

FOR MAYOR

VOTE OCT. 24

Mark Sutcliffe

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Change that works for you.
A plan for all of Ottawa.

Platform 2022

Foreword

I think it's fair for you to ask what will be different if I'm elected, what I will bring to the job that others won't. I think it comes down to a few simple but important things.

First, I'm a problem solver. Like you, I'm both excited and concerned about the future of our city. The past few years have been tough. I've spoken with so many residents who are feeling anxious after the pandemic, the convoy, the issues with light rail, and rising inflation. And many of you are still struggling to find a family doctor.

The next mayor of Ottawa should be a problem solver who can get people working together to address these challenges. I have a track record of doing exactly that.

I've spent my whole life trying to make our city better. As a broadcaster and columnist, I've covered city politics for decades. But I didn't just write and talk about the city, I got involved. I volunteered thousands of hours with United Way, the Ottawa Food Bank, the Royal Ottawa Hospital, and a dozen other charitable organizations. I'm not trying to build a political career. I'm trying to build a better city.

Second, I share your priorities. Some people see Ottawa as a small, compact, urban community rather than the large, diverse city that it is. They have different, expensive priorities, such as bike lanes and free transit. But I know Ottawa is and can be so much more than that.

I will work hard to recruit more family doctors, fix our unreliable transit system, revitalize downtown and restore the ByWard Market, address the affordability crisis, keep taxes low, and repair our terrible roads. And I will end the polarizing nature of city politics and stop the constant battles that pit one part of the city against each other and start getting everyone working together again to build a better city. My plan is responsible and balanced and it's focused on every part of the city – rural, suburban, and urban – not just downtown.

And third, respect. I think it's time for a mayor who respects your investment in the city, by looking out carefully for every dollar that is spent. I absolutely will not cut any programs or services, but I won't give up on finding savings and efficiencies in other areas, so we have more money to invest in our shared priorities. And I won't raid or deplete our reserve funds that we have set aside for future emergencies. I have a balanced financial plan that builds on the values I have always brought to every role in the community: compassion and fiscal responsibility.

I want Ottawa to achieve its full potential, where everyone can afford to buy or rent a home, where it's easy to get around, where the best and brightest come and stay because it's a great place to live. We can have the best quality of life, amazing colleges and universities, world-class health care, and vibrant culture, arts, and sports.

If you share these priorities, and if you want a mayor who respects your money and will solve problems on your behalf, I'm ready to serve. So please make your choice clear by casting your vote. Vote for change that works for you, and for everyone in Ottawa, no matter where you live.

The future is ours. We just have to choose it. Let's start working together for the change we want.



Mark Sutcliffe



Leadership for a Safer Ottawa

All residents of Ottawa deserve to feel safe in their own neighbourhoods and wherever they travel throughout our city. Each and every one of us should feel confident that in the event of an emergency, fire, paramedic, and police services will have the resources available to help us. And everyone should be treated fairly and equitably by all emergency services.

AS MAYOR, I WILL:

- » Not defund the police. Instead, I will modernize our emergency services to ensure we are delivering a safer Ottawa for everyone.
- » Invest in priority areas including violence against women (including victim support), hate and bias crimes, and gun violence. I'll also ensure there are more ambulances available to reduce or eliminate the number of "level zero" events.
- » Act immediately to address at-risk neighbourhoods to make them safer for residents and visitors.
- » Invest in social services and introduce new, multi-faceted, compassionate solutions for vulnerable citizens struggling with substance use disorder and mental illness.
- » Ensure proper oversight by the Police Services Board and increase opportunities for community representation and input to re-establish trust and ensure our police service is better for everyone.

“As mayor I would act immediately, together with city council, to address these safety issues.”

WHY IS THIS ACTION NEEDED?

Unfortunately, Ottawa is not as safe as it used to be. And confidence in our emergency services has declined dramatically for a number of reasons:

Violent crime rose by 12 per cent from 2020 to 2021. In 2021, Ottawa's crime rate and the severity of crime were higher than Toronto's. And in the first half of this year, crime was up 25 per cent above pre-pandemic levels, with rises in threats, car thefts, assaults, sexual assaults and robberies.

Ottawa has experienced a decline in confidence in its police service, with concerns about systemic issues and a failure of leadership during the convoy in February.

In the first seven months of 2022, Ottawa's ambulance service was at "level zero" 750 times, meaning there were no ambulances available to dispatch, leaving residents vulnerable.

WHAT WILL IT MEAN FOR YOU?

FOR OUR EMERGENCY SERVICES

It's time to take the politics out of policing. We cannot cut spending on emergency services, including policing, when crime is rising and the city is short on available paramedics. Instead, we must invest in and modernize emergency services, address leadership issues, inequities, and systemic flaws, and restore public trust.

Residents of Ottawa must be confident that not only are there enough resources available to respond in an emergency, but that their police service treats all people and all communities consistently and equitably, and is responsive to public concerns.

We need a fresh approach that sees the city's police and other protective services work together with community partners and social service agencies and other levels of government to deliver a safer Ottawa for everyone.

A new approach is also needed when it comes to paramedic services. Residents must be able to count on ambulances being available when they need them.

FOR A MORE RESPONSIVE, RESOURCED POLICE SERVICE, I WILL:

- » Reject calls to defund our police service. Some candidates in this race have voted to cut funding from our emergency services. Some activist organizations are advocating that the police budget be slashed by over \$200M. I do not support either of these proposals.
- » Add at least 100 new positions over the next four years, with a focus on priority areas including violence against women, hate and bias crimes against marginalized communities, and gun violence.
- » Ensure proper leadership and representation on the Ottawa Police Services Board, in the following ways:
 - I will sit on the Board, and ensure every region of our city is represented on the Board.
 - I will work with Council and the provincial government to ensure that each group of appointees to the Board have the necessary skills, experience, diversity and training to hold the leadership of our police service accountable for their performance.
 - Working with others, I will recruit a strong independent community member who is qualified not only to serve on the Police Services Board but also step into the role of Chair.

- » Improve our response to violent offenses involving firearms. There was a record number of investigations into shootings in Ottawa in 2021. The Guns and Gangs unit of the Ottawa Police Service needs to be prioritized to ensure they are receiving the resources needed to address gun violence.
- » Place greater emphasis on preventing and reporting gender-based violence, including instances of domestic abuse, sexual assault and harassment. This means directly and regularly engaging organizations who provide support and resources to victims of gender-based violence, such as the Sexual Assault Support Centre of Ottawa and the Ottawa Rape Crisis Centre.
- » Ensure members of the Ottawa Police Service are adequately trained and resourced to respond in a timely and compassionate manner to incidents of gender-based violence, sexual assault, and harassment.
- » Accelerate and expand the city's anti-racism strategy to ensure the community is safe for everyone. This includes improved training for emergency and protective services, increasing diversity in those services, and regularly consulting with communities to ensure incidents of racially-motivated crime are adequately addressed.
- » Reform the Emergency Measures Management Unit so that first responders are prepared to respond to a range of situations, from a major occupation such as the convoy, to a massive power outage. This reform will provide better collaboration and accountability for responding entities, rather than laying blame and playing politics when residents expect results.
- » Renegotiate the annual funding arrangement between the federal government and the city to ensure local taxpayers are not covering the costs of policing a national capital.

**FOR A MORE RELIABLE, RESOURCED
PARAMEDIC SERVICE, I WILL:**

- » Make more ambulances available by investing \$5 million in paramedic services to hire 42 paramedics, with funding from the provincial government.
- » Work with the provincial government to shorten wait times for patient transfers at hospitals in the city with the highest wait times, so health care costs are no longer being downloaded on the city.
- » Support the piloting of community paramedicine, in which emergency medical technicians operate in expanded roles by assisting with public health and primary healthcare and preventive services.
- » Expand the Targeted Engagement and Diversion frontline service program, which provides immediate care to individuals with symptoms of substance abuse and mental illness who would otherwise occupy ambulance and hospital capacity.

**FOR VULNERABLE PEOPLE AND
RESIDENTS LIVING IN AT-RISK
NEIGHBOURHOODS**

We are facing a substance use disorder and mental illness crisis in Ottawa. In July, the Ottawa Overdose Prevention and Response Task Force noted an increase in suspected overdose deaths in Ottawa. In one week alone, police responded to 22 calls for service about suspected overdoses, including five suspected overdose-related deaths.

A deteriorating system is not doing enough to support our neighbours, family members, and friends who are struggling with substance use disorder and mental illness.

We need a city-wide effort that demonstrates compassion to victims and is fair to residents and businesses that are directly impacted. We need a new approach that leverages the expertise of first responders, social workers, counsellors and others to deliver better results for these individuals.

We must also take immediate, targeted action to address crime in at-risk neighbourhoods, including

in the ByWard Market and in Centretown, to improve safety and restore them as welcoming destinations for residents and visitors.

Restoring health and safety in these communities will require a team effort. All corresponding city agencies, as well as the provincial and federal government must work together to help vulnerable citizens, our neighbourhoods and communities. This has not happened to date. I will make it happen.

**FOR INDIVIDUALS WITH SUBSTANCE USE
DISORDER AND MENTAL ILLNESS, I WILL:**

- » Strike a Task Force within 30 days of taking office to conduct a long overdue review and deliver a plan. This Task Force will include representation from community service agencies, public health officials, and emergency responders and will present specific recommendations on solutions prior to the 2023 budget process.
- » Increase the City of Ottawa's contribution to organizations that provide essential services for those dealing with substance use disorder and mental illness, including housing, employment services, and counselling, with a focus on Ottawa's at-risk youth.
- » Introduce a new, integrated, cross-disciplinary response to incidents involving mental illness and substance use disorder. We must send the right resources to each situation and reduce the need for police intervention when specialized services will achieve better results.
- » Enhance the role of shelters and their staff in managing and supporting their clients off-site.
- » Change our approach to addressing chronic homelessness. We must move away from support that is temporary, ad-hoc, or emergency in nature, like the provision of inadequate hotel rooms for the chronically homeless. The focus must be on finding suitable transitional and supportive housing. I will work with the provincial and federal governments to obtain more funding, with the goal of dramatically reducing homelessness in our city.

FOR AT-RISK NEIGHBOURHOODS, INCLUDING THE BYWARD MARKET AND CENTRETOWN

Crime is an issue throughout the city, but the ByWard Market and Dundonald Park in Centretown are two examples of neighbourhoods in Ottawa that experience persistent safety issues. Improving safety here is a first, critical step to making these neighbourhoods more attractive for residents, businesses and tourists.

IN AT-RISK NEIGHBOURHOODS, I WILL:

- » Expand the presence of police and supportive services, through the deployment of Neighbourhood Resource Teams in the ByWard Market and Dundonald Park. This will complement existing Neighbourhood Resource Teams stationed in other neighbourhoods in Ottawa.
- » Support the targeted, limited use of CCTV cameras for investigative and deterrence purposes in at-risk areas. These cameras will not be used for active monitoring, but as a tool to support and monitor police work, similar to how they are presently used by Ottawa Community Housing and in other jurisdictions.
- » Create a Storefront Neighbourhood Operations Centre in the ByWard Market where police, public health, and social services have a reliable and effective presence to prevent and respond to issues.

Leadership for More Reliable Transportation and Roads

Ottawa needs a balanced approach to transportation that respects all residents, regardless of how they choose to get around the city.

AS MAYOR, I WILL:

- » Increase investment in road maintenance and winter clearing budgets by \$100 million over 4 years so that potholes get fixed quickly, our roads will be better maintained, and the standards for road clearing during winter will be raised.
- » Implement the key recommendations from the judicial inquiry on Phase 1 of light rail to fix the system and deliver phase 2 of light rail. I will also secure funding for phase 3 to bring light rail to Kanata, Stittsville and Barrhaven.
- » Modernize the routing and scheduling of OC Transpo bus service to reflect what citizens need post-pandemic.

“No matter how you get around Ottawa, you need to trust you can get to home, work and school safely and reliably.”

WHY IS THIS ACTION NEEDED?

Many residents use different modes of transportation depending on the weather, where they are travelling, and other factors. Therefore, we shouldn't prioritize one form of transportation over another, nor pit one region of the city against another. Instead, we need a plan that will deliver better results for all residents - motorists, cyclists, and pedestrians - wherever they live and however they travel.

Sadly, that's gotten harder to do. The state of our roads, particularly in rural and suburban areas, is poor. Public transit is unreliable, and has not been updated to reflect the post-COVID reality of commuting. And sidewalks, bike paths, and multi-use pathways must be better connected, maintained and repaired to get pedestrians and cyclists safely where they need to be.

Transportation is not just a social service - it is an economic one. We can't let the gridlock of cities like Toronto clog up Ottawa. Good transit is linked to our quality of life - including a cleaner environment.

For employers and workers, safe and reliable transportation is key to the economic prosperity of residents, many of whom need to bring the tools of their trade with them.

For tourists, safe and reliable transportation means it's easier to see all that Ottawa has to offer, enhancing their overall experience in the capital.

For families, safe and reliable transportation means conveniently and quickly getting children to and from school, and to recreation, arts, and other after-school activities, spending less time in traffic and more time with loved ones.

For young people and students, safe and reliable transportation means getting to school or work on time, without concern you may be late for your job or class because your bus or train did not show.

For seniors, safe and reliable transportation means getting to family events, activities, recreation, medical appointments, and completing errands in a safe and timely fashion.

For our environment, safe and reliable transportation, particularly public and active transportation, reduces greenhouse-gas emissions.

With an existing \$85M budget deficit on public transit, residents in this city simply can't afford to pay more at a time when inflation and rising interest rates are making life less and less affordable.

More than ever, we need fresh eyes and a new perspective on transportation in Ottawa. We can build a better, smarter and more balanced transportation network, one that integrates public transit, cycling, and vehicles and respects the diversity and size of our city and the needs of rural, suburban and urban residents.

WHAT WILL IT MEAN FOR YOU?

FOR PUBLIC TRANSIT USERS & COMMUTERS, I WILL:

- » Freeze transit fares at their current rate for at least one year, including the seniors' pass, Equipass, and youth rates.
- » Create a Passenger Pledge complete with benchmark performance service standards would be created to bolster confidence in the system, and data gathered on performance criteria would be judged against these standards and made public on a monthly basis.
- » Double the number of instances OC Transpo presents to the City of Ottawa's Transit Commission, from two to a minimum of four times per year.
- » Implement lessons learned from the public inquiry about the errors made by Council, management, and the private partners to make LRT Phase 1 reliable and gain the confidence of users.
- » Apply knowledge from Phase 1 to the implementation of Phase 2 and planning for Phase 3 LRT.
- » Pursue costs from contractors where warranted for delays and malfunctions in phase 1 of LRT.

- » Modernize and optimize OC Transpo bus service to reflect the post-Covid reality and the new travel patterns for work and help people get around their community, especially in suburban areas. This will include direct consultation with bus drivers, the experts of the system, to ensure routes and schedules are designed to get the most out of our system and so we are not running empty articulated buses.
- » Fix Para Transpo by consulting with those who depend on it to get around our city.
- » Work with taxis and ride-sharing services to improve access to vehicles designed to accommodate persons with disabilities that do not require a full service vehicle.
- » Increase transparency and strengthen communications tools to give customers better up-to-the-minute information on service status. This includes supporting app developers in providing real-time data on transit access and availability.
- » Continue the transition of the city's diesel city bus fleet to electric buses to reduce emissions.
- » Enable the City of Gatineau to bring LRT or electric buses into Ottawa, replacing diesel-powered buses that are noisy, pollute our downtown, and emit carbon pollution.

FOR DRIVERS AND THOSE CONCERNED ABOUT ROAD SAFETY, I WILL:

- » Substantially improve the quality of Ottawa roads by investing \$100 million over four years to upgrade our roads, sidewalks and improve road maintenance as well as enhancing service standards for winter clearing of residential roads and sidewalks.
- » Support creation of a web-based "pothole-line" that allows residents to report potholes in their communities, and provide an estimated time to repair.
- » Provide easy access to a website listing all city road construction and maintenance projects.

- » Prioritize road infrastructure that supports growth in new neighbourhoods that are currently dealing with significant traffic and congestion. That also means ensuring traffic and congestion are key considerations for new development projects.
- » Condense construction schedules with as much work as possible at off-peak hours to enhance safety and reduce travel times.
- » Double city councillors' traffic calming budgets for targeted road safety measures from \$50,000 to \$100,000 per ward.
- » Undertake a review of the current Road Safety Action Plan to reduce fatalities and major injuries. This could include reducing traffic speeds to 30KM/hour across residential neighbourhoods (where requested by community members) and increasing usage of red light cameras at high-risk intersections.
- » Support the implementation of the Brian Coburn Extension Option 7 in Ottawa's east end.
- » Accelerate the timing of the Greenbank Road Realignment Project for inclusion in the Transportation Master Plan from 2032 to 2024 in the City's west end.
- » Ensure rural road reconstruction includes more fulsome safety improvements such as safety edges to reduce fatalities.
- » Work with the residents of the Village of Manotick to address the issue of transport truck congestion and noise, which poses a safety issue in the community.
- » Where there is the construction of new subdivisions, raise the standard of road, cycling and multi-use pathways to ensure better connectivity in these communities. This is in keeping with provisions around 15-minute communities.
- » Oppose the permanent closure of the QEII Driveway and support continued closure on weekends for cyclists, runners, and other uses of the roadway, working with community partners to avoid implications on major event days.
- » Encourage the adoption of electric vehicles in the city by enabling Hydro Ottawa to install 200 electric vehicle (EV) charging stations across Ottawa, on a cost recovery basis.
- » Ensure the Ottawa Police Service has the resources required to focus on vehicle-related crimes, including theft, stunt driving and speed racing, which continue to be major problems in our suburbs.

FOR TAXPAYERS AND RESIDENTS, I WILL:

- » Oppose the wasteful \$1 million study on "fare-free" transit that will tell us what we already know - we can't afford it.
- » Oppose the city-wide removal of transit fares that would result in as much as a 10 percent tax increase.
- » Implement full transparency and engagement of the city's internal audit department on all future LRT developments on a timely basis so that Information will never be held back from Council or the public.
- » Appoint experts on the Board of the Transit Commission and for the oversight of LRT phases II and III who can better hold management to account for effective delivery and performance.
- » Appoint a citizen representative to the transit advisory committee that regularly uses ParaTranspo, so that perspectives of individuals with disabilities are represented at this committee.
- » Negotiate 50-50 capital funding from the federal and provincial governments to expand light rail to Kanata, Stittsville, and Barrhaven as has been achieved in other cities.
- » Negotiate ongoing financial support from the federal and provincial governments due to current public sector employment policies that reduce transit usage. In 2021, COVID-related funding from other governments for Ottawa's public transit system was \$144 million; that support must continue into 2023).

FOR A BETTER CYCLING NETWORK, SIDEWALKS, AND MULTI-USE PATHWAYS, I WILL:

- » Focus on the missing gaps in the cycling network (where bike lanes abruptly end and are picked up some distance away).
- » Initiate resurfacing and road widening projects across the city to include better safety markings, paved shoulders and bike lanes where feasible.
- » Double councillor traffic calming budgets to enable more signs to segregate bike lanes from traffic.
- » Work with the NCC and the federal government to expand and connect a system of bike lanes with increased winter access.
- » Provide continued support for the Chief William Commanda bridge for pedestrian and cycling transportation.
- » Continue to add pedestrian countdown signals.
- » Increase the rollout of community safety zones to include all school zones, community centres, and high-pedestrian facilities.
- » Enable Hydro Ottawa to install 100 E-Bike charging stations across Ottawa, on a cost recovery basis.
- » Work with community groups to identify areas where there are missing links in pedestrian and cycling pathway systems to promote the use of active transportation and more walkable communities for inclusion in the long-term capital plan.
- » Invest in improving pedestrian and cycling connections to existing and future transit stations, and install more secure bicycle storage systems.
- » Ensure timely repair of sidewalks and cycling infrastructure.
- » Designate additional taxi and ride-share parking in high-volume areas, such as the lot on George Street within the Byward Market, with sufficient signage to better improve the uptake of both services and bring people downtown.

There's a lot that I will do to improve transportation and make it more reliable for you and your family.

But I also think it is important to share with you what I will not do.

- I won't make public transit "free" as my opponent Catherine McKenney has advocated for years, which would add as much as 10 percent to your property tax bill each year.
- I won't add \$145 million in new spending on OC Transpo as my opponent Catherine McKenney has promised in this election, which would add another 7 percent increase in your property tax bill each year.
- I won't pit cyclists against motorists by racking up a quarter of a billion dollars of debt to focus on one method of transportation, at the expense of a system-wide approach to improving our entire transportation system - one of Catherine McKenney's signature promises..
- I won't irresponsibly commit to bringing the burden of the LRT maintenance contract under the City of Ottawa, where there is no capacity or expertise to do so and before we hear from the judicial process.
- I won't support any moves to introduce "congestion charging" i.e. increased parking charges to come downtown.

Leadership to Make Housing More Affordable

Having a place to call home should not be a privilege. Yet for so many people in Ottawa, the ability to access any type of housing, to buy or rent, or for community and supportive housing, is slipping further out of reach.

AS MAYOR, I WILL:

- » Build 100,000 new homes in our city over the next ten years.
- » Deliver on the city's community housing commitments, building 1,000 units per year.
- » Take a balanced approach to the development of our city that prioritizes smart intensification, respects community design plans, and does so without expanding Ottawa's urban boundary.

“I will champion the building of more housing that is accessible and affordable.”

WHY IS THIS ACTION NEEDED?

Too many politicians have said they support housing and intensification, only to oppose it when a new project in their ward comes up for approval, particularly in Ottawa's core. And today, the City of Ottawa has policies and systems in place that make it next to impossible to build all types of housing quickly.

This attitude from our city leaders, and these systems and policies, must change.

Ottawa's population is growing rapidly, and it is expected to grow by another 500,000 people by 2046. This is a once-in-a-generation opportunity for our city to realize its potential for growth; to build a smart, connected city that we can all take pride in. We will not have a strong economy and we will not recruit and retain talent in our city if housing is unaffordable and inaccessible.

To do it, we must be ambitious. We must say “yes” more often. And we must dispense with the oppositional posture that has dominated the politics of development in our city for so long.

Young people are shut out of home ownership because prices keep going up and there are not enough homes being built to meet demand. Over the past four years, housing prices in Ottawa have increased by more than 60%. Many young people are still living at home with their parents, as they see their dreams of independence and home ownership move further out of reach.

Students have seen rental rates skyrocket and can't find affordable accommodation. Rents have increased by about 33% over the past four years.

Families are stretched to find homes they can afford, that can accommodate the space they need.

Seniors worry about how they will cover rising rental costs and property taxes on their fixed incomes.

People on low or fixed incomes can't find accommodation with rent that is geared to their incomes.

Newcomers to Ottawa are having a hard time finding suitable and affordable housing.

Individuals who rely on community housing

(including supportive and transitional housing) face long wait lists, and in some cases poor living conditions once they are able to finally access the shelter they need.

Many people who can't find suitable and affordable housing in Ottawa are moving to Kemptville, Rockland, Almonte, Arnprior or Gatineau, yet they are regular users of infrastructure and services that are paid for by Ottawa taxpayers.

Within 30 days of taking office, I will bring together Ottawa Community Housing, not-for-profit housing providers, homebuilders, building trades, unions, planners, colleges and universities, citizen groups, other governments, city staff and others to create a detailed strategic plan, with concrete actions and timelines, to break down the barriers to getting the housing we need to be built with no expansion of the urban boundary.

Under my leadership, City Hall will immediately be tasked with streamlining and quickening the approval processes to bust through the political, bureaucratic, and ideological barriers and red tape that prevent housing from being built. We will also examine what incentives and innovations are needed to get housing built, in a way that is thoughtful and respects community design plans. And, we'll make the community consultation process more transparent, meaningful, timely and effective - including by providing an annual Mayor's report on meeting these ambitious housing targets.

I will provide the leadership and change needed on housing that helps our city reach its full potential, allows our children and grandchildren to realize the dream of home ownership, and grow into the world class destination we know it can be.

WHAT WILL IT MEAN FOR YOU?

FOR BUYERS AND RENTERS LOOKING TO ACCESS AFFORDABLE AND MARKET RENTAL BUILDINGS AND NEW HOMES, I WILL:

- » Establish a one-stop shop and express lane for the planning and approval of new housing and rental properties that today can take more than 4 years of work.
- » Give the director of housing more authority, reporting directly to the city manager, to break down silos at city hall and facilitate rapid coordination between planning, real estate, finance and other departments to get community and supportive housing built.
- » Improve the community consultation process to ensure meaningful and timely input from more people across the community, including a seamless digital participation process to gain a full range of views.
- » Streamline the approval process on minor projects so they can move rapidly and fairly through the system.

FOR SENIORS WHO ARE WORRIED ABOUT THE RISING COST OF HOUSING, I WILL:

- » Continue and expand the program that enables seniors to defer a portion of property tax until their home is sold.
- » Work with the federal and provincial governments to reinstate and improve programs that will allow seniors to modify their houses, including for accessibility, energy upgrades and adding secondary suites to help them defer expenses.

FOR BUILDERS OF MARKET HOUSING, RENTALS, AFFORDABLE HOUSING AND COMMUNITY HOUSING (INCLUDING TRANSITIONAL AND SUPPORTIVE HOUSING), I WILL:

- » Pre-approve zoning in target areas for intensification such as the downtown core, along the LRT, and near LRT stations, following community consultations.
- » Reduce or eliminate development and other city charges and/or allow limited height exemptions from residential housing projects in areas targeted for intensification and where at least 20 percent of units are affordable for residents.
- » Waive planning application fees for projects with 40 percent affordable housing.
- » Eliminate development charges on conversions from office to residential in the downtown core for projects where 20 percent of units are affordable.
- » Request that the province give the city the power to apply a higher tax rate on lands approved for development inside the greenbelt that are not being developed within the urban boundary.

FOR THOSE LOOKING TO ACCESS COMMUNITY HOUSING (INCLUDING SUPPORTIVE AND TRADITIONAL HOUSING), I WILL:

- » Provide relief for application fees and development charges for non-profit housing.
- » Deploy available city lands and air rights for new housing units (and negotiate for surplus federal lands), especially near transit lines, and transit stations to get community housing built quickly.
- » Facilitate and accelerate the adoption of the rent-to-own program run through the federal Affordable Housing Innovation Fund.

- » Adopt a policy to offer housing and supportive services as a first step in helping the vulnerable and homeless to ensure the cycle of mental illness, substance use disorder, and poverty is reduced, thereby reducing demand for shelters and use of hotel rooms.
- » Change our approach to addressing chronic homelessness to move away from support that is temporary or emergency in nature (such as hotel rooms) to provide suitable transitional and supportive housing. I will work with the provincial and federal governments to obtain more funding to dramatically reduce homelessness in our city.

Leadership for a Cleaner, Greener Ottawa

Ottawa is a fantastic city, and a great place to live and raise our families. We are blessed to have beautiful green space and fertile farmland, while the Ottawa River and Rideau River Watershed makes it easy to get outside and enjoy nature.

AS MAYOR, I WILL:

- » Enable Hydro Ottawa to install 200 electric vehicle (EV) charging stations across Ottawa, on a cost recovery basis.
- » Double the city's annual tree planting goal to replace and enhance the urban canopy, helping to cool the city and clean the air. This would mean 250,000 new trees planted annually, or one million by the end of the first term.
- » Ensure new city buildings are constructed to a net-zero standard for maximum efficiency.
- » Retrofit city buildings with supportive funding from established federal and provincial programs, as well as through Hydro Ottawa. This includes delivering an additional \$100M over 4 years of energy upgrades and retrofits to city buildings.
- » Establish robust disaster recovery plans to respond to extreme weather events.

“I believe a clean, and green Ottawa is the foundation of a prosperous, growing Ottawa.”

WHY IS THIS ACTION NEEDED?

Our quality of life is directly linked to air quality, clean water, and access to plenty of green space. We must protect our region's biodiversity and encourage a healthy, active lifestyle.

The impacts of climate change on our city are real and immediate. We must work together to both reduce emissions, and mitigate the impacts of climate change, as adverse weather events such as storms and flooding become more common.

As your Mayor, I'll take practical, immediate and achievable actions to make the workings of our city more energy efficient, reduce emissions, and preserve the natural beauty of our nation's capital.

WHAT WILL IT MEAN FOR YOU?

FOR DRIVERS, CYCLISTS, AND PEDESTRIANS, I WILL:

- » Enable Hydro Ottawa to install 200 electric vehicle (EV) charging stations across Ottawa, on a cost recovery basis.
- » Enable Hydro Ottawa to install 100 E-Bike charging stations across Ottawa, on a cost recovery basis.
- » Work with community groups to identify areas where there are missing links in pedestrian and cycling pathway systems to promote the use of active transportation and more walkable communities for inclusion in the long-term capital plan.
- » Ensure timely repair of sidewalks and cycling infrastructure.
- » For city owned vehicles, I will:
 - Phase out the city's gas-powered fleet to become fully electric or hybrid by 2030.
 - Champion the adoption of electric vehicle use by police services and other emergency response vehicles.

FOR BUSINESSES AND BUILDING OWNERS, I WILL:

- » Facilitate the adoption of sustainable, renewable energy solutions with Hydro Ottawa and green technology companies, builders and building owners.
- » Work with the provincial and federal government to use their proceeds from carbon pricing and fuel taxes to incentivize Ottawa's largest private emitters to modify their operations for lower carbon emissions. The City will work with Hydro Ottawa to provide services and incentives when matched by senior levels of government.
- » Investigate and adopt proven technologies that are zero emission waste-to-energy systems, rather than add a new landfill site or expand the existing landfill on Trail Road.
- » Advocate to the province to raise standards for recycling and green bin usage for industrial commercial institutional (ICI) users.
- » For city owned buildings, I will:
 - Ensure new city buildings are constructed to a net-zero standard for maximum efficiency.
 - Retrofit city buildings with supportive funding from established federal and provincial programs, as well as through Hydro Ottawa. This includes delivering an additional \$100M over 4 years of energy upgrades and retrofits to city buildings.
 - Work with Hydro Ottawa and Public Services and Procurement Canada (PSPC) to accelerate district heating initiatives such as heat recovery from sewers at LeBreton and elsewhere.
 - Work with PSPC and the Province on the feasibility of bringing district heating and cooling to Ottawa City Hall and the Provincial Courthouse to achieve cost efficiencies.
 - Immediately cease any purchasing of single use plastics such as straws and stir sticks upon taking office.

FOR PUBLIC TRANSIT USERS & COMMUTERS, I WILL:

- » Fix Light Rail Transit (LRT) Phase 1 and deliver Phase 2.
- » Secure funding for Phase 3 LRT to Kanata, Stittsville and Barrhaven so we can get even more people using transit to reduce carbon emissions.
- » Continue the transition of the city's diesel city bus fleet to electric buses to reduce emissions.
- » Enable the City of Gatineau to bring LRT or electric buses into Ottawa, replacing diesel-powered buses that are noisy, pollute our downtown, and emit carbon pollution.
- » Invest in improving pedestrian and cycling connections to existing and future transit stations, and install more secure bicycle storage systems.

FOR THOSE WHO LOVE NATURE AND THE OUTDOORS, I WILL:

- » Double the city's annual tree planting goal to replace and enhance the urban canopy, helping to cool the city and clean the air. This would mean 250,000 new trees planted annually, or one million by the end of the first term.
- » Monitor the stormwater management and outfall rehabilitation programs to improve the water quality of the Ottawa and Rideau rivers with real-time reporting of sewage overflows and regular reporting on water quality.
- » Work with the National Capital Commission, the City of Gatineau and the Rideau Valley Conservation Authority to improve the health, biodiversity and water quality of our rivers and watershed, as well as on climate change mitigation measures and in developing adaptation strategies focused on addressing flooding and extreme heat.
- » Further develop the integrated cross-country ski trail network in cooperation with local communities and the National Capital Commission.

**FURTHER, AS MAYOR, I WILL
COMMIT TO THE FOLLOWING
ACTIONS AT CITY HALL:**

- » Establish Mayor's roundtable on the environment to include not-for-profit organizations such as Ottawa Riverkeeper, Ecology Ottawa and Community Associations for Environmental Sustainability (CAFES).
- » Provide regular, public reporting on carbon emissions in line with the city's 2040 climate goals.
- » Establish robust disaster recovery plans to respond to extreme weather events.
- » Add emergency generators to more city buildings so they can operate as refuges in the event of an emergency such as an ice storm, flood, major wind event or in extreme heat.
- » Work with Invest Ottawa to encourage pilot demonstrations and projects that accelerate Made-in-Ottawa green tech innovations.
- » Ensure that city snow clearing teams and private sector providers use the appropriate amount of salt when clearing roads and sidewalks, without compromising safety. Excess use of salt can have detrimental impacts on plants, animals and humans.

Leadership for a More Affordable Ottawa

For many families in Ottawa, the cost of living is the most important and urgent issue right now. They are experiencing the rising price of everything from food to home ownership. And they're worried that their costs will only increase if city taxes and fees escalate.

AS MAYOR, I WILL:

- » Limit the property tax increase to between 2 per cent and 2.5 per cent for 2023 and 2024, targeting the same level for 2025 and 2026.
- » Launch a strategic review of existing city spending, which has not been conducted since the early 2000s.
- » Commit to no new types of taxes over the next four years.
- » Reduce recreation fees for children and families by 10%.
- » Freeze all transit fares for 2023.
- » Invest only in priority areas that serve all of Ottawa, such as improving the quality of our roads, properly funding emergency services, and investing in programs and services for our most vulnerable.

“At a time when costs are rising rapidly, residents deserve a serious plan to make life more affordable for everyone.”

WHY IS THIS ACTION NEEDED?

Ottawa is in an affordability crisis, and the economic climate is incredibly uncertain. These new pressures require a fresh perspective at City Hall that will work to get value for taxpayer dollars.

Families are stretched to make ends meet, and are worried about predictability of both taxes and services.

Vulnerable residents must have assurance that their Mayor and Council are supporting them, by making strategic investments in social programs and initiatives.

Homeowners are experiencing rising mortgage costs, and are concerned their property tax rates may do the same under new leadership at City Hall.

Renters are already seeing their monthly payments and other costs rise and know that if property taxes climb, the costs will be handed down to them.

Seniors worry about how they will cover rising rental costs and property taxes on their fixed incomes.

People on low or fixed incomes are struggling with rising inflation, and want to know that the services they rely on will continue to be accessible.

The same political approaches that have taken place at City Hall for the last twenty years will not work, nor will the same approaches to managing people's money.

I am the only candidate in this race who can bring a balanced and responsible approach to our city's finances that respects taxpayers throughout Ottawa.

- » Sensible investments in priority areas without expensive commitments on non-essential projects.
- » Experience as a small business owner, corporate executive, and board member in delivering and managing fiscally responsible budgets.
- » Experience as a board chair and board member providing fiscal accountability and oversight with more than a dozen not-for-profit organizations including the Ottawa Board of Trade, Invest Ottawa, Run Ottawa, Algonquin College, and more.

WHAT WILL IT MEAN FOR YOU?

FOR THOSE WHO WANT TO SEE MORE RELIABLE CITY SERVICES, I WILL:

- » Deliver a balanced budgeting approach that puts the interests of all residents of Ottawa at the centre of decision making - not special interests or politicians. No investments in non-priority areas and no reckless service cuts that residents depend on.
- » Invest \$4 million in new, annual funding for community service agencies to become a point of first contact and support to those suffering from substance use disorder and mental illness.
- » Allocate \$25 million in new, annual funding to improve the quality of our roads, including repair and maintenance, better ice and snow clearing, and fixing sidewalk and cycling paths that have fallen into disrepair with potholes and cracks.
 - Of the \$25 million promised for winter clearing improvements, as well as for repairs to roads, sidewalks and cycling, a portion will be covered by the rising federal gas tax, provincial grants and from cancelling low-priority capital projects that have never started or are in progress but halted with no plan for resumption. Reserves will not be depleted for this purpose.
- » Invest \$5 million to freeze transit fees for one year.
- » Spend \$2 million annually to reduce recreation fees for children and youth by 10 per cent.
- » Invest \$1.2 million in additional annual funding for traffic calming for safe streets, sidewalks and bike lanes.

FOR THOSE CONCERNED ABOUT TAXES AND SPENDING, I WILL:

- » Limit the property tax increase to between 2 per cent and 2.5 per cent for 2023 and 2024, targeting the same level for 2025 and 2026.

- » Launch a strategic review of existing city spending which has not been conducted since the early 2000s.
- » Commit to no new forms of taxation over the next four years - no land transfer tax and no new special revenue tools that cost residents more when your household budgets are already being squeezed.
- » Balanced leadership that prioritizes the needs of the whole city, rather than expensive plans that only benefit some, such as \$250 million for bike lanes on borrowed money at increasingly high rates of interest.

Budget Pressures and Measures	Expenditures (\$ Millions)	Savings & Revenue (\$ Millions)
Budget pressures (existing contracts and inflation)	\$75 - \$100	
Revenues from new properties		\$40
Direct expenses related to new properties	\$20	
Strategic review and efficiencies		\$35-\$60
Priority investments	\$25	
Elimination of tax exemptions		\$5
Property tax increase at 2%		\$40
TOTALS:	\$120-\$145	\$120-\$145

\$35 MILLION IN SAVINGS, CONTROL SPENDING IN THE YEARS AHEAD, AND DELIVER VALUE FOR TAXPAYERS

I am proposing an innovative approach to the oversight of spending that will produce sustainable savings in 2023 and in the year ahead. Taxes are higher in Ottawa than in other cities in Ontario; according to the Financial Information Returns filed with the province, on a per household basis in 2021 Ottawa residents paid about \$500 more per year in property taxes than those in Toronto and Hamilton.

We can do better to control spending, which the previous council neglected.

Before the tabling of the 2023 budget, I will oversee a full strategic review of all city operating and capital spending. This review will analyze trends, make comparisons with other jurisdictions, assess ongoing budget variances, and review all capital projects in process to ensure we are delivering value for people in Ottawa.

Of the \$35 million in savings, about \$15 million will come from eliminating vacant non-essential staff positions (100) and through attrition of non-essential staff (100 out of the about 800 staff) who leave the city voluntarily each year through retirement or other reasons. The 200 staff “positions” represents 1.25 per cent of the almost 16,000 staff that work for the city. The savings include staffing costs plus associated overhead.

No current staff will lose their jobs as a result of this review. As the review is undertaken we look at opportunities to transfer staff within departments or to other departments to meet pressing priorities.

About \$20 million will be saved by reducing work with consultants and other external services, as well as through the use of technology to better serve residents. These savings represent about 3 per cent of spending in this category.

The city will strive to produce better results with the same or fewer resources. For example, the millions of dollars currently spent on hotels for homeless individuals will be reallocated to proper housing with ongoing support.

This fiscal framework assumes the city will face \$75 million in budget pressures from contracted wage increases and increased costs. It proposes to use one-half of taxes from growth to partially offset those pressures. To achieve a 2 per cent tax increase, the plan proposes \$35 million in operating cost savings and the elimination of certain tax exemptions and preferences given to some businesses.

Controlling spending does not happen just at the beginning of a council term but on an ongoing basis. Delivering value for Ottawa taxpayers over the term of Council will include:

- » Establish a transparent budget challenge process with meaningful councillor and community input.
- » Set and monitor performance and accountability measures for city operations with comparisons to best practices and property tax levels in other cities.
- » Report the city’s financial data online and in real-time and in a format that is easy to understand.
- » Ensure fairness in tax payments received from the federal government for the properties they own.
- » Produce an “Annual Report on the Economy and the Environment” that holds City Hall and others accountable for how we are performing, where we are meeting climate targets and where we are falling short to better inform the public and spur action.

ANNUAL PRIORITY INVESTMENTS OF \$25 MILLION

	\$ Millions
Funding for Community Service agencies to help the most vulnerable in our community to act as the first point of contact for people living on the streets, with addictions, and mental health challenges	\$4.0
Improve winter clearing standards on residential roads and pay-as-you-go portion for repairs to roads, sidewalk, and cycling	\$10.0
Reducing recreation fees for childrens’ programming by 10%	\$2.0
Freeze all transit fares including for Equipass, seniors and youth	\$5.0
Tree planting	\$1.0
Double the councillors’ traffic calming budgets	\$1.2
Invest in major events, cultural programming, music city	\$0.5
Expansion of the program to enable seniors to defer payment of property taxes	\$0.5
Accelerate programs on anti-racism	\$0.2
Strengthened oversight of Police services by the Police Services Board, at OC Transpo and financial oversight	\$0.1
Contingency/Other	\$0.5
TOTAL:	\$25.0

■ NOTES ON PRIORITY SPENDING

- » Of the \$25 million promised for winter clearing improvements, as well as for repairs to roads, sidewalks and cycling, a portion will be covered by the rising federal gas tax, provincial grants and from cancelling low priority capital projects that have never started or are in progress but halted with no plan for resumption. Reserves will not be depleted for this purpose.
- » \$4 million to increase the City of Ottawa's contribution to:
 - Organizations that provide essential services for those dealing with substance use disorder and mental illness, including housing, employment services, and counselling.
 - Integrated, cross-disciplinary response to incidents involving mental illness and substance use disorder and reduce the need for police intervention when specialized services will achieve better results.
- » The city has said that a freeze on transit fares would cost \$5 million. This assumes a return to near normal or pre-pandemic levels. City Council approved a 2022 budget that overestimated revenues by \$85 million, leaving a deficit in the city budget. It is likely that the \$5 million estimate for freezing transit fares is high but this will be reviewed during the 2023 budget-making process.
- » Tree planting will be supported with grants from the \$3.2 billion federal program to plant 2 billion trees and the Forests Ontario 50 Million Trees program. The program will also include a "plant-your-own-tree for free" initiative as is offered by other municipalities in Canada.
- » The budget for traffic calming and safety in each ward will be doubled from \$50,000 to \$100,000.

- » The budgeted 2022 revenue for "Complexes, Aquatics and Specialized Services (CASS)" that delivers recreation programs and services to all residents, including those with special needs, at recreation complexes, aquatic venues and seasonal spaces is \$22 million.

The expected 10% reduction in programming for children and youth is \$2 million.

- » Policing support in the ByWard Market and other at-risk neighbourhoods will be funded as priority items out of the existing police budget.
- » The small business tax break is a continuation of the 2022 budget and will be retained.

■ NOTES ON THE FISCAL PLAN

- » 2022 budgeted property tax revenue is \$2.1 billion.
- » Financial pressures from inflation, existing union contracts, and other costs that are funded by property taxes are expected to be about 3.5 per cent or \$75 million. That's the starting point of the budget.
- » New properties are estimated to generate about \$40 million in 2023 (a 2 per cent growth rate similar to recent years). This amount is typically spread across departmental budgets for "growth" costs. This plan takes a different approach, investing some of the additional revenue in policing and in areas where the incremental growth costs can be clearly demonstrated, such as new roads and parks. The remaining \$20 million will be used to offset budget pressures.
- » The Ottawa Police Services will add approximately 25 more positions each year from taxes available from new properties. This means the police service will grow as the city grows.

- » Elimination of certain tax preferences can protect revenue the city has given up, which means other taxpayers pay more. The Brownfields Assistance program that gives tax breaks to private landowners to clean up their contaminated properties will be eliminated. And the Community Improvement Plan program will be eliminated on a go-forward basis.
- » When union contracts come up for renewal, settlements will be both fair to workers and affordable to taxpayers. Staff wages represent about 50 per cent of operating spending so this is a critical aspect of leadership that the mayor must exercise.
- » Contribution to the capital fund is maintained at the same level as 2022 except as noted in this plan.

FINANCIAL AND RIDERSHIP CHALLENGE OF OC TRANSPRO

No other candidate is prepared to address the very serious issues facing OC Transpo. While in normal years OC Transpo produces revenues from fares close to \$190–200 million per year, the pandemic has fundamentally changed this.

Council should have anticipated a drop in ridership post-pandemic, and pushed other levels of government for the shortfall. Because of their inaction, our city faces an \$85 million deficit for the current fiscal year.

Taxpayers should not be on the hook for the failures of previous leadership.

While this fiscal plan assumes some continued support, this is not a guarantee. Immediately upon taking office, I will approach the federal government with this as the primary request. Other candidates have a wishlist of promises to be financed by other levels of government that are neither urgent nor a priority for most residents in this city. Under my leadership, this will be the top priority with the federal government.

LOOKING AHEAD TO YEARS 3 AND 4

The objective of this plan was to build a strong, credible, realistic financial plan before releasing any numbers about taxes or transit fares or other fees.

Since the first day of the campaign, I've stated my goal is to keep taxes as low as possible. The people of Ottawa can trust him to deliver the lowest possible tax increases in year 3 and 4, while protecting the core services they rely on and supporting our most vulnerable residents.

But this is a dangerous time to make false promises to the people of Ottawa. And with the current economic uncertainty, it would be irresponsible to pluck a figure out of the air for political purposes. This plan is responsible and honest. That's the kind of leadership people deserve.

The exhaustive review of city spending will also be critical to keeping taxes as low as possible over the entire term of council.

Leadership for a Strong Economy

Ottawa is facing significant and unique challenges as the nature of work changes. We need to take immediate action to ensure our economy continues to grow and we continue to create opportunities for everyone. A strong plan that is focused on growing our economy is also one that enhances our quality of life, for everyone in Ottawa.

AS MAYOR, I WILL:

- » Create a “one stop shop” or single window of service for businesses looking to navigate permits and other paperwork at City Hall.
- » Target tax relief for small business, by renewing the special small business commercial property tax rate measures.
- » Launch a talent summit that will bring together leaders from the business community, Invest Ottawa, the Ottawa Board of Trade, Regroupement des gens d'affaires, Ottawa Tourism, colleges and universities, and other partners to enhance Ottawa's efforts to be a community that attracts the best and the brightest minds.
- » Work with Ottawa Tourism, tourism leaders, and other stakeholders to create one new recurring, annual cultural event in Ottawa, and a major new cultural attraction that will bring people to the city each year and create significant economic activity.
- » Improve awareness of opportunities for local small businesses to do business with the City of Ottawa through a new procurement bulletin that highlights specific opportunities and more thoroughly explains the procurement process.

entrepreneur and a journalist, and run a small business. I know what it takes to meet a payroll and I know the value of a dollar. I have chaired the Ottawa Board of Trade and the United Way and have seen how we grow, thrive, diversify and do incredibly exciting things in all parts of the city with creativity and compassion.”

WHY IS THIS ACTION NEEDED?

Everything we cherish - our quality of life, social services, clean air and other environmental priorities, and strong, sustainable employment for current and future generations - all depends on a strong economy.

But the world is changing rapidly and Ottawa faces unique threats. With more work happening virtually, more than ever employees can choose where they live rather than be forced to locate close to their jobs.

“I have been an

We need a comprehensive economic development strategy that recognizes new realities and brings together our business community, educational institutions, economic development groups and others to ensure we are positioned to succeed in meeting the challenges and opportunities that lie ahead.

We must attract the best and the brightest talent and companies to Ottawa. And we must support their growth. We must create, enhance, and promote an environment that will inspire and sustain entrepreneurship, including entertainment, restaurants, and live music and festivals. We must stimulate economic activity in growth industries and creative areas including electric vehicles and autonomous driving, film and video production and much more. We must fulfil our ambition of being a home for some of the best technology companies in Canada.

While Ottawa is world-class in many respects, City Hall has neglected some key areas that have hurt our economy:

- » Our downtown is in need of a transformation and the ByWard Market has deteriorated where people who live, work and visit there often feel unsafe.
- » We must follow through on critical major projects: LRT, Lansdowne Park, Civic Hospital, LeBreton Flats.
- » City Hall is a maze for businesses and homebuilders to navigate.
- » We lack a coordinated economic development plan that gets all parts of our economy working together to do great things.

WHAT WILL IT MEAN FOR YOU?

KEEPING TAXES AND FEES LOW AND PREDICTABLE FOR BUSINESSES AND RESIDENTS

- » Target tax relief for small business, by renewing the special small business commercial property tax rate measures.

- » Keep fees for approvals at levels that are consistent with the rise in property taxes with no hidden charges on business.
- » Cap 2023 and 2024 tax increases at between 2.0 and 2.5 per cent and target those levels for the following two years.
- » Keep user fees low and reject calls to raise parking fees or introduce “congestion charges” to come downtown.
- » Relax right-of-way access for on-street commerce (sidewalk sales, sidewalk patios) and pop-up service to expand outdoor dining.

HELPING OTTAWA’S BUSINESSES SUCCEED AND GROW

- » Create a “one stop shop” or single window of service for businesses looking to navigate permits and other paperwork at City Hall. That will also include:
 - Directing staff to reduce timelines for approvals from City Hall with real-time reporting on progress to ensure timelines are met.
 - Having the city play a leadership role in supporting entrepreneurs with approvals rather than forcing them to figure out a complicated system on their own.
- » Improve awareness of opportunities for local small businesses to do business with the City of Ottawa through a new procurement bulletin that highlights specific opportunities and more thoroughly explains the procurement process.
- » Provide the support needed to establish stronger linkages among the 19 Business Improvement Associations to make them more efficient and effective in supporting local business.
- » Develop a strategic, multi-stakeholder economic development plan to make Ottawa a better and easier place to create jobs. This will include the involvement and collaboration of Invest Ottawa, the Board of Trade, Regroupement des gens D’Affaires, Ottawa Tourism, Business Improvement

Associations, along with colleges, universities and post-secondary institutions and hospitals. We will take full advantage of our research, training and innovation platforms to promote Ottawa as a world leader and attract and retain talent in our City.

- » Launch a talent summit that will bring together leaders from the business community, Invest Ottawa, the Ottawa Board of Trade, Regroupement des gens d'affaires, Ottawa Tourism, colleges and universities, and other partners to enhance Ottawa's efforts to be a community that attracts the best and the brightest minds.
- » Produce a Mayor's annual report card with full accountability to report on our performance on the environment and the economy.
- » Place the mayor at the top of a special working committee that promotes Ottawa and pursues investment and job creation in the city.

SUPPORTING TOURISM JOBS AND ENHANCING OTTAWA'S BEAUTY

- » Work with Ottawa Tourism, tourism leaders, and other stakeholders to create one new recurring, annual cultural event in Ottawa that will bring people to the city each year and create significant economic activity.
- » Work with the federal government, Ottawa Tourism, and tourism operators to enhance the visitor economy, including bringing a major new cultural attraction to downtown Ottawa.
- » Make Ottawa a world-renowned, year-round cultural, historic, creative, capital that draws tourists and makes Ottawa a fun place to live.
- » Establish and promote Ottawa as a centre for music, arts, festivals, film and culture.
- » Update the cleanliness standards so we go beyond simply responding to complaints as is the case today under the current Council.
- » Greater collaboration between Ottawa and Gatineau on tourism to promote the national capital region as a destination of choice.

- » Become a city that says "yes" to creative ideas rather than making permits and approvals a roadblock at City Hall.
- » Collaborate with the NCC and the City of Gatineau on economic development where we create more jobs in Ottawa than we gain by going it alone.
- » Take full advantage of the multilingual and multicultural nature and capacity of Ottawa in pursuing economic development opportunities.
- » Follow my plan to deliver a cleaner, greener Ottawa.

MAKE OTTAWA A MUSIC CITY

Ottawa has a long and rich history of hosting some of the best music festivals in Canada - Bluesfest, CityFolk Festival, and the Ottawa Jazz Festival. With a strong municipal strategy in place, the future can be so much brighter.

To build a world-class city, we need a community that is safe, reliable, and affordable. But we also need to build a city that excites people and offers diverse cultural experiences. Making Ottawa a Music City is one way we can achieve that vision.

A strong music community leads to artistic growth, job creation, tourism development, and builds our city's brand. Working together, we can support artists who create and perform music, the venues that host concerts, and the businesses and neighbourhoods that residents and tourists visit when attending concerts. It's a win-win-win proposition and it's a strategy that many other progressive cities around the world have embraced and are benefiting from.

TO ACCELERATE OTTAWA'S PROGRESS TO BECOMING A MUSIC CITY, I WILL:

- » Review and updating city bylaws to ensure that they enhance and support the music community and accelerate the myriad of economic impacts and benefits concerts and festivals return to our neighbourhoods without limiting the ability of artists to perform in public (like buskers).

- » Create a Music Office as a single point of contact for the music community to champion the city's music strategy development.
- » Complete the City of Ottawa's nightlife economy strategy and implementing its recommendations.
- » Deploy city assets (parks, city hall and community centres) to more effectively to host events.
- » Bring together Ottawa Tourism, the city's economic development team, live music operators, festivals, and artists to develop a strategy to promote Ottawa as a live music destination and make it easier for residents and visitors to find shows.

Leadership for a Revitalized Downtown and ByWard Market

Every great city has a vibrant downtown. But Ottawa is facing significant challenges in the core, with fewer workers, residents, and visitors coming downtown. Without a plan to attract more people, the future of our downtown is at risk.

AS MAYOR, I WILL:

- » Build more homes downtown by incentivizing the conversion of vacant office space to market and affordable housing, including reducing or removing application fees and development charges.
- » Work with small business owners, BIAs, and other organizations including the Board of Trade and Ottawa Tourism, on a strategy to animate the core with more festivals, events, and activities that will bring people downtown.
- » Develop a federally-funded plan for a new major national attraction in downtown Ottawa, such as a museum or cultural centre.
- » Support live music, street buskers, food festivals, and other performance art experiences in the ByWard Market.
- » Increase walkways, car-free zones, and public seating to encourage people to stay in the market.
- » Establish a permanent ByWard Market cleaning crew to keep the public space clean and beautiful.

“For the health of residents and local businesses as well as the finances of the city we need quick action on making downtown a great place to live and restore the ByWard Market as a jewel of the city. I will lead the bold change that’s needed to get us there.”

WHY IS THIS ACTION NEEDED?

In a report released earlier this year, Ottawa ranked 45th out of 62 cities on its downtown recovery.

We need to do now what the previous city council did not: take immediate action to have more people living downtown, make it an amazing destination for residents and tourists.

For instance - the ByWard Market used to be the crown jewel of Ottawa, for residents and tourists. Under my leadership, we will restore it to its past glory. We can’t continue to ignore the safety issues that are acutely felt in this neighbourhood. I am the only candidate with a targeted plan and a commitment that is focused on the ByWard Market.

WHAT WILL IT MEAN FOR YOU?

FOR A REVITALIZED DOWNTOWN OTTAWA, I WILL:

- » Build more homes downtown by incentivizing the conversion of vacant office space to market and affordable housing, including reducing or removing application fees and development charges.
 - Secure at least \$30M from the federal government's fund to incentivize these conversions, with a priority and focus on affordable housing.
- » Work with small business owners, BIAs, and other organizations including the Board of Trade and Ottawa Tourism, on a strategy to animate the core with more festivals, events, and activities that will bring people downtown.
- » Develop a federally-funded plan for a new major national attraction in downtown Ottawa, such as a museum or cultural centre.
- » Expand resources in at-risk neighbourhoods to improve safety.
- » Work with the federal government to create a vibrant Parliamentary precinct that serves as a grand national gathering place that invites Canadians and others from around the world to our capital city.
- » Relax right-of-way access for on-street commerce (sidewalk sales, sidewalk patios).
- » Continue reduced patio fees for restaurants that have expanded their operations into public space.
- » Reject calls to raise parking fees or introduce "congestion charges" to come downtown.
- » Expand resources in at-risk neighbourhoods like the ByWard Market and Dundonald Park to improve safety in these areas.
- » Add more greenspace and tree canopies as building conversions take place as part of my plan to double the number of trees being planted in Ottawa.

- » Facilitate a Gatineau LRT connection to the downtown and Ottawa's LRT system.
- » Work closely with the Ottawa Coalition of Business Improvement Associations and all downtown BIAs on the revitalization plan.

The ByWard Market used to be the crown jewel of Ottawa, for residents and tourists. We can't continue to ignore the safety issues that are acutely felt in this neighbourhood.

“Under my leadership, we will restore the ByWard Market to its past glory. I am the only candidate with a targeted plan and a commitment that is focused on the ByWard Market.”

We are facing a crisis in Ottawa around mental illness and substance use disorder, and a deteriorating system is not supporting our neighbours, family members, and friends who are struggling. We must leverage the expertise of first responders, social workers, counsellors and others to deliver better results.

FOR THE BYWARD MARKET, I WILL:

- » Review the mandate and operations of the city's Services Corporation that runs the Byward Market.
- » Work with Ottawa Markets, the ByWard Market BIA, local farmers and artisans to improve visitor experience and put the "market" back in ByWard.

- » Support live music, street buskers, food festivals, and other performance art experiences in the ByWard Market.
- » Increase walkways, car-free zones, and public seating to encourage people to stay in the market.
- » Establish a permanent ByWard Market cleaning crew to keep the public space clean and beautiful.
- » Strike a Task Force within 30 days of taking office with a mandate to provide concrete recommendations on solutions for responding to mental illness and substance use disorder, ahead of the 2023 Budget process.
- » Working with community service agencies and the Ottawa Police Services, develop a dedicated Neighbourhood Resource Team and a Storefront Neighbourhood Operations Centre to address crime, as well as mental health and substance abuse disorder in the neighbourhood.
- » Targeted use of CCTV cameras for investigative and deterrence purposes in at-risk areas to support and monitor police work, similar to how they are presently used by Ottawa Community Housing and in other jurisdictions.
- » Restore the ByWard Market as a central gathering place again and prepare to celebrate its 200th anniversary in 2027.

Leadership for a Better City for Everyone

Ottawa is a huge, diverse city with many different needs and priorities. We need a Mayor that is focused on your priorities, whether you're a parent to young children, a francophone living in Ottawa, or a senior citizen.

“I will be a Mayor who is focused on the needs of all of Ottawa, no matter which community you're a part of and no matter where you live in our city.”

FOR FAMILIES WITH YOUNG CHILDREN, I WILL:

- » Make recreation programs more accessible and affordable by cutting fees for children by 10%.
 - After two and a half years where the pandemic took a toll on children's physical and mental health, we have to make these programs more accessible and more affordable.
 - The fee reduction applies to programming offered for preschoolers, children and youth by the City of Ottawa. It will result in immediate savings for Ottawa families.
- » Overhaul the City's broken booking system for recreational programming.

- Signing your kids up for swimming lessons shouldn't feel like the Hunger Games. Ottawa's online booking system crashes constantly, resulting in parents staying up until all hours of the morning, just to book swimming lessons or day camps for the summer.
- As part of the overhaul, I will end the requirement to log in at a certain time or hour to register your kids for programming, and ensure this can be completed 24/7, whether it's booking skating, swimming or fitness activities.
- » Provide more recreation programming, including in French.
- Our city is growing rapidly, and the city services we rely on, including these programs, must also grow. I will make sure we expand programming so that it meets the needs of residents, including those seeking French-language activities, which are often oversubscribed.

FOR FRANCOPHONES, I WILL:

- » Affirm and work to reinforce the city's bilingualism policy that “the City of Ottawa recognizes both official languages as having the same rights, status and privileges.”
- » Increase the amount of recreational programming offered in French, which is often over-subscribed.
- » Ensure Ottawa residents have access to francophone client personnel when accessing front line services at the city of Ottawa.
- » Ensure city services, including the Ottawa Police Service and Ottawa Community Housing provide service in both French and English.
- » Ensure community service agencies that are primarily funded by the City of Ottawa offer services in French where there is demand.
- » Work closely with all bilingual and francophone educational institutions to ensure they have an open door and voice at City Hall.

- » Reinforce the Francophone policies and services at the City of Ottawa to reflect the city's official bilingualism status by frequently meeting with local stakeholders such as ACFO:Ottawa, MIFO, Maison de la francophonie, and more.
- » Engage with the French Language Services Advisory Committee at the City of Ottawa.
- » Profile the 4th round of Ottawa Bilingual Funding with 38 projects from Canadian Heritage and ACFO to strengthen the bilingual character of Ottawa.
- » Support city and local stakeholders in their applications to renew Canadian Heritage funding.
- » Support cultural and musical festivities that include and promote francophone programming.
- » Continue to provide support to the Mouvement d'implication francophone d'Orléans in their efforts to obtain funding for their new build.

FOR THOSE CONCERNED ABOUT HEALTHCARE, I WILL:

- » Create a family doctor recruitment and retention strategy with a goal of bringing more physicians to the City of Ottawa.
 - This includes working directly with the provincial government and providing a safe, reliable and more affordable city that brings doctors here for more than just work.
- » Make more ambulances available by investing \$5 million in paramedic services to hire 42 paramedics, with funding from the provincial government.
- » Work with the provincial government to shorten wait times for patient transfers at hospitals in the city with the highest wait times, so health care costs are no longer being downloaded on the city.
- » Support the piloting of community paramedicine, in which emergency medical technicians operate in expanded roles by assisting with public health and primary healthcare and preventive services.

FOR SENIORS, I WILL:

- » Review and improve the city's 3-1-1 service to ensure it is working optimally for all residents, including seniors.
- » Fix deteriorating sidewalks and roads across the city by investing an additional \$100M over four years to improve their condition.
- » Freeze all transit fares for one year, and maintaining the senior's pass rate for a full four years.
- » Fix Para Transpo by consulting with those who depend on it to get around our city.
- » Appoint a citizen representative to the transit advisory committee that regularly uses ParaTranspo, so that perspectives of individuals with disabilities are represented at this committee.
- » Keep taxes as low as possible by committing to a 2%–2.5% property tax rate for the next two years, with the goal of maintaining this rate for years three and four of the mandate.
- » Continue and expand the program that enables seniors to defer a portion of property tax until their home is sold.
- » Working with the federal and provincial governments to reinstate and improve programs that will allow seniors to modify their houses, including for accessibility, energy upgrades and adding secondary suites to help them defer expenses.

FOR PET OWNERS, I WILL:

Build at least three new dog runs/parks in existing city or National Capital Commission (NCC) owned land in underserved neighbourhoods over the next four years including Kanata, Stittsville, and Barrhaven.

Consult with local city councillors and community associations to assess current needs and develop a plan to improve existing dog parks and / or runs, and establish new parks in other underserved neighbourhoods. This would include utilizing city-owned land, and working with the NCC to dedicate this space.

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A plan for all of Ottawa.

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