support a Nuisance Program for mosquitoes in this neighbourhood.
Rene, Joshua	I would absolutely support this issue, every single resident should be able to enjoy time outside! Also it can be considered a health issue, as I see this issue personal it would be top priority.
Rozankovic, Robert	The mosquito issue is a serious one and having friends who live in the area I fully understand the severity of the problem and fully support a Nuisance Program. We cannot delay any longer in providing those affected residents the same quality of life that the rest of the town enjoys.
Shuttleworth, Scott	I would support a nuisance program especially that it is close to a school
Swinton, Glenn	I do agree that not only does a high volume of mosquitos detract from ones enjoyment of the outside but further to that, there is indeed a serious potential of health risk.

Yes, I will agree that something needs to be done to address the situation and will be more than willing to review the options to rectify the issue upon being elected.

**Question 27.** Some elected officials have heavily relied on staff to resolve ratepayers' complaints; once an issue has been passed off to staff, there has been no follow up and no accountability. If elected, how will you handle concerns from your fellow citizens?

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**MAYOR**

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Adler, Marty                      When thinking about helping citizens with their concerns, I have often thought of adding a title to the office of mayor: Mayor and Ombudsman.

I can tell you now that I would set up arrangements where I could be contacted 7 days a week ...LIVE!

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DiCarlo, Aldo                      It has been my practice, in all my leadership roles, to follow up with people that their issue was addressed satisfactorily and/or in a timely manner. I also like the practice laid out by Diane Pouget and the detailed plan by Lora Petro. Setting out policies and plans that must be followed by staff seems like the best answer. The policies and plans should be a joint effort by council and administration, with the publics' input. Being able to review and reference the complaints at any time is useful for council, administration and the public. This practice should eliminate the ratepayers' frustration and unnecessary duplication of investigation work.

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Sutherland, Ron                      I have answered every e-mail and returned every phone call regarding concerns etc. from residents and intend to continue.

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Amlin, Larry                      Yes our staff are paid to take care of these matters but follow-up is necessary to see if the issue has been resolved if not council or myself should take necessary action.  
1. Take the complaint from citizen and give a timeline for resolution if possible.  
2. Reserch the problem  
3. Contact the appropriate department and discuss the problem.  
4. Follow up later with resident to see if has been resolved or work out a compromise.

Some elected officials have heavily relied on staff to resolve ratepayers' complaints; once an issue has been passed off to staff, there has been no follow up and no accountability. If elected, how will you handle concerns from your fellow citizens?

Gemmell, Pauline                      Citizens should have access to elected officials to discuss issues and/or to facilitate resolution of an issue. Staff at the town office may from time to time be called on to provide resources to the citizen and Councillor. Follow-up should occur from the Councillor if that person has been addressing the issue. Issues that can be dealt with by the town must be however if there is a need for further advocacy follow-up should be provided by the Councillor.

Mickle, Stephen                      We have staff to serve the whole community. If asked any questions from citizens they will get the answers. They are suppose to be qualified at what they are doing. So they should have or know the answers. And if we cannot get it immediately. most definitely be followed up with. I am accountable and so is staff. Together we will serve the public.

Petro, Lora                      Implementing a plan to follow up on concerns/complaints is something I am readily familiar with. When a concern is forwarded to a Councillor or other elected official there should be an internal document that states how the concern/complaint was rectified. If the issue was sent to a third party for complete information, there must be a time limit on obtaining that information. The original person must continue contact between the original party concerned. After final resolution of the issue, this should be documented (on a document accessible to the public) regarding how the issue was resolved and if the person concerned was satisfied with the outcome. There must be follow up and accountability by the person who first heard the concern.

If I am elected into Council, my role is to listen to and be the voice of our community.

Concerns heard/voiced would be documented with a time line for follow up and continued communication with those involved to ensure answers are obtained in a timely fashion.

Pouget, Diane  
I always forward the complainants concerns to the appropriate department heads with the complainants permission. I also request to be copied on any responses by all parties. Administration is well aware of the fact, if an issue is not dealt with in a timely fashion, I then raise the issue in public session at our Council meeting.

Rene, Joshua  
I have said before that Council is a team sport. As Councillor there is no shame in asking when you don't know. However when a constituent comes to you with a problem, you are expected to follow it through beginning to the end. As Councillor you are elected to represent the people!

Rozankovic, Robert  
As councillors we are elected to help citizens resolve any issues and concerns that are presented. If town administration does not handle these issues in a timely, efficient, and professional manner, then as a representative we must step up and be accountable by following up the concerns with the appropriate department and in turn provide answers to our citizens.

Shuttleworth, Scott  
If elected I would field the complaint, make sure the right dept or staff takes care of the issue and of course follow up with the resident (s) to make the issue was taken care. That's our job to take care of the community.

Swinton, Glenn  
While it may very well be that some issues may be better directed to a specific department of the town for further assistance, such issues should be monitored by the council member until reaching a resolution. I think it may be reasonable to assume that any citizen bringing forth an issue to a member of council has done so as the result of a lack of satisfactory response from the staff of the town.

**Question 28.** Amherstburg seems to have an unusually high amount of staff for its size and population; do you think the town has grown to the point that a ward system would better serve the residents?

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**MAYOR**

Adler, Marty	I would need to know the costs of setting up such a system, but for the most part, I love the idea. Council then becomes more warm and fuzzy!
DiCarlo, Aldo	As a resident living on Richmond Street, I haven't had any service issues. I have heard from residents in the more rural regions of Amherstburg that they can't seem to get proper representation. Ultimately, I believe this is a question for all of the residents collectively. I would not oppose such a change if a ward system was the preference of the majority. As for the staff issues, I have heard from a great many citizens that they have concerns. Staffing will have to be reviewed.
Sutherland, Ron	The members of council should and most do serve all residents of Amherstburg and if there was a ward there would be less input on the overall.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	Yes given that the town has grown with the additions of Anderdon and Maldon a ward system would ensure that all citizen's interests are considered.
Mickle, Stephen	I supported the ward system in 2010 and I support it now. The reasons have been obvious.
Petro, Lora	At this current time in Amherstburg, I do not believe that the segregation into ward systems would be a benefit to the community at large. Although I understand a need for wards, to ensure that all areas of Amherstburg a) have increased accessibility to their Councillor and b) have specific community concerns voiced at the council table; during these next few critical years Council should remain as a single entity. The development of ward systems can create an environment of "infighting", where each community's concerns override the next. Moving forward collaboratively, to determine a long term financial plan and continue to revive Amherstburg is of utmost importance. Then, once stability has been obtained, a ward system may be entertained to ensure that all members of the community feel their individual areas have a voice at the table. Currently, I believe, a collective Council is needed to resolve the issues at hand.
Pouget, Diane	Bart DiPasquale tried to have discussions of the Ward System. I am in favor of looking at this issue again, if the public pursues it.
Rene, Joshua	Amherstburg has grown, many communities now fly under the same flag. Has it now come to the point where Council can no longer effectively represent everyone? I think so. I would support a ward system if it meant that everyone would receive equal representation.
Rozankovic, Robert	I'd like to see an evaluation done with regards to staffing levels before agreeing with the assertion that the town is overstaffed. This would be a priority for me if elected. As to whether a ward system would serve our citizens better, it is difficult to say. Public opinion would need to be consulted before any such discussion takes place in council.
Shuttleworth, Scott	The staffing would be something I would look at. Some residents are concerned about that too when I have been door to door talking to them. I think a ward system would work as Amherstburg covers a lot of area and works in neighboring communities.
Swinton, Glenn	I don't make it any secret that I question the high volume of staff, overtime or "company perks" that some seem to enjoy. With some responsible leadership in place it may be time to review the staffing needs of some departments and outline some job descriptions in others.

Given the wide spread areas the Amherstburg covers with what seems to be almost like segregated communities, I think the idea of a ward system would be a viable consideration. Realistically, how much does a councilor that lives in the Amherstburg core and works in Windsor really know about what is going on way over in McGregor or River Canard etc. outside of what they are being told?

**Question 29.** Will you commit to a municipal policy that no public funds will ever be used to create or perpetuate barriers against persons with disabilities? Will you commit to specific plans to ensure fully accessible public transit and taxi services in your community? How, specifically, will you make Amherstburg more inclusive?

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**MAYOR**

Adler, Marty	<p>I would commit to not place public barriers against persons with disabilities, unless it is for THEIR safety.</p> <p>If it ever makes sense to have public transit or taxi service in Amherstburg, then it goes without saying, being fully accessible would have to included.</p>
DiCarlo, Aldo	<p>I don't believe we need a policy regarding the use of public funds that might create or perpetuate barriers for persons with disabilities. The Ontarians with Disabilities Act, 2001 seems to legislate the requirements for inclusive planning appropriately. As much as I would like to see more public transit, it is an issue that has to be addressed with the other municipalities. I don't believe that any municipality in Essex County can afford public transportation on their own. This is an issue we need to keep investigating as a County initiative. Taxis are private enterprise and it would be difficult to regulate their accessibility outside of the laws of the province. Amherstburg does currently have the Care-A-Van service, which I believe addresses the public transportation for persons with disabilities. I would work with the Province, County and the Amherstburg Accessibility Advisory Committee to ensure the Town of Amherstburg addresses and meets the needs of persons with disabilities.</p>
Sutherland, Ron	<p>I would never support any barriers against any person with disabilities.</p>

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	<p>Yes I will commit to a municipal policy that no public funds will ever be used to create or perpetuate barriers against persons with disabilities. I will work with transit and taxi providers to ensure that they are fully accessible. The town has an Accessibility committee that include both town staff and citizens. The Accessibility for Ontarians with Disabilities Act outlines the legislated requirements within the act. This committee works toward the goal of ensuring that Amhersburg is accessible.</p>
Mickle, Stephen	<p>Another policy really necessary? We have to follow the laws on this already. The Accessibility for Ontarians with Disabilities Act advises that we have a committee comprised of mostly people with disabilities. And we can join another municipality or multiple municipalities for a joint committee. I suggest that we listen to our committee and there advice to complete what needs to be accomplished with in the legal parameters given by the law.</p>
Petro, Lora	<p>As a Councillor, I believe that frequent consultation with the Amherstburg Accessibility Advisory Committee is needed to ensure that all projects have taken into consideration any type of actual or perceived barrier for those with disabilities. It is with these recommendations of the committee that Amherstburg can become more inclusive. I believe in improving the accessibility of the town as budget permits and, that a fully accessible public transit and taxi services should be available within the Town.</p>
Pouget, Diane	<p>Council must work collectively and in cooperation with the Accessibility Committees in Amherstburg and Essex County to ensure a safe and barrier free work, home, school, businesses and transportation systems. It is imperative that Amherstburg ensures all publicly owned properties are accessible and we lead by example.</p>
Rene, Joshua	<p>Equal representation for all! I am frankly surprised that this question still has to be asked. I believe Amherstburg has made great strides when it comes to being more accessible, but I think maybe some would agree with me we still have a way to go. The town should work hand in hand with South Shore Taxi to ensure that all their</p>

vehicles are accessible for everyone. Also I would like to add that many have asked if there was anyway to accommodate residents with disabilities come voting day. I of course would be more than happy to help anyway I can. Should the town not have shuttle service on election day? Are we not supposed to encourage everyone to exercise their right to vote?

Rozankovic, Robert

I fully support a municipal policy that does not perpetuate or create barriers against persons with disabilities. All public buildings should be fully accessible to all. As for public transit, we need to first have public transit though I do support it being fully accessible. Taxi service on the other hand is private enterprise and we must always be careful in how and what we legislate. It can be very easy to demand a private enterprise adhere to new rules but we need to be mindful that if we are adding costs then the enterprise may not be viable and they simply shut down, thus affecting an even greater percentage of the population.

Shuttleworth, Scott

Everywhere should be accessible for everyone. Simple as that.

This is a fairly loaded and wide spread request. As a contractor that specializes in accessible structures, I understand the importance of accessibility and also some of the limitations that are often near impossible to overcome. To commit to a municipal policy that would potentially limit the possibilities of the entire population of Amherstburg will require further details of what you hope to accomplish.

Swinton, Glenn

As for public transportation. Accessible or not, I do not agree that this is a cost to be born by the Town of Amherstburg at this time but will certainly be willing to work with any provider (I.e. Transit Windsor) that may be interested in servicing the area. Unfortunately, I don't believe that public transportation in our area has enough demand to sustain itself which is likely why we haven't seen a system put in place as of yet.

**Question 30.** Would you support electronic polling (secure) on substantive matters plus immediate public release of results? One day perhaps 'OPP versus local police'.

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**MAYOR**

Adler, Marty	I absolutely would support electronic polling. We are living in an age of fast food, social media, and attention deficit disorder. People need action fast.  The only problem I see with this, is some candidates are slow to react, and need a team behind them, to deliver the politically correct answers!
DiCarlo, Aldo	Personally, I am all about technology and feedback. I like the idea but it would require more investigation to make sure it is feasible and affordable. Much like the ward issue, I also believe it is more an issue for the citizens as a whole. If the majority of voters would like to use electronic polling, I don't see why it wouldn't be implemented.

Sutherland, Ron

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**DEPUTY MAYOR**

DiPasquale, Bart	I would entertain Electronic polling without reservations if it we weren't in the financial situation we are in.  It would be worth taking the cost into account and go from there.
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**COUNCILLOR**

Gemmell, Pauline	I am unsure of what this question is asking.
Kendell, Scott	Sorry If I am late on my reply. I have been busy making and installing signs through Amherstburg, Last Wednesday I placed 2 signs one on end of creek rd. and #20 at big creek and 4th concession and #20 Township property. Yesterday afternoon Saturday OCT 4, I took my grandson to check on a few signs along the river and straighten them out from the pounding wind when we drove up to creek road and 4th concession both signs missing completely. Are you kidding me The way I build them and pound them, there is no way the wind made them disappear. To the P brain or supporter who took them That is not very accountable It is Time For Change in this beautiful Town. Electronic or phone voting has been around since the 1990 s in Ontario it has had it's share of problems but the kinks have been worked out. If this provides for people of a municipality to have a voice and Democracy at a level that everyone has easy access to it then I welcome it.
Mickle, Stephen	Yes I would support it. But 60% would need to be using and answering the polls. And not quite sure how we would get over the residence issue on it? We live in a democratic society. The main issues should be polled. It gives you more info in which to make better judgements. It appears that in the past this tool should have been used numerous times. If you can get public opinion, (our community), is all behind an issue it makes for better buy in.
Petro, Lora	Yes I would support electronic polling for issues. Results should be made available as quickly as possible once confirmed, as we are aware of the issue in Eastern Canada, to the public.
Rene, Joshua	I believe that technology is ever changing and as such Council should be willing to change with it. This being said I would support technology that has been rigorously tested and proven reliable. The residents should be provided information as soon as it becomes available, if this is the best way then this is the way we should go.

**Question 31.** Once amalgamation took place, Amherstburg as a whole ( Anderdon, Amherstburg, Malden ) received tax money from ALL the tax payers of the town. Unfortunately only downtown Amherstburg ( old Amherstburg ) seemed to receive the benefits of this amalgamation not Anderdon & Malden. If you are able to win in this election, will you make sure that all the taxpayers receive the benefits of being in amalgamation and not just the downtown ( old Amherstburg )?

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**MAYOR**

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DiCarlo, Aldo                      In my discussions with voters over the past several weeks, it seems clear that the more rural areas of Amherstburg are not being serviced as they should. This seems more unreasonable when the reason for amalgamation is considered. Amalgamation was intended to improve efficiencies, lower taxes and build reserves. This seems obvious when you consider that the separate townships no longer need to pay for 3 CAO's, 3 police departments, 3 fire departments, etc. Instead, the town of Amherstburg is in debt and the outer rural areas are not receiving the same level of service that 'old' Amherstburg is. I will make sure that the Town gets back on track, distributing services equally to ALL the taxpayers, not just the ones in old Amherstburg. With appropriate policies and procedures, obviously not in place as outlined by the current CAO, this issue should not be hard to develop and maintain.

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Sutherland, Ron

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Gemmell, Pauline                Yes – a ward may resolve this.

Kendell, Scott                    I will do the best I can to serve the whole of Amherstburg. I owned a house and small business in Malden and Anderdon when amalgamation took place, and I am very familiar with resident's and business concerns in regards to that problem, I can't promise anything but to work hard for the people of all of Amherstburg I want what is best for the town of Amherstburg and All its citizens.

Mickle, Stephen                Ward system. I here all this nonsense that we cannot afford it? We cannot afford to be without it! McGregor Lagoons, etc. Seems that we have been out of touch with the residents of McGregor, Anderdon. Malden and River Canard ever since amalgamation.

Rene, Joshua                    Amherstburg should not begin and end with its down town core! All residents should enjoy the benefits of being a part of this community. If elected I will do my best to ether work with the money available, or put plans in motion so that we can finally feel like one Amherstburg.

**Question 32.** Kingsbridge lacks walkable destinations and sidewalks. If elected, will you vote to fund the preparation of a Secondary Plan and/or Community Improvement Plan for Kingsbridge so that all residents have an accessible and walkable community with neighbourhood commercial and neighbourhood institutional scale destinations? Kingsbridge needs walkable small scale retail, medical and professional offices, and perhaps a new elementary school in this part of Amherstburg and a few small neighbourhood parkettes. Tell us how you will make Kingsbridge a community that is complete safe, vibrant and accessible for people of all ages and abilities.

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**MAYOR**

Adler, Marty	How Kingsbridge grows, so grows Amherstburg. If residents of the development want amenities, I believe there is a flow chart that must be addressed, and it would start with a simple request from a number of concened citizens. Then a town hall style meeting, a plan and an action. I am all for development, especially in residential areas, because ultimately, the entire community would benefit. If it makes sense, it will happen.
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DiCarlo, Aldo	As I believe in being transparent and frank, I do not see funding any development in the Kingsbridge area in the next 4 years. The Town's debt load is far too great to embark on yet another project we can't afford. I agree with everything mentioned, and I believe that all areas of the Town would like such development. I would not be opposed to such development for Kingsbridge once our debt load is stabilized, paid down and other promised projects are completed. Texas Road has been an issue that started as far back as 1997 I've been told. Projects like this must be seen through to completion before beginning new projects. Sadly, I don't believe we have the money to spend in the near future.
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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	I would want to know more details about this before I would support this for one area in particular. I think walkable destinations are a great way to keep all citizens engaged and active both families and our seniors.
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Kendell, Scott	Kingsbridge development I walk roundtrip every day 4.7 km from 581 front road north to texas road to Knobhill past Pat Thrasher park to Whelan drive to front road, nice sidewalk lots of people use it daily but a lot of cul-de-sac's poor planning when site plan was approved early nineties, There is only a partial plan 5 in the middle. On the north west side between Whelan and Pat Thrasher park The Kingsbridge development is big enough to establish a committee of people that live within to best see what kind of retail commercial zoning and what best will suit that area as it is needed. Just a thought but some retirement assisted living maybe Tied in with an affordable retirement home health care on The Anderdon Tavern property could be an option. We need to embrace The boomers in the future.
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Mickle, Stephen	Poor planning. We pay for the infrastructure for these subdivisions and there always seems to be lack of planning? By the Developer or the Town or both. The return on investment takes to long. All new development should have sidewalks and 2 ways in and out. Parking is also an issue. Roads identified in the Master Plan say : As identified in the Master Plan, all roads through the Subdivision are 20.0m-wide I do not know if people know what 20 meters is? That's almost 65 feet. Look all we can do is work with the Developer and residents and make sure that things are worked out. If there are entrepreneurs in the area, there is opportunity for neighborhood destinations. As far as schools that has to be worked out with School boards. And proper land allocation.
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Rene, Joshua

As I mentioned in my previous answer I will do everything I can to bring together all the communities here in Amherstburg. Unfortunately with our debt so very high and our reserve accounts so very low, the next four years of Council will be about cleaning house and guiding Amherstburg back to where it truly belongs.

**Question 33.** Why aren't some of the candidates answering important questions? Do the incumbents think they are a "shoo-in" as they are a part of the "4" and a proud member of the good ol boy's club? Or are they "newbies" that fail to realize their answers may get them a vote? If either is the case you can trust me when I say you will not get my vote!!!

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**MAYOR**

DiCarlo, Aldo

I'm not sure whether the question meant ALL questions or just some questions. Since I have answered questions in the past, I can only speak to the remaining questions. I only answer the questions after careful consideration and research. If the intent was to ask those who hadn't answered any questions to date, I supposed I just answered a different question.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Renaud, Marc

I do take interest in questions people are asking through your emails. But in saying that my election plan was designed to the following actions -running and updating a facebook page, distributing leaflets, being out in the community going door to door since mid August. In my opinion I felt this was the best option to get out my platform and speak to the residents of Amherstburg.

Qessem, Roxanne

I would like to sincerely apologize for not participating until now. Due to my work for the Federal Public Service I was unable to partake in any campaign activities until formal permission was granted. In the next few days I will answer all questions on this site. Although late in the game my reasons for seeking office are sincere.

**Question 34.** Sometime in October, not quite sure of the actual day? Amherstburg will have their new CAO (another of a long line) while at the same time paying Mr. Phipps \$80-\$90 per hour for his consulting. How long will you let this double salary, or paying two CAO's go on? In our current contract with Mr. Phipps, there is a 30 day walkaway clause from either party. Do you allow Mr. Phipps to remain on the payroll while at the same time paying our new CAO his salary? His salary is also unknown since Sutton, Pillon, Davies and Hurst voted against Dianne Pouget's motion to make his salary public? Also would you let Mr. Phipps stay on under some other title? (This is rumored)

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**MAYOR**

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Adler, Marty      The new CAO has been hired. Mr Phipps has indicated he is only staying to the end of his contract, and in that time will be helping to transition Mr. Micelli. It sounds reasonable to me to fulfill the contract. If there is a rumour that Mr. Phipps might be staying on, I am only assuming it will be the new council that will have the say. The current council is a lame-duck one at best. As for release of the salary of the new CAO, if transparency is the keyword for council, then the answer is obvious.

As a note, I would like you to know that I have followed Mr. Phipps, and I really like this man. I believe he knows his stuff, what is best for the town, and has the experience to get the job done. We are lucky to have had him. From what I have assessed, he may be a little rough around the edges, but he does have spunk. You might be amazed with what he can and would offer, if one would give him a little respect - and I for one, surely would!

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DiCarlo, Aldo      I do not believe that Mr. Phipps needs to stay any longer than what we are contractually obligated to pay for. In other words, 30 days after exercising the Town's right to walk away, he needs to walk away. Mr. Miceli developed his experience in a city far bigger than Amherstburg. Although he may need a familiarization period, I don't believe he needs any direction from Mr. Phipps. As a matter of fact, I'd prefer he doesn't receive any direction from Mr. Phipps, as I don't believe Mr. Phipps has operated in the best interests of the Town, nor has he communicated with the citizens in a respectful and accountable manner. I have researched Mr. Miceli and spoke with people who worked with him at the city of Windsor. They were of the opinion that Mr. Miceli was experienced and capable of moving the Town forward. I have addressed this in a previous answer as well. Mr. Miceli will be paid even if we were to hire someone else. I have no interest in paying any more people to do the job of one CAO.

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Sutherland, Ron

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**DEPUTY MAYOR**

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**COUNCILLOR**

Kendell, Scott      I did not think that hiring a CAO with the old council was in the best interest of Amherstburg but then again the question remains why are these decisions being made so close to an election?

There should be a transition period between new council and CAO and also Mr. Phipps with the new CAO that would be in the best interest of Amherstburg. In regards to the wages for same if it is part of contract that is binding Amherstburg must honor, Let's move Amherstburg in a more positive direction.

Mickle, Stephen      I thought and still think that new council should of hired the new CAO. You let Phipps go plain and simple. The new man is either qualified or not. With tight reins on the treasury, we do not have the money anyways, The new CAO will either do the right thing or wrong. And we will have to judge his performance in 6 months for a review and go from there. Lets make one thing clear. There is only one path for us to go and that is to clean our house and get it in order!!! And his salary will be made public. We know he is on the sunshine list and there should be nothing to hide, TRANSPARENCY.

Petro, Lora      I believe, as in any new job, there has to be time for training and guidance from the outgoing person. Council must be mindful of our financial resources at this time, and we also must ensure we are setting up for success with Mr. Miceli by allowing him

some time to learn and understand what Mr. Phipps has done thus far. This timeline must be mindful of financial resources, as well as the level of understanding that Mr. Miceli is bringing to the table already, which I am hopeful that our current Council has already researched. It must be a tangible date of complete turnover based on incoming experience and needs identified by Mr. Miceli, in regard to specific areas to be reviewed between Mr. Phipps and himself.

That being said, I am unaware of Mr. Phipps staying on Administration under another title in the future but it would be something I would investigate further.

Rene, Joshua

A long line is right. I have stated before that Mr. Phipps should stay for the bare minimum once our new C.A.O takes over. The residents are demanding change! The general consensus is out with the old and in with the new! Mr. Phipps is a part of the old.

**Question 35.** On the issue of local developers and development in itself, how can you assure the residents that these developers will pay the current development fee's and live up to their obligations through out the entire project until it is completely finished? An example of this is the future of Boblo Island. Mr. Amicone is proposing an additional 200 or more homes. How can you assure us that all future capital costs associated with this project are his responsibility? Who will pay for a projected fire hall and staff (current fire chief is already making his Christmas list) and equipment? Police station (same Christmas List) and staff? Sewage line? Additional ferries? These are all costs which should be born by the developer and passed on to his projected buyers? Examples of this abuse are the fee's waived already costing this town over a million dollars.

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**MAYOR**

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Adler, Marty	I am quickly finding out that councils in this town have made some screwed up deals to attract development. I can see offering 'deals' when we have undesirable properties to develop, but to offer deals on prime properties makes no sense. So, what is prime and what is not? It appears to me that deals made in the past would hold the town ransom in the future. To keep a lid on such activity, you need a mayor with backbone. As for municipal Christmas wish lists, if I am elected mayor, Christmas won't be coming anytime soon.
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DiCarlo, Aldo	Not to offend, but this question seems trivial. The answer is bona fide contracts. The issue seems not to be whether or not there are different development fees but that some builders aren't obligated to pay them. If these accusations are indeed correct, there will be a very different policy if I am elected mayor. I've said it before and I'll say it again. POLICIES AND PROCEDURES. If the Town has any, they sure don't seem to be followed. Frankly, some other candidates insist they exist, while the CAO insists they don't, at least in his response to certain citizens. I WILL help council, administration and the public develop NEW policies and procedures that apply to all developers consistently. It is hard to address every circumstance that may occur, but for the ones suggested in the question, I don't see why the developer was exempted from fees that the Town desperately needs.
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Sutherland, Ron

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Kendell, Scott	Everybody has to pay there fair share no favoritism, You have to have a set of rules and contracts that are agreed upon before starting any project and people that understand the consequences so they are protecting the interest of the town of Amherstburg. On the other side of promoting Amherstburg for future growth you could have incentives for developers to invest in the new Amherstburg. "Let's build a new Amherstburg together"
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Mickle, Stephen	All will have to be reviewed. Deals have already been made. If Mr. Amicone cannot honor his business transactions and be an upstanding citizen like others in our town, then it will become clear. If the Town has again entered into arrangements where the ROI(Return on Investment) is 50 years away then we should not have signed our tax dollars away again. The island is exclusive and all buyers on the island are aware of the issues when buying. If we need to resolve tax issues then the islanders or developer must pay. The Town(Corporation) will honor its legal obligations and will work with developers if we the tax payer can afford it.
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Petro, Lora	This is a fairly complex question, difficult to answer in a small area. Unfortunately, in the best utopia, one cannot assure that any other person will always pay what is required, nor fulfill their obligations until the project is completed. We just need to remember what happened with the Grace Site in Windsor to see that in full effect.
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	There are 2 services (police and fire) specifically stated, that should be shared between Boblo and the mainland in regards to financial obligations. The reason I propose this, is if additional resources were required we would be able to tier our own staff. (eg. For large police presence or fire significance). Therefore, benefit may be
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seen by the entire municipality.

However, sewage lines, ferries etc should, unfortunately, be passed on to developers/projected buyers unless the municipality as a whole benefits from such service.

Building a sustainable Amherstburg will require working hand in hand with the developers of these projects. Before undertaking any projects the town and developer must sit down and hammer out a contract. With clear and concise terms this protects the town from less than perfect developers, but also the tax payers who can literally pay no more! We have to start putting our residents first.

Rene, Joshua

**Question 36.** Yes we need to move this town forward! We need also to find out who has benefited financially with secret or special deals while the Town continued to pile on debt. Did anyone or developer get a special deal, or have fee's waved? How did Season's (developer) attain a different classification to avoid over 3/4 million dollars? Did the developers of the geared to income apartments on Simcoe get some special deal or avoid development fee's? Developers have also passed on to the residents, the expense of final layers of pavement on their projects. These are only few of the stories being heard around our town. If these and others are true? Someone should pay? Not the taxpayers anymore!

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**MAYOR**

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Adler, Marty	The horse is gone, and the barn door has been closed. You cannot expect a new council to carry the burden of the past at this early stage in the game. There are more priorities to deal with when a new council is formed. Just remember, whoever made these supposed deals, they were put in place by the people who voted them in; and that is why you need to look at a strong council and mayor, one that is beyond reproach. Show up at the candidates debate, and don't prejudge this time around. In this case, as in all the cases where citizens complain, it's the citizens who ultimately are to blame!
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DiCarlo, Aldo	This question seems more like statements of frustration than a question. I can relate. Without being elected or currently on council, I can't properly address any of the statements. I do, like others, wonder why no one else on council can address these issues. If the Mayor, Deputy Mayor and councillors can't confirm or deny these issues, why can't they tell us why they can't? This information should all be readily available to the public. If I am elected Mayor, it will be.
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Sutherland, Ron

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Kendell, Scott	I would be shocked if there was special deals made but not surprised. This is a good area for transparency The developer is to shoulder all costs to hook into services roads sidewalks etc. and provide a written binding agreement for the same. That is signed by appropriate departments and approved by council. Nobody rides for free. Maybe a ward system committee made up of island residents would be beneficial to island residents where they can have fire , police, healthcare, clinic, ambulance, ferry service that they pay for to service their own needs as they see fit. With the size of the island and the growth they are seeing they will need to address these issues sooner rather than later, One mans dream should not cost us anything more than the original agreement that was signed when given various permits.
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Mickle, Stephen	Proper terms of agreements and streamlined Policies having all the same Procedures in them. So no developer has special interest over the other plain and simple. All development should have sidewalks. It is insane to me to think we hear everyone wanting bike trails and handicap accessibility when new development has no sidewalks.
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Petro, Lora	The new Council must investigate these areas in regards to the specifics asked. This is required to increase our transparency as a government. I truely wish I had the answers to the questions asked, but if elected it is something I would be willing to investigate further. I agree that our taxpayers have been burdened for far too long and it is time to create a solid long term financial plan to move Amherstburg forward without simply increasing taxes for our residents.
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Rene, Joshua	Agreed. No one should ever get special treatment.
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**Question 37.** Has anyone received their voting sheet from the town in the mail yet? It is only weeks away and no one has? The Town after hiring another bureaucrat under contract, one Mr. Marion to run our election as far as administration responsibilities is now blaming Canada Post for this screw up. The Town simply forgot to mail them out! This is just another example of our administration doing what they want with no council awareness or approval and costing us more money. How will you end such blatant incompetence and get the new council back to running this town?

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**MAYOR**

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Adler, Marty

I received mine on Friday. I have no issues.

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DiCarlo, Aldo

This question begs many answers. I have not received my voter registration card yet. Perhaps Town Hall doesn't want me to vote for change? I have been told that Mr. Marion has a lot of past experience and is quite competent as a Clerk. The question I have is, "Why did we have to hire another Clerk to do the Clerk's job?" Perhaps I should ask why the full time Town Clerk wasn't capable of running the election? The answer is clear job descriptions, policies, procedures and hiring practices. I'm sure there's more that can be done, but I stand by what I'm campaigning on. It's time to create some policies and procedures that will actually provide transparency and accountability, not pretend they already exist. If they do exist, why is no one following them? If they are following them, why do the citizens continue to receive no answers or progress?

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**DEPUTY MAYOR**

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**COUNCILLOR**

Kendell, Scott

I received mine last week, I was questioning where it was also from what I understand he is trying to help out the town of Amherstburg just for this election and would like to thank him for his efforts under the circumstances.

Mickle, Stephen

My wife and I have but my son or father did not. All at the same house. It is always typical that they blame someone else. This is what will change in the future.

Petro, Lora

A few constituents I have met with have received their voter cards., and I am aware that others have not received their voter cards. As I have stated before, under job performance audits, I would advocate for set time lines and performance evaluations of employees to ensure that their roles are being carried out both effectively and efficiently.

Rene, Joshua

Accountability, accountability, accountability! My wife and I just received our cards yesterday. There are still people I know who haven't received theirs yet. No voter cards = low voter turnout.

**Question 38.** There seems to be special considerations given to certain influential citizens that over ride the concerns of the average citizen. Bylaws were not always supported if special interest individuals sought to get exemptions to pursue projects that were not supported by those affected. What would your approach be to favours requested by wealthy, influential citizens over the average citizen?

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**MAYOR**

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Adler, Marty                      You obviously have a bone to pick with someone or something. If you demand transparency, then what is good for the goose, is good for the gander. What are you talking about? Specifics please. All citizens should be treated equal, wealthy, influential, or average not withstanding.

DiCarlo, Aldo                      My approach would be the same, regardless of who I am dealing with. Policies and procedures. Transparency and accountability. Applied equally to all tax payers, without discrimination. Develop new policies and procedures with the new council, the administration and with public input. Make sure everyone understands them. Make sure everyone follows them. Make sure everyone reports on them. It is very easy when everyone does what they are supposed to, starting at the top.

Sutherland, Ron                      I believe that all residents should be treated equally regardless of stature.

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**DEPUTY MAYOR**

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**COUNCILLOR**

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Amlin, Larry                      This is a dumb question everyone in Amherstburg should be treated the same.

Mickle, Stephen                      Equality, plain and simple. There is a reason Bylaws and Committees are made. It is to bring specialists in there fields and concerned citizens of the day to review such things and approve or disapprove depending on the circumstances and there directive from the Bylaws and law. Once you do this an equal approach is taken. Once you allow individuals special treatment the validity of the committee and Bylaws are thrown out the window.

Petro, Lora                      My goal is not to favour anyone in particular, but to do the greatest good for the greatest number of people. That is Amherstburg as a whole, not as a singular person.

Rene, Joshua                      Absolutely not! Equal treatment for everyone!

**Question 39.** What I'm looking for here is a straight forward yes or no answer with your reasons why? Do not want a politically correct answer from someone pursuing a seat and trying not to offend anyone but also at the same time, not answering the question. There have been many of the candidates who have mentioned the 41 items or areas of concern brought forward from the Deloitte review. Are these not 41 issues of concern that have happened under our present CAO/consultant? This is a person hired because of his experience and knowledge of municipal procedures. Is this the same person we want teaching our new CAO? How long do we continue to pay Mr. Phipps once the new CAO comes on board? Either yes you want him to stay on or no, you do not see the need? Your reasons are?

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**MAYOR**

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	Yes to Mr. Phipps staying on during the transition period.
Adler, Marty	My reasons are simple. He knows what has been going on in house, and he alone can answer any questions the new CAO will ask, pertaining to what he (Mr. Phipps) has discovered while on the job.
DiCarlo, Aldo	I believe my answer to question 34 should satisfy the reader. If not, please feel free to contact me.

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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	Mr Phipps should not be required to remain when Mr Micelli takes over the CAO position. Mr Micelli should be prepared to take over the responsibilities of the position. He will likely meet with the staff and department managers as well as Council and begin the process of taking over as the CAO. It is not unusual for a CAO to take over the leadership role without having the previous CAO remain.
Kendell, Scott	Yes keep on MR. Phipps with all the turnovers that Amherstburg has had, we need a little continuity for the transition. If it takes 2 weeks or a month it will be money well spent.
Mickle, Stephen	I have already answered this question. Mr. Phipps goodbye. When he went on vacation who took his place? Dean Collver. Was he trained, qualified? Seems to me the last 5 CAO's had no on the job training. The only thing the new people need to do is get familiar with the people and area. And with the small Town office and daily meetings that should bring up to speed very quickly. This is a mid sized Town not a metropolis.
Petro, Lora	Yes, Mr. Phipps should stay on until his contract expires. This is not necessarily to teach Mr. Miceli, but to familiarize him with our Town. This should be able to be completed within the 30 day period. With all of the turnover our Town has seen, is it not fair to allow Mr. Miceli a chance to acclimate to our Town, how we are in fact implementing the 41 recommendations? Although these 41 recommendations were found under our current CAO, I do not believe the blame rests solely on his shoulders. It has taken us years to get this far, and will take a solid foundation to move us forward.  So my answer is this...  YES to stay on until contract expires  NO to a stay after
Rene, Joshua	I believe that Mr. Phipps should stay on for the bare minimum. Simply this is this person, that is that department. That's it! We CANNOT afford two C.A.O's on payroll. Mr. Phipps though I do believe had good intentions, is part of the problem at town hall.
Swinton, Glenn	NO. If the proper referencing has been completed to verify the past performance and credentials of the new C.A.O. coming in, they should be a qualified enough individual to know what they are walking into. They should be prepared to do the job of a C.A.O.

without the need for “on the job training”. If they need to be directed from Mr. Phipps then we obviously have hired the wrong person for the position. I think that hiring a new C.A.O. before the new council is elected is plain stupid. We’ve gone this far and clearly the majority of our current council has no clue what they should be looking for. In the plain english your asking for... another “hurry up lets vote” asinine decision.

**Question 40.** Have you ever been personally declared bankrupt or been in a position of authority of a business that has been declared bankrupt? Do you feel a bankruptcy declaration precludes candidates from running for municipal office?

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**MAYOR**

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DiCarlo, Aldo	<p>I have never been personally declared bankrupt, nor have I been in a position of authority of a business that has declared bankruptcy.</p> <p>Personally, I do not feel a bankruptcy declaration should preclude candidates from running for municipal office, on its own. A candidate's attribute's should be looked at as a whole. Although a candidate may have financial management issues, they may excel in other attributes that would help, especially as only one member of a council. The most effective council is one that has a balance of different talents. Not every person has to have every qualification, as long as on a whole, the council can deal with everything.</p>
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**DEPUTY MAYOR**

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**COUNCILLOR**

Gemmell, Pauline	<p>I have never been personally bankrupt or been in a position of authority of a business that has been declared bankrupt. I think it's up to the voters to determine if bankruptcy precludes running for office and that will be reflected on election day.</p>
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Kendell, Scott	<p>#1No #2 Yes Better yet let see credit scores I want somebody with common sense, and a good financial background to handle my money. If there financial house is not in order the municipalities financial well being may be compromised.</p>
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Petro, Lora	<p>No I have never declared bankruptsy or applied for a consumer proposal. I have also never been associated with any business that has declared bankruptsy. I do not believe it should preclude an individual from running however, should be disclosed if applicable to their platform.</p>
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Rene, Joshua	<p>I have never personally nor have I ever worked for a company that has declared bankruptcy. I don't believe that a candidate should be denied the chance to run based on this. I will however say that this information should be shared in good faith.</p>
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Shuttleworth, Scott	<p>No, I have never declared bankruptcy, either personally or with M&amp;M Meatshop, or any other business I've been involved with. However, I do wonder if a candidate has had to declare bankruptcy in the past more than once, whether they would be the best candidate to deal with municipal affairs. I personally consider bankruptcy to be a final and last resort, after exploring all other avenues first. There are quite a few job positions that require that you do not have bankruptcy in your past to be employed there, and I feel that a municipal position should be no different.</p>
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Qessem, Roxanne	<p>I myself have never been personally declared bankrupt nor have I owned or worked for a business that has been declared bankrupt. There are many reasons why a person may declare bankruptcy. It is not always the case of frivolous spending and poor money management there are many cases have to utilize this option due to health, loss of employment, family tragedy etc . It is for those reason that I will not cast stones and say that they should preclude candidates from running for municipal office. I do believe however that one should be precluded from running for municipal office in cases of fraud and/or mismanagement of company or public funds.</p>
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**Question For Mayoral Candidates:** For our Mayoral candidates who have full time employment: How will you be able to put in the 40 or more hours required each week as Mayor of Amherstburg? Will you be at Town Hall every day? Will you get a leave-of-absence from your current employer?

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**MAYOR**

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DiCarlo, Aldo

I have checked into this to see if I could find a reference for the question. I could not find any job description for the mayor of Amherstburg or any reference to a 40 hour work week. The job for mayor of Amherstburg is still listed as a part time job, as it is in all the other municipalities in Essex County, except for Windsor. I do not believe that this election is about a debate for a full time or part time mayor's position. This election is about deciding who the most qualified individual is for mayor, not the one with the most availability. I investigated further, by speaking with several past CAO's, council members and staff from the Town, and they all agreed that if the job of mayor is done by a competent individual with skills in delegating, personnel and finance, there should be no need to have a full time mayor. This is a good thing since we can't really afford one right now, nor can I afford to leave my full time employment and support my family. It would be unfortunate for Amherstburg if we started to limit the candidates for mayor to retirees or people of wealth. I do not believe that the mayor should be doing everything. The work should be distributed amongst the councillors, the deputy mayor, and administration. This develops cooperation, transparency, accountability and a positive work environment, regardless of how much time the mayor has to dedicate to the job. That said, I have a full time job with flexibility and I intend to put in whatever amount of hours is necessary to get Amherstburg back into a positive position. Whether that time is in Town Hall, in my home or in someone else's home, I can't say right now. I will say that I can do it more efficiently and more productively than it was done, at least by those on council in the past 4 years.

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Sutherland, Ron

This is a question that I am being asked "constantly" by concerned residents/taxpayers. The only obvious answer is Amherstburg needs a FULL – TIME Mayor. In my capacity as Deputy Mayor I have several extra commitments such as sitting as a member of County Council and my involvement with the County also includes sitting on the Board of Directors of the Community Housing Corporation along with 3 sub-committees of this Corporation, I also sit as a member of the Essex County Library Board through County Council. These are just some of the requirements that I as Deputy Mayor deal with daily. The added responsibilities of Mayor necessitates a FULL TIME 24/7 MAYOR.

I am committed to this responsibility.

Ron Sutherland, Mayoral Candidate "Together we will make the Future Better than the Past"