Privatization, including P3s:

1. I will oppose privatization of municipal services and infrastructure. With respect to supporting bringing previously privatized services-in-house, that is a more difficult question. To the extent that the employees could be brought in-house as well, I would support that initiative.

Municipalities as employers:

- 2. Yes. As a Councillor and Mayor of Lethbridge between 2004 and 2013, I have always supported City of Lethbridge employees being paid appropriately, having job security and collective bargaining rights. As our most valued asset, our workers need to be treated fairly.
- 3. Yes. Unfortunately, the Provincial Government has often used a ham fisted approach regarding unionized employees which approach never works and causes much animus in our workers.

Funding:

4. In terms of dealing with revenue shortfalls, the City is limited in terms of how they can raise money. The sources they control basically are property taxes, utility rates and user fees for existing services. I don't favor either spending cuts or tax increases but rather dealing with any shortfalls by funding only those community projects we can afford thus not affecting existing services but only future projects which are often heavily reliant on Provincial and Federal grants.

Covid-19 Safety:

5. Yes I support mask mandates and 'vaccine passports' as they are a simple and non-intrusive way of limiting the spread of a deadly disease. With respect to mandatory vaccination, although I am in favor of it, as a lawyer, I am well aware that such mandates may not be judicially upheld.

Affordability:

6. I am in favor of eliminating some service fees and the transit example used in your survey is a good example of a general community 'need'. Other service fees as, for example, those charged by the Enmax Centre which is City owned and which provides our citizens with the ability to enjoy a variety of cultural and sports events, I consider more to be a 'want' rather than need. I would be less inclined to reduce service fees in that particular instance.