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Future-Proofing Guelph: Council Candidate Questionnaire

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Priority One: Build More Homes, Faster:

- 1. Will housing be your first priority for the 2026–2030 term? If so, name one current city priority you would subordinate to it when they conflict. If not, what ranks ahead of it and why?**

Housing - and in particular, City owned affordable rental housing - will be my first priority for the 2026-2030 term of Council. When competing financial demands arise, I will subordinate discretionary service enhancements and non-essential municipal facility expansions. As the Chamber's framework outlines, housing must be the organizing priority and the primary lens through which all trade-offs are weighed. If a proposed capital project does not maintain core operations or do the most to get homes built, it must take a backseat. We must be willing to confidently delay these municipal "wants" so we can fully fund the critical infrastructure needed to get affordable homes built.

- 2. Guelph has unlocked over 22,000 potential units but issued permits for a fraction of that. What do you believe explains the gap, and which parts of your explanation are within Council's power to change?**

I believe that both market conditions and infrastructure constraints have limited the ability to build the potential units that have been unlocked. While Guelph City Council can not change market conditions, we can continue to prioritize infrastructure renewal and necessary upgrades - like we are doing in the downtown core, by upgrading our water and sewage infrastructure, to allow the private sector to build up to the approved building heights and density in our downtown and other growth corridors.

- 3. Would you support publishing binding end-to-end approval timelines by application class, reported quarterly against actuals? What consequences should follow when the city misses them?**

Yes, I believe that approval timelines should be publicly available. When timelines are not met, it should be clear why this happened - and if the issue was with incomplete applications or with City review times. If application approval timelines are not met due to the time it takes City staff to review them, then a plan needs to be shared publicly on what steps will be taken by the municipality, to ensure that timelines are met the following quarter.

4. Getting approved housing built depends on strong working relationships with the people who build it — both for-profit developers and non-profit housing providers. What would you do to build genuine working relationships with both, and what's one concrete step you'd take in your first year to strengthen them?

I think there needs to be a greater collaborative approach to development applications and approvals. The constant switching of the goalpost by the province has created an atmosphere of uncertainty, and the multiple appeals to our Official Plan by some developers and home builders associations have resulted in hundreds of hours of extra work for both City staff and developers, as applications have had to comply with both the old and new set of rules. Many development applications that would have been approved by staff under the new set of rules, have had to come before Council or the Committee of Adjustment because of the appeals to the Official Plan. Instead of this adversarial approach, Guelph would greatly benefit from a more collaborative approach where developers have conversations with City staff, build their development plans to meet the City's Official Plan and Zoning Bylaw, and work together collaboratively to submit and review development applications.

5. What three housing metrics should residents use to judge the next Council — and you — at the end of the term? State the values you would consider success.

- Turn-around time between submission of complete development applications and approval/denials of those applications
- The number of affordable rental housing units planned and built on City owned land
- The number of new units approved by the City inside our downtown secondary plan and growth corridors

Priority Two: Make Guelph More Competitive

6. Guelph is one of Ontario's most tariff-exposed communities because of its manufacturing and agri-food base. What's one specific thing you'd do as a councillor to help those employers weather this period, and how would you work with the Province and Ottawa to bring supports to bear and ensure Guelph's business voice is at the table?

To support tariff-exposed local businesses, I will move a motion requesting staff to report back on options to review municipal fees, site plan approvals, and industrial expansion permits through a formal 'competitiveness lens'. Lowering local regulatory friction will help manufacturers and agri-food producers protect local jobs. To secure upper-level funding, I will ask Council to use the City's Policy and Advocacy Framework to build a structured campaign alongside the Guelph Chamber of Commerce. Together, we

can present hard trade data directly to our MP and MPP to connect local employers to provincial and federal funding.

7. Guelph businesses and residents consistently raise the cost of property taxes as a concern. How would you approach property tax increases while ensuring the City can continue to deliver the services residents expect?

As Chair of Internal Audit, I know our 2021 Service Rationalization Review and ongoing internal value-for-money audits have already lean-tested municipal operations, meaning easy cuts do not exist without losing core services. Staff are actively working through those audit recommendations and process modernizations to capture operational efficiencies every year. Because our budget is already lean, my focus is on tax stabilization by attracting businesses and growing our industrial tax base to shift revenue reliance away from residential homeowners. To protect local taxpayers, I will continue pushing the provincial and federal governments to properly fund downloaded social services, which heavily impact our local property tax bills.

8. What would you do to make major municipal spending decisions more transparent and ensure residents and businesses can clearly understand the value they are receiving for the taxes and fees they pay?

One of the City's biggest challenges is simply getting information out to people - sharing what the City is working on, where your tax dollars go, and how you can have your say. I currently send monthly newsletters to Ward 2 residents so they know what's coming to Council and can influence decisions both before and after staff reports are written. Next term, I will push to modernize the City's overall communications approach so it's easier for everyone to see where their money goes. We can do this by building a clear digital dashboard listing all active City projects and creating direct communication channels to notify residents about issues impacting you and your neighborhood.

Priority Three: An Effective Strategy to Advocate for a Fair Deal

9. Guelph's pending development-charge reduction trades short-term relief for long-term financial risk if the offsetting funding falls short. Name one non-negotiable condition you'd require before supporting a deal like this, and one safeguard you'd put in place to protect taxpayers if it doesn't pan out.

Non-negotiable condition: I will only support a development-charge reduction if upper levels of government sign a legally binding agreement that fully covers 100% of our revenue shortfall, ensuring existing local taxpayers are not stuck footing the bill for growth.

Safeguard: I would require a strict "use-it-or-lose-it" clause that ties every discounted rate directly to firm construction milestones. If a developer fails to pull building permits and get shovels in the ground within

12 to 18 months, the discount is revoked and full development charges apply. This protects our city's long-term financial health while ensuring housing actually gets built.

10. When infrastructure capacity is the reason a housing application stalls, the City's real power may lie in advocacy for provincial and federal funding rather than in saying no. What specific ask would you bring to Queen's Park or Ottawa to unlock that funding, and what would you do to build the kind of relationship that gets a yes?

Specific Ask: In those cases, I would present the provincial and federal governments with shovel-ready water and wastewater trunk infrastructure projects needed to unlock those housing applications. If Guelph can get capital grants to cover these projects, we would unlock thousands of units without forcing existing property taxpayers to absorb the costs of growth.

Relationship Building: I would partner directly with local builders, neighboring municipalities, and the Guelph Chamber of Commerce to present a unified, joint delegation rather than going alone or as separate groups. Aligning our local asks with provincial and federal housing priority programs shows we have done our homework, we are working together, and are ready to deliver the housing needed to meet the provincial growth targets.

11. Describe, in your own words, the division of responsibility among the City, Wellington County as service system manager, and the Province on homelessness, mental health, and addictions. What is the city's job, specifically?

The Province holds 100% legal and financial responsibility for healthcare, mental health, addictions treatment, and income support under Ontario law. As our Consolidated Social Services Manager, Wellington County administers local social services, emergency shelter operations, and housing programs.

The City's job is strictly limited to helping pay for the ongoing operation and maintenance of community housing - which is itself a longstanding but inappropriate provincial download. Aside from local land-use planning, zoning, and municipal emergency response, social safety nets are completely outside municipal jurisdiction. Local property taxpayers should have never been forced to fill upper-level healthcare and social service funding gaps. However, as the City of Guelph pays for social housing, emergency shelters, paramedics, police and bylaw, we have now begun funding a daytime shelter space and are building affordable rental housing to address the root causes and reduce emergency costs that are spiraling out of control.

12. Would you support supportive and transitional housing, with expedited approvals for qualifying projects? Would you accept such a project in every ward, including your own?

Yes, I supported City funding and expedited approvals for Grace Gardens (the former Parkview Motel on Marilyn Drive), and I supported matching grants under the Home for Good campaign that built the supportive housing at 10 Shelldale Cres. I also voted in favour of approving the transfer of 65 Delhi to Wellington County, so they could build temporary supportive housing there. Seeing as Ward 2 already

hosts two of the city's key supportive housing facilities, I agree wholeheartedly that future projects should be distributed equitably across every ward in Guelph.

13. Do you endorse the municipal sector's case for rebalancing provincial-municipal finances (cost uploads, predictable infrastructure funding, growth-linked revenue tools)? What should Guelph offer in return?

I wholeheartedly endorse the municipal sector's push to rebalance finances and stop the ongoing downloading of provincial responsibilities onto local property taxpayers. We cannot keep funding escalating provincial crises in mental health, social services, and housing through a property tax system that was only built to pay for local services like parks, libraries, and snow plowing. We urgently need predictable infrastructure funding and access to growth-linked revenue to build Guelph without pricing-out local homeowners and businesses. In exchange for this rebalancing, Guelph must offer the province guaranteed approvals' speed, accountability, and housing delivery. If the province steps up to fund its true responsibilities, our end of the bargain must be fully streamlined municipal approvals and the delivery of cost effective and efficient municipal services.