



# Robert Dumanowski

## 2.Campaign Email - For Public Distribution

rob dum@medicinehat.ca

## 3.Campaign Website

## 4.Campaign Social Media

@Robert.Dumanowski

## 5.Who are you and why should I vote for you?

I am honoured and privileged to call myself a long-serving city councillor with experience, dedication, and a strong understanding of Medicine Hat's needs and priorities. Over my time on council, I have worked to ensure responsible budgeting, transparent decision-making, and policies that support families, businesses, and community growth. I care deeply about our city and believe in listening to residents, working collaboratively, and making balanced decisions that serve the best interests of the whole community. If re-elected, I will continue to bring knowledge, integrity, and commitment to the role, helping Medicine Hat remain a safe, vibrant, and thriving place for all residents.

## 6.What Governance, Board, Council, Community or Committee experience do you have in your past that would make you a good Councillor?

My experience as a long-serving city councillor has given me a strong foundation in governance, decision-making, and working collaboratively on behalf of the community. Over the years, I have chaired or vice-chaired every Standing Committee, serving on a variety of boards, committees, and community groups that focus on areas such as finance, infrastructure, recreation, and social supports. These roles have required careful review of information, listening to diverse perspectives, and making balanced choices. This experience has prepared me to continue serving effectively, ensuring that council decisions reflect both the community's priorities and the need for long-term financial and social sustainability.

## 7.What is your professional/work background & how do you think that will help with being a councillor?

My professional background includes many years of service as a city councillor, along with a career in education as a school principal. Both roles have strengthened my skills in leadership, budgeting, communication, and problem-solving. As a principal, I am responsible for managing resources, supporting staff and families, and making decisions in the best interest of students—skills that translate well to city governance. On council, I have applied this experience to ensure responsible financial management, transparent decision-making, and community-focused leadership. This combination of professional and council experience prepares me to continue serving effectively and responsibly.

## 8. What is your leadership style?

My leadership style is grounded in servant-leadership, which means putting the needs of others first and focusing on how I can best serve the community. I believe in listening carefully, respecting diverse perspectives, and working collaboratively to find solutions that benefit the whole city. Integrity, transparency, and fairness guide my decision-making, and I strive to build trust through open communication and accountability. As a councillor, I see leadership as a responsibility to serve—helping ensure decisions are made thoughtfully, responsibly, and with the well-being of Medicine Hat residents at the heart of every choice.

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

If I could focus on one thing during my term, it would be doing everything possible to grow economic development in Medicine Hat. A strong, thriving local economy benefits everyone by creating jobs, supporting businesses, and generating the resources needed for community services and infrastructure. I would work to attract new businesses, support local entrepreneurship, and encourage investments that align with the city's long-term goals. By fostering economic growth responsibly and strategically, we can strengthen the community, improve quality of life for residents, and ensure Medicine Hat remains a vibrant, sustainable, and prosperous city for the future.

## 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?

If I am privileged to be re-elected by the citizens of Medicine Hat to once again be on council, I believe my performance should be judged on my ability to make thoughtful, responsible, and transparent decisions that benefit the community. Key metrics could include the effective management of city finances, progress on economic development initiatives, support for community programs and infrastructure, and responsiveness to residents' concerns. I would also welcome feedback on how well I collaborate with colleagues and contribute to a positive, productive council environment. Ultimately, my goal is to serve the best interests of Medicine Hat, and I would measure success by tangible improvements in community well-being, trust, and long-term sustainability.

## 11. In terms of preparing for complex budgets, bylaw restructuring, as well as general communicative skills among the public and amongst council, how would you rate your readiness level for governance, and why?

I believe my readiness for governance is high due to my long experience as a city councillor. I have participated in complex budget planning, reviewed bylaws, and contributed to discussions that balance financial responsibility with community priorities. My experience has also strengthened my communication skills, both in explaining decisions to residents and collaborating with fellow councillors. I am confident in my ability to navigate complex issues, ask informed questions, and help guide council toward thoughtful, transparent decisions. This combination of experience and practical knowledge prepares me to continue serving effectively and responsibly in all aspects of city governance.

## 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 working respectfully and constructively with others, valuing diverse perspectives, and focusing on shared goals for the community. It requires listening carefully, finding common ground, and making decisions based on facts and the long-term needs of residents. I plan to collaborate with my colleagues by fostering open communication, engaging in thoughtful discussion, and seeking solutions that balance differing viewpoints. While disagreements are natural, I will work to build consensus whenever possible and maintain a professional, solutions-focused approach. My goal is to ensure council acts efficiently and effectively, delivering results that meet citizen expectations and strengthen Medicine Hat as a whole.

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

Over my years on city council, I have attended and actively participated in the majority of city council meetings, reviewing agendas, minutes, and reports to stay fully informed. I have also taken steps to deepen my understanding of municipal government by engaging with colleagues, attending committee and board meetings, and staying current on city policies, bylaws, and financial statements. This ongoing involvement has allowed me to see firsthand how decisions are made, how budgets are managed, and how priorities are set. By combining observation, active participation, and continuous learning, I remain well-prepared to serve residents effectively and responsibly.

## 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?

I believe experience on council is valuable, as long-serving councillors bring institutional knowledge, an understanding of city finances, and insight into community priorities. At the same time, fresh perspectives are important to encourage innovation and new ideas. Councillors who serve multiple terms have been duly elected by the community, which speaks to the trust residents place in their leadership. Term limits should not automatically remove experienced leaders who continue to serve effectively. The focus should be on maintaining a council that is accountable, responsive, and able to balance experience with new voices to move the city forward.

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

My vision for Medicine Hat over the next 5-10 years is a vibrant, sustainable, and inclusive community where residents and businesses thrive. I see a city that continues to manage finances responsibly while investing in infrastructure, recreation, and essential services. Economic development, job creation, and support for local businesses will be key priorities, along with affordable housing and programs that enhance quality of life for all residents. I envision open, transparent, and collaborative governance that listens to community input and responds effectively. Ultimately, my goal is a city that is safe, prosperous, and welcoming for current and future generations.

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

Fostering trust within the community starts with transparency, accountability, and consistent communication. I would ensure residents have clear, accessible information about council decisions, budgets, and city priorities. Listening to residents' concerns, engaging in open dialogue, and responding thoughtfully are essential steps to rebuild confidence. I would also focus on delivering on commitments, making decisions based on facts and community needs, and demonstrating integrity in all actions. By fostering collaboration, being approachable, and showing respect for diverse perspectives, I aim to strengthen the relationship between council and residents, creating a culture of trust, openness, and shared responsibility for the future of Medicine Hat.

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

The role of City Council is to provide leadership, set policy, approve budgets, and represent the interests of the community. Council focuses on vision, priorities, and long-term goals, ensuring decisions reflect the needs and values of residents. The City Manager, on the other hand, is responsible for implementing council's decisions, managing city operations, and providing professional advice and expertise. Together, this relationship balances strategic direction with operational execution. Council provides oversight and guidance, while the City Manager ensures efficient, effective delivery of services. Both roles are essential to maintaining a well-functioning, accountable, and responsive municipal government.

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

I believe Medicine Hat's current at-large council system allows councillors to consider the needs of the entire city rather than focusing on a specific area. This encourages decisions that benefit all residents and ensures resources are allocated fairly across the community. At the same time, councillors remain attentive to local concerns through community engagement and communication with residents from all neighbourhoods. While ward systems can provide focused representation, I feel the at-large approach promotes broader collaboration and accountability, helping council make balanced decisions that consider both individual areas and the long-term priorities of Medicine Hat as a whole.

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

I recognize that serving on City Council is considered a part-time role, allowing individuals from diverse backgrounds to bring their experience and perspectives to public service. Making the position full-time could preclude many valuable members of the community from running for office. I am fully committed to dedicating the time and energy necessary to fulfill my council responsibilities. My ongoing role as a school principal keeps me closely connected to the diverse needs of our community, providing insight that informs my decisions and ensures I remain responsive to residents while serving effectively and responsibly.

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

If I could change one thing from the last council, it would be to strengthen collaborative decision-making on key community initiatives. While thoughtful deliberation is important, ensuring that all perspectives are heard and valued before decisions are made can lead to better outcomes and greater public confidence. By fostering open dialogue, actively listening to both colleagues and residents, and seeking consensus where possible, council can make informed, balanced choices that reflect the needs of the community. My goal is to continue promoting a collaborative approach that delivers results, builds trust, and benefits all residents of Medicine Hat.

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

One of the biggest challenges with Council in the last term was balancing differing viewpoints while ensuring timely and effective decisions for the community. While debate and diverse opinions are valuable, they sometimes slowed progress on important initiatives. Moving forward, the focus should be on fostering a collaborative and respectful environment where all perspectives are considered, and council works together toward common goals. By prioritizing open communication, listening to residents, and seeking consensus wherever possible, council can address challenges efficiently. My goal is to support a cooperative approach that delivers results, strengthens public trust, and benefits all residents of Medicine Hat.

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?

During my time on council, I have often had to weigh conflicting information and opinions, such as when reviewing budget proposals or community initiatives. Difficult decision-making is part and parcel of governance, and it requires careful consideration of all perspectives. In some instances, stakeholders provided differing views on proposed projects. To determine the most reliable input, I reviewed supporting data, consulted experts, and considered long-term impacts on the community. By combining factual evidence with resident input, I made an informed, balanced decision. This approach reflects transparency, accountability, and serving the best interests of Medicine Hat.

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

I do not believe there should be a different standard or set of rules for council members compared to the average citizen. Elected officials are entrusted with public responsibility and must uphold the same laws, policies, and ethical standards that apply to all residents. In fact, council members are held to a higher level of transparency and accountability because their decisions impact the entire community. I am committed to acting with integrity, following the rules, and being open and honest in all my actions. Upholding these standards helps build trust and confidence in local government.

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 believe accountability is essential for effective leadership. If I make a mistake, I take responsibility and work to address it openly and honestly. Leadership is about learning from errors, correcting them, and ensuring they do not happen again. Blaming others or avoiding accountability undermines trust and transparency. I strive to model integrity by acknowledging mistakes, communicating openly with colleagues and residents, and taking steps to resolve issues. Accepting responsibility not only strengthens my ability to lead effectively but also builds confidence in council and demonstrates to the community that their leaders are committed, trustworthy, and accountable.

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?

To me, collaboration means working respectfully and constructively with others, valuing diverse perspectives, and focusing on solutions that benefit the entire community. It involves listening carefully, finding common ground, and making decisions based on facts and the best interests of residents. I plan to collaborate with my colleagues by fostering open communication, engaging in thoughtful discussion, and seeking consensus wherever possible. While disagreements are natural, I will approach them professionally, keeping the community's needs at the forefront. My goal is to ensure council works as a unified, effective team that delivers meaningful results for Medicine Hat.

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

I believe accountability in building and maintaining professional relationships starts with integrity, respect, and consistent communication. I will hold myself accountable by actively listening to colleagues, residents, and stakeholders, addressing concerns thoughtfully, and following through on commitments. I will approach relationships with professionalism, seeking collaboration while valuing diverse perspectives. Regular reflection on my interactions and seeking feedback will help me improve and maintain trust. By fostering open, respectful, and constructive relationships, I can contribute to a positive council environment and ensure that all voices are considered, helping council work effectively for the benefit of Medicine Hat residents.

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?

When provincial decisions negatively impact the community, it is the role of the mayor and council to advocate strongly and responsibly on behalf of residents. This means clearly communicating the community's concerns, presenting well-researched information, and working with provincial representatives to seek solutions that protect local interests. Advocacy should be constructive, professional, and focused on achieving positive outcomes while maintaining respectful relationships with all levels of government. By voicing the community's needs, collaborating with partners, and exploring creative solutions, council can help mitigate negative impacts and ensure Medicine Hat continues to thrive despite external challenges.

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

Regional collaboration is essential to address shared challenges, maximize resources, and create opportunities for growth across Medicine Hat, Cypress County, Redcliff, and Brooks. My plan is to build and maintain strong relationships with neighbouring municipalities through regular communication, joint planning initiatives, and cooperative projects that benefit the entire region. By working together on economic development, infrastructure, recreation, and social services, we can achieve efficiencies and strengthen community outcomes. I will advocate for open dialogue, shared decision-making where appropriate, and mutual support, ensuring that Medicine Hat remains a constructive partner while fostering a stronger, more connected, and prosperous region for all residents.

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

Promising a complete property tax freeze or no increase is somewhat unrealistic, as the City must balance community needs, rising costs, and long-term financial stability. Responsible taxation requires careful planning, transparency, and consideration of both operating and capital priorities. I would propose implementing taxation plans through thorough review of budgets, identifying efficiencies, and ensuring that revenues align with community services and infrastructure needs. Any adjustments should be communicated clearly to residents, with rationale and impacts explained. My focus is on sustainable, fair, and predictable taxation that meets the needs of Medicine Hat while minimizing the burden on taxpayers.

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

Supporting essential programs with limited resources requires careful planning, prioritization, and efficiency. I would focus on reviewing budgets, identifying cost-saving opportunities, and ensuring resources are directed to the services that matter most to residents. Collaboration with staff, council colleagues, and community partners is key to finding creative solutions that maintain service levels without unnecessary spending. Transparency and communication with residents about challenges and trade-offs are also essential. By making thoughtful, informed decisions and using taxpayer dollars wisely, we can continue to provide quality services, maintain community programs, and invest in priorities that strengthen Medicine Hat, even in times of fiscal constraint.

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

I believe decisions about business expenses, fees, or taxes should be made carefully to support both local businesses and residents. Encouraging economic growth is important for jobs and community vitality, and over the years the City has worked to lower or maintain the residential versus business tax ratio, showing a commitment to balance. I would continue to focus on finding efficiencies, exploring alternative revenue sources, and implementing thoughtful policies that support businesses while maintaining responsible fiscal management. The goal is to create a healthy, sustainable economy that benefits everyone in Medicine Hat and keeps our community thriving.

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

My plan to grow the tax base focuses on supporting local businesses, attracting new investment, and encouraging economic development. By creating an environment where businesses can thrive—through reasonable taxes, streamlined processes, and strong community partnerships—we can generate more jobs and increase the city’s revenue sustainably. I also support initiatives that promote entrepreneurship, innovation, and regional collaboration, helping Medicine Hat become a hub for new opportunities. Expanding the tax base through economic growth ensures the city can continue providing quality services, infrastructure, and programs without overburdening residents, while fostering a vibrant, prosperous, and resilient community for everyone.

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 do not propose cutting essential services, closing facilities, or deferring critical infrastructure to avoid tax increases. Maintaining the quality of city services, recreation, parks, and infrastructure is vital for residents’ quality of life. Instead, I focus on responsible budgeting, finding efficiencies, and exploring alternative revenue sources to manage costs effectively. By reviewing expenditures carefully and prioritizing long-term sustainability, we can ensure services are delivered efficiently without compromising the community. My goal is to maintain a balanced approach that preserves the city’s assets and services while being mindful of taxpayers’ financial impact.

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

Handling multiple requests while managing budget amendments requires careful planning, prioritization, and collaboration. I would approach each request by reviewing its alignment with community priorities, assessing financial impact, and consulting with city staff and colleagues to understand feasibility. Open communication with residents is key to explaining trade-offs and decisions. By focusing on efficiency, exploring creative solutions, and making data-driven choices, council can address important asks while maintaining fiscal responsibility. My goal is to ensure resources are used wisely, essential services are preserved, and decisions are transparent, balancing immediate needs with long-term sustainability for the benefit of all Medicine Hat residents.

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

While City Council has authority over property taxes, rental rates are generally set by landlords and are regulated under provincial legislation, so the City does not have direct control over rental increases. That said, council can support affordable housing initiatives, encourage new rental development, and work with community partners to help keep housing options accessible and affordable. By focusing on economic growth, housing strategies, and community support programs, the City can help mitigate cost-of-living pressures for renters. My goal is to ensure residents have opportunities for safe, stable, and reasonably priced housing, while maintaining fiscal responsibility and community well-being.

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

To protect local decision-making and strengthen our economy, I will focus on pragmatic, evidence-based solutions that reflect the needs and priorities of Medicine Hat residents. This means carefully reviewing proposals, seeking expert advice, and listening to community input before making decisions. I will advocate for policies that support local businesses, encourage economic growth, and maintain fiscal responsibility. By prioritizing practical solutions over ideology, council can make balanced, effective decisions that benefit the community. My goal is to ensure governance remains transparent, accountable, and focused on results, fostering a strong economy and a city that serves all residents well.

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 play an important role by providing specialized expertise, objective analysis, and fresh perspectives that may not exist within city staff. While hiring consultants does have an initial cost, they are not on the city's payroll, which can save money compared to adding permanent staff. External consultants bring knowledge from other municipalities and industries, helping council make informed decisions on complex projects or policies. Their work complements city staff and provides clear, unbiased advice. Used thoughtfully, consultants enhance decision-making, improve outcomes, and ensure that Medicine Hat benefits from expertise efficiently and responsibly, without long-term payroll commitments.

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?

The narrowing of Division Avenue generated significant concern from residents, highlighting the importance of careful planning and effective communication. While narrowing can improve pedestrian or cyclist infrastructure and neighbourhood livability, it can also create congestion, visibility issues, or challenges for larger vehicles. Any duplication of this approach elsewhere in the city is unlikely due to these concerns. Going forward, I will ensure traffic changes are accompanied by clear, transparent communication with the public. By monitoring traffic patterns, consulting experts, and listening to residents, council can make informed decisions that balance safety, mobility, and community needs.

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

Re-building Division Avenue is a significant decision that requires careful consideration, especially given the substantial dollars already invested in the project. While some residents have expressed concern about the current configuration, immediately ripping it up would not be cost-prudent. Any future modifications should be based on thorough analysis, input from residents, and expert recommendations. My focus is on ensuring decisions improve safety, traffic flow, and functionality without unnecessary expenditure. Clear communication with the public would remain paramount so residents understand the rationale and potential benefits. The goal is a balanced approach that serves the community effectively and responsibly.

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

Under a municipally controlled corporation (MCC) model, our utility will always remain publicly owned. This allows flexibility, innovation, and partnerships while keeping residents in control. Calgary and Edmonton have used Enmax and Epcor to return hundreds of millions of dollars to their communities to offset property taxes through their own MCC. Medicine Hat has the same potential if managed well. Likewise, linking the MCC to a Rate Review Committee (RRC) will ensure oversight, transparency, and fair rates. This model protects residents, supports jobs, and provides steady revenue to help keep taxes lower while positioning the utility for long-term success. We must do a better job of explaining the MCC model to the ratepayer before moving forward.

41. What are your views on the solar project?

Owning the Saamis Solar 'play' gives Medicine Hat a strong advantage as industries increasingly require renewable energy to meet their green environmental goals. The fact is, if we can't provide local options, businesses may invest elsewhere. Any expansion must make financial sense and deliver clear benefits—creating local jobs, supporting business growth, and promoting sustainability. Council should continue to investigate public ownership while exploring smart partnerships that protect taxpayers and provide opportunities. Done right, renewables can attract new industry, help existing companies meet sustainability targets, and diversify the local economy. With a solid business case, accountability, and measurable community benefits, Saamis Solar could become an invaluable asset and a driver for long-term growth.

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?

Owning our own utilities gives Medicine Hat a significant advantage in keeping rates competitive. I am committed to ensuring utility bills remain as affordable as possible while maintaining reliable service and long-term sustainability. Achieving this requires responsible financial management, careful planning, and strategic investment in infrastructure. I will focus on operational efficiency, exploring partnerships, and ensuring oversight and transparency so that decisions are made in the best interest of residents. The goal is to provide low utility rates, dependable service, and sustainable management that benefits both current and future generations in Medicine Hat.

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

I am strongly opposed to selling Medicine Hat Utilities. Owning our own utility is one of the city's greatest assets, providing reliable services, local control, and the ability to keep rates low for residents. While we may need to manage it differently than in the past—through improved planning, oversight, and strategic investments—selling it is never an option. Our focus should be on responsible management, operational efficiency, and long-term sustainability. Keeping the utility publicly owned protects residents, supports local jobs, and ensures Medicine Hat retains this valuable resource for current and future generations.

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

Although this is largely a provincial issue, addressing crime, mental health, and addictions requires a coordinated, community-focused approach. My plan is to support initiatives that combine public safety, social services, and mental health resources, ensuring residents receive help when they need it. Collaboration with law enforcement, healthcare providers, non-profits, and regional partners is key to creating effective programs and interventions. Preventative strategies, community education, and accessible support services can reduce crime and support individuals facing mental health or addiction challenges. By focusing on evidence-based solutions, collaboration, and transparency, we can create a safer, healthier, and more supportive community for all residents.

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

Medicine Hat has an incredible police service working tirelessly to enforce the law to the full extent permitted by criminal law and the legal system. While enforcement is essential, reducing criminal activity also requires a broader approach that addresses root causes, including social supports, mental health services, and community programs. Collaboration between law enforcement, social services, healthcare providers, and community partners can help prevent crime and support at-risk individuals. By combining strong policing with preventative measures, education, and accessible services, we can create a safer community while supporting residents and maintaining public trust in the justice system.

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

A permanent homeless shelter must balance the needs of vulnerable residents with the interests of the wider community. Essential priorities include ensuring the site is safe, accessible by public transit, and in immediate proximity to all the core social and support services (such as the Navigation Centre approach Edmonton and Calgary have taken). It is also important to select a location that promotes dignity and stability for those using the shelter while addressing concerns of nearby residents and businesses. Open dialogue and careful planning will be critical to creating a shelter that works well for everyone in Medicine Hat.

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

Flags on public or government buildings are important symbols of community, identity, and shared values. I support displaying flags in a way that respects tradition while being inclusive. Decisions should follow clear, consistent policies to ensure appropriateness and respect. In some cases, social-specific flags could be displayed in a newly established flag park in the Public Square rather than in front of City Hall, helping to celebrate diversity while mitigating potential public discord. Where appropriate, flags can recognize special occasions or community events. My approach is thoughtful and balanced, promoting civic pride, unity, and respect across Medicine Hat.

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

The proposed bylaw amendment to allow backyard chickens aligns with what many Alberta communities, including Calgary and Edmonton, have already implemented successfully. This presents an opportunity for residents interested in small-scale urban agriculture while supporting local food initiatives. Any changes should balance personal choice with community well-being, ensuring public health, safety, and property standards are maintained. Before moving forward, it's important to have an open public conversation to gather input, address concerns, and ensure guidelines are clear. By taking a thoughtful, measured approach, council can enable responsible backyard chicken ownership while respecting the interests of all Medicine Hat residents.

#### 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?

The Medicine Hat Advantage lies in our affordable cost of living, strong community spirit, local control of utilities, and exceptional public services. These factors make our city attractive for families, businesses, and newcomers. Promoting this advantage requires highlighting our economic stability, supportive business environment, and quality recreational and cultural opportunities. I will advocate for responsible growth, infrastructure investment, and programs that enhance health, safety, and community engagement. By supporting local businesses, encouraging regional collaboration, and maintaining efficient, high-quality services, we can strengthen the city's appeal and improve the quality of life, ensuring Medicine Hat remains a safe, vibrant, and thriving community for all.

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

I do not support framing workforce decisions in a way that creates fear among City Hall employees. Maintaining positive, good-faith relationships with all staff is essential, as they provide critical services to our community. A workforce management review is currently underway to examine efficiency, roles, and organizational effectiveness. Any decisions regarding staffing should be based on data, thoughtful planning, and respectful consultation with employees. My focus is on supporting a motivated, capable workforce while ensuring City Hall operates efficiently and continues to deliver high-quality services to residents. Collaboration and transparency are key to achieving this balance.

#### 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.

Yes, it is possible to structure local bids and tenders in a way that better supports small businesses, while still following the inter-provincial New West Partnership Trade Agreement (NWPTA), which allows both local and interprovincial competition. Breaking larger contracts into smaller, clearly defined components can make opportunities more accessible to small businesses without limiting fair competition. This approach encourages entrepreneurship, strengthens the local economy, and ensures transparency and fairness. Careful planning and clear guidelines maintain efficiency and compliance. By thoughtfully structuring bids, the City can support local growth, foster diverse business participation, and continue delivering high-quality services to residents.

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

While housing policy controls of this nature largely falls under the jurisdiction of the provincial government, Council can still encourage a balanced and diverse housing market within its capacity, respecting the principles of a free-enterprise system. Supporting local builders, small developers, and affordable housing initiatives can help maintain diversity without restricting competition. Tools such as zoning, development incentives, and partnerships with non-profits can promote community-focused development. By fostering a competitive and inclusive housing environment, the City can help maintain choice, affordability, and quality in housing while supporting local economic growth and community stability.

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

Promoting Medicine Hat to the rest of the country means highlighting our strengths, including affordable living, strong local businesses, vibrant recreational opportunities, and a quality of life second to none. MoneySense magazine recently reviewed all Canadian cities with populations over 50,000, ranking Medicine Hat 3rd for affordability and quality of life. I would support initiatives that continue to showcase our economic advantages, cultural events, tourism attractions, and community spirit. Collaboration with regional partners, business groups, and tourism organizations can help amplify these efforts. Thoughtful promotion can attract new residents, businesses, and visitors while strengthening our thriving community.

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

Remote work and flexible arrangements can help attract and retain talented employees, while maintaining high standards at City Hall. The focus should always be to ideally hire locally, supporting the local economy, but where remote work is necessary, it can encourage employees to move to Medicine Hat in the short term. Roles should be evaluated individually to ensure efficiency, accountability, and public access are maintained. By balancing innovation with operational needs, City Hall can be a modern, adaptable workplace that supports employees, attracts skilled talent, and strengthens the local economy while delivering reliable services to residents.

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

Ensuring Medicine Hat remains welcoming for all residents requires a commitment to inclusivity, respect, and equity. I will support policies and programs that protect marginalized communities and promote understanding across the city. This includes encouraging public engagement, listening to diverse perspectives, and fostering open dialogue. Council should collaborate with community organizations, service providers, and residents to identify barriers and create practical solutions that enhance safety, accessibility, and opportunity. By promoting fairness, transparency, and community engagement, Medicine Hat can continue to be a city where everyone feels valued, supported, and included, helping build a stronger, more cohesive community.

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

Growing Medicine Hat's population requires a multi-faceted approach that highlights the city's strengths: affordable living, high quality of life, strong local businesses, and vibrant community amenities. I would support initiatives that attract families, young professionals, and skilled workers, including promoting economic opportunities, housing options, and recreational and cultural programs. Collaborating with regional partners, businesses, and community organizations can help amplify these efforts. By fostering a welcoming environment, supporting local employment, and showcasing Medicine Hat's advantages to the rest of the province and country, we can encourage new residents to settle here while retaining and engaging those already part of our community.

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

Medicine Hat faces infrastructure challenges similar to every other city in Canada, yet we are fortunate to have well-maintained and carefully invested-in critical underground infrastructure compared to many other municipalities. My approach is to continue prioritizing responsible planning, regular maintenance, and strategic investment to ensure long-term reliability and sustainability. Decisions should be based on data, expert advice, and community input, balancing immediate needs with future growth. By maintaining and upgrading our roads, water, and utility systems thoughtfully, we can provide safe, efficient services, protect public investments, and ensure Medicine Hat remains a strong, resilient, and well-functioning community for years to come.

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

I am extremely proud of my history supporting initiatives that promote Medicine Hat as a labour-friendly community. Moving forward, I would continue to advocate for fair and respectful treatment of workers, strong workplace standards, and collaborative relationships between employers, employees, and unions. Ensuring open dialogue, transparency, and good-faith negotiation helps create a positive environment for both employees and businesses. By supporting workforce development, training opportunities, and inclusive policies, Medicine Hat can attract and retain skilled workers, strengthen local businesses, and maintain a healthy, productive community where employers and employees thrive together.

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

I respect that employers and employees have the right to choose whether to organize in a unionized or un-unionized workplace. At the same time, I recognize that unionized workers have been—and continue to be—key community builders, contributing to the development and well-being of Medicine Hat. My focus is on ensuring fair treatment, safe working conditions, and open communication in all workplaces. Council should support policies that uphold these principles while fostering collaboration, ethical practices, and positive relationships between employers, employees, and the broader community, encouraging a strong, engaged, and resilient workforce for the city's benefit.

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?

As a long-serving member of council, I recognize that Medicine Hat's parks, trails, recreation facilities, and natural areas are central to the city's exceptional quality of life. I would prioritize supporting and enhancing these spaces through ongoing investment, thoughtful planning, and community engagement. This includes maintaining safe, accessible parks and trails, and advancing initiatives like Facilities for the Future to ensure our recreational infrastructure meets the needs of all residents. By protecting natural areas and continuing to expand recreational opportunities, we can strengthen community well-being, attract new residents, and make Medicine Hat an even more vibrant, active, and welcoming city.

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?

I am very proud to have championed the construction of the berms while chairing the Development and Infrastructure Committee, a key project that strengthened Medicine Hat's resilience against flooding. Looking ahead, climate change will bring extreme weather events and low stream flow, challenging our ability to provide water and essential services. Council and city leadership must work proactively with the provincial government, alongside investing in infrastructure, water conservation, and risk management. By collaborating with all levels of government, engaging experts, and involving the community, we can ensure Medicine Hat remains safe, sustainable, and resilient for current and future generations.

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

As someone from a large family of eight, with over 28 nieces and nephews—all proudly making Medicine Hat their home—and with my wife and I raising four children here, I understand the importance of keeping young people in our city. Medicine Hat offers abundant opportunities for resourceful individuals and entrepreneurs, from strong local employment to vibrant community programs. By fostering skills, innovation, and community involvement, we can ensure young people see a future here and choose to live, work, and grow in Medicine Hat.

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?

As a current councillor, I believe environmental stewardship must remain a top priority when reviewing new or expanding business and manufacturing developments. Medicine Hat's river, coulees, parks, and natural areas are unique assets that provide health, cultural, and economic benefits to residents and visitors. Protecting clean water, air, soil, and wildlife ensures the city continues to thrive and attract people. Council must balance responsible economic growth with sustainability, maintaining our natural treasures while supporting tourism, quality of life, and long-term prosperity. This approach ensures Medicine Hat remains a vibrant, welcoming, and resilient community for generations to come.

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?

Temporary foreign workers, student visas, and programs like RNIP are important tools for supporting local businesses and industries that face labour shortages, including hospitality and care. If the federal government reintroduces or expands these programs, I would support their responsible use to help ensure Medicine Hat has the skilled workforce needed to grow and thrive. Council can play a role by collaborating with employers, educational institutions, and government agencies to understand workforce needs, streamline processes, and promote opportunities locally. By thoughtfully leveraging these programs, we can support businesses, strengthen the local economy, and maintain high-quality services for residents.

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 recreational bike paths or do you favour spending city funds on commuter bike lanes on streets?

I support maintaining and expanding Medicine Hat's recreational pathways while also exploring safe options for commuter bike lanes where appropriate. Recreational trails are a key asset for health, quality of life, and attracting visitors, and investing in their upkeep benefits the whole community. At the same time, safe street bike lanes can provide alternatives for commuters and encourage active transportation. Balancing both priorities ensures resources are used effectively while supporting a variety of users. By planning thoughtfully, engaging the community, and prioritizing safety, the City can enhance cycling infrastructure and continue to make Medicine Hat an accessible, active, and connected community for everyone.

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

I believe recreational facilities play a key role in strengthening community, promoting active lifestyles, and supporting youth and families. Proposals like the Southside Outdoor Aquatics Centre and Brier Run Sports Field show there is interest and demand, but it's important to balance these opportunities with fiscal responsibility. I would support moving forward on projects where there is strong community backing, clear long-term value, and sustainable funding. The City should continue to plan for recreation as part of overall community development, ensuring facilities are accessible, affordable, and beneficial for all residents.

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?

I recognize that recovery from mental health and addiction is a long-term journey, and post-care support is a critical part of that process. Programs offering peer support, recovery coaching, and community integration must have stable, sustainable funding to be effective. As a councillor, I would advocate for consistent municipal support, collaborate with provincial and federal partners, and explore innovative funding models that provide long-term stability. Engaging with service providers and the community to understand needs ensures resources are allocated effectively. By prioritizing sustainable funding, we can help these programs thrive and provide the ongoing support individuals need for successful recovery.

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

I believe it is worth exploring shared opportunities with Redcliff for the composting program to determine if collaboration could provide cost savings and reduce duplication of services. The province looks very favorably on regional partnerships, which could result in additional grant funding, helping to offset costs to taxpayers. Evaluating this option does not commit the City to any decision, but allows us to consider efficiencies, environmental benefits, and service improvements. By carefully reviewing potential partnerships and comparing costs, outcomes, and sustainability, Council can make an informed decision that benefits both communities while maintaining high-quality services.

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

Intergenerational activities are mutually beneficial, helping people of all ages learn from each other and build connections. To promote this in Medicine Hat, I would support programs and events that bring youth, adults, and seniors together through recreation, culture, education, and volunteering. Encouraging community spaces and mentorship opportunities allows different generations to share experiences, knowledge, and skills. By fostering these connections, we can strengthen community ties, improve understanding between age groups, and create a city where everyone feels included and valued. Intergenerational engagement benefits both participants and the wider community, making Medicine Hat a stronger, more connected place to live.

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?

I recognize that a second entrance to Saamis Heights is essential for safety, traffic flow, and quality of life for residents. I would prioritize this project by working with city staff to review plans, timelines, and budget considerations, and by ensuring the project is included in Council's short- and long-term infrastructure priorities. Open communication with residents about progress and expected timelines is key. While exact dates depend on planning and funding, I am committed to moving this project forward responsibly, efficiently, and transparently so that Saamis Heights has safe and reliable access as soon as feasible.