

## **1. Tell us a bit about yourself – background, education, career, family life**

I have spent more than 25 years in business leadership, coaching and executive development. I am the CEO of Z2K Business Solutions Inc. and a Certified Executive and Master Business Coach, working with business owners, executives and organizations across Canada and internationally.

My educational background includes a Bachelor of Science in Electronics Engineering Technology from DeVry University, along with advanced professional development in Operations Management and certification as an Advanced Technology Manager through the Richard Ivey School of Business at Western University. I have also completed Leadership Development through the Niagara Institute and Financial Accounting Management at McMaster University. In addition, I am a Certified Business Coach and Certified Executive Coach through the International Business Coaching Institute.

Throughout my career, I have held senior leadership positions with Com Dev International, L3 Communications WESCAM and ActionCOACH International, including serving as COO of the ActionCOACH Global Office and CEO of ActionCOACH Corporate Firms. I have also worked internationally, including establishing and managing a high-technology manufacturing operation in Xi'an, China. These experiences have provided me with extensive expertise in leadership, strategic planning, operations, economic development, problem-solving and working with people from diverse backgrounds and cultures.

On the personal side, I have been married to my wife, Judi, since 1983. We have three sons, three granddaughters and a grandson on the way in early 2027. Family and community have always been at the heart of my life. I have been actively involved in community organizations and have served as Chair on multiple Boards of Directors, including a few Chambers of Commerce, as well as Past Chair of the Cambridge Memorial Hospital Foundation.

## **2. Why are you running in the election?**

I'm running for Councillor because I believe I can make a meaningful contribution to the future of Ashfield-Colborne-Wawanosh.

Having grown up in a small-town environment, I understand the importance of strong communities where people know, support and look out for one another. Throughout my career, I have helped businesses and organizations solve problems, make sound decisions, manage change and plan for the future. I believe those same skills can be valuable at the municipal level.

I also believe this is an important time for ACW. We need to manage growth responsibly, maintain and improve our infrastructure and services, support local businesses and agriculture, protect the character of our communities and make responsible financial decisions. Most importantly, residents need to feel that their voices are being heard and that Council is focused on the issues that matter to them.

I'm not running because I need another title. I'm running because I believe I have something to contribute. I want to bring my experience, energy and practical approach to Council while listening to residents and working collaboratively with Council, staff, businesses, organizations and our communities.

My goal is to help make Ashfield-Colborne-Wawanosh an even better place to live, work, raise a family and do business — not just for today, but for the generations that follow.

### **3. What previous political experience do you have?**

I do not have previous elected political experience, and this would be my first time serving in elected office.

In 2015, I sought the federal nomination to become the candidate for the Kitchener South–Hespeler riding. Although I was not ultimately the successful nominee, the experience provided valuable insight into the political process, campaigning and the responsibilities involved in seeking to represent a community.

Since then, my experience has been primarily focused on leadership and working with community organizations rather than partisan politics.

While I am new to elected office, I am not new to leadership, accountability or making decisions that affect others. I believe my leadership experience has prepared me to approach municipal government with an open mind, listen to different perspectives, ask the right questions and make informed, responsible decisions.

I am not a career politician, and I see that as a strength. I am bringing a fresh perspective, practical experience and a genuine desire to serve the residents of ACW.

### **4. How have you been involved in the community over the years?**

My community involvement has largely centred around leadership, business, economic development and helping organizations and individuals succeed.

I currently serve as Chair of the Huron Chamber of Commerce Board of Directors. Through this role, I have had the opportunity to work with local businesses, community organizations and municipal leaders on issues affecting Huron County. It has reinforced for

me how important collaboration, communication and strong local leadership are to building healthy communities.

Throughout my career, I have also spent many years coaching and mentoring business owners and leaders. I have helped people navigate challenges, develop their leadership skills, grow their businesses and create new opportunities. For me, that has always been more than business — it is about helping people and communities become stronger.

I have also served on a number of Boards and community organizations over the years, including as Past Chair of the Cambridge Memorial Hospital Foundation. These experiences have given me a strong appreciation for volunteering, governance and giving back to the communities where we live and work.

Since making ACW and The Bluffs part of my community, I have become increasingly involved in local issues and activities and have developed an even greater appreciation for what makes this area special. I believe community involvement is not simply about holding a position or sitting on a Board. It is about being present, listening to people, understanding their concerns and being willing to step up when something needs to get done.

That is the kind of community involvement I want to continue through public service — being accessible, listening to residents and working together to make ACW an even stronger community.

### **5. Why do you feel you are set apart from the other candidates?**

I think my biggest difference is the combination of business experience, leadership experience and a willingness to listen.

I've spent more than 25 years helping people identify problems, look at the facts, develop solutions and then actually implement those solutions. I don't pretend to know everything, and I don't believe a Councillor should.

What I bring is the ability to ask good questions, understand financial and business implications, listen to different perspectives and work toward practical solutions.

I also believe Council should be about the entire municipality — not one neighbourhood, one group or one issue. I would approach the role with an open mind and a commitment to understanding the broader impact of decisions on all of ACW.

### **6. Why should constituents vote for you?**

I would ask voters to vote for me if they believe ACW needs a Councillor who will be honest, accessible, accountable and prepared to do the work.

I will listen to residents, look at the facts and make decisions based on what I believe is best for the entire municipality.

I don't expect to agree with everyone, and I don't think good government means everyone agrees. I believe good government means people are heard, decisions are explained and Council members are willing to work together to find the best possible outcome.

If elected, I will represent all residents of ACW and approach the role with integrity, respect and a commitment to getting results.

## **7. If elected, what would you put on the agenda first?**

The first thing I would want to do is listen and understand.

I would want a thorough understanding of the Township's financial position, current projects, infrastructure needs, development plans and the issues already identified by residents and staff.

Before promising solutions, I want to understand the facts. From there, I would focus on establishing clear priorities and ensuring Council is working from a common strategic plan and direction.

I believe good decisions start with good information, meaningful community input and a clear understanding of both the opportunities and the challenges facing ACW.

## **8. What are the three highest-priority local issues you would focus on?**

### **1. Infrastructure and responsible growth**

ACW is a large rural municipality, approximately 243 square miles, and maintaining roads, water systems and other infrastructure is a major responsibility. At the same time, we need to accommodate appropriate growth without losing the rural character that makes ACW attractive.

My approach would be long-term planning, responsible budgeting and ensuring growth decisions consider the infrastructure and services required to support that growth.

### **2. Economic development and supporting local business and agriculture**

Small businesses, farms and entrepreneurs are fundamental to ACW's economy and identity. We need an environment where existing businesses can succeed and where appropriate new investment can come to the municipality.

I would like to see ACW be more proactive in economic development, including working with local businesses, agricultural organizations and Huron County to identify opportunities and remove unnecessary barriers.

### **3. Housing and affordability**

We need to think about how people can afford to live and remain in our communities — including young families, workers and seniors.

That means looking at appropriate housing options, responsible development and the cost of municipal services and taxation. We need growth that provides opportunities without creating an unreasonable financial burden for existing taxpayers.

### **9. What are your values and your vision for the community?**

My values are **honesty, accountability, respect, fiscal responsibility and community**.

My vision for ACW is a municipality that grows without losing its identity.

I want ACW to remain a place where people want to raise their families, retire, operate a business and farm. I want our communities to have reliable infrastructure and services, our agricultural land protected, our businesses supported and our taxpayers confident that their money is being used responsibly.

And perhaps most importantly, I want residents to feel that their municipal government listens to them.

### **10. What do you hope to accomplish in four years, and how will success be measured halfway through your term?**

At the end of four years, I would like residents to be able to look back and say that Council made measurable progress on infrastructure, responsible growth, economic development and housing while maintaining sound financial management.

I would also like to see a stronger relationship between Council and the community, where residents understand why decisions are being made and feel comfortable bringing their concerns forward.

Halfway through the term, success should be measurable — not simply based on whether we have good intentions. We should be able to look at things such as infrastructure projects completed or underway, financial performance against the budget, economic development initiatives, housing approvals and progress on the strategic priorities established by Council.

For me, success isn't about how many motions I put forward. **It's about whether the municipality is better positioned for the next generation than it was when we started.**

**11. Anything else you'd like to say to voters or supporters?**

I would simply say thank you.

Running for Council is a commitment, and I've been fortunate to have so many people take the time to talk with me, share their concerns and encourage me along the way.

I don't have all the answers, and I don't think any candidate does. What I do have is experience, energy, a willingness to listen and a genuine desire to contribute.

If elected, I will work hard to represent **all of ACW**, not just the people who voted for me.

I will bring an independent voice, a practical approach and a commitment to listening, working collaboratively and doing what I believe is right for the municipality and its residents.