

Will you oppose privatization of municipal services and infrastructure, including Public-Private-Partnerships aka P3s? Will you support bringing previously privatized services in-house?

I fundamentally reject the disproven neo-liberal ideology that 'the private sector is always more efficient and effective than the public sector.' I also reject much of the broken legacy of P3s for their disaster capitalism mission to publicize risk and privatise profits.

I stand by my voting record over the last eleven years, my endorsement from Calgary's Future, and my *Rise Together* core value of Democracy and Dialogue, which asserts that there will be no strong and diversified private sector success in Calgary's future without the partnership of a strong public sector to regulate, serve, and facilitate. I also stand for the essential need for work that offers a living wage and the leadership the public sector must play in setting this example - although I also believe the future of work ultimately calls for the establishment of a Basic Income Guarantee as soon as possible.

Having said all of this, I also acknowledge the City Councillor's role as a Board Member of the Municipal Corporation of the City of Calgary, and my obligation to always seek effective and efficient delivery of service and value for taxes paid. My belief is that any privatization that makes any financial and ethical sense would involve an explicit agreement between labour and management that such work is more gig, as opposed to career-based. I also acknowledge the positive role that some P3s can and have played in the delivery of complex capital projects.

I will always advocate for the development of increasingly collaborative relationships between labour and management to find efficiencies, evolve the nature of work in an increasingly automated world, and to advocate for the establishment of a Basic Income Guarantee and a suite of additional universal supports that the future rushing at us requires we address.

Will you support your employees and your community by ensuring the municipality employs staff with living wages, full-time hours where desired, job security, and collective bargaining rights?

Yes. Absolutely. See above.

Will you oppose attempts from the provincial government to legislate against municipal staff including cuts to the Local Authorities Pension Plan, or restrictions on their right to strike?

Yes. Absolutely.

How do you propose your municipality deal with funding shortfalls, cuts, and downloading of responsibilities from federal and provincial governments? Do you favour spending cuts over tax increases?

I believe that the City of Calgary has taken the opportunity of the downturn in oil and gas prices to transform an efficient organization into a much more efficient organization - all while largely protecting front line services. My *Rise Together* platform is based on the reality that there will be no more cost efficiencies found in our municipal government without significant erosion of our value proposition and that instead now is the time for Calgary to establish five permanent funds that will appear as line items on our tax bills and that will support sustained generational investment in the City we need to become. These funds are as follows:

- 1) Downtown Reinvention
- 2) Main Streets and Transit Oriented Development
- 3) Accessibility, Livable Streets, and Active Modes - the A5 Network
- 4) Parks, Recreation, and Culture
- 5) Community Safety Investment Framework - an antiracist, 24/7 alternative emergency response.

I believe, in order to be competitive internationally, we must thoughtfully set where we want to benchmark our taxation levels vs the quality of our services against peer municipalities across the continent. By conceptualizing our challenges and opportunities accordingly, I believe we have room to thoughtfully raise taxes to fund the needed transformations listed above. I also believe such framing will make a more appropriate share of the taxes Calgarians pay from other orders of government easier to secure.

Do you support measures such as mask mandates, vaccine “passports”, and vaccine mandates for staff to limit and reduce the spread of COVID-19 in your municipality?

Yes. Absolutely. I stand by my voting record and by my leadership as Chair of Calgary’s Emergency Management Committee.

Do you support measures to reduce municipal reliance on services fees and fares, such as eliminating transit fares?

I support the full buildout of the Route Ahead, the shift towards focusing on frequency of transit service rather than ridership as a key metric of success, the full delivery of the sliding scale for lower income transit users (although I will continue to advocate for more provincial participation in funding the sliding scale), and adjusting the target of 50:50 tax base to fairbox funding for Calgary Transit towards greater taxbase support. I am open to exploring a Calgary-specific cost-benefit analysis of reduced/free transit, although I will note that a lot of the research to date is pointing to the inability of such measures to capture increased ride share while retarding system expansion.