

1. I have always had an interest in politics, it's a great way to connect with people, to understand what their vision is as well as giving them my views. Council needs new ideas and voices to affect positive change. Population and economic growth are required if we want to maintain all the services we provide. Less work should be done in closed and in committee, more work at the open council table. Residents need to know why we are spending their hard earned dollars.
2. My working career was in construction for forty years, starting out on the tools, ending up as a business owner, since retired. Construction gives a unique perspective and expertise on teamwork, planning, budgets, making good decisions. I had the privilege of serving on the Municipal Planning Commission for ten years and the Catholic Board of Education for two terms which gives me insight into how government works.
3. Citizen Engagement. Growth. Jobs. Good fiscal stewardship. Streamlining City services.
4. Medicine Hat has enormous potential, we must continue to focus on positive change. We have an abundance of advantages, traditional - like oil, natural gas, electrical energy, water, sunshine, and transportation links (Hwy 1, Hwy 3, Hwy 41, CPR mainline) which can be leveraged to attract industries like greenhouses, value added agriculture (hemp) value added natural gas and oil, helium (as yet unproven but it has potential), logistics - rail and truck interface, perhaps glass (so we can rid ourselves of billions of plastic bottles). High tech industries like QinitQ Target Systems, Amtech Aerospace, Canadian Center for Unmanned Vehicles, Atlantis Research, are all welcome additions to the business landscape. Entrepreneurs are creating business in a digital age Auto Star, Solutions thru Software, Flag5, Editing Luke. What the business community and the city must create is a culture of opportunity to promote for success, we need to make it as easy as possible to operate a business here. Graduated taxes, land, utilities can all be used to attract new business and help local business grow.
5. The Intermunicipal Development Plan is a provincial government mandated good neighbour policy. The current IDP addresses core issues: long term future residential and industrial growth, subdivision, annexation, development phasing, regional utility delivery, sand & gravel, among others. Not much has changed since the original agreement was signed in 2010, much of the expected growth has yet to occur. A regional landfill, extension of sewer to the county, revisiting country residential for people who wish to live on small acreages close to the city, and ensuring that more environmentally sensitive areas are protected is worth a look. We need to focus on keeping the plan simple and flexible, enhance lines of communication, and keep in mind that the City, Cypress County and Redcliff all have different needs.
6. The ratio between residential and non-residential mill rates is 2.11 in the City. That ratio is lower than Calgary, Edmonton and similar to Red Deer, St Albert, Lethbridge & Airdrie. Grand Prairie is the outlier with a 1.5 ratio because the residential rate is much higher. You can work at easing it to 2 - 1 or so but much more than that is out of touch with other similar cities.
7. Downtowns are the beating heart of any city. Beyond just business, a strong residential component is required to make it come alive. Graduated tax rates, off site levy

exemptions (beyond 2018), easing of permit fees and service connection costs, easing of parking restrictions (no payment in lieu) can all play a part. Find a way to build on the land opposite Riverside Park, this will encourage other development.

8. At this point, the ability of the city to add new recreational facilities is exhausted. Key to the future is to engage the community to add a broader range of users. While we have a cost recovery model, we need to look at the margin when we rise the rates are we getting more money or are we losing users to either other jurisdictions or losing them altogether. Hourly rates for Lacrosse, for instance, have nearly doubled in the last two years -- leading to some parents pulling their children from the program. Our goal is participation and a healthier lifestyle but cost is becoming an issue. We may need to create a partnership with other providers (like the YMCA which is the operator in Lethbridge). Allow private entrepreneurs to set up classes for a rental fee. There are options
9. Air travel is a catch-22 situation, airlines cannot provide cheaper service unless the ridership goes up, ridership will not increase unless prices go down. The city has rebuilt the terminal and is working on runway rehabilitation, so it has stepped up. There has to be a business model for more flights. The addition of Integra flights to Edmonton will impact Air Canada's passenger totals that used Calgary as a transfer point. We have alternatives to flying to Calgary, shuttle service and personal vehicles that are either more convenient or cost effective. We have the added difficulty of Southern Albertans using Great Falls Airport with Delta, United, and Allegiant providing flights. Certainly we must continue to discuss with our existing partners and look for new possibilities, but the reality is that there are both cost and convenience issues.
10. Communication is the key. The city and the business community, together, need to create a model of what that looks like. We need to rid ourselves of the sometimes tense relationship between the partners, and we are partners, in the future success of the city. Council's role is to task the staff with creating better solutions in discussions with business.
11. Cost containment is one of the keys for the City's success. Operations can be streamlined, staff and resources can be used more effectively and non-core responsibilities must be reevaluated. Increasing the population and the tax base is important. There is a more positive economic climate, and while there is no certainty of time the City's energy division will return to profitability. Taxes and fee increases will be in the mix but if we cut where we can, become more efficient, they can be kept to a minimum.
12. Growth and jobs (new business and residential taxpayers), a long term savings strategy (where the interest can be used not the principal), ensuring that we are more ruthless when there is less profitability in the energy division (our wholly owned oil subsidiary should have been long gone), we have exhausted our need for new large capital projects but we must continue to include road and utility infrastructure upgrades, stop borrowing -- debt servicing is over \$33 mil, just because we can doesn't mean we have to. We need to look for the pennies if we want to be successful in spending less. Work smarter, be creative, empower staff.

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