



THE NIAGARA  
FOUNDATION

# 2022

## NIAGARA-ON-THE-LAKE MUNICIPAL ELECTIONS WHERE OUR CANDIDATES STAND

The Niagara Foundation asked candidates in the 2022 municipal election to share their views on a number of key heritage and development issues that are important to our community.

Following are candidates' full responses to our survey.

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## BETTY DISERO

1. What does Niagara-on-the-Lake's heritage (built, landscaped and cultural) mean to you, and how do you see it coexisting with development?

*Niagara-on-the-Lake's heritage is important to me on so many levels.*

*We are the First Capital of Upper Canada, part of the Carolinian forest and a specialty crop area. Our country was formed here, the slaves from America made their escape to here. We live and breathe in history every day. It is our identity.*

*Our heritage forms a large part of our economy through Tourism. Visitors come to the town to admire the town's heritage, built form, landscape and unique culture.*

*All development must be complimentary or compatible with the buildings and landscapes we currently have in Niagara-on-the-Lake. We should be looking at the provenance of a property before we determine its suitability for development.*

2. Many residents are angry and frustrated over the type of building that has been going on recently. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I know this is an issue that is very important to the town. I support contextual zoning. It was in place until 2009 and then removed. The change was approved by the Ontario Municipal Board (OMB) in 2012. Since then, we have seen homes being built that are out of context with our heritage environment. It is starting to escalate and we must return to contextual zoning.*

*In November 2021, we started a zoning review to get us back to contextual zoning and increase our heritage and character areas. The results of this review will be coming out very soon. We will engage the community through consultation and then approve the new zoning bylaw.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Currently, the groups you mentioned are not on the same page. The Planning Department and development industry use the existing Official Plan and the Provincial and Regional densities that are written in these documents. Council and the community quite often disagree.*

*Once our new Official Plan and Zoning Bylaw is adopted, those densities will change. I worked hard with various levels of government to get the ability to shift densities within our municipality to protect sensitive areas. I believe the new Official Plan and Zoning Bylaw is where Council and the community want to go. We will have the ability to better manage growth. The planners and the development industry will have to follow these new rules. I believe this will bring the Planning Department recommendations on development closer to what the community wants.*

3. What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*The Planning Act does not require an open house for development applications. As a courtesy, the Town holds them to allow members of the public an opportunity to see what is before planning and Council. These open houses should continue.*

*I also believe that the Municipal Heritage Committee and Urban Design Committee should be more receptive to delegations from the public and provide the opportunity for feedback.*

*Municipal Heritage Committee – should be more aggressive with designations and heritage areas, they will have a larger role to play in development. I also believe that there should be a member of the Niagara Foundation on this committee, particularly when the heritage and character areas are expanded.*

*Urban Design Committee – needs to have more authority. Their recommendations - which they report out to staff - continue to be recommendations that are sometimes not implemented by developers or the Planning Department. It becomes frustrating for the members of the committee and there is no consistency in urban design requirements.*

4. What is the Lord Mayor's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

- a) How could the Lord Mayor and Council be most effective in these roles?

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*Sections 225 and 226 of the Municipal Act are the sections regarding the role of the Lord Mayor and CAO, notwith-*

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standing they are one vote on Council. I take this role very seriously.

I support the Open Houses for new development applications, even if it is not required by the Planning Act. It is important to have the public engaged and consulted. It's important to provide as much information as possible and obtain feedback from the public before making decisions.

I have lobbied other levels of government on the uniqueness and special qualities of Niagara-on-the-Lake, to get assistance financially and on zoning and Official Plan matters.

I have worked with a stakeholder group representing all businesses to see where the Town can assist with challenges, particularly during COVID.

In every speech to every organization, I have talked about the beauty and uniqueness of Niagara-on-the-Lake and the need to preserve it.

Ultimately, the most effective tool is to designate all significant properties and areas. It is our obligation to approve general policy statements within the Official Plan regarding heritage matters and ensure the zoning bylaw includes laws regarding the protection of certain properties that are significant.

- b) What tools are available to the Lord Mayor and Council?

Again, I strongly believe the Open Houses for development (although not required by the Planning Act) are still the most important forum we as members of the community and Council have. Members of the public get an opportunity to learn about a project and start to form an opinion. Notwithstanding Council is not to comment, we have used these forums as well to ask questions and bring up areas of concern like heritage implications and surrounding impacts. We can request further information on issues like transportation, grading, etc.

The Province has the authority to regulate the timing for approval processes, prescribed within statutory short deadlines. Working in conjunction with the Association of Municipalities of Ontario, I will advocate to extend those deadlines. They are not practical on large applications.

Some tools that have been used are Interim Control Bylaws, Notice of Intention to Designate, Rezoning. However, these can be challenged and have been.

The most effective tool is changes to the Official Plan and

### Zoning Bylaw.

5. There is some confusion over how NOTL can protect and preserve its heritage, and the heritage district in particular.

- a) What is your understanding of existing heritage by-laws?

Existing heritage by-laws outline the rules and regulations for listed and designated heritage properties that are of cultural heritage value or interest in Niagara-on-the-Lake. This can include a particular property in whole or in part.

- b) What changes would you suggest, and why?

I believe that the Municipal Heritage Committee should be more aggressive in their designations and recommend heritage areas. More aggressive because too many properties are listed and it is only when they are threatened, do we start the designation process which leads to legal challenges by property owners.

I would like to investigate the possibility of creating tools to protect character areas. In areas where some of the buildings within that character area may not be historical, but the history of the area or the story it relates, could be protected.

I don't think we make enough use of the Demolition by Neglect Bylaw or Property Standards Bylaw. Despite Town policy, in some cases, the Town does not follow their own bylaws for enforcement of enhanced property maintenance standards and utilizing enforcement mechanisms. This causes heritage properties "demolition by neglect" to continue. There are a few historical sites that are ready to crumble or have been boarded up and have unfinished construction on them. Demolition by neglect of historical sites is a problem I take seriously, and I believe it is a challenge that can be met by collaborating with Council and staff to create effective strategies for the adoption and implementation of a successful demolition by neglect program specifically geared to Niagara-on-the-Lake.

- c) How do you propose they be enforced, and by whom?

I think the Town should do a heritage blitz in the spring and fall with our own bylaw officers. In the spring, because people are venturing outdoors, and we are beginning to receive visitors. In the fall, because we are getting ready for snow cover. Things get buried or buildings can collapse.

6. The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification

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requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*I am very proud to have negotiated with the Region's Commissioner of Planning, the municipality's ability to determine where we would meet our targets for intensification. It gives us the ability to protect heritage sensitive areas and find locations where slightly more intensification is suitable. This has now been included in the Regional Official Plan and we will include it in our own new Official Plan. In the past the same densities were applied in every application on every property.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*For rural areas, I was pleased to work with the Region's Commissioner of Planning to ensure our Greenbelt boundaries were not changed.*

*To factor in different needs for each settlement or urban area, one must look at the Village Centres:*

1. their history;
2. what makes them unique;
3. what are their special features;
4. how their village centre is used, by whom, how often, on foot or by car; and
5. what amenities they need to improve their quality of life.

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable highspeed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*All that you mention in your question will require a holistic, multi-stakeholder approach to ensure infrastructure improvements and competitiveness as an attractive tourist destination without compromising the lifestyle of our residents. Additional and/or improved infrastructure will contribute to economic sustainable growth and meet the needs of both our residents and tourists. I believe we can collaborate with all relevant stakeholders at the local, provincial and federal (if need be) levels to develop environmental, social, transportation and recreational infrastructures. Our residents will be consulted and will be a part of the process as they will be impacted by decisions made.*

7. Residential development has a profound impact on our natural heritage and agricultural land. What will you do to

ensure they are not adversely affected by intensification?

*To emphasize again - I am very proud to have negotiated with the Region's Commissioner of Planning, the municipality's ability to determine where we would meet our targets for intensification. It gives us the ability to protect heritage sensitive areas and find locations where slightly more intensification is suitable. It has now been included in the Regional Official Plan and we will include it in our own new Official Plan.*

8. What are your thoughts on expanding the Old Town heritage district?

*It needs to be expanded and we need to include character areas.*

- a) Queenston, St. Davids, and Virgil are also highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*In this term of Council, many buildings in St. Davids and Virgil were placed on the Heritage List Registry. The Municipal Heritage Committee must proceed with the studies and designations of these properties as resources become available.*

9. What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*I envision the Greenbelt still being intact with an improved and expanded irrigation system.*

*Each Settlement area has a very vibrant and distinct village centre that recognizes and tells the story of their history or their unique qualities.*

*The village centres for each settlement area: Queenston (the Queenston Common); St. Davids (Four Mile Creek and York Road); Virgil (Hwy 55); Glendale (main street and public square); and Old Town (Queen Street) are vibrant, pedestrian-friendly and celebrate their culture and heritage.*

1. Queenston – continue to make improvements to the Queenston Common and monitor that the development of Laura Secord school is not overbuilt.

2. St. Davids – collaborate with the businesses and property owners on the corners to see what improvements can be made to make the intersection more pedestrian-friendly. Lobby the Province to build an entrance to Highway 405 from Mewburn Bridge to divert truck traffic from St. Davids.

3. Virgil – Once the reconstruction has been completed, ensure

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the design guidelines are reviewed to ensure a pedestrian-friendly street scape. Also, add some public art to the street scape.

4. Glendale – ensure the Secondary Plan supports a main street and public square and space for public amenities.

5. Old Town – ensure the Official Plan, zoning and heritage areas align with protecting the Old Town from overdevelopment. Working with residents and businesses, looking at refreshing Queen Street to get the patios off the street (one suggestion is to widen the sidewalk by removing the middle lane) and looking for alternatives to A-frame signs.

10. Project yourself four years into the future. What have you accomplished as Lord Mayor?

Completed - The new Official Plan, the Zoning Bylaw Review, Tourism Master Plan and an amended Transportation Master Plan (and all integrated).

The Glendale Secondary Plan is completed and ensures a beautiful new Main Street and public square, trails, lots of greenspace and places for amenities and a diverse range of housing. (to match the District Plan approved in the 2018-2022 Council term.

St. Davids pool is getting engineering drawings completed and it will be built soon, including a meeting space for residents.

Hwy 55 reconstruction is completed, and it looks beautiful. Hydro lines installed underground, middle turn lane, wider sidewalks, trees, more benches, parkettes and we have initiated a public art competition celebrating the agricultural community on one of the parkettes.

On the Budget – We are working with zero base budgeting (started 2018-2022 term), our capital reserves continue to grow (as they have during the 2018-2022 term) and customer service has improved because we have a full staff complement. We are receiving Irrigation Infrastructure money from the Federal and Provincial governments.

Many visitors from Toronto will be using the new Hoverlink water transportation system to come to visit and take electric shuttles from Port Weller to St. Catharines, Niagara Falls and Niagara-on-the-Lake. There will be less cars coming into Niagara-on-the-Lake. And public transit has improved.

Our new nurse practitioner (as promised in term 2018-2022 from NHS) is working in Niagara-on-the-Lake.

We continue to maintain institutional lands in the Old Town because our needs study has shown it warrants it.

We have completed the 2nd phase of the Heritage Trail and have two new bike lanes on Line 2 and Line 3.

Our NOTL Museum has a shovel in the ground. Pleasant Manor expansion is completed and we have a new Seniors Assisted Living Building underway on the approved Tapestry project lands which Council approved in 2018-2022 term.

Queen Street revitalization infrastructure improvements is in the capital budget plan.

11. NOTL's success depends on tourism. How do you propose to balance business and development to ensure that the features that drive tourism (appearance, history, fruit belt, ecosystem) are not eroded?

Again - I am very proud to have negotiated with the Region's Commissioner of Planning, the municipality's ability to determine where we would meet our targets for intensification. It gives us the ability to protect heritage sensitive areas and find locations where slightly more intensification is suitable. It is now included in the Regional Official Plan and we will include it in our own new Town Official Plan.

Also, in areas where built form is sensitive, we can use secondary suites (without changing the built form of houses) to add additional suites to meet our intensification targets.

12. NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

We need to look at both targeted and actual population growth. Conduct a needs assessment and protect land, regardless of ownership if it is needed for institutional uses.

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

Should be a requirement.

13) How do you deal with team members who disagree with your views?

Generally, Council works quite well as a team, however we are 9 individuals. Democracies are hard and they are sometimes messy. We all try to respect each other's views because every opinion and idea should be heard. It makes all of us think about

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possible unintended consequences or allows us to get extra information. Every voice around the Council table should be heard before a decision is made.

Very often when Council is in a position that members of Council cannot agree on very minor points, we try to work on wording that might get a consensus in the end.

In the end, regardless of anyone's position, once a decision is made by Council, it is our obligation to support the will of Council at any public forum.

### Additional Questions for Betty Disero

1) What do you feel has been your greatest achievement over the past 4 years as Lord Mayor?

Apart from the quantity of work this Council did during Covid and now inflation and labour shortages, the one accomplishment that I am most proud of is the ability for us to determine where density should go and not go within our town. We have our overall intensification target for the town, from the Province and Region, but we will be able to decide different levels of intensification for each urban area. One rule does not have to fit all. We can now choose the densities we want.

2) What positive things have you begun that you want to continue should you be re-elected?

Complete and integrate the new Official Plan, the Zoning Bylaw Review (including heritage and character area studies), Tourism Master Plan and to amend the Transportation Master Plan.

Complete the Glendale Secondary Plan that ensures a beautiful new Main Street and public square, trails, lots of greenspace and places for amenities and a diverse range of housing. (to match the District Plan approved in Council term 2018-2022).

Securing money for the St. Davids pool including a meeting space for residents. Also look at alternatives to the roundabout at the intersection of Four Mile Creek and York Road.

Excited about the Hwy 55 road reconstruction project. I would like to see if there is an interest to invest money in some public art in the area to celebrate our farming heritage.

Getting to zero based budget and improve the reserves for future generations. We are on the right path to get there. Also finish the implementation of Municipal Accommodation Tax (MAT) and set up the criteria for Town spending of MAT dollars.

Promoting the Hoverlink. They have been working on the technology for 11 years. Over the last 4 years, I have supported

them, attended meetings, written letters of support. When it opens, it will be a game changer for transportation from Niagara-on-the-Lake to Toronto and vice versa. It will ease some of the traffic congestion and parking issues.

I have been working with Councillor Sandra O'Connor on recruiting a new nurse. The one in Niagara-on-the-Lake was redeployed during COVID and now NHS has promised the nurse will return. I want to ensure this happens.

Need to do an institutional use needs study. I requested this in 2017 when Parliament Oak was sold. It was not done. It needs to be.

Try to get bicycle lanes on Line 2 and Line 3 to the wineries. That seems to be the area that cyclists most travel and we need to make it safe.

Continue to support our NOTL Museum until it gets the shovel in the ground, and the expansion of Pleasant Manor which will be starting next year.

Advance Seniors Assisted housing. Council did approve a project called Tapestry in 2019. It was a casualty of COVID and inflation, so we need to look for another location and developer.

Get the discussion going for Queen Street revitalization infrastructure improvements.

3. What are your top three priorities for the next four years, and why?

Official Plan and Zoning Bylaw Review – I was extremely disappointed when the Region informed us they had to complete their Official Plan before they would approve ours because I knew the residents and businesses would be upset with the delay. We have wanted this and waited for this for so long. The Province instructed the Region to have theirs completed by June 2022, so we had to wait for the Region to finish theirs. However, we were able to negotiate the two significant issues pertaining to agriculture and environment and shifting densities within our municipality. These will be included in our Plan and we will then meet the Region and Provincial requirements and Policy Statements.

During the zoning review approved in November of 2021, there may also be an opportunity to look at the institutional needs assessment, if there is not a delay in the process.

Tourism Master Plan – It needs to be done. We have to give assurance to members working in the tourism industry that we support them, that we understand their challenges, but we also need to assure residents that we will better manage tourism particularly traffic congestion and parking.

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Infrastructure – Continue to work with residents and businesses to improve their quality of life. This could mean a new seniors assisted living centre, a space for a school, money for the museum, bike paths, a pickleball court or planning improved village centres and irrigation improvements, while understanding and improving our budget challenges by working in partnerships.

4. There is some confusion about the state of the Town's Official Plan. Although Council passed the plan in 2019, it has not yet been ratified by the Region.

- a) What is the reason for the delay at the Region? Is there anything that could have been done to ratify it sooner?
- b) What still needs to happen in order for the plan to be ratified?

*When the Town approved our new Official Plan in 2019, Council had it submitted to the Region with two major issues pending. The first issue was involving a 20-year mapping debate between the agricultural community and the environmental community. The mapping the Town had was different from the Region's and the Province's. Our farming community asked for the opportunity to talk to the Region about what they wanted. The second issue was densities. We submitted with our old densities knowing that we would have to get the new density numbers from the new Provincial Policy Statement that was coming out from the Province.*

*The Region said they would work with Town staff to get the intensification numbers in place and see our Plan through. When we sent it in, they then wrote to us that they felt they had to complete theirs first, as they were on a Provincial deadline, but also offered to keep working with us.*

*Since then, we were able to resolve these two major issues, and we will make the amendments as soon as possible and resubmit.*

*Just as an FYI: All the other municipalities in Niagara Region are going to have to review their Official Plans as well to incorporate the new Provincial Policy Statement (PPS), so the sooner we re-submit, the better.*

- c) What still needs to happen in order for the plan to be ratified?

*The Region Plan to be ratified by the Province. During that time we make our amendments, and then it goes to the Region and the Province for approval.*

- d) When can voters expect to see it implemented?

*It will be difficult to give a date, because there are other juris-*

*dictions involved. This is a priority for me and I would like to start working on it right away.*

- e) What are the most important issues that the Official Plan will help council address? How?

*The two major issues I mentioned above. If you look at the approved Plan, most of the work is done. It is a very good Plan.*

5. Having served as Lord Mayor and a representative on Regional Council, what tools and resources do you feel are missing from Town Council's toolbox? What can be done about that?

*I think we need a better mechanism for communications with the Region. I think our residents need to have better access to Regional staff, particularly the planning and the roads departments. I would like to schedule more meetings with Region staff and our community, not just presentations at Council, but out in the community. As Lord Mayor, I would facilitate that.*

6. There has been criticism of the Town for being engaged in expensive lawsuits.

- a) What is your understanding of the reason(s) for the lawsuits, and do you agree or disagree with the sentiment that the Town should not engage in them?

*In answer to your question, I would do it again. We do it to defend our town. We do not initiate lawsuits. We respond to them. There is no room to negotiate because anything we would give up would either take away a tool Council uses to protect the Town or destroy our built and natural heritage.*

- b) Can you speak directly to situation on the Rand estate?

- i) What has been your role as Lord Mayor in the decisions made to address the clear-cutting and destruction of the heritage landscape?

*The Town laid a charge under the Conservation Act, so I'm sorry I can't say much more at this time.*

- ii) What are your thoughts on the proposed subdivision and its impacts on the property's heritage landscape, as well as its built cultural heritage?

*I support the SORE proposal. The reason I support the SORE proposal is the process they used. They considered Natural and Built form heritage and protected it. Then they looked at where we wanted parks, trails and amenities to be placed. It was only afterwards that we decided what/where to build.*

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## VAUGHN GOETTLER

1. What does Niagara-on-the-Lake's heritage (built, landscaped and cultural) mean to you, and how do you see it coexisting with development?

*Heritage is the backbone, the core identity of Niagara on the Lake. It underlies our success as a tourist destination as well as being a desirable place to live. It is our public duty to understand, treasure and protect our heritage for ourselves and generations to come. Niagara on the Lake is a cultural centre of great significance in the making, so let's foster that development!*

*Development is necessary for any community to survive and thrive. It is up to us to determine the appropriate type of development and make that information absolutely clear, so that all parties know the game rules.*

2. Many residents are angry and frustrated over the type of building that has been going on recently. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I absolutely support contextual architecture, respect for sufficient lot size, protection of our urban forest and wildlife corridors, with cautious and wise development programs moving forward. I totally share our residents' anger with inappropriate architectural designs and over building.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*All towns are complex. A great deal of work needs to be done to save our Heritage and to retain and improve our town for future generations. It's all about leadership, team building and respect for our different roles, while recognizing that we are all on the same team. The Lord Mayor is the CEO and council and town staff are the team. Clarity of rule and direction will straighten out a good deal of the confusion and address the mistaken directions of the past and protect our economic drivers. Proactive not reactive leadership is required.*

3. What is your perspective on community involvement in planning matters and, if you agree the community should

be more involved, how would you make that happen?

*Absolutely agree that the community should be involved. Let's open-up the dialogue for more involvement with the community and make council meetings more constituent friendly. As a first principal, I would always invite public inclusion, and provide open accountability from our town staff, Lord Mayor and all other officials.*

4. What is the Lord Mayor's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*The Lord Mayor's role is essentially 'Protector in Chief' of our heritage at the local, regional and provincial levels. We need to create a vision and a recognition of the national treasure that our town represents and communicate that to all stakeholders, including government.*

- a) How could the Lord Mayor and Council be most effective in these roles?

*Learn to work as a team and treat town staff as part of that team.*

- b) What tools are available to the Lord Mayor and Council?

*The Lord Mayor and council have the tools of law writing and the ability to have these standards enforced.*

5. There is some confusion over how NOTL can protect and preserve its heritage, and the heritage district in particular.

- a) What is your understanding of existing heritage by-laws?

*Even asking the question suggests that existing heritage by-laws are not well understood and, they are not. Existing heritage by-laws must be reviewed, strengthened and communicated to all stakeholders.*

- b) What changes would you suggest, and why?

*Clarify and articulate to make certain council, staff, residents and developers understand them.*

- c) How do you propose they be enforced, and by whom?

*NOTL already has the ability to enforce, fine and/or shut down violators.*

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6. The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Contextual development must be mandatory in both design and lot size.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*The identity of all five villages must be kept distinct in terms of heritage and economic development, as well as focusing on our collective evolution moving forward. Preservation of green belt and agriculture is critical as a first principle of public accountability and initiative.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*We have seen the reduction in services in our community year after year, and decade after decade. Our young people have lost educational institutions and we all have lost health care facilities and related quick access, and our senior citizens have lost the Regionally owned, Upper Canada Seniors residence. We must be vigilant and aggressive in bringing services back at all levels.*

*Community focused development for seniors and youth in human services, infrastructure and technical innovation in no way conflict with tourism, but actually create a stronger and healthier community for the future.*

7. Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*This is a key issue for our whole community. The Province's intensification plan must be modified such that it does not adversely affect the preservation of agricultural land, or damage our heritage appeal. Only 6% of Canada is arable land and that cannot be replaced. Our town and our country cannot afford an unmitigated reduction of agricultural land. Direct and immediate Provincial partnership here is essential to maintaining our agricultural assets.*

8. What are your thoughts on expanding the Old Town heritage district?

*A UNESCO designation is achievable for all of NOTL and needs to be worked on immediately. This will help protect all areas of the town, but even prior to this we can determine appropriate boundaries to expand and thereby protect the heritage district of all the villages.*

- a) Queenston, St. Davids, and Virgil are also highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*All villages need designation in terms of their individual histories and identities. The UNESCO designation is the best method to accomplish this. There are 5 or 6 UNESCO designations in the province of Nova Scotia alone!*

9. What is your vision for NOTL in 20 years? What would you to help drive that vision during the next four years?

*Let's make it an UNESCO World Heritage site and ensure the preservation of all aspects of our community. This will also promote a focused tourist economy, including agri-tourism and bicycle tourism as part of the plan. We will have Relais Chateau designated accommodation, as well as Michelin Star restaurants coupled with the development of a diversified merchant economy in each village to make each downtown core a tourist destination in itself.*

10. Project yourself four years into the future. What have you accomplished as Lord Mayor?

*I will have established a partnership with the Province in order to return services to the town for education, health and senior community living. These are essential for a thriving community. I will also have gained the agreement of the Province to ease the building densification mandates for all of NOTL, because they are not applicable to maintaining and developing our future. I will have gained a UNESCO designation for the entire township of NOTL which will preserve our heritage and agricultural lands.*

11. NOTL's success depends on tourism. How do you propose to balance business and development to ensure that the features that drive tourism (appearance, history, fruit belt, ecosystem) are not eroded?

*Let's not kill the goose that laid the golden egg with development that undermines our key objectives in all levels. Community development that is in context with each village is critical for us to thrive and attract not only tourism, but also to attract younger*

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people who are seeking to make their lives here and older people who are looking to live out their lives here. The UNESCO designation will help us to move forward with a better understanding of protecting the treasure that in NOTL.

12. NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Decisions need to be made with community input and consultation. It must be our plan and we need to own it and guide it. It will be our failure if we abdicate this responsibility and let others plan for us. Plan or be Planned For!*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Existing public use lands should be maintained in the public trust for enhancement of shared space, possible recreational use, or re-introduction of public services. Public/Private partnerships should also be considered with a caveat that the public interest always comes first.*

13. How do you deal with team members who disagree with your views?

*Always be honest and take the time to listen. Effective leadership is a skill that encourages full Team participation and enables forward movement. Respect for dissenting views is a critical part of this process, as is the requirement to make a decision and implement it in a reasonable timeframe.*

### Additional Questions for Vaughn Goettler

1. You state that the “municipality should be run like a business” and that “things need to be dealt with differently.”

- a) Can you give examples of the strategies and processes that you believe would be more effective and why?

*Wide open accountability to all stakeholders  
Accountable decision making on a committed timeframe with an independent watchdog role to report on progress/outcomes.*

*Transparency in meetings – fewer in-camera sessions  
Full time Staff who are members of the community  
Town Staff who can perform assigned tasks with fewer expen-*

*ditures on consultants*

- b) How would this approach to governance affect positive change five years down the road?

*We will have established a relationship with the Provincial government to address matters such as densification requirements and services provisions.*

*We will have an Official Plan in place with clear by-laws and enforcement, thereby reducing legal battles with constituents and developers.*

*We will have a tourism strategy for each village, the farming sector and merchants that respects residents while enhancing tourism experiences. This includes a parking plan to take the cars off of the roads in Old Town.  
Heritage Tax Grant in place*

*UNESCO designation in place*

2. You have been critical of the Town for being engaged in expensive lawsuits.

- a) What is your understanding of the reason(s) for the lawsuits, and how would you deal with things differently?

*The lawsuits are generally due to ambiguity and weakness around by-laws. They are ultimately a failure of people to communicate. I would engage directly with the parties involved and seek a solution(s) that move us toward ending the disputes. Proactive versus reactive management is the answer.*

- b) Can you speak directly to the situation on the Rand estate?

*The problem has its roots in the rejection of the original Romance proposal for the property. The town and its residents missed an opportunity to have a contextual development in place and consequently the property was sold to a developer with a different perspective. Now we are in a costly dispute over the matter, with the outcome yet to be determined.*

- i) How would you propose to deal with the clear-cutting and the destruction of the Dunington-Grubb heritage landscape?

*The landscape, including trees (as much as possible), should be returned to the original condition.*

- ii) What are your thoughts on the proposed subdivision

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and its impacts on the property's heritage landscape, as well as its built cultural heritage?

*The proposed subdivision advanced by S.O.R.E. would minimize impact on the heritage landscape and the built cultural heritage of the site. The existing submission for development does not achieve this state.*

3. You state, "Feedback is that residents are ready for change," and that they are disengaged.

- a) Why do you think people are disengaged?

*There are too many revisits on important matters such as the fate of the hospital and its property. The Heritage Tax rebate. The potential rezoning of Parliament Oaks to residential when there is a shortage of institutional property available for senior dwellings, schools etc. The lack of a focused tourism strategy that works for residents and tourists alike in all villages. Council disputes and town staff issues also inhibit progress.*

- b) How do you propose to re-engage residents?

*Transparent and focused leadership. Fewer 'in-camera' sessions. A regular watchdog report on the Mayor, Council and Staff to communicate what has been promised, what is actually being accomplished and when it will be completed. Seeking of greater resident input into key matters, such as development proposals and tourism.*

4. What are your top three priorities for the next four years, and why?

*Highly functioning Council and Staff*

*Official Plan in place and communicated to stakeholders*

*Tourism Strategy in place including a UNESCO designation in place or in significant progress*

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## GARY ZALEPA

1. What does Niagara-on-the-Lake's heritage (built, landscaped and cultural) mean to you, and how do you see it coexisting with development?

*In short it is a vital component to our quality of life in town and encompasses all the environments surrounding us, built, natural and cultural. This can coexist when the community creates effective and clear guidelines in managing development.*

2. Many residents are angry and frustrated over the type of building that has been going on recently. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*In principle contextual architecture and related policies appear to be a good process for managing the concerns mentioned. Having seen the use of such policies not be effective in the past, causes me to wish to investigate how the previous issues can be resolved so that a contextual framework can be successful.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*My understanding of this relationship is informed by over 10 years of personal experience with both local and Regional planning departments. Four years as the Town's Planning Committee Chair, Urban Design Chair and member of the Municipal Heritage Committee. Council can best be equipped by creating a clear set of guidelines and prescriptions in the Town's planning documents which guide clarity in development.*

3. What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*In the absence of clear planning direction the public engagement side tends to involve frustration and stress. Council needs to establish clarifying policies so that proponents have a better understanding of what the community is expecting in development*

*and at that point the community involvement would inform the process more intelligently.*

4. What is the Lord Mayor's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*As the head of Council the Lord Mayor must assist council in developing the community vision for our common future. The vision will include strategic planning goals and corresponding action items. Therefore the mayor is the advocate for council policy and procedure which must guide the staff at the operations level.*

- a) How could the Lord Mayor and Council be most effective in these roles?

*As mentioned above, clarity is required in the Town's primary planning documents. Set clarity in community expectations and development proponents have greater guidance in achieving better community alignment.*

- b) What tools are available to the Lord Mayor and Council?

*Utilizing pre-consultation meetings with staff and applicants; Pre-public meetings; Statutory Public meetings, Planning and Heritage staff at Town and Region; OP, Secondary plans, Heritage plans, designations, committees of council, public workshops, in house legal.*

5. There is some confusion over how NOTL can protect and preserve its heritage, and the heritage district in particular.

- a) What is your understanding of existing heritage by-laws?

*I have 10 years experience as a councillor with existing heritage bylaws and reviewing and making decisions on reports.*

- b) What changes would you suggest, and why?

*I would support a review of exiting heritage district with intent to expand.*

- c) How do you propose they be enforced, and by whom?

*I believe you are asking how to enforce heritage by-laws and who does that work? If so this is the role of bylaw enforcement and review may be necessary to ensure that staff are adequately situated to do so.*

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6. The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*By properly detailing those requirements in the local OP and approving a document that can be passed by the Region. This would be followed up by detailed secondary plans as needed to complement the OP.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*I have proposed that following a Strategic planning session, the new council will conduct village consultation with respect to the needs in each community with the intention of exploring what opportunities exist through identifying consistent threads and presenting policy for those.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*I am concerned about the capital infrastructure gap (funded vs unfunded works); A review of the Town's Development Charges (DC) Bylaw should be conducted in line with a community services / facilities review.*

7) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*Same as above. Detailed OP, and Secondary Plans; The recently adopted Region OP has strong guidelines for protection of Natural Heritage and agricultural land, the updates from that need to be incorporated into local OP.*

8) What are your thoughts on expanding the Old Town heritage district?

- a) Queenston, St. Davids, and Virgil are also highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*As mentioned above I am supportive of a review with intent*

*to expand.*

9) What is your vision for NOTL in 20 years? What would you to help drive that vision during the next four years?

*A highly desirable community to live. One that is attractive, affords cultural and societal rewards and retains a clear identity of what is valued in our community.*

10) Project yourself four years into the future. What have you accomplished as Lord Mayor?

*Here is my vision hopes that in four years Councillors will state that they enjoyed the last term of council, that their input was important, that they accomplished much and that they would run again. This occurrence would validate that the mayor has successfully brought council together in a functional environment for the benefit of our community.*

11) NOTL's success depends on tourism. How do you propose to balance business and development to ensure that the features that drive tourism (appearance, history, fruit belt, ecosystem) are not eroded?

*Covered above with proper stewardship of the communities planning documents and continued support of the province's greenbelt and support of agriculture and natural heritage.*

12) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Secondary planning can assist with guiding the old Virgil School site, as it is privately held but the Hospital site, public land, the town needs to carryout a 'productive' request for proposal that would clearly indicate the community services desired from any outcome and score that accordingly for selection purposes.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Public use in some form is appropriate for publicly owned asset.*

13) How do you deal with team members who disagree with your views?

*Listen to the concerns, ask questions to better understand and*

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seek a path forward if possible. Always maintaining a professional, working relationship.

## Additional Questions for Gary Zalepa

1) What do you feel is your greatest accomplishment over the past four years as NOTL's Regional Councilor?

*My support of the Service delivery review exercise. This sought to seek a reduction of duplication between Region and locals. Always a concern from residents. Several good recommendations were brought forward through the process. I supported most but Council's appetite was only for a few.*

2) Having served on both Town and Regional Councils, what tools and resources do you feel are missing from Town Council's toolbox? What can be done about that?

*An update OP, revised zoning bylaw and updated development guidelines need to be implemented.*

3) What are your top three priorities for the next four years, and why?

*1 Reset council tone through an alternative leadership style. Greater focus on issues is needed and by working together on common goals and strategies council can work towards less fracture and be more productive. The style of leadership that I practice and have displayed for years is indicative of this.*

*2 Repair culture in the organization. Determine what is motivating staff departures and make corrective action. The corporation needs to be adequately resourced to properly execute on council's priorities.*

*3 Bring clarity to the town's development and growth policies. This will provide assistance to applicants to understand the community needs, it will reduce burden on staff in managing applications that are not aligned with community needs and it will reduce our need to fund expensive legal actions defending poor / outdated policies.*

4) There is some confusion about the state of the Town's Official Plan. Although Council passed the plan in 2019, it has not yet been ratified by the Region.

- a) What is the reason for the delay at the Region? Is there anything that could have been done to ratify it sooner?

*The Town's OP was not in conformity with Provincial planning guidelines. In March 2020 the Region notified the Town*

*of this fact. I believe that the Town could have identified areas of the plan that they could have worked on to move towards alignment and that this work could have been completed in parallel with the Region OP work that was completed in August 2022.*

- b) What still needs to happen in order for the plan to be ratified?

*As per letter dated Mar 12, 2020 here are the bullet points from the letter...*

*The Plan does not conform to the Regional Official Plan with respect to policies and mapping related to, among other matters:*

- the identification of and permitted uses within the Natural Heritage System;
- the identification of and permitted uses within agricultural lands;
- growth management; and,
- proposed employment land conversions and permitted uses within the employment areas.

*The identified matters above are not an exhaustive list of non-conformity, but reflect a sample of matters that need to be resolved prior to the approval authority making a decision on the Plan. Regional Planning staff will continue to work closely with Niagara-on-the-Lake Planning staff to ensure matters of non-conformity with the Regional Official Plan are resolved and that the Town's Official Plan continues through the approvals process.*

- c) When can voters expect to see it implemented?

*A recent Town planning report indicates timeline. I would support this as a priority matter.*

- d) What are the most important issues that the Official Plan will help council address? How?

*This will bring clarity with respect to community wishes for developer proponents; resulting in a healthier public process, reduced frustration with all participants, reducing the occurrences going to land tribunal; Overall improvement of the town's reputation.*

- 5) There has been criticism of the Town for being engaged in expensive lawsuits.

- a) What is your understanding of the reason(s) for the lawsuits, and do you agree or disagree with the sentiment that the Town should not engage in them?

*I don't have first hand knowledge. I won't speculate.*

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- b) Can you speak directly to situation on the Rand estate?

- i) How would you propose to deal with the clear-cutting and the destruction of the Dunnington-Grubb heritage landscape?

*I would ensure that the enforcement mechanism in place is carried out and appropriate results are obtained.*

- ii) What are your thoughts on the proposed subdivision and its impacts on the property's heritage landscape, as well as its built cultural heritage?

*I am not satisfied with the allocation as submitted and I am concerned about its impact. With council not responding inside the prescribed timelines for the application the community interest is not best served. I would have supported engagement with the goal of bringing the application towards existing community targets for density. Also, I would have suggested implementing an amended street grid, one more attune to the traditional public road allowances and different zoning guidance as far as setbacks and lot coverage are concerned. If council could have created a detailed option into their report the community would be in better position going forward into Land tribunal and other settings.*

- 6) You state that Niagara-on-the-Lake needs to work on attracting business investments. Can you give examples and describe how you would attract them?

*I suggest building a profile for the businesses to be targeted based upon the land opportunities in our zoning bylaw. With that target a detailed plan of contact, follow up and relationship building will need to be implemented. I would suggest exploring options of service assistance from Niagara Region Economic Development.*

- 7) You state that Niagara-on-the-Lake's housing need is not being met, and you reference housing costs.

- a) Can you explain specifically how housing needs are not being met?

*We have a national housing crisis of lack of supply compounded by affordability issues. NOTL is not immune.*

- b) How do you propose to increase affordability?

*Need to look at all parts of the housing continuum. Entry rental to high end housing. NOTL should be exploring what options it has within the Niagara Regional Housing Comprehensive Housing Master Plan. This was an exercise in identifying opportunities in our communities for bringing*

*more affordable housing developments into fruition.*

- c) What is your vision for increased housing: where is it located, what type is it, what infrastructure does it require, and who would be building it?

*The answer lies within the various villages of NOTL and the willingness to entertain housing options and how they might relate to our existing neighbourhoods. As mentioned above, a public engagement in each village needs to explore these items and look for common threads in the communities which can be transferred into policy goals.*

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## TIM BALASIUK

1. What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Town council's role will be to create clear and concise policies to protect and preserve heritage while guiding development.*

- a) How could council be most effective in these roles?

*Council will be most effective by working with the heritage committee and urban design committee to create and implement policies.*

- b) What tools would you use as a member of council?

*Some of the tools would be heritage designation and contextual zoning.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*Yes.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*I am aware of the process and who is involved. We need to ensure the planning department has the tools to create a strong case if needed at the provincial level.*

- 3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*The community needs to be involved with the Town through the Join the Conversation online tool provided by the Town of Niagara-On-The-Lake. Creating this has been a great way to get more people involved and more voices heard.*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*We can preserve our heritage districts by using large undeveloped areas of Town for intensification.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*Each village in NOTL, urban and rural will require individual attention on varying matters and needs.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*With a growing community it is only natural that our needs are increasing from infrastructure to community hubs. Tourism is a driving force to our economy and with any growth we require sustainable viable solutions to preserve our historical architecture and implement some of these features into our growth plan.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*As it stands Glendale is growing and the plan is in place for Glendale's growth to absorb the majority of NOTLs densification requirements governed by the province alleviating the densification from the smaller villages and rural communities and the old town of NOTL.*

- What are your thoughts on expanding the Old Town heritage district?

*Expansion is required for long term longevity and heritage preservation.*

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## ALLAN BISBACK

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

- a) How could council be most effective in these roles?

*Council can be most effective by ensuring the applications coming forward respect the policies that have been implemented and that staff review heritage impact of each application regardless of location.*

- b) What tools would you use as a member of council?

*Continue to utilize the OHA guidance. The tools are in place; however, resources are required. Council should leverage the Municipal Heritage Committee members and Museum staff to prepare field work as a complement to staff. The Niagara Foundation could play a more proactive role in advocating for designation, completing the supporting reference material, and being more vocal prior to any development application affecting a property.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*The Town must return to Contextual /Streetscape zoning (away from straight line zoning) to place more emphasis on the relationship of any development within the Community. This is for all areas, not only the Heritage district. A Community Planning process should be considered and piloted in an area to gain learnings.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Council sets the policy and describes the intent of Council. Professional planners interpret the policy and balance their assessment with policy impacts required by upper levels of government. It is up to Council, if not supportive of planner's recommendations to change policy. Planners need to be supportive of Council's intent and must remain objective and*

*transparent and respectful of the Planning Act. The rights of property owners to propose a development need to be respected, perhaps not approved but allowed to process.*

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*I continue to support community involvement in setting the policy and being involved if any development is being proposed outside the policy (variances). However, if residents are disappointed on outcomes, they need to influence Council to change the planning policy.*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*The Town needs to assign intensification target when it is deemed most appropriate.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*Each community has different needs, hence potentially a requirement for secondary plans to reflect each area. Longer term implementation of a Community Planning System in each area may help, albeit once approved in a specific area there is no appeal. I support piloting this planning process in one area to learn.*

c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, health-care, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*Council needs to be more proactive on development and request a fully integrated plan, not detailed as it related to build out, however an overall plan including not just the development but the amenities, services, fire, education, transportation etc. required by residents and businesses and the financial implication on the Town when build out is complete. Current planning as it is related to Glendale with the completion of the Secondary Plan is an example of how this can be accomplished.*

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5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*Assign intensification target away for natural heritage and agricultural lands. Defend this policy if required.*

6) What are your thoughts on expanding the Old Town heritage district? Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*The Heritage District in Old Town needs to be expanded and in fact Council has funded this study which is on the staff's task list. I have personally moved to recognize 15 properties in St Davids and 20 properties in Virgil area. However, putting properties on a municipal list of interest does not protect them. We need resources to compile the historical data and designate at the provincial level. The Foundation could assist in creating arguments to property owners that designation is not a imposition rather an opportunity to celebrate our heritage.*

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*A thriving community of 25,000 residents and businesses celebrating heritage and agriculture together with a unique lifestyle. I will continue to listen to residents as to their expectations and contribute to polices that align towards that.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*While hopefully being a good steward of practical policy development I hope to contribute to a medium to longer term sustainable budgeting process that can balance revenue to expenditure while improving community services in a predictable trend. Learning for the pandemic suggested we need to create additional revenue streams if we wish to maintain services. Cutting service just to meet a political objective is not sustainable.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*I think my most important skills are listening, determining the facts, and attempting to make fact-based decisions that have the most benefit to the largest group of folks.*

10) NOTL has only a few institutional/public use land

holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?
- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*All residents need to contribute to the discussion, in a non-vested way, on the ultimate use of current surplus Town holdings, in a calm, professional and respectful manner while understanding the realities of who has what responsibilities in any proposed service(s) that may be proposed. Institutional uses are very cyclical as mature communities' cycle through their lifetime. Personally, I am not sure a municipality needs to change institutional zoning unless it is in the best interest all residents and some property should be retained for future use. This does not mean a short-term use cannot be approved will respecting the zoning policy. At the same time, we need to be respectful of the right of a property owner seeking to develop property. Town does not need to agree, however.*

Incumbent Council Candidate - extra question

What has been your biggest accomplishment these past 4 years? What are the gaps you'd still like to fill?

*I believe I have contributed to a more robust budgeting approach that will support the Town going forward.*

*The largest gap for me is the need to integrate the Transportation Plan, Recreational Plan and Tourism Strategy. While there are separate task streams the desired outcome of each needs to be aligned.*

*Additionally, folks need to understand the immense effort that was going on behind the scenes the past two years while operating within emergency conditions responding to the pandemic. Services were maintained, staff kept things going, and the water flowing etc. Not an excuse for some files being behind, just fact.*

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## GARY BURROUGHS

1. What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Council needs to play a key role in supporting all heritage issues facing NOTL. Our Official Plan and Zoning Bylaws must work with developers at the earliest stages to clearly layout expectations that are in the best interest of the Town and its unique historic nature. Staff will then work with developers to ensure the success of the project.*

- a) How could council be most effective in these roles?

*Council is most effective when it is likeminded. Voters have a large say in this. In some cases, it's necessary to listen to different views and, where required, make compromises without compromising individual principles.*

- b) What tools would you use as a member of council?

*- Ensure the Official Plan is finally complete in all areas of significance, including natural, cultural and structural heritage.*  
*- Immediately upgrade Zoning Bylaws to require streetscape reviews for all applications – this is critical in the Old Town to protect our heritage assets.*

*- Expand the Heritage District in the Old Town.*

*- Work with residents and media to clarify historical designation and remove stigma associated with it.*

*- Ensure Town Council and staff work with heritage experts in the community to better protect our important and unique assets.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*Absolutely the town needs to adapt and enforce contextual architecture, which I refer to as "streetscape." I am very sympathetic to these concerns. One of my election priorities is to include "streetscapes" in our zoning bylaws. I believe the visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, combine to form the street's character. Streetscape review is critical for our Planning department. The challenge for staff is in monitoring changes that go through the Committee of*

*Adjustment. Although this should improve once the Zoning Bylaw is updated, it must be very closely observed. In the past decisions made by staff and Council have been overturned through the Committee of Adjustment, and Council is not always aware of these changes.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Council's liaison to the Planning Department is CAO Marnie Cluckie. As elected officials we receive concerns from our residents regarding planning, but we are not allowed to deal directly with the planning department. It is imperative that our planning department receive a thoughtful directive through the Official Plan and updated Zoning Bylaws so it may better act in the best interest of the Town and respond to all concerns of the neighbours, who will live with the development imposed on their streets and neighbourhoods.*

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*Community involvement is critical, and required under the Planning Act. The process needs to be improved in the following areas:*

*- Notice of Public meetings needs to provide sufficient time to read and prepare.*

*- There needs to be an "executive summary" outlining what is being proposed, how many "minor variances" are being requested, and the timing of the project.*

*- These public meetings only take place once the staff consider the application complete. Everyone needs to understand what it means to be "complete."*

*- It is also important to understand the work done by the various agencies when they simply report "no issues."*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Growth is inevitable and necessary. It makes most sense to direct the majority of residential development out of the Old Town and Heritage districts towards Glendale. However, this should not be a default decision. Bad development, no matter*

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where, is still bad development. We need to ensure that all development is appropriate, compatible and meets the needs of our community and neighbourhoods.

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*Like the Old Town, St. Davids, Queenston and Virgil all have important buildings, roads, trails, creeks, forests and natural vistas. Each community has heritage assets (built, natural and cultural) that need to be protected to preserve the historical integrity of our community. We must continue to work with our communities to identify the needs of residents and communicate those needs clearly to Council and town staff.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*A thriving community for our residents should be the number one priority for Council. Continued success and growth in tourism will be key to this goal if we have the correct strategy in place. We must continue to demand support for our infrastructure from the upper tiers of government (the Region, the Province and Federal government) to ensure the long-term infrastructure we deserve. With our extremely high assessments and substantial taxes, we must work to get our share of that investment back into our community.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*Under new rules from the Region and Province, our municipality must intensify (meaning increase density) by 15%, but we have now learned we will have the opportunity to spread our annual growth requirements throughout the entire Town. This means most of the intensification requirement, for example, could be covered mostly by development around Glendale. It is imperative that we continue to support our agribusinesses and preserve our existing Greenbelt and Urban Boundaries.*

6) What are your thoughts on expanding the Old Town heritage district?

*The Old Town Heritage District should be expanded. For example, our waterfront along the north side of Front Street is not within our current heritage district when so much of our history has evolved there. We must also work to remove the “stigma” of*

*designation. People worry having a historic property can result in unreasonable restrictions and costs when this is not the case.*

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*We all take great pride in the heritage of our Town and each community has its own important historic secondary plan. There are homes, businesses, roads, natural vistas, trails, forests and creeks that must be protected and it is important for the Town to assist each community in achieving their heritage goals.*

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*NOTL will definitely be a different place in twenty years, but I will work to make sure this community can maintain its love of heritage and pride in the history of our Town. I will prioritize a thoughtfully created strategy for tourism that will allow the industry to thrive, providing additional funding to the Town as it does. Our Official Plan will provide the guidelines for future Councils to protect Niagara-on-the-Lake from crass and unnecessary development. I will continue to demand that the Region and Province meet the needs of residents, including health care, schooling and infrastructure.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*We will have updated our Zoning Bylaw, allowing our Planning staff to clearly understand the goals of our community. New Council will assist our CAO in getting the important senior management that the Town requires. Communication will improve to ensure that all residents have timely, correct information and can expect a swift response from the Town. St. Davids will have a new pool and a safe intersection for its residents, the noise of buses in Queenston will be quieted, Virgil will continue to see support from the Town and increased success of its business community, Glendale's development will be well-planned and underway and our Zoning Bylaws will implemented to protect heritage and limit the building of inappropriate homes within our treasured streetscapes.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*I have considerable experience in both local politics and in the*

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private sector. I have served this community over many years as Regional Chair and Councillor and Lord Mayor and Town Councillor. I started my career in public accounting at what is now KPMG. I was the owner-operator of the Oban Inn for many years. I was a controller and treasurer for a small business in the aerospace industry. I have lived here most of my life and I have a history of involvement in numerous community organizations. I understand and have experience with the issues.

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*One of my stated priorities is to deal with land we own, like the former hospital, development proposals such as Randwood and Parliament Oak School. Before applications move too far along for both the developer and the residents, zoning of existing institutional property must be resolved. Decisions with respect to all of these properties must involve Town Council and residents. We need controlled and compatible development in such that development cannot be solely for the benefit of developers.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Public use should be a requirement.*

### Incumbent Council Candidate – extra question

What has been your biggest accomplishment these past 4 years? What are the gaps you'd still like to fill?

*Through this challenging period, I have worked hard, done the homework and contributed as a Councillor by standing up for what I believe in and by holding others accountable to our residents. My guiding principles are based in a desire for our Town to maintain its lifestyle for residents, growth for businesses and historical importance, while allowing for sustainable development. In addition to my work in other areas of importance, my committee work has resulted in a Climate Change Strategy, which was approved by Council, and a Short Term Rental Strategy, which has not yet been adapted by Council.*

*There are many long term goals still on the table, but one of the most imperative is that we continue the important fight to save Randwood and to update the zoning bylaws to include contextual zoning. I believe every development application must consider streetscapes.*

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## ADRIANA CATER (VIZZARI)

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Heritage is a key consideration in municipal planning. Municipal councillors make or influence decisions that can have a tremendous impact on heritage. Council's role is to provide the town with an opportunity for consultation, ensure an equitable process and bring awareness to the heritage.*

- How could council be most effective in these roles?

*Through official plans, zoning, community improvement and development applications, design guidelines council can be most effective. Along with education on history and development with stakeholders.*

- What tools would you use as a member of council?  
*As a member of council I would inform myself of the committees and bylaws in place and provide support when needed to work with other aspects of culture - including the arts and cultural industries - to strengthen the quality of life in our community and preserve/protect NOTL's heritage.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I do believe in order to keep the charm of NOTL the town needs to adopt and enforce policies.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*My expectation of the Council's role going forward is to bring awareness to issues and ensure an equitable process through engaging the public.*

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*Community should be involved earlier. When I have attended meetings for other developments (pool/parks) in NOTL consultants have already made suggestions and designs have already been done then presented to the residents. I think prioritizing the timing for the community's involvement is crucial.*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Through proper budgeting and planning. I believe provincial and federal grants need to be looked at and townpayers' tax dollars considered before making decisions.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*Each distinctive area needs its own representation on council in order to speak to the different needs of the community. One of the major draws of NOTL is how special each area is and I think with a collaborative group of councillors and building codes the best decisions can be made.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*The beauty of NOTL is in its uniqueness. Representation in each community on council along with an equitable process and an opportunity for consultation. Nothing happens overnight but with a good master plan and the right staff at city hall I believe collaboratively the needs can be met.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*Through consultation and provincial/federal funding. As a municipality we need to look outside of our taxpayers to preserve NOTL. The master plan needs to be strongly adhered.*

6) What are your thoughts on expanding the Old Town heritage district? Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are

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seeing rapid intensification?

*I believe this needs to be done in order to keep the charm of NOTL.*

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*NOTL is so lucky to have so many residents that passionately care about the community and are willing to stand up and put in the work. My vision is business, tourism, agricultural and residents all working together for the greater good. The development in each region Old town, St Davids, Glendale, Queenston and Virgil all able to thrive based on the master planning and council. We have a real sense of community and large base of community builders who will ensure a future of NOTL.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*I hope to bring a voice to St Davids issues as well as develop more opportunities for residents. Better services at City hall for residents as well as speaking to family needs to keep families in NOTL and help residents thrive.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*Collaborative, energetic, a community builder, I will follow up and report back on issues. I understand what a gift the heritage of NOTL is and deeply appreciate raising a family here. With that respect I hope my tenacity to keep this Town rich in heritage is my greatest asset.*

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Awareness has to be brought to residents with an opportunity for consultation and an equitable process.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*I would like to see it in public use.*

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## WENDY CHEROPITA

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*The heritage assets in our community are the foundation that makes this Town special. Council has the responsibility and commitment to protect the valuable, heritage assets both natural and built form. The Town Strategic Plan highlights this commitment in both the Corporate Vision and Strategic Goals.*

*Carefully, planned compatible development is a top priority for residents and Council. A well-crafted Official Plan, District Plans, Secondary Plans, and planning policies created collaboratively with residents' guide and ensure acceptable development in our community.*

- a) How could council be most effective in these roles?

*Council can be most effective by completing the District and Secondary Plans and finalizing the Official Plan. For me the top objective is to fix the current planning policies.*

- b) What tools would you use as a member of council?

*I am a big supporter of contextual architecture, expanding the heritage area, create design guidelines and the Community Permit Planning System. The CPPS is included in the Town Official Plan. The CPPS provides development standards, height, and density specifications. Policies for the CPPS promote sensitive intensification by ensuring character of existing neighborhoods is maintained and heritage buildings and natural heritage features are protected. The process requires developers to submit plans including design up front rather than at the end of the process as it is currently.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

*I share the residents' concerns. The current policies have enabled this trend to continue. Council has on numerous occasions rejected the Planning staff recommendations to approve zoning by-law applications. The only course of action we have currently is to hire a lawyer and an outside planner if we can find one and fight the applicant at the Ontario Tribunal. This path has resulted in expensive legal bills and for the most part has been unsuccessful, except for the Rand Estate. Our policies are outdated and not effective, we need to fix the policies.*

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*Contextual architecture promotes continuity in design and structure for new buildings. While determining acceptable styles of buildings, materials and site layout which are all very important to creating an effective design. Contextual architecture ensures compatible designs and preserves the character of our neighborhoods.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Council is responsible for making decisions on existing and future land use matters and on issues related to local planning documents like the Official Plan and planning bylaws. The staff are governed by the Planning Act and provide Council with policy direction and advise on planning matters of provincial interest. By fixing the planning policies we can create better alignment between staff and Council.*

- c) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*Residents must have a say in how their community grows and develops. Currently residents provide input into the Official Plan, the District and Secondary Plans. Residents with relevant skill sets contribute by participating on the Urban Design and Municipal Heritage Committees.*

*In the next term of Council, I would like to see a new committee formed to create a holistic vision and framework for how land should be used, what infrastructure and services are needed throughout the community.*

3) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Preserving heritage in our community is a priority. Niagara-on-the-Lake will meet and likely exceed the intensification*

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requirements, with the planned development in the Glendale area alone. The Region has agreed to allow the Town to place growth in specific areas such as Glendale providing Council with the ability to limit growth in areas of our community like Old Town, and Queenston where developable land is extremely limited.

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*I would start with a holistic land use plan then incorporate tools like design guidelines, and contextual architecture to protect development in all villages within Niagara-on-the-Lake. The last thing I would like to see anywhere in NOTL is homogeneous housing developments where every house looks the same. I believe we can and should strive for walkable, complete communities with attractive designs and green space, while offering a variety of mixed housing options to suit a broad range of demographics and price points.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*In my opinion, we don't get our fair share of infrastructure investment from the province. I have been working with the CAO to determine the economic value of tourism in NOTL and its financial impact on the province. Once we have that number which should be in the range of billions of dollars, we can build a case with compelling data for well needed infrastructure investment.*

- 4) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*Development cannot take place on specialty crop agricultural land. Protection is further provided by the Greenbelt. Natural heritage falls under the zoning bylaws but needs to be ramped up in my opinion as equally important to protecting and preserving heritage in built form. With increasing environmental concerns woodlots, and conservation areas must be protected.*

- 5) What are your thoughts on expanding the Old Town heritage district?

*I have been an advocate and will continue to be a voice for the expansion of the Old Town heritage district.*

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*The Villages of Queenston, St. Davids and Virgil have many heritage properties which we need to identify, register, and protect much like they are in Old Town. The Municipal Heritage committee has identified this item as a potential project.*

- 6) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*A community that is regarded for its outstanding quality of life and thriving agricultural industry. A Town that has preserved its historic and heritage assets and charming streetscapes. An economy and small business community that is growing and expanding. I would use every possible regulatory and legislative measure to make this a reality.*

- 7) Project yourself 4 years into the future. What have you accomplished on council?

*Council has fixed the planning policies. Town staff have implemented the CPPS into the Official Plan and planning process. Contextual zoning and design guidelines have been incorporated into the planning process and are well understood and are embraced and followed by developers and builders. The Town has expanded the heritage district in Old Town and identified and registered all heritage properties across the villages in notl. The estate at Randwood legal dispute has been resolved to the satisfaction of the residents and members of SORE.*

- 8) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*I earned a business degree, have post grad education in strategic planning and finance. I spent decades in leadership roles with top international wine companies and the Ontario wine industry. I developed solid business skills and learned the importance of being efficient and financially accountable. I believe in starting with the end in mind or outcome. Then building the plan to get there. One hour of planning is worth 100 hours of execution. Council should operate on a more strategic level, with plans in place to achieve the top priorities identified by Council and residents, my broad experience can help guide this necessary shift.*

- 9) NOTL has only a few institutional/public use land

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holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*My desire is for Council with resident input to create a vision for each property. For instance, I will work with fellow Council colleagues and the Lord Mayor to maintain the institutional zoning for Parliament Oak. This property could become an educational, arts and cultural community hub, with a small number of homes of compatible design built at one end of the property.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*I would like to see each property being assessed individually against the needs of the community and the economic requirements. Residents have told me the Town needs seniors' residences, health and wellness facilities, more educational infrastructure for young families. These considerations should be part of the discussion. Let's build what the community needs.*

### Incumbent Council Candidates extra question

What has been your biggest accomplishment these past 4 years? What are the gaps you'd still like to fill?

*Residents rated customer service very low in 2018. Throughout my career I learned to place the customer at the heart of every decision. With that in mind, I was able to be a champion for Customer Service Excellence as Co-Chair of the Strategic Planning Committee. It is a primary objective for all Town departments. Many initiatives have been implemented with noticeable improvements in the service level for residents.*

*As a member of the Cannabis Committee, I took a tough stand, and pushed against the recommendation of the Director of Planning, to create a bylaw to protect residents and farmland from potential demise from the encroachment of cannabis operations. Cannabis basically is not allowed to grow in our community.*

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## ALISTAIR (AJ) HARLOND

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*I believe as a council member we would need to collaboratively work together as team with Town Planning staff to protect and preserve all our town's unique heritage components.*

- a) How could council be most effective in these roles?
  - ~ More effective ways to communicate
  - ~ More Effective Advertising
  - ~ Create a more user-friendly Town website to help residents navigate to specific Areas
  - ~ Better Utilize available tools and resources. Collaborate more with departments.
- b) What tools would you use as a member of council?
  - ~ Create more public information using social platforms to explain and educate how the Municipality works with Heritage Planning
  - ~ Work more collaboratively with Town Planning to understand and focus more on our Beautiful Heritage

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I do strongly agree with Contextual architecture. This was a huge part of what truly resonated with me when I first came to this town from my small town in Shifnal Shropshire UK.*
- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*We must put more effort into working more as a team with the planning department.*

*Spend time thoroughly researching every aspect even the*

*smallest of details to ensure that we achieve the best result possible while preserving all heritage components.*

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*I truly believe we that the residents should be included considerably more. We need to work.*

*We really need to development a channel in which this would be possible and achievable on both sides.*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Create a plan to designate the areas that could support the intensification like Glendale.*
- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*We need to ensure all 5 villages are considered and understood while making decisions on the whole for the community.*
- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*I feel that we can work better with the Major stakeholders in the tourism industry in asking for more contributions to help improve the infrastructure.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*We need to do a better job and making sure everything has been exhausted before processing these kinds of applications. Create teams and groups to help advise while working with residents in community.*

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6) What are your thoughts on expanding the Old Town heritage district? Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*To continue to have a vibrant cultural and historic community with opportunities for the younger generations to live so they don't have to move away. Focus on the agricultural needs and make sure we continue to focus on balanced and sustainable development growth.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*I can tell you that being an honest voice for our community with a thirst for knowledge and learning all that is available to me I will gain the trust of everyone. I would like to say that I would be always advocating to the best of everyone's interests. Working on tourism growth and working to really ensure we can support that growth with the correct infrastructure in place and figure this parking issue out once and for all. I want to make sure all of our beautiful history is maintained while all decisions are being made.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*Running a small business is one of the most challenging things I have ever done in my life. I think that the best transferable skills I have to bring to the table from the business world is the ability to problem solve and work extremely well in team environments while being able to not always agree on certain things but to respect other people's interests and ideas and work together to create a solution that works in everyone's best interest. I may not know the answers to everything right away but a great skill that I possess is the ability to work towards getting the answers. I'm an extremely good listener just ask my Wife . I truly value people's opinions and always want to truly help people. Being a firefighter has given me a skill set to think critically on the spot, while sometimes being put in life threatening situations.*

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil

school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Gather more input from the stakeholders and also better educate them of the importance and historic value of the buildings.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*I would definitely encourage maintaining them.*

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## MARIA MAVRIDIS

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Council is the lead role in protecting and preserving the town's heritage with development.*

- a) How could council be most effective in these roles?

*Policies surrounding development should outline in extreme detail what exactly is appropriate and approved for this town.*

- b) What tools would you use as a member of council?

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*100% the town should adopt and enforce contextual architecture.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*My understanding is that the staff and planning department are following policies and rules that are outdated. Contextual architecture and updating the policies and guidelines are necessary for future protection as we grow.*

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*I understand that the town holds public meetings for resident input and feedback. They are usually one day. I would propose that there be a drop in centre where all proposals are displayed for a short period of time to allow all residents to view them and ask questions.*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*In order to meet intensification requirements we need to plot out the areas of the town where we can allow for development to meet these requirements.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*I believe each village of NOTL has different needs and requirements and must be treated individually.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*Council recently introduced an additional fee to the development fees in order to financially contribute to additional infrastructure when new development is put on lands.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

6) What are your thoughts on expanding the Old Town heritage district?

*The heritage district needs to include the entire area of old town from waterfront to Anne St.*

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*Designation for all heritage areas should be in place*

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*I would like to see NOTL with a balanced life for all residents and*

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*business owners (tourism sector) A community with younger families working and living in this town and a community that continues to celebrate its culture.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*I will have introduced new policies and by-laws with regards to development, inclusiveness and a completed Tourism Strategy.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*As a business owner, leadership and accountability. As a board and committee member, budgets.*

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*I believe institutional lands should remain institutional as there are only a few properties left.*

b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

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## JOHN WILLIAM MCCALLUM

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

- a) How could council be most effective in these roles?

*Council needs to speak clearly and unequivocally about why it is critical that the town's heritage be maintained. This goes far beyond just maintaining store fronts in some Hollywood-style movie set environment; the town needs to remain a real, vibrant community where people live and work. It is council's duty to ensure development takes place that is appropriate and supportive of the town's heritage.*

- b) What tools would you use as a member of council?

*If it has not been done already council should look at other comparable historical cities and see what they have done to ensure protecting/preserving their heritage – the issues we are facing are not unique. I would also look at their staffing and budgets in this area. I think no tools should be off the table in the effort to ensure appropriate development and protection of heritage assets.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I support the idea of contextual zoning by-laws and believe it may have existed before but was dropped. If tourists see a town that reminds them of one of the bedroom communities surrounding Toronto, we will cease to be a tourist destination. Residential taxes are what support the town and residents' concerns and quality of life are paramount. We can have the best of all worlds, but we need to be very careful as we move forward.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*The Town council and mayor are equivalent to a Board of Directors and its Chairperson. This group provides governance, ie. setting overall policy and direction for the organization, and the Chief Administration Officer (CAO) and her staff are responsible for implementation and delivery. It is the responsibility of the board to establish appropriate controls and ensure those policies are being followed. The board sets the policies and the approval process which the planning department must implement.*

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*I think community involvement is critical in establishing rules around planning matters because these are the people impacted by them. This might be done best through open public meetings to: explain the nature of contextual zoning, heritage designation, set-back and height restrictions, for example; and allow for input about other measures that might be useful. Consultation should happen with the development community as well. Once rules have been established and communicated, exemptions should be permitted only in exceptional circumstances and only after all stakeholders have been informed.*

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Creating this balance is something that must be approached with real care. Characters studies should be completed to identify the nature of any development to insure the area is not negatively impacted. Consideration should be given to expanding the heritage district to areas deemed to be of heritage significance. The town should work to educate owners of potential heritage properties that such designation will enhance, not diminish, their neighbourhood and property value.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*Plans have been created already for areas such as Glendale, St Davids and Queenston and these need to be followed, not adjusted to permit excessive development. These areas have heritage assets which deserve to be protected. Inappropriate development or renovation has the same effect in all com-*

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munities so things such as contextual zoning, height limits, density levels can be modified to work. What is of critical importance is to preserve or create a business center in each of these communities.

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

All of the things mentioned above involve dealing with other jurisdictions such as the Niagara Region and/or the province (eg health, education). The 'no parking' signs and bike bollards on 4 Mile Creek Rd in St Davids, which NOTL council was aware was scheduled, was not effectively communicated to local residents and caused annoyance. Better co-ordination and communication between NOTL and the region is required. NOTL is the 3rd largest contributor to the regional budget so our voice should be heard.

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

Completion of our Official Plan and having it embedded in the Niagara Region Official Plan is an important means to protect our natural heritage and agricultural land. It is my understanding that in the NOTL area there is sufficient land within Built Up Areas to meet current intensification targets.

6) What are your thoughts on expanding the Old Town heritage district?

I am supportive of expanding the Old Town heritage district. In Ottawa we lived in two areas that were covered by blanket heritage designations. In both areas we significantly renovated the homes, changing windows, adding an addition to the rear and in one case having a home demolished (the landscape was deemed heritage not the house). Heritage districts can be made to work and to enhance not diminish the property value.

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

Depending on the size of the areas, blanket heritage designations may or may not be appropriate but built heritage can still be protected by Part IV or Part V designations. It is a matter of being pro-active in identifying the property and designating it. As well, appropriate zoning by-laws can also be

supportive of built heritage. Finally, protecting the existing built heritage is an important task and having a council that is united in this view is critical.

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

In 20 years, I would like to see significant numbers of tourists arriving via high-speed trains and hovercrafts, or parking their cars at park and ride locations, at Glendale for outlet mall shopping with shuttles into NOTL to dine, go to plays, stroll through Old Town and enjoy the architecture and history, shop, walk or bike on various trails or go on wine tours. The hop-on hop-off shuttles bringing tourists from Glendale and stopping at a variety of locations could also be used by locals to get around. My plan would envision more tourists without increasing motor vehicle traffic.

8) Project yourself 4 years into the future. What have you accomplished on council?

Development has taken place but built heritage, as existing today, remains intact and in good condition. Parking issues, both for tourists and staff working in shops has been resolved. Glendale has a proper and vibrant high street, the traffic issues in St Davids have been resolved and the village continues to have an active business center. Affordable housing for staff working in town exists. Plans for aging-in place facilities will have been agreed to and construction underway so residents can stay in town rather than relocate.

8) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

I have a long history of problem identification and resolution and having to deal with making tough decisions, while operating with budget and time constraints. The way to balance heritage and growth is by developing clear guidelines and sticking to them.

9) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

Council needs to think very carefully about what it wishes to be built on these sites. Once there is agreement, council needs to give very clear guidelines to developers about what is and

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*is not acceptable. Council must establish ongoing oversight of development and hold developers accountable for failure to uphold agreed upon guidelines. The council also needs to think clearly about how it wishes to use its assets: retain ownership, use as an equity contribution, lease, etc. Whatever is done the community needs to realize the long-term benefit.*

- *b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?*

*These are the kind of things that council has to wrestle with as part of deciding what to do with the site. It is critical that these kinds of issues are fully thought about and resolved prior to going to a developer for a proposal.*

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## RICHARD MELL

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Council & the Planning Dept are ultimately responsible for protecting/preserving heritage aspects of our town. This needs to be comprehensively laid out within the Official Plan, and Zoning By-Laws, and must ensure that our highly nuanced smaller neighbourhoods have adequate protections, whilst also allowing for reasonable growth within identified areas.*

- a) How could council be most effective in these roles?
  - Open & Transparent growth visions for the municipality, published with both complex and simplified versions.
  - Improved/simplified information on the Town's website.
  - Introduce "Fast Track" nights for simple applications, that only require routine approvals, in areas already identified as part of the growth vision for NOTL.
  - New "Building Services Brochure", the current one is unhelpful, and vague.
  - Change "Building Services" page of website – you are led right to "Upload Documents" with little explanation or guidance ahead of time.
  - Better communication.
  - Maximize the use of tools already at Council's disposal, Municipal Heritage Committee and Urban Design Committee.

- b) What tools would you use as a member of council?

*With respect to heritage.... engage the Town Historian, and a committee of volunteers to provide a comprehensive assessment of areas of historical significance and/or heritage architecture, and create complete heritage register. Planning Staff Efficiencies & Improvements (specifically extensive training with a focus upon the cultural heritage of our community) Public Information Sessions/Videos to detail and illustrate where the municipality's role fits into heritage planning, and conservation, the tools at their disposal.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?  
*I believe this is the most common sense approach when it*

*comes to development in any area, whether historic/heritage or modern/contemporary. Street Scape/contextual architecture is important for any community.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Many questionable decisions appear to have been made, either in haste, or because the full ramifications were not fully understood or considered. Each and every decision, even when the seem minor, should be well thought out, researched, and consider any precedent it may set going forwards. Proactive measures, encouraging systemic development in pre-determined areas suitable for growth, with possible development incentives.*

- 3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*The community should be able to have its say with regard to planning matters but through the appropriate channels. But I feel it is treading a fine line between community input and being overwhelming. The issues should be dealt with at the source, by your elected officials, and by ensuring that planning staff and those involved have sustainable development, heritage preservation, and general common sense at the heart of their decision making, with the preliminary goal of maintaining everything that has made Niagara on the Lake the unique place it is.*

- 4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Intensification requirements are set out for a reason, to ensure that each and every community is allowing growth and striving to develop in a positive way for generations to come. Despite being a small community, we do have areas where development can be directed. We have to remember that we are located on a small peninsula, and infrastructure (especially in terms of transportation) is limited. Intensive development should most certainly be focussed on areas that can support and sustain the needs of the intensification requirements.*

- b) How would you factor in the very different needs of

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Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*It is exceptionally important to ensure that the nuances of each of our 5 major communities are both understood and considered when making decisions for our community as a whole. It is also key to remember that a decision impacting Old Town even has ramifications for other communities and vice versa.... for Glendale as people exit the QEW, Virgil as people make their way to Old Town etc.... I think our councillors need to understand these nuances of our different communities and ensure they are speaking with residents in all areas, specifically within Glendale, which has historically had no representation on Town Council.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*As a result of owning a tourism based business, my family and I have ALWAYS understood the importance of a harmonious relationship between residents & tourists. Neither group would enjoy the fruits (excuse the pun) of everything Niagara on the Lake has to offer without the other. One thing that needs to be addressed is how residents are feeling overburdened that they contribute above and beyond in order to cover the needs of visitors to our town. I would propose some balance by asking stakeholders in the tourism industry to contribute to improvements in infrastructure that they would benefit from.*

- 5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*I would refer back to my previous answer regarding PRO-ACTIVE measures to assess these needs prior to any applications within these areas. We have a lot of dedicated, caring, and engaged residents and farmers in our town, and I am sure a committee/ advisory group could be formed to make assessments before even any considerations are made for major applications.*

- 6) What are your thoughts on expanding the Old Town heritage district? Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*I think all areas of Niagara on the Lake can be involved in the assessments/advisory groups mentioned before. Although consid-*

*eration should be made for the fact that if we take the protection/designation too far, it can also hinder diverse growth within the community. Everything should be assessed in terms of balance.*

- 7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*My vision for Niagara on the Lake in the next 20 years is to continue to thrive on the basis of everything that makes our community so unique:*

- Stunning Beauty
- Historical Architecture
- Thriving Tourism Industry
- World Renowned Wines

*I would be the biggest advocate for our residents and small businesses. Sustainable growth and development, would be at the forefront. I would also strive to garner a more inclusive, and less divisive attitude among residents knowing that we are all part of the same community, and all ultimately want the very best for our town in our own way.*

- 8) Project yourself 4 years into the future. What have you accomplished on council?

*I would have gained the respect of those who did not think I was the right fit or that did not support my campaign this election, through the hard work and dedication I am willing to commit to the next 4 years. I would like to have implemented proactive, as opposed to reactive measures across many facets of topics council has to consider. Our town would have also improved its transportation and parking infrastructure, specifically within the heritage district, and Glendale.*

- 9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*Being a small business owner, employing over 45 staff & tour guides, one of my strengths is working well with people to harness a positive and constructive environment. In order to successfully serve our residents and small business community in the most effective and efficient way possible, every effort should be made to work collaboratively. We should strive to find ways to reach resolutions & outcomes that meet the needs of our incredibly small, yet highly nuanced community.*

*The highly divisive nature of some topics needs to be addressed, and bring together rational educated debate in order to move forwards.*

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10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Institutional/Public Use lands should be just that. Decisions on these uses should have input from stakeholders, and decisions should be considered and advised by planners, and then discussed/ decided by council.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Yes it should, and with minimal land within these parameters (similarly with the limited areas designated as commercial land), I would encourage maintaining them.*

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## SANDRA O'CONNOR

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

Council is responsible for heritage and development policies and implementing provincial direction. Our Strategic and Official Plans guide us. We need to use all of the tools available to us to achieve our goals. Our heritage, through architecture and design, natural and cultural landscapes, reflect who we are and where we came from. Such buildings and landscapes are often threatened by neglect, alteration or demolition, then replaced by new development. This needs to stop.

- a) How could council be most effective in these roles?

Council could

- integrate built and natural heritage planning and contextual planning into the process
- use Ontario Heritage Act (OHA), Planning Act, and other tools to conserve heritage places through regulation, incentives, and promotion
- implement strong Official Plan (OP) policies, zoning, development approvals, etc.
- work with local communities, businesses, builders, private owners, and other organizations and agencies.

- b) What tools would you use as a member of council?

I would use all of the following tools as appropriate:

Provincial: OHA, Planning Act and Provincial Policy Statements, Municipal Act, Environmental Assessment Act, Heritage Property Tax Relief legislation, Ontario Heritage Tool Kit guides and advice, Ontario Heritage Trust, etc.

Municipal: Parts IV and V OHA for municipalities - designate property, designate heritage conservation districts, list property, hold heritage easements, make grants, etc. Install interpretive signage to engage people. List heritage designated trees and environmental areas.

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

Contextual zoning is a planning tool used to preserve neighborhood character and promote desirable development. NOTL had contextual zoning, which was changed around 2010. The deleterious effects of that change are being felt now. We need to return to contextual zoning and strictly enforce it. Through a motion, I requested staff to discuss the impact of the zoning by-law change from straight measurements to contextual at our planning workshop last fall to prepare for implementation.

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

The planning process must follow provincial policies and regulations. Council members need to input into the decision-making process earlier. Council needs to clearly articulate to staff the policies and direction regarding development so that they can implement that direction. Council needs to create clear guidelines and criteria for the Committee of Adjustments. All of these should be in the context of appropriately managing and enhancing our economic drivers, while balancing the needs of our residents.

3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

Community participation in local planning should be promoted and evaluated in light of both democratic and developmental aspects of planning. More time is needed in the engagement process with meaningful consultation. We need to not only inform people, but listen to and acknowledge concerns and provide feedback on how public input influenced the decision. Community involvement requires a common understanding and purpose as we work towards a mutual objective for good planning.

4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

We have negotiated the use of variable intensification throughout NOTL with the Region as a tool to preserve areas of heritage and the context of neighbourhoods. Clear identification of areas for no additional intensification would be

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needed. This is not limited to Old Town but includes the other settlement areas as well. In addition, secondary suites, without additions to building footprint, would allow for intensification without significantly impacting the neighbourhood.

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

There needs to be overarching objectives for all of NOTL eg development and tourism strategies. Then, issues unique to each specific area have to be identified and implemented. Examples: preserve our farmland and maintain/enhance our irrigation infrastructure; resist the roundabout proposal in St. Davids, and support the pool; identify heritage properties/areas in Old Town, Queenston, St. Davids and Virgil; enhance the centre of Virgil to promote a walkable community; develop the Glendale Secondary Plan as a complete community, etc.

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

I advocated for the Nurse Practitioner for those who do not have a doctor in NOTL, and we need more for the future. I proposed a new "Community Benefits Tax" on large scale dense developments which would provide additional funds for roads, sewer infrastructure, firefighting resources etc. In addition, the MAT would assist in funding tourism infrastructure, leaving more tax levy for roads, etc. Advocacy with school boards is needed to address our future school needs.

- 5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

Agricultural land is in the Greenbelt and protected. I promoted the stricter natural environment system for the Regional OP, which will be incorporated into NOTL's OP. I would engage NPCA for more watershed planning. I worked to develop policies to protect municipal trees from development. I think low environmental impact practices (eg permeable surfaces) needs promotion, and storm-water management must use more natural options. Many of my ideas are in NOTL's Climate Change Adaptation Plan.

- 6) What are your thoughts on expanding the Old Town heritage district?

It is long overdue and that it needs immediate attention.

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

Same as above – long overdue and immediate attention. Heritage is not limited to Old Town. For example, the temporary capital of Upper Canada in St. Davids after NOTL was destroyed in 1812, deserves recognition.

- 7) What is your vision for NOTL in 20 years?

I believe that we need to conserve our distinct culture eg built heritage, natural heritage, agriculture, communities, art, etc. Our distinct areas need to be strengthened to preserve and enhance our economic base eg tourism. I would advocate for infrastructure eg healthcare, schools, mass transit to Niagara, irrigation, etc.

- b) What would you do to help drive that vision during the next four years?

- Align with Region's OP, and ensure that variable density designated areas are identified.
- Expand the heritage district in Old Town and explore heritage designation in the other settlement areas.
- Implement contextual planning to preserve our neighbourhoods.
- Implement recommendations in NOTL's Climate Change Adaptation Plan.
- Designate significant trees and natural areas as natural heritage assets.
- Conduct watershed studies to ensure healthy watercourses.
- Advocate for more healthcare infrastructure.
- Advocate for irrigations systems to be considered infrastructure.

- 8) Project yourself 4 years into the future. What have you accomplished on council?

- Update Official Plan and secondary plans with variable density designations
- Update zoning by-laws including contextual zoning
- Expand heritage areas and designations
- Tourism Strategy and plan completed; full implementation of MAT
- Nurse practitioner(s) for walk-in clinic, palliative care assistance and youth mental health; plans for NOTL hospice care, medical hub.
- Implement Climate Change Adaptation Plan action items.
- Completed watershed plan for Four Mile Creek.
- Sustainable, defensible budget.

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9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*As a former researcher with the federal government, I have the research skills and intellectual rigour needed to thoroughly understand each issue. My specific background in physical geography, urban planning and geomatics give me the knowledge to deal with development issues. Management positions that I have held fostered my critical thinking skills to deal with complex issues. Involvement with multi-lateral committees gave me the skills to work with teams and other organizations.*

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Meaningful public engagement is needed on these types of sites. These buildings are part of our heritage and, in my opinion, should not be destroyed for new development. Any development should respect the built and natural heritage of the site. With so little institutional zoning designations, I would look critically at any zoning changes proposed.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Unless there is a compelling case, they should remain in the public domain. However, each proposal is unique and must be examined for overall benefit to the community.*

### Incumbent Council Candidate extra question

a) What has been your biggest accomplishment these past 2.3 years?

*All Councillors are involved with all initiatives, however, I see my main achievements being:*

- *Environement: reviewing every issue through an environmental lens, ensuring that our natural heritage is valued or that additional capacity is addressed because of climate change.*
- *Spearheading the return of the Nurse Practitioner for a walk-in clinic for residents without a local doctor and tourists.*
- *Spearheading Council's opposition to the proposed traffic roundabout in St. Davids.*
- *Spearheading push for NOTL's equal standing with the Region on the Glendale Secondary Plan.*

b) What are the gaps you'd still like to fill?

*I would focus on development planning changes eg contextual zoning, density targeting. I would expand the heritage area, advocate for an expansion to healthcare infrastructure. I would ensure that the Tourism Strategy and plan is completed and implemented with meaningful consultation and includes the arts community. All of our plans must be complementary from our OP to secondary plans to transportation plans. Zoning by-laws policies and regulations must align too.*

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## KATHARINE REID

1. What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*The council's role should be to uphold the values of the Town and work with staff and the citizens of the Town of Niagara-on-the-Lake.*

- a) How could council be most effective in these roles?

*To listen to the staff and the committees of the Town. People that are passionate about the subject of the committee do try to have the Town's best interest at heart.*

- b. What tools would you use as a member of council?

*I have the ability to listen to the concerns of people. I have studied urban planning and statistics at University, and worked briefly for the Economic Development Corporation of Fort Erie for several months in 1996. I understand some of the balances between tourism and economics.*

2. Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I do believe tourists will not visit as often if the Town becomes too commercial. The historical aspect will be lost with buildings that are not in line with the heritage beauty of the Town. The building should all blend together.*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Council and staff planners should have respect for each other. Having taken courses at McMaster University, I should be able to understand and work with staff, and hope the map of the Official Plan is truly representative.*

3. What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*The community should be able to attend the various committee meetings of the Town and voice their opinion on subjects that are important to them.*

4. The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

*Intensification can be done in some areas, especially new communities, and leave the historic areas to remain in their unique area.*

- a) How would you balance preserving heritage with meeting intensification requirements?

*The area near the Outlet Mall would be the area to develop with the higher density population. That could also be more advantageous for the students at the college.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*I do understand the secondary plans, as I am a member of the Queenston Residents Association. Each community in town should have their own, and members of the community will try to keep their area harmonious.*

5. How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, health-care, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*The Community Centre should be the center focus of the community and information should be readily available. Additional infrastructure will always be a balancing act, and all residents should be treated and represented fairly. Major detours and disturbances should not be done on busy weekends. An example, closing the major entrance to the town on the busiest wine weekend of the year results in stressed tourists and more disruption to the people in Town.*

6. Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensifica-

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tion? What are your thoughts on expanding the Old Town heritage district?

*I would like to expand the heritage district. There are areas where the soil is not as valuable where intensification can happen.*

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*If the secondary plans are followed, the communities should remain fairly constant. If secondary plans are disregarded, the intensification will dismiss the quaintness of Queenston, Virgil and St. Davids.*

13. What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*I would like to see Niagara-on-the-Lake remain Canada's prettiest Town but if the town continues with the rapid development, that will be lost.*

14. Project yourself 4 years into the future. What have you accomplished on council?

*I hope the council will have worked together and that I can be a voice of the people who have lived in the community for many years. I want to be able to afford to stay here, and that others can also afford this area. People are starting to leave this area and move to areas more affordable in Eastern Canada..*

15. Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*My degree from McMaster in geography and statistics will be useful tools. Understanding agricultural, historical and political geography enable me to understand the situation. My passion for travel to historic districts around the globe has opened my eyes to preservation. The recent passing of her majesty reminded me of walking to Royal Mile in Scotland.*

16. NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town. How should decisions be made with respect to use of these important lands...regardless of ownership?

*It should be a mutual decision between the Town and the new*

*owners.*

- a) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*I would prefer that the requirements remain the same, although I would be open to affordable residential areas in town.*

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## NICK RULLER

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Council must take an active role in the conservation and preservation of heritage properties located within Niagara-on-the-Lake. This is accomplished through the designation, protection and enhancement of properties and areas of architectural, historical and contextual value. Furthermore, Council should support responsible development that meets the diverse needs and values of the community.*

- a) How could council be most effective in these roles?

*Consideration should be given early in the term of the new Council for a Planning Workshop in order to ensure that new Councillors and incumbents have a thorough understanding of their role in protecting and preserving Niagara-on-the-Lake's heritage and guiding future development.*

- b) What tools would you use as a member of council?

*There is an opportunity to utilize contextual zoning as a buffer of controlled development around the existing heritage district. Furthermore, consideration for the broader use of contextual zoning throughout the various communities should be given as it is likely to address the poor juxtaposition as it relates to scale with the existing built fabric that can negatively impact neighbourhoods.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*Contextual zones overlaid with historic districts offer a high level of regulatory protection for the built environment. Furthermore, the boundaries could include larger swaths of the neighbourhood well beyond the heritage districts in order to better extend oversight of new construction and development. The Town should consider the opportunity for contextual zoning as its emphasis on the scale of new construction can assist in the maintenance of existing neighbourhood characteristics.*

- b) What is your understanding of council's relationship with the planning department, the approval process,

the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*Council needs to develop effective working relationships with the planning department. Specifically, a planning workshop should be prioritized for the incoming Council in order to ensure they are best prepared at the outset of their term.*

- 3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*Engaging citizens in decision-making is a pillar of the democratic process. A collaborative partnership between municipal structures, community-based organizations, and citizens is essential to ensuring municipal decision-making is effectively communicated and made transparent to the public. This transparency contributes to the increase in accountability of government, and in turn increases citizens' interest in becoming more involved.*

- 4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Consideration for intensification should be neighbourhood specific. The use of secondary suites through coach houses and more traditional residential-over-commercial building stock may be an option for meeting intensification requirements in some neighbourhoods while still protecting the scale of the existing built fabric. This needs to be approached carefully as this intensification and growth can have an impact on demand for services like libraries, parks, recreation, fire and emergency services, without the traditional funds recovered through development charges.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*District Plans would need to be created in order to address the specific needs related to intensification requirements within each community and ensure that the development is complementary to the existing.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services,

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reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

*We require an updated Development Charges Background Study in order to better evaluate whether the current charges are proving adequate in addressing growth-related expenses. We need to take an analytical and strategic approach to facility/infrastructure replacement in order to ensure that proposed replacements will meet evolving needs. Furthermore, we need to advocate for better distribution of regional services in order to support forecasted growth.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*Council must review proposals with a critical lens that gives consideration to the impacts of natural heritage and agricultural land. Intensification should not simply mean dense residential townhouses and low-rise apartment buildings. Intensification can be achieved through encouraging the use of residential-over-commercial structures that are compatible with existing neighbourhoods.*

6) What are your thoughts on expanding the Old Town heritage district?

*There is an opportunity to expand the existing heritage district and also incorporate contextual zones to ensure that future development is complimentary to the existing built environment.*

- a) Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*Consideration should be given to the designation of specific buildings, as well as whether heritage districts could be established in highly visible historic sections.*

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*My vision for Niagara-on-the-Lake in 20 years is 'a community for all'. We need to foster governance that better meets the evolving needs of Niagara-on-the-Lake's diverse community. This means striking better balance between the competing interests of residents, tourism stakeholders, businesses, agriculture, etc. This is achieved by being strategic, empathic, and anticipatory as we*

*face the various decisions throughout our term of Council.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*As we approach the end of this term of Council, we have the development of various key plans and initiatives underway. The completion of these overarching plans are critical to setting direction for the upcoming term of Council. My desire is to ensure that throughout this upcoming term of Council we are able to set clear direction with long-term strategy that is community-focused and measurable, and rooted in our overarching master plans.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*I have proven myself to be action-oriented, goal-driven and a skilled problem-solver with over 23 years of experience in the municipal sector. A transformational leader and fierce advocate of continuous improvement, I have strived to build community-focused, data-supported, outcome-focused, strategic-minded, well-organized, properly equipped, and properly staffed and trained organizations.*

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*Engaging citizens in decision-making is a pillar of the democratic process. Decisions regarding these properties must ensure that the application will serve our community's social, educational, health, cultural and recreational needs.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Where practical, public use should remain the focus of these lands.*

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## ERWIN WIENS

1) What is council's role in protecting/preserving Niagara-on-the-Lake's heritage and in guiding development?

*Council's role in heritage is to ensure the tools are in place. Presently we have a heritage planner, a heritage committee, an urban design committee and the zoning by-law. It is important that council relies and collaborates using the expertise we have. Using our assets early in the process ensures all voices are heard.*

- a) How could council be most effective in these roles?

*Reviewing all the roles of committees, planners, by-laws and stakeholders so they work together as a unified voice towards preservation and future growth.*

- b) What tools would you use as a member of council?

*I would involve upper tiers of government (The Region and the Province) and continue to speak with them. At the most recent AMO (Association of Municipalities of Ontario) conference in Ottawa that I attended we spoke to the Minister of Tourism, Neil Lumsden, about the unique nature and heritage of the town.*

2) Many residents are angry and frustrated over the size and scale of building that has been going on recently across NOTL. In addition to feeling it is highly out of context, people are concerned that it will affect tourism, quality of residential life and the financial future of the town.

- a) How do you view the issue of contextual architecture, and do you think the Town should adopt and enforce policies around it?

*I have spoken with planners for the region, town and private firms and received insight from them about contextual zoning. I think council should engage that expertise along with stakeholder input to review our zoning by-law. I would also involve upper tiers to get their support for our vision. At council, I have often said about our zoning by-law, 'if we don't like our policies, we should change our policies.'*

- b) What is your understanding of council's relationship with the planning department, the approval process, the players involved, and how council can work with them to ensure that future building does not jeopardize the Town's economic drivers (agriculture, tourism, heritage)?

*The town has a very competent and professional planning*

*staff. Council should understand all the roles, responsibilities and parameters of the departments and committees to work collaboratively for a desired outcome. It's vital to understand the direction we want for the town and then work towards that end using the tools we have.*

- 3) What is your perspective on community involvement in planning matters and, if you agree the community should be more involved, how would you make that happen?

*At present, the planning act requires a public meeting for all planning applications. The town has gone the extra step to have an open house to allow resident to voice their concerns. It is imperative that residents get involved at the early stages of any project so that their voice can be heard and their input considered. Although the town notifies the residents through mail outs and newspapers, adding social media and other outlets might be helpful.*

- 4) The provincial growth plan states that heritage regions must be preserved. At the same it outlines intensification requirements.

- a) How would you balance preserving heritage with meeting intensification requirements?

*Council should engage all stakeholders with a vision to expanding the heritage district. This should be a priority, along side completing our official plan and a tourism strategy. Having a plan for the future ensures everyone understands what the priorities are. I have often promoted this in the chamber and the public realm.*

- b) How would you factor in the very different needs of Glendale, Virgil, St. Davids, Queenston, and Old Town, as well as rural areas?

*All of our communities are unique and need and deserve equal attention. Over the past four years I have been a strong voice for all communities, especially the rural area, as I am the only councillor from the rural area. I have championed agricultural sustainability at all levels of government and understand that for the urban area to flourish we need a strong agricultural area.*

- c) How would you address the need for additional infrastructure (roads, sewage, electrical services, reliable high-speed internet, schools, community centres, healthcare, and more) to ensure viable, thriving communities for residents without diminishing the features that drive tourism?

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*In this term, council reduced the level of capital expenditures by \$1,220,000 over the previous council expenditures. This has had a negative impact on our infrastructure including roads, culverts, trees street lights, etc. I have continually argued against this reduction and will continue to champion increasing it to make our budget and town sustainable. This can be accomplished through a proper review of expenditures, and not a tax increase.*

5) Residential development has a profound impact on our natural heritage and agricultural land. What will you do to ensure they are not adversely affected by intensification?

*As the lone rural councillor and farmer on council I have been a loud voice for the industry. I have championed the rural area, not only locally, but at the region, province and Ottawa and have worked with all levels of governments to promote the viability, sustainability and beauty of our rural area. I sit on several boards and committees and have worked collaboratively with all stake holders.*

6) What are your thoughts on expanding the Old Town heritage district? Queenston, St. Davids, and Virgil also have highly visible historic regions. What is your view around designations for these communities, which are seeing rapid intensification?

*Along with the tourism strategy and the official plan, I believe reviewing our heritage districts is a priority. It is vital to get all stake holders together and discuss and achieve a result everyone is happy with. It is important to communicate and collaborate not only with our stakeholders but again with all levels of government.*

7) What is your vision for NOTL in 20 years? What would you do to help drive that vision during the next four years?

*Niagara on the Lake has come a long way over the past 50 years and we should be proud of that. Tourism has blossomed, the grape and wine industry is flourishing, tender fruit is viable and it is a beautiful place to raise a family. Embracing the blessings of the past is crucial to building a path for the future. NOTL is a good news story of success. Working collaboratively with a positive outlook to the future is what is will take us to the next 50 years.*

8) Project yourself 4 years into the future. What have you accomplished on council?

*Although there are many that I am proud of, I have worked diligently on our irrigation system, meeting with many dignitaries and specialists at all levels, working to make agriculture*

*viable and sustainable and protecting the greenbelt. Although not obvious to the average resident, irrigation for our crops is crucial to the future of NOTL, it is a global issue with local ramifications. Expanding it, making it viable and affordable will create food security and sustainability.*

9) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*As the lone farmer and rural candidate, protecting the greenbelt and promoting agriculture sustainability will ensure the beauty and viability of the Town. Without a successful greenbelt, heritage will be threatened. With 31 years of police background I am able to take a stand for my beliefs and promote what is right.*

10) NOTL has only a few institutional/public use land holdings/buildings such as the Parliament Oak and Virgil school sites and the former hospital in Old Town.

- a) How should decisions be made with respect to use of these important lands...regardless of ownership?

*There are five factors that determine the use of land, what the public wants, what the council wants, what town staff recommend, what provincial legislation requires and what the owner wants. As prudent custodians of the public purse and in a just and fair society that is the direction a deliberating person should take.*

- b) Should public use be a requirement or are you prepared to see a change of use to residential or some other purpose?

*Before I make any decision on any property, I want to listen to all of the affected parties and listen, learn and do what is best for the town. It is not prudent for any elected official to make statements regarding any specific properties absent of the all the facts.*

### Incumbent Council Candidate extra question

What has been your biggest accomplishment these past 4 years?

*My biggest accomplishment is my work on our irrigation system. Enshrined in provincial legislation (PR88), NOTL has a distinct system that is the envy of many growing areas. I have championed its growth and future requirements with many local politicians, provincial ministers and the Ontario Premier. All have personally said to me they agreed to its importance and pledged their assistance into the future to make our greenbelt viable, sustainable, and create food security.*

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## PAT DARTE

1. You will be representing a diverse geographic community at Regional Council. One comprised of rural and urban elements, modern and heritage residential areas, as well as a range of industries such as agriculture, tourism and light industrial. How will you ensure you represent all of NOTL at Regional Council?

*Over my years I have been involved in many of the areas personally. I have lived in urban and rural areas, built a new house and owned one that was built in 1806 (the original Chrysler farmhouse,) and I presently run businesses in tourism and agriculture. My background is my experience.*

2. How familiar are you with the provincial growth plan? Can steps be taken to ensure heritage is protected in parallel with these growth targets?

*NOTL is in a unique position. We can use the large growth opportunity in Glendale to meet the provincially mandated growth targets.*

3. What has to happen to shepherd the Niagara on the Lake Official Plan through the regional process? What steps need to be undertaken to ensure we have an approved OP early in your term?

*When my council was working here, we were very close to completing our OP. In my opinion, the new council delayed so much that many new rules came along. Their indecision cost us a lot of time. If it had been completed in their first three months like most of them promised, they would have avoided all of that.*

4. What is your vision for the Niagara Region in 20 years time and how does NOTL fit into that vision?

*If we stick to our guns, and dig in our heels, we should be able to keep our heritage districts safe and use outer areas to meet provincial rules. Also, the provincial mandate is a regional one, not only by municipality. In 20 years, the heritage areas should look much the same as today.*

5. Project yourself 4 years into the future. What have you accomplished on council?

*In 4 years I hope to:*

- \* Improve Regional Taxation especially NOTL Policing Portion*
- \* Create a Niagara Eco Park - "Put the LAKE back in Niagara on the Lake." I have already done a lot of groundwork here.*
- \* Use Glendale Plan as an opportunity for new taxes, jobs, and housing.*
- \* Have Protected our Natural Assets*

- \* Helped develop a great strategic plan for NOTL regionally*
- \* Improve our regional transportation – For healthcare workers, educational, and businesses*
- \* Reduce Hwy 55 Congestion by creating a new route down E/W Line to Parkway with new parking at the Fort*

6. Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*My work as Lord Mayor, regional councillor, regional business owner, my involvement in many boards and foundations, and work directly with families in need through my former funeral home and work with FACS, hospitals and many community groups have opened my eyes, allowed to meet with influencers and people in strategic areas that will allow me to reach people who trust me.*

*My addition to these people would be my historical knowledge that comes from living here all my life. I can open important doors with a phone call. I know a lot of good things that have happened and some bad choices so we don't make them again.*

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## ANDREA KAISER

1. You will be representing a diverse geographic community at Regional Council. One comprised of rural and urban elements, modern and heritage residential areas, as well as a range of industries such as agriculture, tourism and light industrial. How will you ensure you represent all of NOTL at Regional Council?

*I believe my vast experience across local government and politics, business, volunteerism, and community leadership equip me well to appreciate and champion the diversity that makes our community such a fantastic place to live. During my tenure on Town Council (2003-2014), I earned a reputation as someone who prioritized bringing diverse voices together to forge consensus and deliver results for the community. I will continue to adopt this approach as a Regional Councillor.*

2. How familiar are you with the provincial growth plan? Can steps be taken to ensure heritage is protected in parallel with these growth targets?

*As a former Chair of NOTL's Planning Committee and Member of the Heritage Commiyytee, I have a deep understanding of heritage protection, smart planning principles, and appropriate development. I have always advocated for the protection of our local heritage and cultural assets and will continue to do so at the Region. I do believe there is an opportunity to meet our provincial obligations while also protecting the streetscapes and landscapes that make NOTL so special.*

3. What has to happen to shepherd the Niagara on the Lake Official Plan through the regional process? What steps need to be undertaken to ensure we have an approved OP early in your term?

*The Region has made several decisions recently that have not adequately consulted or respected our community's priorities – the bollards on Creek Road being the most recent example. I will work to put an end to this “top down” approach and instead, leverage my strengths as a community leader and collaborator to make sure the proposed Official Plan is adopted and respected. It is time to send a strong local voice to the Region.*

4. What is your vision for the Niagara Region in 20 years time and how does NOTL fit into that vision?

*As a lifelong resident of NOTL who has raised my family here, I have a deep passion for our community and am committed to ensuring future generations can enjoy the town as much as I have. My vision for Niagara respects the diversity of the many communities that make up the region. In the future, we must build a NOTL that balances the following pillars of sustainabili-*

*ty: heritage preservation, economic development, environmental protection, and social inclusion.*

5. Project yourself 4 years into the future. What have you accomplished on council?

*My objective for the next four years is to be a strong and authentic local voice for Niagara-on-the-Lake at Regional Council. This means ending the Region's practice of disrespecting local priorities and decision-making and replacing it with a mentality of genuine consultation and collaboration. In addition to shepherding through NOTL's Official Plan, my goal is to achieve demonstrable results that advance heritage and environmental preservation, economic development, and social inclusion.*

6. Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

*In addition to operating businesses in NOTL for over 25 years, I have served on community boards such as the Library, Chamber, and Wineries of NOTL. I also chaired Committees of Council: Fair Taxation, Planning, Corporate Services, Heritage, and Small Scale Accommodation. The skills I acquired through these experiences include: 1) an ability to find common sense solutions 2) a willingness to work directly with residents 3) a commitment to open, transparent, and balanced representation.*

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## PAOLO MIELE

1. You will be representing a diverse geographic community at Regional Council. One comprised of rural and urban elements, modern and heritage residential areas, as well as a range of industries such as agriculture, tourism and light industrial. How will you ensure you represent all of NOTL at Regional Council?

*I totally support and understand our Heritage in NOTL.  
I am a life long resident of NOTL.*

2. How familiar are you with the provincial growth plan? Can steps be taken to ensure heritage is protected in parallel with these growth targets?

*I am very familiar with provincial growth plan.*

*And I know we can work with the region on selecting area of intensification such as Glendale is going to be a big growth area for all zoning parcels*

3. What has to happen to shepherd the Niagara on the Lake Official Plan through the regional process? What steps need to be undertaken to ensure we have an approved OP early in your term?

*The OP was submitted this term but sent back to the town as it didn't meet regional and provincial policy.  
This is a rare opportunity to get it right.*

4. What is your vision for the Niagara Region in 20 years time and how does NOTL fit into that vision?

*I see Notl to maintain its history and heritage.*

*I will make sure that NOTL is represented in every aspect of Regional business.*

*NOTL first is my policy.*

5. Project yourself 4 years into the future. What have you accomplished on council?

*Municipal councillors and regional councillors must work together. I know I will be working with whomever gets elected and make sure a NOTL First policy is adopted.*

6. Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues?

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## WILLIAM A. ROBERTS

1) You will be representing a diverse geographic community at Regional Council. One comprised of rural and urban elements, modern and heritage residential areas, as well as a range of industries such as agriculture, tourism and light industrial. How will you ensure you represent all of NOTL at Regional Council?

*I am a proven networker. With my many existing connections I will reach out to the various geographic and demographic realities identified. Moreover I plan to open a visible and accessible constituency office for residents to raise concerns, problems and issues of a regional nature with me on an ongoing basis. I have experience running such an office. With so many regional issues and concerns NOTL residents deserve easy access their Regional Councillor, and be in regular communication with them.*

2) How familiar are you with the provincial growth plan? Can steps be taken to ensure heritage is protected in parallel with these growth targets?

*I understand this provincial Growth Plan for the Greater Golden Horseshoe Region has undergone various iterations, and is still being finalized. Certainly as the Region grows in population density and activity every precaution needs to be taken that such growth is managed and smart. I look to the NF together with the Ontario Heritage Trust and the Town's Heritage Committee to assist me in ensuring heritage is protected with funding, advocacy, mapping, designations and other means.*

3) What has to happen to shepherd the Niagara on the Lake Official Plan through the regional process? What steps need to be undertaken to ensure we have an approved OP early in your term?

*I understand that part of the delay is because of the Region's own deliberations on the Niagara Official Plan that is now before the Provincial Ministry of Municipal Affairs for approval. Given these bureaucratic processes I would work closely with the Lord Mayor in the new term to quickly identify where there is misalignment with NOTL's OP, to work on ways to best negotiate them, but not to let those negotiations stall the entire process*

4) What is your vision for the Niagara Region in 20 years time and how does NOTL fit into that vision?

*By 2040 I hope that climate change has not adversely flooded NOTL as it is doing around the world. Hence the need to proactively work on the recommendations of our Adaptation Plan. Advances in technology will impact the delivery of health services, transportation even the arts and culture. But I envision and will work to maintain the human heritage of face-to-face encounters*

*and the stewardship of the places and spaces we treasure that have enduring value.*

5) Project yourself four years into the future. What have you accomplished on council?

*1) I will have significantly raised the profile of the Regional Councillor and proactively engage residents in regional issues and solutions.*

*2) I will be known as a consensus builder working with Councillors from other municipalities on common concerns, especially the alignment of the Regional Plan with NOTL's OP.*

*3) Work with NF, Heritage Committee and Ontario Heritage Trust on a high profile project such as a Heritage Week in NOTL promoted throughout the Region.*

6) Candidates have diverse backgrounds and work experience. What are your most valuable transferrable skills and how would they assist you in navigating heritage and development issues? What personal skill gaps would you identify that would need the support of the local Lord Mayor and Council?

*My years of experience with three historic Anglican churches and cemeteries in Ontario, preserving heritage as they steward their buildings and resources, enable me to quickly identify and advocate for heritage values exercising the precautionary principle.*

*No one elected official has all the answers and skills necessary to provide effective policies and actions, so I look to Lord Mayor, Councillors, staff and residents to have their voices heard and trust built with collaborative leadership.*

