

Candidate Questionnaire

1. What inspired you to put your name forward for consideration in this election?

As a resident of the Medicine Hat area for over 30 years, I am grateful for the many opportunities which this community has provided to me and my family from employment to sense of community and quality of life. I am running to help ensure future generations can continue to benefit from all which Medicine Hat has to offer.

2. What qualifications and/or experiences will assist you in being an effective councillor?

I have been fortunate to work in private business as well as in the public and not-for-profit sectors. This experience gives me a solid understanding of issues from many different sides. I have also served on both elected and volunteer boards, and know how to work constructively with fellow board members to achieve a desired result. I am a team player with a wide range of contacts in the community.

3. Please list your top 5 strategic priorities that you will commit to during your four year term.

- **Fiscal responsibility – The unprecedented shortfall in revenue over the past few years necessitates action to prioritize and control spending and grow and diversify our industrial base.**
- **Ensure proper oversight on the implementation of the "Financially Fit" initiative.**
- **Encourage business retention and growth through proactive, effective tax incentives in consultation with business and stakeholders.**
- **Continue core services for those who need them most and engage in meaningful public consultation.**
- **Proactive communication between City Hall and the people of Medicine Hat to ensure citizens are kept apprised of decisions being taken by council and the impacts these decisions have on the community.**

4. What opportunities for growth and development do you see in the future for Medicine Hat? What strategies will you seek to implement in order to achieve this?

Medicine Hat has an incredible entrepreneurial spirit. Providing the right incentives to businesses of all kinds will help us attract and maintain the skilled labour needed to grow our economy. We need to expand regional partnerships and build on our strengths to be competitive.

5. In the past Intermunicipal Collaboration has been entered into on a voluntary basis. The Municipal Act review will make the adoption of an Intermunicipal Collaboration Framework a requirement. What aspects of the current Tri-Area Intermunicipal Development Plan would you like to see expanded, eliminated or amended?

As a city, we must ensure collaboration with neighbouring local governments on areas of mutual interest to avoid duplication at the taxpayer's expense. Fairness, equity and value for shared services will enhance such partnerships and benefit taxpayers. At the same time, we cannot enter into a framework that is designed to slow the decision-making process at the expense of growth and development. Engaging the public earlier on joint projects is one way to help expedite this process.

6. Businesses in Medicine Hat pay a non-residential tax rate that is above the provincial ratio average. In your opinion what is a reasonable ratio? What factors should be considered when calculating the non-residential tax rates?

Our city's tax rates have not reflected the current economic challenges facing businesses. To attract business to our city, we need to have a competitive tax rate that is ahead of the curve. As a councillor I will push to lower this rate to make Medicine Hat a more attractive place in which to do business.

7. The City has committed to a Downtown Revitalization Development Plan. What is your personal vision for downtown Medicine Hat? Are there any further opportunities that should be included in the overarching future plans for development in the core of the City?

There have been many improvements to downtown, as a result of Downtown Revitalization Development, including rejuvenated storefronts, hanging baskets, banners and the hosting of various events by the CCDA. Small business must continue to play an important role in any downtown revitalization. Making Medicine Hat an attractive place to own and operate a business will help ensure a vibrant downtown.

8. Medicine Hat has made major investments into recreation facilities as well as decisions for cutbacks. What vision and direction do you have for the development of our recreational facilities so as to best service the population of Medicine Hat?

Recreation facility investments must align with the priorities of the people of Medicine Hat, especially during times of economic restraint. We are very fortunate to have quality facilities enjoyed by citizens year-round. It is important that council work with the people of Medicine Hat to prioritize any future recreational facility investments to ensure they are both necessary and affordable. Facility usage should be monitored to insure fee increases do not negatively impact programs and usage.

9. Medicine Hat travelers are left with limited options when it comes to air travel. To facilitate a more convenient and efficient travel model for Medicine Hat and area how would you pursue lower airfares, increased flight frequency, better connection times and increased load capacity for travelers?

On the positive side, we have seen an increase in the number of carriers and destinations from Medicine Hat and the terminal has been expanded and modernized. But here is still a long way to go since many people are still

frustrated with travel options and costs. While the city cannot alone determine the business decisions of private airlines, we can ensure an attractive tax rate and other incentives exist to attract further air service.

10. How do you feel that the council and the City can provide a more efficient business-to-government process to streamline government services for business both online and within City Hall?

Reducing red tape at city hall should continue to be a priority for council. I will champion policies that see businesses succeed with the help of city policies, not in spite of them. Continuous feedback from program users is critical to evaluating progress or success.

11. As costs for services increase and costs to businesses increase at all levels of Government, how will you evaluate the increases in fees and charges to ensure fee structures are reasonable and that any increases are implemented over a reasonable period of time?

Any increases or decreases to fees must be made in consultation with citizens and local businesses before implemented. City hall cannot operate in a vacuum. These fees must be reasonable, sensitive to current conditions and be competitive with other municipalities.

12. What are your plans and/or strategies for achieving financial sustainability while balancing service delivery, capital requirements, cost containment and fair taxation levels?

City council must prioritize areas of investment while ensuring they are reflective of our financial reality. As a councillor I will work with citizens, local businesses and my fellow councillors to bring Medicine Hat back to a position of fiscal strength while ensuring that core services continue to work for those who make use of them.