

Determine a ranking of the Alderman candidates in terms of the better representative of the Lethbridge community as a whole. (Completed by The Foundation for Democratic Political Advancement (FDPA), October 10, 2007)

This determination is an outside perspective to give the residents and candidates of Lethbridge a different perspective on the 2007 Lethbridge Civic Election. The views in this Pilot Study are the views of the FDPA. Also, the Determination is an example of a different way to select candidates--through evaluation instead of voting.

### Basic Priorities of Lethbridge Community:

Leadership—identify issues and act on them, vision, strength to carry through, independent yet team player... fiscal soundness, accountability and communication with public

Resolve downtown issues—crime (including Galt Gardens and rest of Lethbridge), revitalization

Parking issue downtown and residential areas

Environment

## **Methodology for Evaluation and Ranking:**

Rank each candidate for each main section, and then rank overall based on a combination of all main sections.

Evaluation based on reasons themselves (from and/or about the candidates) in each main section and the reasons' comparative evaluation based on the established basic priorities of Lethbridge Community.

The main sections are (1) Background, (2) Policy, (3) Vision, (4) Character (demonstrated leadership), and (5) Time Available.

## **Information sources:**

Public Forum on October 3—on basic priorities of Lethbridge Community

Media Forum on October 4—all candidates answered questions from media; met candidates

Seven questions answered by candidates via email (provide questions with answers) and follow-up questions

Policy and background information on candidates

News articles etc., on candidates

15 out of the 16 Alderman candidates participated in this Determination. Candidate Madge did not, even though she was approached three times. The FDPA through investigative research was able to get the necessary information about Candidate Madge to include her in the Pilot Study.

Evaluation by Stephen Garvey, acting CEO of the FDPA, and in consultation with members of the FDPA.

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# 1. Background of Candidates (financial management, experience representing, education formal and informal, professional experience)

Carlson:

Born and raised in Lethbridge

BA in Theatre Arts and political science courses

On Allied Art Council of Lethbridge, Board of Economic Development of Lethbridge, Associate Director of New West Theatre

Longtime Lethbridge citizen

Active in Arts and Business community

No experience as political representative

Conners:

Life long resident of Lethbridge

Strong, successful volunteer experience (Youth Commissioner of Chinook Region, Scouts Canada civic award for Leaders of Tomorrow, awards from Scouts Canada)

Ran for Alderman position in 2004

Life long resident of Lethbridge

No university education

No experience as political representative

Strong, successful volunteer experience

Limited financial, business experience

Dodic:

1 term as Lethbridge Alderman  
Longtime Lethbridge citizen  
BA in Arts and science degree  
Law degree in UofA

Law practice... experience in municipal law from working with a number of municipalities

Very well educated  
Municipal law experience and legal background asset to City Council  
Experience as political representative

Ferguson:

Short-term citizen of Lethbridge (seven years)  
College studies

Extensive professional experience with accounts receivable and housing industry  
12 years with Calgary Housing Authority

Past treasurer for Lethbridge Twinning Society and Member of Lethbridge Housing Authority Board

Strong financial and housing experience  
Limited formal education  
Limited time as resident of Lethbridge  
No experience as political representative

Graham:

employee of All-TraBattery  
Long-term resident of Lethbridge  
No university education  
no political experience  
limited financial business experience

no volunteer work

Homan:

Studied and taught political and economic theory  
Professional experience as teacher  
Volunteer work with various organizations  
No experience as political representative

No experience as political representative  
Strong volunteer experience  
Strong experience as educator  
Limited financial, business experience

Hway:

Longtime resident of Lethbridge  
Very active and successful in community sports  
Volunteer and organizer for various organizations  
Local business experience

No formal education  
Active involvement in community in terms community sports and  
volunteer and organizer for volunteer organizations  
No experience as political representative

Hyggen:

Longtime resident of Lethbridge

Longtime small business owner

studied business law and accounting at Lethbridge College

Some volunteer work--Agnes School Parent Council, Lethbridge Figuring Skating Club

no political experience

some financial/business experience and education

Lacey:

Longtime resident of Lethbridge

4 terms as Lethbridge Alderman

Retired physician

Member of two organizations—health center and watershed council

Long time resident

Strong political experience

Strong formal and professional experience through not directly  
pertainable to being a political representative

Limited financial, business experience

Layton:

25 year resident of Lethbridge

Politically active over 25 years

Volunteer for various local, provincial, and federal charities

Advocate for disabled in Lethbridge area

No political representation

No formal education

Some volunteer and advocate work

25 year resident

Madge:

20 year resident of Lethbridge  
No university education  
Professional experience—real estate  
Some volunteer and committee experience

No political experience  
20 year resident of Lethbridge  
No formal education  
Limited financial, business experience  
Volunteer and committee work  
Experience with real estate

Parker:

Long-term resident of Lethbridge  
3 terms as Lethbridge Alderman  
On many boards and committees  
Business owner—marketing field

Strong political experience  
Strong experience on boards and committees relevant to Lethbridge  
Community  
Some financial experience via business owner  
No formal education

Simmons:

Longtime resident of Lethbridge  
Experience with small business  
Bsc in Biology; course work in international politics  
Experience as a College instructor  
Various volunteer experiences...

Second attempt at Lethbridge Alderman position  
Longtime resident of Lethbridge

Small business experience  
University education  
Active volunteer work—women business, food bank; animal care

Tratch:

Longtime resident of Lethbridge  
BA and MA in Education  
Professional experience as teacher, counselor, school principal,  
Three terms of School trustee, and three years as Board Chair of School  
District  
Volunteered for City of Lethbridge Standing Committee on Economic  
Development, Tourism and Agriculture.  
active member of Our Lady of the Assumption Parish and has served in  
several ministries including Chairperson of the Parish Council.  
Member of The Knights of Columbus.

Longtime resident of Lethbridge  
Strong formal education  
Strong professional experience including as school principal  
Strong political experience including Board Chair of School District  
Strong involvement in Catholic religion  
Knowledge of financial, business experience through role as school  
trustee.

Ward:

Longtime resident of Lethbridge  
Retired instructor at Lethbridge College  
5 terms of Alderman

Longtime Lethbridge resident  
University educated  
Extensive experience as political representative

Wickersham:

Long time resident of Lethbridge  
Professional experience as firefighter and Fire Chief  
Business experience on Farm  
Volunteered on many boards and committees  
2 terms as Lethbridge Alderman

Longtime lethbridge resident  
Fire Chief for 9 years—demonstrates leadership ability  
Some business experience  
Strong political experience as Lethbridge Alderman  
No formal education

**Evaluation:**

Evaluation in alphabetical order, and based on comparative evaluation of two candidates at a time.

Evaluation notes:

Parker best overall background (ahead of Dodic due to extensive volunteer and committee experience)

Dodic very well educated, municipal law experience, and political experience

Tratch well educated, extensive political experience, and less relevant professional experience than Dodic

Wickersham stronger background than Lacey due to professional experience (leadership role) and business experience

Lacey strong political experience, well educated and strong professional experience

Ward less volunteer than Lacey

Ferguson strong experience in accounts receivable and housing

Homan educator and studied and taught political and economic theory; less relevant experience than Ferguson

Simmons less relevant experience than Ferguson

Hyggen less formal education than Simmons

Conners only strong volunteer experience

Layton volunteer experience and active politically in non-representative role

Madge some volunteer/committee experience

Graham only long-term resident of Lethbridge

\* Note, based on the October 10th presentation of ranking results, Lacey has stronger volunteer and committee experience than she answered in the questionnaire. If her full volunteer experience and committee work were included, she would have likely improved in the ranking below by 3 to 5 positions, but her overall ranking would have not changed significantly.

**Ranking (for Background):**

1. Parker
  2. Dodic
  3. Tratch
  4. Wickersham
  5. Lacey
  6. Ward
  7. Carlson
  8. Ferguson
  9. Homan
  10. Simmons
  11. Hyggen
  12. Conners
  13. Hway
  14. Layton
  15. Madge
  16. Graham
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## 2. Policy of Candidates:

Carlson:

Concern of master plan---too much focus on downtown at the expense of other areas...

Affordable housing; increase social services

Environmental sustainability---conservation; recycling,  
Actual policies:

Curb-side recycling programs.

-An aggressive investment in Wind, Solar and other alternative energy sources.

-Active education of all citizens about the issues.

-More encouragement through active mechanisms (Citizen Action Committees, etc) of all segments of our community.

-Reduction of waste (time, energy and money) in our Municipal Government.

Conners:

Support master plan—but wants spend less of tax payers' money on it

More accountability and transparency of Alderman

More low income housing

Lower taxes

Ward system for Alderman

New land zones for low income housing

Dodic:

Move Master Plan forward

Affordable and available housing

Adequate funding of protective services—police, fire/EMS services

Balance infrastructure needs with enjoyable elements—recreation, arts, sports ect.,

Ferguson:

Need more information on Master Plan (read actual Plan) before agreeing to it.

Affordable housing

Accountability of City Administration for cost overruns and business dealings.

Incentives to initiate affordable housing from home builders, home owners ect.,

Overall public transportation

Graham:

Master Plan--too much focus on downtown core at the expense of the rest of the city/ complete projects already started to Master Plan

Focus on environment---reducing waste, reduce cost in disposal in waste

Accountability of City Councilors

Give voice to the people

Better communication from Council

Low cost housing

Move Lethbridge Exhibition site

Homan:

In support of Master Plan. Views it as a means to transform the downtown into a vibrant, attractive part of Lethbridge.

affordable housing, homelessness, safe neighborhoods, infrastructure improvements, diverse and innovative economy and an environmental plan

Transparency of City Council

Inclusive of all interest groups in policies/program

Hway:

Committed to safe healthy, vibrant downtown

Affordable housing

Public security

More pathways and sports facilities

Hyggen:

Financial responsibility regarding Master Plan---downtown only part of heart of city---heart--city as a whole; concentrate on city as a whole

Security of city residents

Financial responsibility---city monies used for needs rather than wants

Affordable housing

Water supply

Lacey:

Move forward with implementation of Master Plan

More affordable housing both rental and ownership

Against Ward system

Layton:

No comment on Master Plan.

Encourage economic growth.

Lower income housing--encourage wider range of employment opportunities

Improvement of transit and Handi-bus, safer transit terminal, safer, cleaner

Galt gardens....

Madge:

Many issues—traffic problems, affordable housing, develop Arts

community, sound environmental practice, infrastructure development,

accessible day care....

Parker:

Support Master Plan as way to develop downtown core of Lethbridge. See's City Council as leader in this development, and must be willing to act on the Plan.

Affordable housing and cost of living

Better communication between City Council and public

Completion of integrated trail system

Proper infrastructure for all parts of the city to ensure sustainable growth

Financial soundness in projects

Simmons:

Support Master Plan and its implementation. Though thinks equal energy should be given to other parts of city, and should focus keep focused fiscally on the city as a whole.

Encourage economic growth of city.

Affordable housing, look at taxation levels and utility costs, security,

Accountability, transparency, and responsibility of City Council.

Tratch:

In favor of moving forward with Master Plan---give Council guidance and direction in developing downtown core.

Deal with many issues---no one outstanding issue----affordable housing, environment, sustainability, transit/bus service, develop performing arts etc.

Ward:

In favor of Master Plan---continue to move ahead with downtown revitalization by reviewing 19 immediate projects.... Justification—downtown first impression and lasting impression, large community support for project

Water quality research  
Affordable housing  
Another footbridge for Chinook trail system

Concrete proposals

Wickersham:

No commitment to Master Plan—on fence

Affordable housing

Community consultation on issues/inform oneself—then makes policy decisions

Direction to MSI funding

Look at municipal taxation in growing community

Maintaining infrastructure as city grows

## **Evaluation:**

Evaluation based on alphabetical order and comparative evaluation of two candidates at a time.

### Notes:

Parker best overall--though needs to be cautious of Master Plan--too much focus on downtown core versus other areas, and financial costs of the Master Plan. Also, lacks environmental element.

Carlson strong commitment to making Lethbridge greener and actual, specific policies. Also, pragmatic view of Master Plan.

Connors emphasis on accountability of Council.

Dodic less pragmatic on Master Plan than Carlson; emphasis on balance--infrastructure and enjoyment.

Ferguson pragmatic view of Master Plan, good vision, lacks green element.

Graham pragmatic view of Master Plan. Emphasis on environment. Good overall policies.

Homan inclusion of all groups; less pragmatic on Master Plan than Graham ect.,

Hway less specific, less policies.

Hyggen less specific than Ferguson.

Lacey less specific, less policies.

Layton less broad in policies than Connors; no comment on Master Plan.

**Ranking (for Policy):**

1. Parker
  2. Carlson
  3. Graham
  4. Ferguson
  5. Hyggen
  6. Simmons
  7. Ward
  8. Tratch
  9. Wickersham
  10. Madge
  11. Dodic
  12. Homan
  13. Conners
  14. Layton
  15. Hway
  16. Lacey
-

### 3. Vision of Candidates:

Carlson:

Healthy. Happy community; measured, careful growth; include all citizens;  
open dialogue

Affordable housing; social services

Environmental sustainability

Conners:

Lethbridge a place every citizen is excited about and calls home.

Dodic:

Balance infrastructure needs with enjoyable elements--recreation, arts, sports  
ect.,

Ferguson:

Community gardens in Galt Gardens to get people involved in downtown  
and attract tourists, deal with security issue of gardens.

Graham:

empower citizens to guide and grow community

world leader in environmental awareness and action

Homan:

Provincial funding for Lethbridge infrastructure  
Protect environment, safety and over all well being of our citizens

Hway:

safe healthy city that is geared to healthy lifestyle

Hyggen:

Better place for families, and local business grow and diverse, and local government guided by needs rather than wants

Lacey:

Lethbridge developing into unique city with distinct identity, and centered on use of technology, services to agriculture and food processing, research and development and alternative fuel production and quality of life through university and college, and agricultural research stations.

Layton:

Continued economic growth, pioneer city of environmental action, and hub for arts in surrounding areas.

Madge:

A city all citizens love and are proud of.

Parker:

sustainable, progressive and forward thinking Lethbridge community, in which everyone within reason can achieve their goals.

Simmons:

dynamic city for the future--with right investment, planning, vision,  
environmental awareness, can be example for other municipalities.  
grow and prosper economically and culturally

Tratch:

Continue to develop Lethbridge as the hub of Southern Alberta---from  
commercial, recreational, and culture standpoints  
Continue to develop the vibrancy of Lethbridge as an attractive place to visit  
and those who reside in Lethbridge.

Ward:

Adequate, affordable housing and accommodation  
Carry through master plan

Wickersham:

attractive, safe community with environmental awareness, economic growth,  
and sound financial planning and management

**Evaluation:**

Evaluation based on alphabetical order and comparative evaluation of two  
candidates at a time.

Notes:

Carlson specific vision, include all citizens, environmental focus  
Conners limited, not specific  
Dodic good idea, not specific, not as broad as Carlson's vision  
Ferguson more specific than Conner's vision  
Graham less specific, clear than Dodic's

Homan less idea of vision than Dodic's  
Hway less specific than Carlson's  
Hyggen specific, visionary idea "needs versus wants"  
Lacey unique, distinct city--limited idea  
Parker best overall  
Tratch lacks environmental focus  
Simmons broader than Hyggen  
Layton less broad and specific than Simmons

**Ranking (for Vision):**

1. Parker
  2. Carlson
  3. Wickersham
  4. Dodic
  5. Tratch
  6. Simmons
  7. Graham
  8. Layton
  9. Hyggen
  10. Madge
  11. Homan
  12. Ward
  13. Hway
  14. Ferguson
  15. Conners
  16. Lacey
-

## 4. Character of Candidates (demonstrated leadership):

Carlson:

Clear leadership in progressive, forward thinking; pragmatic view of master plan

Commitment to beliefs---green campaign; green polices....

Conners:

Offers youthful perspective to counsel

Dodic:

Seniors exempted from education proportion of taxes.

\*\*\*Ferguson:

Strong motivation to do best for city; specific, clear initiatives... willing to take independent stand on issues....

Graham:

Passion for environment, and giving people a voice in government

Focused on key issues and has policy vision for city

Homan:

Passionate about being an Alderman

Knowledgeable, intelligent, open-minded

Hway:

Focused on healthy and wellness

Hyggen:

Safe, enjoyable community for families  
emphasis on financial responsibility  
pragmatic view of Master Plan  
focused on family and business aspects of city

Lacey:

Previously introduced new policy initiatives on Social Issues and Arts and Culture---plans to initiate policies on Housing Downtown redevelopment

Appear to be lacking in motivation.... "I still care about this community..."

Layton:

Forward thinking---environment and arts

Madge:

Team player---about working together

Parker:

Forward thinking.  
\*\*\*Emphasis on financial soundness.  
Focused on completion of projects.

Simmons:

Focus of including all citizens in Council process and decisions.  
Astute, forward thinking. Emphasis on economic growth. Lacks specifics.

Tratch:

Listens to public  
Strong vision of Lethbridge's place in Alberta  
Committed  
Focused on community as a whole and its well-being  
No agenda—weaken leadership ability

Ward:

healthy, safe, sustainable, small city with big city opportunities/ smart,  
innovative, clean, safe and friendly

diverse view of city, including sustainability

Wickersham:

Focused on representing public---working for public issues through public  
input and increased knowledge.

No specific agenda

Open-minded

**Evaluation:**

Evaluation based on alphabetical order and comparative evaluation of two  
candidates at a time.

Emphasis on forward, innovative, practical thinking.

**Ranking (for Character):**

1. Parker
  2. Carlson
  3. Ferguson
  4. Graham
  5. Hyggen
  6. Simmons
  7. Layton
  8. Tratch
  9. Wickersham
  10. Homan
  11. Ward
  12. Dodic
  13. Hway
  14. Madge
  15. Conners
  16. Lacey
-

## 5. Time Available for Alderman Position

Carlson:

Flexible schedule; give as much time as needed

Conners:

Flexible schedule; give as much time as needed

Dodic:

Give as much time as needed at least 25-30 hours a week

Ferguson:

Can give full time hours to Alderman position

Graham:

can give up to 40 hours a week

Homan:

Flexible in hours; willing to commit as many hours as necessary---even quit teaching position at high school

Hway:

can give whatever time is necessary

Hyggen:

can give as much time as needed

Lacey:

Flexible and can give as much time as needed

Layton:

As much time as needed.

Madge:

employed as real estate agent---time available??

Parker:

Can provide whatever time the Alderman position requires.

Simmons:

As much time as needed.

Tratch:

Can provide whatever time is necessary—both for council meetings, preparing for council meetings, listening to the public regarding concerns etc.

Ward:

Very flexible and a lot time available for Alderman position due to retirement

Wickersham:

Can provide whatever time is necessary.

**Evaluation:**

Almost all candidates expressed ability to meet time needs of the Alderman position.

**Ranking (for Time Available):**

Put all candidates at the same ranking. Therefore, the main section is removed from the evaluation process.

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# Comparative Evaluation

Combine ranking in each main section "background, policy, vision, character (demonstrated leadership)" and total (giving equal weight to each main section.)

Lowest scores determine highest ranking.

In the case of candidates having the same total, policy totals of candidates are compared. Candidate with higher policy ranking, gets higher overall ranking.

|             | <b>Background</b> | <b>Policy</b> | <b>Vision</b> | <b>Character</b> | <b>Total</b> |
|-------------|-------------------|---------------|---------------|------------------|--------------|
| Carlson:    | 7                 | 2             | 2             | 2                | 13           |
| Conners:    | 12                | 13            | 15            | 15               | 55           |
| Dodic:      | 2                 | 11            | 4             | 12               | 29           |
| Ferguson:   | 8                 | 4             | 14            | 3                | 29           |
| Graham:     | 16                | 3             | 7             | 4                | 30           |
| Homan:      | 9                 | 12            | 11            | 10               | 42           |
| Hway:       | 13                | 15            | 13            | 13               | 54           |
| Hyggen:     | 11                | 5             | 9             | 5                | 30           |
| Lacey:      | 5                 | 16            | 16            | 16               | 53           |
| Layton:     | 14                | 14            | 8             | 7                | 43           |
| Madge:      | 15                | 10            | 10            | 14               | 49           |
| Parker:     | 1                 | 1             | 1             | 1                | 4            |
| Simmons:    | 10                | 6             | 6             | 6                | 28           |
| Tratch:     | 3                 | 8             | 5             | 8                | 24           |
| Ward:       | 6                 | 7             | 12            | 11               | 36           |
| Wickersham: | 4                 | 9             | 3             | 9                | 25           |

## Overall Ranking:

- 1. Parker**
- 2. Carlson**
- 3. Tratch**
- 4. Wickersham**
- 5. Simmons**
- 6. Ferguson**
- 7. Dodic**
- 8. Graham**
9. Hyggen
10. Ward
11. Homan
12. Layton
13. Madge
14. Lacey
15. Hway
16. Conners

## Analysis:

Parker and Carlson clearly the better representatives for the Lethbridge Community as a whole.

Top eight candidates determined represent a 50/50 cross section of old and new candidates. (Tratch though not a Alderman incumbent, is a former three term Lethbridge School Trustee (including 3 years as Board Chair of the School District). Therefore, FDPA views him as an old candidate.)

Simmons, Ferguson, Dodic, Graham, and Hyggen are all very close in terms of better representative.

The results of this evaluation, especially candidate pledges and policy statements, will be used to evaluate the incumbents at the next Lethbridge Civic Election.

## Supplementary Document:

### Questions for Candidates:

1. What is your view of the Heart of Our City Master Plan?
2. How much time do you have for the Alderman position?
3. What is your basic vision for Lethbridge?
4. What is your view of the current political process defined by elections?
5. What is the most outstanding issue facing Lethbridge?
6. Why do you want to be a Lethbridge Alderman?
7. What will you do specifically and in terms of actual policy/program initiatives, if elected as a Lethbridge Alderman?

## **Answers by Candidates in alphabetical order:**

Carlson:

Having only seen the EXECUTIVE SUMMARY (the full document has not been made available to me), I will answer as best as I can. I think the plan is a valuable document. It outlines several strategies for making the Downtown Core a more attractive and viable place. However, I believe that it may be too quixotic to be achieved in the near future. I also fear that focussing too much on the Downtown will divert our energies from other important areas of our city.

All areas of Lethbridge deserve equal attention.

2. I am very fortunate to have a career (Associate Director of New West Theatre) which affords me the luxury of a fairly flexible schedule. I am also in the midst of contract renewal/revision which will have to take into account my possible election. In short, I will have as much time as I feel the job requires, and much more than most other Candidates.

3. My 'basic vision' for Lethbridge is that of a healthy, happy community. I believe that Lethbridge is and should continue to be a community where everyone is involved. As our economy and population continue to grow, we need to be careful not to lose sight of the core values that make Lethbridge such a beautiful place to call home. Measured and careful growth is key. Open dialogue between all segments of our populace will create compassion for and understanding of everyone's point of view.

4. I am not completely sure what you are asking with this question, but I will answer as best I can. I believe that until all members of our society are involved (at least by learning about the issues/Candidates and voting accordingly) the system will always be somewhat flawed. I also feel that we may have damaged our system somewhat with the recent addition of EARLY VOTING for ANYONE: We hold elections on a certain date and with certain rules so that everyone is treated equally. If this doesn't answer your question fully, please contact me with more detailed explanation of the question.

5. I believe this to be the environment. As all peoples on the Planet will soon realise, this is an issue we must quickly address or our way of life, and

perhaps our very existence will surely be threatened. On a less Global scale, I believe that affordable housing and our social services should be top priorities of the next City Council.

6. I have always been active in trying to make the world a better place. Time and circumstance have recently allowed me to become even more active, and I wish to begin pouring my energy, enthusiasm and ideals into Lethbridge with more dedication. I believe in thinking Globally and acting Locally.

7. There are too many initiatives in my mind to list here. A few which are near and dear to me

Curb-side recycling programs.

An aggressive investment in Wind, Solar and other alternative energy sources.

Active education of all citizens about the issues.

More encouragement through active mechanisms (Citizen Action Committees, etc) of all segments of our community.

Reduction of waste (time, energy and money) in our Municipal Government.

Conners:

1. It is a good Idea in principal but I believe that we need to find a way to get it done without spending as much of the tax payer's money as we plan to.

2. I have two big things in my life 1 I do the maintenance for McD's and in that job I am extremely flexible in how much time I need to put into it. 2 I volunteer with Scouts Canada as I am in a volunteer position I have the opportunity to choose what I am willing to take on.

3. My vision of Lethbridge is a place that everyone is excited about and a place people can call home.

4. I do not agree with the current process we have in Lethbridge I believe that the people of Lethbridge deserve better representation and that is why I am advocating for a ward system so the Alderman are more accountable to the people.

5. Accountability, transparency, high taxes and low income housing

6. I want to be an Alderman because I can make a difference. Council need different points of perspectives and one that I believe that they are lacking is a youthful one and I want to fill that position.

7. I will be working on getting Lethbridge a ward system and setting some new land zones for low-income housing so we do not have to rezone areas for it.

Dodic:

1. The Plan is a very lengthy and detailed 'high order' document that provides a guideline for the revitalization of downtown. It was only recently presented to Council who on October 1, 2007 passed a Resolution that would see the formation of a committee to extensively review the document and report to Council by the end of January, 2008 with a view of using the Plan to put ideas into action. I believe it is a very important Plan with many great ideas involving all aspects of downtown including streetscapes, roadways, commercial activity, residential development, transit strategies and many other ideas too numerous to mention. If I am fortunate enough to remain on City Council, I look forward to moving the Plan forward.

2. Three years ago when I was first elected, I was in the process of winding down my law practise. As a result, during my first term on Council, I was able to attend to my extensive committee work as well as attend regularly at Council Meetings. Of course there were some holidays in there where I did miss some meetings. My practise presently occupies less than 1/3 of my working time and I am usually finished at the office before noon on business days. Thus, I easily have 25-30 hours a week (and more if needed) to devote to being an Alderman although it does not generally occupy that much time.

3. Of priority is to ensure that our protective services are properly funded. The Police address an important safety issue and the Fire/EMS services deal with safety and health issues. The issue of affordable housing has become very important and the fact that the province is now providing municipalities with funds to begin addressing this is of great significance. Recently a Housing Policy has been developed that will include a Council 'hands on' approach. But a City is also more than just its' basic needs, it is more than roads and infrastructure, it is more than providing accessible transit It also

must provide the things that make life enjoyable... the Arts, culture, sports and recreation. The recent Capital Improvement Program has attempted to balance the needs and wants of citizens in an affordable package and thus my vision for Lethbridge is that it remain the best place to live yet still managing a 'pay as you go' philosophy.

4. In certain respects, the process utilized is not necessarily attractive to prospective candidates. I am proud of, and respect, those who throw their hat in the ring but I would like to see a process that would involve more prospective candidates as well as stimulate greater voter turn out. I'm afraid that I don't know how to address the issue I have identified but perhaps if effort was spent by Council in advance of an Election to inform potential candidates of the variety of issues that come before it, it may well stimulate more interest and a greater desire to participate either as a candidate or as a voter.

5. Affordable housing and available housing are extremely important issues facing Lethbridge. The 'boom' has escalated the cost of construction and the availability of contractors as well as inflated the value of housing. As a result, there are fewer rental units, many of which have been condominiumized in an effort to maximize profits in a 'sellers' market'. The cost of construction has made housing prices hit the roof which makes affordable housing more difficult to attain. Thus, not only are house prices prohibitive there are also fewer rental units available for those that can not afford a home at any cost. A real double 'whammy'.

6. I have lived in Lethbridge for more than 50 years. It has been good to my family and I love my community. Three years ago, I felt that I had something to contribute in terms of helping Lethbridge remain an attractive place to live and work. My training as a lawyer has helped me in terms of identifying issues and reaching a decision as to how best to address those issues. I feel the same way today.

7. I was instrumental in introducing a by-law that provided for a comprehensive ban on smoking in public places in Lethbridge when the Province chose not to do so despite it being a health issue. I mention this as being one example where I have been involved in a new initiative. At this point, I am interested in bringing to the forefront an issue involving the education portion of taxes being paid by seniors. The City collects this tax (approximately 1/3 of the annual tax bill) and remits it to the Province.

Years ago, seniors were exempted from payment of this portion of their tax bill and I would propose an initiative that would see the City lobby the province to reinstate the exemption. I have to add that with any resolution, you need a majority of Council to be on board for a resolution to pass. I believe I have the ability to collaborate with whoever might be on Council (should I be fortunate enough to be elected) to press forward.

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Ferguson:

1. I feel that what we were given from the BRZ was just a synopsis of what was discussed with the focus groups over the course of meetings held and nothing is concrete and factual. By reading through the executive summary I have a hard time agreeing to what is in it. I would need to read the actual Plan before I would endorse it.

2. I believe that with the growth in this city that the job of Alderman is a full time job and would be willing to concentrate on that job only 100%.

3. Well it dawned on me today that the heart of the city is really Galt Gardens or at least it was at the turn of the century and I would again like it to be that way.

One thing that I think could be done is a Community Garden with flowers along with shrubbery where the whole community would be involved in its upkeep. It would bring people back downtown to see how everything is growing and perhaps people would start to picnic there again. Communities in Bloom could be involved and this would also be a great tourist attraction and people love to look at beautiful gardens etc. Start up costs for this would be minimal and with more people in the gardens perhaps not so many people would be sleeping in the gardens. We would also have something great to show off to potential businesses who would see how the people get involved in their community.

4. I have a real problem with the way elections are being run this year. There is no accountability to ensure that all requirements are being met - Residency, eligibility etc. There are 5 early bird polls and the City does not use a voters list. you could vote at a different polling station every day before the election and then at your station the day of the election.

5. Accountability from Administration for all the costs over runs and past

business dealings that has cost the taxpayers dearly and if it is not stopped now our kids and grand kids will be the ones footing this bill.

Affordable Housing-This is really the biggest issue with an ever increasing student population and an ageing baby boomer population we are having to tackle a problem from both ends.

6. I love this city and this city has been really great to our family I feel that I need to give something back and the only way I know how is with my time.

7. Incentives to initiate affordable housing from home builders, property owners who use their principal residence to house students and for condominiums owners some kind of rebate for a multi-density dwelling. Public transportation needs to be overhauled as well. There is so much that needs to be accomplished and such little time to do it in.

Graham:

1. To follow through on the completion of projects already commenced, however besides the development of housing the plan is lacking in community. The downtown cannot be neglected nor should it take such precedence.

2. 40hours per week

3. Empowered citizens, participating in the running of the community. Voting. To become a world leader in green power.

4. The process itself could be revisited, to incorporate a variety of well informed opinions would be ideal.

5. Misinformation from City Hall; it may not even be intentional.

6. Truly the biggest reason is that I feel my City needs my voice on council.

7. Almost instantly I would overhaul the by-laws governing rental suites; trying to ease the low cost housing burden. The Lethbridge Exhibition needs to move. This needs to happen for social and economic reasons. I would lobby council and the citizens for their support.

By using the bi-laws, ensure everyone is treated fairly.  
Support businesses which offer a minimum living wage.

Homan:

1. My view of the Heart of Our City Master Plan is it's a massive project that will overtime transform the downtown core into an attractive and vibrant part of greater Lethbridge. It offers tremendous investment potential and is an important component to the cities growth and vitality in the years ahead. Even in the last year or two I have seen positive steps towards this end in respect to some of the changes that have and are currently taking place. My wife and I come downtown more often now than in past years. We have attended more events in Galt Gardens recently, such as a movie in the park, as well as the farmer's market at 6th Street and 3rd Avenue South on a couple of occasions. We have enjoyed some great meals at the Full Plate, the Attic Grill, La Bella Notte, and the Penny Coffee House, to name a few and enjoy spending time in some of the businesses that have sprung up there in the past couple of years.

In respect to the plan, I see it as being very ambitious with great vision and purpose. The focus area covers a good portion of the downtown core and the guideline principles and framework appear to provide for a solid foundation from which to build. Also the implementation plans, tools and strategies are detailed and practical from my limited knowledge base. The vision statement encompasses a well rounded inclusion of "residential, retail, commercial, institutional, cultural and recreational components." To strengthen its intent, it also recognizes the historical significance of what already exists in the downtown core, which is very significant as far as I'm concerned. As the Master Plan continues to fruition I like the emphasis on diversity in what it has to offer to people of all ages. As stated in the plan, "Beautiful, Livable, Sustainable; Exciting, Accessible and Vibrant", something for everyone. As I perused this very extensive document I felt excited by the potential of this massive project and realized that it will take the combined efforts of many many people aided by the support of a forward looking and open minded city council to make this reality; something that I would enjoy being part of.

2. At this moment I am still teaching at Winston Churchill High School but I have plans in place to deal with every circumstance as of October 15th. I

totally enjoy my job as a teacher and have for the past thirty years. I have taught and coached and involved my students in a number of election forums over the years as a middle school, high school and university instructor. Because I have been in the people business for so many years I clearly understand the commitment needed to be effective and I am very prepared for that reality should I be elected. The job suggests twenty one hours I believe and I would think twice that much would be a reality; with more time needed in the beginning to learn a litany of related roles and responsibilities. I am prepared to resign from teaching if necessary after giving appropriate notice and at the very least will look at quitting teaching at the end of the school year. My responsibility to the city of lethbridge and it's citizens in respect to my dedication nor the time I commit will not be an issue.

3. My vision is one that gives a holistic look at city governance and its variety of responsibilities within that mandate. If some individual or group has an issue, it needs to be heard and answers need to be provided. I relish an open minded approach to issues and issue solving and I love to challenge people to get involved and become part of the solution. I will continue to seek ways to get young people involved and will offer opportunities to students through visits and discussions at every opportunity.

In this rapidly evolving environment we are part of we all have a responsibility to sustainable growth, to providing for those in need, to healthy lifestyle opportunities and the list goes on. Because the province is responsible for municipalities and because our provincial deficit and our debt has been eliminated, city councillors and the mayor need to be more proactive in their pursuit of funding for infrastructure etc. That for me would be a priority!

Lethbridge has tremendous potential for growth and investment but it must be controlled and directed in ways that protect our environment, safety and over all well being of our citizens. I would have those values at the core of my mandate.

4. That question is very vague in respect to what you want. Through elections, Canadians are given the opportunity to judge the performance of the government and to decide whether to keep it in power. Recently general elections have revealed major changes in voting patterns with turnout dropping and the younger age group showing little interest. I have been

involved for the past few years with the " Student Vote" organization to try and get more young people involved so that as they age they are more likely to participate in a variety of ways. Whether or not this is having much effect should start to show up at some point. I have often talked to young people about their issues and concerns and most remain very cynical about politicians in general. Sometimes we have discussed proportional representation versus the "first past the post" system in respect to preferences. Depending how you look at it in most Canadian elections, owing to the presence of several political parties, candidates have been and will continue to be elected with significantly less than 50% of the popular vote. However we do have voting by secret ballot, all Canadian citizens 18 years and older are permitted to vote, universal suffrage and our right to vote protected by the Canadian Charter of Rights and Freedoms; so it's not all bad.

5. There are many issues facing the city of Lethbridge and to say that one is more pressing than the other would not be fair. All issues are issues for a reason but some may have a priority for a specific time period. Some issues ( such as safety ) may require immediate attention where other issues such as a plan to protect and conserve our local environment may require a lengthy and detailed plan that is implemented step by step over an extended period of time. I think we can identify a number of significant issues such as affordable housing, homelessness, safe neighborhoods, infrastructure improvements, diverse and innovative economy and an environmental plan to mention a few. But to say one is more important than the other is a very narrow perspective and one I don't accept.

6. I am very excited about the opportunity to be elected onto the Council that represents the city of Lethbridge. I have studied and taught political and economic theory and have consistently been involved in both challenging and helping my students to be active citizens. To emphasize my interest I highlight the numerous political forums my students and I have organized over the years. I was also chosen a few years ago to attend the Teachers Institute for Parliamentary Democracy in Ottawa where we spent a week on Parliament Hill. Further, I am currently serving on the Educational Advisory Council to improve the educational resources at the Alberta Legislature. I have never missed the chance to vote and pride myself in getting to know the candidates, and while at the University I was a member of a political party but quit my membership over a political issue and lack of time. I now feel I have ample time to totally involve myself in doing the best job

possible and will do that if elected.

7. I will work hard, listen to all concerns, do the required research to make informed decisions and use critical thinking skills at every opportunity. I would emphasize open communication and transparency in local government affairs. (I am committed to doing regular blog entries so that interested citizens can hear about day to day events surrounding city council activities). I am prepared to lobby the provincial government to provide more predictable and sustainable funding for our municipality now that they are operating in the black. Specifically, for areas of concern such as rapid growth and related infrastructure issues.

I also see a strong need for cooperation and communication between the different organizations that have similar interests. The tourist industry stands to gain from downtown development, from a strong and viable Arts organization, from a active Economic Development organization and from a Exhibition Board who has their needs and concerns considered. The Arts and entertainment industries as well as the countless service industries and businesses stand to gain from economic development opportunities in every section of the city as well as down town. So needless to say, more is accomplished in unity and shared decision making as opposed to each being only focussed on their piece of the pie. So I would like to emphasize more cooperation and shared decision making in these matters.

I also have a concern for those people who are being moved out of the downtown areas and how their needs are to be met. Drug use, abuse of alcohol and mental disabilities are just a few of the social ills that impact a society and those issues increase with an increase in population. Many people want it to simply go away from their area but it's much more than that. We have an moral obligation to ourselves and the people we serve to look for and find help for those in need by supporting the various agencies and organizations that are out there for that purpose.

Finally, as a life long teacher I will continue to share the role of government and the citizenship responsibilities that go with that with as many young people as I can by visiting their classrooms and inviting them to city hall for visits.

Hway:

1. Have a safe, Healthy and vibrant downtown.
2. Commitment has no time barrier. I will try to utilize my time to the fullest.
3. Again have a safe healthy city that is geared toward a healthy lifestyle.
4. I think it fine but a few changes might be looked at and re-done.
5. Affordable houseing and a safe city.
6. I think I can make a difference with my energy geared toward health and wellness.
7. A more active lifestyle within the community. As per example: Pathways to walk or ride to work or schooling. More sports facilities.

Hyggen:

1. I believe that the heart of the city is not only the downtown, but also the city as a whole. I find that we need to concentrate on the city as a whole and not only the downtown area. Taxpayers are part of the complete city.
2. I will dedicate the time required. There are times that more input is required. I would be prepared to dedicate the time needed.
3. To make it a safe community to raise a family and do business in.
4. I don`t think that there is enough checks and balances. To be honest, what prevents an individual from voting more than once.
5. Safety in our streets.
6. I want to be a part of helping Lethbridge become the best city in Canada to raise a family and do business in.
7. I would like to help facilitate changes in public health and safety in our

city. For example, I would like to further the process in seeing a proper overpass over the dangerous crosswalk on Whoop up Drive. As well, I would like to make sure the funding is available to our police force to further help keep our city safe for our families.

Lacey:

1 I believe that this document is a very comprehensive and complete plan for the future development of downtown Lethbridge. It was developed after extensive public consultation and review of previous reports that had been developed by Council. It is designed to be implemented over a period of many years and I'm sure will undergo some evolution over time. However it will go nowhere unless Council takes hold of it and begins to implement it and the last Council has put in a process to do this.

2 I am fully retired and widowed with children who live some distance away ,so I have time and inclination to do what is required.

3 I see Lethbridge developing into a unique City in Alberta with its own distinct identity. Luckily we are not part of the oil and gas frenzy in the Province and so can concentrate more on becoming a City with a high quality of life based on our University, College and our Agriculture research stations .I see our industry mainly concentrated around the use of technology, services to agriculture and food processing, research and development and alternative fuel production.

4 I don't think I understand this question or what you are trying to ask. The only thing I can think of is " Should we have a ward system?" and my answer would be no as I don't think the City is big enough and it could cause unfortunate divisions in Council to the detriment of the city as a whole.

5 The most immediate issue is the provision of more affordable housing for rental or ownership. It is creating problems in recruitment of employees and retention of many of our young people.

6 I still care about this community and I think that my experience is a strength. Also I still have passion and energy around the issues.

7 In the last term I introduced policy on Social Issues and also Arts and

Culture, neither of which had been present before. I also would like to continue my work on Housing and Downtown redevelopment both of which have reached critical stages.

I have also attached my answers to the Chamber of commerce which may be helpful.

Layton:

1. I have no comment on the Heart of the City at this time.
2. I have all the time needed to fulfill all my duties. I am available six days a week, if desperately needed I can work the odd Sunday, and am available day and/or night each day as needed to cover my obligations to the City as a whole.
3. My Vision for Lethbridge is for it to continue to grow to its full potential as a pioneer City for Environment issues such as wind power and solar power, and be a hub for neighboring Towns in future developments regarding the Arts.
4. Elections are a democratic process in which we choose those who we feel will represent us in the best way for the term of time already preset.
5. The most outstanding issue in Lethbridge would have to be the Economy. We need lower income housing, etc, because we are growing in numbers of low income residents. One way to improve the low income issue is to get a wider range of employment opportunities for our residents.
6. I know that I can be a beneficial part of Lethbridge City Council and bring an aspect to the table that would otherwise be overlooked and possibly even forgotten.
7. I am only one vote, out of nine (counting the Mayor). I would see that Transit, including the running of the Handi-Bus, is improved. I would vote for a safer Transit terminal for downtown to avoid jaywalking or running against the light. I am in favor of a safer cleaner Galt Garden Park area. The safety of pedestrians is of major importance, especially at certain intersections. And a lot more.

Madge:

Did not answer questions (despite follow-up request).

Parker:

1. I believe that the Heart of the City Master Plan will be the foundation for all future downtown development. The reason I believe this, is the individuals who put the plan together were all stakeholders with a diverse background. The key for its success is to have council adopt policies where aspects of the plan can be implemented in a timely manner.

The overall key to this plan is action and council must be the leader.

2. I have the time to dedicate whatever the position requires to perform the duties effectively. Being on council for the past nine years, I have an understanding of what the job entails. The business that I run (marketing/publishing) integrates perfectly with the Aldermanic position.

3. My basic vision for Lethbridge is a city where people can achieve their goals. Council's role is to create a community which is sustainable, progressive and forward thinking.

4. The process has two sides; the responsibility of the candidate to engage the community, while at the same time it is up to the community to be engaged.

The process must be respected as it is governed by the Municipal Government Act, which can only be changed or altered through Municipal Affairs of Alberta.

5. As a corporation, the way we communicate with the public.

As a community: the cost of living and affordable housing.

6. I love serving the community. I believe that municipal government is the closest level of government to the people it serves. The responsibility of an Alderman is to help bring policy and direction to the decision making process. With a business background and raising a young family I believe I

represent the future of Lethbridge.

7. First and foremost, I want to bring policies forward that assist in the communication process between City Council and the community. The citizens deserve an explanation of what is happening and why it is happening. The citizens must have a say in which communication process would best suit their needs otherwise improved communication will be stunted.

I would like to be a part of the successful completion of the integrated trail system within our community.

I would like to ensure that there is sustainable growth in all areas of the city (north, south and west) by having the proper infrastructure in place.

Lastly, ensuring that when facilities are built that there is the budget and forethought for its operation and maintenance.

Simmons:

1. I believe that the Heart of the City Master Plan is an important one. When we look at what other cities around Canada and around the world are implementing in regards to revitalization, we see that the downtown plays an important economic role.

In Lethbridge, the downtown sits in an historic part of our city and surrounds the Galt Gardens, which is also an important historic center piece. It is important to preserve that.

More importantly, we have individuals and businesses who have invested in the down town core and we need to show our commitment to them by supporting their efforts.

Having said this, it is also important to note that the downtown is not the only part of our city that needs "revitalization" and input. It is not a community that exists in isolation from our other communities. There are other parts of our city, like certain areas in the south and north, which could do with some of the same energy and dedication City Council has put into

down town revitalization.

I do support the efforts, but I would like to see some of that equal energy directed at other sections of our city. In addition, we always need to keep our eye of our fiscal responsibility to our community as a whole.

2. Are you telling me that I need 40 hours a week or are you asking if I have 40 hours a week? The latter part of your question is unclear. I doubt that any council member has 40 hours per week for Council, as many have other jobs, etc. Having said this, I do believe that it is a huge time commitment and I believe that our city ought to consider exploring the way of councils in other large cities and making council commitment a full time job.

To answer the first part of your question, I have the ability to free up quite a reasonable amount of time which would allow me to meet my commitment of City Council and to the citizens of Lethbridge.

3. I see Lethbridge as a dynamic city, a city for the future. We are blessed to be situated in an area which houses two major educational facilities and those facilities contribute over 30% to our economic base. We are also surrounded by a community which is also based in agriculture and that allows for innovation, not only in agriculture, but in research, manufacturing and alternative energy. With the right planning, investment and vision, and environment concerns, I see Lethbridge as an example for other municipalities, for the future.

4. This is quite an open-ended question. How much time do you have?

5. I believe that the most outstanding issue facing Lethbridge is growth. Our phenomenal growth and economic boom have been a blessing, but also have posed many challenges. Our administration has told us that the increases we see in our taxes, etc. are a result, in part, of our growth and the need to fund that growth. In addition, this growth has impacted upon other areas, such as affordable housing and environmental concerns.

6. I believe that anyone who puts forth their name for alderman does so because they feel deeply about particular issues which affect their community and they feel the need to be an instrument of betterment. I am no different in that regard. There is no secret agenda nor some

fantastical obsession. Rather, it is a need to take a stand and carry through with a commitment that you will try to do better.

7. I would like to see us put forward initiatives and policy which would make council more responsible to the citizens. I think that over the years, council has abrogated some of its responsibility to administration and because of this, it is seen as a council which "rubber stamps" administrative initiatives. I would like to implement policy that would see that responsibility put back into the hands of council. Maybe to do so more effectively, we may need to consider that future City Council members be full time members with at least one staff that can aid in research.

I would also like to see policy put in place where council is given more than a weekend to peruse documents which need to be voted on come the following Monday. I believe that council members need to take a strong stand to have ample time to not only read about the issues to be brought forth to upcoming city council meetings, but also to investigate issues which could impact how they vote.

We also need to bring forth policy which would see our citizens have more of an input into the the budget making process.

Tratch:

1. A healthy downtown area of any city must accommodate a range of commercial, residential, cultural and recreational facilities and activities. They are destinations that are attractive to business, residents and tourists. I have personally experienced this reality in the travels I have been fortunate to make in Asia, Europe and North America. The downtown core should be the 'Heart of the City.' The Heart of Our City Master Plan for the City of Lethbridge is a comprehensive plan that is the result of a collaborative process involving a broad cross-section of the community. It provides a much-needed framework to guide the future of the downtown core with future public improvements and private development. Its comprehensive and clear direction will guide and assist council in setting directions, policy bylaws that impact the downtown core.

2. As a retiree I have the time and interest to the position of Alderman. In

my past role as trustee with Holy Spirit Catholic Schools, the past three years as the Board Chair, I recognize the time that must be committed to the role of governance if one is to contribute to the duties as required. The time commitment is not just in attending City Council meetings and all the committee requirements. There is much reading and preparation required of the Alderman for each Council meeting and committee representation to ensure that the Alderman will be informed and contribute to the collaborative decision-making process of council. In addition to the personal reading and preparation, Alderman should have the time to meet and listen to the concerns and issues the residents and business sector of the community wish to share. Alderman must have a well-informed opinion if they are to represent the wishes of the community. The time commitment is not to be taken lightly and until one has experience what is entailed in this role, a potentially new candidate is in for a huge shock.

3. Lethbridge is the hub of southern Alberta. Our City is the commercial, cultural and recreational center for the citizens of our city and for many of the rural centers in our proximity and shoppers from British Columbia and Montana. City Council has a responsibility to ensure that the city continues to be a vibrant entity, attracting businesses, residents, visitors and tourists to the our centre and providing a high level of amenities and a prosperous economic opportunity for the community at large. I want to be a part of the team that makes decisions that impact that vision.

4. The current election practice does not necessarily allow for the most suitable candidate to be elected based on the skills, experience and suitability of the individual. Much of the process is a result of name recognition, resources to enable one to have a highly visible campaign, a reaction from a dissatisfied community, and an appeal to promises for an unattainable or unrealistic platform. Many voters are uninformed or misinformed on the issues and have little knowledge as to the qualifications of the candidates and the candidates ability to represent the community on City Council in making decisions that will be reliable, responsible and for the benefit of the community. But it's the best we have at the time and one that allows the community to be as involved as they wish and to exercise a right and responsibility if they so chose.

5. There is no one outstanding issue facing Lethbridge according to the

many voices of our residents if one listens carefully. We read and hear about the high taxes and utility costs in Lethbridge compared to other urban centers in Alberta. There is a perception that Council debates and makes decisions behind closed doors and that many decisions are not transparent to the public. Affordable housing is an issue across the province and Lethbridge is no exception. If one listens to the conversations of our residents one hears concerns about lack of adequate transit/bus service, playground equipment safety, council support for the Performing Arts, the Heart of Our City Master Plan and environmental issues and sustainability. Council must be attentive to all issues and attempt to find solutions and answers that will address the issues the best one can given the circumstances and the resources available.

6. I want to be an Alderman City Council because I have an interest in the serving this community. I have found much satisfaction in my role as a school trustee and wish to use the experience I have gained in this role at City Council. I have the time, interest and the experience to perform the duties expected in a reliable and proficient manner. The duties of trustee are similar to that of an alderman other than a focus on different issues. I have experience in the preparation of a strategic plan, a long-term capital improvement plan and an operating budget. I have served on the audit committee and committees including working with the City of Lethbridge. The operating budget and capital budget was not as large as that of the City but the processes and procedures are parallel. I have dealt with personal issues and have an objective view on solutions. In short, I have the time, interest and experience for the position.

7. I will represent the wishes of the community to the best of my ability. I believe I should not be serving this community by coming to Council with an agenda. I must become as well informed about the issues facing the City as a whole representing all of the community and no one interest group. I must gather information from the community, administration and as many other sources as time and ability allow. I must listen to other Alderman and their arguments and rationally participate in the discussions by exercising a well informed opinion as I attempt to influence council in making sound decisions that will benefit the community as a whole.

Ward:

1. It is an excellent example of a planning process which involved a broad cross-section of the community. It spanned 16 months and involved three public forums and design workshops with residents, businesses, property owners, institutions and organizations. As a result it has considerable community ownership. It has suggested implementation strategies for the immediate, near and long term. A new council should maintain the momentum by reviewing the 19 suggested "immediate projects" i.e. less than three years out and with the input of the downtown revitalization committee, BRZ, and other interested stakeholders select and prioritise the projects.

Downtown is the place where one gets the "first impression" which is often the "lasting impression" of a city. Therefore it is important that the first impression of Lethbridge is one of a busy, vibrant, safe, interesting, historical, colourful and friendly city - because that is what it is.

2. In June of this year I took early retirement from Lethbridge College after 32 years as an instructor.

I was first elected to council in 1992.

This is my first campaign without having full time job commitments. The freedom from an 8 a.m. to 5 p.m. schedule is wonderful. If elected, I am master of my own schedule and look forward to a very productive term of office.

3. Lethbridge is and should continue to be, a healthy, safe, sustainable, small city with big city opportunities. By this I mean that Lethbridge should continue to offer the quality of life of a small city through its sport, recreation, arts and cultural facilities; its river valley, parks and trail systems; its clean drinking water and respect for the environment as it disposes of its waste; its urban forest and beautification efforts which have earned it several "Communities in Bloom" awards; its partnerships with its university and college which have produced community facilities such as the wellness centre and the proposed community stadium and a recent, innovative "green" housing, experimental project located in our Sun Ridge sub division which is devoted entirely to energy efficient housing. This is my kind of city - smart, innovative, clean, safe and friendly. Where

talented people have a chance to express themselves; where families can live, work and recreate in a secure, healthy environment.

4. I am not quite sure what "-- the current political process defined by elections?" means but I hope my answer is responding to the spirit of the question.

Four weeks is an adequate period of time within which to campaign. Forums are well intentioned but are not adequate to give candidates or audience sufficient time to have issues addressed properly; (I have no better proposal to offer)

Advertising via all forms of media is very expensive and puts many candidates at a disadvantage. Perhaps the Provincial and/or Federal income tax rebate for political donations to provincial and federal campaigns could be extended to include municipal campaigns as well.

Candidates should have more than five signatures on their nomination forms. A ward system may appear good in theory for large cities and large rural constituencies but for small cities such as Lethbridge it may prove to be divisive, setting one ward against another for funding attention; a downtown ward is a different work load for an alderman than a new, residential suburban ward; at the moment, citizens in Lethbridge have the choice of any or all of 8 aldermen to approach with their issue, whereas in a ward system they are expected to work through "their" alderman who may or may not be as effective as they would like. I am not in favor of a ward system for Lethbridge at its present stage of growth.

5. I would say adequate, affordable housing and accommodation has come to the fore as the effects of the Alberta boom has spread throughout the province. Until recently, the federal and provincial governments have been responsible in the area of housing but they are now asking the municipalities to join them and play a role.

This we can do by reviewing our by-laws and procedures to find and amend any inhibitors that may exist; by directing our land development corporation to assign some of its financial and land assets towards social housing; by creating partnerships with those who develop and construct housing projects - for example the University of Lethbridge and Lethbridge College may be encouraged to build more on-campus residences if the city

would forego municipal taxes on the new units; or the current , 5-year, tax abatement program for improvements to property in the downtown might be extended to private residences who want to add a bright, clean, building-code compliant, revenue producing suite in their basement.

The need is urgent. The response will be multi-faceted and complex and needs leadership with ideas and will to act.

6. I enjoy the work because of the creative, upbeat, get-it-done kind of people that one associates with in this position. They have their vision of what the quality of life in Lethbridge should be like, whether it be in the arts or recreation or environment or whatever. It is a pleasure to work with them and support them as together we build a Lethbridge where we and future generations can enjoy a beautiful, vibrant, diverse and exciting community.

7. An alderman needs the support of the majority of his/her colleagues before any initiative can move forward. The dogmatic, my-way-or-the-highway character may provide grist for the media mill but collegiality and innovative compromise will get results. Collegiality is my approach.

Besides continuing to support the direction of previous councils as expressed in the three year budget; the 10 year CIP(2008-2017) in which the first three years are firm; the Heart of Our City Master Plan which provides direction and practical suggestions for consideration - I would like to immediately initiate a process to stimulate discussion/planning/action by all stakeholders involved in the provision of affordable accomodation.

The new Municipal Sustainability Initiative (MSI) funding from the province which must be spent on infrastructure will undoubtedly have an effect on taxation i.e. when one builds a new or bigger facility with MSI dollars, to meet the needs of a growing population, one also has to operate it with dollars from taxation. This delicate balancing act will be publically reviewed and debated.

I have also an interest in the quality of the water which enters our water treatment plant from the point of view of discovering whether residual traces of man-made drugs for humans and animals are present at the intake. Similarly what traces are released at the outflow. The University of Lethbridge has a world class water institute on campus. Perhaps the water users of Lethbridge would be willing to fund a water research chair via their water and sewer bill to get answers to such a question. It is worth asking and

debating the question.

We have an extensive trail system in our river valley and throughout our parks system. However there is only one connection between the westside and southside trails which is the whoop-up drive footbridge. The construction of another footbridge upriver from the existing one along the right-of-way for the proposed Chinook Trail would provide a direct link from all the new developments on the westside with all the existing trails on the south side. The College would be within an easy, traffic free bike ride from Sun Ridge, Riverstone and Paradise Canyon . It would be a great enhancement to the opportunity for healthy,leisure activities for young and old.

These are just two projects which I will bring to the attention of a new council.

Wickersham:

1. It is a comprehensive plan to set short term and long term goals of the City for downtown. It is recommended that an Ad-Hoc Committee be established to determine high order priorities and strategies, to take action on recommendations of the Master Plan.
2. I am retired and I am dedicated full time as an Alderman.
3. To be a healthy, attractive and economically viable city.
4. support the democratic process as outlined in the elections act.
5. A number of issues, youth, families, and seniors. Affordable housing and employees for businesses. The challenge of maintaining infrastructure as we continue to support development. Economic development is vital to the health of our city, and that we might be an economically viable city by keeping property taxes within reason in an ever growing and expanding economy.
6. I love our city and those I serve. I am accountable, approachable and accessible. I would like to see a better city when my term is complete than when I was first elected.

7. A challenge for the next city council will be to develop policy to give direction in the expenditure of MSI funding and to take a measured approach to taxes in an ever growing and expanding economy. Having served on two previous councils it is important to work together on common goals as no one alderman can do anything unless they have four other alderman to support their vision and initiatives. This current council accomplished many things for our city through an integrated strategic plan entitled " Working Together for Tomorrow." This plan was developed through community consultation and the high priority issues were selected to move forward on behalf of the community.

If elected I will support community consultation, planned for November, and I will also share the issues that the community has brought to my attention over the last three years and from that base I will help develop policy and program initiatives for our community. I believe that through this process we will be able to develop an integrated strategic plan that will serve our citizens and city well. We will build on past successes and work on continuous improvements for our citizens and city.