

Electoral Audit of the Fifteen 2010 Mayoral  
Candidates for City of Calgary, Alberta,  
Canada



Electoral Audit Completed by the Foundation for  
Democratic Advancement (October, 2010)

Purpose: Determine a ranking and grades for the fifteen 2010 mayoral candidates for the City of Calgary, in terms of the better representative of the citizens of Calgary as a whole.

The purpose of this non-partisan, independent determination is to give the citizens of the City of Calgary an informed, objective perspective of the 2010 Calgary mayoral candidates.

The views in this electoral audit are the views of the Foundation for Democratic Advancement (FDA). Also, the electoral audit is an example of a way to inform the public in their selection of political representatives. Moreover, the audit is a way to hold political candidates and representatives further accountable, and improve the democratic system by placing emphasis on substance/ideas.

The 2010 fifteen Calgary mayoral candidates are as follows:

Amanda Liu  
Barb Higgins  
Barry Erskine  
Bob Hawkesworth  
Bonnie Devine  
Craig Burrows  
Dan Knight  
Gary Johnston  
Joe Connelly  
Jon Lord  
Naheed Nenshi  
Oscar Fech  
Richard William McIver  
Sandra Hunter  
Wayne Stewart

The FDA and its members and volunteers are in no way affiliated with any of the candidates in this audit.

The audit represents an independent assessment by the FDA of the fifteen Calgary mayoral candidates based on objectivity, transparency, and non-partisanship. The FDA's assumes no responsibility or liability for any errors in the calculation of its audit results or inaccuracies in its research of the candidates. The citizens of Calgary will decide themselves who is the new mayor of Calgary.

Amanda Lui, Sandra Hunter, Gary Johnston, Oscar Fech have been removed from the FDA audit due to lack of information on these candidates. The FDA tried to attain information necessary to the audit of these candidates.

Methodology for the audit of the Calgary mayoral candidates:

Section 1:

Establish the criteria for the mayor position. Leadership was identified as a key competency, as defined by ability to identify issues and act on them, vision, strength to carry through, independent yet team player, and strong communication with peers and public. Moreover, business and communication skills were also identified as essential to the mayor position.

Section 2:

Identify the basic priorities of the citizens of Calgary as a whole for its municipal government. Use those basic priorities to assist in the audit of the mayoral candidates. (The FDA assessed the public's opinion on various issues.)

Basic priorities of the citizens of Calgary:

1. Budget
2. Taxes
3. Accountability of elected officials
4. Growth rate of city
5. Affordable housing
6. Public transit
7. Traffic issues
8. Accountability of elected officials
9. Miscellaneous policies

Section 3:

Backgrounds of the mayoral candidates. Evaluate the candidates' political, professional, and volunteer/extracurricular backgrounds, based on their relevance to leading the Calgary City Council and the City as a whole.

Section 4:

Vision of the mayoral candidates. Evaluate the candidates' visions based on their relevance to the public's basic priorities and overall scope in terms of the future of the City of Calgary.

Section 5:

Incumbency record of the mayoral candidate (if relevant). Evaluate the candidate's incumbency record based on performance in terms of policies, responses to citizen's changing needs and circumstances, and the candidate's overall leadership ability.

Section 6:

Evaluate the key policies of the mayoral candidates based on the basic priorities of the citizens of Calgary as a whole.

The key policies to be evaluated are as follows:

Budget: (Evaluation criteria: sound, fiscal management of public revenue and expenditure, and fair distribution of government expenditure to all sectors of the City.)

Taxes: (Evaluation criteria: city tax levels which are in the better interests of Calgarians as whole)

Accountability of elected officials: (Evaluation criteria: soundness and comprehensiveness of measures to further hold elected officials accountable.)

Growth of City: (Evaluation criteria: soundness and comprehensiveness of plan on the growth of the city which is better interests of Calgarians; what is the maximum size without compromising quality of life?)

Affordable housing: (Evaluation criteria: soundness and comprehensiveness of plan to increase affordable housing without overly burdening the tax payers.)

Public transit: (Evaluation criteria: soundness and comprehensiveness of plan to improve public transit through expansion, quality, and frequency of service.)

Traffic issues: (Evaluation criteria: soundness and comprehensiveness of plan to improvement in traffic issues such as parking rates and traffic congestion.)

Miscellaneous policies: (Evaluation criteria: degree to which the policies add or detract from the better interest of the Calgary public as a whole.)

Weighting and scoring:

The categories for backgrounds, visions, incumbency, and each policy section will have a score range of 0 out of 10. The miscellaneous policy section will receive an overall score of 0 out of 10.

Hence, the policy category will have the greater weight in the audit.

The background section will be divided in three scores of 0 out of 10 for political, professional, volunteer experience, but the overall score will be combined to 0 out of 10.

Electoral auditors will do their own scoring, and then share the results with each other, and make any adjustments to the scores. The purpose of approach is to minimize the noise in a group dynamic.

As mentioned, the assigned scores for each category will be based on the combination of the individual scores of the electoral audit team. The scores of members of the audit team have equal weight. All scores must be based on stated and documented reasons and soundness. The Chief Electoral Auditor has the right to question the reasons and their soundness by members of the audit team. Members of the audit have the right to raise concerns with the rationale for scores by other members. The Chief Electoral Auditor has the final say in areas of disagreement, and may remove scores of a member if the rationale is unsound.

FDA Electoral Audit Team:

Chief Electoral Auditor:

Mr. Stephen Garvey, Founder and Executive Director of the FDA (BA, MA)

Electoral Auditors:

Mr. Franklin Nyiawung (BSc, MSc)

Mr. Kevin Lemieux (Hons. Political Science BA)

Mr. Asongafeh Ndobegang (MA International Politics)

Observer:

Mr. Kenneth Xu (BA, Chinese political experience)

Surveyor:

Ms. Courtney Killam (4<sup>th</sup> year university studies)

**Information sources:**

Media articles and analysis of mayoral candidates.

Candidates' policy statements, including policy promises, and visions. The FDA attended the October 6<sup>th</sup> Mayoral forum at the South Centre Mall, and met some of the candidates following the forum.

The FDA questioned the Mayoral candidates on a need basis related to policy, vision, and background information.

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# Table of Contents:

Background of Candidates

Vision of Candidates

Seven policy areas:

Budget

Taxes

Accountability of elected officials

Growth of City

Affordable housing

Public transit

Traffic

Miscellaneous

Audit Results

Analysis

Conclusion

## Background of Candidates

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### 1. Name: Barb Higgins

**Age:** 48

**Born:** Edmonton

**Email:** admin@barbhiggins.ca

**Present Occupation:** nnn

**Educational background:** Graduated from Ross Sheppard High School. After two years of studies in Business administration at NAIT, she transferred to Radio and Television Arts.

**Professional Experience:** she was the senior writer, co-producer and co-anchor of CTV Calgary's 6 p.m. newscast for 21 years

**Volunteer/Extracurricular activities:** She volunteers her time in the following committee: 2007 United Way Campaign Co-Chair. Theme "For a city to be great, it must be great for everyone."; United Way Communications Committee, 2008—present; UNICEF Patrons Council, 2008—present; Calgary Chamber of Voluntary Organizations, communications committee 2009—present; Calgary Hospice Board of Directors—previous service; Hospice Calgary Co-Chair of the "Beauty and the Beast Gala"

**Achievements:** Documentary "Running on Empty" winner of the "Best of Festival" at CanPro, and "Most Inspirational" at the Alberta Motion Picture Industry Association; Documentary "Charity: What's in it for me?" explores why people give, or don't give to charities; Three-part series on Calgary firefighter Greg McDougal's battle with the Workers' Compensation Board which won "Best News Series" from the Radio and Television News Directors Association

### 2. Name: Barry Erskine

**Age:** nnn

**Born:** nnn

**Email:** nnn

**Present Occupation:** Retired

**Educational background:** Has a bachelor science degree

**Political Experience:** Former alderman ward 11 between 1993 to 2005 (five terms) He won the seat by acclamation in 2004. He abruptly dropped out of the 2007 aldermanic race, but re-surfaced months later as an independent candidate in 2008 provincial general election in the riding of Calgary-Elbow. In that race he finished fourth.

**Professional Experience:** host of the popular radio show "Let's talk gardening" for more than 25 years.

**Volunteer/Extracurricular activities:**

He has achieved the following:

- Award-winning CFB Calgary development
- Natural area and parks protection
- Protection of community integrity in transportation issues
- Protection of Bow Basin watershed
- Resolution of community conflicts
- Environmental management

Erskine was a five-term alderman in ward eleven. Barry Erskine is also known as the

Read more:

<http://www.calgaryherald.com/news/Barry+Erskine/3558421/story.html#ixzz10lpuVX9N>

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### **3. Name:** Bob Hawkesworth

**Age:** 59 years old

**Born:** Saskatoon

**Email:**

**Present Occupation:** Alderman of ward 4 since 1993. Provincial appointment since 200 as Founding Director of Climate Change central

**Educational background:** Bob has a Bachelor of Arts degree from the University of Alberta and a Master of Arts degree in Resources and the Environment from the University of Calgary.

**Political Experience:** Alderman of ward 4 since 1993. Provincial appointment since 200 as Founding Director of Climate Change central

Was elected Alderman for ward 3 in 1980 and served for two terms. In 1986 was chosen by his constituents to represent them in the Provincial Legislature as Member of Legislative Assembly (MLA) for Calgary Mountain view.

**Volunteer/Extracurricular activities:** Bob presently serves on the following City of Calgary Boards and Committees: Standing Policy committee on Utilities and Environment; Chair, Standing Policy Committee on Community and Protective Services, Chair Land and Asset Strategy Committee, Emergency Management Committee, Enmax Corporation, Board Director, Calgary Convention centre Authority, and Chair, Safer Calgary Coalition.

Bob has worked in concert with community leaders to ultimately preserve Nose Hill as a park for all Calgarians in 1989. His leisure activities are photography and reading

**Achievements:** - In 1999, he received the Alberta Urban municipalities Association Award (AUMA) of Excellence for outstanding service to municipal government in Alberta.

In 2000, he was recipient of the 2000 Calgary United Way "Spirits of Gold Award" for co-chairing the Calgary homeless Initiative.

In 2005, Alberta Venture Magazine named Bob H. one of Alberta's 50 Most Influential People.

In 2008, the AUMA thanked him for his services to the association by conferring on him a Special Life Member Award.

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**4. Name:** Bonnie Devine

**Age:** xxx

**Born:** Toronto

**Email:** [info@BonnieDevine.com](mailto:info@BonnieDevine.com)

**Present Occupation:** Trade union executive

**Educational background:** nnn.

**Political Experience:** In 2004 and 2007 I ran as a candidate for MLA in Calgary East on the Communist Party platform, and in-between these events, gave birth to our twins. I have been an active member of the Telecommunications Workers' Union

**Professional Experience:** VP for one of the Locals of TWU/STT

**Volunteer/Extracurricular activities:** nnn

I was born in Orillia, Ontario and later moved to Alberta. My single mother raised my brother and myself in Red Deer. I spent the majority of my childhood there. When I was eight, my mother went to college to become a teacher. At eleven we moved to Calgary, this was so my mother could attend the University of Calgary to get her Bachelor of Education. After my mother became a teacher, our family finally moved out of subsidized housing. I graduated from James Fowler High School in 1996. At the age of nineteen, I had my first child; consequently I lived in subsidized housing as a working, single mother. I graduated from SAIT as a Pharmacy Assistant in 2002 and met my future husband the same year. In 2003 I had my second son and became an anti-racist activist. In 2004 and 2007 I ran as a candidate for MLA in Calgary East on the Communist Party platform, and in-between these events, gave birth to our twins. I have been an active member of the Telecommunications Workers' Union (TWU/STT), alongside being a telecommunication employee. I recently purchased my own home, finally moving out of Calgary Housing. I live with my four sons and my husband, who currently attends the University of Calgary working on his Master's degree. In the past four years, I have become the VP for one of the Locals of TWU/STT and continue to dedicate my time to family, community, and promoting human rights through activism.

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**5. Name:** Craig Burrows

**Age:**44 years old

**Born :** Scarborough, Ontario

**Email:** [rightnow@craigburrows.ca](mailto:rightnow@craigburrows.ca)

**Present Occupation:** Corporate finance

**Educational background:** Mr. Burrows has a BA in Political Science/History from McGill University.

**Professional Experience:** Craig Burrows Moved to Calgary in 1993 as sales manager for a large private family business and was elected to his first term as Alderman for Ward Six in October 2001 which he held till 2007.

**Volunteer/Extracurricular activities:** Mr. Burrows holds a variety of volunteer positions. He sits on the Calgary Grey Cup Committee and is a member of the Board of Directors for the PC Alberta riding of Calgary West. Mr. Burrows presently sits on the following civic boards and committees: Standing Policy Committee on Finance and Corporate Services; Standing Policy Committee on Utilities and Environment; Audit Committee, Chairman; Calgary Police Commission; Annexation Committee Calgary – M.D. of Rocky View; Financing Growth Advisory Committee; Aldermanic Office coordinating Committee; Gas, Power & Telecommunication; and Calgary Economic Development.

His extracurricular activities are hockey, reading, exercise and golf.

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## **6. Name:** Dan Knight

**Age:** nnn

**Born:** nnn

**Email:** nnn

**Present Occupation:** Occupation:

**Professional Experience:** Businessman, computer consultant

4 years Municipal Administration

12 years in Accounting and Public Administration

10 years self-employed as a computer consultant

**Educational background:** Business Administration, Lethbridge Community College, 1988

**Volunteer/Extracurricular activities:** nnn

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## **7. Name:** Joe Connelly

**Age:** 52 years old

**Born:** Toronto

**Present Occupation:** Alderman of Ward 6, city of Calgary

**Educational background:** Mr. Connelly Bachelor of Commerce degree from the University of Calgary.

**Professional Experience:** He has been employed in the business and non-profit sector for the past 30 years. Notably, Joe was the Vice President of Tourism Calgary; president and CEO of small and medium sized businesses; senior management at Telus

**Political Experience:** Former Alderman Ward 6

**Volunteer/Extracurricular activities:** Mr. Connelly extracurricular activities are : Heli-skiing, shinny hockey, golf

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**8. Name:** Jon Lord

**Age:** 53 years old

**Born:** Calgary

**Email:** [Info@jonlord.ca](mailto:Info@jonlord.ca)

**Present Occupation:** Entrepreneur

**Educational background:** nnn

**Professional Experience:** founder and owner of the Casablanca Video stores which he started in 1983; Jon also became an award-winning stockbroker with [Wood Gundy](#) and HSBC/James Capel as well as serving a term as an instructor for the Canadian Securities Course (having passed all his industry exams with Honours standing).

**Political Experience:** served on both Calgary City Council as an Alderman (2 terms), and as a Government -side MLA with the Province.

**Volunteer/Extracurricular activities:** Founding Chairman, South Calgary Business Revitalization Zone (Marda Loop BRZ); Founder / Chairman, Steve Kesler Defense Fund / Marda Loop Violent Crime Fund; Founding Director, Chairman – “Alberta Championship BBQ on the Bow Society”; Founding Chairman, Federation of Business Revitalization Zones, Province of Alberta; Founding Director / Initiator, “Victoria Crossing Business Revitalization Zone”; Founding Member and Former Chairman, World Job and Food Bank; Founding Member, Chair, BBQ on the Bow. He is a competitive barbecue competitor

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**9. Name:** Nashid Nenshi

**Age:** 38 years old

**Born:** Toronto

**Present Occupation:** Professor in non profit management at Mount Royal University Bisset School of Business.

**Educational background:** Bachelor of Commerce degree (with distinction) from the University of Calgary and a Master in Public Policy from the John F. Kennedy School of Government at Harvard University.

**Professional Experience:** at the international business consulting firm, McKinsey & Co; Chairman of the EPCOR CENTRE for the performing Arts, has lent his expertise to nonprofits across the city, including the Calgary Foundation, the United Way, the Coral Springs Community Association, and Brown Bagging for Calgary’s Kids, He’s also served on the leadership team of imagineCalgary, where he was a primary author of Calgary’s 100-year vision, and is a co-founder of the Better Calgary Campaign and of CivicCamp. He’s the lead author of *Building Up: Making Canada’s Cities Engines of Growth and Magnets of Development*.

**Volunteer/Extracurricular activities:** Loves Theatre

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**10.Name:** Richard William McIver

**Age:** 51 years old

**Born:** Wood stock, Ontario

**Email:** [ric@ricmciver.com](mailto:ric@ricmciver.com)

**Present Occupation:** Alderman of ward 12 since 2001

**Educational background:** High School graduate

**Professional Experience:** National sales manager for a major food company before striking out on his own in the food distribution and marketing business in the early 1990's

**Volunteer/Extracurricular activities:** He presently sits on the following civic boards and committees:

- Standing Policy Committee on Community and Protective Services, Chair
- Standing Policy Committee on Finance and Corporate Services
- Land and Asset Strategy Committee
- Family and Community Support Services, Chair
- Provincial Justice Policy Advisory Committee
- Audit Committee
- Emergency Management Committee, Chair
- Aldermanic Office Coordinating Committee

Fishing, motorcycle riding and golf

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**11.Name:** Wayne Stewart

**Age:** 68 years old

**Born:** Goderich, Ontario

**Email:** [dan@waynestewart.ca](mailto:dan@waynestewart.ca), [media@waynestewart.ca](mailto:media@waynestewart.ca)

**Present Occupation:** Nonprofit Executive-in-Residence at Mount Royal University, Special Advisor to the President and CEO of Imagine Canada

**Educational background:** He has degrees in engineering, political science, business, religious studies and philosophy

**Professional Experience:** Long-time Shell Executive, CEO Calgary Homeless Foundation, Executive Director of the Calgary Foundation, Project Director of HomeFront, President and CEO of the Calgary Homeless Foundation. taught chemistry in England, environmental issues in Uganda and leadership to MBA students at the University of Alberta.

**Volunteer/Extracurricular activities:** Serves as a warden in church. His leisure activities are hiking and reading. He has published two books namely: "Citizenship in the 21st Century, Lessons from the Present"-2005 and "Things I Know"-2010

Evaluation:

Basis for evaluation: Leadership--identifies issues and act on them, vision, strength to carry through, independent yet team player, and strong communication with public.

Scores:

	Political	Professional	Volunteer/extracurricular
Barb Higgins	0/10	4/10	9/10
Barry Erskine	8/10	6/10	7/10
Bob Hawkesworth	9/10	6.5/10	9/10
Bonnie Devine	0/10	1/10	1/10
Craig Burrows	7/10	6/10	8/10
Dan Knight	0/10	7/10	6/10
Joe Connelly	7/10	7.5/10	7/10
Jon Lord	9/10	7.5/10	9/10
Naheed Nenshi	0/10	6.5/10	8/10
Richard McIver	8/10	6.5/10	9/10
Wayne Stewart	0/10	8/10	5/10

Rationals:

Barb Higgins no elected political experience; no mgmt background; no practical experience for the mayor position; very active in community over 21 years with significant organizations.

Barry Erskine 5 terms as Alderman; no mayoral and provincial political experience; no mgmt background; volunteer part of Alderman position; focus on environmental issues.

Bob Hawkesworth exposed to both municipal and provincial political experience; lengthy experience as Alderman; university degrees; pro-active, and experience relevant to mayoral position; wide ranging volunteer experience on municipal issues.

Bonnie Devine no elected political experience; limited experience related to mayoral position; limited volunteer experience related to mayoral position.

Craig Burrows less political experience than Hawkesworth, but relevant political experience; relevant professional experience related to being mayor; focused on wide ranging volunteer interest, though less time frame than Hawkesworth.

Dan Knight no elected political experience; business background and diverse business experience; volunteer experience not as comprehensive as Burrows.

Joe Connelly defeated Burrows in a 2007 Alderman contest; only 1 term as Alderman and no other elected political experience; business background which is more comprehensive and entails higher positions than Knight.

Jon Lord exposed to both municipal and provincial elected political experience, lengthy terms as Alderman; strong business background; extensive and comprehensive volunteer background.

Naheed Nenshi no elected political experience; strong formal education and limited direct business experience; diverse range of volunteer experience.

Richard William McIver no elected provincial political experience; limited business and practical experience related to the mayor position; diverse range of volunteer experience.

Wayne Stewart no elected political experience; well-rounded business and non-profit experience; high business positions; environmental experience; less volunteer involvement than most other candidates.

## **Vision for the City of Calgary:**

Craig Burrows

Shape and nurture a growing city; a city hall more accessible to the public; back to basics

Joe Connelly

“delivering” transparent responsible government which operates from the belief that the people are the city’s lifeblood, a city hall which listens to the people, works for the people, the people are proud of. New type of city politics based on safe neighborhoods, community input, and western values.

Take back your city

Bonnie Devine

“People before profit” Make city happier, healthier, and more productive. Various policy measures to achieve vision

Bob Hawkesworth

A city that is great for everyone.

That’s the community Calgary can become. That is the community it should always be.

We Calgarians sometimes have to remind ourselves what a special opportunity it is, to find ourselves living together in this community. I’ve always believed that blessings bring responsibilities. We have to wisely use these gifts, talents and any advantages we’ve been given. They are always entrusted to us for something greater than ourselves.

With the right leadership at City Hall, we can secure our economic future. We can build a community that values the creativity in each of us. We can bring people together to create our common future. Together, we can make our city sustainable- environmentally, socially and economically.

FDA Summary:

Bring people to create the city’s future; value the creativity in each citizen.

Create a sustainable city, environmentally, socially, and economically.

No specifics.

Unrealistic that a city could be great to everyone, that all needs could be fully satisfied.

Barb Higgins

"We must not wait for the future to define Calgary. We must create the city we want. It is time for us to set the course that will shape our future.

My commitment, as the Mayor of Calgary, is to inspire a city that focuses on opportunity, lifestyle and performance—for our people, businesses, families and communities.

The Mayor of a vibrant city must create a vision and a framework to set priorities. As your Mayor, I commit to the seven priorities outlined here."

FDA Summary:

Create a "vibrant" city based on opportunity, lifestyle, and performance.

Commit to seven priorities:

[Financial Responsibility](#)

[Public Safety](#)

[Improve City Hall](#)

[Transportation and Infrastructure](#)

[Planning and Development](#)

[Health and Lifestyle](#)

[Arts, Culture and Sports](#)

Lacks overall perspective of the future of Calgary. The future is not solely based on creation—too many variables.

Jon Lord

People first; build people then build city to suit them; strengthen communities, city hall more responsive to the people; a more caring, inclusive, responsive community;

The Long Term Vision for City Hall:

Delivering V.I.P. City Hall service to all Calgarians: Visionary, Inspirational, People First

A Mayor, Council and City Staff focused on fixing problems, finding common ground and creating cultural, economic, intellectual, social and physical opportunities for all. Economic freedom, financial, emotional and physical security are the first goals. Visionary, Inspirational, People first.

Creating Jobs and opportunity for all:

Gardening the local economy, fertilizing our grassroots entrepreneurs, supporting local everything, exporting rather than importing, building virtual economic bridges.

Vibrant, Resilient and Revitalized Communities

Bring back life, social networks and pride into communities again. After all, what is the purpose of a City Government - if not to improve the quality of life for all Calgarians?

How will we do this?

“Harnessing our Talents” (H.O.T.) – Growing Natural, Social and Economic Wealth to create a healthier, more harmonious Calgary

Imagine a Calgary of 150 connected, thriving, vibrant, resilient and empowered communities, where pennies count, common sense prevails and people know your name. A Calgary that goes from building “bedroom communities”, to building “living rooms” in all communities. We will empower communities to create natural places, spaces, activities and centers, where people will want to get out of their houses, mingle and mix and meet each other and get to know their neighbors. We will create specific “common sense and common purpose” goals, expectations, shared rights and responsibilities, to ensure all Calgarians feel not just included - but welcomed - as contributing, participating citizens of our great City.

This will be a Calgary where we put people first - we encourage Volunteerism, Festivals, Arts and Cultural events, we respect our Senior citizens, we value local entrepreneurs, we help our needy and we do this by inspiring and harnessing the incredible talent and potential of our greatest asset – ourselves - Calgary citizens.

Any Nation's greatest asset, any City's greatest asset, any Communities greatest asset - is us, the people.

The Short-Term Vision:

I see City Hall becoming an award winning High-Performance employer of choice using Integrative thinking, a Servant Leadership structure and a motivated culture that recognizes we are all in this together. A City Hall that is continually inspired and rewards those who are delivering “more and better with less - and faster” using smart ideas, new technology, and a great attitude. A city that puts imagination into action in building for all our futures, and also gets back to the basics and focuses on bringing back the best of what we used to have, such as smarter snow removal.

A City Hall that recognizes that the words "OR" or "BUT" will not help find creative solutions. It's not "lower taxes OR better services that we are looking for..... it's "lower taxes AND better services". Lets get away from the tyranny of "OR" and move to the genius of "AND" - just one small technique that opens up creativity.

It's just entrepreneurial vision, combined with common sense for a common purpose ... People first.

What does this mean? Common sense, common purpose, People first.

- Be honest, and be seen to be honest in all that we do.
- Restore confidence that our Financial House is in order.
- Articulate clearly Calgary's Strengths, Weaknesses, Opportunities, and Threats – and Take Action.
- Take lemons, make lemonade and promote a culture of adaptability and resilience.
- Foster Calgary private sector local entrepreneurship
- End “Whack-a-Mole” management systems at City Hall, bring back employee pride and performance that all Calgarians will be proud of
- Bring back Calgary's nation-leading competitive advantages in costs and services.
- Encourage our employees to bring forth their best ideas
- Encourage Calgarians to bring forth their best ideas
- Evaluate those ideas with respect, follow-up and recognition - and get the best ones into action!

FDA Summary

Organized vision—but vision not articulated clearly—many words to say things that don't need a lot.

Richard William McIver

Calgary is our inheritance, a trust that must be sustained and enhanced for the benefit of our children, grandchildren and all those who choose to call it home in the future.

“My vision for our city is to make Calgary the economic heart of Canada – a beacon of opportunity and affordability for all.”

### **1. Building Calgary's Infrastructure**

to drive our economy and enhance Calgarians' way of life. Constructing the NE airport tunnel, the SW Ring Road and creating a smart snow removal policy will address critical accessibility issues for residents and industry. Thoughtful development of our transit system, continued work on our road network and intelligent downtown parking policies will help re-vitalize the core. Growth will be focused on building complete communities where Calgarians can live, work and play without long commutes.

### **2. Vibrant Safe Communities**

where Calgarians can lead active and fulfilling lives. There will be renewed support for the City's vital services, especially police and fire, consistent progress on the development and maintenance of parks and new ways of delivering arts, cultural and recreational amenities. Hard-working families can count on attainable housing options through creative partnerships

### **3. Re-defining the Customer Service Culture at City Hall**

to effectively harness the expertise and experience of city employees, rewarding ideas that promote a can-do approach to

customer service excellence with measurable outcomes. Streamline the process of obtaining permits, licenses and approvals enhancing the City's competitiveness through a more efficient delivery of services.

#### **4. A Cost Competitive Calgary**

where budgeting will be responsible, taxes justified and transparent, and reserve funds will be prudently managed. The City will institute zero-based budgeting, review existing programs for value and reexamine the costs for businesses to do business. Establishing a truly independent city auditor will ensure Calgaryians get value and accountability for their hard earned tax dollars.

Moving forward aggressively in these four areas while ensuring that policy is consistent with the McIver CAT framework (Cost control, Accountability & Transparency) will create an urban economic climate unique in Canada. And it will be done without sacrificing affordability for low and middle-income earners, and seniors on fixed incomes.

Calgary will stand alone at the top as a flourishing, competitive, entrepreneurial city that welcomes working people, small and big business alike, offering an affordable, high quality of life for all.

FDA Comments:

No restraint on growth, no mention of sustainability

Naheed Nenshi

Better ideas, better Calgary

Work together to make city better

Better ideas through better policy ideas lists 8 policy areas which he claims are better ideas. (will be evaluated in policy section.)

Common sense policy on secondary suites, audit changes and city hall transparency, support entrepreneurs and small business, calgary transit preferred choice, political campaigns about

ideas not money, city of sustainable, walkable, livable, complete communities, city hall more responsive and transparent.

Wayne Stewart

*"My Calgary will be a world class city. Everything we do, all that we become, will be judged against that standard....a place where the best and the brightest come to work and stay to make it their home." Focus on improving Calgary*

Focus areas: governance and leadership, public private partnerships, economic diversification, enriched environment, passenger focused transit

Dan Knight

Empowerment, responsibility, compassion

EMPOWERMENT:

- A dream that Calgary will lead the nation in implementing a new method of voting that will ensure every vote counts, not just the winning votes.
- A dream where citizens are given a say on whether there is a tax increase and by how much and for what items.
- A dream that will reaffirm to Calgarians that they have a voice in what their city is and how it is run.

RESPONSIBILITY:

- A dream where citizens determine, by electronic and mail-in voting, what the tax increase, if any, will be and the priorities of which projects will be funded.
- A dream where fiscal management is not just about conservatism, but about responsible allocation of funding within a set means; tax increases should not to be the norm, but rather the exception.

•A belief that Calgary **already is a “world-class” city** because of its citizens and not because of questionable “works of art” or re-branding slogans. Spending money on attempts to re-brand our city is really saying we don’t believe we **are** “world class”.

COMPASSION:

•I believe Calgarians have compassion for those who are less advantaged and seek to fulfill their responsibility to lend a “*hand up*” to their fellow citizen. I believe Calgarians seek a Mayor and Council that will look for long-term solutions to social issues that affect us all.

•I believe Calgary is a city with hard-working, innovative and intelligent citizens with heart and passion, who are seeking a mayor that has fresh ideas.

•I believe Calgarians value humility, vision and character over experience. They want a mayor with heart and passion coupled with a reverent fear of the role of mayor, rather than polished, political machinery.

Barry Erskine

Lead City Hall back to the future with a mix of the old, (the City Commissioner System) and the new, (new Social and Environmental Commissioners) all with the goal of making Calgary the place it once was, one where we were proud to be called Calgarian.

Evaluation:

Basis for evaluation: Leadership--identifies issues and act on them, vision, strength to carry through, independent yet team player, and strong communication with public.

Scores

Barb Higgins	7.5/10
Barry Erskine	5/10
Bob Hawkesworth	6.5/10
Bonnie Devine	5/10
Craig Burrows	6/10
Dan Knight	6/10
Joe Connelly	7/10
Jon Lord	7/10
Naheed Nenshi	7/10
Richard McIver	7/10
Wayne Stewart	7/10

Rationals:

Barb Higgins comprehensive and clear; states means to achieve vision; one dimensional.

Barry Erskine narrow, short-term.

Bob Hawkesworth idealistic; does not articulate how the City will be great for everyone.

Bonnie Devine vague.

Craig Burrows limited, vague.

Dan Knight missing issues; idealistic reliance on direct democracy.

Joe Connelly comprehensive and clear; less comprehensive than Higgins

Jon Lord more concise than Connelly; does not state priorities.

Naheed Nenshi narrow, limited, not comprehensive; states framework; more to City than ideas.

Richard McIver idealistic, not realistic; unclear how Calgary could become economic heart of Canada.

Wayne Stewart focused, better clarity than McIver; defines standard to achieve vision.

# Policies

## Budget

Barb Higgins

Using our tax dollars wisely is the most important job of City Council. As Mayor, City Hall will be responsible, accountable, and transparent with how it spends Calgarians' tax dollars.

We need a top to bottom review of how we plan, budget, spend and measure our financial affairs, including a review of the \$951 million we have in Reserve Funds;

Financial responsibility is my top priority. Create two categories of spending: Must have, nice to have. Prioritize must.

Barry Erskine

The city manager system as it currently exists with the mayor pulling its strings, doesn't work. It has resulted in runaway budgets, a \$25 million pedestrian bridge that has outraged Calgarians, the closure of Barlow Trail, the never-ending ring-road saga, slower than molasses development permit approval process, an extreme shortage of firefighters, a raft of social problems including housing homelessness, joblessness, the list goes on and on.....

Others running for the mayor's office will tell you **WHAT** they will do, but no one is telling you **HOW** they will do it. And, that is because they just don't know how. I urge you to read their campaign literature and you will see that.

Here is how I will get city hall working properly again so that it is responsive to the needs of Calgarians. I want to take the best of what worked in the past and add new leadership elements that will position Calgary to grow well into the future.

As mayor, I will re-constitute the commissioner system with a Chief Commissioner to oversee and co-ordinate the workings of city hall with a board of commissioners that will include:

- a Finance Commissioner, so the buck stops with one person overseeing the prudent spending of your tax dollars.
- a Planning and Transportation Commissioner, who will get Calgary's building and transportation approval process streamlined and back on track.
- a Social Services Commissioner who will ensure that, as the city grows, the well-being of Calgarians is front and centre of any city service and, lastly
- an Environment Commissioner. Everyone talks green, but no one tells you HOW ensuring the environmental will be front and centre in any city-led program or service.

Such a system worked well in the past and positioned the city brilliantly for one of Calgary's defining moments as a forward-looking world-class city: the 1988 Winter Olympics. However, I do not propose to re-invent the wheel. By adding the new positions of Social Services and Environment Commissioners, we will ensure that quality of life considerations are always present at board discussions.

With such a system in place, administrative accountability and transparency will have a greater place in the daily workings of city council and city hall. Council members must have the best information possible in front of them when they make decisions that affect all Calgarians' lives and this system will ensure there will be authoritative commissioners sitting with them at each and every committee and council meeting. I think every policy decision that the city council makes, every issue that is currently on the table, can be better resolved by having such a commissioner system in place.

Forensic audit of City Hall accounting books; completely independent audit

Bob Hawkesworth

Calgarians are not willing to see their services put on the chopping block. That's why I believe we need to invest families making sure we have good quality city services. Consistently, the people of our city say they are willing to pay for our excellent public services, especially those that nurture our communities and our citizens.

Bonnie Devine

Portion of the City Budget set aside for creation of new low-mortgage housing construction program

Craig Burrows

At the time of this audit, Craig Burrows campaign has not provided explicit guidelines on the fiscal management of Calgary's public revenues and expenditures. Burrows has advocated for an independent task force of volunteer business leaders to lead the financial auditing of City Hall's spending. This is a positive step towards opening the books on municipal finances, though Burrows' must explain more regarding the qualifications required to be on this committee, who chooses these individuals and what their duties will be. Similar questions arise regarding Burrows' value audits of Enmax, the Calgary Parking Authority and the Corporate Properties Department.

In regard to budgetary measures, Burrows recommends an increased role for Council members, such as holding quarterly budget meetings and publishing these numbers publicly through homeowner utility bills. To generate cash flow, Burrows recommends the Smart Card, a prepaid card that can be used for transit, parking, and recreational facilities. Burrows contends this smart card will prevent unnecessary departmental duplication, improve services and contribute towards the elimination of the \$3 transit Park and Ride fee. This is an innovative solution but the actual

details regarding the distribution of this smart card, the costs involved and net benefits to Calgarians still remain unanswered.

#### Dan Knight

Knight supports a policy of no tax increases for three years without the approval of Calgarians, who would vote on any type of taxation increase. Any “extras” found in City Council’s budget would be prioritized in this vote by a ranking methodology. This methodology has yet to be explicitly detailed and discussed by Knight. Knight also supports increased expenditures on core city services such as snow removal and public transit and the retention of corporate bodies such as Enmax to ensure a non-taxation revenue stream. Knight has not explicitly laid out his vision for the costs surrounding a mass mail in or electronic ballot. Nor has Knight commented on how areas with larger communities may result in skewed voting patterns that favor such communities over another. It raises an important question if online or mail-in plebiscites can produce a fair distribution of government expenditures across Calgary.

#### Joe Connelly

Connelly also supports an economic study on the benefits of zero-base budgeting, and of implementing “crowdsourcing.” Connelly has not publicly commented on how government expenditures will be distributed to all sectors of the city, but has supported reducing City Council priorities from the current 25 to a greater focus on core services.

#### Jon Lord

Jon Lord supports the implementation of the Triple-E City Hall policy framework (Efficient, Effective and Ethical) and the Executive Leadership/Black Belt Six Sigma programs. However, he has not identified how these programs will result in better fiscal management and fair distribution of government expenditures across Calgary. An innovative idea of Lord’s is enhancing the viability of telework in Calgary. According to Lord, telework has the potential to reduce traffic gridlock downtown, and result in decreased expenditures and greater fiscal flexibility for City Hall. Lord has supported a review and value-for-money audit of the Calgary Parking Authority, and has endorsed a cap on parking rates until the audit is completed.

Lord is calling for a War on Waste in all departments, perhaps including a pilot project in Zero-based Budget examination, and using Six Sigma or other processes that have been proven to be successful in other large organizations elsewhere. There are many examples of “Best Practices” from elsewhere to follow” says Lord “we don’t have to re-invent the wheel to do this.”

Faced with a potential tax increase of over 13% and currently looking at a minimum 6.8% tax increase for 2011, Calgary Election Mayor Candidate Jon Lord says there is no time to waste, Council only has a few weeks to balance the budget after Oct. 18. A 13% tax increase would be ruinous to many impoverished citizens and already struggling small businesses” say’s Lord “ it’s completely unacceptable and the new Council has obviously been handed a financial mess.”

“Critical times call for bold decisions”, says Lord, “so we have come up with some bold immediate steps to address this to bring in a budget that has no tax increases at all. In fact, I fully expect that with our 12 step program to avoid City Hall massive tax increases, we can achieve this without service reductions or any layoffs in front-line staff at all. Frankly, if Council does their job, I fully expect we may even look to flat-line any tax increases for the next few years and still be able to deliver upon what we need to do as a City. This program will NOT be based upon any reductions or layoffs of the City’s hard-working and even underpaid front-line workers” says Lord. “It will be based upon smarter, more efficient processes and better organized, trained and streamlined people at the top instead.”

·**Step 1 is putting people first** in a triple bottom line analysis ( financial, environmental, Social) of all significant City decisions – assessing City Priorities and financial budgets by looking at the financial impacts on the overall economy and of our Citizens first and foremost. Insist on examining and quantifying estimated impacts on the Citizens of Calgary, (not just on the Corporation of the City of Calgary’s bank account) on all issues of importance. For example, how do you determine what budget for snow removal is appropriate ? Well, what is the time lost in productivity and quality of life for people stuck in traffic, unable to get to work? What is the overall cost to Calgarians lost in automobile accidents, damages, Insurance claims – that might have been avoided with better road designs, fixing high-accident intersections, better ice and snow control? What are the lost productivity costs, opportunities lost, quality of life impacts of not having the tunnel at the Airport on the overall economy, especially that of the N.E. residents? – or not having a S.W. Ring Road link for SW residents? Why are these questions never quantified to at least an estimated amount so that Council can take the citizens impacts into account? What is your time worth, sitting stuck in traffic?

Another example would be the high cost of housing in Calgary. Can we envision prioritizing the planning processes to avoid the most expensive and unnecessary delays, based on the estimated costs to the applicant , that might occur otherwise – thus helping reduce the final costs to buyers? Could we have these questions answered by an independent examination process under a “Citizen’s Advocate” department? How can the City decide what a priority is, unless the impacts to the citizen’s of Calgary are taken into account first and foremost?

Naheed Nenshi

No stated/main policy on the city’s budget

Richard William McIver

As mayor, urge Council to pass a hold-the-line budget in November pushing back a revised budget to the first quarter of 2011. Immediately upon taking office he will work with Council to launch a real budget process with real information so that Council can make informed decisions. During the 5-month period from October, 2010 to March, 2011, Ric will put all city administration hands on deck to look for sensible cost-controls, and will regularly share with the public the progress that is being made. Public discussion on budgeting has been missing during the last 10 years and it is needed in setting our spending priorities.

There will be a department-by-department review looking for ways to deliver more value for money. City managers will be charged with collecting the best advice possible from front-line workers and Council will be asked to get the best advice from taxpayers. City employees will be listened to. The public will be listened to. And where required, the best outside advice will be consulted on technological improvements to make more efficient use of every tax dollar spent. There will be a review of the amount of taxpayer dollars that is allocated to reserve funds. With over \$800 million in current reserves, it is time to ask how fast should they be growing. The dividend policies of city-owned utilities will be examined and, in an effort to be transparent, the city will start to show all taxes currently hidden on utility bills and elsewhere. The result will amount to one big reality check that will allow all Calgarians to know where we are and what needs to be done. It will be a long, difficult job but it is past time to roll up our sleeves and clean up the mess created by Council policies that have run counter to the principles of accountability and transparency.

Tax rates will be set on the basis of facts and solid information that is shared with everyone, not political agendas. Growth will no longer be the all-purpose, automatic excuse for tax increases. The target will be to arrive at a level that is at or below the rate of inflation

Wayne Stewart

Transparent tendering

Sound financial management requires experience. There is a lot of talk these days about being a “fiscal conservative” - & being “cost competitive” – whatever these glib phrases mean? All I know is that Calgary has lost its way when it comes to financial management. My Background for actually managing large, complex budgets at Shell Canada, and for several not-for-profit organizations has prepared me well to ensure that Calgarians get the best bang for their buck from their hard-earned tax dollars.

When I am elected as Mayor I will freeze taxes while we complete a value-for-money audit – get the fat out of the system – and look at alternative ways for delivering services that are more cost-effective - so we can make Calgary great!

Customer service will become the mantra of the public service. Calgary is fortunate to have many outstanding people on the front lines, providing services to Calgarians. Unfortunately, over the years an arrogant – dictatorial attitude has been allowed to develop in some areas. Parking is a good example – our managers think that the city should set the price – as high as possible – and rule with an iron fist. When I am Mayor all that will change. City Council is going to take control of City Hall! Our city management needs to learn that we are their customers – that red tape must be reduced wherever possible – and we need to expand city services – like the recycling bins - to accommodate all our citizens. We will also look at all non-essential city services – like snow removal to see whether it could be outsourced to the private sector to get improved services at lower cost.

As Mayor I’m going to shake up city hall, cut the fat out of our system, and institute an attitude change that puts the customer first.

Focus on things that matter; City Hall shouldn’t waste time on insignificant, routine matters.

Evaluation:

Basis for evaluation: sound, fiscal management of public revenue and expenditure, and fair distribution of government expenditure to all sectors of Calgary

Scores:

Barb Higgins	6/10
Barry Erskine	6/10
Bob Hawkesworth	4/10
Bonnie Devine	1/10
Craig Burrows	6/10
Dan Knight	5.5/10
Joe Connelly	5.5/10
Jon Lord	8/10
Naheed Nenshi	0/10
Richard McIver	6/10
Wayne Stewart	6.5/10

Rationals:

Barb Higgins more clear policy than Knight.

Barry Erskine not as focused, concise as Stewart; minimal connection to finances.

Bob Hawkesworth status quo on the City's finances.

Bonnie Devine no connection to financial mgmt.

Craig Burrows not as comprehensive as Stewart; no fiscal restraint.

Dan Knight vague; needs more focused, concise budget policy.

Joe Connelly vague; needs to be more clear.

Jon Lord most comprehensive budget policy; clearly identifies the urgency of the City Budget; proposes concrete steps to dealing with budget issues

Naheed Nenshi no stated budge policy

Richard McIver vague; only a means to collect information on the City's budget.

Wayne Stewart cost effective programs; more focused, comprehensive than other candidates.

## Taxes

Barb Higgins

Regarding property taxes, I will work with Council and administration through the budget process and as mayor, my goal will be to do everything I can to return to the mantra of our past: to not raise taxes any higher than inflation.

- I would like to see business taxes reduced. I would not go so far as to eliminate business taxes because that would mean a drop in revenues to the City of \$150 million, and I do not think the City has the capacity to do that at this time. I would add, however, that I have had good discussions with the Chamber of Commerce and as mayor would seek to develop an ongoing dialogue between the Mayor's Office, City Council and small and medium-sized businesses to make the right decisions about business tax rates.

Barry Erskine

5 commissioners check on council and mayor  
Forensic audit of City Hall's finances

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Such a system worked well in the past and positioned the city brilliantly for one of Calgary's defining moments as a forward-looking world-class city: the 1988 Winter Olympics. However, I do not propose to re-invent the wheel. By adding the new positions of Social Services and Environment Commissioners, we will ensure that quality of life considerations are always present at board discussions.

With such a system in place, administrative accountability and transparency will have a greater place in the daily workings of city council and city hall. Council members must have the best information possible in front of them when they make decisions that affect all Calgarians' lives and this system will ensure there will be authoritative commissioners sitting with them at each and every committee and council meeting. I think every policy decision that the city council makes, every issue that is currently on the table, can be better resolved by having such a commissioner system in place.

Bob Hawkesworth

Not a priority—no stated policy; commitment to maintain public services and therefore taxes to pay for them

Bonnie Devine

Reduction of property taxes on all homeowners and increase those of corporations that do business in Calgary. Specifically, ending special property tax exemptions for corporations. As of 2008 and earlier, Calgary continues to host more corporate headquarters than any other city in the west. If corporations want to do business in Calgary, they should be obligated to pay property taxes.

Craig Burrows

As of the timing of this audit, Craig Burrows has not provided an explicit position on tax levels for Calgarians.

Dan Knight

Knight supports the use of electronic and mail-in voting to determine taxation levels for Calgary and the prioritization of city projects. According to Knight, taxation levels should be about the "responsible allocation of funding within a set means; tax increases should not be the norm, but

rather the exception.” While Knight’s support of citizen based tax determination is innovative, it remains to be seen how the questions are worded to citizens, which projects are displayed on the proposed plebiscite ballot and whether it will have a positive or negative effect on communities in Calgary.

Joe Connelly

As of the timing of this audit, Joe Connelly has not publicly commented on tax levels for Calgarians.

Though he is an expansionist and therefore same or higher taxes

Jon Lord

Lord has publicly endorses an end to tax increases, but has not specified which programs, services and public sector jobs will be cut or diminished in order to curb public spending.

**·Step 2 Getting back to basics** re-examining all the initiatives and businesses and user fees and hidden utility taxes that the City is getting into now including such questionable conflict-of-interest prone areas such as land speculation and development. We also have a lot of social engineering and ticketing and signs that tell you what you can’t do everywhere and nickel and diming citizens on everything to the point it is driving everyone to distraction. While some candidates call for the City to be run like a business, the facts are that the City IS being run like a business, a large, somewhat predatory monopoly that seems to be getting into more and more businesses in the private sector, competing against everybody, and trying to extract more and more \$\$ from the citizens all the time.

This is not why we created a City Hall.

When it comes to Social engineering, on the Plan-it side, given that Calgary’s growth may be exaggerated if the world recession continues, postponing major social engineering goals for the moment might be a good idea, (such as the continual attempts to force people out of their cars onto public transportation – at least until public transportation can be greatly improved). Small businesses are going under by the score, people are talking about moving away due to high costs...and unfortunately City Hall seems more and more like a deer caught in the headlights, with no ideas what to do about it all.

The City needs to do Snow removal, make sure the water and lights work, that traffic flows, that we have streets, buses, parks and public facilities, and that vulnerable people are taken care of. Beyond that appropriately funded Police and Fire depts. are needed, and yes, there are other things as well, but let’s not get so carried away that we try to madly ride in all directions at once.

Naheed Nenshi

No stated/main policy of City taxation

Richard William McIver

#### Part of main platform

Far and away the most pressing issue of this election is the looming November budget and the difficult choices that will have to be made. Calgarians are facing a 6.7% tax increase – provided the announced \$60 million budget shortfall can be solved. If it can't, that increase jumps to approximately 17%. If this isn't bad enough, consider that Calgarians have already endured a prolonged string of tax increases. The impact of taxes is always cumulative; the overall effect is felt in the pocket book of every Calgarian and makes our city less competitive.

Calgary's next mayor must be ready to tackle this issue the day after the election. There will be no time for on-the-job training. Some candidates are even openly promising a tax freeze starting in 2012. That conveniently ignores the impending 17% tax hike for 2011 and what must be done now to protect Calgary taxpayers from this unprecedented increase. Raising your taxes 17% next year, then freezing them for 2 or 3 years is a magic trick, not responsible tax planning. As mayor, Ric will urge Council to pass a hold-the-line budget in November pushing back a revised budget to the first quarter of 2011. Immediately upon taking office he will work with Council to launch a real budget process with real information so that Council can make informed decisions. During the 5-month period from October, 2010 to March, 2011, Ric will put all city administration hands on deck to look for sensible cost-controls, and will regularly share with the public the progress that is being made. Public discussion on budgeting has been missing during the last 10 years and it is needed in setting our spending priorities.

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The dividend policies of city-owned utilities will be examined and, in an effort to be transparent, the city will start to show all taxes currently hidden on utility bills and elsewhere.

The result will amount to one big reality check that will allow all Calgarians to know where we are and what needs to be done. It will be a long, difficult job but it is past time to roll up our sleeves and clean up the mess created by Council policies that have run counter to the principles of accountability and transparency.

Tax rates will be set on the basis of facts and solid information that is shared with everyone, not political agendas. Growth will no longer be the all-purpose, automatic excuse for tax increases. The target will be to arrive at a level that is at or below the rate of inflation.

#### Transparency on utility bills

Wayne Stewart

Tax freeze and independent auditor

Evaluation:

Basis for evaluation: city tax levels which are in the better interests of Calgarians as whole

Scores:

Barb Higgins	5/10
Barry Erskine	4/10
Bob Hawkesworth	5/10
Bonnie Devine	5/10
Craig Burrows	0/10
Dan Knight	4/10
Joe Connelly	5/10
Jon Lord	6/10
Naheed Nenshi	0/10
Richard McIver	5.5/10
Wayne Stewart	5/10

Rationals:

Barb Higgins vague; does not support policy claims.

Barry Erskine no tax policy; reliant on commissioners; not responsible.

Bob Hawkesworth status quo on City taxes.

Bonnie Devine vague.

Craig Burrows no stated policy.

Dan Knight shift responsibility to public; not willing to take stand on taxes.

Joe Connelly vague.

Jon Lord clear policy to re-examine taxes and related taxes from the City; unclear what and how he will ensure there are no tax increases—policy needs articulation.

Naheed Nenshi no stated policy.

Richard McIver lacks substance; understands process for City's taxes.

Wayne Stewart vague.

## Accountability of Elected Officials

### Barb Higgins

There is currently an external review of the City's audit processes underway; we need to act swiftly on the recommendations when that review is complete;

- As mayor, I will propose a change to the composition of the Audit Committee. As opposed to 5 Aldermen and 2 citizen members, we need to reverse it, and have 5 citizens with financial backgrounds, and 2 Aldermen;
- I will also propose that the chair of the Audit Committee be a qualified member of the public and not a council member

### Barry Erskine

Mayor trains council members on ethics, listening, and making decisions

Mediation with public—public meetings based on circle concept, equal levels.

### Bob Hawkesworth

Use telephone town halls in which citizens can engage the mayor directly on issues that matter to them

- Continue “Conversation Calgary” to build collaborative solutions to Calgary's challenges
- Engage City of Calgary employees to tap into their ideas for making services to Calgarians more effective and efficient
- Establish a social network “Council on Line” for ongoing, virtual citizen engagement with mayor and council

#### **Bob Will Create Independent Civic Engagement Office and City Ombudsman:**

- Act as direct access to City Hall for citizens to resolve disputes
- Lead and co-ordinate public consultation for major public initiatives
- Help City departments run effective public meetings and meaningful consultation to build stronger relationships with and between communities
- Provide recommendations to improve civic participation and Calgary's inclusiveness
- Provide outreach to communities that face language barriers and enhance accessibility for persons with special needs

#### **Bob Will Work To Make City Information More Accessible:**

- Join Vancouver, Edmonton, Ottawa and Toronto to collaborate on an “Open Data Framework”
- Identify opportunities to share more of the City's data and develop a plan to digitize suitable archival data for the public

- Determine a method to ensure data supplied to the City by third parties are, wherever possible, unlicensed, not copyrighted and in a prevailing open-standard format
- Licensing software developed by the City of Calgary to enable other municipalities, businesses and the public to take advantage of the work done

**Bob Will Work To Reform Civic Elections:**

- Advocate for annual full disclosure of political contributors for incumbent aldermen and the mayor, lowering contribution limit to \$2500 annual maximum, campaign spending limits and a total ban on business, organization and donations
- Automatically register enrolled students at 16 years of age so they are eligible to vote when they reach voting age
- Providing multi-lingual and large print ballots at voting stations across the city

Bonnie Devine

Greater leadership from City Hall in the fight against racism, homophobia, prejudice, and bigotry.

Town hall meetings  
 Work for community as a whole  
 Engage all wards

Craig Burrows

Burrows has pledged to bring in the Alberta Auditor General to investigate City Hall's spending. In response to claims of conflict of interests between city employees and real estate holdings, Burrows has declared that no city employee or council member will be allowed any business dealings with the City for three years after leaving their position. This is a positive step to bring back accountability to City Hall. In response to questions of public accessibility, Burrows has suggested a 30 minute period of public feedback for every Council meeting and 28 town hall style meetings annually in selected communities. These are steps that can produce public dialogue with council members. However, Burrows has not discussed recall initiatives and public engagement through new technologies, such as the Internet and social media.

Dan Knight

A variety of strong accountability mechanisms are present in Knight's campaign platform. Among them is a proposal to amend the Electoral Act of Alberta to include weighted voting according to voter preferences. Knight also supports an online website to allow citizens a non-binding vote on City Council motions. In addition, Knight supports the recall of public official, including the mayor, following a petition of no less than 25% of registered Calgary voters. These

mechanisms represent a solid framework in supporting public access to City Council and a public voice in ensuring accountability from elected officials.

Joe Connelly

Connelly supports measures to increase the independence and authority of the City of Calgary's auditor general, who will work in conjunction with an ombudsman in order to produce increased transparency on City Hall's finances.

Jon Lord

Lord has endorsed several measures to hold elected officials accountable. Among them, a public record (hansard) of council meetings and a volunteer task force made up of CFO of Calgary corporate bodies that will perform financial auditing duties of City finances. Lord also supports the appointment of an independent ethics and compliance Commissioner. These are rational responses to increasing accountability from public officials, but there is a diminished role regarding public engagement with elected officials outside of electoral dates.

Independent Auditor guaranteed autonomy, plus enough power to get the job done!

Naheed Nenshi

Nenshi releases plan for governance reform

Some of the solutions are simple. Others involve embracing technology to drag Calgary City Council into a closer, better relationship with citizens. Others require a cultural shift towards openness and transparency. Together, they form a package that redefines the relationship between Council and citizens, addressing the number one issue Calgarians have been talking about on the campaign trail – the accessibility and transparency of this Council.

Mayoral candidate Naheed Nenshi today released his latest Better Idea: A council that works. The solutions he outlines include:

- Flipping Council meetings around so that the public portion occurs in the evening and people don't have to take a day off work
- Publishing more detailed minutes of Council meetings, with video links to discussion and Council member voting records
- Publishing the Mayor and Aldermen's detailed expenses and logs of whom they meet on the web
- Launching a review of the pay and perks that Council members receive

"Our Council too often spends their time on the wrong things, and spends our money badly," said Nenshi. "Part of the problem is the process. Council members know no one is paying attention, and this can lead to outrageous behaviour, from charging for dry cleaning to spending hours discussing whether someone can keep a driveway that's been there for 70 years when they do a renovation. My package will curtail all of these abuses.

“Some of these changes are pretty basic. We don’t need an expensive bureaucratic lobbyist registry, for example, when all we need to do is tell citizens exactly who comes into our office. But all of them represent a significant mindshift towards Council acting as the Board of Directors and governors of this city, not as a glorified student council.”

In 2001, campaigning in Calgary changed. Elections went from moderately expensive to million dollar professional enterprises. But as much as the elections have changed, the rules governing them have stubbornly remained nearly the same. The perceived abuse reached an apex in the 2007 election, when record amounts were spent, and one alderman decided at the last minute not to run, leaving with an undisclosed amount of money raised.

Despite promises from Mayor Dave Bronconnier, Alderman Ric McIver, Alderman Bob Hawkesworth, and others to fix the mess after the 2007 election, nothing was done. Council struck a committee which, setting a record even for Council committee uselessness, never actually met. Finally, the province had to step in, substituting its own weak regulation in the absence of any city action.

Now, with Mayor Bronconnier stepping down, Aldermen McIver and Hawkesworth are both taking money they have raised for their aldermanic races and applying it to their new races. They are taking donors’ money intended for one use and allocating it to a new use without donor approval, something no charity could ever do.

Today, Naheed Nenshi proposed tough new rules to govern campaign finance, including more stringent donation limits, spending limits, disclosure of donor names during campaigns, and time limits on fundraising.

Nenshi further pledged to voluntarily abide by these rules during the campaign, and challenged all his competitors to do so as well.

“Today, I pledge to limit my spending to 65 cents per resident, to disclose the names of all my donors during the campaign, and to donate any surplus to charity, win or lose,” said Nenshi.

“These are simple steps, and they may hurt my campaign, but this is a small price to pay to restore faith and trust in the system. I challenge all the others running for mayor or alderman in this election to do the same.”

Richard William McIver

As mayor, Ric McIver will create a new audit structure. A new independent position of Auditor General will be created. The Auditor General will oversee the entire audit department and will be a “bloodhound”, looking for potential fraud, ensuring that all policies are being followed to the letter and that all internal controls are being properly adhered to. A division of the Auditor General’s Office will, among other audit functions, conduct cash audits, ensure contract procedures are followed, and perform audits of corporate and departmental systems. In addition this function may also include the ‘value for money’ audit which in the past has been contracted out at enormous cost.

The most important difference will be that the Auditor General, at least once a year, will report directly to Calgarians through Council. The office of the Auditor General will be required to submit quarterly reports, in public, to the Audit Committee made up of 3 citizens (one of whom

will be Chair) and two Aldermen. This new structure will ensure independence, cost control, accountability and transparency.

#### Background

Why the City Auditor was terminated:

1. Only about half the required volume of reports required was being completed. This slow pace of production actually allowed more time for the troubling revelations in the procurement report to go on.
2. An independent report from Price Waterhouse Coopers revealed that only two of eleven basic auditing standards were being met.
3. The Auditor's initial five-year contract had been extended – but only by one year as the result of the shortcomings noted above.
4. The two citizen members of the audit committee, both of whom are auditing/accounting experts, were in favour of the termination.

It was evident that the Auditor was falling short in her obligations. As a result, Ric voted to terminate her contract.

#### Council Complacency

One of the largest problems revealed had to do with city procurement procedures.

Approximately \$740 million in purchase orders were found to be lacking proper documentation. On July 5, 2010, Ric made a request for Council to disclose the details surrounding these purchase orders[i]. On July 19, 2010 Council voted overwhelmingly to support the administration's recommendation not to disclose the information. Only Ric voted for complete disclosure[ii].

Since then, Ric has placed the PriceWaterhouseCoopers and the City Manager's reports on his website in order to make what information has been released available to the public.

To pre-empt the current situation Ric had, on many occasions, asked that the functions and reporting of the current auditor be changed to that of an Independent Auditor General.

#### The Audit Role

In the audit profession the view still is that “audits are not designed to detect management fraud”. It can be done, but it is very costly and time-consuming. On the other hand, the public view is that an audit should cover the detection of fraud, more so in light of the numerous, high-profile cases of corporate fraud and public sector mismanagement. The general public is under the impression that an auditor is a “watchdog” who can always prevent wrongdoing.

This is far from the truth. While an auditor can sometimes prevent the possibility of fraud, usually an auditor's findings are after the fact. There is also a misconception as to the function of an auditor and its role in an organization. The fact is that there are different auditors with different roles.

Internal auditors only provide a supportive and advisory function to an organization; they do not have any power of enforcement. Internal auditors are employed by the organization they audit; their familiarity with and knowledge of the organization may provide greater insight into potential fraud and wrongdoing, and they can be a valuable tool to management to enhance transparency and accountability. However, one should not forget that an internal auditor is part of and answerable to the organization for which he/she works.

The past few months has seen an unprecedented focus on the audit function at City Hall. Much of the turmoil has resulted from the sole-sourcing of the Calatrava foot bridge, and issues relating

to reserves and internal control. While the administration has denied any wrongdoing occurred, the Internal Auditor was fired and an independent external auditor was contracted, at additional cost, to get to the bottom of the problems. Unfortunately, that report will only be made public after the election. We also now know that this report will be done by the same auditing company in place at The City of Calgary during the procurement audit discussions.

The City's Internal Auditor had the role of an "internal consultant" with the additional function of ensuring that proper internal controls existed and were adhered to. Because of the reporting nature of the role, the relationship with both Council and the Administration may well have allowed many of the recent problems to remain undetected.

Wayne Stewart

Independent auditor, transparent tendering

Evaluation:

Basis for evaluation: measures to further hold elected officials accountable

Scores:

Barb Higgins	5/10
Barry Erskine	2/10
Bob Hawkesworth	8/10
Bonnie Devine	5/10
Craig Burrows	7/10
Dan Knight	7.5/10
Joe Connelly	5/10
Jon Lord	7/10
Naheed Nenshi	7/10
Richard McIver	5/10
Wayne Stewart	5/10

Rationals:

Barb Higgins good ideas; vague.

Barry Erskine very vague; not focused.

Bob Hawkesworth comprehensive.

Bonnie Devine good ideas; public accessibility good.

Craig Burrows comprehensive.

Dan Knight not as comprehensive as Burrows; supports recall of mayor and alderman; greater citizen involvement.

Joe Connelly narrow scope.

Jon Lord not clear enough on public accessibility.

Naheed Nenshi greater transparency on elected officials; no recall policy.

Richard McIver narrow scope.

Wayne Stewart narrow scope.

## **Growth of City**

Barb Higgins

I have announced key themes that will be the hallmark of my policy approach in this regard:

- There is a need to streamline the industry approval process for development applications and projects. A key commitment is to dismantle the ‘Calgary Planning Action Group’; an internal committee meant to better coordinate planning applications that has actually slowed things down. Time is money – a complex and time-consuming process will inevitably result in increased cost to consumers, which is not acceptable;
- I will work with businesses and developers to create smart, sustainable growth and communities as described in the “Plan-It” report;
- We also need to be more collaborative with our rural municipal neighbours; as Mayor, I will immediately sit down with the Reeves of Rockyview and Foothills to discuss how to revive the Calgary Regional Partnership in a way that works for the City, our rural neighbours, and the real estate and development industry;
- We need to carefully expand the opportunity for people to have

Barry Erskine

10 years ago Calgary had 1/3 green space foot print; now the green space foot print is 1/4

Use back alley ways for pedestrians and bicyclists

Smart growth; self-sustaining growth

Bob Hawkesworth

We need to build Calgary up and not out. Plan It-Plus Neighbourhoods and Transit is about kick starting sustainable development in our older neighbourhoods and transit-oriented development. Plan It-Plus will focus on a voluntary-participation program that will receive support from a new fund for local public infrastructure improvements, traffic measures, signals, sidewalks, and parks.

Fund SE LRT—most important project

Against Airport tunnel

Bonnie Devine

Craig Burrows

Burrows has not explicitly set out any guidelines on the projected size of Calgary, or commented publicly on how Calgary's growth affects the quality of life and services to Calgarians. This subject deserves more attention, especially given the partnerships Calgary has with regional partners and communities in delivering water, sewage and transportation lines.

Public attractions  
More hockey rinks  
Soccer facilities  
First class art facilities  
Build LRT to airport

Dan Knight

Knight has provided feedback on the issue of Calgary's expanding communities. He supports developers in new communities practicing self-sufficiency by paying for water, sewage, and utility line costs. In established communities, replacements for aging infrastructure should be paid equally by reserve funding and local improvement taxes in these communities.

This question has also been raised in a number of the forums, usually under the term "urban sprawl" which, in simplified terms, is the outward growth of our city, which increases the size of its geographic footprint.

The issue of city planning is not a simple issue to solve and there are many factors that can sometimes conflict. There is:

1. •the desire of the citizens to have the freedom to choose the location and type of community, lot and residence in which they wish to live.
2. •the need of developers, who build these communities (or who re-build when we consider the construction of in-fill houses within established communities), to make a reasonable return on their investment for their shareholders.
3. •the need and desires of established communities to keep things as they are, which can conflict with the desires of property owners to either add a secondary suite, or renovate, or rebuild.
4. •the transportation burden of getting citizens from their homes to their place of work across the city, especially as these distances increase over time.

City council, through its Municipal Planning Commission, oversees the general growth and plan for the city. The mayor does not have dictatorial power to restrict or authorize a particular plan, nor should he/she.

As both a citizen and a candidate for mayor, my position is that the pace of growth is best determined by the market forces of supply and demand (ie. What people are wanting to purchase for a home, balanced with what developers are putting on the market.) guided by the hand of city council. This guiding hand includes such issues as where and how big roads will be, how many people can live in one lot (called population density), and how many off-street parking spots are needed for a single residential lot.

I am not in favour of city council restricting people's choices of where they live or what they call home, by insisting that people have to live a certain distance from their place of work or need to have a certain population density. City council's role is to guide, not determine or drive, city growth.

Joe Connelly

No stated policy

expansionist

- Build more recreational and athletic facilities, with a special focus on keeping our children active and safe
- Through effective business processes, dedicate funds that make Calgary a great city – arts, culture, sports, festivals and more
- Introduce a Community Liaison position which will work directly with volunteer-based communities ensuring their voice and requests are heard by City Council and Administration

Jon Lord

Bottom line: There are many ways to challenge the Plan-It committee assumptions and bring some new perspective to this discussion. Some of the ideas in Plan-IT maybe great... but as with everything, it's 1% inspiration, 99% perspiration, and proper implementation is all that really counts. We have to get past all these stultifying Social engineering blockades and impediments to growth, and Get Calgary Moving Forward again.

Final thoughts: Plan-It has proposed some very high and laudable ideals, largely based on notions of sustainability and livable, walk able, resilient communities, such as I have long promoted as Founding Chair of what has now become the Marda Loop district in town, and my work on others as well.

## Expansionist

TUNNEL: YES do the emergency part ( under the runway) NOW ( \$30 million?) to avoid the \$1B cost later. See my blog (on the spinning carousel of this web page) as to why and how.

SW RING ROAD: YES, get going on it NOW.....using the plan shown on this web page page under the Video section - our 4 part plan to get going on it ASAP. We have the ideas, the plans, and believe the money will be in place. No houses lost in Lakeview, better for Lakeview than they have now, better for the environment of Weaselhead, doesn't use T'su T'ina land.....we have solved all the major problems everyone is complaining about.

ARTS and CULTURE: Promote a vibrant underground scene similiar to Austin Texas and other successful places, working with small business, BRZ's artists, musicians, landlords and others.

GET a MULTI-MEDIA FILM STUDIO built and operating, by resolving the political squabbles preventing it ( just like we did in resolving the 30 year battle over Stampede Expansion.)

Stampede, and all other potential industry players, and anyone else interested, could make this a whole new beginning for Calgary in this industry.

## Naheed Nenshi

### Calgary open to business—no restraint on growth

Calgary, AB – While Calgary is a hotbed of entrepreneurship, the City can be a barrier, rather than a facilitator, of business growth. Naheed Nenshi will open City Hall for Business.

Naheed is committed to Entrepreneurs. Having grown up in a family and community of small business owners, Naheed understands how making City Hall a catalyst for business growth is essential to building our city as a hub on economic activity.

“The City of Calgary too often stands as a barrier to economic growth,” says Naheed Nenshi, candidate for Mayor. “Take the case of a local pub. They wanted to change their light fixtures. Small change – big headache. Six months and \$11,000 later they light their bar with bulbs and no fixtures. Why? Because the City of Calgary will not allow them to run their business.”

What needs to change? Naheed’s plan includes:

1. Cutting red tape and administrative overhead.
  - Implementing a culture of customer service throughout the City.
  - Reforming policy and bylaws.
2. Creating a fair and equitable tax burden.
  - Investigating a non-residential commercial property tax.
  - Making a clear link between taxes paid and services received.
3. Investing in the urban fabric.
  - Building a safe, welcoming and clean urban environment.
  - Creating complete communities.

“This is all about attracting young professionals who will build businesses, create employment and give back to Calgary. We rely on these individuals to be our economic engine. It is time the City of Calgary started to support them.”

Yet, he says:

A recent study has revealed Calgarians are on the hook to pay \$10,000 more, just for sewer and water infrastructure, for every new house on the fringes of the city than we will ever get back in property taxes.

City Council’s last-minute backroom deal to gut Plan-It Calgary is directly tied to this problem, and will cost Calgarians over \$2 billion in excess taxes. All three aldermen currently running for mayor voted for this tax increase.

“Calgarians have been tricked into thinking that support for the city’s growth equals support for the current development model,” says Mayoral Candidate Naheed Nenshi. “Let’s be clear, the vast majority of Calgarians pay significantly higher taxes to subsidize those buying new homes on the fringe.”

“I think Calgarians should ask our current Council members how committing to \$2 Billion in costs without revenue support is good for Calgarians. I also want to be clear, I am for development – just smart development that doesn’t unfairly burden taxpayers. We can do smart growth; we’ve done it in the past. Garrison Woods is smart growth.”

Nenshi today released a detailed plan to create sustainable, walkable, livable, complete communities. Nenshi’s plan is to establish a proper framework for the development of vibrant new communities and to revitalize existing communities and downtown.

What Naheed will do:

The City has taken an important first step by passing Plan It Calgary, our 60-year development and transportation plan.

Although Plan It was gutted in a last-minute deal that could cost taxpayers over \$2 billion (and which was supported by all three aldermen now running for mayor), it is an important first step. The challenge now is to implement the plan, making sure it does not wither away as so many have before it.

1. Establish the framework necessary to create vibrant new communities.

Changing how new subdivisions are built is not about the end of the single family home. For example, Garrison

Woods stands out as a community that offers walkable retail locations, good transit accessibility, and plenty of green space, with a variety of housing spaces, including many single-family homes with garages and back yards.

We need new communities to look more like this.

a. Sensitively increase density. We should increase the minimum density required in new subdivisions from 60 people and jobs per hectare to 70 by 2020 as originally envisioned by the Plan It process. This density will ensure that new developments can pay for themselves, will assist in housing affordability, and will make it easier and less costly to serve the neighbourhoods with services like transit, police, and fire protection. It

does not mean high-rise towers everywhere, but it does mean a much greater range of housing choices – detached homes, townhomes, garden suites, and apartment complexes in mid-rise buildings with retail below could all be part of the mix.

b. Improve standards for new subdivisions. Review and adjust existing policies and standards for new

subdivisions to ensure they facilitate mixed use, walkable, transit-supportive communities like Garrison

Woods and discourage single-use communities where each family must have two (or more) cars. Garrison

Woods is a great example of a new community that is more compact than typical subdivisions, has narrower

roads, smaller but well designed public spaces, a mix of housing types, and a commercial main street area.

There are other communities, such as Mahogany, that are being built as complete communities from the

outset, and we must encourage this kind of growth.

c. Cover the real costs of infrastructure. Move to a true free market in housing by removing the subsidies to

homes in new areas. Calgary will continue to grow outward, but new development must cover the cost of the

infrastructure required to build it, and not be subsidized by other Calgarians.

Calgary will be a city of sustainable, walkable, livable, complete communities

2. Revitalize existing communities and downtown.

Many of Calgary's established communities are now well below the peak populations seen when they were

bustling with young families. Increasing density and investing in community amenities will repopulate existing

schools, create demand for improved transit service, and rejuvenate the urban fabric.

Our downtown core also needs a boost. Vibrancy in big cities happens in those mixed use areas surrounding the

central business district. This means places like Eau Claire, East Village, and the Beltline need attention.

This can be achieved by taking the following steps:

a. Update or write the necessary Area Redevelopment Plans and corridor studies. Redevelopment and/or

intensification should happen in a predictable way. Plans should be created to emphasize public consultation

so that communities can understand what changes may happen and can have their aspirations for their

communities embedded in these plans. Sensitive redevelopment doesn't mean high-rise towers everywhere.

We do need those, particularly around LRT stations, but there are many ways to cautiously increase population and still respect the existing community fabric.

b. Continue the progress made on LRT Station Area Redevelopment plans. Areas such as Brentwood, Anderson, Chinook, and Sunalta have redevelopment plans in place. These plans outline how to effectively increase density in the immediate vicinity of LRT stations. To ensure the success of these plans the city must invest in the necessary infrastructure. Further, we need to accelerate these plans across all stations, particularly in the 36th Street corridor.

c. Accelerate Centre City revitalization. Our downtown is where many Calgarians come to work, but also come together to celebrate, to enjoy cultural offerings, and where many more people could call home. We need a capital investment plan that addresses the need for new parks, streetscape revitalization, and other community amenities for the city centre. Costs can be offset by development fees, density bonusing, and other sources of revenue. The East and West Villages will bring many new residents to the downtown, and we need to ensure that the amenities and infrastructure that they need are in place.

Richard William McIver  
Expansionist

Calgary is our inheritance, a trust that must be sustained and enhanced for the benefit of our children, grandchildren and all those who choose to call it home in the future.

“My vision for our city is to make Calgary the economic heart of Canada – a beacon of opportunity and affordability for all.”

### **1. Building Calgary's Infrastructure**

to drive our economy and enhance Calgarians' way of life. Constructing the NE airport tunnel, the SW Ring Road and creating a smart snow removal policy will address critical accessibility issues for residents and industry. Thoughtful development of our transit system, continued work on our road network and intelligent downtown parking policies will help re-vitalize the core. Growth will be focused on building complete communities where Calgarians can live, work and play without long commutes.

Calgary will stand alone at the top as a flourishing, competitive, entrepreneurial city that welcomes working people, small and big business alike, offering an affordable, high quality of life for all.

Build SW swing road, build airport tunnel

Wayne Stewart

Expansionist

New downtown library

Airport tunnel

P3 plan for Calgary

LRT to the Airport

Bus RT to Mount Royal University

Plan for SE LRT & beyond

Evaluation:

Basis for evaluation: plan on the growth rate of the city which is better interests of Calgarians; what is the maximum size without compromising quality of life.

Scores:

Barb Higgins	5/10
Barry Erskine	5/10
Bob Hawkesworth	5/10
Bonnie Devine	0/10
Craig Burrows	3/10
Dan Knight	6/10
Joe Connelly	3/10
Jon Lord	5/10
Naheed Nenshi	7/10
Richard McIver	6.5/10
Wayne Stewart	3/10

Rationals:

Barb Higgins means for growth policy; needs to articulate growth policy; no concrete policy.

Barry Erskine good ideas; no plan.

Bob Hawkesworth needs to articulate policy.

Bonnie Devine no stated policy.

Craig Burrows no connection between his ideas and building a sustainable city.

Dan Knight emphasis on community involvement.

Joe Connelly no connection between his ideas and growth policy.

Jon Lord clear pro-growth policy; though more articulation to reconcile growth and sustainability.

Naheed Nenshi focuses on communities and their quality of life; 60 year plan; contradiction between strong emphasis on business development and sustainable communities.

Richard McIver not as articulated as Nenshi.

Wayne Stewart no connection with growth policy; no articulation of policy.

## **Affordable housing**

Barb Higgins

We need to carefully expand the opportunity for people to have secondary suites.  
In favour of secondary suites

Barry Erskine

Mixture of homes in community—more diverse—more facilities

Against high density small homes due to their environmental impact

Secondary suites need to be legalized regarding fire and sound codes, and have own access

Bob Hawkesworth

Not a priority

Bonnie Devine

Creation of Low-income housing. Homelessness is not a crime. The lack of affordable housing is. This should be the focus of capital projects in Calgary, not un-needed and expensive bridges or tunnels. New residential construction must include a percentage set aside for subsidized housing. Greater funding, transparency, and public input into the running of the Calgary Housing Company.

Craig Burrows

Burrows has commented on enshrining titlement rates to land, and removing administrative members of the Planning Commission and Subdivision Development Appeal board (SDAB). Burrows also supports secondary basement suites, but has not explicitly laid out any provisions dealing with how affordable housing will be administered with tax dollars, where it will be located and possible alternative partnerships with the provincial and federal government in supporting affordable housing in Calgary.

Dan Knight

No stated policy

Joe Connelly

No stated policy

Jon Lord

Lord has publicly stated his support for the legalization of basement suites and the proper zoning for them. In addition, Lord endorses this move as a low-cost, large scale solution that can increase affordable housing in Calgary. This is a positive step towards providing affordable housing without overly burdening taxpayers, but greater specifics of Lord's proposal are needed before a complete score can be given.

Naheed Nenshi

Mayoral candidate and long-time housing advocate Naheed Nenshi today announced a policy for secondary suites that will immediately bring safe, legal affordable housing units to Calgary, while minimizing disruptions to existing neighbourhoods. This stands in stark contrast to the Notice of Motion being presented to City Council today by aldermen Ric McIver, Jim Stevenson, and Gord Lowe – all ardent opponents of secondary suites in existing neighbourhoods in the past – which would tie up any decision on suites in administrative paralysis for at least eight months, if not longer.

Nenshi's proposal envisions secondary suites being allowed in all residential communities without need for a land-use rezoning, subject to the following simple conditions:

- All provincial building code rules must be met, notably the need for fire safety (e.g. fire walls between suites, smoke alarms that ring on all floors)
- One off-street parking spot must be provided for the suite, in addition to the spots required for the main dwelling. This rule would be waived for suites within 500 metres of an LRT or BRT station.
- The owner must occupy any home with a suite; both units cannot be rented simultaneously.

“It's unbelievable that this has been allowed to go on for so long,” said Nenshi. “This city has been out of step with other cities, with public opinion, and with its own plan to end homelessness due directly to a lack of courage at City Council to address the issue.

“Alderman McIver's motion would just extend this untenable situation even further. It's a clear indication that he and his colleagues suffer from “Councilitis” – an inflammation of analysis characterized by an inability to make tough decisions, even when they are the right thing to do. We don't need eight months to study the issue – we already know what works and we just need to do it.”

There are an estimated 50,000 to 80,000 illegal suites in Calgary, whose tenants lack any safety protection or recourse. All major cities in Canada save Calgary have a secondary suite policy, with Vancouver, Edmonton, Saskatoon, Regina, and Toronto, amongst many others, having legalized them in all neighbourhoods.

Richard William McIver

Not part of main policy

Regulate secondary suites in order to protect character of communities

Wayne Stewart

No stated policy

Amnesty on illegal suites in order to bring them up to code.

Evaluation:

Basis for evaluation: increase in affordable housing without overly burdening the tax payers

Scores:

Barb Higgins	2/10
Barry Erskine	4/10
Bob Hawkesworth	0/10
Bonnie Devine	6/10
Craig Burrows	5/10
Dan Knight	0/10
Joe Connelly	0/10
Jon Lord	2/10
Naheed Nenshi	3/10
Richard McIver	2/10
Wayne Stewart	2/10

Rationals:

Barb Higgins narrow scope.

Barry Erskine more comprehensive than Higgins.

Bob Hawkesworth no stated policy.

Bonnie Devine most comprehensive plan of candidates.

Craig Burrows not as comprehensive and concrete as Devine.

Dan Knight no stated policy.

Joe Connelly no stated policy.

Jon Lord 2/10 not as comprehensive as Erskine.

Naheed Nenshi more about zoning and building codes and rules.

Richard McIver not as comprehensive as Erskine; narrow, limited.

Wayne Stewart not as comprehensive as Erskine; narrow, limited.

## Public Transit

Barb Higgins

Eliminate the \$3 parking fee at LRT park and ride locations;

- Open up discussions with post-secondary institutions to expand the discounted student UPASS to all post-secondary students (including apprentice students at SAIT and Bow Valley College) and ensure it is available to students throughout the school year;
- Expand the BRT bus system;
- Investigate ways to incorporate smaller buses to get industrial workers to late-night jobs in industrial districts.

Barry Erskine

The renewed and revitalized Commissioner system that I will bring back to city hall includes a Transportation and Planning Commissioner that will have the continued inclusion of multiple density housing as part of the mandate of the position.

Bob Hawkesworth

The southeast LRT and southwest Ring Road are critical priorities for mobility in Calgary. Calgarians want a council that will move forward on the right transportation priorities. As Mayor, I will deliver on both of these important projects and take action to improve snow removal and enhance traffic flow in the southeast industrial area.

Against airport tunnel—believes it is too expensive

As Calgary's next mayor, Bob is committed to securing these SE LRT benefits:

- Giving 125,000 more Calgarians access to LRT service
- Providing employment - when the construction of the West LRT is completed, the capacity will be available to move directly to building the SE LRT
- Reducing greenhouse gas emissions and lowering Calgary's air pollution
- Promoting economic development by giving transit access to 100,000 jobs in the SE industrial area
- Removing cars from our roads and thus reducing congestion

**Bob Will Work With the Province to Move the Southwest Ring Road forward:**

- Protecting the integrity of Lakeview, North Glenmore Park and the Weaselhead conservation area

- Extend Stoney Trail, from the Trans-Canada Highway south to Highway No. 8, so the Ring Road will link to an upgraded Glenmore Trail and take traffic south on the Deerfoot Trail

**Bob Will Improve Snow Removal and Support Goods Movement and Motorists by:**

- Improving traffic flow in the SE industrial area by constructing an overpass at 52nd St. SE, south of 50 Ave. SE – over the main east-west CN line

- Reasserting his \$10-million previously proposed increase to the snow and ice control budget to avoid the chaos of last winter

**Bob Will Continue to Improve Green Transportation Choices by:**

- Fast tracking rapid transit to the airport with a bus rapid transit (BRT) route from the downtown (via Centre St.)

- Offering flexible transit fares to encourage more transit use during off peak hours

- Implementing Calgary Transit's Smart Card system and real-time information for customers in 2011

- Supporting new transit routes from northeast Calgary to the airport

- Protecting the low-income and senior citizen's transit passes

- Developing innovative tools to promote transit-oriented development

- Working with the province to secure more government funding for public transit

**Bob Will Continue to Improve Calgary as a City for Cyclists and Pedestrians by:**

- Prioritizing investment in pedestrian and cycling infrastructure

- Ensure that most city buses are equipped with bike racks

- Advocate to bringing the "Bixi" bike common-rental program to Calgary

Bonnie Devine

Reduction of all public transit fares by 50% for one year. The following year, elimination of all public transit fares. Public transit, as a necessity for people to travel to work, shop, etc. should be a right. - Immediate return to free transit parking at C-Train stations

Craig Burrows

Burrows has announced his support for an Airport LRT line by 2015 and the conversion of Calgary buses and heavy fleet to natural gas power. Burrows' contends the conversion will realize \$10,000 in fuel savings for one bus, multiplied over 850 buses, meaning the conversion will result in \$8,500,000 in total fuel savings annually. Furthermore, Burrows has also supported a pilot project for 24 hour C-Train service on weekends in order to stimulate the downtown core and cultural centers. Burrows campaign has not addressed the question of C-Train expansion and public transportation to South-East and South-West Calgary communities, or the addition of multi-modal transportation lanes in Calgary.

Green transportation system—propane buses

Dan Knight

Calgary currently has one of the highest downtown parking rates in the country, both for metered (ParkPlus) parking and daily parking, either through a monthly contract or a single day fee.

There have been many comments by other candidates stating that they would work to lower those rates. While I agree that non-full day parking (ie: street-side, hourly) rates should be reduced, I would not seek to lower full day or monthly contracted parking rates. In fact, I would seek to have those rates increased and use the increase to offset fares for public transit.

One of our transportation problems is the congestion on roads leading into the downtown core. I am one of those drivers, and every day I see that the vast majority are just like me: a single occupant. My business, as a consultant, requires me to travel to more than one client location. I can not easily carpool or fit into a public transit schedule, nor can I easily enjoy cycling to work. And yet, I have enjoyed all these options at different times in the past when I was an employee at a single downtown location, and I see these as preferred modes of transportation.

The reason most drivers take their cars downtown is because of:

1. •Convenience: public transit is crowded, slow and expensive.
2. •Cost: the cost-benefit of this convenience and the comfort of their own vehicle is greater than the cost of parking downtown.

It would be ideal if we could get everyone to car-pool or ride public transit. However, I am firmly opposed to government intervention in people's choice of transportation. I am, however, supportive of government policy that motivates and encourages the use of "multi-person" transportation.

Increasing the cost of downtown parking, combined with reducing the cost of public transit AND increasing the frequency and efficiency of public transit would both reduce the number of vehicles going into the core and still provide choice for those needing or desiring to park downtown.

As mayor, I would work to implement the following policies:

1. •discounted (25% - 50% off) monthly parking for car-pooling vehicles, with severe fines and penalties for those who abuse this discount.

2. •annual increases in the monthly contracted parking rate, with this increase going directly to Calgary Transit for capital funds.
3. •immediate elimination of the Park and Ride fees.
4. •a three year freeze on Transit fares.
5. •a 25 cent reduction in fares for students and seniors.

As mayor, I would work with the rest of council and the city's transportation department to ensure that the design of future interchanges would be as simple as possible and would ensure continued traffic flow. We need to change the mindset within Council and city administration to one that encourages traffic movement, rather than stopping or slowing traffic down.

As mayor, I would work to expedite the completion of the SE portion immediately. This is an issue that seems to have been side-tracked by the province and needs to be brought to the forefront without delay.

Additionally, the Tsuu T'ina nation decided not to accept the province's offer that would enable the construction of the SW portion across their land. They did so as informed people, and while the result may be unfortunate for Calgary, it is a decision that we must respect. Other candidates have proposed going back to the Tsuu T'ina to offer them more, as if they can be bribed. I believe that this strategy demeans them as a people.

I would hope that the Tsuu T'ina Band Council would give consideration to approaching the city and province with a counter proposal - one that would work within their needs and would respect their culture and history and yet, still provide a route across their land.

However, until they offer an option that would be mutually beneficial, we must press the province to:

1. •extend Stoney Trail south to Highway 8.
2. •upgrade Highway 8 from Highway 22 to Glenmore Trail.
3. •construct a free-flowing interchange at Highway 8 and Glenmore Trail.

Joe Connelly

No stated policy

Jon Lord

Lord has endorsed more parking spaces throughout Calgary, including lower cost or no cost parking at LRT stations.

Naheed Nenshi

Mayoral Candidate and airport tunnel advocate Naheed Nenshi is confident that the Calgary Airport Authority will work as a positive partner in getting the tunnel built, given its mandate to advance economic and community development for the general benefit of the public.

“I am sure the management of the Calgary Airport Authority does not want to try to make it more difficult for Calgarians to access the airport,” says Nenshi. “Reason will prevail. If Calgary Airport Authority CEO Mr. Atkinson chooses not to be part of the solution, then I expect the Calgary Airport Authority Board will step in and ensure action in the best interests of Calgarians and travellers.”

Every candidate in the 2011 mayoral race has pledged support for the airport tunnel, but none has explained how he will do it – until today.

Nenshi, a longtime proponent of the tunnel, today released his plan for transportation to the airport in the short- and long-term. Details of Nenshi’s plan are attached.

“It’s a shame we’re even in this position,” said Nenshi. “This is in fact one of the most egregious errors Council has ever made. Despite affirming over and over again how important this transportation link is, they seemingly forgot to fund it.”

Indeed, the Airport Tunnel was removed from the transportation plan without Council approval, and Council, in what is a recurring pattern of behaviour, did not notice the Tunnel had disappeared for several years.

“It must be built – the only question is the cost. If we build it now, it will cost one quarter of the price of delaying,” continued Nenshi. “Even including the cost of borrowing the money, the smart money is on building the tunnel as soon as possible.”

While Calgary Transit has posted impressive ridership figures for downtown commuters, it remains a system that no Calgarian loves – too many see it as inconvenient, unreliable, and unsafe, especially for those traveling outside the core. Mayoral candidate Naheed Nenshi aims to change that.

“There are so many issues with Calgary Transit,” says Mayoral Candidate Naheed Nenshi. “All you have to do is try to use it and you will immediately see that it’s not about the passengers. From the machines that don’t give change, to the schedules that don’t allow for easy transfer, to the routes that go almost but quite where you need to, it makes me wonder if the Mayor, the current Aldermen or transit leadership ever use the system.”

Some solutions aren’t even that hard:

- Remove the \$3 park-and-ride charge
- Add a Transit Riders Advisory Committee
- Establish performance measures and consequences for Non-compliance

- Add simple technologies like smart cards and GPS Next Bus/Train signs to make riding transit easier

And it is time to plan. Calgary's transit plan is ad hoc and not aligned with the growth of the city – Council sneezes and the entire plan changes. We need a Calgary Transit City plan that includes:

- Priorities after the SE LRT and the Stephen Avenue Tunnel, including a North-Central line that actually goes where people live
- A root-and-branch reconsideration of bus routes, including more cross-town routes, better service to activity centres not on train lines, like Foothills Hospital and MRU, and much more Bus Rapid Transit, including dedicated bus lanes where appropriate.

“Transit is the solution to so many issues that we face,” adds Nenshi. “From congestion to air pollution to social inclusion, transit is the keystone of successful cities, and we need to start looking at it that way.”

Richard William McIver

Not part of main platform

Wayne Stewart

Airport tunnel

LRT to the Airport

Bus RT to Mount Royal University

Plan for SE LRT & beyond

Rider Focused

Calgarians deserve a world class transportation system – at an affordable cost. Our Transportation & infrastructure management needs to be more focused and better planned. We need to have a plan for expansion of the LRT – more express busses – bus lanes – whatever it takes – our transportation system has to get people where they want to go – when they want to go – at a reasonable cost – with minimum inconvenience.

As your Mayor I will work to cut out LRT parking costs – reduce short-term parking costs – improve bike & walking access – and build a more customer-focused transportation system.

Build transit as communities are being build/developed—thereby encourage transit usage

Evaluation:

Basis for evaluation: improved public transit through expansion and frequency of service

Scores:

Barb Higgins	6/10
Barry Erskine	3/10
Bob Hawkesworth	7/10
Bonnie Devine	1/10
Craig Burrows	7/10
Dan Knight	7/10
Joe Connelly	0/10
Jon Lord	0/10
Naheed Nenshi	7/10
Richard McIver	0/10
Wayne Stewart	7/10

Rationals:

Barb Higgins cover some of transit issues.

Barry Erskine weak; no connection to transit issues.

Bob Hawkesworth comprehensive.

Bonnie Devine very weak; undeveloped.

Craig Burrows innovative.

Dan Knight comprehensive.

Joe Connelly no stated policy.

Jon Lord no stated policy.

Naheed Nenshi addresses a lot of transit issues.

Richard McIver no stated policy.

Wayne Stewart comprehensive.

## Traffic Issues

Barb Higgins

### Commuter Traffic

- Implement more High Occupancy Vehicle Lanes to promote carpooling in and out of the core during rush hour;
- Promote a monthly downtown street-parking pass;
- Work to renew negotiations with the T'suu Tina Nation and the Provincial Government regarding the route of the southwest ring road through T'suu Tina lands. A route through the Weaselhead environmental area and/or turning 37 Street SW into a freeway is NOT the answer.

### Cyclists

- Increase the number of bicycle racks on Calgary buses;
- Add more cyclist lanes in the city;
- Investigate seasonal bicycle highways for cyclist commuters.

### Airport Tunnel

As Mayor, I would support the tunnel as it was originally proposed with a three way funding arrangement between the City, the Province and the Federal Government. The City cannot afford to go it alone at this time.

If a three-way funding agreement among governments is not possible, I will pursue the possibility of a public-private-partnership (P3) where the City would share the cost with the private sector.

### Graduate snow removal program

No \$3 park and ride fee

Expand HOV lanes

Lane reversals

Barry Erskine

Need to finish LTR

Computerized car pool

Bob Hawkesworth

Access to the airport for the majority of Calgary's residents will remain unchanged – with or without a tunnel. Moreover, the city's own transportation department has said that residents now living in the northeast or those who will move there, can be confident that existing and planned road and transit connections will easily meet community demand.

The federal and provincial governments have said they are not willing to fund the tunnel. Without senior government support, Calgarians will be left on the hook for the entire \$500-million cost. Spending the public's money is about making choices.

If this tunnel goes ahead, other much-needed projects such as the southeast LRT, the proposed bus rapid transit line to the airport from the downtown, libraries, community centres and other public amenities cannot go forward as planned.

As Calgary's next mayor, Bob is committed to securing these SE LRT benefits:

- Giving 125,000 more Calgarians access to LRT service
- Providing employment when the construction of the West LRT is completed, the capacity will be available to move directly to building the SE LRT
- Reducing greenhouse gas emissions and lowering Calgary's air pollution
- Promoting economic development by giving transit access to 100,000 jobs in the SE industrial area
- Removing cars from our roads and thus reducing congestion

Bob Will Work With the Province to Move the Southwest Ring Road forward:

- Protecting the integrity of Lakeview, North Glenmore Park and the Weaselhead conservation area
- Extend Stoney Trail, from the Trans-Canada Highway south to Highway No. 8, so the Ring Road will link to an upgraded Glenmore Trail and take traffic south on the Deerfoot Trail

Bob Will Improve Snow Removal and Support Goods Movement and Motorists by:

- Improving traffic flow in the SE industrial area by constructing an overpass at 52nd St. SE, south of 50 Ave. SE – over the main east-west CN line
- Reasserting his \$10 million previously proposed increase to the snow and ice control budget to avoid the chaos of last winter

Bob Will Continue to Improve Green Transportation Choices by:

- Fast tracking rapid transit to the airport with a bus rapid transit (BRT) route from the downtown (via Centre St.)
- Offering flexible transit fares to encourage more transit use during off peak hours
- Implementing Calgary Transit's Smart Card system and real time information for customers in 2011
- Supporting new transit routes from northeast Calgary to the airport
- Protecting the low-income and senior citizen's transit passes
- Developing innovative tools to promote transit-oriented development
- Working with the province to secure more government funding for public transit

Bob Will Continue to Improve Calgary as a City for Cyclists and Pedestrians by:

- Prioritizing investment in pedestrian and cycling infrastructure

- Ensure that most city buses are equipped with bike racks
- Advocate to bringing the “Bixi” bike common rental program to Calgary

Bonnie Devine

Craig Burrows

Burrows campaign platform includes support for an airport tunnel and LRT line by the year 2015. The construction of the South West ring road in Calgary is another issue that Burrows supports. In terms of alleviating traffic gridlock in Calgary, Burrows has stated a preference to establishing smarter, shorter traffic lights and multi-modal streets that can accommodate multiple transportation modes. The creation of taxi stands in the inner city and at LRT stations is another mechanism Burrows supports to improve traffic in Calgary. Questions such as the cost and the effectiveness of these programs and projects still remain unanswered.

Dan Knight

Calgary currently has one of the highest downtown parking rates in the country, both for metered (ParkPlus) parking and daily parking, either through a monthly contract or a single day fee.

There have been many comments by other candidates stating that they would work to lower those rates. While I agree that non-full day parking (ie: street-side, hourly) rates should be reduced, I would not seek to lower full day or monthly contracted parking rates. In fact, I would seek to have those rates increased and use the increase to offset fares for public transit.

One of our transportation problems is the congestion on roads leading into the downtown core. I am one of those drivers, and every day I see that the vast majority are just like me: a single occupant. My business, as a consultant, requires me to travel to more than one client location. I can not easily carpool or fit into a public transit schedule, nor can I easily enjoy cycling to work. And yet, I have enjoyed all these options at different times in the past when I was an employee at a single downtown location, and I see these as preferred modes of transportation.

The reason most drivers take their cars downtown is because of:

1. •Convenience: public transit is crowded, slow and expensive.
2. •Cost: the cost-benefit of this convenience and the comfort of their own vehicle is greater than the cost of parking downtown.

It would be ideal if we could get everyone to car-pool or ride public transit. However, I am firmly opposed to government intervention in people's choice of transportation. I am, however, supportive of government policy that motivates and encourages the use of "multi-person" transportation.

Increasing the cost of downtown parking, combined with reducing the cost of public transit AND increasing the frequency and efficiency of public transit would both reduce the number of vehicles going into the core and still provide choice for those needing or desiring to park downtown.

As mayor, I would work to implement the following policies:

1. •discounted (25% - 50% off) monthly parking for car-pooling vehicles, with severe fines and penalties for those who abuse this discount.
2. •annual increases in the monthly contracted parking rate, with this increase going directly to Calgary Transit for capital funds.
3. •immediate elimination of the Park and Ride fees.
4. •a three year freeze on Transit fares.
5. •a 25 cent reduction in fares for students and seniors.

Joe Connelly

Review Calgary's parking policy, rates and availability with an eye to business

- Use the technology of today to help reduce traffic problems of tomorrow such as electronic notification of major construction and traffic delays

✧ City parking rates

Calgarians voices need to be considered, not just the ideas from authorities

Fix high parking rates

(Oct 6<sup>th</sup> Forum)

Jon Lord

Lord has endorsed several initiatives designed to reduce traffic gridlock in Calgary. Among these are teleworking, telecommuting and flexible work hours. According to Lord, implementing these programs in Calgary will reduce traffic, ensure a better quality of life for Calgarians and stimulate job creation. Lord proposed that 20% of City Hall employees to telework and flex work by the end of 2011.

·The City needs to do Snow removal, make sure the water and lights work, that traffic flows, that we have streets, buses, parks and public facilities, and that vulnerable people are taken care of. Beyond that appropriately funded Police and Fire depts. are needed, and yes, there are other things as well, but let's not get so carried away that we try to madly ride in all directions at once.

·Jon Lord says that as Mayor, he would set a target of having at least 20% of Civic employees being able to work from home for at least one day per week and maybe even full-time for those involved strictly in data or phone work. "This is a workplace revolution that the City of Calgary truly has the potential to be world leading in" says Lord, who first introduced the concept as Alderman in 1998. "Traffic reduction is just one of the many benefits."

"Studies have shown that employee productivity when properly managed, actually goes up from 10% to over 30% when people are able to telework from home" says Lord. "Imagine not being stuck in traffic every day, not having to park downtown, and being able to work whichever hours you can be most productive in. People are just able to focus more, with fewer distractions such as politics around the local water cooler. "Using modern management techniques – such as Management by Objective instead of Management by Walking around to ensure that the work is getting done – working from home has been an amazing success when it is properly implemented – a win for employers and employees alike says Lord." In the City of Calgary's case, productivity improvements of this magnitude would exceed \$300 million per year in efficiencies – with happier, healthier employees as well, avoiding job retention and pay increase issues. "Employees might actually prefer this to wage increase demands, if we had to freeze wages to balance the budget" says Lord" yet we'd still get more work done as well."

Other benefits of working from home via technology and computers include taking cars off the road, reducing CO2 emissions, creating jobs for the disabled community, putting eyes in the community during the day thus reducing crime and creating stronger, more resilient communities, and has a host of other benefits such as reduced real estate/office space requirements. "This has become such a big success in other jurisdictions that the US Federal Government is now mandating target levels for the private sector as well, as a traffic-reduction initiative. Other success stories include:

American Express telecommuters handled 26% more calls and produced 43% more business than their office-based counterparts.

Compaq Computer Corporation documented productivity increases ranging from 15 to 45%. Surveys and pilots conducted by IBM Canada (where about 20% of its workforce teleworks) indicate that employees can be as much as 50 per cent more productive when they work in telework environments

Lord introduced work from home initiatives when he was Alderman on Council before, and as a result Calgary became the first major City in Canada to offer Telework. However, Lord says that

the City has been missing opportunities and has not really delivered for Downtown employees who wish to Telework within the private sector as well.

To fund the program, Lord expects to draw upon both Federal and Provincial Technology, Environmental and Innovation programs. “We might even go after CO2 reduction funding” says former MLA Lord “since we do have the ability to track emission reductions. Instead of paying to sequester it, let’s not generate it in the first place. “

Suggest pilot project for reducing traffic—

In Britain, they are doing some amazing traffic work. Entire towns ( Birmingham) with only one traffic light. Everything is roundabouts, with traffic that just flows, no problems at all. This is a video about one experiment, in which they decided to see what would happen if they just “took out the traffic lights” at a very busy, constantly backed up intersection. Unbelievably, the major traffic congestion instantly disappeared, and the former traffic backlog, became free flowing harmony. Here is the video:

<http://www.wimp.com/trafficlights/>

As they say in the video... “Traffic control is a multi-billion dollar industry” which means that one obvious savings in the budget might be found just looking at whether we actually need all that control or not. In this case, we assumed traffic control lights are “better” in fact it seems obvious that would be the case. Hard to let go of closely held beliefs, isn’t it? Always, always, challenge the facts. They may turn out to be just assumptions...and wrong ones at that. “It’s not what we don’t know that get us into trouble – its’ what we DO KNOW that turns out to be NOT SO, that really gets us into it deep”. ( anon.) Relinquishing our tendency to want to control everything in life....might often lead to better outcomes.

Maybe traffic control, would be a good place to start?

Naheed Nenshi

Maximize the efficiency of our road network

Cars are always going to be a part of our lives, and it’s easy to understand how people get frustrated when driving

around Calgary. Nobody wants to spend time stuck in traffic, and slow commutes rob people’s quality of life.

a. **Fix snow removal, once and for all.** It’s clear that our snow-removal methods don’t work.

The City has

overspent its budget in 14 of the last 17 years, and some neighbourhoods became impassable last winter. Even

at the best of times, the City clears less than half of all streets. The City has a poor ability to manage the risk of

the weather. We need to investigate using small private contractors to supplement the City’s workforce in times of

heavy snowfall, as well as examining innovative emergency measures (like putting blades on other city vehicles).

This helps us manage severe weather events quickly without having to wait for a Chinook to get people out of their driveways.

**b. Target specific congestion points for infrastructure spending.** Create a clear priority list of needed

interchanges to alleviate congestion at key locations in the transportation network. We need to make smart,

strategic investments in our road system. Some of these choke points, like Crowchild Trail between 24th Avenue

and the Bow River, will be challenging to address, but we have to get traffic moving better.

**c. Implement much smarter traffic management.** Technology now allows for much smarter synchronization of

lights and improved traffic movement. We must implement this, as well as build more lane reversals and HOV

lanes where appropriate.

**d. Get people in the deep SW moving.** This issue has been mischaracterized as a need for the SW Ring Road. In

fact, 90% of the predicted traffic on the road is downtown commuter traffic, not highway bypass traffic. Barreling a

ring road through the Weaselhead and Lakeview doesn't solve the problem, it just gets people from congestion on

14th Street to congestion on Crowchild Trail faster. The province needs to examine other bypass alternatives,

including Glenmore Trail and a highway connector west of the City, while we need to examine much better transit,

improvements to intersections along 14th Street, and lane reversal. Our goal should be to get people moving

without knocking down other people's homes.

2. Revise parking policies

Managing the downtown parking supply has achieved its goal of controlling the peak traffic coming into and out of the

core, but it has also created an obstacle for people who need to visit downtown for short-term stays, like attending a

meeting or participating in a cultural activity. Current parking policies, both at LRT lots and on downtown streets,

discourage these visits and work against efforts to revitalize the core.

**a. Reduce the cost of short-stay parking in the downtown core.** Many of the kinds of quick trips downtown,

particularly outside of peak traffic hours, are done by car and we have to make it easy for people to patronize

downtown business. Two-dollar evening and weekend parking works very well – why not \$2 to park at lunchtime?

**b. Eliminate the \$3 park-n-ride fee.** It has never made any sense to discourage drivers from parking at LRT

stations rather than downtown. The fee has led to increased parking on residential streets while LRT parking lots

are underutilized. In fact, the fee was correlated with *lower* revenue for the transit system rather than higher – it cost money rather than saving money.

#### Invest in Cycling and Pedestrian Infrastructure

People may think that investing in cycling and pedestrian infrastructure is ineffective in a cold climate. But in practice, Calgary's climate would allow properly built and maintained facilities to serve Calgarians year-round. There are parts of the inner city where 50% of people commute every day by foot, yet basic infrastructure like sidewalks and crosswalks are worn out or lacking on a number of blocks. Every time we make it possible for one more Calgarian to get out of their car, it reduces congestion for everyone, even those who must drive. With this in mind, Naheed will take the following steps to improve bicycle and pedestrian systems in Calgary:

a. **Improve the existing park-n-bike system.** Provide lockable storage so that people can leave bikes overnight and explore the implementation of a bike-sharing program such as that in Montreal.

b. **Expand the dedicated bike lane network.** While Calgary has decent recreational biking infrastructure, we are severely lacking in commuter infrastructure. We need to implement the proposed road standards in the Calgary Transportation Plan that call for real bicycle lanes along major urban roads. A line drawing of a bicycle on the road is not enough. We need safe, grade separated bike lanes on some roads, as well as adjustments to some intersections (e.g. allowing bikes to go through before cars turn right) to make cycling an option for people who don't consider themselves hardcore cyclists.

c. **Invest in repairing and improving streetscapes in inner city communities.** Pedestrians, like cyclists and motorists, need comfortable and safe environments to travel. New communities like East Village and The Bridges were built with great, pedestrian friendly streets. Older communities like the Beltline need City leadership to see public realm infrastructure brought up to these standards.

Richard William McIver

1. Under Ric's leadership, pricing decisions will be based on what is good for Calgarians with an emphasis on parking affordability and supply for visitors and those wanting to do business downtown. No longer will the largest companies be able to treat the taxpayers' parking lots as dogs on a leash that will just follow along as prices are raised higher and higher.
  2. Ric will eliminate the \$3.00 LRT park and ride fee. That was a mistake and it is time to fix it. Not only has the \$3.00 park and ride fee failed to generate the desired revenue, it is probably responsible for a decline in transit ridership. And it has caused inconvenience for residents in neighbourhoods near LRT stations due to riders looking for and taking parking spots around the lots to avoid paying the fee.
  3. To further address parking supply concerns, the cash-in-lieu policy will be re-evaluated for changes that will serve Calgarians better.
  4. Ric will encourage more short-term parking capacity in the inner-city as re-development opportunities arise.
- Smart parking policies can have a huge impact on access to downtown, congestion, the vitality of our city core and, of course, on taxpayers' pocketbooks.

Wayne Stewart

Evaluation:

Basis for evaluation: improvement in traffic issues facing the city

Scores:

Barb Higgins	7/10
Barry Erskine	2/10
Bob Hawkesworth	7/10
Bonnie Devine	0/10
Craig Burrows	5/10
Dan Knight	6.5/10
Joe Connelly	5/10
Jon Lord	6.5/10
Naheed Nenshi	9/10
Richard McIver	4/10
Wayne Stewart	0/10

Rational:

Barb Higgins comprehensive.

Barry Erskine narrow; no explanation.

Bob Hawkesworth no parking policy; status quo.

Bonnie Devine no stated policy.

Craig Burrows not comprehensive.

Dan Knight not as comprehensive as Higgins; limited to parking issues.

Joe Connelly not comprehensive.

Jon Lord innovative; telework for example; pilot projects on reducing traffic; no parking policy

Naheed Nenshi very comprehensive.

Richard McIver keep high parking rates in City; vague; limited concrete policies.

Wayne Stewart no stated policy.

## **Miscellaneous Policies:**

Barb Higgins

### **1. Public Safety**

Our police and fire services represent a special category of public service: The Protective Services. They must be given the resources they need to do their job. Public safety is not negotiable.

I stand alone as the only one who has said that these two Protective Services should be treated differently, and given special consideration – not a blank cheque. They will not be used as “political footballs” at budget time.

I support the review that is currently under way of the Public Service Communications Center – the 911 service – to ensure that staff training and morale issues are addressed promptly;

I strongly support an increase in diversity hiring in the Calgary Police Service so that it is more representative of the City’s diversity.

I also support crime prevention initiatives through involving our Police Services personnel as community liaisons and educators.

In 2011, the first wave of baby boomers will become senior citizens. We must be prepared. After a conversation with a group of seniors at the Kerby Centre, I commit to establish the Mayor’s Seniors Advisory Council and I commit to being an active member on that Council.

I will always support the financial resources necessary to protect, enhance and grow our green spaces, and our recreational infrastructure.

It is also important to provide citizens with the opportunity to be active as part of their working day. That is why my transportation platform includes looking into ways to make commuting easier for cyclists. We must do this for those who choose to walk.

A city of a million people must also be environmentally responsible.

- I support the extension of the blue box recycling program to our apartments and condominiums;
- I also support bringing back organic recycling to our curb side program.

Arts, Culture and Sports: I have expressed my strong support for our arts, culture and amateur sports that show the world that Calgary is a creative, vibrant community.

- I strongly support the Calgary Arts Development Authority which currently has a budget of \$3.75 million and distributes it to over 140 arts groups and cultural organizations.
- I commit to protect the stability of that funding;
- I will expand CADA’s mandate to allow for a ‘micro loan’ program based on excellence to both attract specific events to come to Calgary, and to promote Calgarians’ talent abroad;
- \_Calgary is an expensive place to live for our emerging artists. I want to investigate the provision of arts ‘incubator space’ in certain vacant City properties in our inventory, and make the incubator space program revenue-neutral by seeking private sector support for its operating budget;

- There is currently \$165 million in funding for arts and culture from the Municipal Sustainability Initiative (MSI). While \$109 million remains unallocated, I commit to ensuring those funds are not diverted away from arts and culture to fund other areas;
- The City has set aside \$40 million for the construction of a new Central Library. I will make it a priority to engage the private sector and both the Provincial and Federal Governments to commit to their share of funding so we can start construction of a fabulous new facility of community learning;
- Almost all of our amateur sports and recreational facilities are at or over capacity. I am committed to working with our amateur sports community to expand these facilities, in particular for minor hockey and minor soccer.

Barry Erskine

I will re-constitute the commissioner system with a Chief Commissioner to oversee and coordinate the workings of city hall with a board of commissioners that will include:

- a Finance Commissioner, so the buck stops with one person overseeing the prudent spending of your tax dollars.
- a Planning and Transportation Commissioner, who will get Calgary's building and transportation approval process streamlined and back on track.
- a Social Services Commissioner who will ensure that, as the city grows, the well-being of Calgarians is front and centre of any city service and, lastly
- an Environment Commissioner. Everyone talks green, but no one tells you HOW ensuring the environmental will be front and centre in any city-led program or service.

Such a system worked well in the past and positioned the city brilliantly for one of Calgary's defining moments as a forward-looking world-class city: the 1988 Winter Olympics. However, I do not propose to re-invent the wheel. By adding the new positions of Social Services and Environment Commissioners, we will ensure that quality of life considerations are always present at board discussions.

With such a system in place, administrative accountability and transparency will have a greater place in the daily workings of city council and city hall. Council members must have the best information possible in front of them when they make decisions that affect all Calgarians' lives and this system will ensure there will be authoritative commissioners sitting with them at each and every committee and council meeting. I think every policy decision that the city council makes, every issue that is currently on the table, can be better resolved by having such a commissioner system in place.

Protecting the Weaselhead Wetlands was always a key priority for Barry as Alderman of Ward 11 and as a frequent visitor to the area. As mayor, that protection will continue and be expanded to the rest of the City's Green Reserves, as Barry will charge the newly created Commissioner of the Environment with carrying on the fight to balance the needs of growing city with the needs of nature.

Bob Hawkesworth

Everybody knows that Calgary is Canada's conventional energy capital, now it's time to take the next step to make Calgary the green power capital of Canada.

We have huge resources of human talent and ingenuity, which we need to unleash to make this vision a reality. Calgary has already made huge strides toward a sustainable energy future.

As Calgary's next mayor, I will follow my four-point plan to lead our great city through the transition toward becoming the green power capital of Canada and a world leader in the field.

Calgary's growth has brought many opportunities and gifted individuals into our community. It is now time for Calgary to address its investment in our social infrastructure.

The City of Calgary should be a more active partner and help build on the work already being done in the community and arts sectors.

Calgarians are not willing to see their services put on the chopping block. That's why I believe [we need to invest in families](#) making sure we have good quality city services.

Consistently, the people of our city say they are willing to pay for our excellent public services, especially those that nurture our communities and our citizens.

### **1: POWER CREATION**

Calgary is strategically placed, with ENMAX as a public utility, to move us closer toward greener renewable energy. Bob fought — against one of the other mayoral candidates — to save ENMAX from privatization in 2001. Over the past five years, ENMAX has delivered consistent growth in earnings for the citizens of Calgary. Dividends provided Calgary citizens with \$72 Million invested in land acquisition for parks and parks development, and reduced property taxes in 2009 by approximately 4.3%. As a result of that successful struggle, we have been able to introduce many innovative policies, such as:

Wind Power — The City of Calgary is the largest customer of wind power in Canada, and, in 2012 we will be the first city in North America to get 100 per cent of its electricity from this renewable power source.

Ride the Wind — Ours is the first LRT

system in North America to be powered by renewable wind-generated power, which currently reduces CO2 emissions annually by approximately 46,000 tonnes.

Landfill methane gas is currently captured for electricity production

District Energy — City Hall is now heated by this new, environmentally friendly and economical approach that delivers thermal energy using a pipeline distribution system.

This facility has a capacity to serve 10 million square feet of buildings in downtown Calgary, making our core more competitive by helping them save money and be more environmentally responsible.

Calgary and Calgarians have made these and other great strides toward a sustainable energy future, but there is a lot more work to do around innovative technologies involving green power. To continue the progressive energy-creation path that we are on, as mayor Bob will:

- 1) Support the construction of natural gas fired electricity-generating plants in Calgary to enhance energy security and reduce transmission losses
- 2) Champion waste-to-energy pilot projects that create energy from what we currently throw away
- 3) Encourage citizens to purchase green power electricity
- 4) Investigate harvesting energy from water flowing through the City's water system, such as is currently happening in Portland and Tacoma, USA
- 5) Promote solar power:

Install 3000 rooftop solar panels in Calgary over the next 3 years

Streamline the permitting system, train building inspectors and carry out an education and promotion program

Work with builders to make new homes solar ready to dramatically lower later solar installation costs

For apartment and condo dwellers, investigate setting up off-site solar-panel gardens

## **2: POWER CONSERVATION**

The City of Calgary's green building program was the first in Canada. We now have more certified

green buildings in Calgary than anywhere else in Canada. As mayor, Bob will continue on the progressive power-conservation path that we are on and:

- 1) Create a program of excellence around green building operations and maintenance
- 2) Encourage the retrofitting of existing buildings, energy performance contracting and smart initiatives, such as green roofs
- 3) Pilot a green lease in buildings the City rents. Use the our position as a tenant to promote energy conservation, retrofits and realize savings
- 4) Support adding an EnerGuide rating for homes for sale through the Multiple Listing Services to inform house buyers of the potential of energy and cost savings
- 5) Review subdivisions and building applications for building orientation to maximize solar gain
- 6) On energy bills, show consumers their consumption relative to others in their neighbourhood
- 7) Promote energy rebate programs to Calgarians
- 8) Create a fund from a provincial energy levy to encourage improved insulation and weatherproofing

### **3: CREATE A GREEN POWER CLUSTER IN CALGARY**

Clusters are one of the most powerful concepts in regional economic development. The cluster concept is based on the principle that firms realize significant economic benefits by locating near other firms in the same industry or related industries. Subsequently, networks of related suppliers and sub-contractors grow and develop expertise and specialized, industry-specific tertiary services such as law, finance and marketing also spring up to serve the cluster. For examples of clusters, think of the Silicon Valley in California, the watch-making cluster in Switzerland or Montreal's aerospace industry or the fashion/design cluster around Milan.

Government involvement and support for cluster initiatives is very important in aligning government policies in ways that support the development of the cluster. Also central to the success of a cluster is the encouragement of investment in universities, research and development and skills-training

programs that will help to lay solid foundations for the industry. Bob believes that the City must build on existing relationships and decrease barriers to innovation to encourage a green-power cluster to emerge in Calgary.

Calgary has a solid base of knowledge, research and an entrepreneurial culture in all things energy. Bob knows that we must start now to bridge Calgary's present situation with future opportunities. What is needed is a new culture of innovation at the City of Calgary.

Within 100 days of being elected mayor, Bob will create an Innovation Task Force. Drawn from academic institutions, industry leaders and research groups, its mandate will be to:  
Recommend new regulation and permitting processes that will allow pilot installations of prototype technologies and sustainable design

Identify opportunities and remove barriers for a net-zero energy building program for Calgary (buildings that produce as much energy as they consume)

Assess the value of a Calgary-based incubator for green building materials and green power

#### **4: ENCOURAGING TRANSPORTATION CHOICES**

Bob has long been an advocate for — and regular user of — infrastructures that support transit, cyclist and pedestrian travel throughout Calgary. For Calgarians to reduce our greenhouse gas emissions, decrease the number of private vehicles on the roads (and thus congestion) and maintain healthy lifestyles, we must continue to improve the green transportation options in the city. To build on the strides in green-transportation that Calgary has already made, as mayor, Bob will:

1. Continue the City of Calgary green-fleet initiative
2. Build on the success of the “Hail a Hybrid” pilot project. Work with the taxi industry to identify and remove barriers to encourage more extensive use of hybrid taxis in Calgary
3. Initiate a pilot project to reduce parking charges for electric car users

Calgary has the most successful light rail transit (LRT) system in North America. It also is 100 per cent emissions free due to the Ride the Wind program. As mayor, Bob is will:

1. Support the Southeast LRT as a priority
2. Initiate a bus rapid transit (BRT) route from downtown to the airport (via Centre St) and support the new transit routes planned from the northeast of Calgary to the airport

3. Calgary Transit is implementing a Smart Card system and real-time information for customers in 2011, as part of the federal stimulus package. This will allow Council to consider flexible transit fares to encourage more transit use during off-peak hours

Beyond transit, the City must continue to attract citizens to its pedestrian and cycling infrastructures. Calgary already has over 700 kilometres of pathways within city boundaries.

Bob's "Complete Streets" motion was approved by City Council. This requires cycle lanes and sidewalks to be addressed during functional planning.

Council, through the Calgary Transportation Plan, has given walking and cycling first priority. Bob also co-sponsored the motion to develop a

comprehensive cycling strategy for Calgary. To continue the progressive green-transportation path that we are on, as mayor, Bob will:

1. Ensure that more city buses are equipped with bike racks
2. Actively advocate for bringing the Bixi bike common-rental program to Calgary.

This Canadian program is now successful in Ottawa, Montreal, Boston, London (UK) and Melbourne (AU) and other cities around the world.

#### **BOB WILL HELP TO DEVELOP CALGARY'S CREATIVE ECONOMY BY:**

- Building an arts & culture cluster as a key pillar of our community economic development strategy
- Engaging with the Province to maximize their investment in the arts
- Working toward locating a film-production facility in Calgary

## BOB WILL HELP TO DEEPEN CITIZEN PARTICIPATION & ENGAGEMENT IN THE ARTS BY:

- Championing 2012 Cultural Capital Bid, which will create opportunities to hire & showcase artists
- Using Cultural Capital engagement process to launch wider & ongoing civic engagement program
- Encouraging city-wide celebration of 100th anniversaries of the Calgary Stampede, the Calgary Public Library, Calgary Recreation, the Pumphouse and the GRAND in 2012

## BOB WILL HELP TO CREATE CULTURAL DISTRICTS BY:

- Encouraging the creation of a planning framework that encourages browsable, human-scale, mixed-use districts and live-work artist studios
- Promoting the creation of a new Cultural Use zoning designation to encourage private owners to turn over temporary or long-term use of their empty or underused buildings and spaces to artists for innovative purposes
- Exploring possible cultural uses for vacant or underused City property
- Designating certain LRT stops as cultural districts and using signage to identify these districts

### Bonnie Devine

Pay cut as Mayor. The role of Mayor is no more important than the people who take away the trash, fight fires, pack our groceries, stock our shelves, or pump our gas. All these roles together, and more, make Calgary what it is. With this view in mind a pay reduction of 50% is necessary, because you cannot represent people unless you understand their conditions of their lives. These funds can be better allocated to serve the Calgary Food Bank, as food should be a basic right.

More investment and initiatives in order to increase the number of nurses and doctors in Calgary. Lack of staff is a major obstacle to improving health care delivery in Calgary.

Greater funding for Calgary's food banks. The problem of access to food for those in poverty will not be solved by perennial food drives, but by placing the question of food banks in an important and permanent position in the City Budget.

Work with the provincial government to improve and extend renters' rights within the Residential Tenancies Act. Schedule of maximum and minimum rents to be established.

### Craig Burrows

#### 1. Public Safety

Burrows brings credibility as a former police commissioner of Calgary and has pledged to work on implementing more beat cops in downtown Calgary and residential areas. However, Burrows campaign platform shows a lack of new ideas for public safety and reducing crime through other initiatives, such as job creation, education and social welfare programs.

## 2. Transparency of Enmax

Burrows supports initiatives to increase the transparency and accessibility of Enmax's fiscal situation to Calgarians. Among the policies Burrows has regarding Enmax is a \$300 million community investment fund that would revitalize and support Calgary's communities.

Dan Knight

Joe Connelly

Connelly has supported the construction of more recreational and athletic facilities in Calgary, in addition to the creation of a community liaison position that works directly with communities and City Council. In this respect, Connelly's proposal can support the growth of local communities and helps build a safe and healthy Calgary for future generations.

- Study and consider the implications of reducing the business tax framework which is currently a limitation to small-business owners' future prosperity
- City Hall is in the service business. Implement a Total Quality Management attitude that is imperative to improve the relationship with our customers – over one million Calgarians

Examine snow removal programs in other winter cities and implement a more effective one for Calgarians

Jon Lord

- **Mayor Candidate Jon Lord proposes small Multi-sports facilities be built throughout Calgary - Calgary Election**

“When it comes to kids sports in Calgary, we don't need Taj Mahal Regional Multi-sports complexes twenty years from now, we need something the kids can play on yesterday.” says Mayor Candidate Jon Lord.

**“Maybe it's time for a novel new approach: Think Small.”**

“Thinking Small is Big” says Lord, “I'm talking about building small, single or twin soccer field or “Rink-in-a-box hockey structures” that could be spread throughout the city because of their much lower costs. Such structures could be built fast, for comparatively little money. “Let's face it” says Lord “by the time the City gets around to building large Regional Multi-sport complexes, the kids may have all grown up. What is needed is for us to get together with 4 or 5 Community Associations at a time across the City, combine resources and innovation, and build a dozen or so well-lit, single-field indoor sports facilities, warm enough to use in Winter as well as Summer. Because of the much smaller size needed, we could likely use Existing Community Association

lands right across the City, and we might even be able to have some of these open by next summer. For an eg. Of these facilities, go to <http://www.ufsinc.com/>

Lord has compiled research indicating that costs for a turn-key small permanent structure, would cost as little as \$1 million dollars for the steel-span pre-fab building materials, plus assembly, base, land and whatever other soft costs might be incurred, bringing the total to likely no more than \$5 million dollars per facility. If land was made available at \$1 per year, and city servicing was delivered at a not-for-profit rate, prices would come in surprisingly inexpensive. “I have had a good look at some of the new technology structures from companies that specialize in these sorts of semi-permanent indoor sports field structures, such as Universal Structures and Sprung, and they assure me that they are able to build sports facilities in places like Alaska, so I am sure they would work in Calgary. These structures are superior to bubbles, but are still relatively quick and easy to deal with- basically, just very large insulated tents, with steel skeletons.” Lord envisions that time-wise, a few of these facilities could even be up and running within a year or two at most if he is elected Mayor.

In terms of immediate financing, Lord says there are a number of alternatives available now that would not leave the City taxpayers on the hook for everything. Lord, a Financial advisor with Venture Capital experience, says we can put together several ideas and options, which could perhaps include Provincial and Federal involvement as well. “One model that could be envisioned is sort of looking at this a small business opportunity in each community – a mini-P3 perhaps – with an entrepreneur in charge as a tenant, but the City holding the landlord position. Or perhaps a combination of Community Association volunteers could manage the facility, or set up a separate charitable Society, utilizing Casino/charitable proceeds. Using some sort of P3 combination, corporate sponsorship, Community Association funding, and making City Land available, it is easy to see that we could develop business models that makes sense, given the overwhelming demand for such facilities right now. If the City continues to hold the land as collateral – we would ensure taxpayers are fully protected.

Naheed Nenshi

## 1. City Hall Audit Changes

Mayoral candidate Naheed Nenshi today announced a policy to fix the audit system at Calgary City Council and begin the process of mending the broken governance system at the City of Calgary.

“Today is further comedy. A secret report from management, responding to an audit that already included a management response. Council not being briefed in advance, and meeting *in-camera*. All this shows again that the system is broken, and has no real ability to respond to the allegations in the auditor’s report,” said Nenshi.

Nenshi proposes the following changes, as the first step in a comprehensive system of improving governance in the City, moving from the current 1960’s model into one more suited for this millennium.

- Strengthen the independence of the auditor, by clarifying that the office reports to Council, while being guided and mentored by the audit committee
- Change the terms of the auditor position to enhance independence (e.g. in Toronto, the Auditor General is appointed for one non-renewable seven-year term, and Council may add, but not remove, audits from the A-G's workplan.)
- End the practice of having auditor reports vetted by City management prior to being presented to Council
- Change the composition of the Audit Committee to include more citizen experts, and investigate the feasibility of a majority of the committee being non-Council members
- Fully fund the auditor's office and insist on a high standard of work quality, including a peer review (external audit) of the auditor's office itself every three years.

“While many people rightly focused on the potential for fraud in the procurement audit, the fundamental issue is much deeper. The City spends nearly \$1.5 billion per year with almost nonexistent controls – even in a boom, construction costs certainly did not quadruple with no oversight in the private sector,” continued Nenshi. “While this seems to be a management problem, the blame in fact lies entirely with City Council, who were asleep at the switch – simply not doing their jobs as governors. All this puffed-up outrage after the fact is a bit much. Where were they to prevent this in the first place?”

Naheed Nenshi is the only candidate in this race with significant professional experience dealing with very large budgets, and is an expert on governance, as Canada's first tenured professor in the field of nonprofit management.

## 2. Reduce Citizen Poverty

It's time for a community-wide response to poverty, one that ensures that our resources are focused on interventions

that work, and that streamlines processes for people living in poverty and agencies that support them.

### 1. Develop a community-based 10-year strategy to reduce poverty.

Based upon the success of the 10-year plan to end homelessness, Naheed will:

a. Convene a panel to examine best practices in poverty reduction. The panel will include academics,

leaders in the private and nonprofit sector, and most importantly individuals experiencing poverty themselves.

b. Develop community-based action solutions assisting those facing the hardship of poverty, with an

emphasis on interventions that are truly rooted in community and that increase viability of individuals

and families (how can we get parents to help battle malnutrition at their children's schools, for example,

rather than relying on centralized agencies to solve the problem?).

c. Develop a seamless web of support enabling a one-point access system for low-income Calgarians to

apply for a diverse range of subsidies and services. For example, some Vancouver community centres

offer a one-stop shop not only for leisure activities but also for social services assistance.

## 2. Streamline procedures for agencies accessing Family and Community Social Services (FCSS)

FCSS performs a vital role in the community by promoting support to vulnerable populations (Aboriginal

people, immigrants, children and youth, families, and seniors), and we need to preserve the services it

provides, while ensuring that outcomes are being met. However, nonprofit agencies can find FCSS overly

restrictive and sometimes focused more on regulation than the outcomes they achieved. We need to:

a. Simplify the funding application and reapplication process. When a program is working, there is no

need for a 20+ page renewal application and multiple meetings with FCSS staff.

b. Move from a funder model to a bridging/community model where FCSS actively engages to help those it

funds address more systemic issues and encourages partnerships and collaborations amongst agencies.

## 3. Create stronger, more resilient communities

Many of the other Better Ideas also contain elements that assist those living in poverty, including:

a. **Building complete, diverse, mixed communities.** These communities will include people living at

different income levels, as well as those needing special facilities

i. Spreading special care facilities across the city, as well as encouraging Good Neighbour agreements between agencies and communities, to assist in the acceptance of these facilities.

ii. These communities also reduce the cost of living by reducing transportation costs and autodependency

for those living in them.

iii. These communities also have a wide range of housing choices, improving access to market-based

housing for seniors, students, and, in general, Calgarians living under LICO.

b. **Improving access to affordable housing.** Legalizing secondary suites is an important part of this

solution, as is mandatory inclusionary zoning. Affordable housing can come in several forms – government-owned, operated by the nonprofit sector or cooperatives, or market-based attainable housing.

c. **Increase Use of Transit.** Making transit a preferred choice will help those living in poverty to more

easily access work, educational opportunities, and critical services. The low-income transit pass is

essential to keeping transit accessible to all citizens. Ultimately, enhancing the use of public transportation alleviates the bottom line of low-income Calgarians.

Richard William McIver

## 1. Increased transparency of City Hall

T We need a mayor like Ric McIver who recognizes the need for a shift to performance management and accountability. Putting these principles in place and acting on them from the top down will result in:

- a shift from a pre-occupation with process to outcomes – if things aren't working, fix them, don't just fill out another form
- performance indicators for measurement that make sense to Calgarians and are shared with Calgarians
- policy and program changes based on facts
- employee performance reviews linked to citizen satisfaction and cost containment
- the rewarding or holding accountable of public servants, depending on the performance of their mandate
- linking employee bonuses to improved outcomes that clearly save money for Calgarians, or they just won't be paid out

Departmental divides must be closed and senior managers must settle differences quickly and in favour of Calgarians. Managers must also provide accurate and clear answers to Council and the public – without fear of reprisals.

The system governing the obtaining of permits, licenses and approvals will get a complete overhaul. The stories of businesses waiting for months for permission to make insignificant changes or builders having to submit dozens of copies of plans are too well-known. There is duplication, there is overlap and there is too much subjectivity in matters that should be clear-cut. If an applicant meets the criteria, stamp the approval. If not, reject it now, not months later while the business owner grows frustrated and locates elsewhere. Rules applied consistently and fairly are all that Calgarians are asking for.

Ric will also change the way that new services are brought on line. There will be a level playing field on which unions and private sector organizations can bid competitively to deliver new services so that there is no question that taxpayers are getting the best value from whoever can offer it. The CAT test - cost control, accountability and transparency - forms the overall framework of the McIver policy platform.

As the linchpin of his campaign platform, all subsequent McIver policy announcements will have passed the CAT Test and offer initiatives that meet its criteria.

As Mayor of Calgary, Ric McIver will implement a CAT test for all major new spending proposals.

The CAT test will also be used to review existing programs and services to ensure Calgarians are getting the best value for their tax dollars.

Policies will be put in place that clearly demonstrate a commitment to open,

competitive bidding for city contracts, minimizing the use of sole-sourcing.

The spending of taxpayer dollars will show value for money and all city contracts will be awarded through processes that are open, fair and transparent.

People and companies doing business with the City of Calgary deserve a level playing field.

Recent findings from the City Auditor's report point to an alarming lack of consistency in City procurement practices.

The report identified the over-use of sole-sourcing of goods and services, the bypassing of the procurement process, a disproportionate use of change orders and a number of other issues.

The report also pointed to lost opportunities for cost savings and a need for improved reporting to Council and the public.

Ric McIver has pointed to these very problems for years in his efforts to change the way business is done at City Hall.

**On Cost control:**

Put in place a procurement policy that clearly demonstrates a commitment to open, competitive bidding for city contracts, minimizing the use of solesourcing.

Budget increase requests will have to first demonstrate that money cannot be found in existing budgets through greater service delivery efficiency. Ensure that we spend within our means - instead of excessive knee-jerk tax hikes, let's be sure that we have explored every avenue to reduce existing costs. If taxes absolutely have to go up, Council should be able to point to exactly what items required the increase.

Overhaul the 3-year budgeting process on the basis of sound economic and accounting principles to maximize value; specifically, move toward either zerobased or baseline budgeting. This will fundamentally change the focus of Council from how much revenue has to be raised through taxes to examining how expenditures and taxation can be minimized, while still delivering high quality services

Better manage and reduce the city's debt which, as of 2009, has risen to \$2.9 billion. (This figure includes ENMAX debt.)

Review the city's policy on reserves and surpluses.

With \$952 million (2009) in various reserve funds, up from \$862 million in 2008, we must establish policies on how fast and by how much reserves should be allowed to grow.

**On Accountability:**

Establish an independent Municipal Auditor. Presently, the city auditor is under the authority of Council's Audit Committee. The current wrangling and finger-pointing over the auditor's report on the city's procurement practices demonstrates the need for an arms-length relationship between the person charged with examining the city's spending practices and those doing the spending.

Incentives for city staff must reward improvements in delivery of services and cost savings.

Create a publicly accessible budget breakdown of departmental services that clearly shows how budget money is spent.

**On Transparency:**

Open up the policy-making process, especially budget deliberations, by minimizing the number of closed-door Council and committee sessions.

Reveal all City of Calgary charges on utility bills.

Establish a registry of interest in land within city limits for all members of Council, senior city administrators and their immediate family members.

Implement the use of a Hansard (publicly available record) for all Council meetings.

We must give our department managers the authority to answer questions promptly without day-long delays.

1. Ric will change the policy of only clearing bus routes and main thoroughfares, and never clearing other roads. In heavy snow conditions all roads will be cleared, not perfectly but, with the use of good winter tires and proper footwear, they will be passable. Bus routes and major arteries will continue to be a priority, however, everyone should be able to make it out of their neighbourhood and onto main traffic arteries if they need to.

2. To be better prepared for major snow falls, a list of frequent trouble spots will be created and assigned a set of solutions, in advance, so crews will know exactly where to go and what to do when the snow comes. In some cases a simple snow fence, erected in the fall, can save Calgarians hours of grief.

3. It's time City Hall recognized what Calgarians have always known – there are a number of micro-climates within our city and a common sense snow-clearing policy needs to be a targeted one. Different areas of Calgary need differing amounts and kinds of snow-clearing. For example, problems of drifting, ice ruts and troublesome hills usually don't occur city-wide.

When problems areas pop up, a system will be established to accept reports from Calgarians, efficiently deploying the right equipment as needed.

4. It is common practice in many North American cities to equip city vehicles, other than snow plows, for the attachment of a plow when big snowstorms hit. The city has resisted this common sense proposal in the past but as mayor Ric will make it happen. It is a smart way to deploy vehicles that would normally be sitting in the garage to help with clearing city streets.

5. Private contractors can and should be used to bolster city snow and ice clearing crews. As mayor, Ric will reach out to these contractors, make use of their expertise and, where warranted, use them to enhance the city's snow-clearing capacity.

6. As Mayor, Ric will make it possible for citizens who own snow clearing equipment to get approval to help their neighbours after big snow storms. Calgary should be encouraging good neighbourly relations rather than outlawing them.

Wayne Stewart

- Community Presidents' Council
- Strengthen services for families, seniors & ethnic communities
- Safer neighbourhoods
- Plan for world energy capital
- Partner with post-secondary institutions
- Regional tourism strategy
- Expanded blue box
- Compost collection
- Bike friendly city

A vibrant arts community will bring life to our city core. A strong cultural centre is critical to the health of a great city. It helps us understand ourselves and the world around us – and makes us each better by appealing to all our senses. Through the arts we gain a better sense of our history and our future. In addition, the arts are an important engine of economic development, bringing in investment dollars, creating jobs, and producing world-class entertainment to export globally.

As Mayor I will work to expand the cultural district to become the heart of our city, while working with the other two levels of government and the private sector to look at ways to preserve our cultural assets for the longer term.

Revitalization of the downtown needs to be a collaborative initiative. Our downtown landscape is changing – the East Village development is very slowly developing – the Cantos music centre will be an important addition, as will the new subway under the railway tracks on Olympic Avenue. However, the development industry has been cautious in making commitments because it has become a top-down project run by city hall – full of bureaucratic red-tape and discouraging creativity.

Calgarians want to feel safe in their city – whether it is walking in the downtown area – riding on the c-train - shopping in their neighbourhoods – or enjoying the great Calgary outdoors on one of our extensive bike paths. They also want to know that if there's a fire on their street it will be attended to promptly & efficiently - & if they need emergency health care it will be at their doorstep in minutes.

As Mayor I will work with the leaders in those organizations to ensure that they have the resources to make our city a safe place to live - work – and play.

Enriching the Environment is critical to our quality of life – Calgarians value their unrivalled exposure to a wonderful natural environment – the river valleys and waterways, the rolling foothills, the majestic Rocky Mountains, our deep blue sky and clear, invigorating mountain air. For the longer term we need to balance the need for quick and ready access to all parts of the city with the need to reduce the environmental impact of air and noise pollution.

When elected I will move to immediately ensure all Calgarians have access to recycling blue boxes – take a look at composting – and improve our bike and pedestrian ways to encourage more people to leave their cars at home.

Tourism has the potential to become a major growth industry! Tourism is the #1 industry in the world – it brings visitors to the region – they spend money – create jobs – support our community attractions – hotels - restaurants etc. However, to be effective Calgary has to take a leading role – break down the “silos” – get everybody in the industry talking and working together. We want to attract the best in the world, and we want to showcase our best to the world. I will Invite the Chamber of Commerce, the Hotel Association, Alberta Tourism, Tourism Canada, The Calgary Stampede and other like organizations to come together and work toward a common goal of being the best place in the world to visit! Calgary will become a major convention & tourism destination; a venue for world class sporting and cultural events; a centre of excellence where knowledge is shared; a world class destination for tourism.

As Mayor I will bring all the tourism players together to develop a collaborative plan to make tourism a major engine of growth for Economic Development.

Diversification of our economy will no longer be idle chatter! Calgary has been talking about diversifying its economy for too long. We need a new model – a collaborative model – one which brings together established successful business people – our educational institutions - entrepreneurs with their innovative ideas - with the sources of capital that are always looking for good investment opportunities.

When I am Mayor we will diversify our economy by harnessing our human, intellectual, and financial capital to create global centres of excellence to support innovation.

Homelessness will become part of our past! A fundamental principal of a democratic society – is that the strong help the weak. Calgarians are famous for their spirit of volunteerism and their financial support for those agencies on the frontlines of helping those in need. I was pleased to provide leadership to the “Committee to end Homelessness” whose commitment to end homelessness in ten years is a good example of our community's strength. Affordable Housing is a continuing and challenging issue, and one solution is secondary suites, which can accommodate students, elderly parents etc., however it has become very controversial at city hall because it has not been properly discussed by all concerned.

As Mayor I will propose an amnesty on secondary suites already in existence, until we can develop longer term policies, in consultation with communities affected.

A great city has a heart. This means it has a strong cultural centre – a vibrant & dynamic arts community – as well as a caring community – one that looks after those who are unable to look after themselves. But it is not so much a hand-out as a hand-up – and I will use the knowledge and experience that I gained working with organizations like the Calgary Foundation – The Calgary Homeless Foundation – Home Front & many others.

As your Mayor I will deliver on my commitment to ‘make Calgary great!’ – because I am the only candidate that has proven that I know how to get things done!

#### Evaluation:

Basis for evaluation: the degree to which the policies add to or detract from the better interest of the Calgary people as a whole.

#### Scores:

Barb Higgins	7/10
Barry Erskine	no score
Bob Hawkesworth	8/10
Bonnie Devine	5/10
Craig Burrows	6/10
Dan Knight	no score
Joe Connelly	5/10
Jon Lord	7/10
Naheed Nenshi	7/10
Richard McIver	no score
Wayne Stewart	8/10

#### Rationals:

Barb Higgins focuses on two important issues: public safety and culture/art development.

Barry Erskine no policies identified.

Bob Hawkesworth comprehensive on the environment.

Bonnie Devine vague; a lot of ideas.

Craig Burrows important issues; not comprehensive

Dan Knight no policies identified.

Joe Connelly vague.

Jon Lord focuses on building sports facilities throughout Calgary; comprehensive.

Naheed Nenshi overlap with other policies; needs to be more comprehensive.

Richard McIver no policies identified.

Wayne Stewart comprehensive.

# Audit Results

## Backgrounds

Political Exper. Professional Exper. Volunteer/Extracurricular Exper.

Barb Higgins	0/10	4/10	9/10
Barry Erskine	8/10	6/10	7/10
Bob Hawkesworth	9/10	6.5/10	9/10
Bonnie Devine	1/10	1/10	1/10
Craig Burrows	7/10	6/10	8/10
Dan Knight	0/10	7/10	6/10
Joe Connelly	7/10	7.5/10	7/10
Jon Lord	9/10	7.5/10	9/10
Naheed Nenshi	0/10	6.5/10	8/10
Richard McIver	8/10	6.5/10	9/10
Wayne Stewart	0/10	8/10	5/10

## Totals for Background

Barb Higgins	13/30 (43.3%)
Barry Erskine	21/30 (70%)
Bob Hawkesworth	24.5/30 (81.6%)
Bonnie Devine	3/30 (10%)
Craig Burrows	21/30 (70%)
Dan Knight	13/30 (43.3%)
Joe Connelly	21.5/30 (71.6%)
Jon Lord	25.5/30 (85%)
Naheed Nenshi	14.5/30 (48.3%)
Richard McIver	23.5/30 (78.3%)
Wayne Stewart	13/30 (43.3%)

	Background	Vision
Barb Higgins	4.3/10	7.5/10
Barry Erskine	7/10	5/10
Bob Hawkesworth	8.2/10	6.5/10
Bonnie Devine	1/10	5/10
Craig Burrows	7/10	6/10
Dan Knight	4.3/10	6/10
Joe Connelly	7.2/10	7/10
Jon Lord	8.5/10	7/10
Naheed Nenshi	4.8/10	7/10
Richard McIver	7.8/10	7/10
Wayne Stewart	4.3/10	7/10

Totals for Background and Vision:

Barb Higgins	11.8/20
Barry Erskine	12/20
Bob Hawkesworth	14.7/20
Bonnie Devine	6/20
Craig Burrows	13/20
Dan Knight	10.3/20
Joe Connelly	14.2/20
Jon Lord	15.5/20
Naheed Nenshi	11.8/20
Richard McIver	14.8/20
Wayne Stewart	11.3/20

Policies

	Budget	Taxes	Account.	Growth	Housing	Transit	Traffic	Miscell.
Barb Higgins	6/10	5/10	5/10	5/10	2/10	6/10	7/10	7/10
Barry Erskine	6/10	4/10	2/10	5/10	4/10	3/10	2/10	no score
Bob Hawkesworth	4/10	5/10	8/10	5/10	0/10	7/10	7/10	8/10
Bonnie Devine	1/10	5/10	5/10	0/10	6/10	1/10	0/10	5/10
Craig Burrows	6/10	0/10	7/10	3/10	5/10	7/10	5/10	6/10
Dan Knight	5.5/10	4/10	7.5/10	6/10	0/10	7/10	6.5/10	no score
Joe Connelly	5.5/10	5/10	5/10	3/10	0/10	0/10	5/10	5/10
Jon Lord	8/10	6/10	7/10	5/10	2/10	0/10	6.5/10	7/10
Naheed Nenshi	0/10	0/10	7/10	7/10	3/10	7/10	9/10	7/10
Richard McIver	6/10	5.5/10	5/10	6.5/10	2/10	0/10	4/10	no score
Wayne Stewart	6.5/10	5/10	5/10	3/10	2/10	7/10	0/10	8/10

Totals for Policies:

Barb Higgins	42/80
Barry Erskine	26/70
Bob Hawkesworth	44/80
Bonnie Devine	23/80
Craig Burrows	39/80
Dan Knight	36.5/70
Joe Connelly	28.5/80
Jon Lord	41.5/80
Naheed Nenshi	40/80
Richard McIver	29/70
Wayne Stewart	36.5/80

Total scores

Barb Higgins	53.8/100
Barry Erskine	38/90
Bob Hawkesworth	58.7/100
Bonnie Devine	29/100
Craig Burrows	52/100
Dan Knight	46.8/100
Joe Connelly	42.7/90
Jon Lord	57/100
Naheed Nenshi	51.8/100
Richard McIver	43.8/90
Wayne Stewart	47.8/100

Overall grade and ranking:

1. Bob Hawkesworth	58.7/100	58.7%	(D+)
2. Jon Lord	57/100	57%	(D+)
3. Barb Higgins	53.8/100	53.8%	(D)
4. Craig Burrows	52/100	52%	(D)
5. Naheed Nenshi	51.8/100	51.8%	(D)
6. Richard McIver	43.8/90	48.6%	(F)
7. Wayne Stewart	47.8/100	47.8%	(F)
8. Joe Connelly	42.7/90	47.4%	(F)
9. Dan Knight	46.8/100	46.8%	(F)
10. Barry Erskine	38/90	42.2%	(F)
11. Bonnie Devine	29/100	29%	(F)

## Analysis:

The FDA audit team reached consensus on all aspects of the audit scoring.

Only five of the eleven mayoral candidates audited received a passing grade. The passing grades of the five candidates were barely satisfactory, with Hawkesworth receiving the highest grade of 58.7% (D+).

Also, Hawkesworth received the highest overall policy grade of 55%.

The low mayoral scores are fairly consistent with other FDA audits such as the 2010 British General election audit and the 2008 Alberta provincial election audit:

### 2010 British Election Audit Ranking

1. Nick Clegg, Liberal Democrat 67.8% (C+)
2. David Cameron, Conservative 65.8% (C+)
3. Gordon Brown, Labour 63.4% (C)

### 2008 Alberta Provincial Election Audit Ranking

1. Wildrose Alliance 63.5% (C)
2. Alberta Liberals 63.2% (C)
3. Social Credit 49.3% (F)
4. PC Alberta 43.6% (F)
5. Separation Party 43.1% (F)
6. Alberta's NDP 41.8% (F)
7. Communist Party 26.8% (F)
8. Alberta's Greens 20% (F)
9. Alberta Party 17.1% (F)

Though Jon Lord received the highest score for background (85%), when coupled with his vision and policies, it translated in him finishing in second, behind Hawkerworth who received the second highest background score (81.6%). In contrast, Barb Higgins received a score of 43.3% for her background, and yet she finished third place overall. The separation between Hawkesworth and Lord came down to Hawkesworth having slightly stronger policies. And the difference between Hawkesworth and Higgins came down primarily to Hawkesworth having a stronger background. And Higgins had more consistent policies than Burrows and Nenshi.

McIver though an apparent front runner in the local polls, had weak and inconsistent policies, and therefore, he received a failing grade.

## Conclusion:

The audit results for the Calgary mayoral candidates are disappointing, since only five of the eleven candidates received a passing grade and the passing grades themselves were barely satisfactory.

Hawkesworth is the FDA's better representative for Calgary. Though he is closely followed closely by Lord and then Higgins, Burrows and Nenshi.

The mediocre results do not bode well for the next three years of Calgary municipal politics.

The FDA recommends that the new Calgary mayor be given a limited mandate by the Calgary public through a minority percentage of the actual vote.

As of October 14th, Hawkesworth withdrew his candidacy for mayor, in favor of supporting the mayor candidacy of Higgins, and Stewart withdrew his candidacy, in favor of supporting the candidacy of Nenshi. (Apparently, based on recent polls, Hawkesworth and Stewart felt their chances of becoming mayor were unlikely.)

So with Hawkesworth and Stewart no longer in the Calgary mayor race, the FDA audit results are adjusted to the following:

1. Jon Lord 57/100 57% (D+)
2. Barb Higgins 53.8/100 53.8% (D)
3. Craig Burrows 52/100 52% (D)
4. Naheed Nenshi 51.8/100 51.8% (D)
5. Richard McIver 43.8/90 48.6% (F)
6. Joe Connelly 42.7/90 47.4% (F)
7. Dan Knight 46.8/100 46.8% (F)
8. Barry Erskine 38/90 42.2% (F)
9. Bonnie Devine 29/100 29% (F)

Jon Lord is the FDA's better representative for Calgary, with a 3.2% margin over Higgins, and then followed closely by Burrows and Nenshi.

As of October 17th, Burrows withdrew his candidacy for mayor, in favor of supporting the mayor candidacy of McIver. (Apparently, based on recent polls, Burrows felt his chances of becoming mayor was unlikely.)

So with Burrows no longer in the Calgary mayor race, the FDA audit results are adjusted to the following:

1. Jon Lord 57/100 57% (D+)
2. Barb Higgins 53.8/100 53.8% (D)
3. Naheed Nenshi 51.8/100 51.8% (D)
4. Richard McIver 43.8/90 48.6% (F)
5. Joe Connelly 42.7/90 47.4% (F)
6. Dan Knight 46.8/100 46.8% (F)
7. Barry Erskine 38/90 42.2% (F)
8. Bonnie Devine 29/100 29% (F)

Jon Lord is the FDA's better representative for Calgary, with a 3.2% margin over Higgins, and then followed closely by Nenshi and McIver.

The separation between Lord and Higgins comes down to Lord's stronger background, in which he received the FDA's highest grade for background (85%), while Higgins received 43% for her background. (The FDA's background audit entailed analysis of political, professional, and volunteer experiences.) Though Hawkesworth who had a background grade of 81.6% is now supporting Higgins, does not overcome the background discrepancy between Lord and Higgins, because only one person can be mayor. Yet Hawkesworth has the potential to be a valuable advisor to Higgins. Moreover, Burrows with a background score 70% would be less valuable to McIver who received a background score of 78.3%, and the same is the case for Stewart who received a background score of 43.3% and Nenshi a score of 48.3%.

Clearly, in terms of leadership, a key component of being mayor, Higgins has the most to gain from the support of Hawkesworth. In terms of policies, there is no clear advantage to Higgins, Nenshi, or McIver in terms of the support from Hawkesworth, Stewart, and Burrows. Though overall, McIver overtook Nenshi through his partnership with Burrows, and Higgins expanded her margin over McIver and Nenshi, and closed the gap on Lord.

To illustrate, the FDA combined the scores of the three teams of candidates:

Higgins/Hawkesworth	53.8/100	58.7/100	112.5/100	(56.25%)
Nenshi/Stewart	51.8/100	47.8/100	99.6/200	(49.8%)
McIver/Burrows	43.8/100	52/100	95.8/190	(50.4%)

Overall Scores and Ranking of Aligned and Non-aligned Candidates:

1. Jon Lord (57%) (D+)
2. Higgins/Hawkesworth (56.25%) (D+)
3. McIver/Burrows (50.4%) (D)
4. Nenshi/Stewart (49.8%) (F)
5. Joe Connelly 42.7/90 47.4% (F)
6. Dan Knight 46.8/100 46.8% (F)
7. Barry Erskine 38/90 42.2% (F)
8. Bonnie Devine 29/100 29% (F)