



# Kelly Allard

2.Campaign Email - For Public Distribution	
Kelly@kellyallard.ca	
3.Campaign Website	
Kelly Allard.ca	
4.Campaign Social Media	
See website	
5.Who are you and why should I vote for you?	
6.What Governance, Board, Council, Community or Committee experience do you have in your past that would make you a good Councillor?	
Independent Riders Society Palliser Friends of Medicare Family, Fun and Flight Drop In Play Centre Various PTAs Matriarch of larger family	
7.What is your professional/work background & how do you think that will help with being a councilor?	
Investigative Journalist  I know how to judge whether information is credible or not I must withhold judgment until I receive all the facts I am not shy about asking for information I know how to ask questions in a way to garner information I often have to play nice in order to do my job, I can hide my distaste for a person and or their views	

I must consider both sides of a story, the truth usually lies somewhere in the middle

#### 8. What is your leadership style?

Let people do their job, step in only when necessary Most times it is processes that are lacking, not the people Make sure that people have the necessary tools to do their job Being proactive not reactive If it ain't broke, don't fix it

9.If you could only do one thing for this city in your term, what do you want that thing to be?

Restore trust in City Council and administration

10.In the event you're elected to council, and we were to review your performance 12 months down the road, what metric should we judge you on?

Regular reports on my duties, who I met with, what I accomplished, what I learned, what the residents are getting in return for their money

11.In terms of preparing for complex budgets, bylaw rest<mark>ructuring, as</mark> we<mark>ll as</mark> general communicative skills among the public and amongst council, how would you rate your readiness level for governance, and why?

Readiness - high

It has literally been my job for the past 3-1/2 years to cover City Hall, I've read tens of thousands of pages of city documents, I've watched hundreds of hours of meetings

12. Given the diverse field of candidates and polarity of opinions around the horseshoe it will be critical that council comes together as one. With the backdrop of the last 4 years and the inaction it has brought to the city collaboration and swift change will be a high expectation of the citizens.

What does collaboration mean to you? Can you describe how you plan to collaborate with your new colleagues?

Collaboration means setting aside your biases and working together with people you may not like in order to do what is in the best interests of the city and residents.

It means even when you disagree with a decision you do your best to make it work

13. How many city council meetings have you attended/viewed in the last year & what have you done to learn how municipal government works?

All of them as well as the numerous committee meetings.

It's been my job to do so, I have either attended them in person or watched them later.

14.Some councilors have sat on council for multiple terms - some might feel this hinders the City moving forward (same old, same old...)

What is your view, thoughts, or opinion on instituting 'term limits' for the number of times an individual can sit on council? What maximum number of terms do you consider acceptable?

Yes on term limits.

I think 3 terms is more than enough.

15. What is your vision for Medicine Hat in the next 5-10 years?

Maintaining what we have in good repair to avoid costs down the road

Exploit our river, make it easier for people to access it for recreational purposes, or services such as river tours or water taxis

Demolition of the old arena and build luxury condos on that site, riverfront property is highly desirable and commands a tax premium

Expand our tax base lessening the burden on all

Promote indigenous tourism, we have the name and the tepee, let's exhibit our historical sites

#### 16. What would you do to restore trust within the community?

Introduce accountability by having council

- visitors log,
- quarterly expense reports
- gift registry
- reports on conference attendance

Put anything FOIPable (ATIA) on the city website

#### 17. What do you believe is the role of City Council versus the role of the City Manager?

Council can tell the City Manager what to do but not how to do it

Eg they can tell the City Manager to lower taxes by X amount but cannot tell them to do it by firing a certain number of people

#### 18. What are your thoughts on a Ward or Council responsible for an area of the city?

It seems to me that the reason for this is lack of accountability. The city should come up with the way to make sure the council members are responding to residents in a timely manner.

#### 19.Are you able to give 100% of your time to Council or do you have another business that will split your time commitment?

It has literally been my job to cover council so no, there is nothing that will split my time commitment

#### 20.If you could change one thing/decision this last council did, what would that be, and why?

The hiring of Ann Mitchell. My news organization rece<mark>ived comm</mark>unication from people in Ontario, who had her as their chief administrative officer. From what they told us, it was pretty obvious that our council had not bothered to speak to anybody, they raised some red flags.

Even without that communication, she had no experience in running a city our size.

Someone might look good on paper, but you really have to dig into their past. They should've hired another headhunter.

#### 21. What was the biggest challenge with Council in the last term and what can be done to resolve that moving forward?

The biggest challenge was the whole issue of the mayoral sanctions. Seven members of council went nuclear with them, going down the list and ticking every box.

When they were criticized for such extreme sanctions they did not back down; instead they doubled down, which ended up in a judicial review with the judgement that made council look incompetent and vindictive.

They made it worse when they did not even abide by their own policies and paid for the city manager's legal fees, even when external legal opinion said that they should not.

Council needs to do everything by the book. If they don't like the way the book is written, they don't get to ignore it, they must change it first before acting.

Not only must they do everything by the book, they must be seen to be doing everything by the book. Communication needs to be open and honest.

### 22.Can you share an example from your time on council, on a committee or in your personal life where you had to weigh conflicting information or opinions? How did you decide which input was most reliable?

First of all, I have learned to pick my battles. Is this worth the time to have an extended discussion? I have seen council argue for hours over a decision that is not going to involve spending any money. Meanwhile, they can vote on spending \$1 million at the drop of a hat.

When receiving conflicting information or opinions, number one, I consider the source. If both sources are credible, then I will get someone to play devils advocate with me. I will put forth all my arguments, and I get them to poke holes in them.

Sometimes you have to weigh logic with compassion. It might be logical and prudent to make a certain decision, but that decision may be cruel and not in the best interests of the community.

#### 23.Do you believe there is a different standard or different set of rules for you/Council vs. average citizens?

Yes. Council members should be held to a higher standard.

24. Everyone makes mistakes. I'd like to know, if you make a mistake do you accept accountability and own up to it? Or do you say nothing and perhaps blame it on someone else?

I learned a long time ago that people can forgive mistakes if you admit to them. When I screw up, I admit it. I learned a long time ago that people can forgive mistakes if you admit to them. When I screw up, I admit it. We actually learned more from our mistakes than our successes.

25. Given the diverse field of candidates and polarity of opinions around the horseshoe it will be critical that council comes together as one. With the backdrop of the last 4 years and the inaction it has brought to the city collaboration and swift change will be a high expectation of the citizens.

What does collaboration mean to you? Can you describe how you plan to collaborate with your new colleagues?

Asked and answered in question number 12

26. How will you hold yourself accountable for building, nurturing, and maintaining professional relationships in your role?

I'm not sure what this question is asking. I require more information.

27. What do you feel the role of for mayor and municipal councils to advocate when the provincial government makes decisions which damage the community?

The mayor and municipal council should be front and centre and being very vocal about decisions which are damaging to the community.

It is the role of mayor and municipal councils to advocat<mark>e for their resi</mark>dents and not to cater to the whims of higher governments

28.What are your plans for regional collaboration and building relationships with Cypress County, Redcliff and Brooks?

We already have an intermunicipal board that is doing that. I would rely on insight from them and the experts that we have working for the city for information.

29.Is promising a property tax freeze or a promise to not increase taxes realistic? How would you propose to implement any taxation plans.

A property tax freeze or a promise to not increase taxes is not realistic. The money has to come from somewhere.

I would not implement any new spending without increasing our tax base.

30.Most candidates tend to say "I won't raise taxes". How do you plan to support essential programs as services with less money?

I am not one of those candidates.

I would like to see a forensic audit of our finances. I'm not looking for evidence of crimes, but people do make mistakes. Maybe there are processes that can be improved thereby lowering expenses. Employees often have the best ideas to lower cost, I would be asking them first.

31. Are you for or against lower business expenses, fees and taxes at the cost of residential taxes going up?

I am open to looking at ways to alter the way taxes are applied

32. What is your plan to grow the tax base?

Number one, we have to restore trust in City Hall. City Hall has proven to be unreliable in following its own bylaws and policies. Nobody is going to invest with somebody they cannot trust.

We have experts on staff in City Hall that have training in how to manage and grow a city, but council has put all kinds of roadblocks in their way.

Council has it within their power to restore trust by introducing accountability measures, measurable metrics that can be seen. We have outgrown the age where you can do business with a wink and a nod. We have to act like professionals.

33. What services are you proposing to cut to be able to promise no tax increases (or even lower taxes). What roads won't be maintained? What recreation facilities will be closed? what parks won't be maintained? What infrastructure repairs will be deferred?

I am not promising no tax increases or lower taxes.

I want to make sure that what we have is maintained in a proper manner. I don't want repairs kicked down the road to the point where the building start falling apart like what we had with the Moose and Crestwood pool.

34. How would you handle all the asks put forward to the city while juggling amendments to the budget?

I don't want budget amendments, they have to stop.

All of the things that the city supports on an as needed basis should be brought to council before the budget is passed. Either it's in the budget or it's not. People should only be coming to council in the interim if it's an emergency, otherwise it should probably wait until the next budget cycle.

One good thing that this past council did was to bring in a fund that the city could draw on for these budget amendments over the year and once that money is gone it's gone.

However, when the Community vibrancy advisory board made their grant recommendations, councillor Hider added on extra money for Spectrum. Spectrum is a great organization, but the community vibrancy advisory board had already made the recommendations, council over wrote it. What is the point of having the advisory board if council is just going to do whatever the hell they want?

35.If Council freezes taxes, will they also pass a freeze on rental increases?

Council does not have that power, I wish they did. They can advocate to the province for rent control.

36. What steps will you take to protect local decision-making, strengthen our economy, and ensure that common-sense governance prevails over ideology?

I am not sure what this question is asking. I require more information.

37. What do you believe is the role of consultants hired by the City and the value you believe they bring if they are from outside of our city?

Consultants should only be hired to address a temporary lack that our city staff has. If it is an ongoing need, then we should have this person on our staff.

A temporary consultant from outside the city can be useful because they can bring a different perspective.

38. What are your thoughts on the narrowing of Division Ave? What do you see as the concerns or hazards related to that roadway now?

I was under the impression that before the design was created that all of the emergency service providers were consulted. I would like to see that consultation.

I grew up on the West Coast where we had a lot of windy and narrow roads. A lot of them have no room to pull over for emergency vehicles to get through, but they figure it out.

39. Would you consider re-building Division Ave to correct the mistakes that were made?

I am not sure what this is asking, I would need more information as to exactly what mistakes they're referring to

40. Where do you stand on creating the MCC and why?

No MCC.

We are already supposed to have energy industry experts on our staff.

Before doing anything like an MCC, I would like to see a forensic audit. I want to know exactly what shape our facilities are in, how much investment is going to be needed over the next 20 years, the maintenance schedule, has everything been maintained properly Etc.

I want to know exactly what is going on to trigger this recommendation for an MCC.

#### 41. What are your views on the solar project?

I do not have enough information on this at this time.

That being said, solar technology has got a lot better in recent years. Even an inch of snow on solar panels is not enough to diminish its capacity. We are the sunniest city in Canada, we should be using that to advantage.

### 42. Will you be able to help keep our utility bills as the lowest in the Province since we currently own our own utilities? How do you plan to achieve this?

I do not have enough information to answer this question because I do not know exactly what shape or utility system is in.

#### 43. What are your thoughts on selling Medicine Hat Utilities?

Before making a decision, I want to see a forensic audit.

#### 44.What is your plan to address the issues related to crime, mental health and addictions in Medicine Hat?

We cannot police our way out of this. We don't have enough judges, or prosecutors or legal aid lawyers in this province so many of the smaller crimes are not even getting to court.

Many of the undesirable behaviours in the city can be solved simply with giving people a door to shut and food to eat.

I would like to see transitional housing built, something in between the emergency shelter and a regular apartment. There is a project in Duncan BC called the Village. It consists of a number of sleeping cabins with 24 hours security, wrapped around services, etc. It allows people to have a door that they can shut and lock, they can get support and services on site, it allows them a chance to feel safe and secure so that they can plan for a future. This is in a residential area, very close to a commercial area, and a lot of the problems have disappeared since the Village opened. Crime has decreased, people were no longer setting fires to stay warm and dry, and there was a huge decrease in open drug use.

Mental health and addictions comes under the purview of the province. I am already on the board of the Palliser Friends of Medicare and we are already advocating on these issues.

#### 45. Is there more we can do (or should do) to reduce criminal activity in our city?

Much of the crime that people are concerned about is done by people who are trying to survive.

Shelter, mental health, addictions, that is all under the province's purview.

#### 46. Where do you believe the emergency shelter should be located?

To me, this isn't so much about where as it is about how it's going to be wrong. A properly run shelter is not noticeable.

I asked the mustard seed CEO James Gardiner if they had a good neighbour plan for the allowance Avenue location. He said no I asked why not. He said because they weren't asked for one.

I would put demands in place to ensure that the shelter is going to be run in a manner that will not disrupt whatever neighbourhood it ends up in.

The fact that the minister in charge Jason Nixon is the son of the Mustard Seed founder. Pat Nixon is a huge red flag to me.

#### 47. What is your position or perspective on flags on public buildings or government buildings?

I'm not sure what this question is asking. I need more information.

#### 48. What is your view on the proposed bylaw amendment (Land Use) to enable backyard chickens?

I've been walking on the trails in our city, and I walked behind numerous backyards. I ran into a number of very noisy dogs, some were just barking and running up to the fence.

To me it comes down to being a good neighbour. Make sure they are secure, clean, and their enclosure is not an eyesore. No roosters and a limit on the amount of hens

Make sure they are secure, clean, and their enclosure is not an eyesore. No roosters and a limit on the amount of hens.

People are already allowed to keep tons of pigeons and neighbours don't get to complain about that.

### 49. What do you believe is the Medicine Hat Advantage? How will you promote this advantage and increase our quality of life in Medicine Hat?

Our Medicine Hat advantage is the amount of sun we get and the little bubble that we seem to have here that avoids the most severe weather. I grew up on the West Coast and winters were dark, wet, rainy, and depressing. I prefer being here in the winter time even when it's 40 below as long as that sun is shining. You couldn't pay me to move back to the Coast.

I also like the fact that within 10 minutes, you can be out of the city and on the highway. We have a ton of motorcycles in the city. People who have money to spend on recreational vehicles have money to spend. We should be encouraging more motorcycle tourism because we are a great jumping off point to access various attractions as a day trip from our location.

#### 50. Would you strive to reduce the number of employees at City Hall?

This is where the forensic audit comes in. We can see if there are positions that are overlapping, maybe some of those people can be reassigned to areas where we are lacking staff. Maybe we can reduce our dependence on contracted services.

I would not like to see a mass firing, I would rather see positions removed by attrition, when people quit or retire their position just doesn't get filled.

### 51.Is there a way we can break down jobs on the local bids and tenders site so more for small businesses can obtain opportunities? Example: Mow a park, but the bid also includes cement pouring as well.

I have heard this suggestion before, it seems like it is something well worth looking at.

#### 52.Is there anything Council can do to prevent large corporations from monopolizing housing in Medicine Hat?

I do not know, I would certainly explore that if there is anythin<mark>g tha</mark>t the city is permitted to do

#### 53. What would you do to advertise and promote Medicine Hat to the rest of the country?

I've already been doing that, I talked to everybody and tell them how wonderful Medicine Hat is.

I am not a marketing professional, for that I would rely on people who have the actual training. They have ideas and techniques. I've never even heard of. That would probably be much better than anything I could personally come up with.

### 54.Every candidate has brought up "creating jobs and growing local economy". What is your position on remote work/jobs at City Hall?

I suppose it depends on the job and if we have anybody locally who is qualified.

If the only suitable applicant lives outside of the city, they are not going to move here unless we give them a moving allowance, which is expensive. If it doesn't work out like it did with our city manager, then we might be in the hook for those expenses.

I think what I would do is include a clause in the contract. They can stay where they are for right now until the probationary period is over, and then they would be expected to move to the city within a certain period of time. That would ensure that they are a good fit for the city and we wouldn't have to pay the moving costs upfront.

#### 55. How will you ensure Medicine Hat remains a welcoming place to all and uphold policies that protect marginalized communities?

I would like to see more representation in certain areas. For example, the police commission. I would like to see a seat reserved for a First Nations representative. I would like to see a seat reserved for a representative from new Canadians.

The sort of thing can be expanded to include other marginalized communities that I have not mentioned.

#### 56. What is your plan to grow Medicine Hat's population?

Medicine Hat has been in the news far too much for negative things. Who wants to move to a city where it is perceived that City Hall can do whatever the hell it wants with impunity and cannot be trusted?

I would like to make City Hall boring again, where they follow all the rules, where there are no controversies, where things are done in the proper and legal manner.

#### 57. What is your approach to the complex infrastructure problems our city faces?

I am not sure what this question is asking, I require more information.

My philosophy is that we must maintain what we have in good condi<mark>tion, on tim</mark>e and quit kicking maintenance down the road. All too often maintenance gets delayed because they want to balance the budget instead of admitting we screwed up. We don't have enough money. That ends up costing us down the road. We have pipes underground that are over 100 years old that should've been replaced decades ago.

#### 58. What would you do to move forward Medicine Hat as a labour friendly community?

I am not sure what this question is asking, I require more information.

#### 59. What is your opinion of un-unionized workplaces and do you support them?

It is not the cities jurisdiction to approve or disapprove of un-unionized workplaces.

60. Surveys have indicated that a significant reason for people to choose to move to Medicine Hat are the parks and recreation facilities along with natural areas.

How would you as Mayor of Medicine Hat prioritize supporting parks and natural areas within Medicine Hat as a component of quality of life for Medicine Hat citizens?

N/A

## 61.Climate change will increase extreme weather events and low stream flow in the South Saskatchewan River. The City of Medicine Hat will be challenged to provide water and other support services due to climate change in the future. How can the City Council and leadership best develop resiliency in face of these challenges?

The city should be developing a water policy right away.

They can start reducing water usage by planting drought resistant plants. As lovely as those standalone planters are by City Hall, they require a lot of water and a lot of labour to keep them looking beautiful.

They can make sure that all of our irrigation is updated so that water can be shut off from a central point instead of having to go out and manually turn the irrigation sprinklers on and off.

The city of Vancouver has been on water restrictions for a couple of decades now. During the summer nobody is allowed to water their lawns, they can only hand water during certain hours in the morning.

The south Saskatchewan river has seen record lows this year. We must prepare for the future.

#### 62. What is your plan to keep young people in this city?

Young people need to have the hope of owning their own home. Affordable housing would be a good good start.

63. Tourism is an important economic driver for Medicine Hat. When elected my hope is that the Council and Mayor will plan to safeguard the natural areas and beauty of the city so visitors will continue to make it a holiday destination, or even their new home. After all, all Canadian cities have swimming pools, rinks and arenas but no other Canadian city has the beauty and health-giving benefits of Medicine Hat's river, coulees and parks. The citizens of Medicine Hat need clean water, air and soil as well as wild spaces and wildlife. These things are of real cultural and economic value to us all.

When considering the approval of expanding or new business and manufacturing developments how high a priority should the Council and Mayor give to environmental stewardship?

Environmental stewardship should be a high priority. We have a beautiful city and I want to keep it that way.

64. There is a large impact that constantly changing policies have on the business sector and citizens of Medicine Hat involved in the hospitality and care industries. What are your views/stance on Temporary Foreign Workers, Student visas and RNIP for the city if the federal government reintroduces the policy?

I am not sure what the question is asking. Municipal governments have no control over what the federal government does.

65.As an avid cyclist, I commuted the last 7 years of working on streets, and found it was fine. Medicine Hat has a great system of recreational pathways but they need to be maintained better and expanded. Therefore there is no need restriction city vehicle traffic for bike lanes.

Do you favour using city funds to maintain and expand rec<mark>reational bi</mark>ke paths or do you favour spending city funds on commuter bike lanes on streets?

The biggest issue I have with commuter bike lanes is the safety. It is very easy for a car to go just a little bit sideways and hit a cyclist. I think they would only be useful if there was a physical barrier to protect the cyclist. That would mean that you wouldn't have any approaches onto the street from driveways or businesses.

I very much like the trail system, but then you've got some commuter cyclists who are going very quickly when you've got children on those same trails. I don't know what the answer is, I think someone who is an active cyclist would know better than me.

66. Will you support the construction of a new recreation center in South Ridge during your term? Why or why not?

I love the concept drawings of the Southridge recreation center, but it is not something that we can afford at this time. I would support it if the city reached a certain metric such as "the tax base grew by X percent".

67. When it comes to mental health and addiction, much of the conversation focuses on treatment. But recovery is not a short term problem, it's a long term journey and the data shows that post-care should not be treated as 'extra' but as a core part of recovery. Post-care, peer support, and recovery coaching organizations often struggle with short-term, unstable funding. What would you do to ensure these programs are properly funded and sustained long-term, rather than relying on temporary project grants?

This is a provincial matter, not a municipal one.

I am on the board of the Palliser Friends of Medicare, I agree with their stance on addictions and mental health.

I do not believe that abstinence is the answer. I took prescription morphine for over 20 years for my chronic pain, if somebody would've told me that I had to stop using it. I would've ended up using street drugs or dying by suicide. I never once misused or abused my medication, I never sold it, I never overdosed on it. I was able to get the mental health help that I needed to be able to manage my chronic pain and was able to reduce my pain meds to the point where I decided I was going to go off of it. I haven't taken it for well over a year and a half, and nobody can even point to the change in my behaviour because there was none.

 $68. Do\ you\ support\ Medicine\ Hat\ paying\ Redcliff\ to\ handle\ our\ composting\ program?$ 

I would need more information on this before having an opinion.

69. Activities for generations are very separated in Medicine Hat. How would you promote intergenerational living and learning?

Where I grew up in Steveston BC, we lived in a housing development that supported various levels of income. At one and where the detached homes where that more people lived. In the middle were the duplexes and our end where the attached townhomes. It was a strata Development with a building that held a pool, hot tub, wet, sauna in each one of the change room and a meeting room. My mom told me a story when she was sitting in the hot tub and a couple people were talking about how they didn't like that. The poor people had moved in at the other end of the complex and she said I'm one of those poor people. They said oh no no we weren't talking about you..I would like to see that every new development in the city have a variety of housing.

70. We have heard for a long time that there will be a second entrance to Saamis Heights. It has not happened, the traffic is getting worse and it is becoming very difficult to enter and leave the area, what will you do to see that this actually happens and when?

This is something that never should've been allowed to happen in the first place. There should always be two ways out of a development. It is incredibly dangerous to not have a second escape route.

This would be high on my priority list especially given the amount of grass fires that we've had this year.

