

BLACK AUSTIN DEMOCRATS:
RANDI SHADE
Austin City Council, Candidate Place 3

1) Why do you want the endorsement of Black Austin Democrats?

I would be very proud to be endorsed by the Black Austin Democrats. If elected, I would be a strong advocate for the issues of concern to the African-American community in Austin. I feel I'm best suited for this position, because my background is different from most City officials. I have a broad range of experience that includes working in the private and public sector, starting an Internet start-up, operating a local community foundation and supporting countless non-profits as a volunteer, donor and board member. Based on that background, I bring to this election a unique combination of passion and hands-on experience, and a strong desire to get things done right. As my longtime friends, colleagues, and clients will tell you: I build strong positive relationships that last a lifetime; I am approachable, accessible, and accountable; I know when to listen and learn, and when to speak-up; and I bring diverse people together to get results and have a strong track record for doing both..

2) What is your plan to address the rising cost of living and the resultant gentrification occurring in Austin's Eastside neighborhoods? Please be mindful of the fact that you are addressing a primarily African-American and Latino organization that is looking for responses that go beyond truisms.

We need to do more to keep the cost of living down. I supported the 2006 affordable housing bond program, and I supported the creation of the Community Land Trust as a Board Member of PeopleFund. I also supported the Council's recent vote to increase the density bonus and MFI levels for MLK and Saltillo TODs, and I support efforts to increase the number of family-sized units and provide more daycare, while also protecting pocket parks in the area. I have been a frequent volunteer with AIM's Raise the Roof which helps do home repair for owner-occupied homes, primarily in East Austin, and I've assisted residents access the Urban League's roof repair program. If elected, I would work to create mechanisms that encourage additional private sector investment in addressing our affordable housing challenges, as well as strengthen the relationship the City has with leading local nonprofits working successfully in this arena. Regarding other affordability strategies, we should explore targeted exemptions and tax relief for original residents, and also seek ways to influence the legislature with respect to its over-reliance on property taxes, which is contributing directly to our cost of living challenges.

3) Do you support the decision of the Travis County Sheriff to expand its collaboration with U.S. Immigration, Customs, and Enforcement (ICE) in the Criminal Alien Program, as well as their offer to provide ICE with an investigative office?

No.

4) Are you satisfied with the progress of the African-American Quality of Life initiative?

Please identify three benchmarks outlined by the committee in which you have had direct or indirect involvement.

No. The major areas in which I have been involved are: 1. Affordable Housing through my work described in the question above (board member of PeopleFund, active supporter of affordable housing bond package, volunteer work for Raise the Roof and other organizations); 2. Business and Economic Development: as a board member of PeopleFund, I have actively participated in the East Austin Summit and several other activities that promote minority owned businesses. Indirectly, I've also been involved in health and food security through my work with Meals on Wheels and my support of the Health District.

5) As in other parts of the city, the pace of development and redevelopment in Southeast Austin, particularly Montopolis, has accelerated. Are you satisfied that documented community participation in city planning has been achieved in this area of Austin?

No. Too many people I've spoken with feel "duped" after engaging in the neighborhood planning process, which is currently our only ongoing mechanism for achieving meaningful citizen participation in "city planning." Most people who participate in the neighborhood planning process are surprised to learn that their plan makes recommendations, but a newly proposed project that conforms to zoning requirements but not the intent of the neighborhood plan can and is still often pursued. As a matter of policy, I believe that City staff should be instructed to encourage developers (even single family home-owners) to dialogue with their neighbors before entering into the permitting process as part of their permitting application. Without a doubt, we need to do a better job of empowering citizens and neighbors to control their own destiny by giving them the much needed tools to involve them more directly in the planning of their city and neighborhood.

6) Do you think it is a healthy thing for members of boards and commissions (e.g. the community development commission) to serve for years—even decades—while there is a waiting list of people eager to serve?

No. While I appreciate the long-term service of many citizens on our City boards and commissions, I think everyone who wants to serve should have the opportunity.

7) The Affordable Housing Incentives Task Force identified the preservation of the existing affordable housing stock in Austin as a key task. Page 16 of the report observed "the city should develop a comprehensive and proactive policy regarding preservation of housing affordability by March 1, 2008." Do you agree with the task force's analysis? How have you facilitated the city's accomplishment of this recommendation?

I agree with the analysis. I'm challenging an incumbent, so I was not able to help the city accomplish this recommendation in an official capacity, but I have been involved in a meaningful way with our community's efforts to deliver more affordable housing as Board Member of PeopleFund, which recently launched the Community Land Trust, and as a

volunteer for groups like Habitat for Humanity, Foundation Communities, American Youthworks, and AIM's Raise the Roof.

8) Food insecurity is a significant issue in Austin. What can the city do to further partner with the city's basic needs organizations (e.g. the Austin Food Bank) as the economy slides into recession?

It is wonderful that Austin is consistently recognized for its economic vitality, but until everyone's basic human needs are met, we have very few bragging rights as far as I am concerned. Too often issues related to poverty, including food insecurity, are at the bottom of our City's priority list rather than at the top. Our City contracts with more than 60 health and human service organizations and spends tens of millions of dollars each year, but we've got to do more to create lasting solutions and leverage the strengths of our local nonprofit organizations. I plan to build on my extensive experience in the nonprofit sector to improve the way the City does business with basic needs providers and will also work hard to create new resources by bringing private sector partners to the table. I will also explore new sources of federal funding that will likely become available with the upcoming change in White House administrations.

9) What is your assessment of the city's response to the Hurricane Katrina crisis? How involved were you at the time and how involved are you now?

Austin did a good job of helping those in need in the short term. It's not clear to me that we did an equally good job of helping them over the long term. At the time, I donated food and clothing to the relief effort, like so many other Austinites, and I volunteered at the Convention Center, as well as through the Entrepreneurs Foundation. I'm embarrassed to say that I have done very little since that time to be helpful to the specific population of Katrina refugees in Austin.

10) Do you believe it is possible to grow the city's tax base more responsibly?

Absolutely. I'm against leveraging our city's future on the backs of lower income families and will fight taxes that unfairly burden low and middle income individuals. I would like to see a decrease in the overall property tax burden on Austin residents. If elected, I would seek ways to reign in the City's portion of the overall property tax burden by seeking out efficiencies in City spending and service delivery. I would also seek ways to influence the state legislature with respect to its over-reliance on property taxes. My position on City taxes is that they should be no higher than absolutely necessary. Where we can, we should, lower or even eliminate them without compromising needed service.

Thank you for these excellent questions and I ask for your support.

**Austin Sierra Club
Questionnaire for Austin City Council candidates 2008**

1. How do you propose to meet Austin's future energy demand? How will you work to get Austin closer to being the renewable energy capital of the US?

In 2001 I was a co-founder of the Austin Clean Energy Initiative because I believed then, as I do today, that Austin is a natural home for clean energy innovation and can and should be recognized as a national center of the renewable energy sector. We are in a strong position to successfully compete for the title of "Renewable Energy Capital." Our City-owned utility is one of the "greenest" in the country and features one of the top performing renewable energy programs in America. We also have the Austin Climate Protection Plan in place to make City operations carbon-neutral by 2020, and to encourage community partners to achieve carbon-neutrality, as well. Last year, Austin sponsored a plug-in hybrid vehicles campaign that generated national attention, and the City has already set ambitious goals for transitioning its fleet to hybrids. We have a successful and widely-imitated Green Building program in place; our program was the first for any U.S. city. We have active and involved citizens who care about preserving our environment, creating a strong multi-million dollar consumer market for clean energy products and services. UT Austin offers world class research, and we have the incredible benefit of organizations like the Texas Renewable Energy Industry Association and the Clean Energy Incubator, both working to help young clean energy companies succeed. To move us forward in the renewable energy sector and to help meet Austin's future energy needs, my decision-making on the City Council would always prioritize the generation and distribution of renewable energy over coal or nuclear. I would push to continue to improve the City's residential and commercial energy efficiency programs, to help us conserve more. I would champion efforts to expand and streamline residential and business recycling programs. And, I would work directly with community groups to promote strategies and economic policies that help energy entrepreneurs succeed in our community.

2. Nuclear energy: There is still no safe way to store radioactive waste, and with nuclear plants there is always a risk of terrorist attacks, serious accidents or even a meltdown. A recent study confirms that nuclear plants are expensive to build, and rarely finished on schedule. In 1981 Austin voters voted to sell our 16% interest in the STNP but there were no buyers to be found. Now we are being asked to help pay for expansion of the STP. What is your position on this issue?

I am against the City's involvement in the expansion of the STP, and supported the City Council's decision not to pursue it. Until science and industry create a safe and cost-effective way to generate nuclear energy, I am opposed to it.

3. Will you further increase water conservation – and if so, how – to delay the need for WTP#4?

Generally speaking I am for doing more, now, to achieve ambitious conservation goals so that we can invest less, later, in necessary infrastructure. With that said, I cannot, however, commit to increasing the City's current water conservation goals as a means to delay the construction of WTP #4 without knowing more than I do about the facts and assumptions that underlie the debate, and particularly about the disagreements I've heard over Austin's projected water usage over the next decade. If I'm elected, however, I can and will commit to make it a top priority to ensure that Austin is pursuing a smart, effective long-term strategy on water conservation and on the related timing of construction of water infrastructure.

4. What will you do to ensure that future residents of Austin (and not only in downtown and older neighborhoods) will be able to walk or bicycle safely, or take transit for necessary trips such as shopping, to work or to school?

My philosophy is that multi-modal transportation planning must be central to every decision that the City Council makes, from single-site zoning decisions to large-scale land-use policies. I will promote more community education about land use and planning to encourage more walkable, transit-friendly neighborhoods. Creating and maintaining viable bicycling infrastructure citywide is largely a function of funding, and if elected I would explore options for devoting more resources to the task. I think there are also symbolic victories we can achieve in Austin to help promote the idea of bicycling as a viable form of transit, such as completing the cross-town central city Lance Armstrong Bikeway. I know there are lots of great bicycling advocates and groups in Austin - not to mention some successful local bicycling entrepreneurs, and even a bicycling mega-star - and I would expect to turn to them for the best ideas about how to "Keep Austin Biking."

5. Are subsidies/incentives for businesses ever appropriate, and if so, under what circumstances?

When fee and tax waivers are used judiciously and in compliance with strict, transparent criteria for measuring success, they can be effective tools for helping us achieve shared community goals, including equity, affordability, and sustainability. Generally I am opposed to incentives for exclusively retail enterprises, but can imagine some circumstances where it might be appropriate (i.e., green building or integration of recycling collection into design of retail space).

6. The city has adopted the goal of zero solid waste. What challenges do you anticipate on the path toward this goal, and how will you meet them? What specific steps will you take to implement the goal?

As stated above, if elected to the City Council, I would champion an expansion and streamlining of residential recycling programs to help Austin achieve the important goal of zero solid waste. I would also explore efforts to increase recycling among businesses. As with the previous

question regarding the relationship between water conservation and WTP #4, there is an obvious relationship here between our success at implementing a zero-waste initiative and the necessity of investing in future municipal infrastructure like landfills. Wherever possible, I'd rather be successful at conserving. Convenience and public awareness are essential for success on the path to zero solid waste, so I will also ensure public outreach and broad community involvement are parts of any implementation plans.

7. Mayor Wynn, Council Member McCracken and RECA have all proposed plans for new downtown transit facilities/parking garages. What do you think should be done, if anything?

Downtown parking is a major problem that needs a big solution. As we continue to work to make downtown Austin home to more residents (and, hopefully, making some of our most sensitive rural areas home to fewer residents), I think we've got to take meaningful steps to protect downtown's quality of life, and that includes dealing with downtown traffic congestion (which is caused in large measure by a lack of available parking). We should be prioritizing mass transit solutions when it comes to traffic problems, but until it becomes clear that rail or rapid bus service offer any real amount of near-term relief to traffic congestion in the central city, I am generally supportive of the idea of building more parking infrastructure downtown. I understand that the RECA parking structures proposal includes a downtown rubber-tire circulator tram, which is a concept I am interested in, although I want to learn more about how the proposal would be financed. Any ideas should be fully integrated to support bus, car sharing, biking, and pedestrian activities, too.

8. Despite a lot of talk, water quality in Barton Springs has deteriorated significantly in the past ten years. What will you do to protect Barton Springs?

If elected to the City Council I will be a consistent advocate for the strict enforcement of the SOS ordinance and will work with the rest of the City Council and the community at large to advance policies that result in the net reduction of pollutants flowing into the Barton Springs watershed. Barton Springs Pool is the "soul of the city," and the fight to protect the quality of water in the Barton Springs watershed is representative of the larger fight to protect and improve water quality everywhere.

9. Do you think the process of city government is open enough, and if not, what do you propose to do about it? How will you change the fact that most citizens perceive that City Hall is not listening to them but to big business?

The responsibility of engaging people at City Hall falls on Council members. The Council sets the tone with respect to the way City staff involves citizens, as well. I will actively seek input. You will continue to see me at meetings, town halls and forums of community groups after I am elected not just while I am campaigning. I decided to challenge the incumbent in Place 3 specifically because of her reputation for inaccessibility. I see accessibility as the most

important aspect of a Council member's job. The best way to change the perception that City Hall is not listening to citizens but instead to big business or special interests is to prove that perception wrong through action. I will make my calendar public and work to see that online resources are more readily available so that anyone interested in following City action can do so.

10. Briefly describe your understanding of the term *sustainability*, whether you think it should be a goal for Austin, and if so, what further actions you would propose for the city to achieve it.

Sustainability means different things to different people, but to me it means minimizing required input (i.e., water and energy) and minimizing resulting output (i.e., waste and pollution), so that a community can power itself with the smallest ecological footprint possible. Yes, I believe Austin should strive to be a sustainable city. Besides the actions previously discussed, I would work to actively increase public involvement and awareness across all initiatives related to achieving sustainability. Too often people operate in individual silos which prevents maximum impact from any single initiative. I would also explore the role of Chief Sustainability Officer for the City and find ways to ensure sustainability planning is taken seriously from an operations perspective city-wide, from department to department.

11. Some of these questions have been recycled from previous years' questionnaires, as the problems in Austin have changed little over time. What will you do differently?

Achieving agreement on every issue is unrealistic, as is solving every problem; however, knowing how and why our City is responding to changing circumstances is a must, no matter which side of any argument you may represent. Empathy and honest communication are critical components for achieving the trust necessary to build lasting coalitions and strong working relationships. We need a leader on our City Council who hears the voices and concerns of people from all sides of any argument and who translates those perspectives into action and creative solutions. I have a track record of being that kind of a leader. My background is different from others on our City Council, and I expect that to drive different results if I am elected to serve.

12. What else should we know about you; in other words, why should the Austin Regional Group of the Sierra Club endorse you?

I hope the Austin Regional Group of the Sierra Club will endorse me because I care about the environment and because we share many of the same values and priorities. I will be a more effective advocate for our shared goals than the incumbent because I have a proven track record of actively seeking broad input and cooperatively creating solid working relationships necessary to get things done. I believe in protecting the quality of our air and water. I want to help protect our watersheds, especially our urban creeks. I support strategies to conserve water, reduce waste, reduce carbon emissions, and promote recycling. I also want to protect our open spaces, including the BCCP and watershed protection lands. And, as I noted above, I enthusiastically support the idea of Austin becoming the "renewable energy capital." One last

thing you should know: I am running a “green campaign” by using recyclable signs and materials, carpooling whenever possible, and purchasing carbon credits with campaign funds to offset our energy consumption. These are small gestures, but they are illustrative of how I do business.

Austinist Questions: Randi Shade

1. The Austin Music Commission is considering reducing the decibel limit under the city noise ordinance. Do you think that the noise ordinance should be changed?

With regard to downtown, my feeling is that if residents don't want to hear music, they should probably consider living elsewhere. Regarding residential neighborhoods outside of downtown, I am for strict, consistent and responsive enforcement of the current ordinances governing noise. Where there are specific situations at the neighborhood level that have proven to be persistently problematic, I am open to considering alternatives, including a reduction in the allowable decibel limit, if the Austin Music Commission recommends it.

2. Has the McMansion ordinance been successful? What do you think of City Council's recent decision to reject OCEAN's request to further restrict home sizes on small lots in East Austin?

I think the jury is still out on the success of the McMansion ordinance. I do appreciate the spirit of the effort, which is to protect the character and livability of our traditional neighborhoods, but I also recognize the challenges and concerns associated with constraining the rights of property owners to maximize their investment - which is often their largest investment - in their land and home. The bottom line is that until we have more experience with the implementation of the ordinance among opt-in neighborhoods, I can't fairly judge whether or not I think it has been successful. Regarding the OCEAN request for additional limitations, while I recognized the persuasive arguments on both sides, I supported the Council's decision because the limitations contained in the McMansion limitations are the result of an exhaustive community process, and I believe that the limitations should be uniform across the city for those neighborhoods who chose to opt in.

3. Some neighborhood groups have attempted to opt-out of the vertical-mixed-use program for most or all eligible properties in their neighborhood. Would you vote to approve or reject those decisions?

My strong inclination would always be to approve an opt-out decision made at the neighborhood level. However, if there is a clear, compelling and broad community interest at stake, and / or if it is plain that the decision-making process at the neighborhood level was not sufficiently inclusive or transparent, I would consider rejecting an opt-out decision.

4. What should the city government do to promote or discourage suburban development? What about condo/apartment development downtown? What about condo/apartment development in other parts of the city?

I strongly support the vision of facilitating greater density in Austin's central city and urban areas, especially if we can establish clear guidelines for how that density should interact with adjacent traditional neighborhoods. I also recognize that suburban

residential and commercial development is a reality and a necessity, and believe that the City's objective should be to make that development as sustainable and responsible as possible. For example, the City should steer suburban development into the Desired Development Zone (east) and away from the Drinking Water Protection Zone (southwest) whenever possible. With regard to both urban and suburban residential development, the City should also be working proactively to deliver broader and deeper levels of affordability.

5. Homes near downtown are generally more expensive than homes in the suburbs. Should the city do anything to change that? What?

Yes, as noted above, I believe the City should be working proactively to deliver affordability for both urban and suburban residents. Downtown Austin should not become a place where only the very wealthy can afford to live. I believe the City's best immediate strategies for delivering meaningful affordability involve the judicious use of the 2006 voter-approved affordable housing bonds, and other mechanisms for channeling funds into the City's Affordable Housing Trust Fund. I believe the City should also do more to encourage private sector investment in affordable housing, and to strengthen its relationship with the leading local nonprofits working successfully in this arena, such as People Fund (which launched the Community Land Trust) and Foundation Communities, both of which I am proud to have been involved with. Regarding other affordability strategies, I believe we should explore targeted tax relief for original residents, and also seek ways to influence the state legislature with respect to its over-reliance on property taxes, which is contributing directly to our affordable housing problems.

6. Austinites love cars (80% of us drive to work by ourselves), but hate traffic. What would you do to get Austinites to commute differently and/or reduce traffic? How often do you get to work by some method other than driving? What is your alternative method?

As the question itself implies, there are no easy answers when it comes to traffic congestion. This is one of the few topics I've discovered where people seem to hate the solutions even more than they hate the problem. Austin's traffic crisis is real and getting worse, and the only way out of the problem is to use every tool at our disposal, including more and better roads, expanded and improved bus service, regional and local passenger rail service, a downtown circulator system, improved bicycle and pedestrian facilities, and tactical approaches like promoting carpooling, deploying park & ride systems, incorporating HOV lanes, and exploring flex-time strategies for major local employers. We also have to do more to link land-use decisions with transportation planning. If we are to build a truly transit-oriented community where it is not necessary to get in a car to do everything (taking 2,000 pounds of metal along to buy one gallon of milk), we have to include transportation planning in zoning and neighborhood planning discussions in a broader, more meaningful way. The biggest question regarding traffic solutions is always about funding, though, so I believe the City must work together with the County and State, and through CAMPO, to explore options for funding mass transit in particular, and to make sure we're getting our City's fair share of federal dollars. Given the reality that toll

roads are part of the transportation equation, we must also make sure that every dollar spent on tolls in Austin stays in Austin. In terms of my own commute, I occasionally catch the bus at 5th and West Lynn into downtown, and I ride the Dillo to get around whenever I can.

7. Austin has the potential to be a great biking city and a lot of people bike recreationally, but it is difficult for most people to bike to work. What should the city do to improve the opportunity to bike-commute? Do you own a bike? How often do you ride it to work?

I support promoting biking and walking wherever possible, but especially in the central neighborhoods where it can pay the most dividends in terms of traffic (and pollution) reduction. As with most meaningful transportation solutions, creating and maintaining viable bicycling infrastructure citywide is largely a function of funding, and if elected I would explore options for devoting more resources to the task. I think there are also symbolic victories we can achieve in Austin to help promote the idea of bicycling as a viable form of transit, such as completing the cross-town central city Lance Armstrong Bikeway. If elected, I would also want to encourage major local employers to do more (or, in some cases, *something*) to foster bicycling to work, such as providing showers, adequate storage, bike parking, etc. I would make sure that as we attempt to more closely link land-use decisions with transportation planning, we always include bicycling in the mix.

8. Are you happy with the apparent resolution of the Las Manitas/Marriott controversy? If not, how do you think it should have been handled differently?

I'm not certain that the issue is fully resolved yet, but it appears at least that Las Manitas is, for now, set to move up the street. I strongly disagreed with the members of the City Council who voted to give the owners of Las Manitas a \$750,000 forgivable loan (grant) to facilitate the restaurant's move. Had I been on the City Council, I might have supported a long-term, low-interest loan to the restaurant owners from the same pool of funds (developer fees) to help facilitate their move, because I do recognize the value of helping to preserve iconic small local businesses whenever we can. But, I viewed this particular vote - which would have completely emptied the available pool of funds with no mechanism for filling it back up again for other small local businesses to benefit from - as defying logic. In fact, it was one of the main reasons I decided to run for the City Council against incumbent Jennifer Kim, one of the Council members who voted for it.

9. Do you think Austin is better now than it was 10 years ago? Do you think it will be better 10 years from now than it is now?

Absolutely, I believe that Austin is better now than it was 10 years ago. Even though almost everyone can point to at least one example of a favorite place - a restaurant or bar, for example - that has been lost to Austin's ongoing growth and development, and even though many people romanticize the smaller, quieter Austin of years past, to me it's plain that what we have gained as city (like *new* favorite restaurants and bars, for example) outweighs what we have lost. Whether or not we will be better 10 years from now is a

function of the decisions we make today (and on May 10th). My vision for our future - the vision I will pursue whether as a member of the City Council or as a citizen activist - is that Austin continue to be a clean, safe and prosperous community where everyone's voice is heard; where, at the very least, all citizens can meet their basic needs; and where everyone's entrepreneurial pursuits can come to fruition, whether in the public, private, or non-profit sector. I also hope we have more BBQ joints!

“A short statement about anything else you would like our readers to know about your campaign.”:

I am running for Austin City Council Place 3 – challenging incumbent Jennifer Kim – because we can do better. Like so many people, I love and care about Austin, am concerned about the direction our city is going, and want to do something about it. My background is different from most City officials. I have thrived on student politics at the University of Texas (elected student body President ‘87-‘88), served in state government (launched AmeriCorps in Texas), worked as a corporate peon, earned a Harvard MBA, founded an Internet startup (Charitygift), run a local community foundation (the Austin Entrepreneurs Foundation), and been a tireless supporter of all kinds of nonprofit organizations in town, sometimes as a grassroots volunteer and other times as a donor or board member. Based on that broad range of experience, I bring to this race a unique combination of passion and hands-on experience, and a strong desire to get things done right. As my longtime friends, colleagues, and clients will tell you, I build strong positive relationships that last a lifetime; I am approachable, accessible, and accountable; I know when to listen and learn, and when to speak up; and I bring diverse people together to get results. I want to invite you to please visit my campaign website, www.randishade.com, to learn more about me and my experience and qualifications, to ask any additional questions, or to share any feedback. Thank you for taking the time to read this, and I ask for your vote on May 10th.

Growth Management

1. Do you believe the City of Austin should have a comprehensive growth management plan?

Yes. I support an inclusive community-based process for creating a comprehensive growth management plan, but I am concerned about launching into an entirely new process in lieu of enhancing the current neighborhood planning process into which so many citizens have already invested their time and energy over many years. Too often we've seen our community engage in planning activities only to have a next approach trump the work already completed. I'd rather look first at ways for Austin neighborhoods to translate their work into something more meaningful – something that truly drives public safety and transportation decisions in addition to land use responsibility. I support the broad recommendations included in ANC's call to action to manage Austin's growth and will work to increase the planning resources identified and prioritized in the resolution.

2. Will you, as a City Council member, in partnership with the ANC and a broad range of other community stakeholders, embark upon development of a viable growth management policy?

Yes. I believe my biggest strength as a candidate is my ability to bring broad and balanced perspectives together to effectively get things done. I decided to challenge the incumbent Council Member specifically because of her reputation for inaccessibility and her resulting ineffectiveness over the last three years.

3. How would you ensure that the growth management policy is grounded in sound research and analysis, that it is applied consistently, collaboratively and comprehensively, that it is adhered to and that it is a living document?

As I mentioned above, we must increase planning resources so that everyone has access to the information needed to make good decisions. The process has to build on the work that's already been done and input must be broad and balanced. Once the plan is developed it becomes important to evaluate the plan's effectiveness and make adjustments as needed. Evaluating the plan will ensure that City staff implement the plan as intended by the policy makers and will also enable the Council to continue to work with stakeholders on an ongoing basis to ensure the plan is revised and/or modified as needed, so that the plan meets the community's needs over the long term.

4. Will you commit to a thorough review of our economic development strategies to ensure that future growth will pay for itself and not result in taxpayer subsidies?

Yes. It only makes sense for the City to evaluate whether it is getting the appropriate return on its investment. I will be a strong advocate for transparency, including the use of internal and independent auditors, to ensure that job creation, salaries, and/or any other performance requirements are being met before any City-granted economic benefit is

