



CANDIDATE QUESTIONNAIRE

1. Tell us about who you are and why you decided to run for City Council?

City Council can and must change to propel Calgary forward. Our city has changed - but unfortunately our leadership and the vision for our city haven't. And that is negatively impacting all of us. For a city to be great it has to be great for everyone. I want Calgary to regain it's standing as one of the top destinations in the world for people to call home.

We need to focus our energies on helping people find fulfilling work or pivot, so they can use their skills in different ways to build a new economy. We need to stop endlessly debating old issues and move forward. We waste time and money arguing about past decisions without working together to put forward new ideas. We need to focus on what the citizens of Calgary need today, and for the future. We need leaders who are passionate about Calgary and supporting Calgarians. We need leaders who have the experience and education to do the job well. We need new ideas and perspectives. Simply - we need new city leaders! And since I am never one to complain from the sidelines, I feel it is my responsibility to be a part of the solution.

I am running for council because it's the right thing to do.

I am running to help spark conversation about what's happening in - and to - our city.

I am running because my education and experience give me the tools to make an impact from day one. I am running to help create a prosperous future for our city.

For these reasons, I believe that I'm ready to reimagine Calgary's future and take a seat at the City Council table.

2. Why should Calgarians vote for you?

I believe that Calgarians should vote for me because I am different from the other candidates running in Ward 13. Here's why:

1. I live in Ward 13 (our current Councilor and another candidate do not). This is really important - to represent a Ward you should be entrenched in that Ward. I support and celebrate small businesses in Ward 13. I engage with my neighbours in Ward 13. I play and explore with my family in Ward 13. I understand what matters to Ward 13 residents.

2. I am the only independent candidate running in Ward 13. I am not affiliated with or financially backed by any political party, i.e. the provincial UPC have strategically placed candidates in each Ward for the municipal election to further their own agenda. I am running for Calgary and Ward 13, and will make decisions with my fellow Calgarians' best interests top-of-mind.

3. I have the education and experience to do this job well and help revitalize Calgary's economy. I have a proven track record of building people and profits up, innovating, problem solving, and getting things done. All in complex environments, with complex stakeholder groups. I can hit the ground running at City Hall and am committed to being a team player in making Calgary a great place to live and work.

4. I believe in inclusivity and accountability - and will hear, support, and act on behalf of all people in Ward 13,

and our Tsuut'ina Nation neighbours.

5. I think differently. I solve problems. I collaborate. I bring the right experts to the table to make the best decisions. I listen. I ground my work in proven data. I am not afraid to act.

6. I am not running to get or keep a job – I love my current job – but at this critical time in our city's history, I feel compelled to contribute to my community and support my neighbours, and believe I am the best person to help our city recover and move forward.

7. I support accessibility – to opportunity, to education, to health care, to transit, to good jobs, to safe homes, to active lifestyles, to creative pursuits – for all.

8. I work hard to connect with and keep young Calgarians (including my own daughter) in Calgary – by providing opportunities to live, grow, and flourish. This is the 'new west', and we need to work towards creating an inclusive, forward-thinking, diverse, global culture that our younger generations want and deserve.

3. Calgary's current City Council has a history of erratically delaying the Green Line, and the provincial government continues to threaten the project with further delays. Do you feel the Green Line should be a priority? If so, how would you approach getting the project back on track?

One of my campaign pillars is accessibility. For cities to be great, they need to be great for everyone. An accessible city has to benefit everyone, including people with different abilities, socio-economic backgrounds, and age groups. We need to consider the very real social and physical barriers that people in our city face every single day. The Green Line addresses many of these issues on multiple levels – which is why I am a huge supporter of finally moving this project forward to reality – beyond being a political talking point or pawn to be thrown around and continually reassessed. That does not help the people who need it.

The reality is it's hard to get around this city if you don't have a car or two. This is especially true for Ward 13. I've been working with a transportation engineer and have discovered that from some areas within our Ward, you cannot get to all corners of our City within the 90-minute transfer allotment. This is true from most quadrants of our city, including those who would benefit from the Green Line. Our current City Councillor in Ward 13 didn't support the Southwest BRT, which was designed to get people from Ward 13 to downtown. In between, there are stops at the Southland Leisure Centre, Glenmore Landing, Heritage Park, the Hospital, MRU... all places we want people to be able to access. She has also waffled on the Green Line, playing a role in the ongoing delays in the project getting started. I support the Green Line LRT because firstly, I support it for the 20,000 jobs it will create. Secondly, I support it because it will provide accessibility for more people to move around the city to jobs, school, extra-curricular activities, etc. Thirdly, we've got \$3B committed to it from the provincial and federal governments, and over \$500M in sunk costs – plus we've acquired land that we are not currently getting tax revenue from. I don't want to see that money pulled from Calgary and given back to Edmonton and Ottawa. Finally, all world class cities have efficient and easy to use transit systems to move people where they want/need to go – which in turn builds communities, vibrancy, engagement, and diversity – I want this for Calgary.

4. Over the past year, Alberta has seen more residents leave for other provinces than the reverse.

A. What do you feel are the main reasons that residents (particularly youth and young adults) are leaving?

Calgary needs to keep and attract skilled labor to continue to diversify. Equally important is that having a young, educated workforce will allow Calgary to continue to attract new businesses. So why are young people leaving?

Talent - Calgary is competing with cities all over the world for talented young people. There is a prevailing attitude that Calgary is not innovative. This leads to talented young people feeling they need to leave to prove themselves. Despite the fact that Calgary is by far the most educated city in Canada.

Inclusivity - 34% of Calgarians come from racialized communities and, as such, Calgary needs to do a better job of making these communities feel safe, welcomed, and involved in the future direction of our City.

Vibrancy - Calgary needs to let go of the 'Old West' moniker and create a 'New West' feel. We need to do a better job of including and honoring indigenous history, and we need to focus on becoming a global community. The City needs to do a better job of partnering with our educational institutions and our arts community. Calgary is full of young, smart, talented people, but if we don't start focusing on what is important to them (the environment, diversity, inclusion, reconciliation, innovation, flexibility in work, a vibrant art culture) and create opportunities for our young people to be more involved in their city we will lose them. This is a major reason why I am running for council; I have traveled the world and have seen vibrant cities where youth are thriving and I want my daughter to choose Calgary to be her long term home.

Economic Inequality - Calgary has a large spread in relation to income inequality. Young people feel they need to leave Calgary in order to make a life for themselves as opportunities are not as prevalent as they are in other geographical locations - both in Canada and abroad.

Energy Industry - Pursuing employment opportunities outside of the energy industry is driving young people out of Calgary. Calgary has been discussing economic diversification for the last four-decades, but continues to rely on this stagnant industry, which does not align with the values or economic pursuits of our younger population. Calgary needs to include technical, social and environmental issues when creating a new future-focused economy.

B. What would you do to keep young Calgarians from leaving the city?

Firstly, I would raise this issue with council. Council needs to think beyond four-year election cycles. We have been experiencing boom and bust cycles since the '70s and we need to create future stability and predictability. I would work with all council members to ensure this remains a priority for the upcoming term and beyond. I would create short, medium, and longterm strategies that are base-lined and benchmarked to ensure continuous improvement.

Secondly, I would champion partnerships between our high-school and post-secondary institutions. I would include young Calgarians in creating a 'New West' mindset where they could be the architects of their future. We have some fantastic faculty members who focus on keeping young people in Calgary, and would love to be a part of this initiative.

Finally, I would use this as a selling feature of our city to attract young people from other cities. Calgary is still an affordable place to make a life. We need to do a better job of identifying what the "Calgary of Tomorrow" looks like, and ensure young people can see themselves as part of the 'New West'.

5. Thousands of Calgary residents are employed through our city's public services with even more relying on them to go about their daily lives.

A. In your view, how important are public services to fostering a successful city?

I have traveled the world and have seen first-hand when services that many of us take for granted are not offered. One of the reasons I am proud to call Calgary home is how clean, safe, and reliable our city is, and this doesn't happen by accident. The efforts by our public sector employees are critical in creating a community where our streets are cleaned and repaired, our drinking water is safe, our waste and recycling is

managed in an environmentally responsible manner, and our concerns as citizens are listened to and addressed.

One of the reasons I am running for City Council is our city addresses issues that impact people on a daily basis. Our city would not be what it is without all of the services we enjoy. When I heard that there are people who feel they need to 'take back City Hall' I felt I had no choice but to stand up and do something about it. Furthermore, when my current councilor decided it was a good idea to miss budget season immediately after the last election, I thought I needed to do something about it. There are great people who work for our city and they need to be supported, not attacked or ignored.

B. Are there any instances in which public services could be cut in favour of public-private partnerships?

Public goods should be run by public enterprises. The challenge with P3 relationships is understanding the difference between stakeholder and shareholder - public goods should satisfy stakeholders as opposed to shareholders. A well-run public organization is equally equipped to operationalize services as a public entity. Another challenge with P3 relationships is public money being used to fund private companies - I have personally been involved in projects where this has been a challenge.

In addition, I believe the majority of the risk lies with the public sector when things don't go as planned. It is easy for private organizations to walk away leaving the public entity to fix and pay for projects that go awry. Budget inflation is also a challenge with these "partnerships" as the tax payer is left holding the bill.

Finally, accountability can be problematic. Clearly identifying who is in charge can be difficult as both entities are trying to satisfy a different set of stakeholders. As Milton Friedman said, "a company's only responsibility is to their shareholders", and this is challenging in the public realm.

6. Some would argue that the solution to Calgary's economic woes is to cut our way to prosperity. Do you agree with this philosophy? Why or why not?

Cutting funding to achieve prosperity is problematic - services cost money, and the people delivering those services deserve to be compensated fairly. This doesn't mean writing blank cheques, but simply saying taxes need to be cut - in what is already a lean city - is mentally lazy, and quite simply an electioneering tactic. We all pay taxes and want efficiently run services, and that comes at a cost - I think our city's services are run as well as can be expected under our current financial state. Our city staff work hard, believe in what they are doing, and pay their fair share just like we all do. We all want our taxes spent responsibly, but to simply cut funding is irresponsible. I believe I could bring new ideas to the table on how to better maximize tax revenue to broaden positive impacts, but do not believe in cutting our already low taxes.

7. Urban sprawl has been shown to increase costs for building and maintaining public infrastructure as well as creating more disconnected and exclusionary neighborhoods.

A. What solutions would you present to combat urban sprawl?

I would cap our current land annexation. The challenge is when developers are finished with the land they turn it over to the municipality and the municipality has to pay for maintenance and upkeep. The tax revenue is nice to have at the beginning, but not putting away enough money for upgrades and maintenance is going to hurt Calgary in the long-run. There are plenty of ways to continue to build our city without economic and environmental degradation.

Calgary needs to grow up, not out. Roads, emergency services, infrastructure cost a lot of money to maintain and Calgary can no longer afford sprawl. This said, I would work with the development community to identify better ways to build our city. I would take examples from other cities on how to grow our city responsibly. I

constantly hear “how would you support small locally owned businesses?” One of the ways to do this is to create density. Density creates local economies, which support local business.

We need to do a better job of using infrastructure that is already in place. We need to re-envision downtown. We need to create safe communities where people want to be. I do not subscribe simply to Robert Frost’s poem The Mending Wall in which ‘good fences make good neighbors’ - safe, accessible, and vibrant communities make good neighbors.

Finally, we need a multi-faceted transportation system that is accessible to all Calgarians. We need to build communities where people want to spend their time while at the same time creating an opportunity for Calgarians to explore their city.

B. Do you support the policies laid out in the Guidebook for Local Area Planning?

For the most part, yes. I believe there has been some great work put into this document and if not for the fact of poor communication and consultation from several councillors including my own, this would not have been as big of an issue as it turned out to be. I also believe the fear-mongering that is taking place is unwarranted and unfounded. This document was not created to tear-down existing neighborhoods, it was created as a guide to build new ones. Aside from this, it is a non-statutory document that is designed to be inclusive for all people.

I do believe the stakeholder engagement processes could have been more inclusive and robust, and the outcomes of this consultative process could have been communicated a little more clearly. This said, I think the document was well intentioned.

8. Many Calgary businesses and residents in the downtown core are struggling. How important is a downtown revitalization plan to you? What solutions would you present to get the downtown core thriving again?

Downtown revitalization is critical for our city. We cannot afford to walk away and let Calgary become the next Detroit. We need to generate property tax as the tax shift to small businesses and the suburbs cannot be sustained without revenue coming in from the core I would specifically champion the following:

1. Create pedestrian and bike friendly streets on 17th Avenue, 4th Street, Inglewood, and Kensington. This would create a market-type environment that would attract numerous Calgarians and their families, and would also add to the tourism attraction of our City. I would also include the arts community in this initiative;
2. I would invest in converting existing infrastructure into mixed use space - businesses on the first few levels and housing on the upper levels;
3. I would create more green spaces - the current core is concrete dominant;
4. I would implement a safety initiative that would allow people to come downtown and feel safe;
5. I would push for free transit on weekends and close off some key streets to traffic to encourage people to go to places like Eau Claire and Prince’s Island;
6. In the winter time, I would like to see our plus-15 system turned into the world’s largest indoor marketplace; and
7. I would like to partner with some impact investing organizations to help create affordable housing opportunities for citizens in need. I believe with the right supports in place by working with some of our great non-profit organizations we can make housing accessible to everyone.

The ideas I have presented do not need to cost a fortune. With the right partnerships in place we can fill our

empty spaces, make our downtown feel safe, create reasons for people to visit, and bring in revenue for the city at the same time.

9. Calgary's new arena is already over budget before construction has begun and CMLC has continuously been excluded from critical negotiations. What are your views on the arena deal and are you in favour of moving forward with the project?

I am in favour of moving forward with a price-stipulated agreement. I believe the contractual agreement needs to be clearly laid out prior to groundbreaking. I understand market forces in relation to raw materials and commodities, but I do not agree that asking for more land at the last minute is acceptable - the deal is the deal.

I also have a problem with this being an election issue once again. It is this type of manipulation that is creating a divisive environment. We need to move forward and stop the closed door meetings - the lack of transparency is not helping with buy-in of this project. As much as I would not want to walk away from this, I would be willing to if the scales were tipped too far in the favour of the Flames ownership group.

I remember when the Flames won the cup in '89, and I remember their run in '04. It brought our community together and it was fantastic, but we can not afford to be subsidizing private interests at the expense of the public - see my response to public, private partnerships.

10. How do you plan to advance actions in the City of Calgary's White Goose Flying Report: Calls to Action?

I feel the immense weight of this national tragedy rests on all of our shoulders, thus personally, I feel deeply responsible to uphold the recommendations contained in the White Goose Flying report to help create a "more equitable and inclusive society by closing the gaps in social, health and economic outcomes... [as realized through] joint leadership, trust building, accountability and transparency." [TRC Commission of Canada (2015). What We Have Learned; Principles of Truth and Reconciliation. Library and Archives Canada. pp.125-6.]

If elected to City Council, I will do everything in my power to steward this critical initiative. I feel that my strong project management skills, background in working with diverse groups to achieve a common goal, and collaborative nature would be an asset in ensuring the actions/goals outlined in this report under the categories of Own, Encourage, and Partner are met, when we say we will meet them.

I would start with bringing the right people to the table to form a working group (not a committee who just continues to discuss - we need action). This working group would include representation from the Calgary Aboriginal Urban Affairs Committee (CAUAC), Indigenous leaders, city administrators and councillors, and private and non-profit members. The group would set a clear and transparent plan, with tactics, timelines, outcomes, with accountability measures in place. I would ensure tangible outcomes and timelines were met, and that any progress, findings, successes, and set-backs were openly shared with Calgary citizens, not kept behind closed doors with endless extensions.

I do get excited about the possibilities for bringing this report and the recommended actions to life and have many ideas around how to do that. For example, coming from the education sector, I see great opportunity to collaborate with our local school boards and post-secondary institutions to create rich learning opportunities and deeper understanding for young Calgarians through story sharing with Indigenous youth and elders, an Indigenous speakers' series, student exchanges and project collaborations, mini Humans of Calgary documentaries (similar to Humans of New York) shared through social media, and other experiences that will build connection and empower our youth from all backgrounds to take the lead in ensuring the horrors of our past do not reoccur in our future. They are the ones who can take that important message forward and change our trajectory.

Also, it would be fantastic if the private sector would partner with the City to create a robust long-term program to provide opportunities for Indigenous youth to pursue their dreams through think tanks, STEAM competitions, art/music/writing workshops, business pitch events, mentorship programs, etc. – all with a focus on giving Indigenous youth a large-scale platform to share their talents and big ideas, to make connections in their passion areas, and to meet potential mentors, collaborators, funders, and sponsors. Not only would these meet goals of the White Goose Flying report, but these kinds of initiatives would celebrate an untapped group of highly talented people in our city, helping to keep young people in Calgary, diversify our economy and work force, and stimulate creative innovation.

I could go on, and am sure there are endless other good ideas out there – we just need to pull the right group together to make those ideas happen. But it can't just be dependent on a working group. We must make this a part of our everyday conversation, building awareness around how each and every citizen can play a role in creating a shared future of healing, understanding, acceptance, and collaboration. Together we have the opportunity to build something remarkable – but we must continue to engage, empower, and take the lead from Indigenous community members and key organizations who play a role in reconciliation in this process. We have an opportunity to be a municipal leader in Canada by not just writing reports and proclamations – but by actually taking meaningful action. Now.

11. The provincial government continues to make cuts that affect the lives of Calgarians for the worse. How would you approach standing up to the province and advocating for the needs of Calgarians?

I would champion the effort to change the tax split between the City and the Province. Sending approximately 40% of our tax revenue to the Province is problematic. I would lobby for the Province to cut MLA representation from 26 and increase city councillors. Calgary has 12 more MLAs than councilors and this needs to be addressed. The services we receive from the Province do not justify the amount of money we are sending on an annual basis.

I would publicly hold the Province to uphold their promises in relation to the Green Line and capital infrastructure maintenance promises that were previously made. This is critical job creating funding that has been promised and politicized, and this behavior of promising and not delivering needs to stop. I would also revisit emergency response practices as this should not be a cost-cutting initiative. Every second counts in an emergency and to monetize this decision is irresponsible governance.

I am not a member of any political party and I believe Calgary should be governed by Calgarians, not card-carrying political ideologues. I have no problem making my voice heard when I feel there are injustices, and what we are (not) receiving from the Province has to stop.

12. Is there anything else you'd like us to know?

I believe we can and we must change our city's leadership – and this is why.

People often say that 2021 will be a change election. After 20 years of the same councillor, I feel Ward 13 is primed and ready for change. But we don't need change for the sake of change. We need change for good. So what does that mean? It means thinking differently. I believe in building up Calgary, NOT tearing it down to save a few bucks. I believe in giving back to communities, NOT taking back City Hall. Above all else, I believe in earning citizen's votes, NOT taking those votes for granted. I am hopeful that others in our city want real meaningful change too.

I think Calgary is a great city, but if we don't act now and have our voices heard during the upcoming election I fear for our future. Our provincial government is attempting to control our cities from the inside and this needs to stop. We need to reestablish our values, the values that made Calgary a great community to raise our families.

Yes we've hit a rough patch, and it's going to get tougher before it gets better, but if we can think in terms of what our city can be as opposed of what our city has become, we can come out of this with a clear, bright future that includes everyone. I am running to stand up for our citizens and our city. I am not funded by, nor affiliated with any political party. I have the education and experience to effective from day one. I will always put the needs of Calgarians and citizens of Ward 13 first - it's about we, not me., and I don't believe in taking back, I believe in giving back.

13. Are there any websites or social media accounts that you would like to direct Calgary's Future supporters to?

Website: unsworth.ca

Twitter: @UnsworthJay

Instagram: @jayunsworth2021

Facebook: @unsworth2021