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**Q1**

Candidate Name

Hilary Gough

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**Q2**

Email Address (for follow-up only)

hilary@hilaryye.com

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**Q3**

**Ward 2**

Ward/Constituency

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**Q4**

What do you envision the City's role to be in economic development?

I see the City's role in Economic development as fairly diverse 1) capital investment and direct job creation; 2) business development incentives; 3) regional and sectoral collaboration relating to growing industries - value added agriculture, and technology sector as key examples; 4) excellent business services; and 5) procurement that recognizes the full value of publicly procured goods and services that develop our economy in an equitable and sustainable manner.

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**Q5**

How can the City help businesses survive through the COVID-19 pandemic?

The City can help businesses survive through the COVID-19 pandemic by solidly and efficiently providing service in a safe and reliable way, and adapting with them. Businesses have adapted and creatively pivoted in small and big ways and the City's work to be creative and adaptive is key. This pertains to the City's role as a regulator, but also as promoter of our city.

Supporting creative endeavours that support tourism, and in particular, local tourism will be key to supporting local businesses - for example expansion and financial accessibility to programs like the parking patio program that make it easier for businesses to pivot, adapt, and maintain in-person safety.

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**Q6**

Crime and safety are key election issues. What is your plan to address these concerns, including your position on defunding the police?

In order to address crime we need to address the root causes of it which are primarily social and economic. This means strong collaboration with the provincial government understanding that there are gaps in the available health and social services in our community. I am committed to ongoing collaboration and building on recent strides (e.g. downtown safety pilot project: Sawēyihotān) through the Safe Community Action Alliance and the InterAgency Response table partnerships.

This level of partnership is also key with respect to emergency response and I am committed to ongoing improvement to the availability of Police and Crisis Teams, as well as the emergency response provided by non-policing agencies whose services are often more appropriate than policing.

In addition I'm interested in learning from a pilot project underway in Ward 2 right now that involves a more community-based patrol policing unit called the Community Mobilization Unit. This model may be appropriate in other cases if found successful.

Finally, we need an all-of-community approach to safety and I have initiated the process of exploring a community-wide community safety and wellbeing strategy.

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**Q7**

What are your priorities for major capital projects in Saskatoon?

My priority is to provide the services residents need and use with carefully planned projects and sustainable funding plans. The New Central Library is an example of this, with 10 years of saving in place (>¼ of the budget). Eventually a Downtown Arena may become one of these once a business case and funding plan are established. Early planning is key to ensure that the impact of any major capital project is manageable. Business cases must also demonstrate the social and economic benefit to the community in the short and long term. The New Central Library's significant local GDP and jobs impact and the role of central libraries in revitalizing city centers which drives a more sustainable city center tax base for longer-term economic growth and sustainability are great examples. The project's service outcomes will also support improved affordability and economic/social recovery demonstrating a well-rounded investment.

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**Q8**

Do you share the concerns many residents and businesses have regarding increased taxes and user fees?

Please elaborate::

Affordability pressures impact all of us. I take any and all civic related cost increases very seriously and am committed to working to keep them manageable while providing high quality and reliable public services that help to keep individual expenses low. This means careful planning and saving for projects, careful procurement of goods and services to gain best value, and constant work to gain savings through efficiency reviews and improvements. Drastic or sudden cuts risk setting our community back and require more costly investment later to recover form. I am in favour of careful and diligent work to make our city both excellent and affordable for all and the recent increases that are the lowest in a decade show that work.

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**Q9**

What steps would you recommend the City take to curb or mitigate rising operational costs?

1. support more infill growth that efficiently uses existing infrastructure and reduces the overall operating costs of the City; 2. Continually improve service efficiency through careful planning and savings reviews; 3. Move forward partnerships with other orders of government and agencies that address the root causes of inequality and safety issues to improve wellbeing and reduce policing pressures/costs.

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**Q10**

If necessary, would you support any initiatives City Administration may take to freeze or even reduce staffing levels?

**Yes,**

Please elaborate::

Administrative hiring freezes in times of uncertainty have, at times, been pursued, and I remain open to this tool. The level of savings should be carefully assessed and monitored against the resulting reduction in service levels and the cost burden that may puts on city residents or businesses.

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**Q11**

How do you believe that the City should spend COVID-19 relief money provided by the provincial or federal government? Do you believe that relief money should be spent in the area for which it is specified (e.g. infrastructure, etc.)?

The diverse allocations made and the decision to ensure we have the flexibility to avoid potential tax increases for other revenue shortfalls due to COVID have been strategic. In addition, improving sidewalks across the City is a welcome and needed infrastructure improvement that I am proud to have been able to make - especially to support accessibility in older neighbourhoods.

With respect to upcoming decisions around Federal dollars, I will be looking to community to hear about the infrastructure priorities that will help us to get through this in a strong and healthy way. I want to hear from businesses and community members about what they'd like Winter to look like and how we can make it more accessible for our community as a whole : from tourism and recreation, to improved washroom facilities and basic services - there are many opportunities.

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**Q12**

Do you believe the decision regarding the Main Library funding/debt should be revisited?

Please elaborate::

I have reviewed the decision in light of COVID-19 and can see that the project and its benefits are more important in this context than before. Given a solid and manageable funding plan that is already ¼ funded due to careful planning started 10 years ago, I believe the project is both needed and sustainable for our community. The Economic and Social impacts are precisely what any community will be looking for as we recover from COVID-19 : jobs, GDP impact, Downtown revitalization, and a strengthened service of access to information, communication, and programming for families, seniors, newcomers, and more.

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**Q13**

What is your #1 priority on your election platform?

My number one priority is the wellbeing of our community. This means strong neighbourhoods, community safety and wellbeing, and investment in areas of the city for business and resident success.

More at [hilaryxe2020.com/priorities](http://hilaryxe2020.com/priorities)

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