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Q1: What is your vision for Port Hope at the end of the next four-year Council term?

My vision is for Port Hope to be one of Ontario's best small communities, a place residents are inspired to be part of, proud to support, and empowered to contribute to in meaningful ways. It should be a community where people can afford to live, businesses can grow, and new development adds to what makes Port Hope special.

At the core of my vision is an affordable, good quality of life for everyone in Port Hope. By the end of the next Council term, our residents should have better access to affordable housing, food security, health and mental health care, childcare and transportation. They should feel safe, connected to their neighbours, and able to enjoy art, culture, nature and recreation. We should have built a stronger and more varied tax base, successful local businesses and more good-paying jobs. We should have reliable roads, water, services and other basic systems, with a sustainable plan to address aging infrastructure and meet our asset-management responsibilities. We should also have a clear plan for responsible growth that protects our heritage, farmland, natural areas and waterfront while caring for residents of every age and building a more economically resilient community for future generations.

This vision builds on work already underway. In my first term, I listened to residents and businesses, acted on what I heard, and built strong ties with government, schools and industry. This work helped bring more than \$20 million in outside funding to Port Hope. We have also identified another \$30 million in possible funding and created the Futures Learning Hub and Nuclear-AI initiative. Over the next four years, I will turn this strong start into lasting benefits for our community.

I also want Port Hope to be known for open and respectful government and a community that communicates in better and more respectful ways. Residents should get clear information, have a real say in major decisions, and see how their ideas led to action. Listening circles, citizen assemblies and other open forums would give people in both wards a stronger voice. We should also draw more consistently on the talent and resources already in Port Hope. Council, staff, residents, businesses and community groups should work together with trust and shared purpose and take pride in the results we achieve together.

I want our actions and results to truly exemplify the "Hope" in Port Hope.

Q2: What do you believe are the greatest opportunities and challenges facing Port Hope's economy?

Port Hope's greatest opportunity is to build a stronger and more diverse economy. We can use our location, skilled workers, existing businesses, quality of life and future projects to create more jobs and broader economic growth.

We should build on the sectors that already make Port Hope strong. These include tourism, theatre, film, agriculture, the rural economy and our historic downtown. Completing the Port Hope Opera House and linking our attractions, events and businesses more closely would bring more visitors, support local spending and create new opportunities.

The possible new nuclear project at Wesleyville could be a once-in-a-generation opportunity, but it must be rigorously evaluated with Port Hope in the driver's seat. Over the next two years, Council and residents need clear facts, meaningful engagement and a real voice in assessing both the benefits and the risks. We must understand the effects on our community, services and environment, as well as the potential for a more diverse industrial base, good jobs, advanced manufacturing and other clean-energy businesses.

Our biggest challenge is being ready for growth while keeping costs under control. Aging roads, water systems and other public assets need major investment. At the same time, high property taxes place pressure on residents when the tax base is not balanced between residential and commercial sources. In the short term, we must secure more funding from other levels of government. Over time, we must grow the commercial and industrial tax base, so homeowners do not carry the entire burden.

We also need the basics in place before new investment arrives. That means serviced commercial land, reliable roads, enough water and wastewater capacity, dependable electricity, high-speed broadband, housing, childcare and schooling as well as skilled workers. Local businesses are already dealing with rising costs, worker shortages and slow or unclear approvals. We must support the businesses we have, prepare for new investment and make sure our future does not depend on one project or one industry.

Q3: What role should the Municipality play in supporting existing businesses and attracting new investment?

The Municipality must be a strong partner, a problem-solver and an active recruiter. We have already started this work by listening to local businesses, building strong ties with other levels of government, schools and industry, and securing outside investment. We now need to turn those relationships into faster support, more investment and more good jobs.

As a strong partner, the Municipality must support the businesses already here. We have listened to employers and worked with government, education and industry partners to respond to local needs. More still needs to be done. Business and tourism information must be current and easy to find. Staff should visit local employers, help them expand, connect them with grants and training, and support their search for skilled workers and Canadian suppliers. The mayor must keep building the relationships that help Port Hope win funding, jobs and investment.

As a problem-solver, Council and staff must keep listening and then act on what they hear. Businesses have already told us where change is needed. We need tourism packages that link local attractions, shops and restaurants. Stores should work together on common hours and special shopping nights. Festivals and events should include local businesses wherever possible. We should promote local products to new residents and market Port Hope beyond Northumberland County. The next step is to turn these well-known ideas into a clear plan with timelines and results.

As an active recruiter, the Municipality must go out and find new investment. We have begun building the government, education and industry ties needed to compete. We must also make better use of the commercial and industrial space we already have. The Municipality should keep a current list of vacant properties, actively market them, and connect property owners with businesses looking for a new location. Filling these spaces would bring new jobs, support nearby businesses and add to our tax base. Now we must clearly promote our industrial lands, servicing, costs, skilled workforce and quality of life. One municipal lead should guide major investors from their first call to a final decision. We should also seek out small business owners through makers' markets, business forums and a pop-up information centre near Highway

401. Every serious investor should receive a full welcome package, one-on-one support and links to local mentors. We cannot simply wait for investment to come to us.

Q4: How should Port Hope accommodate growth while preserving the qualities that make the community distinctive?

Growth must work for Port Hope and protect what makes our community special. Every major decision should follow a Port Hope First approach.

Important work has already begun. We have defended our heritage, protected key community assets, worked with developers, and used municipal property to support local needs. We must continue using assets such as 39 Pine Street to support sustainable growth, preserve heritage and create opportunities to work with the community associations and institutions that help shape Port Hope.

More still needs to be done. Port Hope must continue fighting for planning autonomy separate from Northumberland County so key local decisions reflect Port Hope's priorities. Growth should be directed to areas where roads, water and other services can support it. We must protect farmland, natural areas, heritage districts, the waterfront and important cultural places. We must also enforce heritage rules so valued buildings are not lost through neglect.

New development should fit the area, offer different types and prices of housing, and help pay for the roads, water, parks and services it needs. Strong leadership is also needed to work with developers from the start so they understand our goals and design projects that fit Port Hope. Residents and businesses must receive clear information and have a voice early in the process. We can welcome growth, broaden our tax base and build what we need without losing the character of our community.

Q5: What municipal services, infrastructure or policies are most important to a healthy business environment?

A healthy business community needs reliable infrastructure, efficient municipal services, clear rules and workers with the right skills. I have made progress in each area, but more work is needed.

What I have done: I have worked to strengthen the social infrastructure that helps people join and stay in the workforce. This includes better access to primary care, mental health support, childcare, attainable and affordable housing and transportation. Childcare is especially important in helping parents, particularly women, participate and remain in the workforce. I have supported more long-term care in Port Hope, advocated for a health hub that brings together health care, social services, supportive care and long-term care, called for improvements to our high school, and supported the return of reliable VIA commuter service that would arrive in Toronto before 8:30 a.m. These services help local employers attract and keep workers.

I have also worked to secure outside funding so local taxpayers and businesses do not carry the full cost of needed improvements. By listening to local needs and building strong ties with government and industry, I helped secure more than \$20 million in outside funding during my first term. Another \$30 million in possible funding has been identified.

I have built ties with Loyalist College, Ontario Tech, Trent University and industry to connect training with local jobs. I also led the creation of the Futures Learning Hub at Port Hope High School, including a Nuclear-AI Centre of Excellence, and raised nearly \$2.5 million from industry to support it.

What still needs to be done: We must keep investing in the basics businesses rely on: safe roads, reliable water and wastewater systems, enough electricity, high-speed broadband, strong fire and emergency services, and clean public spaces. Spending should be based on the condition of our assets, risks to business and opportunities for growth.

Municipal rules must also be clear, fair and easy to follow. Businesses need clear zoning, known fees, faster planning and building decisions, and one place to get answers. We must cut needless red tape and give applicants clear timelines without lowering safety, environmental or community standards.

We must also keep building the local workforce and improve how business groups work together. Training programs should match the needs of local employers and give young people a clear path to good jobs here at home. The Chamber, HBIA and municipal departments should share information, tools and goals, with

regular reports on results. Together, these steps will lower barriers, support existing businesses and make Port Hope more ready for new investment.

Q6: How would you ensure that the needs of businesses across the entire municipality, including the downtown, rural area and home-based businesses, are considered in Council decisions?

Council must understand how its decisions affect every kind of business in Port Hope—not just the largest or most visible ones.

What I have done: I have met with business owners and listened to their concerns, ideas and goals. These talks have included businesses in the downtown, rural areas and other parts of the municipality. They have helped identify common concerns, such as costs, access, parking, broadband, servicing, worker shortages and municipal processes.

What still needs to be done: I would create regular business listening circles in both wards in partnership with the Port Hope & District Chamber of Commerce and the HBIA. These partners would help bring together downtown shops, rural and farm businesses, manufacturers, tourism operators, home-based businesses and other employers. Each circle would identify barriers, review how municipal decisions may affect businesses, and recommend practical solutions. Meetings would be offered in person and online, with clear questions and plain-language information so more people can take part. Municipal staff would support the work, and the main recommendations, actions and results would be reported to Council and the business community. This would make the circles a tool for action and accountability—not just another meeting.

Before major policies, budgets or construction projects are approved, Council should receive a business-impact review. It should explain the effects on costs, access, parking, construction, broadband, services and municipal rules in both wards. I would also report back on what businesses told us, what action was taken and what results were achieved. Listening matters, but businesses should also be able to see that their input led to action.

Q7: What changes, if any, would you support to make Port Hope’s planning, building and development processes more efficient and predictable?

Port Hope needs a faster, clearer and more predictable approval process. We must reduce needless red tape and accelerate planning approvals. Applicants should know what is required, who is responsible and when they can expect a decision. We can improve service without lowering safety, environmental or community standards.

What I have done: In 2025, I led an AI in local government workshop to explore how new tools could improve municipal services. We learned that AI, when used carefully, can help staff answer planning and zoning questions, review documents, support inspections and manage code work. It can also provide applicants with 24/7 guidance on every step and requirement before they apply. This can reduce repetitive calls and emails, prevent requests for unexpected additional information, improve consistency and reduce errors, repeat work, resubmissions and delays.

What still needs to be done: We need one clear approval process across planning, building and development. We should remove needless steps, reduce red tape and speed up planning approvals. Applicants should receive a simple checklist, known fees and a clear timeline at the start. A single staff contact should guide each file, answer questions and help solve problems before they cause delays. Permits and inspections must also be part of the solution. The Municipality should coordinate planning and building permit reviews, give applicants one clear list of requirements and identify missing information early. Inspections should be easy to book and completed within clear service targets so approved construction does not sit idle. Reducing red tape does not mean skipping permits, inspections or safety rules. It means a faster, better-organized process that keeps strong protections in place.

Applicants should also be able to track their file and see what has been completed, what is still needed and when the next decision will be made. This builds on the accountability work I began when I brought forward a motion for a public tracker of all Council motions. We should also review approval times, remove needless steps and report the results. Our goal should be to provide the fastest and most transparent approvals among similar municipalities while keeping strong public protections in place.