WOODSTOCK 2026
CANDIDATE CORRESPONDENCE

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Aaron Gorlick

Woodstock 2026 Municipal Election
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: aarongorlick@gmail.com
Date: Sun, Sep 20, 2026 at 1:23 AM

Hello Aaron Gorlick,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Mayor.
Because the Mayor has responsibilities for city-wide leadership and participates in decision-making at both Woodstock and Oxford County levels, I am particularly interested in how you understand the scope of that role, what direction you would want to take Woodstock in, and how you would approach the decisions that come with the position.
I would appreciate your answers to the following questions:
1. Why are you running for Mayor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Mayor, what three specific changes, projects, policies, or outcomes would you most want to accomplish during the term?
4. As Mayor, what areas of municipal spending, taxation, capital investment, infrastructure, or service delivery do you believe should be increased, reduced, deferred, reorganized, or otherwise changed? Please explain the trade-offs you believe would be involved.
5. Looking at the current direction of Woodstock, what is one current practice, service, project, policy, or investment that you believe should continue, and what is one that you believe should be reconsidered or changed?
6. The Mayor also participates in decisions at the Oxford County level. What do you believe Woodstock's priorities should be at County Council, and how would you approach situations where Woodstock's interests and broader County priorities may differ?
7. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
8. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made?
9. What measurable commitments would you be prepared to make so residents can look back during or at the end of the 2026–2030 term and determine whether you accomplished what you said you would?
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10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Mayor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: aarongorlick@gmail.com
Date: Mon, Sep 21, 2026 at 4:25 PM

Hi Aaron
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear

and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether the candidate responses identify areas where a neutral follow-up question, clarification or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for Mayor.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
My goal is to give every candidate a meaningful and comparable opportunity to explain their priorities and approach in their own words.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Aaron Gorlick <aarongorlick@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 5:01 PM

Hello Justin and thanks for following up! I am going to be sending you responses to all the questions tonight. I very much appreciate your efforts to improve communication within our city. It’s a large part of what my platform is about.
Stay tuned!
Regards,
2 of 6 2026-09-25, 01:08
Aaron
[PHONE REDACTED]
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Aaron Gorlick <aarongorlick@gmail.com>
Date: Mon, Sep 21, 2026 at 6:06 PM

Hi Aaron,
Thank you for the update. I appreciate you taking the time to respond, and I’ll look forward to reading your answers. No need to rush them on my account.
Thanks again,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Aaron Gorlick <aarongorlick@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 6:34 PM

Hello Austin and thank you so much for reaching out.
You may have noticed that I haven’t been attacking the city through signs at this time. Signs will be popping up, strategically placed, but I’m with you on this - signage, posters, campaign materials - none of those are going to bring

about change or prosperity.
You've nailed it right on the head that it all starts with communication, and I'd like to thank you for your pro-active involvement here. It's through active participation and communication that everything can move forward with clarity and purpose.
You've rightfully called out that the Mayor needs to understand the full scope of partnership with the County - and I'd bring that a step further. The province is also an important partnership that needs a strong channel of communication and understanding. Problems such us homelessness and drug addiction are not only in our city but persist across the province and it's only through collaboration that we'll see meaningful change (more below).
You'll find my answers inline below to your questions. If you'd like to learn more about me and my platform feel free to check out my website at gorlickformayor.com.
Regards,
Aaron
1.
Why are you running for Mayor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
My children grew up here. I want them and all other Woodstonians to thrive and grow right here. I've worked for decades in corporate offices as someone who leads the room and keeps the conversations going. If you've seen the votes on issues that have come out of council in the past 8 years you'll see that our leadership is fractured. My direct experience in directing rooms will translate perfectly here. Add to that the vast budgeting and cost management experience and it makes me uniquely qualified to lead Woodstock into the future in a premeditated and clearly understood way.
2.

What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
- Communication. The city needs to clearly communicate with residents on priorities and plans, and there needs to be a better channel through which the people can truly have their voices heard.
- Budgeting. We need to look hard at the forward plan. Many have spoken about taxes being high, but the picture is much broader than this. Inflation has affected everything from groceries to gas to insurance to electrical bills and more. It's cost of living that is the big picture needing to be addressed, and there's plenty of opportunity from Solar initiatives to expanded farm-to-table programs and more.
- We are currently at a deficit for venues, whether it's sports arenas, swimming pools, conference spaces or live theatre. The people have clearly spoken that our population continues to increase but our services and facilities are not keeping up. This is a broad topic that includes facilities that consolidate aid for the homeless, the drug addicted and those challenged with mental health issues. All of these facilities need to be assessed as part of the budget breakdown. The problems will only get worse as the population continues to grow.
3.
If elected Mayor, what three specific changes, projects, policies, or outcomes would you most want to accomplish during the term?
- We will create an app for smartphones and computers through which people and the city can communicate with each other. By the end of the term, people will feel that their voices are being heard and they will feel that they better understand what the city is doing.
- By the end of the term, we will have a proper 25 year plan that properly reflects the projected population and supports the growth.
- We will have stronger partnerships with the County and Province through which the homelessness / drug addiction / mental health programs will consolidate and strengthen.
4.
As Mayor, what areas of municipal spending, taxation, capital investment, infrastructure, or service delivery do you believe should be increased, reduced, deferred, reorganized, or otherwise changed? Please explain the trade-offs you believe would be involved.
This is a difficult question to answer before ripping open the budget and getting down to the cost and revenue lines, but there are several obvious areas:
- The police budget is high, at nearly 30 percent of our entire budget. Fixing the underlying problems will

decrease the need for this level of spending over time. This isn't "defunding", it's level-setting.
- Transit needs reorganization (not necessarily more funding, just a dive into what the people need and where we might reposition the current transit allocation to more directly satisfy the public; ie. shuttle services)
- Capital expenditures that lead to ROI are a MUST. We need to be budgeting for real estate acquisition wherever possible so we can increase revenue on leaseholds. If we ever want a hope to combat inflation and keep money in the taxpayers' pockets we need to build out projects like an agricultural sciences region occupying some of the rich and underutilized farmland, or a solar project to help get us all off of Hydro One. Energy independence will not only put money in all of our pockets, it will put us closer to the head of the table in County Counsel, and pave the way for a tighter provincial partnership. Take Kitchener-Waterloo as a shining example with their tech district.

5.

Looking at the current direction of Woodstock, what is one current practice, service, project, policy, or investment that you believe should continue, and what is one that you believe should be reconsidered or changed?

Pro: The Recreation Centre that's been proposed is essential - but as we build out this plan there are synergies that shouldn't be overlooked.

Con: Continuing to pour nearly one third of our budget into local police isn't sustainable, especially when the

main reasoning behind this budgeted growth is a catch and release protocol for the drug afflicted that doesn't solve the underlying issues. There's a much better way here, and it deals with addressing the causes, not sticking more bandaids over the problem.

6.

The Mayor also participates in decisions at the Oxford County level. What do you believe Woodstock's priorities should be at County Council, and how would you approach situations where Woodstock's interests and broader County priorities may differ?

- Getting off the grid and saving direct cost of living dollars through a robust solar program. This is a program from which all county municipalities will benefit. This can be tackled in tandem with a shared "housing first" wellness district located in farmlands between Oxford communities (location TBD). People needing help, like the homeless, will have place to go where they can be away from the downtown businesses that suffer from their presence through perceived fear (justified or not) and get the dedicated treatment they need to get back on their feet. This community can be dedicated to building out a solar farm that will ultimately get Woodstck off the hydro one grid, putting money into every taxpayer's pocket.

These are the sorts of topics that require county and provincial aid. My goal is to bridge the current gaps between city and county and utilize provincial subsidies to fund comprehensive solutions to Woodstonian issues.

7.

In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.

Some might say that my lack of political experience could make me a liability, that I wouldn't be able to get things done the way they are today. To that I would ask them if the way things are done today is working for them. I think we all know the answer of the majority.

I'm closely tied the theatre community. I direct, act in and write theatre, both musical and dramatic. If votes came up that dealt with local theatre, depending on the topic at hand, I might find myself applying greater scrutiny and using my decades of training to identify bias within myself before responding or acting. If a true conflict presented, under the right circumstances I would abstain the vote.

8.

How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made?

This is exactly why I'm promising to build an app (see answer number 3). My platform is based on listening first, then planning, then growing. Communication and tools that assist in generating clarity for both people and council are at the top of the list.

9.
What measurable commitments would you be prepared to make so residents can look back during or at the end of the 2026–2030 term and determine whether you accomplished what you said you would?
1). I will build an app for communicating. People and council actively use it throughout the term to address local issues with boots-on-the-ground action.
2). I will oversee a full audit of the budget, leveraging my many years of corporate finance management experience. We will have 25 years replanned and corrected to address all necessary forward needs of a city that will have the potential of ~200,000 people in it.
3). A plan that will both address homelessness and drug addiction AND put money in the taxpayers' pockets will begin, with measurable results by the end of the term. For more on this plan feel free to reach out. It's complex, but it does tick all the boxes and it's been tried and proven as the most effective strategy to recovery there is. I believe we can even improve on the "Housing First" principle, but I'm going to reserve excessive optimism until I've had a chance to really dive into the numbers (I'll need to be elected first to have full access to what I need in order to recommend budget items with greater certainty).
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10.
Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Mayor?
I've worked my whole career listening to others so that I could help billionaires profit further. I'm not interested in doing that anymore. It's my goal to bring my knowledge of complex communications systems and budgets, and apply that lens to our great city. We have so much potential - situated in an ideal location along the highways and the Via rail corridor. There's no reason we can't prosper like Kitchener-Waterloo or Guelph have. We've got all the building blocks necessary - we just need to listen to each other first. Only when we fix the fractured communication within our city and between our city and the county will we be able to truly build to a future for us, our children and generations to come.
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Aaron Gorlick <aarongorlick@gmail.com>
Date: Fri, Sep 25, 2026 at 1:07 AM

Hi Aaron,
My apologies for the delayed acknowledgement. I didn't notice when your email came in on September 21.
For the candidate comparison, your response will of course be recorded as having been received on September 21, not as of today's date.
Thank you very much for taking the time to respond and for your submission. I appreciate you participating in the project.
Best,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Aaron Gorlick <aarongorlick@gmail.com>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Aaron,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process

and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.

THE PROJECT

This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.

SOURCES AND OTHER CANDIDATE MATERIAL

I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.

Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.

PLEASE CHECK YOUR INFORMATION

Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
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TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Aaron Gorlick <aarongorlick@gmail.com>
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Aaron,
I’m completing the final verification pass on the community involvement, experience and public-service portion of the Woodstock candidate project.
You’ve already answered my original questions, so this is not another questionnaire. I’ve done the additional

research first and am only coming back where a role could use clarification or where public searches may not show the full picture.
Already supported in the record
My current research supports your involvement with Theatre Woodstock and One Act Players, including acting and directing, along with a substantial professional background in IT, systems/business processes and corporate work. I will keep professional experience separate from community service.
A couple of details to clarify
1. Theatre/community contribution beyond acting and directing
If your theatre involvement also includes production work, writing, organizational work, mentoring, administration, helping operate a theatre group or other behind-the-scenes service, please identify the significant roles as:
Role/activity — organization — approximate year(s)
2. Community involvement outside theatre
Public searches naturally produce a substantial theatre record for you but much less about other forms of community involvement. I do not want search visibility to create an artificially narrow picture, so the equal three-item opportunity below applies to anything significant outside theatre as well.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been

completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct

supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
If you have a particular interview, theatre/community piece, policy explanation or video that you think gives residents useful context beyond the main campaign website, this is the place to identify it rather than having me choose material on your behalf.
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
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For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

AARON GORLICK

From: Aaron Gorlick <aarongorlick@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 9:29 AM

Hello and thank you for your continued support in keeping info visible to all. I look forward to continued support of your initiative.
1). I've acted, directed, and mentored in the theatre. I've contributed through donation to various theatres in Ontario that have less funding than Theatre Woodstock, such as ITOPA (ingersoll theatre of the performing arts).
I've also produced my own show, which is going to have its world premiere in 2027.
2). I have been a steady supporter of animals. I am a registered foster home for cats with local animal rescues.
3). During the full solar eclipse in 2024 I donated nearly a ¼ million pairs of eclipse viewing glasses to first responders, public health authorities (including Southwest public health), community centers and shelters across Ontario and generating awareness of the need for protection during that eclipse.
4). I've begun work on communication tools for cities, one that can be used to communicate along channels in order to keep both council and residents informed and confident in the direction their city is going. Regardless of whether or not I'm elected as mayor, I will donate this work to the city for consideration of use.
5). I'm running for mayor. I feel this is the best and most robust way to effect change. I look forward to delivering many improvements to ways of working and delivering a strong channel that gets people connected between constituents, city, county and ultimately the province.

[Quoted text hidden]
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: aarongorlick@gmail.com
Date: Mon, Sep 28, 2026 at 4:45 PM

Hi Aaron,
Thank you for sending this additional information. It fills in several areas that were difficult to see from public searches alone and gives me a much clearer picture of the different types of work you've been involved with.
I'll incorporate the additional theater involvement, including mentoring and production work, separately from your professional background. I'll also account for the animal fostering, the eclipse-glasses initiative, and the municipal communication-tool work while keeping established contributions separate from projects that are still being developed.
There's nothing further you need to send me right now.
The project is being built as a foundation for residents who may not begin looking closely at the candidates until much nearer to election day, so I'm treating the profiles as something that can be responsibly updated rather than as a one-time snapshot.
You didn't include any supplemental resources with this response, which is completely fine. If at some point you want residents to be able to explore something in greater depth, you can send it later. That could be a public webpage, document, interview, theater or community piece, project page, or a publicly accessible YouTube video. If you have a particular video that you would prefer featured, you can identify that as well.
You certainly do not need to create additional material just for this project.
I'm trying to provide every candidate with the same opportunity and comparable space without allowing the comparison to become a contest over who has the longest résumé or the greatest number of established credentials. Longer-standing experience is relevant, but so are newer experience, education, current involvement, developing work and clearly identified future proposals. Keeping those categories distinct should give residents a better basis for understanding what each candidate actually brings.
If anything changes or there is something you would like corrected, clarified or added as the election gets closer, just let me know and I'll see what can reasonably be incorporated while maintaining the same approach across candidates.
Thanks again for taking the time to provide the clarification.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Aaron Gorlick <aarongorlick@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 4:55 PM

Thanks Justin!
I'm good with what you've got at the moment. My candidacy is hinged largely on my expertise in communications and team building, engendering trust, facilitating the room, complex budgeting, and innate understanding of technology having delivered software product for a decade now at the VP/ corporate director level. I'm well versed in emerging technologies, and I intend to bring a new era of innovative products, profitable budgets (with a multi-year ROI) and a stronger more favorable relationship with the county and province.
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The main issues in our city are more fundamental, with processes that are fractured at the lowest level. I intend to lead us to a better foundation which will facilitate every other fix this city needs.
Regards,
Aaron
[PHONE REDACTED]
[Quoted text hidden]
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Anthony Scalisi

Woodstock 2026 Municipal Election
Correspondence Record

AARON GORLICK

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September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
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September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: anthony@scalisi.ca
Date: Sun, Sep 20, 2026 at 1:26 AM

Hello Anthony Scalisi,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Mayor.
Because the Mayor has responsibilities for city-wide leadership and participates in decision-making at both Woodstock and Oxford County levels, I am particularly interested in how you understand the scope of that role, what direction you would want to take Woodstock in, and how you would approach the decisions that come with the position.
I would appreciate your answers to the following questions:
1. Why are you running for Mayor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Mayor, what three specific changes, projects, policies, or outcomes would you most want to accomplish during the term?
4. As Mayor, what areas of municipal spending, taxation, capital investment, infrastructure, or service delivery do you believe should be increased, reduced, deferred, reorganized, or otherwise changed? Please explain the trade-offs you believe would be involved.
5. Looking at the current direction of Woodstock, what is one current practice, service, project, policy, or investment that you believe should continue, and what is one that you believe should be reconsidered or changed?
6. The Mayor also participates in decisions at the Oxford County level. What do you believe Woodstock's priorities should be at County Council, and how would you approach situations where Woodstock's interests and broader County priorities may differ?
7. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
8. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made?
9. What measurable commitments would you be prepared to make so residents can look back during or at the end of the 2026–2030 term and determine whether you accomplished what you said you would?
1 of 7 2026-09-24, 16:53
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Mayor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Anthony Scalisi for Mayor <anthony@scalisi.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 12:23 PM

Good day,
These are the exact same question that Amy Flemming requested from everyone last week. Almost word for word,

except she gave us all 20 questions. I've submitted answer to her and she is posting this week, everyone's answers. Im sure you will see it since it will be available on multiple groups and platforms. If there's anything specific after you read those answers you would like to know, keep me posted I'll answer them.
Thank you
Anthony
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
Date: Sun, Sep 20, 2026 at 5:57 PM

Hi Anthony,
Thank you for getting back to me.
I wasn't aware that Amy Flemming had recently sent candidates a similar set of questions. I will certainly read the responses when they are published.
For some context, what I'm putting together is an independent candidate comparison. I don't personally know the candidates, and I'm not approaching it with a preferred candidate or a particular answer in mind. I'm trying to collect information in a consistent format so Woodstock residents can compare what each candidate says about the responsibilities of the office, their priorities, their proposed changes, accountability, and measurable commitments.
Some of the answers may already be available through your campaign material or through the responses you provided to Amy. Where that is the case, I can take that into account.
I also think having multiple independent candidate comparisons available to residents is beneficial. Different people may ask different questions, emphasize different municipal responsibilities, organize the information differently, or reach residents who might not otherwise see it. Multiple independent comparisons also reduce reliance on any one person's selection, framing, or interpretation of what the candidates have said. Residents can look across the original answers and different comparisons and make their own judgments.
There is also value in the comparison itself, not only in the questionnaire. I intend to collect the responses, organize them consistently, compare what candidates have actually said, identify where questions have or have not been addressed, and give residents another way of examining the information. That produces something different from simply reposting a candidate's answers.
I also look at this from the perspective of an ordinary Woodstock resident. If another resident independently contacted a candidate with questions that happened to overlap with questions somebody else had already asked, I don't think that should make their inquiry any less legitimate. Residents will naturally have overlapping concerns about taxes, infrastructure, services, accountability and the future of the city. A candidate may understandably want to avoid rewriting the same material repeatedly, but that can usually be addressed by sharing the answers that already exist.
My goal isn't to duplicate someone else's work simply for the sake of duplication. It is to conduct my own comparison

using the same questions and process for every candidate seeking the same office. That consistency is important because it allows the candidates' own words to form the basis of the comparison rather than having me fill in gaps or interpret positions on their behalf.
Since you have already prepared answers to Amy's questions, would you be willing to forward me the answers you submitted to her? There is no need for me to wait for them to be publicly posted if you are comfortable sharing them directly. I could review those answers against my ten questions and identify what has already been addressed.
That may actually reduce the amount of additional work required from you. If your existing responses answer some or all of my questions, I can account for that. If there are subjects my questionnaire approaches differently or areas that remain unanswered, I can then follow up only on those points.
You are also still welcome to answer these ten questions directly if you would prefer your responses to appear in this comparison in exactly the same format as the other mayoral candidates.
Thank you again for your time,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Anthony Scalisi for Mayor <anthony@scalisi.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 8:48 PM

Sure, let me get back to you this week. It likely won't be until after the debate on Wednesday if thats ok.
Anthony
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
Date: Sun, Sep 20, 2026 at 9:18 PM

Hi Anthony,
Absolutely, that works, and thank you.
I did have a couple of questions after looking into the things you mentioned, partly because I am trying to understand all of the different candidate-comparison efforts taking place.
I haven't been able to determine who Amy Flemming is in relation to the election coverage. I don't seem to find an association with The Echo or another local journalism outlet, and I don't want to make assumptions about her role.
Is Amy conducting this as an individual resident, an independent journalist, or through a particular organization or publication?
Also, when you said she sent everyone the same 20 questions, do you mean that every candidate seeking the same office received the same questionnaire and opportunity to respond? I'm interested in understanding her methodology because, if her results are going to be another source I can review, knowing how the information was collected matters.
I am aware of the publicly advertised Mayor and Deputy Mayor debate, but I don't believe that event is this Wednesday, so I wanted to clarify which debate you were referring to.
The Woodstock Chamber listing I found has the Mayor and Deputy Mayor debate scheduled for Friday, October 2, from 7:30 to 9:00 a.m. at the Royal Canadian Legion. Wednesday, September 23 appears to be the deadline for residents to submit questions for that debate, rather than the date of the debate itself.
I'm also aware of the Chamber's Meet the Candidates event on October 1 and the Unifor all-candidates debate on October 14.
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So when you mentioned that you expect to get back to me after the debate on Wednesday, what debate is taking place this Wednesday? If there is another debate or candidate event on September 23, I'd appreciate the details because I would be interested in following it as part of this project.
I am also aware that questions for the Chamber debate can be submitted by September 23. That creates some reason for me to continue this work in a timely manner, because I am currently considering which questions or issues arising from the candidate responses would be most useful to submit before that deadline.
On my own comparison, I've now received a number of substantial responses from candidates. I am planning to provide an update on the project so residents and candidates can see where the process stands. I think that will also help demonstrate what I'm actually building rather than leaving people with the impression that this is simply another questionnaire.
The original invitation was intended as an equal opportunity: candidates seeking the same office receive the same questions and the same opportunity to provide their own answers. I want to preserve that throughout the project.
For that reason, I also need to distinguish between a candidate providing a substantive response and referring me to answers collected by someone else. I don't want to presume anyone's reasons for doing one or the other, but methodologically they aren't quite the same thing. If you send me the answers you already prepared for Amy, as you've offered to do, I can review them properly and determine what they cover.
I appreciate you being willing to share them. I understand that candidates have a lot happening during an election campaign, but because there is already a September 23 question-submission deadline for one of the public debates, receiving the material when reasonably possible would also help me determine whether there are issues worth raising there.
Thanks again,
Austin Force
Woodstock, Ontario

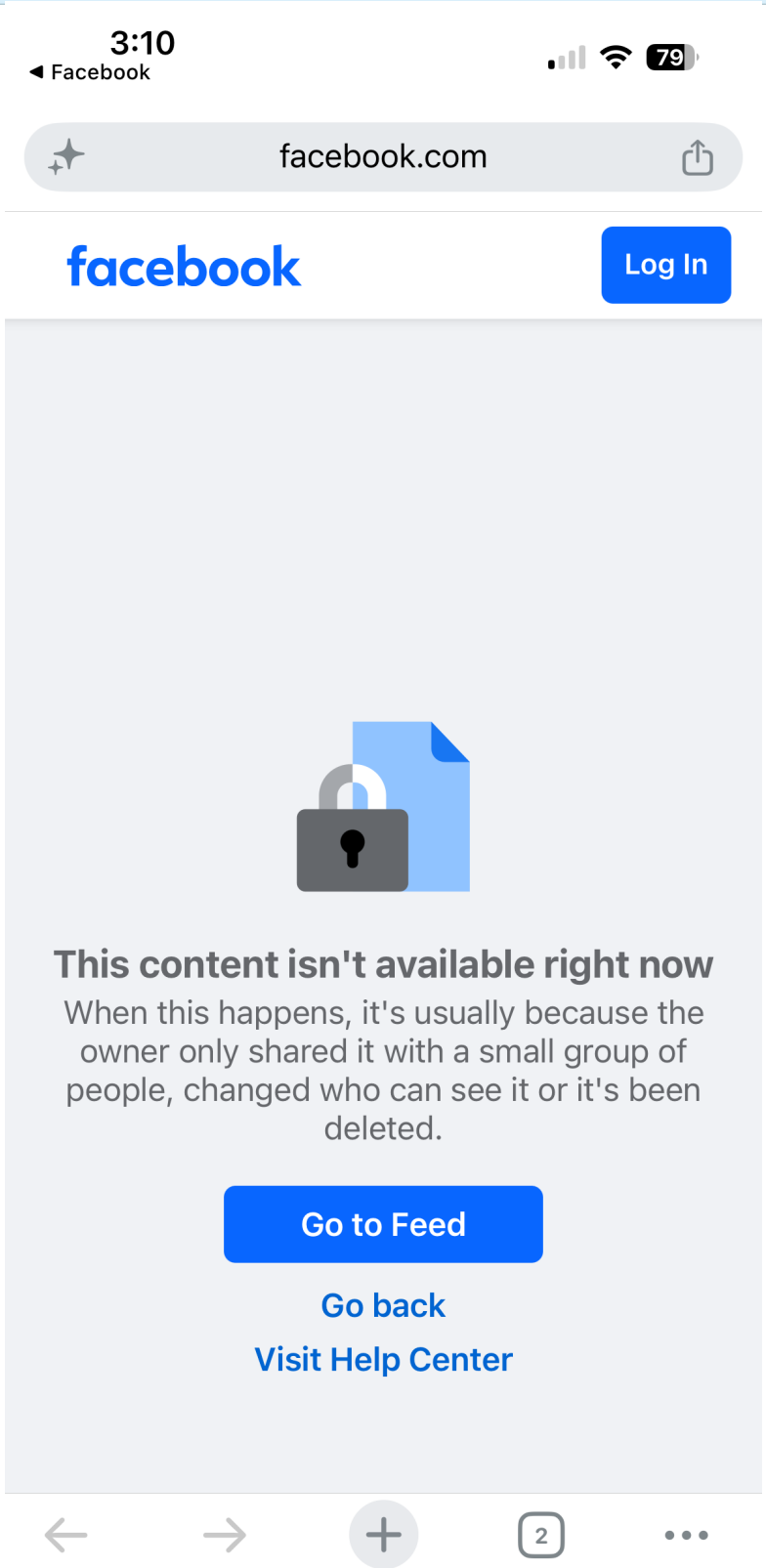
[Quoted text hidden]

From: Anthony Scalisi for Mayor <anthony@scalisi.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 2:31 PM

Please see this link for the questions
https://www.facebook.com/share/p/1Bx16xzx4y/
Also the Sally Creek all candidate debate is Wednesday night open to everyone. Located at the Sally Creek Hall North Woodstock.
Anthony
[Quoted text hidden]

ANTHONY SCALISI

SUPPORTING MATERIAL
Contemporaneous screenshot showing the access result encountered when the Amy Fleming resource referenced by Anthony Scalisi was opened at that time.



From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
Date: Mon, Sep 21, 2026 at 3:14 PM

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5 of 7 2026-09-24, 16:53
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
Date: Mon, Sep 21, 2026 at 3:14 PM

Hi Anthony,
Thank you for sending that over. I wanted to clarify the timing and process on my end so there is no misunderstanding or unnecessary pressure.
I am still accepting candidate responses, additional information, clarifications, and supporting material up until approximately two weeks before the election. So there is certainly still an opportunity to participate fully in the comparison, and I do not want you to feel that everything has to be completed immediately.
That said, anything you are able to provide today would be greatly appreciated because I am currently working on the questions I may submit during the available question-submission period. Information candidates provide earlier in the process may naturally help identify areas where further clarification or more specific questions would be useful.
That is separate from the eventual candidate comparison. A later response will not prevent your information from being considered in that comparison.
As I have been receiving responses, I have been defining the process more clearly. Timing, responsiveness, the substance of the answers provided, follow-up clarification, and any supporting information are all pieces of the record I am collecting. My intention is to apply the same general process and opportunity to everyone rather than create different expectations for different candidates.
I also tried the Facebook link you sent, but the content is showing as unavailable to me. I do have a screenshot
6 of 7 2026-09-24, 16:53
showing that I was unable to access it. If possible, could you send me the questions directly, or provide another accessible copy?
One other point I wanted to clarify: earlier you mentioned Amy Fleming. Is Amy Fleming the person who posted or prepared the material at that Facebook link, or are those two separate things? I just want to make sure I correctly understand who the material came from and its connection, if any, to the debate or question process.
There is no expectation that you answer every question today. If there are questions you would prefer to answer later, or additional material you want to provide afterward, I will continue accepting it within the broader comparison timeline. My goal is simply to make sure every candidate has a meaningful and equal opportunity to provide their own information in their own words, while also allowing me enough time to identify and submit useful follow-up questions where appropriate.
Thank you,
Austin Force
[Quoted text hidden]
7 of 7 2026-09-24, 16:53

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Anthony,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take

up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.

Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.

There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
2 of 4 2026-09-28, 16:21
TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
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1 of 4 2026-09-30, 02:00
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I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

From: Anthony Scalisi for Mayor <anthony@scalisi.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 27, 2026 at 12:47 PM

Good day,
I havent had time to review anything. We have had a bunch of family events and other events that needed my time. I will have time later tonight and tomorrow. I dont know if thats ok, so let me know.
Thank you

Anthony
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Anthony Scalisi for Mayor <anthony@scalisi.ca>
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Anthony,
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
You've already communicated with me during a busy period, so this is not another questionnaire. I've done the research first and am only coming back where a factual detail remains unclear or where public searches may not show the full picture.
Already supported in the record
My current research supports your ownership of Woodstock's Water Shop, the business's operation since 2018, and the documented free-water initiative during boil-water advisories. I will keep business ownership under professional/ entrepreneurial experience and the free-water initiative separately under community contribution through a business.
One numerical detail to clarify
Your campaign material states that more than 5,000 gallons of free water have been provided over the past few years.
I've been able to support the existence of the free-water initiative, but not independently establish that cumulative quantity. If the figure comes from refill counts, business records, invoices, estimates from individual events or another method, please briefly explain how it was calculated or send any supporting material you already have.
If the exact quantity cannot be independently verified, I can still accurately describe the documented initiative without presenting the numerical total as independently verified.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been

completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;

• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
If there is a particular interview, community initiative, policy explanation or video you believe gives residents useful context beyond your main campaign website, you can choose that material rather than having me select it for you.
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
2 of 3 2026-09-30, 02:02
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
3 of 3 2026-09-30, 02:02

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: anthony@scalisi.ca
Date: Mon, Sep 28, 2026 at 5:07 AM

Hi Anthony,
Yes, that is completely fine. Sunday was only the preferred timing if a correction could reasonably be identified that day; it is not a hard cutoff.
Please review it when you have the time. If you find an actual error, send it whenever you can and I will correct it. If

you send new information or additional material, I can add that as well and will simply identify when it was received so the chronology remains clear.
Family events come first, so there is no issue with you reviewing it later.
3 of 4 2026-09-28, 16:21
Thank you,
Austin
4 of 4 2026-09-28, 16:21

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: anthony@scalisi.ca
Date: Mon, Sep 28, 2026 at 5:07 AM

Hi Anthony,
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Family events come first, so there is no issue with you reviewing it later.
3 of 4 2026-09-30, 02:00
Thank you,
Austin
4 of 4 2026-09-30, 02:00

Asjad Hussain

Woodstock 2026 Municipal Election
Correspondence Record

ANTHONY SCALISI

QUICK LINKS

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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: amal.ontario@gmail.com
Date: Sun, Sep 20, 2026 at 1:25 AM

Hello Asjad Hussain,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Mayor.
Because the Mayor has responsibilities for city-wide leadership and participates in decision-making at both Woodstock and Oxford County levels, I am particularly interested in how you understand the scope of that role, what direction you would want to take Woodstock in, and how you would approach the decisions that come with the position.
I would appreciate your answers to the following questions:
1. Why are you running for Mayor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Mayor, what three specific changes, projects, policies, or outcomes would you most want to accomplish during the term?
4. As Mayor, what areas of municipal spending, taxation, capital investment, infrastructure, or service delivery do you believe should be increased, reduced, deferred, reorganized, or otherwise changed? Please explain the trade-offs you believe would be involved.
5. Looking at the current direction of Woodstock, what is one current practice, service, project, policy, or investment that you believe should continue, and what is one that you believe should be reconsidered or changed?
6. The Mayor also participates in decisions at the Oxford County level. What do you believe Woodstock's priorities should be at County Council, and how would you approach situations where Woodstock's interests and broader County priorities may differ?
7. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
8. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made?
9. What measurable commitments would you be prepared to make so residents can look back during or at the end of the 2026–2030 term and determine whether you accomplished what you said you would?
1 of 2 2026-09-24, 16:52
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Mayor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: amal.ontario@gmail.com
Date: Mon, Sep 21, 2026 at 4:27 PM

Hi Asjad
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear

ASJAD HUSSAIN

and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether the candidate responses identify areas where a neutral follow-up question, clarification or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for Mayor.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
My goal is to give every candidate a meaningful and comparable opportunity to explain their priorities and approach in their own words.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
2 of 2 2026-09-24, 16:52

ASJAD HUSSAIN

From: Justin Forest <au•ti•a•fo•ce@gmail.com>
To: amal.ontario@gmail.com
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Asjad,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is

to organize the available information and sources so residents can review the record and make their own decisions.

SOURCES AND OTHER CANDIDATE MATERIAL

I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.

A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.

1 of 3 2026-09-28, 14:24

Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.

I believe residents should be able to see both comparisons.

Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.

Where outside material is used, I want the original source to be clear.

PLEASE CHECK YOUR INFORMATION

Now that the site is published, I would appreciate it if you could look at your own section.

If I have made an actual error, please tell me as soon as possible.

That could include:

- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.

There is a difference between a correction and new information.

If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.

If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.

TIMING

If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.

My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.

I do not expect to be available to make substantial changes tomorrow.

Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.

That does not mean material received after today will be rejected.

Corrections and additional information can still be submitted

afterward. It may simply take me longer to review, verify and incorporate it.
2 of 3 2026-09-28, 14:24
TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
3 of 3 2026-09-28, 14:24

ASJAD HUSSAIN

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: amal.ontario@gmail.com
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Asjad,
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
I know you have not provided a full response to the original questionnaire, so I want to keep this focused. I've researched first and am only asking about details needed to distinguish your personal record from the work of organizations with which you have been associated.
Amal Foundation Canada
Public material supports your involvement in helping establish Amal Foundation Canada and identifies you as its president by at least 2015. More recent campaign material describes later service as chairman.
Could you provide the approximate years for each role and whether you currently hold a position?
President — [years]
Chairman — [years]
Current role, if any — [role]
Your personal work through Amal
Rather than treating all Amal Foundation activity as personally yours, please identify up to three concrete examples where you personally organized, led or substantially participated:
Activity — your role — approximate year(s) — source/link if available
Awards and recognitions
If you want volunteer awards or recognitions included, please send:
Award/recognition — issuing organization — year — public source if available
If an item cannot be independently corroborated, I can identify it transparently as candidate-provided rather than excluding it.

Professional/business experience
If you want your business or executive background represented, including any role with Quick Response Security, please provide:
Organization/business — exact title — approximate years
I'll keep this under professional/relevant experience rather than community service.
Woodstock and Oxford County involvement
Much of the historical material I have found concerns work elsewhere in Ontario. If you have Woodstock/Oxford-specific contributions, they fit within the equal three-item opportunity below.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community
1 of 3 2026-09-30, 02:03
contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:

2 of 3 2026-09-30, 02:03
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
3 of 3 2026-09-30, 02:03

ASJAD HUSSAIN

Bernia Martin

Woodstock 2026 Municipal Election
Correspondence Record

ASJAD HUSSAIN

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Bernia Martin - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Bernia Martin - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
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September 21, 2026 - Bernia Martin - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Bernia Wheaton - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Bernia Wheaton - Final verification and additional resources for your ca
September 28, 2026 - Bernia Wheaton - Final verification and additional resources for your ca
September 29, 2026 - Justin Forest - Final verification and additional resources for your ca
Attachment - answers Bernia Martin- September 21, 2026.pdf

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: vote4bernia@gmail.com
Date: Sun, Sep 20, 2026 at 1:59 AM

Hello Bernia Martin,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Deputy Mayor–County Councillor.
This is a new elected position for the 2026–2030 term. Because it combines responsibilities at Woodstock City Council and Oxford County Council with an additional leadership and continuity role, I am particularly interested in how candidates understand the position and how they would approach its responsibilities.
I recognize that candidates may have different levels of municipal experience, particularly with a newly created position. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for Deputy Mayor–County Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Deputy Mayor–County Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Given that this position participates in decisions at both the City of Woodstock and Oxford County levels, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. The Deputy Mayor–County Councillor is a new elected office in Woodstock. In your understanding:
(a) What problem was the position intended to address?
(b) What are its normal responsibilities, authority, and limitations at Woodstock City Council and Oxford County Council?
© What changes when the Deputy Mayor is required to act in place of the Mayor?
6. How would you maintain independent judgment when reviewing budgets, spending, policies, and other Council decisions while also maintaining an effective working relationship with the Mayor and the rest of Council?
1 of 5 2026-09-25, 00:04
7. Because you would also represent Woodstock on Oxford County Council, how would you approach a situation where what you believe is in Woodstock's best interest differs from a broader priority being considered by County Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made? What measurable commitments would you be prepared to make so residents can evaluate your performance during or at the end of the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Deputy Mayor–County Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide

everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Bernia Martin <vote4bernia@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 11:43 AM

Austin,
Thank you for your email and for working to make an informed decision.
Before I get to providing answers, can you tell me how you plan to use the information that is provided to you?
Will you be publishing answers or is this information for your use only?
Bernia Martin
Candidate for Deputy Mayor
Vote4Bernia.ca
[PHONE REDACTED]
On Sep 20, 2026, at 1:59 AM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Martin <vote4bernia@gmail.com>
Date: Sun, Sep 20, 2026 at 5:45 PM

Hi Bernia,
Thank you for asking. That is a fair question.
This is a candidate-comparison project. I am contacting the candidates directly because I want the comparison to be based as much as possible on what each candidate actually says about their priorities, experience, plans, and approach, rather than relying only on campaign advertising or other people's interpretations.
I should also explain where I am coming from personally. I do not personally know any of the candidates, and I did not
2 of 5 2026-09-25, 00:04
begin this process with a preference or bias toward any particular candidate. I have met one candidate, and as I have become more active in posting and discussing Woodstock issues, I have naturally started seeing more candidates and campaign-related material appearing through Facebook and other public sources.
I am here primarily to learn. At the same time, I think that what I learn could be useful to other Woodstock residents if the information is collected carefully, organized properly, and evaluated consistently. I believe I may have something useful to contribute by bringing the candidates' answers and the publicly available information together in a way that makes it easier for residents to understand and compare.
The information may therefore ultimately be used in a public comparison or summary of the candidates. If I do publish or share the results, my intention is to treat candidates seeking the same office consistently and to accurately represent what each person has said. I am not looking to selectively quote candidates or turn individual answers into something they were not intended to mean.
I may also look at publicly available information from candidates - such as campaign websites, public statements, or material they have already released - to provide context and identify questions that may already have been answered publicly. Your direct response, however, gives you the opportunity to explain those positions in your own words and add anything that public material does not cover.
There is no particular answer I am trying to obtain, and answering a question by saying that you would need additional information before taking a position is also a legitimate answer. The same general opportunity is being provided to the other candidates for the position.
I hope that clarifies both how I intend to use the information and why I am undertaking the project. I appreciate you checking before responding.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Bernia Martin <vote4bernia@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 7:51 PM

Thanks Austin.
I think it is fantastic you are looking for information so you can make an informed decision.
I'll send you my answers tomorrow.
Bernia Martin
[PHONE REDACTED]
On Sep 20, 2026, at 5:45 PM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Martin <vote4bernia@gmail.com>
Date: Sun, Sep 20, 2026 at 8:06 PM

Sounds great, thanks for the update!
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Martin <vote4bernia@gmail.com>
Date: Mon, Sep 21, 2026 at 2:44 PM

Hi Bernia,
3 of 5 2026-09-25, 00:04
Just one quick timing note following our exchange.
I wanted to make you aware that it would be especially helpful if you were able to provide your answers before the end of today, if possible.
I am currently working within the period for submitting questions related to the upcoming candidate forum/debate. Receiving candidates' responses before that period closes gives me an opportunity to review what each candidate has already addressed and determine whether there are any useful follow-up questions that should be submitted.
I am applying the same general process to all of the candidates. This is not intended to put additional pressure on you or treat your response differently; I simply wanted to make you aware of the timing while there is still an opportunity for your answers to inform that part of the process.
If today is not possible, I understand. I just thought it was fair to let you know why receiving them earlier would be helpful.
Thank you again for taking the time to respond.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Bernia Martin <vote4bernia@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 2:57 PM

It is next on my to-do list so hopefully I can meet your deadline.
Bernia Martin
[PHONE REDACTED]
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Martin <vote4bernia@gmail.com>
Date: Mon, Sep 21, 2026 at 3:09 PM

Hi Bernia,
Thank you again for the update. I wanted to add one clarification to my earlier timing note, because as I have continued receiving responses and defining the comparison process, I have realized that I do not want my request for

answers today to create unnecessary pressure.
If you are able to send your answers today, that is certainly helpful because I am still within the current question-submission period. However, today is not a cutoff for participating in the comparison, and I do not want you to feel that you need to rush your answers simply to meet that timing.
If you are not able to complete every question today, you are welcome to answer the questions you are comfortable addressing now and provide the remainder later. I will continue accepting candidate material for the final comparison until approximately two weeks before election day.
As responses have started coming in, I have also been able to define the process a little more clearly. The comparison itself is not being completed at this stage. The information I receive now is also helping me determine whether there are broader areas where an additional question, clarification, or factual verification might be useful before the current question-submission period closes.
If there is an issue relating to the Deputy Mayor–County Councillor position, municipal or County responsibilities, a policy issue, or something in the public record that you believe would benefit from further clarification or verification, you are welcome to suggest it as feedback.
I am not looking for candidate-directed questions intended to criticize or disadvantage another person. Any feedback would simply help identify subjects that may warrant a neutral question or further verification. I will independently decide whether anything should be pursued and how it should be framed, and I am extending the same general opportunity to the other candidates.
4 of 5 2026-09-25, 00:04
Responding earlier does not provide any additional weighting or advantage in the eventual comparison. It simply means that the information is available while I am still considering possible follow-up questions.
I mainly wanted to clarify that point because I had already asked whether you might be able to respond today, and I do not want that request to be interpreted as pressure or as a deadline for your answers to be considered.
Thank you again for participating. I look forward to reading your responses whenever you are able to provide them.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Bernia Wheaton <vote4bernia@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 3:26 PM

Thanks for your patience. My answers are attached.
I hope you'll get to watch the podcast, This Is Woodstock as the questions are very similar to the ones Tom asked of each candidate.
All the best to you.
Bernia Martin
Candidate for Deputy Mayor/County Councillor
vote4bernia.ca
[PHONE REDACTED]
ELECTION DAY IS OCTOBER 26th. PLEASE VOTE.
[Quoted text hidden]
--
Bernia Martin
2026 Candidate for Deputy Mayor and County Council
[PHONE REDACTED]
Join the conversation on Facebook and Instagram
Austin Force Questions for Bernia Martin_ September 20, 2026.pdf
112K

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Wheaton <vote4bernia@gmail.com>
Date: Mon, Sep 21, 2026 at 4:17 PM
Subject: Why should Woodstock residents vote for you in 2026?

Hi Bernia,
Thank you for sending your responses over. I appreciate the time and detail you put into answering the questions. I've received the full attachment and will be reviewing your answers alongside the responses from the other candidates as part of the comparison process.
Thank you as well for mentioning the This Is Woodstock podcast. I'll keep that in mind as an additional source of context, particularly where the discussion overlaps with the questions I asked.
I appreciate your participation and your willingness to provide such a substantive response.
Thank you again,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
5 of 5 2026-09-25, 00:04

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Martin <vote4bernia@gmail.com>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Bernia,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
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THE PROJECT
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SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
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1 of 3 2026-09-28, 14:37

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I believe residents should be able to see both comparisons.
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Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.
If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
2 of 3 2026-09-28, 14:37
TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.

I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
3 of 3 2026-09-28, 14:37

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Martin <vote4bernia@gmail.com>
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Bernia,
Thank you again for the detailed response you already provided. I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
This is not another questionnaire. Your current City/County service, Deputy Warden role, public-health leadership and municipal board/committee experience are already well documented, so you do not need to re-prove them.
Professional experience
In your response, you described more than 15 years working in municipal economic development before elected office, along with communications, strategic planning and consulting.
If you want the professional section to be more specific, please identify only the main roles you consider most relevant:
Organization/role — approximate years — brief description
A complete employment history is not necessary.
Community involvement outside elected appointments
Because your public record is dominated by elected-office and appointed-board material, I want to ensure that community involvement outside those responsibilities is not hidden. The equal three-item opportunity below is specifically available for volunteering, charitable work, community organizations, events, mentoring, neighbourhood activity or other service undertaken outside ordinary elected duties.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
1 of 5 2026-09-30, 02:04

You mentioned exploring deeper post-Council public communication, potentially including a podcast. If concrete work has begun, that may fit within the developing-initiative section; if it remains only an idea, it will stay under future intention instead.

Candidate-provided resources

I'm creating the same additional resource area for every candidate.

Your official campaign website will be linked separately and does not count toward the limits below.

If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.

The Explore More page does not count toward the five supplemental links.

In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:

- the material must be publicly viewable without creating an account, joining a group, or signing in;
- normal public websites and publicly accessible documents are accepted;
- public organization/project pages are accepted;
- public YouTube videos are accepted;
- Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
- a YouTube link does count as one of the five; and
- you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.

If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.

You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.

Please send any supplemental resources as:

Title — public link — one short sentence explaining what residents will find there

And, if applicable:

Explore More page — link

You previously recommended the This Is Woodstock podcast. If there is a public YouTube episode or other non-login webpage containing your interview that you want included, you may use one of your five supplemental links for it.

How this will be presented

The final profile will keep different kinds of information separate:

- Established and independently supported community contributions
- Candidate-provided community contributions
- Current or ongoing community involvement
- Developing community initiatives
- Professional and relevant experience
- Elected and appointed public service, where applicable
- Future proposals and commitments
- Independent verification sources
- Candidate-provided resources

These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.

Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed

to the individual candidate.

For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.

New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.

Thanks,

Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

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Date: Mon, Sep 28, 2026 at 2:52 AM

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1 of 4 2026-09-29, 02:24
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I'm creating the same additional resource area for every candidate.
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New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Bernia Wheaton <vote4bernia@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 1:52 PM

Organization/role — approximate years — brief description
1. Rural Oxford Economic Development Corporation, Economic Development Officer - 2014 to 2019. Bernia provided economic development resources to the five townships in Oxford County including business retention + expansion,

BERNIA MARTIN

business attraction, mitigating red tape, and support for downtowns.
2. Perth County, Economic Development Officer - 2006 to 2011. I served for five years as the Economic Development Coordinator during a critical economic cycle including the 2008–2010 downturn. Key activities included programs to retrain workers, attract new investors to shuttered facilities, and the implementation of a $2.1 Million RED grant to support initiatives identified in the 2006 and 2008 BR+E study.
3. Bernia.ca (Formerly Achieve Consulting Group) - 1998 to present. Bernia Martin (formerly Wheaton) has provided strategic planning, online marketing and communications expertise to a diverse range of private- and public-sector clients, helping organizations turn ideas and objectives into clear, actionable strategies. Her depth of knowledge and practical approach also created opportunities to share her expertise beyond client engagements, including as a keynote speaker at conferences and professional events across North America.
4. Your Farm Market, Co-owner - 2019 to present. As co-owner of Your Farm Market in Woodstock, Bernia Martin was directly involved in building and operating this local business focused on connecting customers with fresh, locally sourced food and supporting area producers. Her experience as an entrepreneur provided firsthand insight into the realities facing small businesses, from staffing and customer service to marketing, operations and changing economic conditions. In 2022, Bernia stepped back from the day-to-day operations of the business as she pursued elected office and took on the responsibilities of serving on municipal council.
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
1. Stratford PerthCounty Community Foundation - Member of the Board - 3 years
2. Western Ontario Wardens Caucus Economic Development Committee - 3 years
3. MTO Technical Advisory Committee - 3 years
What you are developing — what has happened so far — what you hope it becomes
This section is a challenge to respond to. While I have ideas, I am just one vote at a council table and new initiatives often take a resolution of council and budget consideration to advance. I would like to see the City of Woodstock and the County of Oxford add a post-council podcast debrief to break down 4 hour meetings into something the public finds useful. This will be explored in the new term of council, if I am re-elected.
I have found that my personal Substack [https://berniamartincitycounty.substack.com] has been a really useful tool to communicate information out to residents and would like to explore if this platform could be used by the city and/or

county as a communication tool, recognizing that staff time is precious, and adding in a new task may have budget considerations.
Five supplemental public links.
Title — public link — one short sentence explaining what residents will find there
1. Cross Border Interviews with Chris Brown: Guest Bernia Martin. https://youtu.be/Zk5lwsDbzq0?si=gWZFVJyck_ViiHtq For this edition of Cross Border Interviews, we are honoured to welcome to the show, Oxford County, and City of Woodstock Councillor Bernia Martin
2. This is Woodstock Podcast https://www.youtube.com/@ThisisWoodstock (the link to candidate interviews will become available this week)
3. Woodstock Candidate profile and answers to 20 community questions. https://woodstockcandidates.ca/bernia-martin/
4. Bernia Martin YouTube. https://www.youtube.com/@Bernia.Martin This is a source of video content outlining Bernia's priorities and vision for the next term of council.
Explore More page — link https://berniamartincitycounty.substack.com
Bernia Martin regularly writes about Council issues and decisions. This is a place where I share updates on local issues, explain decisions being made at the council table, and highlight the people, organizations, and initiatives that make our city and county a great place to live and work. Most importantly, it’s meant to be a two-way conversation, grounded in transparency, respect, and a genuine commitment to listening.
Austin, I hope that this is what you are looking for. If I can provide any additional clarity, please let me know.
Bernia Martin
2026 Candidate for Deputy Mayor and County Council
[PHONE REDACTED]
Vote4Bernia.ca
ELECTION DAY IS OCTOBER 26th
[Quoted text hidden]

From: Bernia Wheaton <vote4bernia@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 1:52 PM

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3 of 4 2026-09-29, 02:24
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Five supplemental public links.
Title — public link — one short sentence explaining what residents will find there
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2. This is Woodstock Podcast https://www.youtube.com/@ThisisWoodstock (the link to candidate interviews will become available this week)
3. Woodstock Candidate profile and answers to 20 community questions. https://woodstockcandidates.ca/bernia-martin/
4. Bernia Martin YouTube. https://www.youtube.com/@Bernia.Martin This is a source of video content outlining Bernia's priorities and vision for the next term of council.
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Bernia Martin
2026 Candidate for Deputy Mayor and County Council
[PHONE REDACTED]
Vote4Bernia.ca
ELECTION DAY IS OCTOBER 26th
[Quoted text hidden]
4 of 4 2026-09-29, 02:24

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Bernia Wheaton <vote4bernia@gmail.com>
Date: Tue, Sep 29, 2026 at 1:46 PM

Hi Bernia,
Yes, this is exactly the type of information I was looking for. Thank you for laying it out so clearly.
I have enough here to complete the additional sections of your profile.
I'll place the Rural Oxford Economic Development Corporation, Perth County, consulting work and Your Farm Market material under professional and relevant experience.
For the community involvement section, I'll include the Stratford Perth Community Foundation board service there.
The Western Ontario Wardens' Caucus Economic Development Committee and MTO Technical Advisory Committee appear to fit more naturally under appointed/public-service experience, so I'll keep those separate rather than presenting them as outside community involvement.
I'll also keep the post-Council podcast and possible municipal use of Substack under future proposals or communications ideas, since you've explained that these have not yet been advanced through Council and would be explored in a future term.
I have the supplemental links as well. For the This Is Woodstock interview, once the direct candidate interview
4 of 5 2026-09-30, 02:04
becomes available, I can use that rather than the general channel link.
If you would like one of your YouTube links specifically featured or embedded on the profile, just let me know which one. Otherwise, I have what I need.
Thanks again,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]
5 of 5 2026-09-30, 02:04

ATTACHMENT
Filename: answers Bernia Martin- September 21, 2026.pdf
Original format: PDF
Rendered faithfully from original source file

Austin Force Questions for Bernia Martin: September 20, 2026

Why are you running for Deputy Mayor–County Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?

I am running because I am ready for the job.

I love municipal government. I believe strongly in public service, and I have spent much of my professional life working with municipalities and communities. Before being elected to Council, I spent more than 15 years working in municipal economic development, helping communities attract investment, support businesses, plan for growth and navigate the relationship between government and the private sector.

For the past four years, I have represented Woodstock at both City and Oxford County Councils. That experience matters because this is not simply a Deputy Mayor position. It is also a County Councillor position.

I currently serve as Deputy Warden of Oxford County. I have chaired the Southwestern Public Health Board of Health and served on committees and boards dealing with community safety and well-being, economic development, social planning, road safety and the Woodstock Public Library.

Those experiences have taught me something important about leadership: the work doesn't begin when the meeting starts and end when the meeting adjourns.

I read staff reports thoroughly. I ask questions. I meet with staff. I speak with other councillors. I advocate with provincial and federal representatives. I try to understand not only what a recommendation will accomplish today, but what it means five, ten or twenty years from now.

The Deputy Mayor needs to be capable of stepping into the Mayor's role without a learning curve. I believe my City, County and Deputy Warden experience has prepared me to do that.

What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?

1. Managing growth without sacrificing affordability or quality of life.

Woodstock is growing. Growth brings opportunity, but it also creates pressure on roads, recreation, emergency services, water and wastewater infrastructure, parks, housing and municipal staffing.

The question isn't whether Woodstock will grow. The question is whether we manage that growth well.

We need the right housing in the right places, infrastructure that keeps pace with development, and careful financial planning so existing taxpayers aren't continually asked to subsidize the cost of growth.

2. Affordability and long-term financial sustainability.

Municipalities are facing the same inflationary pressures as households. Construction costs have increased dramatically. Infrastructure is expensive. Residents expect good services, but their ability to absorb tax increases is not unlimited.

This means Council needs to become even more disciplined about priorities.

Every worthwhile idea cannot automatically become an immediate project. Council needs to ask: Is this necessary? Is it the right time? What does it cost to operate after we build it? What are we giving up by doing it? Can we borrow less? Can we phase it differently?

I don't believe responsible budgeting means simply saying "no." It means understanding the consequences of both yes and no.

3. Quality of life and the social challenges affecting our community.

Homelessness, addiction, mental health, public safety and the health of our downtown are interconnected issues. No single government controls all the solutions.

Woodstock needs to continue working with Oxford County, public health, police, healthcare providers, community organizations and the provincial government rather than pretending one municipality can solve these issues independently.

I want Woodstock to be a community where people can build a life, raise a family, operate a business and feel that they belong.

If elected, what three specific changes, projects, policies, or outcomes would you most want to accomplish?

First, I want to move the North Woodstock Recreation Complex from planning toward construction in a financially responsible way.

Woodstock needs additional recreation capacity, but a project of this magnitude requires careful decisions about design, debt, development charges, partnerships, grants and long-term operating costs. I have already been involved in advocating to senior governments for funding opportunities. I want that work to continue.

Second, I want to advance a more coordinated approach to homelessness, addiction, mental health and community well-being, including the County's Homelessness Support Centre and stronger coordination among the organizations providing services.

I don't want our measure of success to be how much money we spend. I want us measuring whether people are actually moving toward housing, treatment, stability and independence.

Third, I want Woodstock to develop a stronger long-term financial and infrastructure strategy.

Council should be looking beyond the next annual budget. I want clearer multi-year forecasting of capital projects, debt, reserves, asset replacement and operating impacts so residents can see what today's decisions mean for tomorrow's taxes.

What areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change?

I would increase investment in infrastructure planning and asset management. Roads, bridges, water, wastewater, facilities and recreation assets eventually have to be replaced. Deferring necessary maintenance can turn today's small tax bill savings into tomorrow's very large bill. We've seen specific examples of this in the current term of council.

I would maintain essential frontline services, while continually examining how they are delivered and whether technology, partnerships or different service models can produce better value.

I would reduce our reliance on debt where reasonable and continue looking for opportunities to use surpluses, reserves, grants and other revenues strategically. Debt is a legitimate municipal financing tool for long-lived infrastructure, but debt payments also reduce the flexibility of future councils.

I would be prepared to defer capital projects that aren't urgent when construction markets, debt levels or competing priorities make the timing wrong. Deferring something does not necessarily mean abandoning it.

And I want us to continue pursuing provincial and federal infrastructure funding and regional partnerships, particularly for major recreation and growth-related infrastructure.

The trade-off is important: every dollar has an opportunity cost. Money committed to one project cannot simultaneously fund another project, reduce debt or remain in the taxpayer's pocket.

Council should be transparent about those choices.

The Deputy Mayor–County Councillor is a new elected office. What problem was it intended to address?

Woodstock previously elected a Mayor, two City-County Councillors and four City Councillors. Council then selected an Acting Mayor annually.

Beginning with the 2026 term, one of those City-County positions becomes the elected Deputy Mayor–County Councillor. Council remains the same size, only the name of one position has been changed.

I think the advantage is continuity and democratic accountability.

Residents now specifically choose the person they believe is prepared to assume the Mayor's responsibilities, when it is necessary.

Because the Deputy Mayor also sits on County Council, that person will already be immersed in both City and County business. That is particularly important in Woodstock because so many services residents rely upon involve both levels of municipal government.

What are the normal responsibilities, authority and limitations?

On an ordinary day, the Deputy Mayor is still one member of Council with one vote. The title does not give the Deputy Mayor authority to independently direct staff, approve spending, create policy or overrule Council.

At Woodstock Council, the Deputy Mayor will participate in debate and decision-making like other members while also being prepared to assume the Mayor's responsibilities when required.

The position also sits on Oxford County Council, just as I have for the past four years. This means participating in decisions involving major County responsibilities and representing Woodstock at that table.

Leadership in municipal government isn't about accumulating individual power. Most meaningful decisions require a majority of Council.

What changes when the Deputy Mayor acts in place of the Mayor?

When the Mayor is absent, unable or unwilling to perform the duties of the office, has a conflict requiring them to step aside, or the office is vacant, the Deputy Mayor can act in the Mayor's place. Please note that Strong Mayor Powers do not fall to the Deputy Mayor in his absence.

Woodstock's procedural rules provide that, in those circumstances, the Deputy Mayor has the rights, powers and privileges of the Chair.

That requires more than knowing how to use a gavel. You need to understand procedure, manage debate fairly, recognize points of order, work with senior staff and represent the municipality appropriately.

That is another reason I believe preparation matters.

How would you maintain independent judgment while maintaining an effective working relationship with the Mayor and Council?

By understanding that disagreement and dysfunction are not the same thing. I don't expect seven members of Council to agree all the time. They shouldn't.

My responsibility is to read the information, ask questions, listen to residents and staff, consider the evidence and then cast my own vote. I believe that once Council makes a decision, we still have to work together the next morning.

Some of the most productive work I have done during this term has happened between Council meetings: talking with another councillor about an issue, asking staff for clarification, finding common ground or figuring out whether an amendment can address legitimate concerns.

Independent thinking doesn't require isolation. I can disagree with someone's vote without deciding I can no longer work with that person.

This is the kind of Council culture I want to help build.

What if Woodstock's interests differ from a broader County priority?

This is one of the most important parts of the job. I represent Woodstock, but when sitting at County Council I also have responsibilities as a member of the governing body of Oxford County.

Those interests are not necessarily opposites.

Woodstock represents a significant share of Oxford's population and economic activity, while Woodstock residents depend every day on County services and

infrastructure. Water, wastewater, social services, housing, paramedic services, long-term care, waste management, and major planning decisions do not stop at municipal boundaries.

When there is genuine disagreement, I would make Woodstock's case clearly and use evidence to support it, but I would also listen to the other municipal representatives. County Council has ten members. Accomplishing anything requires building relationships and finding support.

My approach is not "Woodstock versus Oxford." Woodstock is part of Oxford. We are much more successful when we approach the County table looking for solutions rather than enemies.

Thirty-eight percent (38%) of taxes collected by Oxford County are from county residents who live in Woodstock. In many cases, Woodstock benefits from County services, programs, and spending to a much higher degree than that 38%. Paramedic calls, Long Term Care, Human Services around homelessness prevention and response are highly focused on Woodstock.

Residents don't wake up wondering whether something is a City responsibility or a County responsibility. They just want government to work. I've spent four years at both tables, and I think one of the most important jobs of the Deputy Mayor is helping those two governments work better together.

Is there anything about your employment, businesses or outside activities residents should know?

I understand municipal government as a resident, taxpayer, parent, and downtown business owner and resident, not just as a councillor.

Outside Council, I have spent much of my career in economic development, communications, strategic planning and consulting, including operating my own consulting business. I have also served on community and municipal boards and organizations.

Those experiences give me useful perspectives, but they also create a responsibility to recognize when a professional, business or financial relationship could create a conflict.

I take that responsibility seriously. Residents should be able to ask me about my relationships and interests, and I should be prepared to answer.

Public office is a public trust.

How would you remain accessible and accountable? What measurable commitments would you make?

Accessibility means more than publishing an email address.

I will continue communicating directly with residents through email, telephone, social media, substack articles, community events, and face-to-face conversations. I've even explored the possibility of a post-council podcast to delve deeper into issues and decision made at the council table.

I also believe councillors have an obligation to explain decisions, particularly the complicated ones. Residents shouldn't need a municipal government dictionary to understand development charges, reserves, debentures, tax-supported debt or which level of government delivers which service.

I would make several measurable commitments:

1. Regular public communication explaining significant City and County decisions and upcoming issues.
2. Public explanations of major votes, particularly budgets, major capital projects and issues generating significant community interest.
3. Regular opportunities for residents to meet and ask questions, both in person and online.
4. Annual reporting on the priorities I campaigned on, including what has been completed, what remains underway and what has changed.
5. Accessibility to disagreement. I will respond respectfully to residents who disagree with me and explain why I voted the way I did.

Accountability doesn't mean promising everyone the answer they want. It means being prepared to explain the answer I gave.

Finally, what would you most want a resident to understand when deciding whether to vote for you?

I would ask residents to look at the job and then look at my preparation for it.

The next Deputy Mayor will sit at two Council tables dealing with hundreds of millions of dollars in public budgets, major infrastructure decisions, growth, housing, recreation, roads, water and wastewater, social services, public health and community safety. When necessary, that person must be ready to step into the Mayor's chair.

I have spent much of my professional career working with municipalities. I have spent the past four years representing Woodstock at both City and County Councils. I currently serve as Oxford County's Deputy Warden and have held leadership responsibilities on boards and committees dealing with some of the most complicated issues facing our community.

But experience alone isn't enough. What matters is what you do with it.

I prepare. I ask questions. I challenge assumptions. I work with people between meetings. I understand municipal procedure. I advocate beyond our municipal borders. And I am willing to explain not only what I believe Council should do, but why.

I don't believe leadership means having all the answers. I do believe it means doing the homework, surrounding yourself with good people, listening to expertise, making a decision and accepting responsibility for it.

That is the kind of Deputy Mayor I am asking Woodstock residents to elect.

Connie Lauder

Woodstock 2026 Municipal Election
Correspondence Record

BERNIA MARTIN

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - CONNIE LAUDER - Final verification and additional resources for your ca
September 28, 2026 - CONNIE LAUDER - Final verification and additional resources for your ca
September 29, 2026 - Justin Forest - Final verification and additional resources for your ca
September 29, 2026 - LAUDER - Final verification and additional resources for your ca
Attachment - Justin.docx

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: connielauder@rogers.com
Date: Sun, Sep 20, 2026 at 2:25 AM

Hello Connie Lauder,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe
1 of 2 2026-09-25, 00:20
Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

CONNIE LAUDER

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: connielauder@rogers.com
Date: Mon, Sep 21, 2026 at 4:39 PM

Hi Connie
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether candidate responses identify areas where a neutral follow-up question, clarification, or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for City Councillor so that everyone has a comparable opportunity to explain their priorities and approach in their own words.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
2 of 2 2026-09-25, 00:20

CONNIE LAUDER

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: connielauder@rogers.com
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Connie,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response,

partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 3 2026-09-28, 15:06
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through

corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted
afterward. It may simply take me longer to review, verify and
incorporate it.
2 of 3 2026-09-28, 15:06
TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is
broken, text is difficult to read, the mobile layout behaves
incorrectly, or you encounter an accessibility issue, please send me a
separate message if possible.
A screenshot and a short explanation of what happened would be very
helpful because the site may behave differently depending on the
device or browser being used.
I am continuing to improve the website, including its source
navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer
questions, provide information, point me toward other sources, or
otherwise participate in the process.
If there is something in your record that I should correct, clarify or
add, please send it to me and identify the relevant section or
question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
3 of 3 2026-09-28, 15:06

CONNIE LAUDER

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: connielauder@rogers.com
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Connie,
I’m completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
I know you haven’t had an opportunity to respond to the original questionnaire, so I want to keep this focused rather than sending another lengthy set of questions.
Already supported in the record
My current research supports a long elected-service record on Woodstock City Council, previous Acting Mayor service, current Council appointments and earlier municipal taxation employment. I will keep elected/appointed service separate from voluntary community activity.
South Gate Centre
Older public material describes you as a South Gate Centre board member, volunteer and fundraiser, while current material identifies Council/board responsibilities.
Could you provide the simplest chronology you consider accurate?
Approximate year first involved — volunteer/fundraising involvement — board involvement — current role
This will let me distinguish personal community involvement from roles held specifically as a Council representative.
Previous leadership roles
Historical material refers to leadership positions connected with bodies including the Police Services Board and hospital-related organizations. If there are roles you consider important to include:
Organization — title/role — approximate years

Professional municipal experience
Public reporting identifies previous employment with the City of Woodstock in municipal taxation and later part-time work in Tillsonburg's tax department.
If those descriptions are accurate, a simple confirmation is enough. If you want approximate employment years included, please provide them.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.

Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
Because the City's candidate listing currently directs residents to a Linktree rather than a conventional campaign website, a durable public resource page that does not require a social-media account would be particularly useful if you want to provide longer-form information.
How this will be presented
The final profile will keep different kinds of information separate:

• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
2 of 3 2026-09-29, 02:22
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

CONNIE LAUDER

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: connielauder@rogers.com
Date: Mon, Sep 28, 2026 at 2:51 AM

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1 of 4 2026-09-30, 02:06
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
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Explore More page — link
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How this will be presented
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• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
2 of 4 2026-09-30, 02:06

• Elected and appointed public service, where applicable
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• Independent verification sources
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For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: CONNIE LAUDER <connielauder@rogers.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 11:02 AM

Please see info attached clarifying my position as a city employee and my time on council
Connie Lauder
[Quoted text hidden]
Justin.docx
14K
3 of 3 2026-09-29, 02:22

From: CONNIE LAUDER <connielauder@rogers.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 11:02 AM

Please see info attached clarifying my position as a city employee and my time on council
Connie Lauder
[Quoted text hidden]
Justin.docx
14K

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: CONNIE LAUDER <connielauder@rogers.com>
Date: Tue, Sep 29, 2026 at 4:42 PM

Hi Connie,
Thank you for sending this. I received the attachment and have reviewed the information.
This gives me what I need to properly separate your elected and appointed public service, volunteer involvement, South Gate involvement, and professional municipal experience. I'll make sure the profile distinguishes roles you held through Council from the volunteer work you were involved with independently.
I'll be incorporating the additional information into the profile during the next update.
You do not need to send anything further unless there is something else you specifically want included. The option to provide supplemental public links or information about developing community initiatives remains available if you want to use it.
Thanks again for taking the time to clarify everything.
Austin Force
Woodstock 2026 Candidate Comparison

WoodstockElection.ca
3 of 4 2026-09-30, 02:06
[Quoted text hidden]

From: LAUDER <connielauder@rogers.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 29, 2026 at 9:27 PM

Thank you
Sent from my iPad
[Quoted text hidden]
4 of 4 2026-09-30, 02:06

CONNIE LAUDER

ATTACHMENT
Filename: Justin.docx
Original format: DOCX
Rendered faithfully from original source file

I was first elected to Council in 2003 for the term commencing 2004.

I have served 18 years on Council, I was not successful running against the incumbents for City/County for one term thus the 4 year break in my service as a councilor.

During my time on Council I have been appointed to the following Boards and Committees: I have served on 5 boundary adjustment committees, grant committee 2 terms, Art Gallery Board as a director for the majority of my years on council, Police Board under OCPS, 1 year as Chair, presently sit on Police Board appointed by council, South Gate Board presently as Secretary. Hydro Legacy Committee, Woodstock Hospital Board of Trust Ex-Officio Director, alternate at County Council in the absence of any of our 3 elected city/county members, in 2018 in my position as Acting Mayor I took over the position of Mayor for 10 months, sat on Library Board for 2 terms,

Volunteer Positions: Woodstock Non Profit Board Director for approx. 11 years, South Gate Centre as Co Chair, prior to my appointment as City rep plus helping out volunteering as needed. Woodstock Hospital Foundation, 9 years of which I was chair for 2 years.

Previous employment:

I worked for the City for 30 years starting receptionist City Engineers Office approximately, Purchasing Agent then approximately 24 years as Tax Collector. After retiring I was hired on a contract to work 2 days a week on a special assignment relating to phasing in taxes for industrial, commercial and multi res after a long overdue assessment

update. When I submitted my name as a council candidate in 2003 and was successful my contract was finished. Town of Tillsonburg contacted me to perform the same duties for their tax office 2 days a week which I commenced also in 2001 for the a duration of 6 years.

Daniel Leduc

Woodstock 2026 Municipal Election
Correspondence Record

CONNIE LAUDER

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: leducdaniel96@gmail.com
Date: Sun, Sep 20, 2026 at 2:26 AM

Hello Daniel Leduc,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe
1 of 2 2026-09-25, 00:21
Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

DANIEL LEDUC

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: leducdaniel96@gmail.com
Date: Mon, Sep 21, 2026 at 4:42 PM

Hi Daniel
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether candidate responses identify areas where a neutral follow-up question, clarification, or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for City Councillor so that everyone has a comparable opportunity to explain their priorities and approach in their own words.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
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DANIEL LEDUC

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: leducdaniel96@gmail.com
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Daniel,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response,

partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
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Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.
If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through

corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted
afterward. It may simply take me longer to review, verify and
incorporate it.
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TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is
broken, text is difficult to read, the mobile layout behaves
incorrectly, or you encounter an accessibility issue, please send me a
separate message if possible.
A screenshot and a short explanation of what happened would be very
helpful because the site may behave differently depending on the
device or browser being used.
I am continuing to improve the website, including its source
navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer
questions, provide information, point me toward other sources, or
otherwise participate in the process.
If there is something in your record that I should correct, clarify or
add, please send it to me and identify the relevant section or
question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
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DANIEL LEDUC

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: leducdaniel96@gmail.com
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Daniel,
I'm completing the final verification pass on the community involvement, professional experience and background portion of the Woodstock candidate project.
I know you haven't had an opportunity to respond to the original questionnaire, so I want to keep this focused.
Already supported in the record
My current research supports your current municipal building/drainage work with South-West Oxford and your 2026 candidacy. I'll present that under Professional and relevant experience, separate from community service and campaign proposals.
Professional municipal experience
Rather than reconstruct your employment history from individual Council minutes, could you provide the simplest chronology you consider accurate?
Municipality/organization — position — approximate years
It would be especially helpful to know approximately when you became:
Drainage Superintendent
Deputy Chief Building Official
Chief Building Official
and whether there are earlier building, construction, engineering or municipal roles you consider especially relevant.
Qualifications
If there are professional or technical credentials you want included:

Credential/designation — issuing organization — approximate year
I'll present these as professional qualifications rather than community accomplishments.
Youth sports/community involvement
You've publicly identified youth sports and youth facilities as an area you care about. That's currently a campaign priority in the material I've found.
If there is also a personal history behind that interest—playing, coaching, volunteering, organizing, supporting a club or helping with facilities—please identify:
Sport/organization — your involvement — approximate years
I won't assume that such involvement exists simply because youth sports appear in your platform.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
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Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
If you do not currently have a campaign website, even a simple public page that contains your biography,

qualifications, community involvement, policy positions and public documents would give residents a non-social-media place to access your material.

How this will be presented

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The final profile will keep different kinds of information separate:

• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources

These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.

Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.

For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.

New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.

Thanks,

Austin Force

Woodstock 2026 Candidate Comparison

WoodstockElection.ca

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DANIEL LEDUC

Dave Bloxsidge

Woodstock 2026 Municipal Election
Correspondence Record

DANIEL LEDUC

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Dave Bloxsidge - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Dave Bloxsidge - Why should Woodstock residents vote for you in 2026?
September 24, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: davebloxsidge@gmail.com
Date: Sun, Sep 20, 2026 at 2:22 AM

Hello Dave Bloxsidge,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe
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Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Dave Bloxsidge <davebloxsidge@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 9:39 AM

Good Morning Austin
Thank you for your questions, with personal emails I like to offer to have either a phone call or preferably coffee with someone. We as candidates have to answer so many of the same questions for media release that they can start feeling like canned responses or disingenuous atleast for me, my life comes form a manufacturing business back ground where I grew up in a shop and try to keep it pretty real. Some times those can feel so fake and I hate that. So when it is not for a media or influencer to the post or write an article I like to give the person a chance to meet me and ask the questions. Is this something you would be interested in doing this week ?
Dave Bloxsidge
Sent from my iPhone
On Sep 20, 2026, at 2:22 AM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Dave Bloxsidge <davebloxsidge@gmail.com>
Date: Sun, Sep 20, 2026 at 5:29 PM

Good afternoon Dave,
Thank you for getting back to me. I understand what you mean about repeatedly answering similar questions and how, after a while, written candidate responses can start to feel canned.
I have also been looking at what you have already said publicly rather than expecting you to start completely from scratch. For example, I saw your Heart FM candidate profile and the more recent Woodstock Ingersoll Echo profile. From those, I already have some understanding of where you are coming from. You have spoken about your manufacturing and business background, wanting Woodstock to continue providing opportunities for the next generation, bringing and maintaining good stable jobs, housing across different economic circumstances, community amenities, community safety and well-being, fiscal responsibility, and getting better value for what residents pay in taxes. You have also talked about approaching Council as one voice among seven and listening to other perspectives rather than assuming one councillor can act alone.
That material already helps answer portions of some of my questions, particularly why you are running, some of the
2 of 7 2026-09-25, 00:55
issues you see facing Woodstock, and aspects of the approach you would bring to Council.
The reason I would still like to give you the opportunity to respond to the questionnaire is consistency. Every candidate seeking the same office is receiving the same questions, so I don’t want one candidate being assessed through a coffee conversation, another through an email, and another solely through campaign material. I want each candidate to have the same opportunity, in their own words, to address the same subjects.
That does not mean you need to rewrite things you have already said. If one of your existing public statements reflects your answer, please feel free to reuse it, summarize it, point me toward it, or simply build on it. Short answers are also completely fine. I am much more interested in what you actually think than in polished campaign language.
Some of the questions also go a little further than the public material I have been able to find so far - particularly the specifics of City spending and capital priorities, what existing City services or policies you would keep or reconsider, working with Oxford County and other governments, potential conflicts of interest, and measurable commitments residents could use to hold you accountable.
I realize ten questions is a fair amount, particularly during an election campaign. The intention isn’t to create busywork. It is to give every candidate a comparable opportunity to put something substantive on the record for Woodstock residents.
I appreciate the invitation to talk as well. I certainly don’t see a written questionnaire and an actual conversation as mutually exclusive.
Thank you again,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Dave Bloxsidge <davebloxsidge@gmail.com>
Date: Mon, Sep 21, 2026 at 3:22 PM

Hi Dave,
I just wanted to add one clarification to my previous email as I have been defining the comparison process more clearly while responses come in.
There is no expectation that you complete the questionnaire immediately, and I do not want the timing of my earlier message to create unnecessary pressure.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before the election. So there is still plenty of time for anything you provide to be considered as part of the eventual comparison.
The only reason information received today would be especially helpful is that I am currently working on questions that may be submitted through the available question-submission process. Material candidates provide at this stage may help me identify areas where a more specific or useful follow-up question would be appropriate.
That is separate from the broader comparison. Information provided later can still be incorporated.
I am trying to keep that distinction consistent for everyone: there is an earlier stage where responses may help shape the questions I ask, followed by a longer period where candidates can continue providing information for the comparison itself.
Your offer to meet for coffee or speak by phone is still appreciated as well. I do not see that as conflicting with the written process. A conversation can provide additional context, while the written questions help maintain a comparable record across candidates.
There is also no requirement that you answer every question at once. You are welcome to answer only some initially, reuse or point me toward existing material where appropriate, and provide additional responses later.
3 of 7 2026-09-25, 00:55
I simply wanted to make sure you had the same clarification about timing and process that I am providing to the other candidates.
Thank you again,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Dave Bloxsidge <davebloxsidge@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 6:49 PM

Justin
Please see below. I will gladly sit down to have a chat if you would like to explore further.
1. Why are you running for City Councillor, and what experience, knowledge, or
preparation do you believe equips you for the responsibilities of the position?
I'm not a politician, I'm a problem solver, and that's not a slogan, it's just who I am. For nearly 20 years my wife, my kids and I
have called Woodstock home, and the longer I've been here the more I've found myself caring about this community and wanting to give something back to it.
This isn't a stepping stone for me. I don't have a pet project I'm chasing. What I want is simple: make sure residents get real
value for their tax dollars, and that this council makes decisions with the whole city in mind, not just whoever's loudest in the
room.
My background isn't in government, it's in manufacturing, precision machining, and running an international logistics and fabrication business with my wife. In that line of work there's no room for error. You need a clear blueprint, you need precision, and you need the grit to work through complicated problems that don't have easy answers. That's the same mindset
I'd bring to council: listen first, look at the numbers, and work with people who don't always see things the way I do to find a

path that actually works.
As part of running this campaign, I've gone through the city's own budget documents and the council record line by line, not
just the summaries. I wanted to walk into this knowing the numbers, not learning them after I'm elected. That's the kind of preparation I think this job deserves.
2. What do you believe are the three most important issues facing Woodstock during the
2026–2030 term, and why?
If I had to narrow it to three, here's where I'd put my attention.
First, keeping this city on solid financial footing while it grows. The tax levy has gone up every year of this term, and the city's
own capital plan has us going from around $13 million in actual debt to somewhere near $155 million in debt by 2030. That's
not a small shift, and I don't think it's been talked about with residents as plainly as it should be. Growth is good, but growth
has to be paid for honestly.
Second, homelessness, addiction, and mental health. This isn't three names for one problem, it's three separate problems that
get treated like one. Drug use, mental illness, and people just hitting hard times each need a different kind of help, and right
now our approach still leans reactive, help shows up after someone's already in crisis. We need to get ahead of it.
Third, managing growth the right way. Woodstock is getting bigger, and that means more pressure on roads, permitting, housing, and city services all at once. I want growth that benefits the people who already live here first, not growth for its own
sake.
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes

would you most want to work toward accomplishing during the term?
Three things I'd want to point to by the end of a term:
One, turn the Economic Development Strategic Plan council already paid for into something residents can actually see. Right
now nobody, not Woodstock, not the towns around us, publishes a real turnaround time for a business license or a building
permit, and our own online permit portal doesn't even cover building permits yet. I want published timelines and one point of
contact, so a new business owner isn't bounced between City Hall and the County.
Two, build a real proactive piece onto the Mayor's Task Force on homelessness, mental health and addictions. The Task Force
was the right call and it's doing good work, but I want to push it further, toward catching people before the crisis, not just responding after.
Three, force an honest conversation about how we're paying for big capital projects before we commit more tax dollars to them. The proposed North Woodstock recreation facility is an $85 million project with no identified funding partners right now. I'd bring or back a motion to go find county, provincial, and private partners for something that size before asking residents to carry more of it themselves.
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of
spending, taxation, capital investment, infrastructure, or service delivery would you most
want to change?
Here's where I'd start. I'd hold the line on police and fire, those two departments already make up about 43 cents of every tax
dollar we collect, and that's frontline service, not overhead. I'm not looking to touch that. My reasoning is simple if we are sitting in a city where people do not feel safe, cutting that budget will not help that. However I implore both chiefs just like every department head to use what they have better. Find cost saving in areas that will make not impede our safety.
Where I would push back is on the growth of management and administrative overhead. Some of our most labour-heavy budget lines are corporate and administrative accounts, not the people actually delivering a service to a resident.

Between
staffing more frontline positions and staffing more management, I'd rather see the dollar go to the person answering the call or
fixing the road.
On capital, I'd defer big discretionary commitments, like the proposed recreation facility, until there's a real funding plan in place, rather than adding to the reserve piece by piece while the full $85 million sits with no partners lined up. That's not saying no to the project, it's saying let's not put it on the city's own credit by default.
The trade-off is real. Holding the line on overhead means some back-office growth waits. Deferring the rec facility means residents who want it built sooner will be frustrated, and I understand that. But I'd rather tell people the truth about the order
we're doing things in than let a big project quietly become debt because nobody asked the harder question first.
5. What is one current City service, program, project, policy, or investment that you believe
is working well and should continue, and what is one that you believe should be
reconsidered or changed?
One thing I think is working: the small, practical steps council has taken to make it easier to actually run a business downtown,
things like making the Pop-Up Patio Program permanent and extending free downtown parking. They're small, but they're the
kind of thing a business owner actually notices, and I'd like to see council build on that instead of treating it as done.
One thing I'd want reconsidered: how we're approaching big capital projects without a funding plan attached. The recreation
facility is the clearest example, it's sitting in our capital forecast as an $85 million project with no identified funding partners. I
don't think that's fair to residents, and I'd want council to slow down and find the partners before it turns into debt by default.
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or
other levels of government. How would you approach concerns that the City cannot resolve
on its own?
A lot of what people are most frustrated about, housing, addiction treatment, mental health care, isn't actually something the
City controls on its own. Oxford County is the service manager for housing and homelessness, and health care and addiction
treatment sit mostly with the province and the health unit.
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That's real, but it's not an excuse to wait around. It's our downtown, our neighbours, our streets. I'm tired of waiting on people
who don't live here to tell Woodstock how to fix what's happening in Woodstock. Where the City doesn't have the authority to
act alone, I think our job is to convene the people who do, bring the County, the province, and community partners like Operation Sharing to our table, the same way council brought people together for the Mayor's Task Force. And where formal
advocacy is what's needed, that means clear resolutions from council and a willingness to actually show up at the County table
and press the case, not just send a letter and move on.
7. How would you maintain independent judgment while still working constructively with
the rest of Council?
Council only works if seven people who don't always agree can still get something done, and I take that seriously. My plan is
to actually read the staff reports and the budget lines myself, not just the summary, before I vote, the same way I wouldn't sign
off on a job in my own business without checking the blueprint myself.
Being one of seven means I'm not going to get my way on everything, and I don't think I should. What I can do is be straight
with my colleagues, including the Mayor, about where I stand and why, make my case on the merits, and be willing to

actually
be persuaded when someone brings me something I hadn't considered. Woodstock also operates under the province's Strong
Mayor rules now, which means budget items in particular need real buy-in, a simple 4-3 majority isn't always enough to get
something through. That makes honest, respectful relationship-building with the rest of council genuinely necessary, not just a
nice idea. I can hold my position and still work the room to get to yes.
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy?
In the interest of being upfront: my wife and I own and operate an international fabrication business based here in Woodstock.
That's been our livelihood for years, and it's part of why I understand how city decisions, permitting, taxation, procurement,
land use, actually land on a business owner's desk.
If elected, I'd follow the Municipal Conflict of Interest Act the way I'd follow a safety procedure on my own shop floor, no shortcuts, no grey areas. If a matter in front of council would financially benefit my business, my family, or anyone I have a
close relationship with, I'll declare it, on the record, before the discussion starts, and step out of the vote. If I'm ever unsure
whether something crosses that line, I'll ask before I act, not after.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you, and what measurable commitments would you make?
Direct communication is one of my five core commitments, and I don't want that to just be a line on a website. Concretely, here's what I'd commit to:
Responding to every resident who reaches out, by phone, email, or in person, within a few business days, even if the answer is
just letting you know I'm looking into it.
I have already increased my public appearances in the last few years just because of involvement in our community, I see that
continuing. I always hope that I give off the ease to approach me. I think we expect respect and appreciation from our councilors, and we as citizens need to do the same. When asked I will always explain my decision making with someone. Using the facts and conversations that lead me to them. Explaining my votes in plain language, especially on anything contentious, so residents can see the reasoning, not just the outcome.
To be clear I am not sure what socials will look like for me after the election, most politicians do not go into this to become a
influencer of any type. But it is a valuable tool to be used to have the pulse of the community at your fingertips. I admire Councilors Leatherbarrow’s social’s and updates after meetings. There is a component that I want to happen I just need to find
what will work for me best so that I can relay information well to people.
10. Without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you?
I'd want people to know that what you see is what you get with me. I'm not running because this is a steppingstone to

something else, and I don't have a personal agenda I'm chasing. I've lived in this community for almost 20 years, I'm raising
my family here, and I want the same things for Woodstock that most residents want, a city that's run honestly, that spends wisely, and that still feels like the place that made me want to choose here. By building the best city possible it gives the next
generation the best chances to be prosperous.
I bring a different kind of experience to the table, 20 years of solving hands-on problems where there's no room to cut corners,

and I think that's useful at a council table making decisions on your behalf. I'm not asking for your vote because I have all the
answers. I'm asking for it because I'll do the work, listen honestly, and tell you the truth even when it's not the easy answer.
Dave Bloxsidge
[PHONE REDACTED]
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Dave Bloxsidge <davebloxsidge@gmail.com>
Date: Thu, Sep 24, 2026 at 11:40 PM

Hi Dave,
Yes, sorry for the delayed response I did see your message. I just realized that I had written my response but forgot to actually hit send.
Thank you for taking the time to answer all of my questions and provide such a detailed response. I appreciate you taking the time to participate and share your perspective.
Thanks again,
Austin Force
[Quoted text hidden]
7 of 7 2026-09-25, 00:55

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Dave Bloxsidge <davebloxsidge@gmail.com>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Dave,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL

I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 3 2026-09-28, 14:40
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.
If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
2 of 3 2026-09-28, 14:40

DAVE BLOXSIDGE

TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
3 of 3 2026-09-28, 14:40

DAVE BLOXSIDGE

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Dave Bloxsidge <davebloxsidge@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Dave,
Thanks again for answering all ten of my original questions.
I'm completing the final verification pass on the community involvement, professional experience and background portion of the candidate project. This is not another questionnaire, and I'm not asking you to repeat policy positions you've already provided.
Already supported in the record
My current research supports your longstanding Woodstock residency, manufacturing/machining background and professional work involving fabrication and logistics. I'll present that under Professional and relevant experience, not community service.
Business background
In your response, you explained that you and your wife own and operate an international logistics and fabrication business.
Rather than infer the exact business and your role from public search results, could you provide:
Business/company — your role — approximate years involved
If there are multiple operating names or related businesses, please identify whichever name residents would most reasonably recognize.
Community involvement
Publicly searchable material gives me a substantial picture of your professional background and civic engagement, but much less about historical boards, charities, coaching, service clubs or informal volunteering.
I am not treating that as evidence that community activity did not occur. The equal three-item opportunity below is intended specifically to address that research gap.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:

Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
1 of 3 2026-09-30, 03:26
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
You already have several public interviews/questionnaires online. Rather than having me choose which ones best represent you, you're welcome to select the particular items you want residents to have.
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a

2 of 3 2026-09-30, 03:26
measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
3 of 3 2026-09-30, 03:26

DAVE BLOXSIDGE

Deb Tait

Woodstock 2026 Municipal Election
Correspondence Record

DAVE BLOXSIDGE

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - deb tait - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 30, 2026 - deb tait - Final verification and additional resources for your ca
September 30, 2026 - Austin Force - Final verification and additional resources for your ca
Correction Notice - Misidentification in Research Verification

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: debtait@rogers.com
Date: Sun, Sep 20, 2026 at 2:00 AM

Hello Deb Tait,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Deputy Mayor–County Councillor.
This is a new elected position for the 2026–2030 term. Because it combines responsibilities at Woodstock City Council and Oxford County Council with an additional leadership and continuity role, I am particularly interested in how candidates understand the position and how they would approach its responsibilities.
I recognize that candidates may have different levels of municipal experience, particularly with a newly created position. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for Deputy Mayor–County Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Deputy Mayor–County Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Given that this position participates in decisions at both the City of Woodstock and Oxford County levels, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. The Deputy Mayor–County Councillor is a new elected office in Woodstock. In your understanding:
(a) What problem was the position intended to address?
(b) What are its normal responsibilities, authority, and limitations at Woodstock City Council and Oxford County Council?
© What changes when the Deputy Mayor is required to act in place of the Mayor?
6. How would you maintain independent judgment when reviewing budgets, spending, policies, and other Council decisions while also maintaining an effective working relationship with the Mayor and the rest of Council?
1 of 3 2026-09-24, 23:59
7. Because you would also represent Woodstock on Oxford County Council, how would you approach a situation where what you believe is in Woodstock's best interest differs from a broader priority being considered by County Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made? What measurable commitments would you be prepared to make so residents can evaluate your performance during or at the end of the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Deputy Mayor–County Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide

DEB TAIT

everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: debtait@rogers.com
Date: Mon, Sep 21, 2026 at 4:30 PM

Hi deb
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether the candidate responses identify areas where a neutral follow-up question, clarification or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for Deputy Mayor–County Councillor, particularly because this is a new elected position and I want each candidate to have the same opportunity to explain how they understand its responsibilities.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
My goal is to give every candidate a meaningful and comparable opportunity to explain their priorities and approach in their own words.
Thank you,
Austin Force
2 of 3 2026-09-24, 23:59
Woodstock, Ontario
[Quoted text hidden]

From: deb tait <debtait@rogers.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 8:47 PM

Hi Austin,
Your emails went to my spam-just found them because someone else said they had sent me something and I never received it! Was in my spam.
I will try and get them by end of tomorrow. Its been really busy with my job and then getting out doorknocking!
Thanks for the interest!
Deb
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: deb tait <debtait@rogers.com>
Date: Mon, Sep 21, 2026 at 9:02 PM

Hi Deb,
Thank you for getting back to me and for taking the time to review both of my emails.

I completely understand that messages can occasionally be redirected to a spam folder, particularly when they are coming from an unfamiliar sender. I appreciate you letting me know what happened.
Thank you as well for indicating that you will try to provide your responses by tomorrow. As mentioned in my second email, I am continuing with the question-development process today, including considering the information that has been available from candidates up to this point. Responses received afterward can still be incorporated into the broader candidate comparison in accordance with the process I outlined.
I appreciate you reviewing the material and getting back to me.
Austin Force
[Quoted text hidden]
3 of 3 2026-09-24, 23:59

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: deb tait <debtait@rogers.com>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Deb,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 3 2026-09-28, 14:38
Several candidates also referred me to Amy Flemming's comparison. I

did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.
If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
2 of 3 2026-09-28, 14:38
TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source

DEB TAIT

navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

DEB TAIT

CORRECTION NOTICE

MISIDENTIFICATION IN RESEARCH VERIFICATION

The community-involvement information in the following September 28 verification email was incorrectly identified as relating to Deb Tait. Deb Tait corrected the identification on September 30. This notice applies to that research-verification information; it does not alter the underlying correspondence. The correction and subsequent verification correspondence follow in chronological order.

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: deb tait <debtait@rogers.com>
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Deb,
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
I know my earlier emails initially went to your spam folder, so I want to keep this focused. This is not another full questionnaire.
Already supported in the record
My current research supports your current City/County service and municipal appointments, along with community involvement through organizations including Cycles of Life, the Community Dinner in Ingersoll and the Oxford Coalition for Social Justice. I will keep elected/appointed service separate from voluntary community involvement.
A few chronology points
Your campaign material also identifies earlier activity including:
• mentoring youth through Children's Aid;
• involvement with the Terry Fox Run;
• fundraising for Woodstock Rowing Club; and
• helping with Rotary's Thanksgiving-weekend car show.
If you want those included, please provide:
Activity — approximate years — your role
For Cycles of Life, Community Dinner and the Oxford Coalition for Social Justice, approximate start/end years would also help if you know them.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
1 of 6 2026-10-01, 04:36
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct

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CORRECTED RECORD - See correction notice preceding this email.

supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective

decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: deb tait <debtait@rogers.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Wed, Sep 30, 2026 at 9:32 PM

Hi Justin,
The community involvement you have for me is not me- There is naother Deb Tait in Ingersoll married to Steve Tait-cousin of my ex who that is.-community involvement through organizations including Cycles of Life, the Community Dinner in Ingersoll and the Oxford Coalition for Social Justice. I will keep elected/appointed service separate from voluntary community involvement.
I have sat on Environment committee, Police Board, Library Board, rec committee
Have supported the Southgate Golf tournament since it started with a hole sponsor. Support the Womans Day event at Unifor-donations and a table-sponsership to a number of hockey teams-youth boys and Wildcat girls
I am not sure what else you need-hope this helps-its a really busy time so hard to keep everything straight!
Thanks
Deb

On Monday, September 28, 2026 at 02:52:18 a.m. EDT, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
Hi Deb,
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
I know my earlier emails initially went to your spam folder, so I want to keep this focused. This is not another full questionnaire.
Already supported in the record
My current research supports your current City/County service and municipal appointments, along with community involvement through organizations including Cycles of Life, the Community Dinner in Ingersoll and the Oxford Coalition for Social Justice. I will keep elected/appointed service separate from voluntary community involvement.
A few chronology points
Your campaign material also identifies earlier activity including:
• mentoring youth through Children's Aid;-while in high school-went to homes of those kids that needed help
• involvement with the Terry Fox Run;-ran it my last year of high school
• fundraising for Woodstock Rowing Club; and from grade 8 to 12
■ helping with Rotary's Thanksgiving-weekend car show. for 10 years starting in 1996
[Quoted text hidden]
3 of 6 2026-10-01, 04:36

From: Austin Force <au•ti•.a•fo•ce@gmail.com>
To: deb tait <debtait@rogers.com>
Date: Wed, Sep 30, 2026 at 10:12 PM

Hi Deb,
Thank you for correcting me regarding the community involvement information.
I am sorry for the misidentification.
The reason I sent the verification email in the first place was specifically to give each candidate an opportunity to review the information I had located, identify anything that was incorrect, and add context where the available public record was incomplete. Your correction is exactly why that verification process is important.
I have gone back through the website as well. At this point, I have not found the incorrectly identified community information presented as part of your actual candidate profile. What I have identified is that it appears in the verification email I sent you, which forms part of the published Communications record.
The Communications section is intended to be an open and transparent record of the correspondence between myself and candidates. That means I do not want to quietly change the history of the exchange or make it appear that I had the information correct from the beginning.
Instead, the record should clearly show:
• what I originally identified;
• that you corrected the information;
• that I acknowledged the error; and
• what was subsequently corrected.
I am temporarily pulling down the affected communication while I add a prominent correction notice directly across it so that anyone opening the correspondence will immediately understand that the identification was incorrect and has been corrected. I do not want someone to encounter the original email without seeing the correction first.
Once it is restored, your correction and the correction notice will remain part of the transparent record.
Again, I am sorry for the misidentification. I appreciate that you corrected it, and I am glad the verification process caught the problem before I relied on that information further.
I have now restarted the research using sources that can be tied specifically to you through City of Woodstock records, municipal board records, election records, your own campaign website and dated local reporting.
You do not need to rewrite everything below. This is another verification pass. If the information is accurate, you can simply confirm it. If anything is wrong, incomplete or missing context, please correct that item.
Municipal and public service
My revised research presently supports:
• First elected to Woodstock City Council in 2003, with continuous municipal service since then.

• Service initially as a City Councillor, followed by service as a City/County Councillor.
• Re-elected as a City/County Councillor for the current 2022–2026 term.
• Current service on the Woodstock Hydro Legacy Fund Committee.
• Current service on the Woodstock Public Library Board.
• Library Board service documented in earlier terms, including records from 2020 and 2022.
• Woodstock Police Services Board records identifying you as a Council appointee and documenting your participation during at least the 2019–2022 period.

Your campaign material also identifies Hospital Board service. I located a historical source from 2017 that also associates you with the Woodstock hospital board, but I would rather have you confirm the chronology before I present a specific period.
You also told me that you have served on the Environment Committee and Recreation Committee.
If possible, please correct or complete:
Hospital Board — approximate year(s)
Environment Committee — approximate year(s)
Recreation Committee — approximate year(s)
Police Board — approximate full year range, if 2019–2022 is incomplete
Library Board — any additional earlier years that should be included
Professional experience
Current 2026 reporting identifies you as working full-time with Cowan Insurance Brokers in Commercial Insurance.
If that is accurate, an approximate start year and your current position/title would help complete the chronology.
Community involvement
I also reviewed your actual campaign website and can tie the following information specifically to you:
• Children's Aid — mentoring youth with their schooling
• Terry Fox Run — involvement while you were in high school
• Woodstock Rowing Club — working bingos to raise funds for the club
• Rotary — working the annual Thanksgiving-weekend car show
Your email gave me additional chronology:
• Children's Aid — while in high school, including going to the homes of youth who needed help
• Terry Fox Run — your final year of high school
• Woodstock Rowing Club — approximately Grades 8 through 12
• Rotary car show — approximately 10 years beginning around 1996
Please correct me if I have interpreted any of that incorrectly.
You also identified:
• support for the South Gate golf tournament since it began through hole sponsorship;
• support for the Women's Day event at Unifor through donations and a table; and
• sponsorship/support of boys' youth hockey teams and Wildcats girls' hockey teams.
Approximate years would be useful if they are readily available, but precise dates are not necessary.
Documented Council activity
As with the other incumbent candidates, I am keeping Council membership separate from actions that can be tied specifically to an individual motion, recorded vote or documented position.
The public record I have reviewed includes your motion concerning Lions Pool, participation in the County garbage-bag-tag price issue, and amendments you brought forward during the 2026 Oxford County budget process.
Those will be described neutrally as documented motions, votes or positions. I will not attribute a collective City or

County accomplishment personally to one councillor unless the evidence supports doing so.
If there are up to three other Council or County actions from your service that you believe should be included and that can be tied to a motion, recorded vote or public record, you are welcome to identify them.
Anything I have still missed
The same opportunity being provided to the other candidates remains available to you.
You may identify up to three established or ongoing community contributions that my research has still missed:
Organization/activity — role or contribution — approximate year(s)
A public source is helpful where one exists, but it is not required. Candidate-provided information can still be included

as long as it is clearly identified as candidate-provided rather than independently verified.
You may also provide any supplemental public resources you would like residents to be able to review.
i apologize again, Thank you again for correcting the earlier information and for participating in the verification process.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]
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DEB TAIT

Jarrod Erb

Woodstock 2026 Municipal Election
Correspondence Record

DEB TAIT

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Jarrod Erb - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 23, 2026 - Jarrod Erb - Why should Woodstock residents vote for you in 2026?
September 23, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Jarrod Erb - Final verification and additional resources for your ca
September 29, 2026 - Austin Force - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@erbsigns.ca
Date: Sun, Sep 20, 2026 at 1:55 AM

Hello Jarrod Erb,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Deputy Mayor–County Councillor.
This is a new elected position for the 2026–2030 term. Because it combines responsibilities at Woodstock City Council and Oxford County Council with an additional leadership and continuity role, I am particularly interested in how candidates understand the position and how they would approach its responsibilities.
I recognize that candidates may have different levels of municipal experience, particularly with a newly created position. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for Deputy Mayor–County Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Deputy Mayor–County Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Given that this position participates in decisions at both the City of Woodstock and Oxford County levels, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. The Deputy Mayor–County Councillor is a new elected office in Woodstock. In your understanding:
(a) What problem was the position intended to address?
(b) What are its normal responsibilities, authority, and limitations at Woodstock City Council and Oxford County Council?
© What changes when the Deputy Mayor is required to act in place of the Mayor?
6. How would you maintain independent judgment when reviewing budgets, spending, policies, and other Council decisions while also maintaining an effective working relationship with the Mayor and the rest of Council?
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7. Because you would also represent Woodstock on Oxford County Council, how would you approach a situation where what you believe is in Woodstock's best interest differs from a broader priority being considered by County Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made? What measurable commitments would you be prepared to make so residents can evaluate your performance during or at the end of the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Deputy Mayor–County Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide

JARROD ERB

everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@erbsigns.ca
Date: Mon, Sep 21, 2026 at 4:28 PM

Hi Jarrod
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether the candidate responses identify areas where a neutral follow-up question, clarification or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for Deputy Mayor–County Councillor, particularly because this is a new elected position and I want each candidate to have the same opportunity to explain how they understand its responsibilities.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
My goal is to give every candidate a meaningful and comparable opportunity to explain their priorities and approach in their own words.
Thank you,
Austin Force
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Woodstock, Ontario
[Quoted text hidden]

From: Jarrod Erb <info@erbsigns.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 6:39 PM

Justin or Austin I’m knowing you as Austin but I can switch to Justin if you prefer yes I received your email. I haven’t replied yet because I’m just swamped with emails and I’ve been feeling really under the weather for the last week so I’m just trying to get a grip on that, but I’ll do my best to get that back to you pretty soon.
Thanks
Jarrod
Erb Signs
431 Main St.
Woodstock, On
N4S 1T7
[PHONE REDACTED]
www.erbsigns.ca
On Sep 21, 2026, at 4:28 PM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

JARROD ERB

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jarrod Erb <info@erbsigns.ca>
Date: Mon, Sep 21, 2026 at 7:57 PM

Hi Jarrod,
Austin is perfectly fine — the Justin name is just associated with the email account au•ti•.a•fo•ce@gmail.com
Thanks for letting me know you received everything. No problem at all, and there is no need to rush your responses on my account. I hope you're feeling better soon.
I'll look forward to reading your answers whenever you're able to send them.
Thanks again,
Austin Force
[Quoted text hidden]

From: Jarrod Erb <info@erbsigns.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Wed, Sep 23, 2026 at 8:33 PM

Good Evening
1. Why are you running for Deputy Mayor–County Councillor, and what experience or preparation do you bring?
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I'm running because I think residents need to be more involved in what happens at City Hall. I want better communication, more accountability and more people feeling like their voice actually matters.
I have zero political experience. But I've been self-employed most of my life, worked with people my whole life and made a lot of decisions, some good and some bad.
One thing I've learned is you don't have to be the smartest person in the room. You have to be willing to listen to people who know more than you do, ask questions and keep learning.
2. What are the three most important issues facing Woodstock?
For me they are:
1. Community involvement and accountability. People need to understand what is happening before decisions are made and have an easy way to give their input.
2. Public safety, homelessness and addiction. I believe in helping people, but I also believe in accountability. What we're doing now obviously isn't working well enough.
3. Growth and keeping up with it. Woodstock is growing quickly. Roads, water, sewers, emergency services, recreation and everything else have to keep up.
3. What three things would you most want to accomplish?
First, I would like a much better way for residents to know what is coming before Council and give their input before decisions are made.
Second, I want to work toward better solutions for homelessness, addiction and public safety. I want to look at
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what is actually working in other communities and see what we can learn from them.
Third, I would like to see Woodstock continue improving parks and recreation, including seriously looking at what we can realistically do about a new pool or recreation centre.
4. What spending, taxation, infrastructure or services would you

change?
This is one area where I still have a lot to learn. I haven't had the opportunity to sit down and go through every City and County budget line.
My approach would be pretty simple: what do we need, what do we want and what can wait?
Infrastructure and essential services have to come first. I would look very carefully at major spending and ask whether it needs to happen now. Sometimes waiting costs more, so delaying everything isn't the answer either.
I don't believe the answer is simply cutting taxes or spending more. I want to understand where the money is going and make the best decisions we can with the money residents give us.
5. The Deputy Mayor–County Councillor is a new position.
A What problem was it intended to address?
Previously Council appointed an acting mayor each year. The new position means residents actually elect someone to be Deputy Mayor for the full term. That person also sits on County Council.
B What are the normal responsibilities and limitations?
Most of the time, I see the Deputy Mayor as another member of

Council. I would have one vote just like everyone else. I would also sit on Oxford County Council and represent Woodstock there.
The title doesn't give me the power to make decisions by myself. I'm still one member of a team.
C. What changes when the Deputy Mayor acts in place of the Mayor?
If the Mayor isn't available, the Deputy Mayor steps into the Mayor's role and takes on those responsibilities.
6. How would you maintain independent judgment while working with the Mayor and Council?
By being myself.
I'm not running to agree with the Mayor or disagree with the Mayor. I'm running to make the best decisions I can for Woodstock.
I can disagree with somebody and still respect them and work with them the next day. I've done that in business my whole life. If someone explains something and I realize I'm wrong, I'll change my mind. I'd rather look wrong for five minutes than make the wrong decision for four years.
7. What if Woodstock's interests differ from a broader County priority?
My job would be to speak up for Woodstock, but I would also have a responsibility as a County Councillor to understand the bigger picture.
I would ask questions and try to understand both sides.

If I still believed something wasn't in Woodstock's best interest, I would say so and explain why.
That doesn't mean Woodstock gets everything it wants. It means Woodstock deserves a strong voice at the table.

8. Is there anything about your businesses, property or outside activities residents should know about?
I've been self-employed most of my life and I own ERB Signs. I also own property in Woodstock and have my hobby farm.
9. How would you remain accessible and accountable after the election?
This is probably one of the biggest reasons I'm running.
I want to continue talking directly with residents, including people who disagree with me. I would like regular plain-language updates explaining what's happening and why.
I also want a simple way for people to see upcoming issues and give their opinion before Council votes.
At the end of four years, people should be able to ask: Was I accessible? Did I explain my decisions? Did I admit when I was wrong? Did I actually listen? And did I help more people become involved?
If the answer to those questions is no then I didn't do what I said I was going to do.
10. What should residents understand when deciding whether to vote for you?
I'm not a politician. What I do bring is a lifetime of business and
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people experience, a different perspective and a willingness to ask questions until I understand something.
I'll listen to professionals other members of Council and most importantly, the people we're supposed to represent.
I won't always make the decision everyone agrees with.
Nobody can.
But I'll listen, I'll explain my decisions, I'll admit when I'm wrong and I'll work hard.
That's really what I'm asking people to vote for.
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jarrod Erb <info@erbsigns.ca>
Date: Wed, Sep 23, 2026 at 8:46 PM

Hi Jarrod,
Thank you for taking the time to respond and answer all of the questions. I appreciate the straightforward answers and the detail you provided.
I'll make sure your responses are fairly represented alongside the other candidates' responses and the publicly available information I'm reviewing.
Thanks again, and I hope you're feeling better.
Austin Force
[Quoted text hidden]
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jarrod Erb <info@erbsigns.ca>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Jarrod,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now

published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
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Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;

JARROD ERB

- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.

There is a difference between a correction and new information.

If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.

If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.

TIMING

If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.

My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.

I do not expect to be available to make substantial changes tomorrow.

Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.

That does not mean material received after today will be rejected.

Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.

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TECHNICAL PROBLEMS

Please also let me know if you find a problem with the site itself.

If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.

A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.

I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.

I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.

If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.

Thank you,

Austin Force

Independent civic research

Woodstock, Ontario

WoodstockElection.ca

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From: Justin Forest <au•ti•a•fo•ce@gmail.com>
To: Jarrod Erb <info@erbsigns.ca>
Date: Mon, Sep 28, 2026 at 2:52 AM
Subject: Final verification and additional resources for your candidate profile

Hi Jarrod,
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
You've already answered my original questions, so this is not another questionnaire. I've researched first and am only coming back where a date, attribution or developing initiative could use clarification.
Already supported in the record
My current research supports your ownership/operation of Erb Signs and several examples of community support provided through the business, including signage connected with local trails, Parkinson's fundraising and Rotary-related recognition. Your campaign material also describes physical development already undertaken at Odd Duck Ranch.
A couple of details to clarify
1. Erb Signs history
Public material gives somewhat different ways of describing the age of the business. Approximately what year did you personally begin operating Erb Signs?
2. Community support through Erb Signs
Were the documented signage donations/support examples initiatives you personally participated in or approved as owner? If so, I can accurately describe them as examples of community support you provided through your business.
Odd Duck Ranch
Odd Duck Ranch is a useful example of why I am separating developing initiatives from established accomplishments.
Your material already describes work such as planting trees, constructing trails and a maze, forest lighting and caring for animals. To represent the direction accurately, you can answer in one short format:
What exists now — what community-facing work has already occurred, if any — what you are working toward — what you hope it becomes
If relevant, you can also indicate whether you envision future use by families, children, schools, community groups, educational programs, agricultural/nature activities, charitable events or another community purpose.
I will not present future possibilities as completed public programming.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable
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documentation will not be treated as evidence that the activity did not happen.
For the developing-initiative section below, Odd Duck Ranch may be one of your up to three entries; the same maximum applies to every candidate.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.

In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives

• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Jarrod Erb <info@erbsigns.ca>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 3:23 PM

1. Erb Signs
I’ve owned and operated Erb Signs for about 25 years.
2. Community support personally and through Erb Signs
Over the years I’ve donated signs and helped out quite a few different organizations and causes, but honestly, I’d rather not start listing them. I’ve never done those things for recognition. To me, it means more when you help

somebody or an organization simply because you want to help, not because you want people to know about it.
3. Odd Duck Ranch
I bought Odd Duck Ranch about four years ago, and right from the beginning my hope was to eventually be able to share it with the public.
I've put a lot into the property over those four years. I've planted hundreds of trees, built trails and a large maze, added lighting and, of course, there are all the animals.
I really enjoy sharing it. I love seeing families and kids come out and enjoy the place as much as I do. We do Easter egg hunts each year and I probably have way too much fun decorating the place for different holidays.
Eventually, I'd love to have it open to the public so families can come out, walk the trails, see the animals and just enjoy the property.
4. Other community contributions
I think I'll leave this one blank. Like I mentioned above, I've never really kept track of the things I've done in the community, and I'm not very comfortable turning them into a list now just because I'm running for office.
5. Additional resources
My Jarrod Erb campaign website is really the main place I'd like people to go if they want to learn more about me. I don't have any additional links I need to add at this time.
Thanks
Jarrod
3 of 4 2026-09-30, 02:09
Erb Signs
431 Main St.
Woodstock, On
N4S 1T7
[PHONE REDACTED]
www.erbsigns.ca
[Quoted text hidden]

From: Austin Force <au•ti•.a•fo•ce@gmail.com>
To: Jarrod Erb <info@erbsigns.ca>
Date: Tue, Sep 29, 2026 at 10:35 PM

Hi Jarrod,
Thank you, this gives me what I need.
I'll note your approximately 25 years operating Erb Signs, and I'll respect your preference not to turn the various donations and community assistance you've provided through the business into a list of personal accomplishments.
For Odd Duck Ranch, I'll distinguish between what already exists, including the property improvements and Easter activities, and your longer-term goal of making the property more broadly available for families to enjoy. That way, the developing public-facing aspect is not presented as something already completed.
I'll also keep your campaign website as your primary candidate resource, with no additional supplemental links listed at this time.
I don't think I need anything further from you right now. Once the updated profile is posted, you can let me know if anything needs correcting or clarifying.
Thanks again,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]
4 of 4 2026-09-30, 02:09

Jerry Acchione

Woodstock 2026 Municipal Election
Correspondence Record

JARROD ERB

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Jerry Acchione - Why should Woodstock residents vote for you in 2026?
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September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
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September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 30, 2026 - Austin Force - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: vote@jerryacchione.ca
Date: Sun, Sep 20, 2026 at 1:21 AM

Hello Jerry Acchione,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for Mayor.
Because the Mayor has responsibilities for city-wide leadership and participates in decision-making at both Woodstock and Oxford County levels, I am particularly interested in how you understand the scope of that role, what direction you would want to take Woodstock in, and how you would approach the decisions that come with the position.
I would appreciate your answers to the following questions:
1. Why are you running for Mayor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected Mayor, what three specific changes, projects, policies, or outcomes would you most want to accomplish during the term?
4. As Mayor, what areas of municipal spending, taxation, capital investment, infrastructure, or service delivery do you believe should be increased, reduced, deferred, reorganized, or otherwise changed? Please explain the trade-offs you believe would be involved.
5. Looking at the current direction of Woodstock, what is one current practice, service, project, policy, or investment that you believe should continue, and what is one that you believe should be reconsidered or changed?
6. The Mayor also participates in decisions at the Oxford County level. What do you believe Woodstock's priorities should be at County Council, and how would you approach situations where Woodstock's interests and broader County priorities may differ?
7. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
8. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made?
9. What measurable commitments would you be prepared to make so residents can look back during or at the end of the 2026–2030 term and determine whether you accomplished what you said you would?
1 of 8 2026-09-24, 16:47
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for Mayor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 8:35 PM

Hello Austin,
Thank you for reaching out and for taking the time to hear directly from every candidate. I appreciate the thoughtful

and fair approach you are taking to this election. My apologies for the delayed response as I just got home for the day.

Please find my responses below to all your great questions. If you'd like any further information, please don't hesitate to ask.

1. Why are you running for Mayor, and what experience, knowledge, or preparation equips you for the position?

I am running for re-election because I care deeply about Woodstock and believe steady, experienced leadership will be especially important as our community continues to grow.

I was first elected to Woodstock City Council in 2014, served two terms as a City Councillor (was Acting Mayor for 2 of those years) and was proudly elected Mayor for the 2022–2026 term. That experience has given me a practical understanding of municipal budgets, infrastructure planning, land-use decisions and the complicated respective responsibilities of Woodstock and Oxford County. It has also taught me how important collaboration is: a Mayor provides leadership, but remains one vote around both the City and County Council tables.

My preparation extends beyond elected office. I have served in Leadership roles within our community through the Woodstock Lions Club (27 years), the Woodstock-Oxford Rotary Club, the OPP Auxiliary (13 1/2 years, Retired as Staff Sergeant / Unit Commander for Oxford County) and as Parade Marshal for 37 City parades (Victoria Day & Christmas Parade) . These volunteer experiences have reinforced the importance of listening, bringing people together and following through on commitments to help make our community an even better place for us all.

I am seeking another term because there is important work underway, and I believe Woodstock will benefit from continuity, stability and a Mayor who can begin the next term ready to work from day one.

2. What are the three most important issues facing Woodstock during the 2026–2030 term?

First is responsible growth and infrastructure. Woodstock will continue to grow, but growth cannot be pursued simply for its own sake. New development must be supported by roads, water and wastewater capacity, emergency services, parks, recreation facilities and other infrastructure. Existing neighbourhoods must not be forgotten while new ones are being built.

Second is affordability and fiscal responsibility. Residents are experiencing real pressure from housing costs, groceries, utilities and taxation. Council must carefully examine spending, continue to pursue provincial and federal funding and ensure that growth contributes its fair share toward the infrastructure it requires.

Third is community well-being and safety. Homelessness, mental health, addictions, food insecurity and youth well-being affect the entire community. We need compassionate responses that help people move toward stability while also recognizing residents' legitimate expectations concerning public safety, cleanliness and the use of shared public spaces.

3. What three specific changes, projects, policies or outcomes would you most want to accomplish?

My three main priorities would be:

1. Better Roads: Continuing to accelerate the repair and rehabilitation of existing roads and strengthen long-term planning for the transportation infrastructure required by growth.

2. Better Spaces: Advance recreation, cultural and community facilities that serve residents of every age. This includes making the best possible use of existing public facilities while planning responsibly for the amenities a growing city will require.

3. Better Woodstock: Continue moving the Mayor's Social Well-Being Task Force from discussion to measurable action, with a focus on housing and homelessness, food insecurity and youth well-being. I also want Woodstock to remain a strong place for investment and employment by supporting existing businesses and attracting new opportunities.

These priorities are summarized in my commitment: Better Roads. Better Spaces. Better Woodstock.

4. What areas of spending, taxation, capital investment, infrastructure or service delivery should be changed?

I believe capital investment should place greater emphasis on maintaining core infrastructure—particularly roads, bridges, underground services and municipal buildings—before deterioration makes repairs substantially more expensive.

I also support continued investment in recreation, parks and cultural facilities, but projects must be properly planned, phased and matched with realistic funding. Council should pursue grants, partnerships, development charges and other available revenue sources before placing the full cost on existing taxpayers.

Every budget should include a review of programs, contracts and service-delivery methods. If a service can be delivered more efficiently without reducing its quality, Council should consider that change. At the same time, arbitrary

cuts can create larger costs later. Deferring road maintenance, for example, may reduce spending in one budget year but result in a far more expensive reconstruction project later.
The trade-off is balancing affordability today with the responsibility not to leave future residents with failing infrastructure or avoidable debt.
5. What should continue, and what should be reconsidered or changed?
One initiative that should continue is the collaborative approach of the Mayor's Social Well-Being Task Force. Municipal government cannot solve homelessness, addictions, mental health challenges, food insecurity or youth well-being alone. Progress requires the City, Oxford County, health-care providers, social-service agencies, police, businesses and community organizations working together.
One practice that should be strengthened is how we prioritize and communicate long-term capital projects. Residents deserve a clearer understanding of which projects are planned, why they are needed, what they are expected to cost and how they will be funded. Council should regularly reassess priorities as costs, growth projections and community needs change.
6. What should Woodstock's priorities be at Oxford County Council?
Woodstock's County priorities should include sufficient water and wastewater capacity for planned growth; a fair allocation of housing, homelessness and social-service resources; reliable paramedic and public-health services; responsible waste management; and equitable investment in County roads and infrastructure serving Woodstock residents.
Woodstock represents a significant share of Oxford County's population, service demand and economic activity. I will continue to advocate firmly for Woodstock to receive fair consideration and an appropriate share of County investment.
However, County Council also requires decisions that consider all eight area municipalities. When Woodstock's position differs from broader County priorities, I will present our case using evidence, financial information and the needs of our residents. I will work to build support rather than treating disagreement as confrontation. Strong advocacy and regional cooperation can—and must—coexist.

7. Are there outside interests residents should know about, and how would you manage potential conflicts?
Residents deserve transparency from anyone seeking public office. My community and organizational involvement has included the Woodstock Lions Club, Woodstock-Oxford Rotary Club, the OPP Auxiliary and numerous local events and charitable initiatives.
I take conflict-of-interest obligations very seriously. If a matter before Council creates a direct or indirect financial interest or another conflict under applicable legislation, I would disclose it, refrain from participating in the discussion and vote, and follow all required reporting procedures. Where there is uncertainty, I would continue to seek advice from the appropriate municipal officials or legal and integrity resources rather than making assumptions.
I will continue to complete all disclosures required & expected of elected officials. I would also be pleased to clarify any particular outside role or interest about which you or any residents have questions about.
8. How would you remain accessible and accountable, including to residents who disagree with you?
Accessibility means more than attending public events. It means answering telephone calls and emails, meeting with residents, visiting neighbourhoods and being willing to explain difficult decisions.
I will continue to maintain an open-door approach and provide opportunities for residents to meet with me directly. I will also communicate through public meetings, local media, community events and online channels.
Residents do not have to agree with me to deserve respect or a response. When someone challenges a decision, I will listen, explain the information that influenced my position and acknowledge where concerns remain. I cannot promise that everyone will agree with every decision, but I can promise to treat people respectfully and never forget that elected officials are accountable to the public.
9. What measurable commitments would you make for the 2026–2030 term?
Subject to Council approval and the City's financial capacity, I would be prepared to report publicly on the following commitments:
- An annual accounting of road rehabilitation completed, including the streets addressed and the capital dollars invested.
- A publicly understandable update on major capital projects, including timelines, budgets, funding sources and significant changes.
- Regular progress reports from the Mayor's Social Well-Being Task Force covering housing and homelessness, food

insecurity and youth well-being.
- Continued public reporting on economic development, including major investments attracted, employment opportunities supported and progress in developing serviced employment lands.
- Clear reporting on the residential growth underway and the infrastructure required to support it.
- Annual opportunities for residents to raise questions directly about City priorities, the budget and progress on these commitments.

A Mayor cannot honestly guarantee the outcome of every Council vote, grant application or partnership. I can, however, commit to bringing these priorities forward, building support for them and publicly reporting on both progress and setbacks.

10. What should residents understand when deciding whether to vote for you?

I would ask residents to consider the value of proven experience, consistent leadership and a clear record of service to Woodstock.

I understand the responsibilities and limitations of the Mayor's office. I know how City and County governments interact, how municipal budgets and capital plans are developed and how to build working relationships around the two Council tables. Just as importantly, I remain deeply connected to the people and organizations that make Woodstock the Friendly City.

Woodstock is at an important point. We must accommodate growth without losing our identity, invest in infrastructure without ignoring affordability and respond compassionately to social challenges while protecting the safety and quality of life of the entire community.

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I am not seeking re-election because I believe every decision made during this term was perfect. I am seeking re-election because I have the experience to learn from difficult decisions, the relationships needed to move priorities forward and the commitment to keep working every day for an even better Woodstock.

Thank you again for providing this opportunity and for being such an engaged resident, I'd like to earn your support! Don't forget to VOTE on October 26!

Sincerely,
Jerry Acchione
Mayoral Candidate
Cell [PHONE REDACTED]
Sent from my iPhone
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jerry Acchione <jerryacchione4mayor@gmail.com>
Date: Sun, Sep 20, 2026 at 8:57 PM

Hello Jerry,

Thank you for taking the time to provide such a thorough response to all of the questions. I appreciate your participation.

I'll be reviewing the responses alongside those received from the other candidates as part of the comparison, and I'll update you once that work is complete.

Thank you again for your time.

Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 9:07 PM

Thank you Justin for confirming receipt of my responses. I look forward to hearing your thoughts once you've received all the responses from other candidates.

Thank you again for the opportunity to earn your support.

Jerry Acchione

Mayoral Candidate
Cell [PHONE REDACTED]
Sent from my iPhone
On Sep 20, 2026, at 8:57 PM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jerry Acchione <jerryacchione4mayor@gmail.com>
Date: Mon, Sep 21, 2026 at 3:04 PM

5 of 8 2026-09-24, 16:47
Hi Jerry
Thank you again for responding to my questions. I appreciate you providing your answers so promptly.
As responses have started coming in, I have been able to define the comparison process a little more clearly. I wanted to provide the same update to candidates regardless of when they respond.
The comparison itself is not being completed at this stage. The responses I receive now are also helping me identify whether there are broader areas where an additional question, clarification, or factual verification might be useful before the current question-submission period closes.
If there is an issue relating to the office, municipal responsibilities, a policy question, or something in the public record that you believe would benefit from further clarification or verification, you are welcome to suggest it as feedback.
I am not looking for candidate-directed questions intended to criticize or disadvantage another person. Any feedback would simply help identify subjects that may warrant a neutral question or further verification, and I will decide independently whether anything should be pursued and how it should be framed.
Candidates who have not completed every question will also continue to have an opportunity to provide answers later. My intention is to continue accepting material for the final comparison until two weeks before election day.
Responding earlier does not provide any additional weighting or advantage in the comparison; it simply means that the information is available while I am still considering possible follow-up questions.
Thank you again for participating and for helping me develop a more informative comparison for Woodstock residents.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 5:44 PM

Thanks for the clarification Austin.
If I can be frank, I strongly believe someone's history is the best judge of what the citizens of Woodstock can expect from their candidate of choice.
A strong history of volunteering, general experience and bonus is leadership positions goes a long way when I'm deciding who I'd like to work with as Mayor, Head of Council and hoping that's important to all residents when choosing all positions.
Thanks for allowing extra input as that's what I look for at various degrees for each position. Use it if you'd like.
Jerry Acchione
Mayoral Candidate
Cell [PHONE REDACTED]
Sent from my iPhone
On Sep 21, 2026, at 3:04 PM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jerry Acchione <jerryacchione4mayor@gmail.com>
Date: Mon, Sep 21, 2026 at 5:56 PM
Subject: Why should Woodstock residents vote for you in 2026?

6 of 8 2026-09-24, 16:47
Hi Jerry,
Thank you. That is actually a very useful point, and I appreciate you taking the time to add it.
Your comment made me realize there is an area I did not ask about as directly as I probably should have: what candidates have already done for their community before asking residents to elect them.
I asked about experience, preparation and qualifications, but that is not quite the same thing as looking at a person's demonstrated history of volunteering, community involvement, leadership, service, advocacy or other contributions.
Campaigns naturally focus heavily on what someone intends to do if elected. There is also legitimate information in what someone has already chosen to do when they did not necessarily have to do it.
I think that is worth incorporating into the broader comparison, provided it is approached consistently and fairly across candidates. Community contribution can take many forms and does not necessarily require previously holding elected office or a formal leadership title.
It also gives me another useful question to consider: essentially, "Before asking residents to elect you, what have you already done to contribute to Woodstock or the broader community, and what did you learn from that experience?"
That gets at something different from campaign promises and helps residents understand more about the person seeking the position.
Thank you for raising it. This is exactly the kind of additional perspective I meant when I invited candidates to identify areas the original questions may not have fully captured.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 6:15 PM

Again, thank you for your willingness to learn and encourage others to learn specific details from candidates.
It's very easy to make promises/ general comments but much harder to offer real solutions versus complaining about things. Leaders offer solutions and not just repeating what others are writing online or saying.
Woodstock residents can now vote online starting October 10th so keep that in mind when sharing your information with others. Thanks again!
Jerry Acchione
Mayoral Candidate
Cell [PHONE REDACTED]
Sent from my iPhone
On Sep 21, 2026, at 5:56 PM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jerry Acchione <jerryacchione4mayor@gmail.com>
Date: Mon, Sep 21, 2026 at 6:31 PM

7 of 8 2026-09-24, 16:47
Hi Jerry,
I actually was not aware that online voting begins October 10, so thank you for pointing that out. That does affect how I should think about the timing of making information available to residents.
I had one question about that from the campaign side.
Once online and advance voting begin, does campaigning generally continue at the same pace, or do candidates and campaign teams tend to change their approach once residents have already started casting ballots?
I looked into the rules and understand that municipal campaigning can legally continue during the voting period, including on Voting Day subject to restrictions around voting locations. I am more interested in the practical side from your experience.
For example, do door-knocking, signs, events, social media, outreach and candidate communications generally continue right through to October 26, or does October 10 effectively become an important campaign deadline because some voters will already have made their decision?

I am asking because it also changes how I should think about the timing of the comparison. If residents begin voting October 10, information published substantially after that date may still be useful, but it obviously cannot inform people who have already voted.
Thanks again for raising the date.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 22, 2026 at 10:08 AM

Good morning Austin, it definitely changes my approach as I focus more on signage, advertising and social media as I find that more effective than door knocking once votes can be submitted as I can reach more people and remind them about myself.
Hope that helps?
Jerry Acchione
Mayoral Candidate
Cell [PHONE REDACTED]
Sent from my iPhone
[Quoted text hidden]
8 of 8 2026-09-24, 16:47

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: vote@jerryacchione.ca
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Jerry,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.

SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 4 2026-09-28, 16:25
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.
If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.

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TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

JERRY ACCHIONE

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 27, 2026 at 10:18 AM

Cc: vote@jerryacchione.ca
Hey Austin, this is fantastic!! Love the open and transparent way you've put this all together! You can definitely see who worked with you and who didn't have the time. Very interesting, I think that says a lot about the candidate.
Let me know if I can help with anything else. Lookout forward to seeing the actual website up and running as it's not yet, only the link worked. Just fyi.
Jerry Acchione
Mayoral Candidate
Cell [PHONE REDACTED]
Sent from my iPhone
> On Sep 27, 2026, at 9:11 AM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
>
> Hello Jerry,
[Quoted text hidden]

From: Jerry Acchione <jerryacchione4mayor@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 27, 2026 at 10:19 AM

Cc: vote@jerryacchione.ca
AND- good luck with your Baby!!! That's super exciting!! Is this your first?
Jerry Acchione
Mayoral Candidate
3 of 4 2026-09-28, 16:25
Cell [PHONE REDACTED]
Sent from my iPhone
> On Sep 27, 2026, at 9:11 AM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:

>
> Hello Jerry,
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Jerry Acchione <jerryacchione4mayor@gmail.com>
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Jerry,
I'm completing the final verification pass on the community involvement, experience and public-service portion of the Woodstock candidate project.
You've already provided useful background, so this is not another questionnaire. I've done the research first and am only coming back where a factual detail remains unclear or where public records may not show the full picture.
Already supported in the record
My current research supports your elected municipal service beginning in 2014, your OPP Auxiliary service, longstanding Lions involvement, parade-marshal history, coaching involvement and current municipal responsibilities. You do not need to re-prove those items unless something is incorrect.
A few details to clarify
1. Woodstock Lions Club
Your September response referred to 27 years, while your current campaign material indicates 28 years. Should I use 28 years as the current figure? If there are significant Lions leadership roles you want identified, please include those as well.
2. Woodstock-Oxford Rotary Club
Your current campaign material describes you as an Honorary Member. Is that the best description, and approximately when did your involvement begin?
3. City parades
Your campaign material states that you have served as Parade Marshal for 37 City parades over approximately 18 years. Can you confirm that 37 is the current total?
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises.
1 of 3 2026-09-30, 03:24
The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.

In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
If you want a particular public YouTube video or channel included, please identify the specific link you want used rather than leaving me to choose campaign material on your behalf.
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
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For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks again,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: vote@jerryacchione.ca
Date: Mon, Sep 28, 2026 at 5:06 AM

Hi Jerry,
Thank you, I appreciate you taking the time to go through it, and thanks for flagging the domain issue. The hosted link is still the reliable one right now while WoodstockElection.ca finishes settling in, so I'm keeping an eye on that.

And no, this isn’t our first, we already have a little girl together, so this will be our second together, it's a boy .
Thanks again for taking the time to review the site and for offering to help if anything else comes up.
Austin
4 of 4 2026-09-28, 16:25

From: Austin Force <au•ti•.a•fo•ce@gmail.com>
To: vote@jerryacchione.ca
Date: Wed, Sep 30, 2026 at 3:23 AM

sorry just in case it gets missed im resending you this to vote@jerryacchione.ca because I notice it was sent to the account you reply with rather the email I started emailing you with.
[Quoted text hidden]
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Joe Brown

Woodstock 2026 Municipal Election
Correspondence Record

JERRY ACCHIONE

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Joe Brown - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Joe Brown - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Joe Brown - Final verification and additional resources for your ca
September 28, 2026 - Justin Forest - Re: Final verification and additional resources for you
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 29, 2026 - Joe Brown - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: votejoe2026@gmail.com
Date: Sun, Sep 20, 2026 at 2:24 AM

Hello Joe Brown,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe
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Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

JOE BROWN

From: Joe Brown <votejoe2026@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 7:19 PM

Hi Austin,
Thank you for reaching out and for taking the time to ask every candidate thoughtful and consistent questions.
I appreciate the approach you are taking. Municipal elections should be about more than signs, slogans and social media posts. Residents deserve to know how candidates think, what experience they bring to the table, what their priorities are and, just as importantly, how they intend to make decisions once the election is over.
I'm happy to answer your questions.
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
I am running because Woodstock has been my home since 1998, my wife and I raised our family here, and I believe the next four years will involve some significant decisions about growth, affordability, infrastructure, public safety and the kind of community we want Woodstock to become.
My experience with municipal government actually began long before I ever considered running for office.
I spent approximately 20 years working in local television, much of that with Rogers TV. I started learning about municipal government as a co-op student at 17 years old and eventually became a station manager and producer.
Over those years, I covered thousands of hours of municipal council meetings, election debates, live election-night programs and community issues. I covered councils in Woodstock, Tillsonburg, Ingersoll, St. Thomas and Port Stanley. There were months when I attended three different councils, sometimes sitting through meetings that lasted four or five hours.
That experience taught me something important: local government is rarely as simple as the headline makes it appear. Good decisions require reading reports, understanding the numbers, asking questions, listening to residents and considering what a decision will mean five, ten or twenty years down the road.
My other major area of experience comes from more than 20 years with the Woodstock Minor Football Association. I volunteered my way from coach to Equipment Director, Tackle Director and eventually President, and I continue to be involved in the leadership of the organization.
Running a not-for-profit organization teaches you very quickly that every dollar matters. Families are paying registration fees and expect good service in return. You have budgets, insurance, facilities, equipment, staffing and volunteer challenges, policies, long-term planning and a board of directors made up of people who do not always agree.
In many ways, those are valuable lessons for municipal government.
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I am not running claiming I already know everything. I am running believing I have a strong foundation, significant municipal exposure, practical leadership experience and the willingness to do the homework required to make informed decisions.
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
My three priorities are:
Affordability, taxes and responsible spending.
People are feeling pressure from virtually every direction. Property taxes are only one piece of household affordability, but Council has a responsibility to carefully control the portion it can influence.
Woodstock's 2026 operating budget resulted in a 4.11 per cent increase to the residential property tax rate for the City portion, including police and library.
I don't believe Woodstock can simply tax its way into affordability, but we cannot cut our way into prosperity either. The challenge is protecting important services while continually asking whether taxpayers are receiving value for the money being spent.
Growth and infrastructure.
Woodstock will continue to face pressures associated with growth. Roads, traffic, recreation facilities, parks, transit, emergency services and other infrastructure need to keep pace.
The City is responsible for a substantial infrastructure portfolio covering roads, sidewalks, stormwater, facilities, transit, recreation assets, forestry and fleet. The City's current asset-management information places the replacement value of those assets at approximately $1.05 billion.

JOE BROWN

That means we cannot focus only on building new things. We also have to maintain what previous generations of taxpayers already paid for.
Public safety, homelessness and the health of our downtown.
I believe compassion and accountability can exist at the same time.
People struggling with homelessness, addiction or mental-health challenges need meaningful paths toward treatment, housing and stability. At the same time, residents, businesses and families have a right to expect laws and bylaws to be enforced and public spaces to be safe.
Homelessness and housing supports are primarily administered through Oxford County Human Services, while Woodstock has responsibility for areas such as local policing, bylaw enforcement and public spaces. That makes cooperation essential rather than optional.
My longer-term belief is also that we need to invest much more seriously in prevention. Getting children involved in sports, recreation, arts, mentorship and community programs will not solve every social problem, but strong communities are built long before someone reaches a crisis point.
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
First, I want greater financial transparency and accountability. Residents should be able to understand where additional tax dollars are going and what outcomes they are receiving in return. I would like to see clearer public reporting that connects major spending decisions with results.
Second, I want a disciplined growth and infrastructure strategy. Development should contribute its fair share toward the infrastructure it requires, and Council needs to balance new projects against the maintenance of existing roads, facilities and assets.
Third, I want a stronger community-safety and youth-investment strategy. That means supporting appropriate enforcement where laws are being broken, working with Oxford County and community agencies on homelessness and addiction, and strengthening opportunities that connect young people with sports, recreation, mentorship and their community.

Those issues may appear unrelated, but I believe they are connected. If we want safer communities twenty years from now, we should be investing in young people today.
4. Looking specifically at the City of Woodstock’s budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change?
My starting point would not be arbitrary across-the-board cuts.
I would separate spending into three broad categories: essential services, maintenance of existing assets, and discretionary or expandable initiatives.
Police, fire, roads, snow removal, core infrastructure and other fundamental municipal responsibilities have to be maintained.
I would also protect investment in maintaining existing infrastructure. Deferring maintenance can make a budget look better today while leaving taxpayers with a much larger bill later.
Where I would apply greater scrutiny is major new capital spending, staffing growth and projects that substantially expand the City's future operating obligations.
For example, the 2026 operating budget included six additional full-time positions as well as conversions of part-time hours and contracted services equivalent to another eight full-time positions. That does not automatically mean those positions were unnecessary, but Council should continually require a clear business case for additional permanent staffing because every permanent position creates an ongoing taxpayer obligation.
Similarly, I would want major capital projects to have realistic construction costs, operating forecasts, financing strategies and clear priorities before taxpayers are committed.
Sometimes the responsible decision will be to build. Sometimes it will be to phase a project differently. Sometimes it may mean waiting.
Those are exactly the trade-offs Council is elected to make.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed?
One area I support continuing is the City's investment in youth and teen programming. The 2026 budget specifically continued Youth/Teen Programming, and I believe recreation and youth engagement provide benefits far beyond simply giving kids something to do.

It develops confidence, leadership, friendships, physical health and community connection.
The area I would reconsider is not one particular service so much as our approach to large capital projects.
I want Council to be willing to ask whether a major project needs to happen immediately, whether it can be phased, whether partnerships or sponsorships can reduce the taxpayer burden, and what annual operating costs residents will inherit after construction is finished.
The proposed North Woodstock Community Complex is an example where the City is already developing reserve, fundraising and sponsorship strategies. I believe those financial questions need to be thoroughly answered before major commitments are made.
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own?
One thing I learned covering municipal government is that jurisdiction matters.
Residents understandably don't always care whether something is a City, County, provincial or federal responsibility. They simply want the problem addressed.
For example, Woodstock handles services including local roads, fire, police, parks and recreation, transit and bylaw enforcement, while Oxford County is responsible for services including water and wastewater, regional roads, paramedics, waste management, community planning and human services such as housing.
A City Councillor should therefore never use "that's not our responsibility" as an excuse to stop working on a problem.

If Woodstock doesn't control the service, then our responsibility becomes advocacy, partnership and coordination.
That means meeting with County representatives, provincial ministries, MPs and MPPs, bringing evidence rather than simply complaints, and working with other municipalities when we share the same challenges.
Municipal government works best when relationships survive disagreements.
7. How would you maintain independent judgment while still working constructively with the rest of Council?
I have spent years working with boards and committees where people have different personalities, priorities and opinions.
Disagreement does not have to become disrespect.
My approach would be to read the reports, ask questions, listen to staff, hear from residents and then make my own decision.
I would not want to become part of a voting bloc that automatically supports something because certain councillors support it. At the same time, I would not oppose something simply because it originated with someone I disagree with. Good ideas do not belong to individual councillors.
Once Council makes a decision, even if I voted on the losing side, I would respect the democratic decision of Council while remaining accountable for explaining why I voted the way I did.
8. Is there anything about your employment, businesses, property interests, organizational roles or outside activities that residents should know about?
Transparency is important.
I have been heavily involved with the Woodstock Minor Football Association for more than two decades and currently remain involved in its leadership. I also operate JB Sports Management Consulting and have experience and interests in real estate investment.
I currently serve on Woodstock's Recreation Advisory Committee, with my present appointment scheduled to conclude in November 2026.
Those relationships and experiences are part of who I am, but they also mean I would have to be very conscious of potential conflicts.
If elected, where I have a direct or indirect pecuniary interest in an issue, I would disclose it and follow the Municipal Conflict of Interest Act. Ontario law requires a council member with such an interest, subject to statutory exceptions, to disclose it, not participate in discussion or voting on the matter and not attempt to influence the vote.
If there were ever uncertainty, I would seek guidance rather than try to interpret the rules in my own favour.
Public trust is much harder to rebuild than it is to protect.
9. How would you remain accessible and accountable to Woodstock residents, and what measurable commitments would you make?
Accessibility cannot end the morning after the election.
I would be comfortable making several measurable commitments:
• Acknowledge resident emails and messages within two business days whenever reasonably possible, even if a

full response requires more research.
• Hold regular public drop-in opportunities or community meetings throughout the year rather than only appearing at election time.
• Explain my vote on significant or controversial Council decisions so residents know not just how I voted, but why.
• Publish an annual summary of the priorities I campaigned on showing what moved forward, what didn't, and why.
• Continue meeting residents throughout Woodstock rather than expecting everyone to come to City Hall.
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People who disagree with me would receive the same opportunity to be heard as people who support me.
Being accountable does not mean agreeing with everyone. Sometimes Council has to make a decision where no option satisfies everybody.
Accountability means listening, doing the homework, making the decision and being willing to explain it afterwards.
10. Without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you?
I would want them to understand the experience I would bring to the Council table.
I have never served as an elected councillor, and I don't pretend otherwise.
What I have done is spend roughly two decades observing municipal government from a front-row seat through local television. I have watched good councils and difficult councils. I've watched budgets debated, developments approved, difficult decisions made and election promises meet the realities of governing.
I've also spent more than 20 years helping build and operate a community sports organization where budgets matter, volunteers matter, families expect accountability and decisions have real consequences.
I worked my way through those organizations rather than starting at the top.
That combination has shaped how I look at public service.
I believe in doing the homework.
I believe taxpayers deserve value for their money.
I believe growth needs to be managed rather than simply celebrated.
I believe residents deserve safe neighbourhoods and public spaces.
I believe investing in young people is one of the best long-term investments a community can make.
And I believe a councillor should be willing to listen to someone who completely disagrees with them, ask difficult questions and explain their decisions publicly.
That is the approach I would bring to Woodstock City Council. At the end of the day, I want to sit at the council table with LEADERS and Difference Makers that care and support the people of Woodstock.
Austin, thank you again for putting this together and for giving every candidate the same opportunity to respond. Regardless of where you ultimately place your four votes, I appreciate residents who take the time to research their candidates and participate seriously in local democracy.
Joe Brown
Woodstock City Councillor Candidate
www.votejoe2026.ca
[PHONE REDACTED]
[Quoted text hidden]
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Joe Brown <votejoe2026@gmail.com>
Date: Sun, Sep 20, 2026 at 8:36 PM

Hi Joe,
Thank you for taking the time to provide such a detailed response. I appreciate you answering all ten questions and giving residents a clear explanation of your priorities, experience, and approach to Council.
I’m preparing a comparative report based on the responses received from candidates, using the same framework for candidates seeking the same office. As part of that process, I’m also independently verifying factual and quantitative claims where appropriate so the final comparison is as accurate and useful as possible.

Once the comparative report is complete, I'll be happy to send you a copy so you can see how your responses were represented alongside the other candidates.
Thanks again for participating and for taking the questions seriously.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Joe Brown <votejoe2026@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 8:57 PM

Thanks Austin, I look forward to your information appreciate that you are heavily involved in getting to know the candidates and basing your votes on that information. Thank you again for reaching out. Great questions.
Joe Brown
Woodstock City Councillor Candidate
www.votejoe2026.ca
[PHONE REDACTED]
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Joe Brown <votejoe2026@gmail.com>
Date: Mon, Sep 21, 2026 at 3:03 PM

Hi joe
Thank you again for responding to my questions. I appreciate you providing your answers so promptly.
As responses have started coming in, I have been able to define the comparison process a little more clearly. I wanted to provide the same update to candidates regardless of when they respond.
The comparison itself is not being completed at this stage. The responses I receive now are also helping me identify
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whether there are broader areas where an additional question, clarification, or factual verification might be useful before the current question-submission period closes.
If there is an issue relating to the office, municipal responsibilities, a policy question, or something in the public record that you believe would benefit from further clarification or verification, you are welcome to suggest it as feedback.
I am not looking for candidate-directed questions intended to criticize or disadvantage another person. Any feedback would simply help identify subjects that may warrant a neutral question or further verification, and I will decide independently whether anything should be pursued and how it should be framed.
Candidates who have not completed every question will also continue to have an opportunity to provide answers later. My intention is to continue accepting material for the final comparison until two weeks before election day.
Responding earlier does not provide any additional weighting or advantage in the comparison; it simply means that the information is available while I am still considering possible follow-up questions.
Thank you again for participating and for helping me develop a more informative comparison for Woodstock residents.
Austin Force
Woodstock, Ontario
[Quoted text hidden]
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Joe Brown <votejoe2026@gmail.com>
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Joe,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site

The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 3 2026-09-28, 15:04
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or

- anything else where the website does not accurately represent the underlying record.
If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
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TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
3 of 3 2026-09-28, 15:04

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Joe Brown <votejoe2026@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Joe,
Thanks again for answering all ten of my original questions in detail.

JOE BROWN

I’m completing the final verification pass on the community involvement, professional experience and background portion of the Woodstock candidate project. This is not another questionnaire.
Already supported in the record
My current research supports your longstanding local-television/Rogers background, more than two decades with Woodstock minor football, previous presidential service, current Wolverines leadership and current Recreation Advisory Committee appointment.
Woodstock Minor Football / Wolverines chronology
Your response describes progression through coach, Equipment Director, Tackle Director, President and continuing leadership.
Could you provide the simplest chronology you consider accurate?
Coach — approximate years
Equipment Director — approximate years
Tackle Director — approximate years
President — approximate years
Executive Officer/current leadership — approximate years
Other community involvement
Your campaign material also identifies activity with:
• Alzheimer Society;
• Big Brothers Big Sisters; and
• Woodstock Chamber of Commerce Board of Directors.
If you want these included, please provide:
Organization — your role/contribution — approximate year(s)
Professional experience
If you’d like the professional timeline presented more precisely, please provide:
Rogers/local television — approximate years — principal titles
You also identified JB Sports Management Consulting in your original response. If you want it included:
Approximate start year — your role — brief description of what the business does
I’ll keep that separate from your volunteer work with the Wolverines.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community
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contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I’m also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I’m creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.

In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
If there is a particular This Is Woodstock or other public YouTube interview you want featured, you may designate that as one of your five supplemental links and mark it as the preferred embedded video.
How this will be presented
2 of 6 2026-09-30, 02:14
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Joe Brown <votejoe2026@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 10:18 AM

Hi Austin,
Thank you for the follow-up and for the care you’re taking to distinguish between established involvement, candidate-provided information, developing initiatives and future proposals. I appreciate the opportunity to make sure the

chronology is as accurate as possible.
The dates below are approximate in a few places because some of my football roles overlapped and the titles evolved over the years.
WOODSTOCK MINOR FOOTBALL / WOODSTOCK WOLVERINES
Coach — approximately 2002 to present. My involvement in local football predates the formal establishment of the Woodstock Minor Football Association, (2005 they became an official not for profit incorporated business) and there have been seasons where my responsibilities were more administrative than on-field.
Equipment Director — approximately 2005–2006.
Tackle Football Director — approximately 2006-08.
President — approximately 2008–2019. I returned in 2022 to help restart and rebuild the Wolverines program following the interruption of the previous few years (COVID) and again served as president during that relaunch.
Executive Officer — approximately 2024 to present.
My current Executive Officer role is publicly listed by the Woodstock Wolverines.
OTHER COMMUNITY INVOLVEMENT

Alzheimer Society — volunteer/community and fundraising support — various years. I do not have a precise year range that I am confident enough to provide, so I am comfortable with this being identified as candidate-provided information rather than assigning dates that may not be accurate. My Wife Sandra Brown served as Events/ Fundraiser Coordinator for the Alzheimer Society
Big Brothers Big Sisters — Events Volunteer — approximately 2005–2006. served as a general volunteer.
Woodstock & District Chamber of Commerce — Board of Directors — approximately 2012–2014.
PROFESSIONAL EXPERIENCE
My involvement in community television actually began in 1990 when I was 17 years old as a high-school co-op student.
Rogers Television, St. Thomas — approximately 1996–1997 — TV News Producer.
Rogers Television, Woodstock — approximately 1997/98–2017 — Television Producer. My work included local news and community programming, municipal council coverage, election coverage and debates, sports productions, live community events, studio programming, volunteer recruitment and training, and working with local non-profit organizations and community groups.
That professional career is separate from my volunteer work with the Wolverines.
JB SPORTS MANAGEMENT CONSULTING
Approximately September 2024 to present — Founder/Consultant.
The focus is youth and amateur sports management and organizational support, including program development, operations, planning, sponsorship and fundraising strategy, equipment planning and developing sustainable programs. This sole proprietorship business was created to service the Woodstock Minor Football Association and create a legal business to be transparent to the members of the Association.
ADDITIONAL COMMUNITY CONTRIBUTION
One item that may not have appeared in your research:
Eastdale Public School Playground Committee — Parent Volunteer — approximately 2012–2014 — candidate-provided information.
I would rather provide you with one contribution I can date with confidence than try to fill all three available spaces simply for the sake of having additional entries.
DEVELOPING COMMUNITY INITIATIVES
Woodstock Youth Sports Committee — I have been developing a proposal to bring representatives from local youth sports organizations together around one table. Initial work has included developing the concept, terms of reference and an agenda for discussions with local organizations. I hope it can eventually become a collaborative forum dealing with participation, facility availability, scheduling, affordability, coach development and opportunities for organizations to share resources. The larger objective is to get more children involved in sport and use sport as a vehicle for teamwork, responsibility, resilience and community involvement. First meeting schedule for September 29th (not for public information)
Police/Community Charity Flag Football Game — The Woodstock Wolverines and Woodstock Police Service are working together on a charity flag football event scheduled for October 30, 2026. Planning and promotion are underway, with proceeds intended to support local football programming. I hope it can develop into a recurring

community event that brings residents, police, youth and local sports organizations together in a positive setting.
Expansion of Wolverines Youth Football Opportunities for 2027 — We are currently working on expanding the developmental pathway within the Wolverines, including opportunities at the U12, U14, U16 and U18 levels. Work to date includes facility planning, coaching recruitment, assessing community interest and developing the training structure. The goal is to create a stronger progression from introductory football through development and competitive travel programs while giving more local children an opportunity to participate.
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SUPPLEMENTAL PUBLIC RESOURCES
My official campaign website will serve as the primary campaign resource, so I understand that it will be linked separately.
For supplemental resources, I would suggest the following:
This Is Woodstock – Joe Brown Interview — Public YouTube interview — A longer-form conversation about my background, community involvement, football experience and reasons for running. I would designate this as my preferred embedded video. https://youtu.be/XJ_T3E6XsM8?si=cCqfdpAW70_dZUYB
Heart FM – Woodstock Candidate Profile: Joe Brown — Heart FM candidate profile — Local news coverage announcing my candidacy and discussing my community and football background.
Stand4Oxford – Joe Brown Candidate Responses — Stand4Oxford profile — My detailed responses on municipal issues, governance and priorities.
Woodstock Wolverines – Executive Information — Woodstock Wolverines executive page — Current public information regarding the Wolverines organization and my Executive Officer role.
www.woodstockwolverines.ca
Rogers Television Woodstock – Historical Media Listing — Rogers Television listing — Historical industry listing identifying my role as a producer with Rogers Television in Woodstock.
I do not currently have a separate “Explore More” page beyond my main campaign website. If I create one before you finalize the project, I will forward it to you.
Thanks again, Austin. I appreciate the thorough approach you’re taking and, particularly, your effort to separate documented accomplishments, organizational roles, candidate-provided information and initiatives that are still being developed. I think that gives residents a much clearer picture of every candidate.
Joe Brown
Candidate for Woodstock City Council
Joe Brown
Woodstock City Councillor Candidate
www.votejoe2026.ca
[PHONE REDACTED]
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: votejoe2026@gmail.com
Date: Mon, Sep 28, 2026 at 4:51 PM

Hi Joe,
Thank you for putting this together in such detail. This gives me a much cleaner chronology to work from and clears up several distinctions that would have been difficult to reconstruct accurately from public sources alone.
I’ll keep your Wolverines history and volunteer roles separate from your professional television background and JB Sports Management Consulting. I’ll also distinguish the additional community involvement you identified from the initiatives that are still being developed rather than presenting everything as though it were already established work.
Your note about the Eastdale Public School Playground Committee is also helpful. I agree with the approach of providing what you can date with confidence rather than trying to fill every available space simply because it is there.
I also have your supplemental resources. I’ll treat your campaign website separately as planned, and I’ve noted the This Is Woodstock interview as your preferred embedded YouTube video. The other resources will be handled in the same candidate-provided resource area available to everyone.
There’s nothing else you need to send me right now.
The project is being built as a foundation for residents who may not start looking closely at the candidates until much

nearer to election day, so I’m treating the profiles as something that can be responsibly updated rather than as a one-time snapshot.
If something changes between now and then, if one of the developing initiatives progresses materially, or if you later want to replace or update one of the supplemental resources, just let me know and I’ll see what can reasonably be incorporated.
I’m trying to give every candidate the same opportunity and comparable space without turning the project into a contest over who can provide the longest résumé or the largest collection of accomplishments. Established experience is relevant, but so are newer experience, education, current involvement, developing work and clearly identified future proposals. Keeping those categories separate should allow residents to see the different kinds of experience and perspective each candidate brings without treating them as interchangeable.
Thanks again for taking the time to provide such a complete clarification. I’ll work this into the next profile update.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Joe Brown <votejoe2026@gmail.com>
Date: Mon, Sep 28, 2026 at 10:45 PM

Hi Joe,
5 of 6 2026-09-30, 02:14
I wanted to follow up regarding the scheduling information in your September 28 response that you identified as “not for public information.”
As previously communicated, this is a public candidate-comparison project, and the website and correspondence record are now live. Your September 28 response was received as part of the continuing verification and update process.
I did read your response. However, I am managing correspondence involving 18 candidates, and the non-public designation was brief and embedded at the end of the relevant passage. I did not initially identify it as information requiring separate treatment.
Once I recognized the designation, I promptly removed the scheduling information from the public material and temporarily redacted it from the correspondence archive.
I am not alleging that its inclusion was intentional. However, given the public nature of the project, I would appreciate clarification as to why information that was not intended for public disclosure was included within the response.
For clarity, I cannot assume responsibility for identifying non-public information embedded within correspondence submitted to this public project. If information needs to remain private, please send it separately and clearly identify the communication as private or confidential.
The current redaction is temporary. Once the scheduling information is no longer prospective, the complete correspondence may be restored to preserve an accurate historical record.
Thank you,
Austin Force
[Quoted text hidden]

From: Joe Brown <votejoe2026@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 29, 2026 at 8:43 AM

Hello Justin
No worries. We are having the meeting tonight and I will have more information on the future of that committee after. I can update you if you like after the meeting.
Joe Brown
Woodstock City Councillor Candidate
www.votejoe2026.ca
[PHONE REDACTED]

[Quoted text hidden]
6 of 6 2026-09-30, 02:14

JOE BROWN

Kate Leatherbarrow

Woodstock 2026 Municipal Election
Correspondence Record

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - kate leatherbarrow - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 23, 2026 - kate leatherbarrow - Answers - Thank you!
September 23, 2026 - Justin Forest - Answers - Thank you!
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live

September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: vote4leatherbarrow@gmail.com
Date: Sun, Sep 20, 2026 at 2:26 AM

Hello Kate Leatherbarrow,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe
1 of 3 2026-09-24, 23:45
Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

KATE LEATHERBARROW

From: kate leatherbarrow <vote4leatherbarrow@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 7:25 AM

Thank you for your email! I typically give myself a 48 hour window to respond to questionnaires. I'll have answers to you by Wednesday of this week!
Thank you again.
Kate Leatherbarrow
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: kate leatherbarrow <vote4leatherbarrow@gmail.com>
Date: Mon, Sep 21, 2026 at 2:41 PM

Hi Kate,
Thank you for letting me know, and I appreciate you confirming when you expect to respond.
I just wanted to clarify why the timing matters on my end.
The questionnaire I sent early Sunday morning is part of a broader candidate-comparison process. Candidates seeking the same office have been given the same questions and the same opportunity to provide their answers directly. I am using those responses not only for the eventual comparison, but also to determine whether there are any useful or necessary follow-up questions before I finalize the questions I am able to submit for the upcoming candidate event.
Wednesday is also the point at which that question-submission window closes. As a result, if I receive your answers on Wednesday, there may no longer be a meaningful opportunity for me to review them, identify anything that would benefit from clarification, and develop a more informed follow-up question before that separate deadline.
I want to be clear that I am not asking you to provide a rushed answer or treating your response differently from anyone else's. I am applying the same process to each candidate. The timing is simply part of that process: candidates whose substantive responses are available before I have to finalize my follow-up questions give me more information to work from at that stage.
If your answers are not available before then, I will continue with the original questions as presented rather than trying to narrow or alter them without first having your substantive response. When your response is received, it can still be considered in full as part of the candidate comparison.
I wanted to explain that now so the process and timing are transparent, rather than raising it afterward.
Thank you again for responding, and I look forward to reading your answers.
2 of 3 2026-09-24, 23:45
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: kate leatherbarrow <vote4leatherbarrow@gmail.com>
Date: Mon, Sep 21, 2026 at 3:36 PM

Hi Kate,
I wanted to send one additional clarification because I reviewed the responses and follow-up messages I have sent to candidates and noticed an inconsistency in the procedural information I had provided.
I apologize for the extra email. I just wanted to make sure the process was balanced and that you had the same information as everyone else, with the timing and expectations fully understood.
Although the current question-submission period makes earlier responses especially useful for identifying possible follow-up questions, that is separate from the final candidate comparison.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before election day.
That also means you do not need to complete every question at once. If you prefer, you can answer some questions now and provide additional or more complete answers later. Material submitted after the current question-submission period can still be considered as part of the eventual comparison.
So while receiving information earlier can affect what follow-up questions I am able to formulate during the current

question-submission window, it does not give an answer additional weight in the final comparison, and Wednesday is not a final deadline for your participation.
I wanted to make that distinction clear because my earlier message to you explained why the question-submission timing mattered, but did not include the same broader comparison timeline and flexibility that I had provided to the other candidates.
Thank you again for letting me know when you expected to respond, and please do not feel that you need to rush your answers simply because of the question-submission timing.
Austin Force
Woodstock, Ontario
[Quoted text hidden]
3 of 3 2026-09-24, 23:45

From: kate leatherbarrow <vote4leatherbarrow@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Wed, Sep 23, 2026 at 10:44 AM

KATE LEATHERBARROW

1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
- I ■rst ran in 2018 because I did not see clear representation at the table for families and youth. Having lost a seat on council by 59 votes, I ran again in 2022 because of similar feelings and because I invested a signi■cant amount of time in our wonderful community - which only added to my desire to serve the residents of Woodstock. I wanted to be an accessible and approachable Councillor so residents felt their voices were being heard through the decision making process. Having been elected in 2022 I have learned a great deal about municipal government, process and procedure, and how to advance Woodstock's needs. I am seeking a second term on Woodstock City Council to build on progress and invest in our future. I provide Councillor Corner re-caps after every Council meeting, available on social media. I hope to not only continue these videos but I plan to upload them on YouTube for better accessibility. Community engagement is very important to me and I believe these recaps explain my voting record as well as inform the public on what is happening at City Hall.
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
- Every candidate will have a di■erent response (naturally) but there could be overlap with speci■c priorities/issues. Three important issues from my viewpoint are: creating more child care spaces, the future multi-recreation facility, and managing budgets given these challenging economic times. To explain a bit further as it relates to future budgets, One of the biggest issues I see facing the City of Woodstock is aligning the needs for service improvements with the population increase. While the current Council (and Councils before me) have the great responsibility of balancing projects and service levels through the budget process, the City of Woodstock has several large capital projects on the horizon. Not just next year but throughout the next term of Council. Some of which have been identi■ed prior to my term on Council. The fate of these projects requires experience, engaging with residents, following the Strategic Plan, and heavy advocacy to di■erent levels of government for continued ■nancial partnership. Woodstock has felt these growing pains and the pressure to deliver more ice, more gym space, more transit, and more amenities is abundantly clear. Residents and families are living in a time where everything costs more. The longer we wait - the higher these price tags will go.
It is important that we continue to advance the needs of our residents as we strive to build a community where everyone feels they belong and has equal opportunity to thrive. The City of Woodstock’s two largest budget lines are police and ■re, critical services, but there are other departments that also need attention to keep up with the demand for service. Commitment and advancing these projects is a priority of mine. We are the largest urban centre in the region and positioned next to two major commuter corridors. We want the residents of Woodstock to work, play, dine, and stay in Woodstock for their needs.
North Woodstock Recreation Facility: https://www.cityofwoodstock.ca/business-development/city-projects/

north-woodstock-recreation-facility/
3. If elected City Councillor, what three speci■c changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
- I believe I touched on some of this in the question above. The Mayor's Task Force is a group I am very proud of. I will provide the link for you to review and you can review past minutes as well. This task force was created in 2023. I would like to see this work continue! Additionally, when I mentioned child care in the last question, it took just over a year to create the child care policy. Oxford County has the lowest amount of child care spaces in the entire province. I was proud to table this work and advocate to consider implementing future child care spaces within municipally owned facilities. To answer your question directly, there is more work ahead.
Mayor's Social Well-Being Task Force: https://www.cityofwoodstock.ca/your-government/boards-and-committees/mayor-s-social-well-being-task-force/
Child Care Policy: https://pub-woodstock.escribemeetings.com/filestream.ashx?DocumentId=3408
4. Looking speci■cally at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-o■s involved.
- If re-elected I would like to be appointed to the Woodstock Police Service Board. I currently serve on 6 committees but the Police Board is not one of them. Police have had substantial increases over this term of council and if appointed to the board in the future I believe my communication skills could strengthen understanding around community safety. Additionally, the City of Woodstock has a municipal police not a contract with the OPP like surrounding area municipalities in Oxford County.
The budget process is critical and it's ■rst constructed by senior sta■ before coming to council. I show up prepared to every meeting and budget. I engage with residents on service levels and build decisions around that feedback. I would like to investigate a pilot program for a Sunday transit service as buses do not currently run on Sundays. Taxis can be expensive to many.
https://www.ctvnews.ca/northern-ontario/article/many-ontario-communities-face-11-increase-in-policing-costs/
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues a■ecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
- Great question. I have strong working relationships with Councillors and Mayors across Oxford. The child care policy is an example of this collaboration. The Township of Zorra ■rst implemented the child care policy, allowing funds to ■ow from provincial jurisdiction to regional and then to their municipality. I often contact County Councillors on issues that arise at Oxford County Council.
7. Council decisions require individual members to review budgets, sta■ reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
- The horseshoe can be a magnet for passion! The term 'horseshoe' is referring to Council Chambers

because the seating arrangement is shaped in a horseshoe. I would never dictate a decision or pressure a Council member to vote a certain way. It should be a respectful and professional debate. Additionally, passion or 'personal feelings' can be a positive attribute, if conveyed professionally. Lived experience, educational experience, etc. can add knowledge and understanding. Having worked in hospitality for over a decade, a similar team environment, everyone can learn from others. When to advocate hard and when to sit back and listen. I have learned a great deal over the last four years on how to not take votes personally. Everyone is there to make Woodstock better and I make an e■ort to see and understand di■erent opinions. I am there to work for the residents of Woodstock!
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, ■nancial interests, professional relationships, or other outside activities

that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential con■icts of interest if elected.
- I am a mother of four and my family owns Early Bird Co■ee. Woodstock City Council appoints an integrity commissioner and they are available for any questions related to con■ict of interest and/or code of conduct. Residents are able to contact the IC as well.
Integrity Commissioner: https://www.cityofwoodstock.ca/your-government/accountability-and-transparency/integrity-commissioner/
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
- As it relates to social media, I have my own 'Rules of Conduct' posted that I follow and set the expectation for others to follow. This is the same for emails and phone calls. Fowl language or harassment will not be tolerated. I provide Councillor Corner Recaps after Council meetings. As I mentioned in a previous answer. Not every resident is active on social media and there are always ways to improve communication. I understand not every resident will agree with me but being receptive to feedback and constructive criticism is something I take seriously. I would hope that when opinions clash, or do not align, there is always room for a conversation. Our society is under immense pressure these days and with that can present hostility. Respectful debate and dialogue can be the bridge to common ground.
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: kate leatherbarrow <vote4leatherbarrow@gmail.com>
Date: Wed, Sep 23, 2026 at 7:31 PM

Hi Kate,
Thank you for taking the time to respond and provide your answers. I appreciate the detail and the additional links you included for reference.
I'll make sure your responses are fairly represented alongside those received from the other candidates.
3 of 4 2026-09-24, 23:46
Thanks again for participating.
Best,
Austin Force
[Quoted text hidden]
4 of 4 2026-09-24, 23:46

[Quoted text hidden]
Austin's questions.docx
67K

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: kate leatherbarrow <vote4leatherbarrow@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Kate,
Thank you again for answering my original questions and providing supporting links.
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project. This is not another questionnaire.
Already supported in the record
My current research supports your 2022 election to Council, current committee/board appointments, involvement in founding the Municipal Campaign School of Oxford County, co-ownership of Early Bird Coffee and documented community-awareness/fundraising activity through the business.
Child-care initiative
You described the child-care policy work in your response, and public records show an earlier motion you brought forward.
Could you give me the simplest chronology?
Initial motion — approximate date
Work that followed — your role
Policy/result — date adopted or completed, if known
I'm specifically trying to distinguish between you initiating or advancing the work and Council collectively approving the eventual result.
Municipal Campaign School of Oxford County
Please provide:
Approximate year founded — your role — whether you remain involved today
If there are one or two concrete workshops/outcomes you want represented, you can identify them.
Early Bird Coffee and community initiatives
If community support through Early Bird continued beyond the documented examples I've found, please identify up to three significant examples:
Initiative/cause — what Early Bird did — your personal role — approximate year — source/link if available
I will distinguish the business's activity from your individual role.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available

A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Councillor Corner and YouTube
You mentioned that you provide Councillor Corner recaps and intend to upload them to YouTube for better

accessibility.
If you create a public YouTube channel or playlist, please send it. You may designate one specific video as your preferred featured/embedded video, and that video will count as one of your five supplemental links under the rules below.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link

How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
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• Future proposals and commitments
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These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force

KATE LEATHERBARROW

Kelly Gilson

Woodstock 2026 Municipal Election
Correspondence Record

ATHERBARROW

QUICK LINKS

September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 27, 2026 - Kelly Gilson - Woodstock 2026 candidate comparison is now live
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September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
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Attachment - Kelly gilson sep27.docx
Attachment - Austin's follow up questions.docx
Attachment - United Way Oxford News Release May 2026 re ED Retirement Announcement.pdf

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Kelly Gilson <vote4kellygilson@gmail.com>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Kelly,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 4 2026-09-30, 01:46
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.

KELLY GILSON

That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.

There is a difference between a correction and new information.

If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.

If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.

TIMING

If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.

My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.

I do not expect to be available to make substantial changes tomorrow.

Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.

That does not mean material received after today will be rejected.

Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.

TECHNICAL PROBLEMS

Please also let me know if you find a problem with the site itself.

If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.

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I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.

I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.

If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.

Thank you,

Austin Force

Independent civic research

Woodstock, Ontario

WoodstockElection.ca

KELLY GILSON

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To: Kelly Gilson <vote4kellygilson@gmail.com>
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Thank you,

Austin Force

Independent civic research

Woodstock, Ontario

WoodstockElection.ca

KELLY GILSON

From: Kelly Gilson <vote4kellygilson@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 27, 2026 at 3:10 PM

Hi Austin,
Congratulations on the soon-to-be addition to your family!
As promised, here are my answers to your questions. I've been plugging away at your questions as time has allowed. I know you have put a lot of time and effort into this and I am sure it will help you, and anyone else who uses your tool, to get a sense of who the candidates are. It also provides far more depth than what can be gleaned from a 1 or 2 minute response.
Again, thanks for the opportunity and best wishes on your new arrival.
Kelly
Kelly Gilson
Candidate for Woodstock City-County Councillor
[Quoted text hidden]
Austin's questions.docx
67K

From: Kelly Gilson <vote4kellygilson@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 27, 2026 at 3:10 PM

Hi Austin,
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Kelly Gilson
Candidate for Woodstock City-County Councillor
[Quoted text hidden]
Austin's questions.docx
67K
3 of 3 2026-09-27, 21:37

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Kelly Gilson <vote4kellygilson@gmail.com>
Date: Mon, Sep 28, 2026 at 2:52 AM

Hi Kelly,
Thank you again for sending your full responses. I’m completing the final verification pass on the community involvement, professional experience and public-service portion of the candidate project.
Because you’ve already provided detailed answers, this is not another questionnaire.
Already supported in the record
My current research supports your 23 years as Executive Director of United Way Oxford, earlier work with Downtown Woodstock, longstanding community-sector leadership and documented involvement in the Santa Claus Parade. I will keep professional leadership, volunteer/community service and future Council proposals in separate categories.
A few chronology points
Your campaign material identifies:
• 12 years with Downtown Woodstock
• 8 years on the Woodstock Chamber Board
• 13 years on the Santa Claus Parade Committee
Could you confirm the approximate years and role for each?
Downtown Woodstock — [years / role]

KELLY GILSON

Woodstock Chamber Board — [years / role]
Santa Claus Parade Committee — [years / role]
United Way Oxford: your personal contribution
Because United Way's accomplishments reflect staff, board members, volunteers and partners, I do not want to attribute every organizational result personally to you.
Please identify up to three initiatives or accomplishments from your 23-year tenure that best illustrate work you personally led, helped create or substantially advanced:
Initiative — your role — approximate year(s) — source/link if available
If the Tillsonburg and Ingersoll Light Houses are among those examples, a simple confirmation is enough.
Awards/recognitions
Your campaign material refers to a King Charles III Coronation Medal received in 2025. If there is a public issuing-body record or announcement you prefer me to use, please send it. If no public source is readily available, I can identify the recognition as candidate-provided.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:

Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:

KELLY GILSON

Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
2 of 4 2026-09-30, 02:19
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: vote4kellygilson@gmail.com
Date: Mon, Sep 28, 2026 at 5:08 AM

Hi Kelly,
3 of 4 2026-09-30, 01:46
Thank you, and I appreciate you taking the time to work through the questions.
I received your answers. I'll review them against your profile and add the relevant material with the date it was received so the chronology remains clear. If there is anything I need clarified while I am working through it, I'll let you know.
Thanks again for sending them, and for the kind wishes.
Austin
4 of 4 2026-09-30, 01:46

From: Kelly Gilson <vote4kellygilson@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 29, 2026 at 2:30 PM

Austin,
I've updated a few more things for you (in red). I am sorry, but for now that is all the capacity I have to add more info, plus I think it gives a great overview of my work, achievements and community impact. Hope it gives you what you were looking for, and thank you for taking the time to compile and share.
Best wishes,
Kelly
[Quoted text hidden]

2 attachments
United Way Oxford News Release May 2026 re ED Retirement Announcement.pdf
180K
Austin's follow up questions.docx
30K

From: Austin Force <au•ti•.a•fo•ce@gmail.com>
To: Kelly Gilson <vote4kellygilson@gmail.com>
Date: Wed, Sep 30, 2026 at 12:52 AM

Hi Kelly,
Thank you. I was able to review the updated document as well as the United Way Oxford retirement announcement, and this gives me more than enough to work with.
I have the chronology for Downtown Woodstock, the Woodstock & District Chamber of Commerce Board and the Santa Claus Parade, along with the additional context on the Student Stairclimb, the Big Dig Dundas Street Road Reconstruction Project, the Light Houses, your awards and the broader committee and community involvement you provided.
I also appreciate you clarifying that much of the United Way work was a team effort. I'll preserve that distinction when
3 of 4 2026-09-30, 02:19
describing your personal role and the organization's broader accomplishments.
You definitely do not need to spend any more time adding information. I'll use what you've provided to complete the profile while keeping the same structure and limits being applied across candidates. Where the fuller history extends beyond what can reasonably fit in the main profile, I'll use it to make sure the summary accurately reflects the range and chronology of your involvement rather than trying to list absolutely everything.
Thank you again for taking the time to put this together.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]

From: Kelly Gilson <vote4kellygilson@gmail.com>
To: Austin Force <au•ti•.a•fo•ce@gmail.com>
Date: Wed, Sep 30, 2026 at 12:55 AM

You are very welcome. Thanks for all of your hard work.
Guessing no baby yet? Wishing you and your partner well,
Kelly
Kelly Gilson
Candidate for Woodstock City-County Councillor
[Quoted text hidden]

From: Austin Force <au•ti•.a•fo•ce@gmail.com>
To: Kelly Gilson <vote4kellygilson@gmail.com>
Date: Wed, Sep 30, 2026 at 1:10 AM

any day now
[Quoted text hidden]
4 of 4 2026-09-30, 02:19

KELLY GILSON

ATTACHMENT
Filename: Kelly gilson sep27.docx
Original format: DOCX
Rendered faithfully from original source file

Hello Kelly Gilson,

My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election.

Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.

I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.

You are running for City–County Councillor.

This position represents Woodstock residents at both Woodstock City Council and Oxford County Council. Because decisions affecting Woodstock are divided between these two levels of municipal government, I am particularly interested in how candidates understand those responsibilities and how they would represent Woodstock at both tables.

I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.

I would appreciate your answers to the following questions:

1. **Why are you running for City–County Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of representing Woodstock at both the City and County levels?**

I'm running for Woodstock City-County Councillor because I care deeply about this City and the people who call it home. It's our home, and Woodstock has been a wonderful place to raise our sons; I want that for all families! Our community has grown and we've not planned well or kept up…I want to help change that.

Despite what we see on social media, I believe we are all united by a shared community vision - where basic needs are met; families can thrive, kids have opportunities; seniors can age in place; businesses and industry can succeed. We need safe and accessible community spaces to meet growing needs, the supports to deliver on a Housing First model for our most vulnerable; and we need to do all that in a financially responsible manner. The City of Woodstock, along with Oxford County, have key roles to play in achieving this. I know that better is possible. I know this because my experience has taught me how much more can get done when we lead with humility, integrity, shared values and respect.

For 35 years I've been a community leader serving residents, working and volunteering to positively impact Oxford. First as Manager of Downtown Woodstock, and for the last 23 years as Executive Director at United Way Oxford, doing work I cherish. I have a proven track record of running effective, impactful, respected and financially stable organizations; I have sat on dozens of boards and committees (including many at the municipal level over the decades), have spent years connecting and listening to citizens, and am able to lead meaningful collaboration towards positive change. I may be new to politics, but these are transferable skills that come with fresh eyes, new ideas and lots of energy. I have seen firsthand how much work is needed to build a stronger, healthier, vibrant community for today and for future generations. My experience has given me the tools to help us get there.

I have loved working on behalf of this community, and in retirement can offer a new way to serve. It would be a privilege to represent the City of Woodstock and all who live here.

2. **What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?**

1) *Lack of deeply affordable, supportive and appropriate housing options, and the supports and services required to address homelessness, and mental health &/or addiction issues. As a community, we have made progress through new services, collaboration and increased provincial investments, and there are more positives on the horizon, but we must recognize that this is a social issue that was decades in the making and there is much work to do as every community struggles to change the social conditions and ensure the safety and wellbeing of our citizens. This work requires everyone to be a part of the solution, and if we are to realize our commitment to a Housing First Model, we must prioritize our efforts and our partnerships to continue to seek creative solutions.*
2) *Planning, investing and delivering on the infrastructure to serve our growth; from roads and sewers to emergency services, growth impacts all areas. A significant aspect of this is to move forward with the Multi-Recreation Centre to provide the services that citizens need – we can't continue to talk – it isn't fair to the generations of youth who will miss out, and it isn't fair to the taxpayer as the costs continue to escalate. Woodstock must be a community where families can thrive, where seniors can be active and engaged, and where we are meeting the needs of the community members.*
3) *Council must be wise stewards of tax dollars. Recognizing the need to do more and balancing that with the need to respect the taxpayer. While there has always been a need to be mindful of spending and tax increases, it is even more critical now in this challenging economic environment that coincided with significant growth. Costs have escalated beyond measure, our community has grown at unprecedented levels, there is limited flexibility in the overall budget, and we do not have unlimited reserves. Therefore, Council must be willing to make difficult decisions, to lay out reasonable time-frames for implementation, seek out any/all funding sources, and look for creative opportunities such as project specific fundraising efforts, to help deliver on the services that our community expects…and deserves.*

3. **If elected City–County Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?**

   This upcoming term of council must prioritize people, partnerships and building a community where everyone can thrive for today and tomorrow. We must aspire to create a new Multi-Recreation Centre that meets the needs of today and tomorrow; that means fully developing the plans (even if in a phased approach); and to do so appropriately there must be meaningful public engagement, the development of a fundraising plan/team, advocacy for every federal and provincial funding opportunity to ensure the financial burden is not on the backs of our taxpayers, and we must strive to implementation in a responsible and timely manner. In meeting the needs of people and businesses, we must better utilize the transit system we have to move people around so that they can engage in all aspects of civic life, including getting to and from work. We also have a gap in the revitalization development in Downtown – we must make the ends meet. The sidewalks are not safe, and they are certainly not accessible; we can, and must, do better. We can address the necessary aspects without over-spending, and we can support efforts and activities that attract people into the core. Investment breeds investment and more people living, working, shopping, eating and engaging in entertainment in Downtown increases the overall sense of community and safety. And we must strengthen our relationships and opportunities to work with all possible partners to meet our commitment to providing necessary services to support our most vulnerable and move them to stable, supported housing. (There is a lot in this paragraph…I'm counting it as 2!)

   Managing the budgets, taxes and value for investments is critical. Knowing that industrial growth is key to building a strong tax base and reducing the burden from homeowners, our support for the servicing, development and sale of industrial land will also be a priority over this coming term of office. We must also seek and maximize any funding opportunity (i.e. shovel ready plans) to help us deliver services to the community.

4. **Looking separately at the City of Woodstock and Oxford County, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify which level of government you are referring to and what you would increase, reduce, defer, reorganize, or maintain, including the trade-offs involved.**

   A small, but very impactful service to deliver on is to implement Sunday transit for the well-being of the community. Although somehow classified as a want, for far too many it is clearly a need - we can do better for both our people and our businesses. Transit systems are not meant to be cost recovery, or profit making (and no system is) but there is a business case to be made to re-evaluate how to best use and promote the system and the fee structure that we have. This is an example of a municipal expense that can be incorporated with minor reductions in other areas.

5. **In your understanding, what are the most important differences between the responsibilities of Woodstock City Council and Oxford County Council, and what do you believe a City–County Councillor should contribute that is different from a councillor who serves only at the City level?**

   Each level of government is responsible for different deliverables/services and those roles are clearly defined. One of the major differences between the two is related to Housing and Social Services, which is the responsibility of Oxford County. While true, and while the County does receive provincial funding to deliver these services, it is critical to recognize that they do not receive anywhere near adequate funding, they are not responsible for the delivery of health/mental health services, nor can they solve the problems on their own. As a City-County Councillor, I have the knowledge and experience to help guide conversations and programs to meet the needs of the people they serve as well as the needs of the City of Woodstock, which is the hub for services and where the greatest impact on citizens and businesses occurs.

6. **Many issues affecting Woodstock involve decisions or services that cross between City and County responsibilities. Where do you believe stronger cooperation or coordination between Woodstock and Oxford County is needed, and what would you do to improve it?**

   Some of our most pressing issues – specifically, but not limited to, social and human service issues such as homelessness, emergency and transitional housing, and affordable housing involve decisions at the County table that directly impact the residents and businesses located within Woodstock. This is one of the areas I know well, and I have a deep understanding of the responsibilities as well as the financial impact of provincial downloading. Collaboration and partnerships – between both levels of government as well as with the social, charitable and healthcare sector, is the only way to maximize service investments to address the needs; and that opportunity is reliant on developing trust, positive relationships and common ground, which I have spent my career doing.

7. **Because you would represent Woodstock while also participating in decisions for Oxford County as a whole, how would you approach a situation where what you believe is in Woodstock's best interest differs from a broader priority being considered by County Council?**

   When you sit at a Council table you have a responsibility to represent that table to the best of your abilities; of course, you do so with a perspective and a lens from the community you call home. There will be times when the greater good for the County could differ from the best interests of the City, and there will be times when the opposite is true. A balance and cooperation is required. This is a case where strong relationships, respect, and a willingness to listen are key so that a differing perspective can be presented for consideration. The system may not be perfect – no system is - but previous reviews have not altered it, and our local system is far better than a model where we have no say. I would much rather find a positive way to work with my neighbouring Mayors at the County table than risk the appointment of an outside regional chair.

8. **In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles,**

financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.

My employment with United Way Oxford has provided me with extensive experience, connections, local knowledge and a perspective that I would bring to this role. I have loved every minute of my 23 years as the Executive Director at United Way Oxford and so proud of what we have accomplished, the time has come to retire at the end of September. It is important to note that United Way is not a government funded organization, the only exception to that would be the occasional grant for a specific initiative, often collaborative in nature. Therefore, there is no conflict.

Neither I, nor my family members, have any additional property, financial or employment interests that would present a conflict of interest at either the City or County table.

9. **How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made? What measurable commitments would you be prepared to make so residents can evaluate your performance during or at the end of the 2026–2030 term?**

   I commit to being fully accessible and accountable to local residents. People will be able to call or email at their convenience; I will respond. Even better, I would be happy to meet with people and to allow for face-to-face communication, as I believe that is always the best way to connect. Not every resident will agree with every decision that I would make – what I can commit to is that that I will listen and learn, I will.

   Given that each Councillor has one vote, there is no accurate way to measure impact from the perspective of what did or did not pass. I would ask that residents look at actions such as was I prepared for the meetings and informed about the topics, did I show up and participate, did I clearly communicate my

'why' when voting on a controversial item, and did follow through on my promise to be available to meet with and listen to people.

10. **Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City–County Councillor?**

    I am interested in making a positive difference in the lives of people who live here – now and for years to come. That is what motivates me. And I know that my 35 years of leadership, community service, successful collaboration, strong communication and financial management, are skills that can help make that positive difference.

    We are not a small town anymore and we need to think differently – positively, proactively and with an aspirational and inclusive lens to service this medium sized city that we are. We need new, innovative and future-thinking leadership to move this community forward in a way that will inspire residents' hope and community pride. Municipalities are charged with providing many services to citizens, and Woodstock has not kept up, and we need to plan for better. Our taxpayers – individuals and businesses - have both needs and wants, which are extremely intertwined, and they deserve services and places/spaces that are appropriate to a community of our size. Our residents pay a significant amount of money in taxes, and they should benefit from the value of wise investments.

    I believe that my unique lens, community knowledge and ability to inspire trust and collaboration can positively impact both the Woodstock and Oxford County Councils and help build a better path forward. It would be an honour to work with, and for, local citizens as your Woodstock City-County Councillor.

There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.

Thank you for taking the time to consider these questions. I look forward to reading your response.

Austin Force
Woodstock, Ontario

KELLY GILSON

ATTACHMENT
Filename: Austin's follow up questions.docx
Original format: DOCX
Rendered faithfully from original source file

few chronology points

Your campaign material identifies:

- **12 years with Downtown Woodstock**
- **8 years on the Woodstock Chamber Board**
- **13 years on the Santa Claus Parade Committee**

Could you confirm the approximate years and role for each?

Downtown Woodstock — 1991 – 2003, Manager

[PHONE REDACTED]

Santa Claus Parade Committee — 1991 – 2002, Coordinator/Committee Member; 2021 Committee Member; many years in between as volunteer Commentator for Rogers TV

United Way Oxford: your personal contribution

The creation of the Student Stairclimb is another meaningful career contribution. I designed and implemented it and working with all of the Oxford County high schools, we have had 21 years of amazing student participation and contribution. Cover those years approx. 20,000 local students have raised close to $500,000 for United Way Oxford to allow us to support programs and services geared towards children and youth.

There were many accomplishments during my time at the Downtown Woodstock BIA, which was also a team effort with downtown businesses, the most impactful for me was the Big Dig Dundas Street Road Reconstruction Project that spanned 2 full summers. We developed and implemented a plan that saw the clean up and mural paintings in the back alleys to allow for back door access to businesses, developed a Downtown Dottie mascot that awarded BIA Bucks to visitors who 'got spotted' weekly, a weekly hand-delivered construction newsletter delivered to all businesses, and a significant marketing campaign to entice shoppers to keep doing business downtown. We were able to support businesses during the most challenging time (which was only a few years post recession) and did not have 1 business close because of the roadwork. The final result was a beautiful new downtown streetscape.

Because United Way's accomplishments reflect staff, board members, volunteers and partners, I do not want to attribute every organizational result personally to you. Good call – it has been a team effort always!

Please identify **up to three initiatives or accomplishments** from your 23-year tenure that best illustrate work you personally led, helped create or substantially advanced:

Initiative — your role — approximate year(s) — source/link if available

If the Tillsonburg and Ingersoll Light Houses are among those examples, a simple confirmation is enough. Yes, both are career highlights representing innovative, creative approaches to meeting local needs.

Awards/recognitions

Your campaign material refers to a **King Charles III Coronation Medal received in 2025**. If there is a public issuing-body record or announcement you prefer me to use, please send it. If no public source is readily available, I can identify the recognition as candidate-provided. All of these awards were publicly award, documentation is on United Way Oxford social media history as well as recognized on the sites/socials of the awarding bodies.

KING CHARLES III CORONATION MEDAL, (For an individual who made significant contributions to Canada or their community), 2025

JACK ROSS MEMORIAL AWARD, (For an individual who has made outstanding contributions to children, youth, and families in Oxford County), Children's Aid Society of Oxford County, 2022

HONORARY DIPLOMA (For Contributions to Oxford Community), Fanshawe College, 2016

PRESIDENT'S AWARD FOR INNOVATION, (For Leadership in Community Matters Provincial Initiative), United Way Canada, 2015

Community contributions I may have missed

Committees I have been a Member or a Director on (some, but not an exhaustive list):

- Woodstock Mayor's Community & Social Well-Being Task Force, Member; 2024 - Present
- Oxford Planet Youth Steering Committee, Member; 2024 - Present
- Oxford Age Friendly Steering Committee, Member; 2024 - Present
- Communities Building Youth Futures Committee, Member; 2022 - 2024
- Oxford Mental Health & Addictions Action Coalition, Member; 2022 - Present
- City of Woodstock Santa Parade Committee, Member; 2021
- Oxford's Reducing Poverty Together / Living Wage Committee, Member, 2021 - Present
- Oxford Housing Action Collaborative (ceased), Member; 2020 - 2024
- Oxford County Circle's/Bridges Out of Poverty/Getting Ahead Advisory Committee (ceased), Member / Financial Lead; 2019 - 2022
- Zero Poverty Oxford, Member; 2017 – 2020

- Oxford Oral Health Access Initiative Committee (ceased), Member; 2016 - 2020
- Future Oxford's Community Oxford Committee, Member; 2015 - 2019
- Oxford County's Canadian Index of Wellbeing Survey Committee, Co-Chair; 2015 - 2016
- Oxford Local Immigration Partnership, Member; 2011- Present
- St. Mary's Catholic High School Parent Council, Member; 2011 - 2013
- City of Woodstock, Youth Advisory Committee, Member; 2011 – 2012
- Oxford 50+ Initiative Committee, Member; 2011 - 2012
- Oxford Social Planning Committee, Director / Treasurer; 2009 - 2017
- Oxford County Drug Task Force Committee, Member; 2008 - 2013
- City of Woodstock's Cowapolooza, Co-Chair; 2007 - 2008
- Oxford Community Health Centre, Director; 2006 - 2011
- Children's Aid Society of Oxford, Director; 2006 - 2009
- Holy Family French Immersion Catholic Elementary School Parent Council, Member/Chair; 2003 - 2009
- Fanshawe College, Oxford Advisory Committee Member; 1997 – 2008
[PHONE REDACTED]
- City of Woodstock, Til the Cows Come Home Event, Co-Chair; 1997
- Woodstock & District Chamber of Commerce, Director; 1994 - 1997; 2000 -2003; 2008 – 2010
[PHONE REDACTED]
- Woodstock Santa Parade Committee, Co-ordinator/Member; 1991 - 2002

To keep this consistent across all candidates, you may identify **up to three established or ongoing community contributions** that my research has missed.

Please use:

Organization/activity — your role or contribution — approximate year(s) — public source/link if available

A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as **candidate-provided information** rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.

Things you are currently developing

I'm also giving every candidate the same opportunity to identify **up to three community-oriented initiatives that are currently being developed** but are not yet mature enough to be described as established accomplishments.

Please use:

What you are developing — what has happened so far — what you hope it becomes

I will clearly distinguish **developing initiatives** from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.

Candidate-provided resources

I'm creating the same additional resource area for every candidate.

Your **official campaign website** will be linked separately and does **not** count toward the limits below.

If you have substantially more information that you want residents to explore, I recommend creating a public **Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website**. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an **Explore More** link.

The Explore More page does not count toward the five supplemental links.

In addition, every candidate may provide **up to five supplemental public links**. The same rules apply to everyone:

- the material must be publicly viewable without creating an account, joining a group, or signing in;
- normal public websites and publicly accessible documents are accepted;
- public organization/project pages are accepted;
- public YouTube videos are accepted;
- Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
- a YouTube link **does count as one of the five**; and
- you may designate **one of those five YouTube links** as the video you would prefer featured or embedded on your profile, where technically appropriate.

If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.

You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.

Please send any supplemental resources as:

Title — public link — one short sentence explaining what residents will find there

And, if applicable:

Explore More page — link

How this will be presented

The final profile will keep different kinds of information separate:

- **Established and independently supported community contributions**
- **Candidate-provided community contributions**
- **Current or ongoing community involvement**
- **Developing community initiatives**
- **Professional and relevant experience**
- **Elected and appointed public service, where applicable**
- **Future proposals and commitments**
- **Independent verification sources**
- **Candidate-provided resources**

These categories will **not** be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.

Where a candidate is connected to a business, organization, board or committee, I will also distinguish between **holding a role**, **the organization's overall accomplishments**, and a contribution that can reasonably be attributed to the individual candidate.

For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.

New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.

ATTACHMENT
Filename: United Way Oxford News Release May 2026 re ED Retirement Announcement.pdf
Original format: PDF
Rendered faithfully from original source file

United Way Oxford

[PHONE REDACTED]

For Immediate Release (May 4, 2026)

UNITED WAY OXFORD ANNOUNCES THE RETIREMENT OF KELLY GILSON

As the President of the United Way Oxford Board, I would like to share some important news. After 23 years as our Executive Director, and a total of 35 years as an Executive Director in the not-for-profit/charitable sector here in Oxford County, Kelly Gilson will be retiring at the end of September. She will be greatly missed at the helm of our United Way as she has been an inspirational leader, a tireless champion for those who are marginalized, a strong community ambassador and deeply committed to building community awareness on social challenges and advocating for systems change.

"Kelly has been an inspiring leader for our United Way, along with a respected leader across our community and an active participant within the United Way Movement provincially and nationally. We have benefited greatly from her passion, commitment, vision and integrity along with her ability to mobilize volunteers and corporate partners for good. She has built a strong and impactful organization from which we can continue to build upon as we address current and emerging social needs," said **Erica Unger, United Way Oxford Board President.**

During Kelly's tenure, United Way Oxford has raised over **$28,500,000** in revenues to benefit citizens across our community. Through her deep knowledge of local needs, strong relationships, and pragmatic approach, those dollars have been invested in agencies, programs, and services that have positively changed people's lives. Kelly led our journey from a fundraiser to a community impact organization that prioritizes the importance of investing in immediate needs as well as upstream supports that pave the way for new opportunities and better futures.

Kelly's passion and creativity brought many new opportunities for our United Way that have become cornerstones of our work. She launched the Student Stairclimb in 2004, Day of Caring in 2006, 211 in 2010, Oxford's Supplies4Students in 2016, and Tampon Tuesday in 2018 – all activities that bring community together to benefit others. Her strong financial management led us through the recession of 2008 and the recent global pandemic, where United Way Oxford dug deep to support our community partners while also delivering federal dollars to organizations that were on the ground doing vital work during those challenging times. And more recently, Kelly challenged our Board to reimagine our role in the current housing crisis and how we could do

KELLY GILSON

more to meet local needs; the result is our unique investment in the recent purchases and openings of the Tillsonburg and Ingersoll Light Houses – homes that now provide safe and affordable housing with supports people need to get back on their feet.

"Every day at United Way has been a joy. The work has been energizing and the impact so rewarding. I have had the pleasure of collaborating with some of the best humans ever - staff, volunteers, donors and community partners who are all committed to helping others and building a better Oxford County for everyone. All of this has been made possible thanks to the incredible generosity of individuals, workplaces, businesses, and labour groups who care deeply about this community. M*y heart is here in Oxford and United Way has allowed me to be fiercely focused on helping our local neighbours. *It has been a privilege to be a part of the organization that community members trust and believe in. I will forever be grateful for being a part of the United Way Oxford family," said **Kelly Gilson.**

The Board is grateful for Kelly's 23 years of service and leadership and we wish her all the best as she embraces this exciting new chapter. We have a strong succession plan and are currently working to ensure a smooth transition process. An announcement as to the next steps will be made in the coming weeks.

-30-

About United Way Oxford

United Way Oxford is dedicated to creating opportunities for a better life for everyone living in Oxford County. Working in partnership, we mobilize people and resources to support a network of programs that help people when they need it most. United Way Oxford's investments work to address root causes of social issues and create lasting, measurable change. We focus our efforts on three priority areas: moving people from poverty to a life of possibility, supporting mental health, well-being and strengthening communities, and helping children and youth reach their full potential.

For further information:

Kelly Gilson, Executive Director, United Way Oxford
[PHONE REDACTED]

Erica Unger, President, United Way Oxford
[PHONE REDACTED]

Kurt Sutherland

Woodstock 2026 Municipal Election
Correspondence Record

KELLY GILSON

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Kurt Sutherland - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@kurtsutherlandforcouncil.ca
Date: Sun, Sep 20, 2026 at 2:32 AM

Hello Kurt Sutherland,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe

Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

KURT SUTHERLAND

KURT SUTHERLAND

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@kurtsutherlandforcouncil.ca
Date: Mon, Sep 21, 2026 at 4:43 PM

Hi Kurt
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether candidate responses identify areas where a neutral follow-up question, clarification, or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for City Councillor so that everyone has a comparable opportunity to explain their priorities and approach in their own words.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Kurt Sutherland <kableguy101@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 21, 2026 at 5:51 PM

HI Justin,
What is this for?
Thanks
2 of 3 2026-09-24, 23:37
Kurt
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Kurt Sutherland <kableguy101@gmail.com>
Date: Mon, Sep 21, 2026 at 6:01 PM

Hi Kurt,
Thanks for asking.
This is part of a candidate comparison I’m putting together as a Woodstock resident for the 2026 municipal election.
I contacted all 18 certified municipal candidates and gave candidates seeking the same office the same questions.
The purpose is to hear directly from each candidate about their priorities, preparation, approach to the job, municipal spending, accountability and other issues rather than relying only on campaign advertising, social media or second-hand impressions.
I’m collecting the responses and will eventually compare them alongside publicly available information and factual verification where appropriate.
There is also a separate question-submission period happening right now for an upcoming Mayor and Deputy Mayor debate. Candidate responses are helping me identify broader issues that may be worth turning into neutral public questions, but that is separate from the final candidate comparison.
There is no immediate deadline for your participation. I will continue accepting candidate responses and additional

information until approximately two weeks before election day, and you are welcome to answer the questions in whatever level of detail you feel is appropriate.
The goal is simply to give each candidate a fair opportunity to explain, in their own words, what they would bring to the position.
Thanks,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
3 of 3 2026-09-24, 23:37

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@kurtsutherlandforcouncil.ca
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Kurt,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 3 2026-09-28, 16:05
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material

KURT SUTHERLAND

until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.

TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.

I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca
3 of 3 2026-09-28, 16:05

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@kurtsutherlandforcouncil.ca
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Kurt,
I'm completing the final verification pass on the community involvement, professional experience and background portion of the Woodstock candidate project.
When I originally contacted you, you asked what the project was for, and I explained the candidate-comparison process. I know you haven't subsequently answered the original questionnaire, so I want to keep this focused.
Already publicly documented
Your public campaign material identifies your work with Execulink Telecom, current involvement with the Woodstock Men's Old Timers League and Woodstock Minor Basketball Association, membership in the Woodstock Navy Club and your 2026 City Council candidacy.
Woodstock Men's Old Timers League
Your public material identifies you as Treasurer and League Web & Schedule Coordinator.
Could you provide:
League involvement — approximate years
Treasurer — approximate years
Web/Schedule Coordinator — approximate years
Woodstock Minor Basketball Association
Your public material identifies roles including Director, League Registrar, and Web & Schedule Coordinator.
Please provide:
Approximate year you became involved — approximate years in each role — whether each role is current
If your involvement also includes coaching, tournaments, equipment, fundraising or player development, you're welcome to identify that.
Woodstock Navy Club
If your involvement is primarily membership, that's how I'll describe it. If you also volunteer, organize activities or hold a role, please provide:
Role/activity — approximate years
Professional experience
If you want the professional section more detailed:
Employer/organization — position — approximate years
A complete résumé is not necessary.
3D design/printing
Your public material mentions 3D design and printing as a hobby. I won't assume that it has a community component.
1 of 3 2026-09-30, 02:36
If it has developed into something community-facing—for example helping organizations, educational projects, event items or another public/community use—you may include it as one of the developing initiatives below.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community

contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:

Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a

measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

KURT SUTHERLAND

Mark Schadenberg

Woodstock 2026 Municipal Election
Correspondence Record

KURT SUTHERLAND

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Mark Schadenberg - Why should Woodstock residents vote for you in 2026?
September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 23, 2026 - Mark Schadenberg - Why should Woodstock residents vote for you in 2026?
September 23, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Mark Schadenberg - Final verification and additional resources for your ca
September 29, 2026 - Justin Forest - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: markschadenberg66@gmail.com
Date: Sun, Sep 20, 2026 at 2:09 AM

Hello Mark Schadenberg,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City–County Councillor.
This position represents Woodstock residents at both Woodstock City Council and Oxford County Council. Because decisions affecting Woodstock are divided between these two levels of municipal government, I am particularly interested in how candidates understand those responsibilities and how they would represent Woodstock at both tables.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City–County Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of representing Woodstock at both the City and County levels?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City–County Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking separately at the City of Woodstock and Oxford County, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify which level of government you are referring to and what you would increase, reduce, defer, reorganize, or maintain, including the trade-offs involved.
5. In your understanding, what are the most important differences between the responsibilities of Woodstock City Council and Oxford County Council, and what do you believe a City–County Councillor should contribute that is different from a councillor who serves only at the City level?
6. Many issues affecting Woodstock involve decisions or services that cross between City and County responsibilities. Where do you believe stronger cooperation or coordination between Woodstock and Oxford County is needed, and what would you do to improve it?
7. Because you would represent Woodstock while also participating in decisions for Oxford County as a whole, how would you approach a situation where what you believe is in Woodstock's best interest differs from a broader priority being considered by County Council?

8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents after the election, including residents who disagree with you or question a decision you have made? What measurable commitments would you be prepared to make so residents can evaluate your performance during or at the end of the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City–County Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide

MARK SCHADENBERG

everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

From: Mark Schadenberg <markschadenberg66@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 7:06 AM

I will send you some info but will not specifically answer your questions as I've had too many such requests
Mark Schadenberg.
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Mark Schadenberg <markschadenberg66@gmail.com>
Date: Sun, Sep 20, 2026 at 3:43 PM

Hi Mark,
Thank you for getting back to me. I understand that you have received a number of requests like this during the campaign.
I wanted to provide a little more context about why I sent the questions.
I have been reviewing what the candidates have already made publicly available this year, including campaign material and local media coverage. In your case, I have seen your comments about wanting to take on the additional City–County role after eight years on Woodstock Council, your interest in County issues such as homelessness and the new Official Plan, and your comments about recreation, arts and history, transit, and future police and fire infrastructure.
So I don't want to suggest that you haven't said anything publicly about where you stand. You clearly have.
The reason I am still asking the questions directly is that I am preparing a comparative report on the candidates. Every candidate seeking the same office is being offered the same questions and the same opportunity to answer them in their own words.
I could try to piece together answers from interviews, campaign posts, council discussions and other public material, but I would rather not interpret your position for you when you have the opportunity to state it yourself.
If you have already answered similar questions for other residents or organizations, please feel free to reuse or adapt those answers. There is absolutely no expectation that you write ten completely new essays for me. Brief answers are also fine, and if one of the questions is already answered by something you have published, you are welcome to point me to it.
Part of what I am trying to preserve in this project is the direct interaction between residents and the people asking to represent them. Campaigns are busy, but every interaction also gives residents another opportunity to understand a

candidate's priorities, approach and style of representation. I would rather give you the opportunity to provide that information directly than make assumptions from material I find elsewhere.
There is no preferred political position behind the questions and no particular answer I am looking for. The same framework is being used so that residents can make their own comparison.
I would still be interested in the information you mentioned sending, and I would appreciate whatever portion of the questionnaire you are willing to answer.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Mark Schadenberg <markschadenberg66@gmail.com>
Date: Mon, Sep 21, 2026 at 3:19 PM
Subject: Why should Woodstock residents vote for you in 2026?

MARK SCHADENBERG

Hi Mark,
I just wanted to add one clarification to my previous email as I have been defining the comparison process more clearly while responses come in.
There is no need to feel pressured to complete the questionnaire immediately, and I understand what you said about having received many similar requests. The information you mentioned sending is still welcome, whether it addresses all of my questions, only some of them, or simply provides material that you believe represents your positions.
I will continue accepting candidate responses, clarifications and additional material until approximately two weeks before the election, so there is still plenty of opportunity for information you provide to be incorporated into the eventual comparison.
The only reason material received today would be particularly helpful is that I am currently working on the questions I may submit through the available question-submission process. What candidates provide at this stage can help me identify areas where a more specific or useful follow-up question may be appropriate.
That is separate from the broader comparison. Information submitted afterward can still be considered and included.
I am trying to keep that distinction clear for everyone: there is an earlier period where responses may help shape the questions I ask, and a much longer period in which candidates can continue providing information for the comparison itself.
So please do not interpret this as an additional deadline or a request that you rush a response. I simply wanted you to have the same clarification about the process that I am providing to the other candidates as it develops.
Thank you again, and I will be interested to review whatever information you decide to send.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Mark Schadenberg <markschadenberg66@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Wed, Sep 23, 2026 at 1:48 PM

See your info requested at www.markschadenberg.blogspot.com
I can not and will not answer every series of questions emailed as I have posted my thoughts and resume already.
Mark Schadenberg
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Mark Schadenberg <markschadenberg66@gmail.com>
Date: Wed, Sep 23, 2026 at 7:27 PM

Hi Mark,
Thank you. I'll review the information on your blog and use the material there to answer the original questions wherever your published positions address them.
For any of the original questions that are not clearly addressed, I'll simply note that I could not identify a specific answer rather than make assumptions about your position.
As with the other candidates, you are welcome to provide any clarification or additional information you feel would help ensure your positions are represented accurately before the comparison is finalized.
Thank you for pointing me to your material.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Mark Schadenberg <markschadenberg66@gmail.com>
Date: Sun, Sep 27, 2026 at 9:11 AM

Hello Mark,
I'm sending the same notice to every candidate to let you know that my

independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.

THE PROJECT

This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.

SOURCES AND OTHER CANDIDATE MATERIAL

I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.

Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.

PLEASE CHECK YOUR INFORMATION

Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;

- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.

There is a difference between a correction and new information.

If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.

If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.

TIMING

If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.

My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.

I do not expect to be available to make substantial changes tomorrow.

Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.

That does not mean material received after today will be rejected.

Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.

TECHNICAL PROBLEMS

Please also let me know if you find a problem with the site itself.

If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.

A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.

I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.

I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.

If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.

Thank you,

Austin Force

Independent civic research

Woodstock, Ontario

WoodstockElection.ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Mark Schadenberg <markschadenberg66@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

MARK SCHADENBERG

MARK SCHADENBERG

Hi Mark,
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project.
You previously explained that you receive many questionnaire requests and preferred that I use material already published on your blog. I've done that. This is not another questionnaire.
Already supported in the record
My current research supports your current Council service, longstanding Recreation Advisory Committee involvement, UTRCA service, Lions involvement, Relay for Life participation, WDDS-related fundraising/community work and professional background in real estate and local journalism/media.
A few chronology points
Your public material describes approximately:
• 25 years on the Recreation Advisory Committee;
• 8 years on the UTRCA Board;
• 8 years on the Environment Advisory Committee;
• 4 years on the Museum Advisory Committee; and
• 20 years with the Lions Club of Woodstock.
Could you confirm those figures or send corrections?
For the following, a simple chronology would also help:
Relay for Life — approximate years involved — principal role(s)
WDDS Sports Celebrity Dinner — approximate years involved — principal role(s)
Current-status clarification
The City's conflict-of-interest registry contains a 2022 declaration connected with part-time work for a local taxi company and holding a taxi driver's licence at that time.
Is that employment/licence relationship still current in 2026, or is it historical?
I'm not drawing a conclusion from the declaration; I simply do not want to present an older disclosure as a current fact without checking.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable

documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:

• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.

If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.

You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.

Please send any supplemental resources as:

Title — public link — one short sentence explaining what residents will find there

And, if applicable:

Explore More page — link

Because your blog contains a large archive, I would especially prefer that you choose the five direct pieces you consider most useful rather than having me select which five posts best represent you. A dedicated index/resource page on your blog would also work well as your separate Explore More destination.

How this will be presented

The final profile will keep different kinds of information separate:

• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement

• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources

These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.

Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.

For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.

New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.

Thanks,

Austin Force

Woodstock 2026 Candidate Comparison

WoodstockElection.ca

From: Mark Schadenberg <markschadenberg66@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 9:09 PM

Austin Force summary

While I admire your efforts, I have compiled a ton of material on my blog site and have answered 4 questionnaires now including

MARK SCHADENBERG

the Echo newspaper profile.
ECHO STORY:
MARK SCHADENBERG
Woodstock is my hometown and a wonderful terrific place to raise a family. As my two kids grow up it's easy to see that a positive and correct influence, and creation of stability and necessary amenities should be nurtured and improved.
After 8 years as only an elected City Council member, 'now is the time' to utilize my abilities in improving Woodstock, but also the County with forward-moving thoughts, good strong planning, and a close monitoring of spending.
Using the budget as an example, it must be pointed out that creating a smart financial game plan at both levels (tiers) is a balancing act of factoring in many

areas – recreation and culture, infrastructure, fire and police, ambulance, long-term care homes, the unhoused, attracting employment, landfill services, and well-constructed bylaws, zonings and planning.
The lens that must be most prominent is Asset Management (AMP). It is never a good idea to attempt to improve a Downtown with a beautification program when countless significant recipe list items are quite frankly more important.
The AMP refers to everything ranging from aquatics to arenas, artificial turf at indoor soccer, but more importantly the end-of-life condition of sewers, bridges, foundations and elevators, aging infrastructure, and perhaps a building's roof or computer equipment, or the recently renovated cupola at the museum. The visible and invisible condition of depreciated components is the AMP. The City has a director in the engineering office who monitors this state of affairs. City Council must listen to that person and keep the flow charts in the position of improving and not depreciating.
My background in community dates back to 8 years in the Sentinel-Review news room. I was sports editor for much of that tenure in the 1990s, but you can only guess that the atmosphere and pace melded one into all areas of local happenings. For example, a page layout editor such as myself would be proof-reading news pages as part of my daily routine for 6 editions and 6 deadlines each week.
City news, local facilities like the building of the community complex, which opened in 1996, were all part of my immersed employment picture.
My career included 20 years as a Realtor – showing, listing and selling obviously, but learning about zonings and subdivisions, bylaws and building permits. I have a thorough knowledge – and in my opinion – above all others on current council.
Community volunteerism is paramount. I'm a 20-year member of the Lions Club of Woodstock, past chair of both the Cancer Society's Relay For Life and the WDDS sports celebrity dinner. I was inducted in the sports wall of fame in 2016.
Council duties include the Woodstock Recreation Advisory Committee -- a member for 25 years (7 as chair).
City Council over 8 years also includes 8 years on the environment advisory committee and Upper Thames River Conservation Authority board. In 2015, I was vice chair of the UTRCA. You can say it's leadership, but at the same time it's earned respect and admiration as everyone around the table at the UTRCA is either an elected council member in their city / town or a former council member.

A noteworthy reason to be part of County Council is the writing of the updated Oxford Official Plan, which is currently underway through online surveys and

public meetings. When a consultant like Watson & Associates projects phenomenal growth in population for our county, you best want the best representation possible.

As a Woodstock member on the County Council, I would want to analyze the many projects on their books that are not nearly as necessary as they may think. While many offices are integral, some others not so much. The Official Plan is much more integral than the Strategic Plan.

A Woodstock pledge to the province to reduce development charges is important as the Ontario government would then be required to grant back a similar number of dollars to the municipality for new and additional amenities such as a fourth arena or a second pool or a satellite library. The number of issues is endless, but the number of available dollars is not. Replacing the Civic Centre Arena does not qualify as a development charges item as it's not something brand new depicting growth.

However, the likely top issue at any level of governance locally is the proposed shelter for the unhoused at the former YMCA. The County paid too much for the building, didn't conduct enough public discussion, hired a single source architect contractor, and the facility could have overall renovation costs balloon to the $10 million range before an operating budget is created. The City gave the County a cheque for $2 million from the Building Faster Fund, was that 'gift' spent properly? Certainly not. Woodstock needs wrap-around social services for everyone and a 24-7 shelter especially so unhoused people have a place to keep their belongings and don't have 2 homes (The Inn and also day space at Operation Sharing), but the YMCA is the wrong location and the evolution of its creation has been incorrect and poorly handled.

If you would like to discuss issues with me call [PHONE REDACTED], or read about me at www.markschadenberg.blogspot.com

A few chronology points

Your public material describes approximately:

· 25 years on the Recreation Advisory Committee; CHAIR for 7 years.

· 8 years on the UTRCA Board; VICE CHAIR in 2025.

· 8 years on the Environment Advisory Committee;

· 4 years on City's accessibility advisory committee

· 5 years on City's boundary adjustment committee for Woodstock and East-Zorra Tavistock (No changes made in this time)

· 4 years on the Museum Advisory Committee; and

· 20 years with the Lions Club of Woodstock.

·

· For the following, a simple chronology would also help:

Relay for Life — Canadian Cancer Society — Co-Chair for 4 years, master of ceremonies for 3; committee member in public relations 11 years

WDDS Sports Celebrity Dinner — 10 years — chair for 4 years, master of ceremonies for 4, committee member 9 years.

Current-status clarification

The City's conflict-of-interest registry contains a 2022 declaration connected with part-time work for a local taxi company and holding a taxi driver's licence at that time.

Is that employment/licence relationship still current in 2026, or is

it historical? CURRENT. I drive 2 days each week (Friday and Sunday) for Kendall Cab.
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
Lions Club of Woodstock – several ad-hoc committees including CHAIR of beer garden fundraisers for Canada Day and Cowapolooza.
Lions Club – assistance with set upo of both Santa and Victoria Day parades
Woodstock Sports Wall of Fame – I have been convenor for EVERY induction ceremony back to 1996. Chair and master of ceremonies. This is an ad-hoc committee of recreation advisory for City.
Public source ? – I DON'T LIE
6 of 9 2026-09-30, 02:29
What you are developing — what has happened so far — what you hope it becomes
Woodstock Northeast rec complex with two proposed arenas, including decommissioning Civic Centre, so a total of 4 ice surfaces. I would agree with a gymnasium, meeting spaces, and a plan for a second pool in Woodstock. Keep in mind --- and this is why your assignment is fruitless --- myself, Deb Tait and Connie Lauder worked very hard trying to save Lions Pool but it was voted down 4-3. Lions Pool did require about $2.5 million to upgrade the facility. I've been living these needs assessment studies on WRAC for several years. Believe strongly in need for 24-7 homelessness shelter, but not at its current price. County paid way too much for building and early ideas on renovations will make project go beyond $10 million. I also would like to see more emphasis on DASO and Ingamo supports, which is single women with children.
Been against Streetscape Downtown since Day One. Most important budget item is always Asset Management and not spending money on projects that do not help the depreciation on municipal elements. We have streets in Woodstock with infrastructure about 120 years old, why are we spending $5 million on impressed concrete.
www.markschadenberg.blogspot,com
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· Instagram: councillormarkschadenberg
Woodstock Sentinel-Review sports editor, 1992-98
Realtor with Royal LePage, [PHONE REDACTED].
60 years old – married with a 20-year-old daughter and 17-year-old son
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Mark Schadenberg <markschadenberg66@gmail.com>
Date: Tue, Sep 29, 2026 at 1:30 PM

Hi Mark,
I received your response and have reviewed the additional information.

I have will be updating chronology and details regarding your committee and board service, Relay for Life, the WDDS Sports Celebrity Dinner, Lions Club involvement, Sports Wall of Fame work, professional background, and your current work with Kendall Cab.
I'll incorporate the relevant material using the same approach applied to every candidate. Information that can be independently supported will be identified accordingly, while information provided directly by you will be attributed as candidate-provided where independent documentation is limited. Your policy positions and proposals will also remain separate from established biographical or service information.
I also noted the additional positions you provided regarding recreation facilities, homelessness services, asset management and the Downtown Streetscape.
Your blog is already being treated as your official candidate website. Instagram will not be added as a supplemental
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direct link because the same public-access rules for supplemental resources are being applied to all candidates.
I have what I need at this point. Once the profile is updated, any factual correction can still be brought to my attention.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]
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MARK SCHADENBERG

Maureen Ralph

Woodstock 2026 Municipal Election
Correspondence Record

MARK SCHADENBERG

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 22, 2026 - Maureen Ralph - Why should Woodstock residents vote for you in 2026?
September 22, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 22, 2026 - Maureen Ralph - Answers
September 24, 2026 - Justin Forest - Answers
September 24, 2026 - Maureen Ralph - Answers
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 28, 2026 - Date: - Final verification and additional resources for your ca
September 28, 2026 - Maureen Ralph - Final verification and additional resources for your ca
September 29, 2026 - Justin Forest - Final verification and additional resources for your ca
September 29, 2026 - Maureen Ralph - Final verification and additional resources for your ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: maureenralph9@gmail.com
Date: Sun, Sep 20, 2026 at 2:29 AM

Hello Maureen Ralph,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe

Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

MAUREEN RALPH

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: maureenralph9@gmail.com
Date: Mon, Sep 21, 2026 at 4:41 PM

Hi maureen
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether candidate responses identify areas where a neutral follow-up question, clarification, or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for City Councillor so that everyone has a comparable opportunity to explain their priorities and approach in their own words.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Maureen Ralph <maureenralph9@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 22, 2026 at 7:54 AM

Hello Austin
Thank you for your email and I will definitely be following up with my answers. As you can imagine this is a busy time
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for the campaign but I will be in touch.
Thanks again
Kind Regards,
Maureen Ralph
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Maureen Ralph <maureenralph9@gmail.com>
Date: Tue, Sep 22, 2026 at 8:23 AM

Thanks, I look forward to hearing from you.
[Quoted text hidden]
3 of 3 2026-09-25, 00:33

From: Maureen Ralph <maureenralph9@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 22, 2026 at 9:05 PM

Hello Austin;
Here are my answers. These are very busy days indeed but wanted to get this finished up.
Any questions please be in touch.
Kind Regards,

MAUREEN RALPH

Maureen Ralph
MAUREEN RALPH
Candidate for Woodstock City Council
ABOUT MAUREEN
Born and raised in Woodstock, Maureen Ralph has spent her life caring for people and serving the community she calls home. After earning her Nursing Degree (RN) right here in Woodstock, Maureen built a career rooted in compassion, active listening and practical problem-solving — the same values that have guided her throughout her 27 years of public service.
For nearly three decades, Maureen served as a dedicated Councillor and Deputy Mayor for the Township of East Zorra-Tavistock. During her tenure, she worked tirelessly to ensure residents' voices were heard, tax dollars were spent wisely, and decisions were made with fairness and transparency. Her leadership style has always been steady, values-driven and focused on achieving meaningful results for her community.
Over the years, Maureen contributed her experience to a wide range of committees, including the Police Services Board, Hydro Board and Recreation Board, where her collaborative approach helped strengthen local programs and policies. She also represented East Zorra-Tavistock for three years on Oxford County Council, gaining valuable county-level governance experience and a broader understanding of municipal operations.
Now retired and living once again in her hometown of Woodstock, Maureen is ready to bring her experience, enthusiasm and deep commitment to public service to Woodstock City Council.
Her priorities remain consistent: transparent and accountable representation, compassionate leadership on issues such as homelessness and mental health, and practical, results-focused decision-making that supports responsible growth while preserving the small-city spirit that makes Woodstock special.
1. KEY PRIORITIES
2. Property Taxes, Spending & Affordability
The 24% increase in property taxes over the last four years is a serious concern. I believe a new Council has to be much more disciplined about spending.
We need to prioritize essential services, infrastructure and affordability before adding new costs. We should be asking of every expenditure:

Is this necessary? Is it affordable? Is this the best value for taxpayers?
Growth should help broaden the tax base, but it must be managed carefully so that the costs of growth do not place unnecessary pressure on existing taxpayers.
2. Homelessness, Downtown Safety & Community Wellbeing
We need compassion, but we also need action and accountability.
Homelessness, addiction, mental health and public safety are connected, and simply moving people from one location to another isn't a solution. I support bringing the right services together — including housing, mental-health and addiction services, outreach and enforcement where necessary.
Residents and businesses deserve to feel safe in their own community, while people who are struggling need a genuine path toward stability.
3. Responsible Growth & Infrastructure
Woodstock is growing, and growth can bring opportunities and help broaden the tax base. But growth can also create significant infrastructure and servicing costs.
I believe we need to make sure development is properly planned and that infrastructure keeps pace with growth. We need responsible development that considers roads, water, sewer, parks, recreation and other essential services while protecting the quality of life that makes Woodstock a great place to live.
WHAT I WOULD WORK TO ACCOMPLISH AS A CITY COUNCILLOR
1. Make Affordability & Responsible Spending a Priority
I would work toward bringing greater discipline and accountability to City spending. With property taxes putting increasing pressure on residents, Council needs to carefully examine every major expenditure and ask whether it is necessary, affordable and providing good value for taxpayers.
I would support stronger long-term financial planning so that Woodstock can continue to grow and provide the services residents need without placing unnecessary pressure on property taxpayers.
2. Build a Council That Works Together & Listens to Residents
I would like to see the next Woodstock Council work as a team.

MAUREEN RALPH

Council members don't have to be best friends. We won't always agree, and we shouldn't. Healthy debate, different perspectives and respectful disagreement are all part of good government.
But once the debate is over, we need to put our differences aside, respect one another and work together for the good of Woodstock.
When a council becomes divided by personal conflict and infighting, it takes the focus away from what really matters — the people we were elected to serve.
The next Council has an opportunity to change that. I want to be part of a Council where we listen to each other, disagree respectfully, find common ground and make decisions based on what is best for our community — not on personalities or politics.
We don't need councillors who agree on everything. We need councillors who know how to work together when they don't agree.
That's the kind of Council I want to help build for Woodstock.
3. Move Forward With a New Recreation Facility While Protecting Taxpayers
I would work toward getting the proposed North Woodstock recreation facility moving forward, but I believe we need to do it responsibly.
This is a major investment in Woodstock's future, and I would support a strong fundraising and sponsorship effort to reduce the burden on taxpayers.
2 of 4 2026-09-25, 00:50
I would also want Council to examine phasing and all available funding opportunities so that we can provide the recreation facilities our growing community needs while remaining financially responsible.
5. I really like Woodstock's Enviro Depot.....as well as the new County recycling system.....using these really cuts back on the amount of garbage most people have to deal with.
6. This is more of a question for County Councillors but working together with other levels of government is essential in order to maximize the opportunities for funding and shared services.
7.With 27 years of previous experience on Council I have to say this has never been a problem to maintain independent judgement. I have already spoken to the fact that this Council needs to work as a team and leave personal conflicts at the chamber door.
8. I do not have any conflicts of interest. I am retired and no family members work for the City or County.
9. Again in my past 27 years of experience I was always available and accessible to the ratepayers either by email, text or phone and often met with them in person. I am now retired with minimal constraints or demands of my time.
10. Finally, I would want Woodstock residents to understand that I am not entering this election simply to have a seat at the table. I am running because I believe my experience, my knowledge of municipal government and my commitment to this community can make a difference.
I have 27 years of experience as a Councillor and Deputy Mayor, including experience on Oxford County Council and a number of important municipal boards and committees. I understand that being a councillor is about listening to residents, asking questions, making informed decisions and being accountable for those decisions.
I will not promise that I will agree with everyone or that every problem can be solved overnight. What I can promise is that I will listen, I will be accessible, I will treat people with respect, and I will work hard to make decisions based on what is best for Woodstock.
I believe Woodstock needs a Council that can work together, manage taxpayers' money responsibly and focus on practical results.
If residents are looking for a councillor with experience, common sense, compassion and a genuine commitment to Woodstock, I hope they will consider giving me the opportunity to serve.

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Maureen Ralph <maureenralph9@gmail.com>
Date: Thu, Sep 24, 2026 at 4:21 PM

Hi Maureen,
Thank you for taking the time to provide such a detailed response, especially during what I know is a very busy period in the campaign.
I apologize for the delayed acknowledgment. I had been tracking our earlier email thread and did not initially notice that your completed answers had arrived under a new thread.

I appreciate the detail you provided and will make sure your responses are included accurately as I compile and compare the information provided by the candidates.
Thank you again for taking the time to participate.
Kind regards,
Austin Force
3 of 4 2026-09-25, 00:50
[Quoted text hidden]

From: Maureen Ralph <maureenralph9@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Thu, Sep 24, 2026 at 4:39 PM

Thanks Austin….appreciate you letting me know you received it.
Maureen Ralph
[Quoted text hidden]
4 of 4 2026-09-25, 00:50

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Maureen Ralph <maureenralph9@gmail.com>
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Maureen,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have

MAUREEN RALPH

therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.

Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.

TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a

MAUREEN RALPH

separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Maureen Ralph <maureenralph9@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

MAUREEN RALPH

Hi Maureen,
Thank you again for providing such a detailed response.
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project. This is not another questionnaire.
Already supported in the record
My current research supports your approximately 27 years of service on East Zorra-Tavistock Council, long Deputy Mayor service, Oxford County Council experience and lengthy Registered Nursing career.
Municipal-service chronology
Could you confirm the simplest version you consider accurate?
East Zorra-Tavistock Councillor — [years]
Deputy Mayor — [years]
Oxford County Council — [years]
Approximate years are fine.
Boards and committees
Your material refers to experience with bodies including the Police Services Board, Erie Thames Hydro Board, Recreation Board and hospital-related boards.
If there are particular leadership roles or contributions you want represented:
Board/committee — role — approximate years — significant personal contribution, if any
I'll distinguish between serving on a body and a specific initiative attributable to you.
Nursing and mental-health experience
If you'd like the professional section more precise:
Main nursing area(s) — approximate years — mental-health role or specialization
A complete employment history is not necessary.
Community involvement outside elected office
Your campaign material identifies involvement with South Gate Centre, Woodstock Navy Club, Legion Branch 55, Woodstock Lawn Bowling Club and the former Oxford County Kennel Club.
For the items you want represented, please provide:
Organization — member / volunteer / board or leadership role — approximate years
For the former Oxford County Kennel Club, please also confirm the approximate years you served as vice-president.
Community contributions I may have missed

To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:

• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources

MAUREEN RALPH

• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Date:
To: Maureen Ralph <maureenralph9@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

Subject: Final verification and additional resources for your candidate profile
To: Maureen Ralph <maureenralph9@gmail.com>
Hi Austin
I have put in some additional info slotted into the various lines/sentences/questions.....hope you can find the new info.
Cheers,
Maureen
Hi Maureen,
Thank you again for providing such a detailed response.
I'm completing the final verification pass on the community involvement, professional experience and public-service portion of the Woodstock candidate project. This is not another questionnaire.
Already supported in the record
My current research supports your approximately 27 years of service on East Zorra-Tavistock Council, long Deputy Mayor service, Oxford County Council experience and lengthy Registered Nursing career.
3 of 5 2026-09-30, 02:30
Municipal-service chronology
Could you confirm the simplest version you consider accurate?
East Zorra-Tavistock Councillor — [years]
27 consecutive years in total service
Two Terms as Councillor 6 years total
Deputy Mayor — [year
Six terms as Deputy Mayor 21 years total
Oxford County Council — [years]
3 years [PHONE REDACTED]
Maureen Ralph served as the interim representative on Oxford County Council and Acting Mayor in 2015 when she filled in for East Zorra-Tavistock Mayor Don McKay during his leave of absence to run in the federal election. [1]
Approximate years are fine.
Boards and committees
Oxford Community Police Services Board (Vice Chair)
Erie Thames Hydro Board
Tavistock Recreation Board
Your material refers to experience with bodies including the Police Services Board, Erie Thames Hydro Board, Recreation Board and hospital-related boards.

If there are particular leadership roles or contributions you want represented:
Board/committee — role — approximate years — significant personal contribution, if any
I'll distinguish between serving on a body and a specific initiative attributable to you.
Nursing and mental-health experience
If you'd like the professional section more precise:
Main nursing area(s) — approximate years — mental-health role or specialization
Former Reg'd Nurse with a Specialty in Psychiatric and Mental Health Nursing
A complete employment history is not necessary.
Community involvement outside elected office
Outside of her local council work, she was also appointed as a public member to the Transitional Council of the College of Kinesiologists of Ontario 2010 - 2013 and worked on the Registration Committee at the College of Nurses of Ontario 2018-2021 Also a
Also a Councill Member for the College of Veterinarians of Ontario 2018
Your campaign material identifies involvement with South Gate Centre, Woodstock Navy Club, Legion Branch 55, Woodstock Lawn Bowling Club and the former Oxford County Kennel Club.
4 of 5 2026-09-30, 02:30
Also a life member of Knox Presbyterian Church Woodstock
For the items you want represented, please provide:
Organization — member / volunteer / board or leadership role — approximate years
For the former Oxford County Kennel Club, please also confirm the approximate years you served as vice-president.
30 plus years as Vice President of the Oxford County Kennel Club in Woodstock
[Quoted text hidden]
I think thats everything
Thank you for this opportunity.....much appreciated
Maureen Ralph
[Quoted text hidden]

From: Maureen Ralph <maureenralph9@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 10:38 PM

---------- Forwarded message ---------
From: Justin Forest <au•ti•.a•fo•ce@gmail.com>

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Maureen Ralph <maureenralph9@gmail.com>
Date: Tue, Sep 29, 2026 at 1:11 PM

Hi Maureen,
Thank you. I found the additional information you inserted throughout the email, and I have everything noted.
This gives me what I need to complete the public-service, professional experience and community-involvement portions of your profile. I'll make sure the newer information is dated appropriately and distinguish candidate-provided information from independently verified material where necessary.
I don't think you need to provide anything further unless there is something else you specifically want included. Once the updated profile is up, you'll be able to review it and let me know if anything needs correcting or clarifying.
Thank you again for taking the time to fill this in.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]

From: Maureen Ralph <maureenralph9@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Tue, Sep 29, 2026 at 6:18 PM
Subject: Final verification and additional resources for your candidate profile

You are most welcome Austin.
Regards,
Maureen
[Quoted text hidden]
5 of 5 2026-09-30, 02:30

MAUREEN RALPH

Sandeep Sidhu

Woodstock 2026 Municipal Election
Correspondence Record

MAUREEN RALPH

QUICK LINKS

September 20, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 21, 2026 - Justin Forest - Why should Woodstock residents vote for you in 2026?
September 27, 2026 - Justin Forest - Woodstock 2026 candidate comparison is now live
September 28, 2026 - Justin Forest - Final verification and additional resources for your ca
September 30, 2026 - Sandeep - Woodstock 2026 candidate comparison is now live
September 30, 2026 - Austin Force - Woodstock 2026 candidate comparison is now live

SANDEEP SIDHU

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@iamsandeepsidhu.com
Date: Sun, Sep 20, 2026 at 2:30 AM

Hello Sandeep Sidhu,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
4. Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
5. What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
6. Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?
7. Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?
8. In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe

Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
9. How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?
10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

SANDEEP SIDHU

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@iamsandeepsidhu.com
Date: Mon, Sep 21, 2026 at 4:43 PM

Hi sandeep
I wanted to send one brief follow-up to my earlier questionnaire, mainly to make sure the timing and process are clear and that my original email was not interpreted as requiring an immediate response.
I have not received a response from you yet, which is completely fine, and I do not want to assume that means you are declining to participate.
I will continue accepting candidate responses, clarifications, supporting material, and additional information until approximately two weeks before election day. There is no requirement that all of the questions be answered at once. You are welcome to answer only some initially, provide brief responses, refer me to existing material that reflects your position, and provide additional information later.
The only reason information received at this stage is especially useful is that I am currently within a question-submission period and am considering whether candidate responses identify areas where a neutral follow-up question, clarification, or factual verification might be useful.
That is separate from the eventual candidate comparison. Responding earlier does not provide additional weighting or an advantage in that comparison. It simply means that I have the information available while I am still considering possible follow-up questions.
I am applying the same general process to the candidates for City Councillor so that everyone has a comparable opportunity to explain their priorities and approach in their own words.
If you happen to have some or all of your responses available during this earlier stage, I would appreciate receiving them, but please do not interpret this message as a deadline or a request to rush your answers.
Thank you,
Austin Force
Woodstock, Ontario
[Quoted text hidden]
2 of 2 2026-09-25, 00:16

SANDEEP SIDHU

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@iamsandeepsidhu.com
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Sandeep,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.
Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.
The site documents what occurred through that process. A response,

partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.
The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.
SOURCES AND OTHER CANDIDATE MATERIAL
I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.
A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.
1 of 7 2026-10-01, 02:30
Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.
I believe residents should be able to see both comparisons.
Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.
Where outside material is used, I want the original source to be clear.
PLEASE CHECK YOUR INFORMATION
Now that the site is published, I would appreciate it if you could look at your own section.
If I have made an actual error, please tell me as soon as possible.
That could include:
- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.
There is a difference between a correction and new information.
If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.
If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.
TIMING
If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.
My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through

SANDEEP SIDHU

corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted
afterward. It may simply take me longer to review, verify and
incorporate it.
2 of 7 2026-10-01, 02:30
TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is
broken, text is difficult to read, the mobile layout behaves
incorrectly, or you encounter an accessibility issue, please send me a
separate message if possible.
A screenshot and a short explanation of what happened would be very
helpful because the site may behave differently depending on the
device or browser being used.
I am continuing to improve the website, including its source
navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer
questions, provide information, point me toward other sources, or
otherwise participate in the process.
If there is something in your record that I should correct, clarify or
add, please send it to me and identify the relevant section or
question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

SANDEEP SIDHU

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: info@iamsandeepsidhu.com
Date: Mon, Sep 28, 2026 at 2:51 AM

Hi Sandeep,
I’m completing the final verification pass on the community involvement, professional experience and background portion of the Woodstock candidate project.
I know you haven’t had an opportunity to respond to the original questionnaire, so I want to keep this focused.
Business background
Your campaign material states that you have owned a local business for more than 10 years.
Rather than infer the exact business from records associated with your name, could you provide:
Business/company — your role — approximate years
If more than one business is relevant, please identify the principal ones.
Youth and nonprofit involvement
Your campaign website describes involvement in youth recreation, mentorship and nonprofit initiatives but does not identify the organizations, roles or chronology.
Please identify up to three concrete examples:
Organization/program — your role or contribution — approximate year(s) — public source/link if available
Oxford Youth Cricket Academy
During research, I found a public corporate record for an Oxford Youth Cricket Academy, incorporated in Woodstock in 2026, listing a Sandeep Singh Sidhu as a director.
I do not want to assume that record refers to you simply because the name and location appear to match.
Is that you?
If so, please briefly provide:

Your role — what has been established so far — what activities have already occurred — what you hope the academy becomes
If the academy is still developing, I will clearly separate what already exists from future plans.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable

documentation will not be treated as evidence that the activity did not happen.
For developing work, the cricket academy may be one of your up to three entries if it is yours and is still in development.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.
Candidate-provided resources
I'm creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement

SANDEEP SIDHU

• Developing community initiatives
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• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization's overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
3 of 3 2026-09-30, 02:32

From: Sandeep <info@iamsandeepsidhu.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Wed, Sep 30, 2026 at 8:26 AM

SANDEEP SIDHU

Good morning Justin
I'm not to sure if you get my previous email as I don't see my response update on that site. I'm resending this email again kindly upload my response to the questions as per below
What are the three most important issues facing Woodstock during
2026–2030, and why?
First: Affordability and responsible property-tax management.
Families, seniors and business owners need to understand what they are paying for and how their tax dollars are being used. I would focus on transparent budgeting, careful review of spending, long-term infrastructure planning and identifying opportunities to deliver services more efficiently without compromising essential services.
Second: Community safety, homelessness and neighbourhood well-being.
Residents deserve to feel safe in their neighbourhoods and downtown. This requires attention to crime prevention, effective enforcement, well-maintained public spaces and support for people experiencing homelessness. Safety and compassion can work together, with clear expectations for public behaviour and coordinated support for people who need assistance.
Third: Responsible growth, infrastructure and economic development.
Woodstock needs housing and population growth to be supported by roads, water and sewer capacity, parks, recreation facilities and commercial opportunities. I would support planning that considers existing residents as well as newcomers, protects agricultural land through responsible planning, and attracts businesses that create local jobs and
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services.
2. What three specific changes, projects or outcomes would you work
toward?
1. Introduce clearer budget accountability.
I would advocate for a resident-friendly annual budget summary explaining major spending decisions, changes from the previous year, infrastructure priorities and the expected outcomes of significant investments. I would also support regular reporting on progress against approved projects.
2. Develop a coordinated downtown and community-safety action plan.

I would work with City staff, Woodstock Police Service, local businesses, residents and Oxford County to identify priority locations and concerns. The plan should consider lighting, property standards, public-space maintenance, crime prevention, business support and appropriate connections to homelessness services. Progress should be measured through published action items and updates.

3. Advance balanced growth and recreation opportunities.

I would work toward better coordination between residential development, infrastructure capacity, commercial development and community facilities. I would also advocate for a clear assessment of indoor, year-round swimming options and outdoor recreation opportunities, including their operating and capital costs, funding options and long-term affordability.

3. What would you change in Woodstock's budget, taxation,
infrastructure and service delivery?

My approach would be to examine the budget line by line, ask what outcomes each major expenditure delivers, and distinguish essential services from lower-priority or deferrable spending. My goal would be to make every tax increase and major expenditure explainable, justified and open to public scrutiny.

• For Taxation : I would Increase scrutiny of discretionary spending: Review new spending requests, consulting costs, administrative processes and recurring contracts for measurable value. This would not mean automatically cutting services or assuming that every administrative expense is unnecessary.

• Service Delivery : Maintaining essential services will be my priority: Protect core road maintenance, fire protection, public safety, water and sewer infrastructure, and other services required for a functioning city.

• I would also Prioritize infrastructure based on risk and need: Give appropriate weightage to growth and development condition, public safety, service capacity and lifecycle costs. Deferring maintenance can create larger expenses later, so postponement should be justified by evidence rather than used simply to reduce the current budget.

• I would also Publish, where practicable, the expected capital cost, operating cost, funding source, risks and alternatives before major commitments are approved.

4. What is working well, and what should be reconsidered?

Woodstock's 2026 budget includes continued youth and teen programming, as well as contributions toward a future community complex reserve and a fundraising and sponsorship strategy for the proposed North Woodstock Community Complex.

I would support evaluating and continuing programs that provide meaningful benefits to residents, particularly young people and families. Participation, accessibility, operating costs and community feedback should help determine how programs evolve.

My involvement with Oxford Youth Cricket Academy has reinforced my belief that organized sports can provide young people with structure, physical activity, teamwork and a sense of belonging. I would encourage opportunities across different sports and interests, while ensuring that public funding decisions are based on transparent criteria.

An area to reconsider: How the City evaluates and communicates spending priorities.

Rather than assuming a particular existing project is failing, I would support a systematic review of expenditures and capital projects. Where costs have increased, timelines have changed or expected benefits are unclear, residents should receive an explanation and Council should consider alternatives.

The purpose should be to improve results, not to criticize staff or cancel projects without understanding their consequences.

5. How would you address issues involving Oxford County or other governments?

A councillor must be honest about which government is responsible while still helping residents find a path toward a solution.

I would begin by identifying the responsible authority, documenting the concern and determining what action the City can take directly. Where the issue falls under Oxford County, the Province of Ontario or the federal government, I would communicate with the appropriate officials, request clear answers and advocate for Woodstock's needs.

For example, homelessness and housing services involve responsibilities beyond the City alone. I would seek coordination with Oxford County and relevant provincial agencies on housing supports, shelter planning and services for vulnerable residents, while continuing to address the municipal responsibilities that affect public spaces, property standards and community safety.

For major infrastructure and growth pressures, I would support evidence-based requests for provincial and federal

SANDEEP SIDHU

funding where eligible, and coordination with the County on planning and shared infrastructure matters.
I would also keep residents informed about who is responsible, what requests have been made, what response has been received and what remains unresolved. Advocacy should be persistent, factual and transparent, even when the final decision rests elsewhere.
6. How would you maintain independent judgment while working
constructively with Council?
I would approach every decision with what facts, staff reports and financial analysis tell us? How will this decision affect residents, businesses, services and future budgets? Are there reasonable alternatives, risks or unintended consequences that Council should consider?
I would review meeting materials in advance, ask staff for clarification where needed, listen to residents with different perspectives and consider the long-term implications before voting.
I would not automatically support a proposal because it comes from the Mayor, another councillor or City staff. Equally, I would not oppose a proposal simply because I disagree with the person presenting it.
When I agree with a decision, I would explain why. When I disagree, I would explain my concerns respectfully and offer an alternative where possible. Once a lawful Council decision is made, I would work constructively on its implementation while remaining transparent about my own position.
7. What should residents know about your employment, businesses, property interests and potential conflicts
of interest?
My background in customer service experience, business ownership, and the Oxford Youth Cricket Academy gives me practical experience with business and community needs.
As a Councillor, I will disclose my interests as required, declare conflicts of interest, and follow all applicable ethics rules. I will never use my position for personal or business gain. I wouldSeek appropriate legal or municipal ethics advice whenever I am uncertain about a potential conflict. I will also ensure that my position is not used to obtain preferential treatment for my businesses, clients, professional associates or organizations. My commitment is to treat every resident and business fairly, make decisions openly, and always put Woodstock's interests first.
8. How would you remain accessible and accountable to residents throughout 2026–2030?
I believe being a Councillor means being available, listening, and taking action—not just making promises during an election.
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That is why I am the only candidate with an office in the city, where residents can reach me, sit down, share their concerns, and ask questions even before voting.
If elected, I will continue keeping my doors open, providing regular updates, responding to residents, and holding myself accountable for my promises. Your voice matters, your concerns deserve answers, and I will always make time to listen. If elected, I would work toward the following measurable commitments:
Regular resident updates, Accessible communication and ongoing community engagement
9. What should residents understand when considering your candidacy?
I want residents to know that I will bring a practical, honest and community-focused approach to City Council. My experience in business, commercial real estate and youth sports has taught me the importance of listening, managing resources responsibly and finding solutions.
I understand that residents want affordable taxes, safer neighbourhoods, stronger local businesses and better opportunities for our families. I will listen to your concerns, ask the tough questions, work collaboratively and be accountable for my decisions.
My goal is simple: to help build a Woodstock where families feel heard, businesses can thrive and our community can grow responsibly.
My commitment is to take the responsibilities of the office seriously, represent the whole community, communicate honestly about progress and setbacks, and remain accountable for my decisions throughout the term.
Sandeep Sidhu
Candidate for Woodstock city councillor
Sent from my iPhone
On Sep 27, 2026, at 9:12 AM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
Hello Sandeep,
[Quoted text hidden]

From: Austin Force <au•ti•.a•fo•ce@gmail.com>
To: Sandeep <info@iamsandeepsidhu.com>
Date: Wed, Sep 30, 2026 at 4:41 PM

Hi Sandeep,
I reviewed my Gmail records again to make sure I had not overlooked your earlier response.
At this time, the record I can verify is:
• September 20: I sent the original questionnaire to info@iamsandeepsidhu.com.
• September 21: I sent a follow-up to the same address.
• September 27: I sent the notice that the candidate comparison was live.
• September 28: I sent the final verification and additional resources email.
• September 30: I received your response containing the questionnaire answers.
I also searched my Gmail more broadly, including All Mail, Spam and Trash, using your name, your email address, the iamsandeepsidhu.com domain, and distinctive wording from the answers you sent today. At this point, I have not been able to locate an earlier copy of those answers.
That does not necessarily mean you did not send one. It is possible there was a delivery issue, an address was entered incorrectly, or something else happened between sending and delivery.

If you still have the earlier sent message or draft, could you please send me a screenshot showing the date, time, recipient email address and subject? If it remained as a draft, please do not edit it before taking the screenshot, since the original information would be more useful for verification.
If you can provide that record and it confirms the earlier send date, I will correct the project timeline accordingly.
For now, I can only document what I have actually received and can verify in my mailbox, which is the September 30 response.
Thank you,
Austin Force
Woodstock 2026 Candidate Comparison
[Quoted text hidden]

SANDEEP SIDHU

Wes Mazur

Woodstock 2026 Municipal Election
Correspondence Record

SANDEEP SIDHU

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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: votewesmazur@gmail.com
Date: Sun, Sep 20, 2026 at 2:27 AM

Hello Wes Mazur,
My name is Austin, and I am a Woodstock resident reviewing the candidates in the 2026 municipal election. Rather than relying only on campaign signs, advertising, social media, or other people's opinions, I want to hear directly from the candidates themselves.
I am contacting every certified candidate seeking municipal office in Woodstock and giving each candidate the same opportunity to explain their priorities, qualifications, plans, and approach to representing residents. Candidates seeking the same office are being asked the same questions. Where the questions differ between offices, it is only to reflect the different responsibilities and decisions associated with those positions.
You are running for City Councillor.
Woodstock will elect four City Councillors, all elected by voters across the city. City Councillors participate directly in decisions concerning Woodstock's local services, spending, taxation, infrastructure, development, policies, and long-term priorities.
I recognize that candidates may have different levels of municipal experience. These questions are intended as an opportunity for you to explain your understanding, priorities, and approach directly to Woodstock residents. There is no expectation that every answer be lengthy or highly technical. Please respond to whatever level of detail you feel is appropriate, and if there is an area where you would want additional information or training before taking a firm position, you are welcome to say so.
I would appreciate your answers to the following questions:
1. Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
2. What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
3. If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
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Woodstock residents should know when considering your candidacy? This is also an opportunity to explain how you would identify and manage any potential conflicts of interest if elected.
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10. Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?
There is no particular answer I am looking for. My purpose is to hear directly from the candidates and provide everyone seeking the same office with an equal opportunity to explain what they would bring to that position.
Thank you for taking the time to consider these questions. I look forward to reading your response.
Austin Force
Woodstock, Ontario

WES MAZUR

From: Wes Mazur <votewesmazur@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 20, 2026 at 8:49 AM

Hi Austin,
Thank you for reaching out and for taking the time to put these questions together. I appreciate that you're giving each candidate the same opportunity to respond directly.
I'm happy to answer them, and I hope this gives you a little more insight into who I am, why I'm running, and how I would approach the role.
Why are you running for City Councillor, and what experience, knowledge, or preparation do you believe equips you for the responsibilities of the position?
I'm running for City Councillor because I really care about the practical, day-to-day issues that affect families and businesses here in Woodstock.
I've built and run a small business here, I teach health and safety courses, and I've served on a number of local boards and committees. I've also worked in the Ontario Public Service, which gave me experience working with government, policy and the processes behind decision-making.
Those different experiences have taught me how to read a budget or policy, ask questions, listen to different perspectives and understand that decisions often involve trade-offs.
More than anything, I'm a husband and a dad, and I want Woodstock to continue being a place where families can build a life and thrive.
What do you believe are the three most important issues facing Woodstock during the 2026–2030 term, and why?
The three biggest issues I see are responsible growth, affordability and maintaining strong community services. Growth needs to be planned so roads, transit, recreation and other infrastructure keep pace with the community we're building. Affordability means being careful with spending and staying focused on value for residents. And maintaining strong community services means supporting things like emergency response while making sure neighbourhoods across Woodstock continue to feel safe and connected.
If elected City Councillor, what three specific changes, projects, policies, or outcomes would you most want to work toward accomplishing during the term?
First, I'd like to see a clear, phased plan for a future recreation complex that includes year-round aquatics (something residents can actually follow and see progress on).

Second, I'd like to see clearer and more accessible communication around the City budget. Residents shouldn't need a finance degree to understand where their money is going, why decisions are being made and what the trade-offs are.
Third, I want to see a real review of our bylaws tied to community safety and quality of life, making sure they reflect today's realities and give City staff the right tools to respond fairly and consistently.
Looking specifically at the City of Woodstock's budget and responsibilities, what areas of spending, taxation, capital investment, infrastructure, or service delivery would you most want to change? Please identify what you would increase, reduce, defer, reorganize, or maintain, and explain the trade-offs involved.
I'd push for spending that residents can see and feel, particularly core infrastructure and recreation, but it needs to be matched with clear timelines, priorities and cost controls.
I'd also like to see the budget communicated in much plainer language so people can understand not only what something costs, but what the trade-offs are.
If we want to build or expand something, tell people what it costs, how we're going to pay for it and what, if anything, may need to be delayed or reconsidered as a result. I think residents deserve that information and should have an opportunity to weigh in.
What is one current City service, program, project, policy, or investment that you believe is working well and should continue, and what is one that you believe should be reconsidered or changed? Why?
One thing Woodstock has done well is continuing to attract industrial investment and jobs. That is important for employment, our tax base and the long-term economic health of the city, and I believe we should continue building on that success.
Where I think we can do better is making sure our economic development lens also includes our small-business sector. I'd like us to take a closer look at what the City can realistically do to help existing small businesses succeed

and encourage new businesses and entrepreneurs to choose Woodstock.

Some issues affecting Woodstock involve responsibilities shared with Oxford County or other levels of government. How would you approach concerns that the City cannot resolve on its own, and how would you work with other levels of government to advocate for Woodstock residents?

A lot of the issues people raise with municipal candidates such as housing, homelessness, addictions and others involve Oxford County, the Province or sometimes the federal government as well.

My approach would be to build and maintain those relationships, show up, share information and advocate clearly for Woodstock.

We also need to be honest about what the City can do on its own and where we need partners. From there, I think residents deserve regular, plain-language updates about what is happening and who is responsible for what, rather than being left guessing.

Council decisions require individual members to review budgets, staff reports, proposals, and recommendations while also working with the Mayor and other councillors. How would you maintain independent judgment while still working constructively with the rest of Council?

I would take every report seriously, ask questions and listen. I don't believe in going into every issue with a fixed vote, and I certainly wouldn't want to be a rubber stamp.

I would owe it to the residents who voted for me and really, to the whole community, to use my own best judgment about what I believe is right for Woodstock.

That means weighing the evidence, respecting different views, working constructively with the other members of Council and then being prepared to explain my vote in plain language.

In the interest of transparency, is there anything about your employment, businesses, property interests, organizational roles, financial interests, professional relationships, or other outside activities that you believe Woodstock residents should know when considering your candidacy? This is also an opportunity to explain

how you would identify and manage any potential conflicts of interest if elected.

My wife and I own a small retail business in Woodstock, and I also own a health and safety training and consulting firm. More recently, I completed a one-year contract with the Ontario government as a policy advisor.

I've also been involved with a number of community organizations. I'm a former co-chair of the Downtown Woodstock BIA, a former member of the Woodstock Accessibility Advisory Committee, and I currently serve as a Director-at-Large on the Theatre Woodstock board.

I think being upfront about those connections is important.

If elected, I would follow the rules around disclosure and conflicts of interest. If I believed there was even a potential conflict, I would declare it to err on the side of caution. Where a conflict means stepping away from a discussion or decision, I would do so.

For me, that's simply part of transparency and accountability. Residents need to be able to trust that decisions are being made in Woodstock's best interest.

How would you remain accessible and accountable to Woodstock residents, including residents who disagree with you or question your decisions, and what measurable commitments would you make so residents can evaluate your performance during the 2026–2030 term?

I believe being accessible means listening, including to people who disagree with me or question a decision I've made.

I welcome respectful, constructive engagement that is focused on the issue at hand, especially where the City actually has the ability to act. We may not always agree, but I believe we can disagree respectfully, and people should expect the same respect from me in return.

In terms of accountability, I want my record to speak for itself (how I voted, the positions I took and the reasons I gave for them). Residents can look at that record and decide whether I'm doing the job they elected me to do.

Finally, without criticizing the other candidates, what would you most want a Woodstock resident to understand when deciding whether to vote for you for City Councillor?

I'm asking for people's vote because I believe I offer practical leadership grounded in small business, community and public service experience.

I love Woodstock, and if elected, my responsibility is to represent everyone who calls this city home.

I'm not here to make noise. I'm here to do the homework, listen, as the tough questions, and make decisions based on what I genuinely believe is best for our city and the people who live here.

Thanks again for reaching out, Austin. I appreciate the opportunity to answer your questions and, more importantly, that you're taking the time to learn about the people asking to represent Woodstock.
PS — I saw your post about Glow Bikes and think they are a great idea! I think you should email the Downtown Woodstock BIA to ask them to consider that:
info@downtownwoodstock.ca
All the best,
Wes Mazur
Candidate for Woodstock City Council 2026
[PHONE REDACTED]
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Wes Mazur <votewesmazur@gmail.com>
Date: Sun, Sep 20, 2026 at 4:54 PM

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Hi Wes,
Thank you for taking the time to provide such a detailed response. I've received it and appreciate you answering all of the questions.
I'm going to continue collecting responses from the other candidates before doing any broader comparison or follow-up, so for now I just wanted to confirm that I received yours.
I also appreciate the note about the Glow Bikes FB post for gauging interest in something like it and the suggestion to contact the Downtown Woodstock BIA.
Thanks again,
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Wes Mazur <votewesmazur@gmail.com>
Date: Mon, Sep 21, 2026 at 3:03 PM

Hi wes
Thank you again for responding to my questions. I appreciate you providing your answers so promptly.
As responses have started coming in, I have been able to define the comparison process a little more clearly. I wanted to provide the same update to candidates regardless of when they respond.
The comparison itself is not being completed at this stage. The responses I receive now are also helping me identify whether there are broader areas where an additional question, clarification, or factual verification might be useful before the current question-submission period closes.
If there is an issue relating to the office, municipal responsibilities, a policy question, or something in the public record that you believe would benefit from further clarification or verification, you are welcome to suggest it as feedback.
I am not looking for candidate-directed questions intended to criticize or disadvantage another person. Any feedback would simply help identify subjects that may warrant a neutral question or further verification, and I will decide independently whether anything should be pursued and how it should be framed.
Candidates who have not completed every question will also continue to have an opportunity to provide answers later. My intention is to continue accepting material for the final comparison until two weeks before election day.
Responding earlier does not provide any additional weighting or advantage in the comparison; it simply means that the information is available while I am still considering possible follow-up questions.
Thank you again for participating and for helping me develop a more informative comparison for Woodstock residents.
Austin Force
Woodstock, Ontario
[Quoted text hidden]

From: Wes Mazur <votewesmazur@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>

Date: Tue, Sep 22, 2026 at 6:00 AM

Hi Austin,
Thanks again for the opportunity to provide some feedback.
One area I think could be particularly valuable for residents is accountability for candidates who have previously
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served on Council, especially those who have served multiple terms.
I'm not suggesting questions directed at any particular candidate. I just think that when someone is asking voters to return them to office based partly on their experience, their record and what they actually did with that opportunity should be part of the conversation as well.
A few neutral questions that might be worth considering:
• For candidates who have already served on Council, particularly over multiple terms, how do you believe your past votes and decisions have contributed to Woodstock's current financial position, property-tax pressures and affordability challenges?
• If you believe Woodstock needs to change its financial or spending direction, what actions did you take during your previous term or terms to advocate for that change, and what would you do differently now?
• Looking back over your time on Council, what significant spending or capital decisions did you support that you would make differently today, knowing what you know now?
• When discussing Woodstock's current financial challenges, what responsibility do you believe long-serving members of Council should accept for decisions made collectively over previous terms?
• For candidates seeking re-election after multiple terms, what specific issues are you campaigning to fix now that also existed during your previous terms, and what prevented those issues from being addressed earlier?
One other area I think is worth exploring is the work of governance beyond the final recorded vote. It can be relatively easy to point to a "yes" or "no" vote after the fact, but governing involves much more than that.
For incumbents, perhaps something along the lines of:
• Can you identify examples where you did more than simply vote for or against an item, such as proposing an alternative, bringing forward a motion, working with staff or other members of Council, researching an issue, or advocating for a different approach and what was the outcome?
And similarly:
• When you disagreed with the direction Council was taking, what specific steps did you take before the final vote to try to change that direction?
Finally, I think intergovernmental advocacy is worth asking about. Municipalities regularly look to the provincial and federal governments for funding and partnerships, and there are formal opportunities for elected officials to advocate on behalf of their communities.
A question could be:
• As part of official Council business, please provide examples of any provincial or federal advocacy you have personally undertaken during this term, such as participating in official delegations, meetings with ministers or ministry officials, or bringing forward motions or other formal advocacy efforts. What were you advocating for, and what results, if any, followed?
I think questions like these would give residents an opportunity to look beyond campaign positions and recorded votes and better understand what returning candidates have actually done during their time in office.
As with my other suggestions, these are simply ideas for you to consider. I completely respect that you'll decide independently what questions or factual verification, if any, should form part of your process.
Thanks again, Austin. I appreciate the amount of work you're putting into this!
Wes Mazur
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Candidate for Woodstock City Council 2026
[PHONE REDACTED]
[Quoted text hidden]

WES MAZUR

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Wes Mazur <votewesmazur@gmail.com>
Date: Tue, Sep 22, 2026 at 6:42 AM
Subject: Why should Woodstock residents vote for you in 2026?

WES MAZUR

Hi Wes,
Thank you. This is highly valuable input, and I can see how it could strengthen the comparison.
I had already been planning to review the current budget, previous budgets, and the broader record from the current term as part of the factual side of the project. Some of the questions I submitted last night for the Mayor and Deputy Mayor debate were already shaped by that review and moved somewhat in the direction you are describing - asking more directly about past opportunities, spending decisions, infrastructure and safety priorities, accountability, and what someone would do differently going forward.
Your comments helped clarify another important dimension of that work: where prior Council experience is presented as a qualification, it is also reasonable to provide context around what opportunities that experience provided and what the public record shows was done with those opportunities.
I think that could help balance the comparison.
At the same time, I want to be careful not to attribute the overall direction of the City to any one Councillor. Municipal outcomes result from collective Council decisions, staff work, existing capital plans, statutory obligations, other levels of government, economic conditions, and decisions made over multiple terms. So any review of an incumbent's record would need to focus on actions that can actually be connected to that individual - votes, motions, amendments, advocacy, committee work, questions raised, initiatives advanced, and similar documented activity.
It also needs to remain fair to candidates who have not previously had the opportunity to serve. Previous service can demonstrate experience, but a first-time candidate may demonstrate preparation, judgment, independence, ethical decision-making, determination, or a different approach to existing systems. I do not want the comparison to treat years in office as automatically outweighing those qualities.
I am currently reviewing suggestions from other candidates as well and deciding which additional questions or areas of factual verification should be added, how they should be framed, and when they should be sent. I have not finalized that stage yet.
Your suggestion will definitely be considered as I shape it. I think the useful principle may be that prior service should provide evidence of experience, while the public record provides context for how that experience was used.
Thank you again for taking the time to send this. It is exactly the kind of substantive feedback I was hoping the additional-question period would produce.
Austin Force
Woodstock, Ontario
[Quoted text hidden]
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From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Wes Mazur <votewesmazur@gmail.com>
Date: Sun, Sep 27, 2026 at 9:12 AM

Hello Wes,
I'm sending the same notice to every candidate to let you know that my independent Woodstock 2026 municipal election comparison is now published and available here:
https://woodstockelection.erosivevision.chatgpt.site
The permanent address will be WoodstockElection.ca. I have already connected the domain, but it is still going through the DNS process and is not working consistently yet. I was advised that this can take up to approximately 24 hours.
For now, please use the working link above.
THE PROJECT
This started as my own attempt to make an informed voting decision and developed into something I thought could also be useful to other Woodstock residents.
Rather than using one identical questionnaire for every candidate, I narrowed the questions according to the position being sought: Mayor, Deputy Mayor or City Councillor. The responsibilities are different, so the questions were designed with those differences in mind.

Participation was voluntary throughout the process. Candidates could answer everything, answer some questions, refer me to existing material, provide another source, or not respond.

The site documents what occurred through that process. A response, partial response, referral or no response is part of the chronology, but I am not assigning a judgment to what any of those things mean.

The project does not score, rank or endorse candidates. The purpose is to organize the available information and sources so residents can review the record and make their own decisions.

SOURCES AND OTHER CANDIDATE MATERIAL

I've also tried to make it easier for residents to reach candidates' own material rather than relying only on what appears in my comparison.

A significant amount of campaign information is distributed through Facebook, which not everybody uses or can easily navigate. I have therefore been working on making official websites, original sources and other candidate material easier to reach directly from each candidate's section.

Several candidates also referred me to Amy Flemming's comparison. I did not gain access to the official website containing that material until September 25.

I believe residents should be able to see both comparisons.

Amy's questions and mine were not identical. Because of that, I have tried to distinguish between an answer that was actually provided to one of my questions and outside material that substantially addresses the same subject.

Where outside material is used, I want the original source to be clear.

PLEASE CHECK YOUR INFORMATION

Now that the site is published, I would appreciate it if you could look at your own section.

If I have made an actual error, please tell me as soon as possible.

That could include:

- an incorrect quotation or attribution;
- a factual error;
- an incorrect date;
- a transcription error;
- material connected to the wrong question;
- a broken or incorrect link;
- a source attributed incorrectly; or
- anything else where the website does not accurately represent the underlying record.

If I got something wrong, I will correct it.

There is a difference between a correction and new information.

If something already existed in the record and I represented it incorrectly, that is a correction and I will fix it.

If you send a new answer, clarification, source, statement or additional material now, I can add that as well, but I will identify when it was received rather than making it appear as though I had it during the original exchange.

TIMING

If you see something that actually needs to be corrected, please send it to me today, Sunday, September 27, if you reasonably can.

WES MAZUR

My partner is expecting our child at any moment, so my availability may change very quickly. Family is going to take priority.
I do not expect to be available to make substantial changes tomorrow.
Depending on what happens, the next opportunity I have to work through corrections and additional material may be late Tuesday.
That does not mean material received after today will be rejected.
Corrections and additional information can still be submitted afterward. It may simply take me longer to review, verify and incorporate it.
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TECHNICAL PROBLEMS
Please also let me know if you find a problem with the site itself.
If something does not load, a button does not work, a source link is broken, text is difficult to read, the mobile layout behaves incorrectly, or you encounter an accessibility issue, please send me a separate message if possible.
A screenshot and a short explanation of what happened would be very helpful because the site may behave differently depending on the device or browser being used.
I am continuing to improve the website, including its source navigation and the transition to WoodstockElection.ca.
I also want to thank everyone who has taken the time to answer questions, provide information, point me toward other sources, or otherwise participate in the process.
If there is something in your record that I should correct, clarify or add, please send it to me and identify the relevant section or question where possible.
Thank you,
Austin Force
Independent civic research
Woodstock, Ontario
WoodstockElection.ca

From: Wes Mazur <votewesmazur@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Sun, Sep 27, 2026 at 9:21 AM

Looks great, Austin!
Looks like you carried over my Q&A perfectly. I really like the flow of the site and the fact that people can toggle between questions.
I am so excited to see residents like you, Ami, Tom, and others helping get information about the candidates in front of voters.
Cheers!
Wes Mazur
Candidate for Woodstock City Council 2026
[PHONE REDACTED]
> On Sep 27, 2026, at 9:12 AM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
>
> Hello Wes,
[Quoted text hidden]

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Wes Mazur <votewesmazur@gmail.com>
Date: Mon, Sep 28, 2026 at 2:51 AM

WES MAZUR

Hi Wes,
Thanks again for answering all ten original questions, providing additional process feedback, and reviewing your section of the site.
I'm completing the final verification pass on the community involvement, professional experience and background portion of the candidate project. This is not another questionnaire.
Already supported in the record
My current research supports your business ownership, occupational-health-and-safety work, Downtown Woodstock BIA involvement and several community/fundraising activities.
Community involvement chronology
Your public material identifies involvement including:
• Curl for Kids;
• Downtown Woodstock BIA;
• Woodstock Accessibility Advisory Committee;
• Theatre Woodstock;
• Woodstock Curling Centre;
• WDDS Runway of Stars;
• Coldest Night of the Year; and
• previous volunteer firefighting.
Rather than reconstruct a chronology from scattered sources, please provide approximate years/roles for the items you want represented.
Curl for Kids
Could you clarify:
When did you start Curl for Kids?
Was it founded personally by you, jointly with Sarah/Cheesy Cow, or with other organizers?
Has it run annually since it began?
I want to avoid attributing a collaborative project solely to one person while also not understating a project you substantially founded or led.
Community work through your businesses
If Cheesy Cow or Mazur Safety has supported community causes, please identify up to three examples that best represent work you personally organized, led or substantially participated in:
Initiative/cause — what was done — your role — approximate year(s)
Professional experience
If you'd like the professional section more precise, please identify the main roles you consider most relevant:
Organization/role — approximate years

A complete résumé is not necessary.
Community contributions I may have missed
To keep this consistent across all candidates, you may identify up to three established or ongoing community contributions that my research has missed.
Please use:
Organization/activity — your role or contribution — approximate year(s) — public source/link if available
A public source is helpful but not required. If something is genuine but cannot be independently corroborated online, I can identify it transparently as candidate-provided information rather than excluding it. A lack of searchable documentation will not be treated as evidence that the activity did not happen.
Things you are currently developing
I'm also giving every candidate the same opportunity to identify up to three community-oriented initiatives that are currently being developed but are not yet mature enough to be described as established accomplishments.
Please use:
What you are developing — what has happened so far — what you hope it becomes
I will clearly distinguish developing initiatives from both completed/established work and future campaign promises. The purpose is to make room for meaningful new work without presenting an intention as though it has already been completed.

Candidate-provided resources
I’m creating the same additional resource area for every candidate.
Your official campaign website will be linked separately and does not count toward the limits below.
If you have substantially more information that you want residents to explore, I recommend creating a public Resources, More Information, Documents, Learn More, Start Here, or similar page on your own website. You can maintain as much material there as you choose. If you send me that page, I can include it separately as an Explore More link.
The Explore More page does not count toward the five supplemental links.
In addition, every candidate may provide up to five supplemental public links. The same rules apply to everyone:
• the material must be publicly viewable without creating an account, joining a group, or signing in;
• normal public websites and publicly accessible documents are accepted;
• public organization/project pages are accepted;
• public YouTube videos are accepted;
• Facebook, Instagram, X, TikTok and other account-dependent social platforms will not be used as direct supplemental links;
• a YouTube link does count as one of the five; and
• you may designate one of those five YouTube links as the video you would prefer featured or embedded on your profile, where technically appropriate.
If important material currently exists only on a social platform, I recommend also placing it on your own website, providing a normal public webpage/document version, or making the video publicly available on YouTube.
You do not need to provide five links. Five is simply the maximum so every candidate receives the same direct supplemental space.
Please send any supplemental resources as:
Title — public link — one short sentence explaining what residents will find there
And, if applicable:
Explore More page — link

Because you already have a considerable amount of material online, I would prefer that you choose the five pieces you most want residents to see, rather than having me decide which five best represent you.
How this will be presented
The final profile will keep different kinds of information separate:
• Established and independently supported community contributions
• Candidate-provided community contributions
• Current or ongoing community involvement
• Developing community initiatives
• Professional and relevant experience
• Elected and appointed public service, where applicable
• Future proposals and commitments
• Independent verification sources
• Candidate-provided resources
These categories will not be combined into a score or ranking, and the number of entries will not be treated as a measure of candidate quality.
Where a candidate is connected to a business, organization, board or committee, I will also distinguish between holding a role, the organization’s overall accomplishments, and a contribution that can reasonably be attributed to the individual candidate.
For incumbents, the same principle applies to Council and committee work: membership or participation in a collective decision will not automatically be presented as a personal accomplishment.
New information will retain the date it was received rather than being made to appear as though it formed part of the original questionnaire exchange.
Thanks,
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: votewesmazur@gmail.com
Date: Mon, Sep 28, 2026 at 5:08 AM

Hi Wes,
Thank you for checking it over. I'm glad the Q&A carried over accurately and that the question-by-question layout is
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working well.
I'm still refining some of the site navigation and mobile presentation, so if you notice a technical issue or anything in your section that does not accurately reflect the record, feel free to send it along.
Thanks again,
Austin
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From: Wes Mazur <votewesmazur@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 6:48 AM

Hi Austin,
It was great to meet you and your family yesterday!
Thanks again for the opportunity to clarify some of this. I really do appreciate the amount of work you're putting into the project and the effort you're making to distinguish between individual contributions, organizational involvement and information provided directly by candidates.
For the community involvement piece, I think it makes the most sense to focus primarily on what I've been involved with here in Woodstock since my family and I moved here in 2013.
Community involvement in Woodstock
Woodstock Curling Centre, Member/Participant, approximately 2014 to present
I started curling at the Woodstock Curling Centre around 2014 and have remained involved since, primarily through the Friday evening Mixed Social League. I was also part of the planning committee for the 2023 Ontario Mixed and Senior Mixed Curling Championships, where I led a small team responsible for fundraising and sponsorship.
Swing for Safety, Founder and Organizer, 2016 to 2019 and 2022
I founded the annual Swing for Safety charity golf tournament in 2016 through my occupational health and safety business. It was held annually at Woodstock Meadows from 2016 through 2019, raising funds for Threads of Life and
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its work supporting families affected by workplace tragedies.
We didn't hold the tournament in 2020 or 2021 because of COVID, but brought Swing for Safety back for one final tournament at Oxford Hills in 2022.
Curl for Safety / Curl for Kids, Founder and Organizer, 2020 to present
I founded Curl for Safety in 2020 through my original occupational health and safety business, Grand River Occupational Health and Safety. The original focus was similar to Swing for Safety, raising funds for nonprofit organizations connected to workplace tragedies and their prevention.
The original idea was actually pretty simple: a golf fundraiser in the summer and a curling fundraiser in the winter. After our final golf tournament in 2022, we decided to put our energy into the curling event.
Approximately three years ago, Curl for Safety became Curl for Kids, shifting the fundraising focus to align with Big Brothers Big Sisters of Oxford County's countywide Play for Kids initiative.
The bonspiel has been held annually since it began, with the exception of 2025, when we just weren't able to secure enough support and corporate sponsorship to make it work.
Downtown Woodstock BIA, Board Member, 2023 to 2025
Woodstock Accessibility Advisory Committee, Member, 2023 to 2025
Coldest Night of the Year, Cheesy Cow team fundraising and participation, 2024 to 2026
Cheesy Cow has entered and fundraised as a team for the past three years, bringing together staff, customers and family. The walk always seemed to land on the same day as our charity curling bonspiel, so Sarah participated in previous years while I was at the bonspiel. With the bonspiel not proceeding this year, I finally had the opportunity to join the team for the walk myself.
WDDS Runway of Stars, Community Star, 2025 and 2026

I've had the privilege of being selected as one of the community "Stars" for the past two years. Each year I was paired with a WDDS model to walk, and occasionally dance, down the runway as part of the annual fundraiser. Definitely one of the more fun community events I've been fortunate enough to participate in!

Theatre Woodstock, Director-at-Large, 2026 to present

Community work through my businesses

If you're looking for three examples, I think these probably best represent where I've personally been involved:

1. Swing for Safety / Curl for Safety / Curl for Kids

This has really been one evolving charitable effort rather than a bunch of unrelated events. Swing for Safety started in 2016, Curl for Safety followed in 2020, and after the final golf tournament in 2022 we concentrated on the curling event. That eventually became Curl for Kids in support of Big Brothers Big Sisters of Oxford County.

2. Woodstock Art Gallery, Taste of Art

Cheesy Cow Company has participated in and supported the Woodstock Art Gallery's Taste of Art fundraiser for four consecutive years, including this year's event.

3. Coldest Night of the Year, in support of Operation Sharing

For three consecutive years, Cheesy Cow has entered a team and fundraised for Woodstock's Coldest Night of the Year, involving staff, customers and family. As mentioned above, I personally joined the walk this year.

Something worth mentioning is Cheesy Cow, in partnership with Temo Restaurant, sponsoring/ organizing a fundraiser for Southgate Centre called Cheese & Cheese Tapas - a Culinary

Experience on November 6th. Proceeds will specifically go toward the Centre's Rotary Kitchen.

Of course, there has been lots of other smaller sponsorships, donations and community events along the way.

Professional and relevant experience

Occupational Health and Safety Professional, 2001 to present

I have more than 25 years of experience working in occupational health and safety across industry, consulting, training, auditing, investigations and management systems. My professional designations include CRSP, CHSC and NCSO, and I am an ISO 45001 Lead Auditor.

Grand River Occupational Health and Safety, Founder/Owner

I founded and grew an occupational health and safety consulting and training business, which I subsequently sold.

Mazur Safety Inc., Founder/Owner, 2021 to present

Occupational health and safety consulting and training.

Post-secondary and professional education, approximately 2015 to present

I've taught occupational health and safety through the University of Toronto School of Continuing Studies, Conestoga College and professional organizations.

Ontario Ministry of Labour, Immigration, Training and Skills Development, Policy Advisor, Workplace Safety & Insurance, 2025 to 2026

I spent a year working within the Ontario government on workplace safety and insurance policy.

Cheesy Cow Company, Co-owner, 2023 to present

I co-own the business with my wife, Sarah, and my role has been primarily business development, marketing, and cheesemonger.

Earlier public safety experience

Many years ago, I served as a volunteer firefighter with Point Edward Fire & Rescue while attending Lambton College's Fire Science program.

That involved responding to fires, motor vehicle accidents, water rescues, medical emergencies and hazardous materials incidents, but also a lot of community volunteerism and fundraising. I was trained as a fire apparatus pump operator/driver and was fortunate to receive the department's Rookie Firefighter of the Year award following my first year of service.

I think that gives you a pretty fair picture without trying to create an inventory of everything I've ever been involved with.

I don't have any additional developing initiatives or supplemental resources that I feel I need to add right now.

Thanks again, Austin!

It was genuinely nice meeting you and your family yesterday, and I appreciate the amount of time you've put into this project. Regardless of how many people ultimately read every word of it, anything that helps Woodstock residents learn a little more about the people asking to represent them is worthwhile.

Sincerely,
Wes Mazur
Candidate for Woodstock City Council 2026
[PHONE REDACTED]
[Quoted text hidden]
5 of 6 2026-09-30, 02:34

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: votewesmazur@gmail.com
Date: Mon, Sep 28, 2026 at 4:40 PM

Hi Wes,
It was good meeting you too, and thank you for taking the time to lay all of this out so clearly.
This gives me what I need to substantially tighten up the chronology and attribution in your profile. I'll keep the different pieces separated appropriately, community involvement, work through your businesses, professional experience, public/committee service, and anything that is still upcoming or developing, rather than blending everything together.
There's nothing else you need to send me right now.
The project is really being built as a foundation for residents who may not start looking closely at the candidates until much nearer to election day. Because of that, I'm also treating the profiles as something that can be responsibly updated rather than as a one-time snapshot.
If something changes between now and then, or you later decide there is something useful you want residents to be able to explore, just send it along. That could be a public webpage, document, interview, organization/project page, or a YouTube video. You certainly do not need to create anything specifically for this project.
I'm trying to give every candidate the same opportunity and comparable space without turning the project into a contest over who can produce the longest résumé or the greatest number of credentials. Established experience matters, but so do newer experience, education, current community involvement, developing work and clearly identified future proposals. Keeping those categories separate should allow residents to see the different kinds of experience each person brings without treating them as interchangeable.
Thanks again for the detailed clarification. I'll work this into the next profile update.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca

From: Wes Mazur <votewesmazur@gmail.com>
To: Justin Forest <au•ti•.a•fo•ce@gmail.com>
Date: Mon, Sep 28, 2026 at 5:01 PM

Thanks, Austin!
Wes Mazur
Candidate for Woodstock City Council 2026
[PHONE REDACTED]
On Sep 28, 2026, at 4:40 PM, Justin Forest <au•ti•.a•fo•ce@gmail.com> wrote:
[Quoted text hidden]
1 of 1 2026-09-30, 02:33

From: Justin Forest <au•ti•.a•fo•ce@gmail.com>
To: Wes Mazur <votewesmazur@gmail.com>
Date: Tue, Sep 29, 2026 at 1:37 AM

Hi Wes,
Thanks again. I think you've provided more than enough detail for me to build out the additional background, professional experience and community involvement portion of your profile, so I don't think there is any need to keep extending the questions beyond what you've already provided.
I haven't finalized exactly how all of these additional sections will be presented yet, but the intention is to keep them

WES MAZUR

separate from the original ten-question comparison and clearly distinguish professional experience, community involvement, committee or board service, charitable work, upcoming activities and candidate-provided information.
Once that portion of your profile is live, feel free to look it over. If I've misunderstood something, something needs adjusting, or you would prefer that something be removed, just let me know.
The candidate resource area will also provide space for your campaign website and any additional public links you may later want residents to have. There's no need to send anything further unless you actually want something added.
The site itself is intended specifically for this election rather than as a permanent archive. I expect to keep it available briefly after the election, likely around two weeks, and then take it down once it has served its purpose.
Thanks again for taking the time to provide such a thorough response.
Austin Force
Woodstock 2026 Candidate Comparison
WoodstockElection.ca
[Quoted text hidden]
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WES MAZUR