

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

I was inspired to run for City Council because I have always had a great interest in politics and economics. I was also encouraged by community members to run so fresh new ideas may be introduced. I believe the people's concerns are not being fully represented.

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

The qualifications/experiences that will assist me in being an effective councillor is my ability to manage time and priorities while demonstrating leadership when opportunities arise. I am open minded, vigorous to improve our current employment situation and understand the requirements of operating a business.

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

My top 5 strategic priorities that I will commit to during my 4-year term are:

- 1) Identify the city's strengths (agriculture and local business) and weakness (lack of diverse industries and employment).
- 2) Keep the community updated and involved by asking for suggestions and providing a public platform.
- 3) Appeal to the federal government for grants intended for upcoming and expanding businesses.
- 4) Offer incentives for businesses/industries through property tax breaks, micro loans, discount business fees/permits, and encourage current business facilitation offices while proposing good press.
- 5) Bringing back the "Medicine Hat advantage".

**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?**

If Medicine Hat can manage to develop a larger range of job opportunities, a growing populace would follow. With more income now available, increased traffic to the downtown area would be evident and give the municipality/airport the drive to lower air fares, increase flight frequencies and passenger load capacities allowing Medicine Hat to sustain its growth and expand.

**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?**

The IDP provides a sound structure to our growing municipalities by providing a 20-30 year outline of projected development. While the dilemma of the short timeframe has already been addressed, as long as communication, documentation and amendments continue, I would only caution the effects of steering traffic away from the current routes.

**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?**

The tax ratio is a complicated subject because the city does require revenue; however, to encourage business growth lower taxes are a major factor considered for upcoming and/or expanding companies. For Medicine Hat to keep its competitive edge in drawing new businesses it should follow in line with the provincial tax ratio. For instance, Medicine Hat's tax gap ratio was 2.03 compared to other municipalities at 1.73 in 2014 (Impact of Increase Non Residential Property Assessments).

The factors that should be considered when calculating the non-residential tax rates are: costs to service the property, size of the property, location of the property, and the average assessed value of the property.

**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?**

My personal vision for downtown Medicine Hat would be to have it historically restored, plant more decorative perennial shrubs and flowers, better/more parking with angle parking where space permits, heavier traffic flow, new advertisements promoting additional street festivals and activities inviting our youth to the downtown area, and to eventually become the centre of tourist attraction.

**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?**

My vision for the recreational developments in Medicine Hat would be to include more participation of our youth to keep them off the streets. My plan to accomplish this is to decrease rental fees to make our facilities more affordable. Due to our city's deficit this plan would be a long-term goal that would be implemented slowly at a more feasible time.

**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?**

Medicine Hat travellers have limited available options when it comes to air travel, but similarly to question #8, my plan would have to be implemented during a time when the city is more economically suitable for these changes. When we are economically suitable, my plan would be to subsidize the airport fees to make it more affordable for businesses and residents until enough people use the airport for it to become self-sufficient. If the air traffic continued to increase I would apply for a federal government grant (or, if feasible, include it in the budget) to increase the flight frequencies, and passenger load capacity.

**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?**

Communication and understanding are a cornerstone between businesses and municipalities. In order to succeed a more user friendly format for online use would prove to "streamline" government services for business. In regard to City Hall, if corporations were provided a designated platform, with reasonable response times, and permits/regulations put in layman's terms it would improve communication and understanding significantly.

**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?**

A proactive mindset in these situations would prove to be practical. Administrating these increases into the budget are a must and we have an obligation to the citizens of this city to continue to relieve as much pressure as possible - both residential and non-residential. Furthermore, to ensure the fee structure is reasonable I would slowly implement fee increases over time allowing for residents and corporations to adjust.

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

My plans for achieving financial sustainability is to promote industry and diversity in the job market from within our community while capitalizing on tools that are available to municipalities to increase city revenue. I will cut expenses where possible, cap services temporarily (if necessary), and continue to encourage fair regressive taxation.