

2026 Municipal Candidate Questionnaire
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1. What are your three main reasons for running for Mayor or Council?

I want Kelowna to remain a place where people can build a good life, raise a family and feel safe in their neighbourhoods. As a lifelong resident, I've experienced Kelowna's growth firsthand. I've seen the opportunities this has created, but I've also seen the challenges that have come with it, including housing and transportation pressures, and public safety concerns.

That's why my first reason for running is to help manage growth responsibly. Growth should create opportunities for residents, strengthen our economy and support housing, but it needs to be matched by investment in infrastructure and community services. Growth has to work for residents.

My second reason is to help strengthen community safety. People deserve to feel safe in their neighbourhoods, parks and business districts. Through my volunteer work with Kelowna Community Resources and participation on the Mayor's Task Force on Crime & Safety, I've developed a deeper understanding of the work underway and where there is still work left to do.

My third reason is that I bring practical, hands-on experience. I have decades of experience leading complex business organizations, college departments and community groups. Residents need people on council who already know how to work effectively with all levels of government, take their concerns seriously and have a track record of bringing people together to tackle complex problems.

The decisions council makes today will shape Kelowna for decades to come. Residents deserve leaders who will listen carefully, think long term, and focus on what will deliver the greatest benefit for the community. That's why I'm running.

2. Are you in favour of limiting the number of years an individual can sit as Mayor or as a city Councillor?

I believe we need both fresh perspectives and experienced leadership. My view is that the most important term limit is the ballot box.

Term limits can create opportunities for new voices and ideas. At the same time, local government is complex, and experience can be a real asset when it comes to understanding the issues, working with other levels of government, and making informed decisions.

Elections give residents the opportunity to decide whether someone continues to deserve their confidence and support. If someone is no longer listening, no longer contributing, or no longer earning the public's trust, voters should have the opportunity to make a change.

Experience has value, but so does accountability. The goal should be to ensure every election gives voters a real choice and a real voice.

3. Should major city projects be done using a public/private contracting?

I want to ensure major projects are delivered efficiently, responsibly, and at the best value for taxpayers. For me, the question isn't whether a contractor is public or private. It's what approach will deliver the best outcome for residents.

Private contractors often bring specialized expertise and capacity to build roads, utilities, recreation facilities, and other infrastructure. Council's role is to ensure appropriate procurement policies are in place, taxpayer dollars are used responsibly, and projects are delivering the results residents expect.

As a councillor, I would focus on ensuring major project decisions are guided by three principles:

- Value for taxpayers.
- Strong public oversight and accountability.
- Long-term community benefit, including quality, durability, and lifecycle costs.

In other words, my focus isn't on who pours the concrete or lays the pipe. It's on whether the project delivers value for residents and makes responsible use of public dollars.

4. Are there too many staff at City Hall? Are there too many upper level managers and directors at City Hall which taxpayers have to fund?

I believe taxpayers deserve a City Hall that is efficient, accountable and delivering on expectations.

As Kelowna has grown, residents have rightly expected more from their local government, from infrastructure and public safety to planning and community services. Council's role is to make sure those priorities are clear, public dollars are spent responsibly, and residents are receiving value for their investment.

Through more than 30 years in leadership and human resources roles, I've learned the importance of making thoughtful decisions about people, resources, and organizational effectiveness. Effective organizations regularly assess whether they have the right resources in place to meet their goals and serve the people who depend on them.

As a councillor, I would want to know:

- Are residents receiving good service?
- Are we achieving the outcomes we've committed to?
- Are resources aligned with community priorities?
- Are taxpayers receiving value for their investment?

If the evidence shows duplication, unnecessary layers, or resources that are no longer aligned with priorities, I would expect council to address it.

I believe strong oversight starts with asking tough questions and holding the organization accountable for performance. That's how council ensures community needs come first and taxpayer dollars are used wisely.

5. Should Taxpayers have more say in the development of their neighbourhoods? Has the current development process gone to far in eliminating resident's voices and concerns about developments in their neighbourhoods?

The concern I'm hearing in this question is that people want to know their voice matters when significant changes are proposed in their neighbourhood. That's a reasonable expectation.

As a lifelong Kelowna resident, I've seen how growth affects neighbourhoods in different ways, bringing both opportunities and challenges. Residents bring an essential perspective that can help council better understand the local impacts of change. People should have meaningful opportunities to contribute to decisions that affect their communities.

Throughout my career, I've worked through situations where people had different priorities and expectations. I've learned that trust grows when people understand how decisions are made and the reasons behind them, even when there are differing views on the outcome.

My approach is straightforward: listen carefully, consider the evidence, and balance neighbourhood impacts with the broader needs of the city. I want residents to have confidence that their perspectives have been considered and that council is exercising sound judgment in the long-term interests of the community.

6. Many people are disillusioned and have lost pride in our community with the current state of street dysfunction and open drug use seen in many areas of our city. What are mayoral and council candidates prepared to do about visible drug use, comatose substance users, increased crime rates, feelings of lack of personal safety especially around low-barrier and transitional housing as well as in our public parks? How do you, the candidate, propose to mitigate the negative affects in neighbourhoods where there is daily dysfunction? This is not *just* a Downtown problem or a business person's problem. How will you restore our resident's feelings of personal safety, enjoyment of life in their homes and neighbourhoods, and renew resident's pride in our city?

This issue is deeply important to me and one of the reasons I'm running for council. People should feel safe in their neighbourhoods, and we need to take their concerns seriously.

Through my work with community organizations and my participation on the Mayor's Task Force on Crime and Safety, I've seen the commitment people bring to addressing these challenges. I've also seen the frustration residents feel when significant effort fails to produce visible

improvements in their neighbourhoods. The task force developed 10 recommendations that require continued action from local, provincial, and federal partners.

I've learned that public safety, addiction, mental health, housing, and crime are closely connected. Different organizations have different responsibilities, but residents experience the impacts all at once. They gain little when responsibility shifts from one organization to another.

I believe supporting vulnerable people and protecting neighbourhood quality of life must go hand in hand. As a councillor, I would work with our partners to keep the focus on outcomes, follow through on commitments, and regularly assess what is working, what isn't, and where gaps remain. That includes considering neighbourhood impacts and ensuring areas such as Rutland feel supported and heard.

My goal is simple: safer public spaces, stronger neighbourhoods, and measurable improvements that restore confidence and pride in Kelowna. The frustration residents are feeling tells us how serious the problem has become. Progress requires every organization to do its part, work together, and remain accountable for results.

7. Are you in favour of the increasing elimination of single family dwellings in previously single detached housing neighbourhoods?

I understand why people are asking this question. For many residents, their home is their largest investment, and their neighbourhood is where they've raised families, built relationships, and established roots in the community. When neighbourhoods change quickly, it's natural for people to be concerned about what those changes will mean.

The Official Community Plan should reflect the community's vision for its future. Residents invest a great deal of time and energy sharing their perspectives during that process, and I believe they should continue to have meaningful opportunities to be heard as that vision is implemented and refined over time.

Good planning isn't just about growth. It's about maintaining trust that residents have a voice in shaping the future of the community they call home.

Throughout my career, I've worked through situations where people had different priorities and different ideas about what success looks like. I've learned that durable decisions come from listening carefully, understanding the impacts on the people affected, and being transparent about the reasons behind those decisions. That is especially important when decisions affect people's homes and neighbourhoods.

My focus would be on ensuring residents are heard, growth is thoughtfully planned, and decisions are made with both existing neighbourhoods and future generations in mind. People aren't asking whether Kelowna will change. They're asking whether it will change in a way that strengthens the community. That's the standard I would apply.

8. Do developers get too many breaks at the expense of tax payers?

It's important that growth benefits the community and that taxpayers are not absorbing costs that should be paid by others.

Kelowna needs housing, infrastructure, and economic investment. At the same time, this growth needs to contribute fairly to the costs it creates. So, the question is really about whether the rules are fair, transparent, and producing the outcomes the community expects.

My focus remains on accountability. Growth should contribute appropriately to infrastructure and community amenities, decisions should be transparent, and council should be able to clearly explain how those decisions benefit the community.

The goal isn't to give developers breaks or create unnecessary barriers. The goal is to make sure growth is carefully managed so it works for residents, delivers value for taxpayers, and supports the long-term needs of our community.

9. Should infrastructure be a priority pre-development instead constantly tearing up streets and playing catch up, which seems the current protocol, considering the amount of growth that is expected in the future?

I believe infrastructure and growth need to be planned together. When infrastructure falls behind, residents feel the impact in their daily lives through traffic congestion, pressure on public services, and disruptions in their neighbourhoods.

One of the reasons I identified managed growth as a priority is because growth doesn't happen in isolation. Housing, transportation, infrastructure, public safety, and community services are all connected. When one gets too far ahead of the others, quality of life suffers.

At the same time, infrastructure planning is not always as simple as building everything before growth occurs. Cities have to balance timing, available funding, long-term plans, and changing community needs. That is why thoughtful planning and good decision-making are so important.

What I'm hearing from residents is that they want confidence that growth is being planned responsibly and that major investments are being made with the future in mind.

My focus would be on making sure growth and infrastructure planning are aligned as closely as possible, that decisions are informed by long-term community needs, and that residents understand how and why those decisions are being made.

Growth should be supported by the infrastructure and services people need, not leave neighbourhoods struggling to catch up afterward.

10. The 15 minute walkable urban planning concept works well in communities which have enough employment within that community. There are many neighbourhoods in Kelowna which do not have an abundance of employment opportunities in the 15 minute bubble so workers have to travel a distance to be gainfully employed. These same workers require vehicles to travel to work with equipment and/or supplies.

- **Would you prioritize making our neighbourhoods livable and enjoyable rather than building to an ideal that *forces* a 15 minute walkable bubble on communities?**
- **Would you increase the amount of vehicle parking required per development back to what it was several years ago?**
- **Should green space be essential within a development's foot print rather than a 15 minute walk?**

People want neighbourhoods that are practical, livable, and enjoyable. That's a reasonable expectation.

Kelowna is a diverse community. Some people can walk or cycle to work, shops, and services. Others travel across the city for work, carry tools and equipment, or rely on a vehicle for family and daily responsibilities. Good planning needs to recognize that different people have different needs.

I believe planning should provide options. Communities benefit from housing choices, transportation options, parks and public spaces, while still recognizing that many residents will continue to rely on vehicles for work and daily life.

The same principle applies to parking and green space. Those decisions should be made based on how people are actually using a neighbourhood and what supports a high quality of life for the people who live there. A one-size-fits-all approach rarely works in a city as diverse as Kelowna.

Throughout my career, I've learned that good decisions start by understanding how people are affected in their daily lives. Whether the issue is transportation, housing, parking, or parks, my focus would be on ensuring residents are heard and that decisions reflect the realities of how our neighbourhoods function today as well as how they will evolve in the future.

My priority is creating neighbourhoods where people can live, work, raise families, access services, enjoy green space, and maintain a strong quality of life. That's how I would evaluate these decisions.

11. Should the city prioritize the purchase of new park land available to all citizens, and in so doing protect vulnerable green space from being paved over and developed? Should land which is *currently* city owned be prioritized for green space instead of being sold to developers?

As a lifelong Kelowna resident, some of my favourite memories are connected to our parks, beaches, trails, and natural spaces. They're where families gather, children play, people stay active, and communities connect. Those spaces are part of our quality of life, and once they're gone, they're often very difficult to replace.

That's why I believe parks and green space should remain an important priority as Kelowna grows. Future generations should have the same opportunities to enjoy the natural beauty and recreational spaces that many of us have enjoyed throughout our lives.

At the same time, I don't think every decision about City-owned land has the same answer. Different properties have different potential uses, and council has a responsibility to consider the long-term value each option creates for the community.

What matters to me is that decisions about public land are made thoughtfully, transparently, and with a clear understanding of what residents will gain or lose as a result.

My perspective is simple: we are stewards of these community assets for the next generation. Whenever decisions involve parks, green space, or public land, I want to be confident we're leaving Kelowna stronger, healthier, and more livable than we found it.

12. Do you believe that all Cultural infrastructure should only be in the downtown core instead of shared throughout the city. Are you prepared to change the bylaws that restrict Cultural development to **ONLY downtown?**

Arts, culture, and community gathering spaces contribute to the quality of life that helps people feel connected to where they live. Residents throughout Kelowna should have opportunities to access and benefit from those experiences.

I am not aware of a bylaw that restricts cultural development exclusively to the downtown core. Before taking a position on changing any bylaw, I would want to understand whether such a restriction exists, why it was put in place, and what objective it is intended to achieve.

More broadly, I believe cultural opportunities can play an important role in neighbourhoods across Kelowna. The question for me is how we ensure cultural investments are accessible, well supported, and aligned with the community's long-term vision.

If a bylaw is limiting opportunities that would clearly benefit residents and support the community's long-term goals, I would be open to reviewing it. My approach would be to understand the facts, hear from residents, and make a decision based on what provides the greatest benefit to the community as a whole.

- 13. As things are developing more in the Pandosy–Lakeshore area, parking lots are being turned into housing developments and parking is harder to find. Residents who do not live within a few blocks of Okanagan Lake can not easily enjoy their own beaches because of lack of parking. Yet these beaches are readily available to tourists and those who can afford to live within walking distance of the lake. Should more parking be made available so *all* residents of Kelowna are able enjoy the Okanagan Lake shoreline and beaches?**

Kelowna's public beaches and waterfront should be accessible for all residents, regardless of where they live in the city. If residents feel access is becoming increasingly difficult, they deserve to be heard.

I understand the concern being raised. As neighbourhoods evolve and parking becomes more constrained, it can affect how residents access beaches, parks, and other public spaces.

Rather than starting with a predetermined solution, I would want to understand where the biggest access challenges exist. I would support a review of where the most significant access challenges exist and consider options brought forward to address them. Parking may be part of the answer in some locations, but access, transportation, and neighbourhood impact also need to be considered.

My priority is making sure Kelowna's waterfront remains accessible and enjoyable for all residents. The goal should be simple: everyone should have a fair opportunity to enjoy the public spaces that make our community special.

- 14. What are your thoughts regarding Resident Associations and Affiliate Agreements? Do you think Resident Associations should be restricted from speaking against City decisions / plans which may adversely affect a Neighbourhood?**

Resident Associations exist because people care about their neighbourhoods and want to play an active role in their community. That's something I value and want to encourage.

I'm not familiar with the specific terms of every affiliate agreement, so I would want to review those agreements before commenting on whether any restrictions currently exist or why they may have been put in place.

I believe healthy communities benefit from respectful dialogue, differing viewpoints, and active citizen participation. Resident Associations provide local knowledge, raise issues that might otherwise be overlooked, and help residents organize around matters that affect their neighbourhoods.

I would want to ensure Resident Associations have appropriate opportunities to express their perspectives on issues affecting their neighbourhoods, including when they disagree with City proposals or decisions.

Strong communities are built through participation, discussion, and community involvement, not by limiting people from speaking about issues that matter to them.

15. What efforts will you make to include all Resident Associations in any consultation process where it relates to matters affecting the health, safety and well-being of residents within their boundaries?

My commitment would be to support engagement processes that are inclusive, transparent, and accessible to Resident Associations across the city. I want neighbourhoods to feel informed, involved, and respected when decisions affect their communities. Strong communities are built when people with local knowledge and lived experience have an opportunity to be heard before, not after, decisions are made.