

Q1 - Can you tell me how and why your approach would be different than what the existing council members have been taking in their governing?

Over the past four years, my approach has been to do the work, understand the issues and make decisions based on what I believe is in the best long-term interest of Niagara-on-the-Lake. When I was first elected, I made a conscious decision to learn the municipal process thoroughly. I read the reports, asked questions, worked with staff and took the time to understand not only the decisions in front of Council, but the consequences of those decisions. During this term, I have been actively involved in issues that matter to our community, including heritage protection, responsible growth, tourism, infrastructure and protecting Niagara-on-the-Lake's interests and autonomy during the regional governance discussions. After four years, I am coming into the next term with something I did not have when I was first elected: experience. I know how the system works, I know where we can move things forward more effectively, and I know where I believe we need a different approach. I want the next Council to be more focused on getting results. That means setting clear priorities, making decisions in a timely manner and following through. It also means better communication with residents and bringing them into important conversations earlier in the process. I also believe we need to look further ahead. Whether we are talking about development, infrastructure, heritage, our agricultural lands or Town finances, decisions should not simply solve the issue in front of us today. We need to be asking what those decisions will mean for Niagara-on-the-Lake ten and twenty years from now. My first four years gave me the opportunity to learn, contribute and build a record. My approach for the next four is to take that experience and use it to be even more effective, to be more proactive, more focused on implementation and more determined to protect what makes Niagara-on-the-Lake the community we all chose to call home.

Q2 - I have a question which of you have accepted money whether for performing services or as a gratuity from any developers or their related companies.

No. During my four years on Council, I have not accepted money, payment for services or gratuities from any developer or developer-related company.

Q3 - Several studies that the Town initiated identified major gaps in planned investment vs actual funds available particularly gaps in infrastructure funding. What steps will you take to find the required funds.

The infrastructure funding gap is significant, and addressing it will require a disciplined, long-term approach. I do not believe the solution is simply placing the entire burden on the property taxpayer. First, we need to prioritize. We must clearly identify our most critical infrastructure needs, understand the condition and risk of those assets, and direct available funding where it is needed most. Continually deferring necessary infrastructure work can ultimately cost taxpayers considerably more. We also need to ensure that growth pays its appropriate share of growth-related infrastructure costs. Development charges and other available funding tools need to be kept current and used effectively so existing taxpayers are not carrying costs that should appropriately be attributed to growth. At the same time, we need to be aggressive in pursuing provincial and federal infrastructure funding. That means having projects properly planned and

ready so that when funding programs become available, Niagara-on-the-Lake is in a strong position to compete for those dollars. There is no single solution to closing the funding gap. It will require responsible budgeting, building our reserves, maximizing outside funding and maintaining a realistic long-term capital plan. The goal has to must be protecting the infrastructure our community depends on while remaining mindful of what our taxpayers can reasonably afford.

Q4 - What does “transparency” mean to you?

Transparency, to me, is being prepared to explain your decisions and stand behind them. Residents elect us to make decisions on their behalf, and they deserve to know the information we considered, the reasoning behind our decisions and how those decisions affect the community. That is particularly important when we are dealing with development, taxation and the spending of public money. I also believe transparency means being consistent. What I say to residents should be the same position I am prepared to take at the Council table. There should not be one conversation publicly and another behind closed doors. Not every decision will be popular, and residents will not always agree with my vote. I accept that. But I believe they should always know where I stand, why I voted the way I did and that I am prepared to be accountable for it. For me, transparency is not a political slogan. It is about earning and maintaining the trust of the people you represent.

Q5 - How would you describe your style of leadership?

I would describe my leadership style as thoughtful, practical and steady.

I believe good leadership starts with listening. I want to understand an issue, hear different perspectives, ask the right questions and have the information I need before making a decision. I have never believed in speaking simply for the sake of being heard. I would rather do the work, understand the issue and contribute where I can make a difference. Over the past four years, I have built strong working relationships with residents, staff and my Council colleagues. I believe you can disagree on an issue and still work respectfully together to find a way forward. At the same time, experience has made me more confident in knowing when to push harder, when to challenge something and when a decision needs to be made. Leadership is not about avoiding difficult decisions; it is about being prepared to make them and take responsibility for the outcome. I am not interested in being the loudest voice in the room. I am interested in being an effective one and getting results for Niagara-on-the-Lake.

Q6 - What are the hallmarks of your personal code of conduct?

The hallmarks of my personal code of conduct are integrity, respect, accountability and consistency.

I believe your word matters. If I make a commitment, I do my best to honour it, and if circumstances change, I believe I have a responsibility to explain why. I treat residents, staff and my Council colleagues with respect, even when we disagree. You can challenge an idea or take a different position without making it personal. I believe that is important in public service.

I also believe strongly in doing my homework, asking questions and making decisions based on the facts and the best interests of Niagara-on-the-Lake. Personal relationships or outside interests should never determine how I vote at the Council table. Most importantly, I hold myself accountable for my decisions. I will not always make the decision that everyone agrees with, but I will be prepared to explain my reasoning, stand behind my vote and accept responsibility for it. For me, character in public office is demonstrated by how you conduct yourself when the decision is difficult, not just when it is easy.

Q7 - How do you remain informed of issues that affect the greater good and wellbeing of our town?

Staying informed is one of the most important responsibilities of being a Councillor, and it requires looking well beyond the Council agenda. I spend a great deal of time reviewing staff reports, studies and background information, asking questions and seeking clarification when I need it. I also follow decisions at the Regional and Provincial levels because what happens there can have a significant impact on Niagara-on-the-Lake. Equally important is being present in the community. Some of the most valuable information I receive comes directly from conversations with residents, business owners, farmers, community organizations and people who are experiencing an issue firsthand. I make a point of being accessible and listening to perspectives that may be different from my own. Four years on Council has also taught me that we cannot look at issues in isolation. A decision about development can affect infrastructure. A decision about tourism can affect residents and businesses. A planning decision today can influence the character of a neighbourhood for decades. My responsibility is to gather as much information as possible, consider the broader impact and make decisions based on what I believe serves the long-term interests of Niagara-on-the-Lake as a whole.

Q8 - What measures would you use to consult the voting public in order to reach consensus on major decisions, for example, on the future use of the old hospital site so that it serves the larger community?

On major decisions involving significant public assets, I believe residents need to be involved early, before the outcome has been determined. The former hospital site is a good example. Considerable public consultation has already taken place, and I believe the next step is to make sure that feedback remains part of the decision-making process as the options become more defined. Residents need to understand what is being proposed, what it will cost, how it will be funded and what the long-term benefit will be to the community. I support using a combination of public meetings, surveys, workshops and direct engagement, but we also need to make sure we are reaching beyond the people who regularly participate in Town processes. A decision of this magnitude should reflect the interests of the broader community. Consultation also has to be meaningful. If we ask residents for their views, Council should be able to demonstrate how that input influenced the options being considered and ultimately the decision that is made. Complete consensus may not always be possible. The responsibility of Council is to listen broadly, consider the financial and long-term implications, and make a decision that delivers the greatest benefit to Niagara-on-the-Lake as a whole.

Q9 - How often and for what reasons do you engage in person with individual unelected residents of the Town of Niagara on the Lake?

I engage with residents in person regularly, and often those conversations happen naturally as part of everyday life in Niagara-on-the-Lake. I have lived here my entire life and have always been an active member of the community. Whether at community events, local businesses, neighbourhood gatherings or simply going about my day, I have the opportunity to speak with residents from across Niagara-on-the-Lake on a regular basis. As a Councillor, I also meet directly with residents when they have an issue or concern that requires a more detailed conversation. Sometimes that means sitting down together, and other times it means going directly to a property or neighbourhood to see an issue firsthand. I believe there is real value in seeing and understanding an issue for yourself rather than relying solely on an email or report. Those conversations keep me connected to what residents are experiencing and often bring forward perspectives or concerns that may not otherwise reach the Council table. Being accessible and present in the community has always been important to me. I believe you represent people more effectively when you know the community, are part of it, and take the time to listen to the people who call it home.

Q10 - As a rule, how soon after receiving a message from a NOTL resident do you respond to it?

I make every effort to respond to residents within 24 to 48 hours. If an issue requires additional information or input from Town staff, I will acknowledge the message and follow up once I have the facts. Being accessible and responsive to residents is an important part of my responsibility as a Councillor.

Q11 - How would you approach deciding how to vote on issues of significance to residents of Niagara on the Lake?

On significant issues, I believe my responsibility is to be fully informed before casting my vote. I review the staff reports and supporting information, ask questions, listen carefully to residents and consider the financial, legal and long-term implications of the decision. I also think it is important to hear different perspectives. The loudest voice in the room does not necessarily represent the entire community, so I try to understand how a decision will affect Niagara-on-the-Lake as a whole. After four years on Council, I have learned that some of the most important decisions are also the most difficult. My approach is to do my homework, listen, ask the necessary questions and ultimately vote for what I believe is in the best long-term interest of the Town. I am also prepared to explain my vote and be accountable for it.

Q11 - What three specific issues that affect the Town do you deem priorities to take action on?

First, infrastructure. We need to address the infrastructure funding gap and make strategic investments in our roads, water, wastewater and stormwater systems. We cannot continue to defer necessary work and pass a larger and more expensive problem on to future councils and taxpayers.

Second, responsible growth. Growth is coming, but it needs to be managed carefully. We need to ensure our infrastructure can support it, protect our agricultural lands and heritage, and make sure new development respects the character of our individual communities. Our new Official Plan gives us an important framework, and the focus now needs to be on implementing it effectively.

Third, fiscal sustainability. Residents expect good services, but they also expect us to respect their tax dollars. We need to establish clear priorities, control costs, strengthen our reserves, pursue outside funding and continually look for better and more efficient ways to deliver municipal services.

These three issues are closely connected. How we manage growth affects our infrastructure, and both ultimately affect what residents pay. I believe the next Council needs to look at them together and make decisions with the long-term future of Niagara-on-the-Lake in mind.

Q12 - What action would you be inclined to take on short-term rentals in NOTL?

I believe short-term rentals have a place in Niagara-on-the-Lake, but we need to recognize when we have reached an appropriate number. I would support establishing a cap on the number of licences and moving to a **one-in, one-out system**, where a new licence could only become available when an existing licence is surrendered or otherwise becomes available. I would also support looking at where short-term rentals are concentrated. The issue is not simply the total number, but the impact that a high concentration can have on the residential character of individual neighbourhoods. Existing operators who follow the rules should be treated fairly, while licensing, occupancy, parking, noise and property standards need to be consistently enforced, with meaningful consequences for repeat violations. Tourism is an important part of Niagara-on-the-Lake's economy, but we also have a responsibility to protect our housing stock and ensure our residential neighbourhoods remain places where people can live and have neighbours.

Q13 - What strategies would you use to ensure that longtime Town of NOTL residents are fairly considered and able to continue living in the area if they wish to do so?

One of my concerns is making sure Niagara-on-the-Lake remains a community where people can continue to live through different stages of their lives, not a community they are eventually priced out of. That starts with fiscal responsibility. Council needs to be mindful of the cumulative impact of property taxes, water and wastewater rates, and other municipal costs, particularly for seniors and residents living on fixed incomes. We also need a broader range of housing options. Not everyone who wants to downsize should have to leave Niagara-on-the-Lake to find something appropriate or attainable. I support creating opportunities for smaller homes, appropriate infill, additional dwelling units and other housing choices, provided they are thoughtfully located and respect the character of our communities. Our planning policies already recognize the need for a greater mix of housing types and affordability. I also believe strongly in aging in place. That means looking beyond housing to accessibility, transportation, recreation and the services that allow people to remain connected to their community as they get older. Niagara-on-the-Lake will continue to grow and change, but we should never lose sight of the people who have spent decades contributing to this community. Keeping Niagara-on-the-Lake livable for them needs to remain part of every major decision we make.

Q14 - How often do you shop in a Town of Niagara on the Lake supermarket or small business?

Daily. My wife Michelle and I make a conscious effort to shop locally and support the businesses in our community. Whether it is our local grocery stores, fruit and vegetable stands, shops on Queen Street, restaurants or other local services, these businesses are part of our everyday lives. For us, supporting local is not something we simply talk about; it is how we live. These are our friends and neighbours, and supporting them helps keep our local economy strong and contributes to the sense of community that makes Niagara-on-the-Lake special.

Q15 - Have you ever been arrested for any reason, accused of fraud or offered a bribe?

No. I have never been arrested, accused of fraud, or offered a bribe.