



RESPONSE TO NOTLRA QUESTIONNAIRE

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?

My approach would be built around true resident engagement. In a town our size, I believe local government should be accessible to everyone.

I don't SAY "residents first", *I show it*. My experience as President of the Chautauqua Residents Association has shown me how important it is to involve residents early, listen carefully, and ensure people understand how and why decisions are being made. I would bring that approach to Council.

I'm not part of a slate or a ticket. I would be transparent, accountable and cooperative, while also being prepared to ask difficult questions when necessary. Residents are not obstacles to be managed; they are the heart of this community, and they deserve to be treated with respect.

Q2 - Have you accepted money, whether for performing services or as a gratuity, from any developers or their related companies?

No. Nor do I have business relationships with large developers through my work in real estate.

My practice is focused on residential resale and heritage properties. I enjoy helping people who appreciate the unique character of Niagara-on-the-Lake find their own place here.

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?

I believe one of the first steps should be updating our development charge framework. The Town's current finance materials continue to reference the 2018 Development Charges Background Study, even as rates have been indexed in subsequent years.

I would support a new background study and development charges set at the full level that can be justified by that study and permitted under provincial legislation. Growth

should pay its fair share of the infrastructure required to support it, rather than continually placing that burden on existing residents.

However, development charges alone will not solve our infrastructure gap. We also need to aggressively pursue provincial, federal and regional funding; establish clear long-term infrastructure priorities; and make sure our capital spending is focused first on essential needs such as drainage, stormwater, roads, water, and wastewater.

Q4 - What does “transparency” mean to you?

Transparency means residents should be able to easily understand what Council decided, why it decided it, and how each individual member voted.

I support electronic recorded votes on Council decisions, large and small, accompanied by plain-language reporting so residents do not have to search through hours of video or lengthy minutes to determine where their representatives stood.

It also means explaining your decisions, standing by your word, and making information accessible whenever possible. Residents should not have to struggle to understand what their municipal government is doing.

Q5 - How would you describe your style of leadership?

Cooperative, but prepared to fight when necessary—when the best interest of the Town, and its residents are at stake.

I enjoy bringing people together, hearing different perspectives, and trying to find common ground. I am comfortable leading, and I believe good leadership means making sure the people around the table feel that they have genuinely been heard.

At the same time, cooperation should never mean avoiding difficult conversations. When something is important to the community, I will ask hard questions, challenge assumptions and stand my ground.

I believe the strongest leaders know when to build consensus and when an issue requires them to take a firm position.

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

Integrity, honesty, respect, and accountability.

I say what I mean; do what I say I’m going to do; and I’m willing to explain my decisions.

I also believe strongly in treating people respectfully—including people with whom I disagree.

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

I am an avid consumer of news and current events, both locally and beyond Niagara-on-the-Lake. I follow local reporting, Council agendas, staff reports, planning matters, and changes at the provincial and regional levels that could affect our town.

Just as importantly, I talk to people. Residents, neighbourhood associations, local growers, business owners, community organizations, and volunteers often understand an issue in a way that cannot be captured completely in a staff report.

I believe an effective councillor has to do both: understand the information in front of Council and remain closely connected to the lived experience of the people those decisions affect.

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?

My experience with the Chautauqua Residents Association has made me a very strong believer in meaningful public consultation.

I also believe government has to actively go to residents rather than simply waiting for residents to come to government. People have busy lives, and attending a Council meeting on a Tuesday evening cannot be the only meaningful way to participate.

For a major community asset such as the former hospital site, I would support a combination of town-wide surveys, public workshops, neighbourhood meetings and opportunities for residents to review realistic options, costs and trade-offs before a final direction is chosen.

Most importantly, consultation should happen before a decision has effectively been made. The Town should then report back clearly on what residents said and how that feedback influenced the final decision.

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

Daily, and it is one of the things I enjoy most about living here.

Through my work, my role as President of the Chautauqua Residents Association, and years of community service with organizations including The Niagara Foundation, Royal Oak School, and the Shaw Festival Shivarree, I am in constant dialogue with a residents across a broad spectrum of interests.

This election campaign has expanded those conversations even further. I have spent months knocking on doors across Niagara-on-the-Lake. Some of the most valuable discussions have simply been standing on front porches in each community listening to what matters most.

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

I try to respond as quickly as possible and certainly within 48 hours.

Even when I cannot immediately provide a complete answer, I think it is important to acknowledge that I have received a message. People should not have to wonder whether an elected representative has heard them.

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

I would start with the facts: the applicable planning or legal framework, staff advice, financial implications and all of the information available to Council.

I would then engage directly with the residents and stakeholders most affected by the decision. I believe each of our villages and neighbourhoods has its own character and challenges, and residents often have an intimate understanding of their community that should be taken seriously.

I would also look beyond the immediate application or decision and ask what precedent it could set. Council decisions rarely exist in isolation.

Ultimately, I would weigh the local impact against the broader interests of the Town, make the decision I believe is right and be prepared to explain publicly why I voted the way I did.

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

My first priority is **responsible growth and planning**. Growth will happen, but where and how it happens matters. Development needs to respect neighbourhood character, heritage, agricultural land, infrastructure capacity and the planning policies we have put in place. I want us to plan proactively for growth, rather than continually react to individual applications, and to give residents greater certainty about what their communities will look like in the future.

My second priority is **good governance and restoring residents' confidence in Town Hall**. That means electronic voting records, plain-language reporting, meaningful public consultation and a Council that is accessible and responsive. Residents should know where their elected representatives stand, understand why decisions are being

made and have a meaningful opportunity to participate before those decisions are made.

My third priority is **restoring the balance between tourism and resident quality of life**. Tourism is an important part of Niagara-on-the-Lake's economy and identity, but our residents must be priority one. Decisions intended to support tourism should not come at the expense of the people who live here — whether that means increased traffic, parking pressures, noise, the loss of housing, or diminished access to our own public spaces and amenities. I want a thriving tourism economy that coexists successfully with strong, livable neighbourhoods. The best Niagara-on-the-Lake is one that remains first and foremost a great place to call home.

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

I would support exploring a permanent cap on short-term rental licences and maintaining the requirement that licences remain non-transferable when a property changes ownership.

The Town's present by-law already provides that a short-term rental licence cannot be transferred to another person. I support retaining that approach. Over time, as licences are surrendered or properties are sold, it creates an opportunity for some of those homes to return to the residential housing market rather than allowing the number of short-term rentals to grow indefinitely.

I also believe strong enforcement is essential. Responsible operators who follow the rules should expect a clear and fair regulatory system, while residents should have confidence that noise, parking, occupancy and other by-law concerns will actually be addressed.

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?

I want people who have built their lives here to be able to stay here.

That begins with being disciplined about municipal spending and ensuring that, wherever permitted, the cost of new growth is not simply downloaded onto existing taxpayers.

It also means creating more housing choices within our community. Seniors who want to downsize should not have to leave Niagara-on-the-Lake to find an appropriate home. Families should have opportunities to remain here as their needs change. I support thoughtful housing options such as smaller homes, accessory dwelling units and appropriate forms of gentle density where they fit the surrounding neighbourhood and infrastructure.

I have also proposed a resident-led Housing and Aging in Place Committee so Council can hear directly from residents about the practical barriers they face to remaining in our community.

This is not only a housing issue. It is about protecting the year-round services, amenities, public spaces and quality of life that make it possible for people of different ages and stages of life to continue calling Niagara-on-the-Lake home.

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

Virtually every day.

I live here, work here and spend my money here. Whether it is groceries, restaurants, local shops, trades or services, supporting Niagara-on-the-Lake businesses is part of my everyday life.

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

No.



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