

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

As an AUPE member since 2012, I know firsthand how privatization often fails to achieve the advertised “efficiencies”, and cost savings directly impact our hardworking staff, who become de-unionized, with lower pay and benefits. Privatization leads to higher administrative burden for the public service on contract management, reduced flexibility to be responsive to shifting priorities, further inflation of middle management, and cutting frontline service delivery jobs. We’ve seen service delivery problems caused by high-turnover in low wage private providers, and the administrative problems caused by dealing with an external third party instead of an in-house provider. Public services should be public owned and publicly operated.

Given the difficulties faced by municipalities in raising revenues, I believe private-public partnerships can be potentially useful in certain instances on large infrastructure development projects where private industry’s risk tolerance can be capitalized to achieve public interest outcomes and insulate public investment. During the tendering process, a partnership contract can include clauses to enforce that any overages or delays in labour/construction are borne by the private entity, and furthermore any subsequent repairs within a given period of time. These protections insulate government investment and can provide better assurance to the taxpayer that their money is being wisely spent. This further incentivizes rigour from the private partner to invest in high-quality products to avoid higher repair costs down the line. This is, I will say, an exception to the rule and should only be used in very specific circumstances.

Partnerships are a tool that may be appropriate in certain instances, but these require a high level of rigour and contract management oversight from the public service. Any proposed public-private partnership that Council reviews needs to be closely scrutinized, as Edmontonians expect quality public services and strong community investment.

- 2. 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?**

We need strong investment in our public service. When we invest, trust, and celebrate our workforce, we know that the public service will have higher employee retention, and that Edmontonians will receive higher quality services.

I support a strong, effective, and respected public service. “Hiring freezes” and restrictions on contract parameters make it harder to attract and retain talented individuals to the public service,

and compromise our City's ability to provide quality services to Edmontonians. In my time with the provincial government, I helped write my ministry's employee engagement strategy, focusing on information flow and better access to decision-making bodies. We need to foster a culture of staff engagement based on trust, empathy, inclusion, and fun.

A respectful and trusting workplace extends to not worrying about endless contract renewals and precarious employment. From an administrative perspective, we need to end a constant cycle of hiring and training employees, allowing us to focus on getting the work done.

3. 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. Point blank. Employee engagement and job satisfaction have a direct correlation to quality of work. As an employer, the City of Edmonton needs to ensure that our employees are respected so that they can focus on providing the quality of service that Edmontonians deserve.

4. 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?

Plainly put, Edmonton's current fiscal relationship with the provincial government isn't working. The current provincial administration has failed to fulfill obligations in its jurisdiction - case in point, its unwillingness to provide operational funding to address the housing crisis. We can't sit idly by as our city is failed by a government unwilling to do its part.

We need to take off our city's training wheels under the Municipal Governments Act and realize our full potential under a Big City Charter. We can redefine our revenue-generating and decision-making powers to provide better services for our city. It's time for Edmonton to stand on its own feet and be recognized as a partner, not a client or child of the province.

The city also has a role to play in helping the province to understand the impacts these cuts have on expressly provincial jurisdictions. By not investing in preventive care, we increase costs in reactive enforcement and emergency medical care.

Cutting any public services, or increasing taxes are both last resort decisions. I grew up with a single mother, and I quickly learnt that every single penny counts. Council needs to refocus its attention to more effective construction project management, and putting an end to urban sprawl. Businesses cannot operate when they are pinned in by construction projects, effectively

lessening the City's tax base. We also need to make sure that in coordinating these projects, we are not ripping up roads that we know will see the same sort of work again in a couple of years.

Edmonton has the spirit, and the will to be a hub for tourism and technology, especially game development and AI. We are uniquely positioned as a major hub in accessing the North.

Developments in aviation technology have meant cargo planes that would previously have had to refuel in Alaska when crossing the Pacific Ocean are able to now make it here. I have worked on international trade delegations, and understand how a regional approach with other stakeholders when attracting investment to the area can find benefit for us all.

5. 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?

Given the spectacular abdication from the provincial government to provide clear guidance on how to protect our communities, municipalities and employers have had to pick up the work to keep us safe. It is not, in my opinion, the role of the municipal government to assume responsibility for healthcare, but here we are.

I support doing whatever it takes to keep staff, and the public safe. That means remote working arrangements (especially given childcare concerns) where possible, mask mandates, mandatory vaccines.

In addition to physical health, I want to prioritize mental health and wellness for our staff. My experience over the last couple of years has been supporting frontline staff who interact with the public in environmental recreation settings. Given record demand on public services, and increased strain on our staff's mental health, we need to be especially mindful of burnout, turnover, and fatigue. We know that when staff are tired and burnt out, there are major safety risks for otherwise avoidable accidents. We need to develop a culture of being able to express vulnerability and creating opportunities for staff relief.

For me, it's about providing complete safety.

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

The City's reliance on only being able to raise revenue through property taxes and user fees is an outdated model that stunts our growth as a city.

As I stated above, "We need to take off our city's training wheels under the Municipal Governments Act and realize our full potential under a Big City Charter. We can redefine our revenue-generating and decision-making powers to provide better services for our city. It's time

for Edmonton to stand on its own feet and be recognized as a partner, not a client or child of the province.”

I’m proud to have developed two fare-free transit solutions for our community:

1. A fare-free transit circulator route in the ward, connecting the communities in the heart of the city. This would run seven days a week at high-frequency.
2. Fare-free transit system wide across the city from Friday evening until Sunday evening. This will reduce cost barriers, carbon emissions, and parking pressures, increase ridership, and provide opportunities to explore your city.

While the fare-free system wide would only be on weekends, we can use this as a pilot to determine feasibility of longer-term fare-free solutions.

We need to do the work for Council to ensure it’s providing services so Edmontonians can focus on living their lives to the fullest.