



I will focus on efficiency, bringing creative SMALL BUSINESS DISCIPLINE to City Hall.

My policies will be practical, aimed at bringing innovation, accountability, and fiscal responsibility to Calgary City Council.

TERM LIMITS – I believe that council chambers must be kept vibrant and open-minded with a constant flow of new ideas. Council members should have a “best before date”. Council is a living organism and must be fed with new talent regularly. Keeping this in mind, I propose that once elected to Calgary City Council, incumbents should be limited to three terms thereby regularly refreshing City Hall. Once an individual has sat out a full term they would be eligible to run again, but would be doing so without the benefit of being the incumbent.

SOUTH WEST BRT – Studies have shown that the South West BRT will reduce traveling time by three minutes to downtown at best. It may actually even increase the travel time of commuters by 5 minutes or more. Is this a bus route to nowhere with a \$100 million price tag?

RESPECT FOR BUSINESSES DURING CONSTRUCTION – Look at the number of businesses that have had customer access blocked by poorly planned municipal construction projects. This is inexcusable and must be changed. Efficient and better project management policies have escaped consideration by city managers and council members. The city does not coordinate with these business owners leaving them to fend for themselves when projects are announced that will **potentially be a small business assassins bullet** which will also shoot the jobs of their employees in the back.

NEW ARENA - The topic of a new arena has been a most divisive one. I cannot remember a municipal election with such a hotly debated issue. My approach to this debate is that we have to apply some good old-fashioned common sense to arrive at a decision at what is best for all Calgarians.

- **Will this arena will benefit a majority or just a select few?** How can we capture the intangibles that the Flames bring so that a new arena will bring value for the whole city?
- **A new arena cannot be a project that will provide an advantage for only a narrow cross-section of the population and have the burden placed upon all the taxpayers.** The burden must be matched to those who benefit.
- The current plan for the arena is for partial usage, with the vast majority of the time seeing the building having no activity. **It must be a revenue generator for the City of Calgary and not just Sports and Entertainment Corp.** If the taxpayer is going to invest in the arena then the taxpayer must see a return on the investment.
- **The property and the building represent one of the most valuable real estate packages that will ever be developed in our city.** Its value is certain to increase. The Flames need to acknowledge that no building supports itself when it is only in partial use. A visionary building will create more revenue by serving more than one purpose. For Calgary to benefit from this prime real estate development, one they will have invested hundreds of millions of dollars in, the building must be a revenue generator that provides value for a whole city.
- **Before we support a old funding model that is failing in some cities, I propose we look at designing a multi-use building that would have a revenue stream supporting the whole cost of the building.**

CRIME AND POLICING – Effective crime reduction strategies reap personal safety and economic benefits for the community. Neighbourhoods with high crime rates scare potential business development away and make existing owners think about relocating. A direct by-product of crime and reduced business presence is **people being robbed of their jobs**.

OLYMPICS – Calgary fondly remembers the Olympics of 1988. It brought this city international recognition and we were one of the very few to ever host at a profit.

- **The big question is will Calgary enjoy the successes of '88?**
- Is the IOC a good a business partner? It is set up to make them a profit but puts the host city at risk.
- Cities have been decimated by the Olympics.
- If the IOC was a pristine partner and Calgary badly needed the infrastructure I would be in favour.
- **I say no to the Olympic Games.** We have more important needs to find financing for It is fiscally irresponsible.

ZERO BASED BUDGETING – Recently, businesses and families have had to become more efficient, making decisions with fewer resources. I expect the same of City Hall.

- Zero-based budgeting will bring efficiency to City Hall. Departments **MUST** look at what is needed to provide services to **prevent bureaucratic waste**.
- **Front line service providers are not the enemy.** They have even been discouraged by their managers for their suggestions on improving the services they deliver. I have experienced first-hand, city employees telling me personally that they are routinely ignored by managers when suggesting improvements, even subtly punished.
- Every organization gets more of what it rewards. Let's reward and require a process of constant improvement. Zero-based budgeting is just one tool I will use to move this forward.
- Citizens of Calgary let's take pride in being known as the most dynamic and efficient city in Canada.

POLICY CONVENTION 2018 - A public policy process is the lifeblood of a respectful political system.

- Political policy is better when done in the light of day.
- I am committing to having a public policy process for Ward 13 in the First and Third years of my term.

TRANSPARENCY – Contracts with the City of Calgary must be free of favouritism, bias, and interference.

- Tendering and bidding on all contracts over \$25,000.00 would be city policy and made public.
- Preference to Local Businesses – **Where bids are close to equivalent, contracts will be awarded to local contractors.**
- City Council Represents Calgarians – **Private meetings of City Council must be minimized.**

REVIEW OF MUNICIPAL OPERATIONS – Calgary needs to operate efficiently, with projects completed on time and on budget. Unnecessary projects must be eliminated and capital expenditures brought under control – **waste of taxpayer's money must be curtailed.**

ELIMINATE BUREAUCRATIC RED TAPE – Currently it can take 11 months or more for construction and other private sector projects to be approved. **New businesses are waiting months to open their doors,** creating new jobs, because permits to operate take forever to be issued. This is counterproductive to growth and economic success. **It must be stopped.**

Thank you for your diligence in this matter. I will be the warrior you need in city hall fighting for **FREEDOM, RESPECT, & EFFICIENCY.** This will allow Calgarians to thrive and innovate, which is good for us all.