

G O A L N O O R

*Alnoor Kassam for Mayor*



**Alnoor for Mayor**

October '07



A CONTRACT WITH CALGARIANS  
ALNOOR KASSAM'S POLICY PLATFORM

## A Contract with Calgarians

Politicians make promises. Promises can be broken. And politicians are experts at breaking promises.

But as a businessman, I am used to contracts. I commit to a contract with you, the citizens of Calgary.

### Contract

I, Alnoor Kassam, commit to the Citizens of Calgary that I will not introduce any new taxes. Specifically, I shall ask the Province of Alberta to reject Current Mayor Dave Bronconnier's proposal for six new taxes:

1. No new Taxes. This is important. Current Mayor Bronconnier has asked for six new taxes from the province. I think this is crazy. We have enough money, we just need to spend it more wisely. Like a business.
2. I will legalize basement suites. We have a housing crisis – we must do something! 50,000 Calgarians have a secondary suite in their house. Right now, this council views them as criminals! It should not be a crime to ease the housing shortage in Calgary!
3. It's time to invest in Transit. Last week I announced over three billion dollars in transit funding including 4 car c-trains and the west leg of the LRT within three years. The largest part of my plan is the South east line of the LRT within ten years.
4. I will crack down on the drug trade downtown. Drugs are a massive problem and they are at the heart of the crime problem within the downtown core. I will bring programs that have worked in the great cities of the world to Calgary and I will reduce crime.
5. I will bring accountability to city hall. My accountability bylaw will include an ethics commissioner, campaign finance laws and a return to a real estate registry. Because it's the right thing to do.

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**Alnoor Kassam**

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# Taxes

Fee and tax increases have been the normal under Mayor Bronconnier, along with the creation of new taxes. Alnoor Kassam would not initiate new taxes, levies or fees. In the event the city needs to raise taxes, a report to Calgarians would explain where the additional revenues are going, and how the city is planning for the future.

## NO TO NEW TAXES

Mayor Bronconnier's lead on the Council on Municipal Sustainability recommended that cities should be allowed to levy six new taxes. Alnoor Kassam believes that the proposed taxes are not needed, and that the Mayor should spend more time finding innovative ways to deliver the services Calgarians need, rather than underhanded ways to liberate more dollars from his citizens pockets. Calgarians do not need an:

- Amusement Tax
  - Tourism Tax
  - Property Transfer Tax
- or a
- Vehicle Registration Tax



These new taxes would cost a family of four \$911.25 a year according to the Canadian Taxpayers Federation – that's a 45% tax increase for the average household!

## SENIORS TAX DEFERRAL



Too often, seniors and individuals on fixed incomes are overlooked at the time of tax assessment. Seniors should not be expected to move out of their home due to high property taxes. This is why Alnoor Kassam would introduce a tax deferral plan for senior home owners. The city would allow seniors to defer their city property tax until the time their home is sold. At that time, the taxes owed would be paid to the city with a portion of the revenues of the house sale. Across the country, cities such as Halifax and Hamilton have initiated similar programs, showing the program is practical and possible.

## TAX SYSTEM FAIRNESS

Each year, citizens are confronted with a variety of messages about our tax system, which don't always add up. Alnoor Kassam would commission an independent study of our property tax system in comparison with cities across North America. This study would examine potential changes to the city's property tax system. In addition

Property taxes and how they are assessed is one of the most confusing elements of the average Calgarian's interaction with the city. Every year, there are concerns over tax fairness, and tax increases. The city has not effectively communicated to Calgarians the details of what a tax increase means to an average home owner. This illustrates the complexities of the current system, which need to be explained to Calgarians in a more straight forward manner. Alnoor Kassam would include on every tax notice the amount paid by a home for the last five years so Calgarians can judge for themselves the impact of tax and value increases.



## TAX SYSTEM TRANSPARENCY

With the development of the East Village, Mayor Bronconnier has used a tax instrument called Tax Increment Financing (TIF). When the city owns some of the most valuable land in the city, close to downtown, is it right that the city borrowed over \$100 million dollars for site improvements without any commitments on developers building on the land? The city should stay out of the land development business, as the collapse of the first East Village Plan shows. Alnoor Kassam would encourage developers to build in the East Village using density bonuses, not a hand out on the back of future renters and home owners.

## FEES ARE JUST ANOTHER TAX

Proposed flat user fees for new services, such as recycling, are skewing our progressive tax system based on property value, to a regressive system which hurts the people least able to bear the burden of new taxes. The city should be encouraging home ownership, not punishing those whom are least able. The new recycling fee amounts to a 1% tax increase in Mount Royal but a 30% tax increase in Greenwood. It is wrong to punish those least able to pay for services when all Calgarians will benefit from new services.

## Affordable and Accessible Housing

In the past few years, the city has experienced a boom of condo development in the inner city. However, this boom has not been managed properly, leading to growth pressures in some areas, and no development in others. Increasing the supply of accessible and affordable apartments is the only way to accommodate the many workers our city needs. The city has allowed 50,000 illegal basement suites to be built, and then turned a blind eye to the residents of these units. In recent years, the city has evicted hundreds of people from basement suites, and has done nothing to protect the residents of other suites.

### SECONDARY SUITES

Earlier this year, City Council passed legislation demanding that all applications in most neighborhoods for secondary suites need to be approved by Council. With City Council spending 5 minutes per suite, 12 hours per meeting, 52 meetings per year, it would take 7 years to approve all the secondary suites in the city. It would be a monumental waste of time, effort and money.

Calgary is in the middle of a housing crisis, so this is not the time to discourage the opening of more rental suites. Alnoor Kassam would legalize secondary suites. So long as they are still approved by city inspectors for safety reasons, secondary suites are a cost-effective solution to Calgary's housing problem, and requiring Council approval only hampers the process through additional bureaucracy and NIMBYism. Secondary suites help increase the density of communities, combat urban sprawl, and reduce the cost of growth.



## WORKING WITH DEVELOPERS

Providing social services such as affordable housing is a provincial responsibility, but that does not mean that the city cannot take a proactive approach to create more affordable housing. Mayor Alnoor Kassam would encourage affordable housing by reducing current development levies and fast tracking building permits for affordable housing projects. Affordable housing developments will also be encouraged by reducing property taxes on them for a set number of years and by providing density bonuses.



Alnoor would allocate \$60 million dollars a year to affordable housing. By partnering with developers we would build 6000 units in 10 years.

## WORKING WITH THE PROVINCE

Since funding affordable housing is an area of provincial responsibility, Alnoor Kassam would look to the province to provide corresponding grants to cover the cost of incentives to developers. In addition, Alnoor would lobby the provincial government to amend the Municipal Government Act, or include in the future The City of Calgary Act (described below) the ability to include minimum percentages of affordable housing in new developments and large scale redevelopments.

## INFILLS



Infills should be encouraged to increase the density of older communities, not hampered by development fees unrelated to new infrastructure requirements of infill development. Infills can bring new families into established communities, that will help keep communities vibrant, and services economical. It simply makes sense to increase density where the city already has the schools, roads and transit to serve citizens.

## Homelessness



Calgarians realize that the current situation in regards to homelessness is unacceptable.

Homelessness has increased by over 30% in our city since 2004 and the city needs a long term plan to eliminate homelessness. Rather than treating the symptoms half heartedly, Calgary needs a new constructive approach to combat the root causes of homelessness. Calgary needs to move ahead from six years of stagnation in dealing with homelessness.

### A DIFFERENT APPROACH

Continuing with the current system of managing homelessness in Calgary will never yield a permanent solution. Emergency shelters and the confrontational public behaviour bylaws have been completely ineffective. Under Alnoor Kassam the city of Calgary would work with the federal and provincial governments to adopt a ten year plan to end homelessness, similar to those successfully implemented in Portland, Oregon and New York City. Under this plan, special temporary and permanent housing will be built with the facilities necessary to re-integrate the chronic homeless into society. Co-ordination between hospitals, law enforcement, and agencies that create economic opportunities for the homeless will ensure a long term solution, saving the city the money and resources currently devoted to futilely treating the symptoms of chronic homelessness. Alnoor Kassam would close the Drop in Centre in 18 months, distributing the services to smaller facilities around the downtown core.



### ADDICTIONS AND MENTAL HEALTH

Affordable housing will solve some problems, but Calgary must also work hard to treat addictions and mental illness. These areas of provincial responsibility are some of the precursors to long term homelessness. A lack of adequate services since the mid nineties cut backs has contributed greatly to the homelessness problem. Alnoor Kassam would work with the provincial government to bring adequate treatment to those in need.

## Transparency and accountability

Unlike federal or provincial politics, there are virtually no rules to ensure that municipal politics is run in a fair and transparent fashion. Once elected, Alnoor would bring a transparency bylaw before council in an effort to clean up Calgary politics.

### TRANSPARENCY – ENDING CONFLICTS OF INTEREST

Elected officials and members of Calgary’s public commissions would be required to register any property they own in a Real Estate Registry. They must also declare their assets in an asset registry. This would allow the public and civic officials to monitor whether a conflict of interest exists on land, development, and infrastructure projects.



### ACCOUNTABILITY – A MUNICIPAL AUDITOR GENERAL

An office of the Municipal Auditor General will be established. The Auditor General would submit conflict of interest reports and conduct audits to ensure programs deliver value for money, meet environmental and safety standards, and follow a fair tendering process.

A Municipal Ethics Commissioner would advise elected officials on ethical issues and conflicts of interest.

### FAIRNESS – CAMPAIGN FINANCE REFORM

A spending limit of 1\$ per enumerated voter will be imposed on all candidates during municipal election campaigns. To prevent undue influence, corporate and union donations to campaigns will be banned, and personal donations will be capped at \$5,000. All candidates must submit audited financial statements and war chests will not be allowed to be carried over from one campaign to the next.

## Doing Politics Differently

Alnoor isn't an average politician, that is why he proposes new and innovative ways to get Calgary back on track and to make the city work better. He developed most of his plans from conversations with ordinary Calgarians like you. This is why he wants to cut red tape at city hall, and be open and accessible to the general public during his time as Mayor.



### MONTHLY QUESTION AND ANSWER PERIOD WITH CITIZENS

Every month, Alnoor will hold a public meeting, where citizens can raise their concerns, bring forward new ideas and learn about initiatives of the city government. These meetings will be much less formal than city council meetings, and will open up the city government to the people.

### RED TAPE COMMISSION

Alnoor Kassam would form a special Mayor's Commission on Reducing Red Tape in Calgary. This commission, would receive submissions from the public and civic employees on how to improve city business practices, reduce unnecessary regulation and streamline the delivery of service. It is the firm belief of Alnoor, that cutting red tape does not mean layoffs for the public service, but more and better service through empowered employees, and more staff reallocated to priority areas.



### DOG AND CAT LICENSES

Right now, Calgarians are sick and tired of the bureaucratic hoops they are forced to jump through to register their dogs and cats. Furthermore, this process leaves much to be desired. Yearly renewals generate close to 400,000 pieces of mail. Think about all the man hours that are put into sending out these notices! This isn't even counting the cost and environmental impact of all that mail! Alnoor Kassam purposes creating five year pet licenses, and passing on the cost savings to the pet owners. This is but one way that Alnoor wants to bring efficiencies to City Hall



## Mass Transit

Calgary currently spends 60 cents of every transportation dollar on roads. It is time for Calgary to refocus on mass transit, by spending 60 cents of every dollar on mass transit. Every person that takes Calgary Transit, takes a car off the road saving road costs and reducing pollution. Calgary Transit helps alleviate congestion, and helps transport close to one hundred million people a year. Fortunately, Calgary Transit is in a position to deal with the growth pressures of the city if given the direction and resources it needs.

### RAIL TRANSIT

#### CURRENT LRT SYSTEM

Calgary's LRT system is one of the most successful systems in North America, but that does not mean it cannot be improved. By running longer four car trains on the South to North-West (Dalhousie – Somerset / Bridlewood) leg of the system by 2010, we can increase capacity at a reasonable price. In addition, building the missing station along existing tracks between Dalhousie and Brentwood Stations will connect Northland Mall and create more "Park and Ride" spaces.

#### LRT EXPANSION

The C-Train is an excellent way of getting around if you live and work near the existing lines. However, many Calgarians do not live near the current system. Alnoor Kassam would start the West LRT construction as soon as possible and have the line completed in 2010. Following the shift in focus from roads to transit, we would begin planning continual expansion of the LRT system, including the start of construction of the South East LRT immediately following the completion of the West Line. Alnoor would complete the South East LRT line by 2018.

Go Alnoor



A Contract with Calgarians

## NEW FRONTIERS

Calgary is fortunate to have a heavy rail system that connects the centre of the city to the rest of the country for freight travel. It is time to leverage this existing infrastructure as other cities have done to make getting into downtown easier at peak hours. Alnoor Kassam would work with Canadian Pacific to develop a pilot project transporting commuters from the edge of the city to the core directly. If successful, this pilot project would be extended further along existing rail in multiple directions from the downtown core, being modeled on Vancouver's *West Coast Express* and Toronto's *GO Train*.

## TRANSIT ORIENTED DEVELOPMENT

Around all C-Train stations, the city should look to increase high density development. Building up around existing and future mass-transit infrastructure would save money, reduce traffic, and help combat urban sprawl.



## BUSES

Buses help move thousands of people every day in areas without LRT service and as feeders to the LRT network. Without buses and the transit operators that drive them, all Calgarians would be effected by increased congestion, and longer commutes. Buses are an integral part of Calgary's transportation mix and will continue to be for the foreseeable future.

## FASTER



Buses are constrained by the fact that they flow in normal traffic. By extending the city's high occupancy vehicle lane program to more priority corridors, buses can move more freely in traffic. Traffic signal priority and traffic signal control will also be used to improve services along high demand routes. Dedicated buslanes, will be examined to prioritize transit in new neighborhoods, and provide more efficient access to downtown.

## BETTER

New higher capacity articulated buses will be phased in on Bus Rapid Transit (BRT) and high use routes. More BRT lines will be implemented to provide faster cross town movement. BRT routes will operate on the same principle as the C-Train, with boarding at all doors, and fare payment at the bus stop, not on the bus.

## MORE EFFECTIVE

Modern technology and small changes alike can help make bus service more effective. A pilot project to provide real time projected stop times would test the workability and usefulness of real time scheduling. Placing bicycle racks on all buses, and adding route schedules at bus stops are two examples of low cost measures that Alnoor Kassam will explore in order to make Calgary Transit more user friendly and to improve service.

## TAXIS

Taxis help world class cities manage their traffic. In Calgary, it is often difficult to get a taxi outside of the downtown core and the airport. This is because the licensing fees the individual taxi drivers



pay for the privilege of owning a cab are very high. There is also a limit placed on the number of taxis that can operate in the city.

### LOGICAL REFORMS

Alnoor Kassam would eliminate the cap on the number of taxis in Calgary. This would enable the free market to decide on the optimal number of taxis in the city. If a taxi owner has a proper license, a safe cab, and a city mandated meter there is no reason they should be denied the ability to make a living. Alnoor would also

encourage hybrid taxis with a small licensing fee reduction.

## Roads

Maintaining a high quality road network is key to keeping Calgary prosperous throughout the coming decades. Roads support transit infrastructure and allow goods and people to be transported across the city. Completing Calgary's road network within the ring road requires strategic investments to ease congestion and facilitate development at the most economical cost to taxpayers, while allowing the city to allocate resources to needed mass transit expansion.

### PEDESTRIAN AND TRANSIT FRIENDLY

New roads will be designed around the pedestrian, with wide sidewalks and appropriate calming of traffic to encourage walking, cycling and transit use. Bus bays will allow traffic to flow while a bus is taking on passengers along major roads. New pedestrian crossing signals will operate similarly to crosswalks at intersections, allowing pedestrians to cross with a 'Walk' and 'Don't Walk' signal. These crosswalks will support traffic flow and, by being synced with nearby traffic lights, will not back up traffic in times of congestion. These measures will increase safety for both drivers and pedestrians while supporting livable neighborhoods and shopping districts.



## HIGH OCCUPANCY VEHICLE LANES

High Occupancy Vehicle (HOV) lanes, or carpool lanes, are a cost effective way to relieve congestion and increase capacity on existing roads with minimal construction time and the accompanying delays. Adopting the model of the Centre Street HOV lanes, Alnoor Kassam would designate HOV lanes on key commuter routes throughout the city to speed the flow of transit and encourage carpooling.

## LANE REVERSALS

During rush hour half of the roads in the city are underutilized. Why? They are designated for traffic in the opposite direction than people wish to travel. The city has had success with lane reversals on the Louise Bridge and Centre Street. Alnoor Kassam would implement lane reversal on other roads to relieve congestion. Furthermore, along the lines of the 5 Ave connector, the city will identify routes that would be compatible with full reversal.



## Smart Growth

Currently, Calgary is accommodating population growth by building new suburbs. While these new suburbs are of a higher density than that of inner suburbs, such as Willow Park, Calgary needs to intensify the density of development to slow the consumption of farm land. Sprawl is expected to cost \$ 7 billion over the next years if we continue to grow the way we are now. We can save money by growing better, growing smarter.



It is not surprising that it is difficult to build a successful transportation system when our urban planning revolves around the car. Calgary recently received a 'D' ranking on the GreenApple SMART Transportation Scale. This ranking was much worse than Halifax, Hamilton, Winnipeg, and Quebec City received. It is time for a practical solution, not more of the same.

### SUBURBS

Worldwide, the standard for pedestrian and transit oriented communities is 10 units per acre. Currently, communities planned for completion in the next 15 years have a targeted density of 7 units per acre. Communities designed around transit and local retail thrive with higher density, providing their residents more services and easier commutes. Creating successful suburban

communities is the motivation behind Alnoor Kassam's commitment to building new communities at densities of 12 units per acre as the new minimum.



## GETTING APARTMENTS BUILT

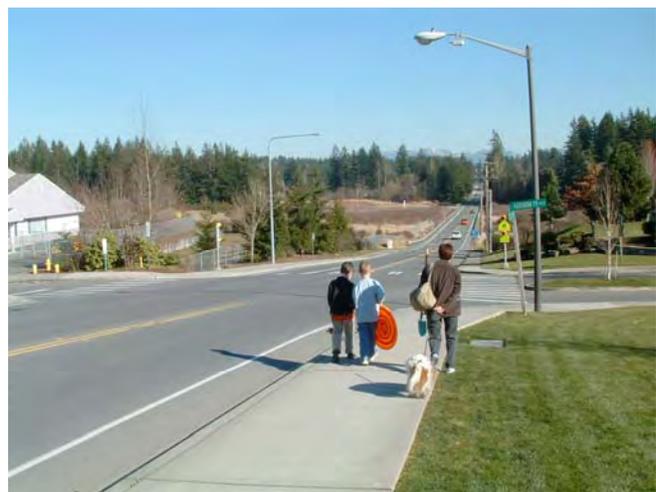


Calgary, like many Canadian cities, has been experiencing a condo building boom, while apartment construction has remained stagnant. To encourage the building of apartments, Alnoor Kassam would provide density and massing bonuses to new apartment developments with the caveat of forgoing condo conversion for 25 years. In addition to density and massing bonuses, encouraging apartment development around transit

nodes, especially BRT and LRT stations, would be accomplished by allowing apartments to be built which accommodate the transit life style, and forgo a parking stall for every built unit. Increasing the supply of apartments on the market is the only way to make apartments more affordable for average Calgarians.

## PEDESTRIAN FRIENDLY

Higher density is not the solution to all of Calgary's problems. Creating welcoming neighborhoods that Calgarians can be proud of is equally as important. Many residents of the suburbs feel alienated from their community, as most interaction with other members of the community is conducted while at the wheel of their car. Citizens appreciate pedestrian friendly communities, and have voted with their dollars. Communities such as Garrison Woods and McKenzie Towne have been successful because they are welcoming communities based around a pedestrian accessible 'main street' of local shops. This model of development will be adopted as the new standard for development and redevelopment of communities under Mayor Alnoor Kassam. All new communities, including redevelopments should be designed to focus around the individual, not the car.



## TRANSIT FRIENDLY

Creating pedestrian friendly communities is just one part of the smart development puzzle. Integrated with the central 'main street' of shops will be transit stations, providing service when the community opens, not 15 to 20 years later. Calgarians should be able to get to and from work, shop, and conduct all ordinary tasks without using a car. Building busways (dedicated transit lanes) through new communities connecting transit nodes will be the primary way to deploy rapid transit with minimal cost until development can support rail transit.



## The City and the Environment

The natural environment sustains Calgary, makes our city prosperous, and improves our quality of life. The environmental policies enacted by the city help to ensure our city's place in the changing world.

### RECYCLING

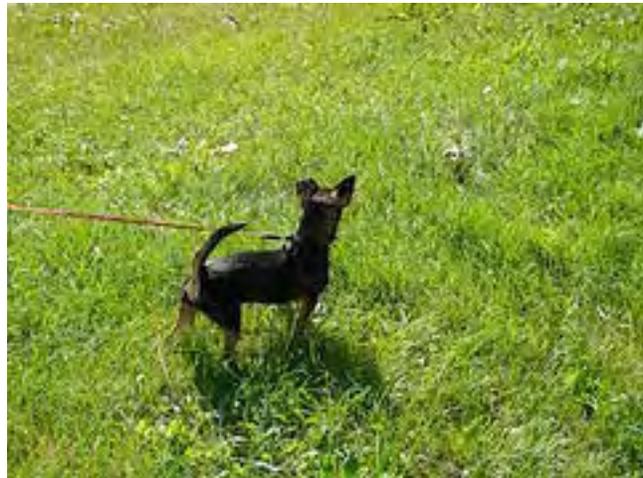
By the time we finally get curbside recycling, we will be over 20 years behind Edmonton and Toronto. Alnoor Kassam would use a consensus building approach to initiate a city wide curbside composting program. This is in contrast to Mayor Bronconnier's confrontational approach to city council that failed to deliver curbside composting. Mayor Kassam would fund curb-side recycling from property taxes, and not a regressive user fee. Alnoor would also put forward an incentive for buildings with private pickup, like apartment buildings, condos and office. These buildings would be entitled to a small tax credit in proportion to the amount of waste diverted from the landfill.

### ENCOURAGING CYCLING

Cycling is one of the most environmentally friendly ways to travel. The city under the leadership of Alnoor Kassam will place more bike lockers at transit stops, expand and improve cycling trails, and build a bike station in the downtown core.

### PESTICIDES USE

Calgary is the largest city in Canada without a pesticides bylaw. Harmful pesticides, many used by the City of Calgary in public green space, are damaging to the natural environment and are a health hazard to Calgarians, our pets, and local wildlife. Alnoor Kassam's first environmental initiative in office will be to pass a pesticide bylaw, phasing out the use of unnecessary pesticides.



### COAL POWER

Under the current Mayor, Enmax, Calgary's Electricity company has put forward plan to build a 1200 MW coal power plant. Alnoor Kassam would immediately tell Enmax to stop construction of this power plant. Enmax has traditionally not been a generator of electricity, but merely an intermediary between producers and consumers. Mayor Kassam would not tie Calgary's hands to coal power generation, but leave Enmax free to buy power from the most environmentally friendly producers available.

# Parks and Recreation

Parks are an integral part of our urban fabric, and recreation helps keep Calgarians healthy. Parks clean our air, provide an urban refuge, and preserve a sense of nature in our city. Calgary has close to 2000 parks and each is unique, from manicured parks to natural areas.

## HOCKEY ARENAS AND SPORT FACILITIES

Alnoor Kassam would build 10 recreation centres with hockey rinks in ten years, leveraging \$100 million dollars with matching grants from the province. Calgary needs an action plan on providing the facilities Calgarians needed yesterday. Since all Calgarians deserve access to our recreational facilities, Calgarians qualifying for the low income transit pass would also qualify for lower recreation fees.



## SOCCER AND OTHER SPORTS FIELDS

With the recent loss of the U-16 Soccer Nationals Tournament to Edmonton, due to the low quality of Calgary's outdoor playing fields, there is great concern about the usability of our sporting fields. Alnoor Kassam will conduct a survey of fields in need of repair and refurbishment, followed by prioritizing and repairing fields so that Calgary does not miss another opportunity due to poor field quality.

## PROTECTING OUR NATURAL AREAS

Nose Hill Park is the best known example of a natural environment park in the city, but it is not the only one. Calgary's rivers, creeks, and protected valleys contrast the open grassland of Nose Hill. Protecting the natural qualities of these parks is important, however council's recent plan to greatly restrict access to Nose Hill Park is a disservice to the community. Natural areas should be conserved, but they must also be enjoyed by all Calgarians. Alnoor would protect the Weaselhead Natural Area from highway development instead of using this area as a political chess piece in ring road negotiations.



## City – Provincial Relations

Maintaining positive relations with the province is key to the long term success of our city. This doesn't mean that the city needs to agree with the province all the time; friends can disagree without causing great discord. Our City's unique governing model, our growing population, and our needs should be recognized by the province as requiring different resources than other municipalities.

### THE CITY OF CALGARY ACT

Alnoor Kassam would ask the province to create The City of Calgary Act. Large cities across the country in other provinces are governed under unique acts which are tailored to fit their needs which differ greatly from those of smaller municipalities. The Act would give the City long term revenue commitments from the province in legislation and allow for the planning of Calgary's future. As well, additional powers to mandate affordable housing in new developments would be in the Act. Having the right tools to make Calgary a great city is a priority.



### REGIONAL PLANNING

The lack of coordination between the City and neighboring municipalities continues to provide headaches for the all parties involved. One only has to look at the difficulties surrounding the proposed megamall and race track in for Balzac, and the controversy surrounding the slaughter house built on the city's northern boundaries. Alnoor Kassam would ask the province to include a regional planning body in The City of Calgary Act to guard against low density suburb development outside of the city's boundaries.

## Calgary – Ottawa Relations

### STRENGTHEN THE NEW DEAL FOR CITIES

Alnoor Kassam would lobby for 50% of the GST on gasoline sold in the city to be dedicated to city infrastructure, similar to the dedicated transfer of the other portions of the gas tax. In addition, he would push for the acceleration of the transfer of the gas tax to the pledged amount by the 2008 budget year.

### DEDICATED TRANSIT INFRASTRUCTURE FUNDING

The federal government has made large commitments to the cities of Toronto, Vancouver, and Montreal for the expansion of their mass transit systems. It is time that Calgary as Canada's most dynamic city is aided significantly by dedicated federal funds.



## Labour Relations

Calgarians depend on the services delivered by civil servants every day. Calgary's bureaucrats, police officers, fire fighters, transit operators and maintenance staff operate services that are essential to the proper function of the city.

### A FAILED APPROACH

The approach of Mayor Bronconnier has been overly confrontational. Under his watch, the city has taken an increasingly aggressive stance against city unions, undermining morale, and creating a hostile work environment between managers and union members. A 2004 Hewitt Associates study ranked The City of Calgary as the worst employer in all of Canada. Bronconnier's approach has led to job action from police, fire, and transit unions.

### A FOCUS ON RETENTION

The City of Calgary is currently spending \$1.5 million dollars to try to recruit new workers in today's tough labour market. Alnoor Kassam knows how hard it is to find good motivated workers, and values experience and knowledge in workers. He learned in business that if you focus on retention, your recruitment problems become a thing of the past. Alnoor wants to empower city workers and help the city become a favoured workplace.

### MOVING FORWARD

Alnoor Kassam wants to provide leadership in relations with the City's unions. By working with employees to meet expectations in new ways on both sides, a new era of cooperative relations will contribute to a rebuilding of trust between the city and the unions. By addressing core issues of working hours, conditions, and expectations, the city will again become an employer of choice in Calgary. Alnoor would also initiate an independent review of the city's labour practices.



### AN END TO ATTACKS ON OUR WORKERS

The current city administration has wasted tens of thousands of dollars running inflammatory ads against unions they were negotiating with. Alnoor believes the best way to negotiate with employees is as partners across the negotiating table, not adversaries through the media.

## Education

The city is fortunate to have a great university, a great polytechnic, and great colleges. However, the city often treats these institutions as adversaries rather than as contributing greatly to Calgary's economic fabric.

### UNIVERSITY & COLLEGE RESIDENCES

Alnoor Kassam would honour the tradition of one level of government not taxing the other, which has led the federal government to waive GST costs on purchases by the city. Alnoor would waive the property tax paid by university, college, and other post secondary on campus residences to help encourage more on campus housing for students.

