

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

I spent the last four years gaining a deeper understanding about City finances, the Energy Division and learning about individual department strengths and the challenges. I feel that I have a clear vision on the direction we as a Community must take to ensure long term financial success for our Community.

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

I have always been a community minded person, who has been active as a volunteer in a number of areas within this City. These include coaching sports, culture events, and City boards. I have a Master's Degree in Work, Organization and Leadership with a focus in Community Development. The combination of educational understanding, years of volunteer involvement, combined with the past four years being a part of the decision making process as a Councillor, make me qualified to be a part of the team that will guide the City over the coming four years.

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

- Fiscal Responsibility: Continue to Implement Financially Fit initiatives to bridge our current gap
- Economic Growth: Support Existing Business Community as well as Invest Medicine Hat as they work to diversify our economy and expand opportunities within the City and Region
- Return the Energy Division to Profitability
- Continue to support the Destination Marketing Organization and support private tourism initiatives that will enhance what our community can offer visitors
- River Development as a tourism driver

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?

My number one priority will be continuing to support the work being done by Invest Medicine Hat. They have diligently worked to identify target industries that can thrive in our area. In addition they have been actively selling our City as a place to do business. The accomplishments to this point have been extremely positive and I am confident that this focused direction will pay dividends to our Community for many years. The ultimate goal will see an economy that is diversified, more robust, and one where our younger generation will have more opportunities to stay in our City rather than have to move to a different City to find employment.

5. In the past Intermunicipal Collaboration has been entered into on a voluntary basis. The Municipal Government 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?

By working together we will be able to identify many synergies that will result in significant savings for our Intermunicipal partners. The issues of water and sewer, as our respective communities grow and expand will continue to require focused attention. We need to work together to identify solutions that benefit the region as a whole, and minimize the burden on our tax base, both locally and provincially. The past few years have seen a growing relationship between the County, Redcliff and Medicine Hat City Council. Without question this has formed a solid foundation that will support effective decision making for our region in the coming term.

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?

We are currently seeing a significant amount of commercial development within our City. This should help put downward pressure on our non-residential tax rate. Our rate did decrease significantly several years ago, yet it has hovered in a consistent range the past few years, a rate slightly higher than the Chamber would support. If we continue to see growth and development within our City, and we can lead the Province in economic growth, as is being predicted for our region, it may be attainable to get closer to the Provincial average in the coming term.

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?

During the 2013 election I raised Downtown Revitalization as a top priority. Over the past four years I have watched as our Downtown, led by private investment from our business community, continued to transform in an exciting direction. The City street scape program, DDIP, and off site levy support show the City of Medicine is strongly behind further development. It would be my hope that these programs continue to assist those willing to make the investment in the future of the core of the City.

The addition of a Boutique hotel in our Downtown, continued expansion of tourist opportunities, and focusing on the South Saskatchewan River and River Valley a tourism driver will be a priority.

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?

As a current City Councillor, who is an active user of our recreation facilities I have firsthand knowledge of what a tremendous asset we have with our recreation opportunities in Medicine Hat. I also know how important recreation opportunities are for people thinking about moving to a new community. Over the next four years I see continued support for smaller projects. The 670 Collective has put

Medicine Hat and the Cypress Hills on the map for exceptional mountain bike trails. The City invested a small amount of money to create Mr. Burnside trail, which connects our City trails to the Redcliff system. This project was a huge hit in our cycling community. It would be these types of smaller investments, and partnerships, with groups like 670 Collective, that I will be supporting if elected for the coming term.

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?

The challenge with Air travel is that it relies not only on having the routes, but also that enough people use the routes to ensure they are maintained. We have been active in meeting with industry executives attempting to sell the value of Medicine Hat. The Airport Expansion project has been completed and the runway will be improved in the spring of 2018. It is imperative that people are using our current routes, as that sends the strongest message and creates a business case for the viability of future routes and opportunities.

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?

Over the past four years I have witnessed a variety of important initiatives. These include collaboration between the City and local industry leaders, focus groups that include people from the community to assist with key City initiatives, quarterly meetings between City Council, City Administration and the Medicine Hat Chamber, as well as advisory groups established. In addition, the hiring of key personnel that have private industry experience, and who came to the City with a deep knowledge of what needed to be changed, has been extremely beneficial. Opening the lines of communication, and collaborating on solutions, has had a positive impact on business to government relations.

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?

We must work with Industry to identify the best practices in fees and charges. In addition we have to ensure we maintain a competitive environment while covering City costs. I believe in the no surprises approach, meaning that any significant changes must follow a clear communication process and implementation needs to occur over a reasonable time period to ensure the system itself is not shocked.

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

A significant amount of investment has gone into Fire Services, Recreation, and our underground infrastructure over the past few years. The coming term must be a time of constraint. Many of these projects are either completed, fall with our current budget cycle, or are infrastructure investments that are supported not by taxes but by the rate payer who uses the services.

Each City department is currently working towards finding efficiencies to save the tax payer money, yet still provide services that meet the needs of our community. While some in our City are prepared to accept higher taxes to maintain service levels, others feel that taxes should be frozen and services minimized to balance our budget. How the next team at City Hall finds that balance will depend on who is sitting at the table.