

# Welcome

Welcome to Cultivating Rural Relationships. The AAMDC is pleased to provide this exciting, interactive opportunity to our members. Today is your chance to advance **municipal issues and rural concerns** to the future premier of Alberta. As the level of government closest to the people, municipalities are best positioned address local needs. Let them know the importance of municipalities and that **Rural Still Matters!**

The AAMDC values the strong working relationship we have established with the Government of Alberta, and this is your opportunity to understand what that government would look like under new leadership.

Each candidate will outline their platform in a 10-minute introduction followed by the moderator posing two questions. The floor will then be opened for questions from AAMDC members. This package include the day's agenda, biographies of each leadership candidate and a set of sample questions.

As mentioned above, this is a prime opportunity to champion the messages in the AAMDC's latest initiative—**Rural Still Matters!** Rural municipalities are more than just land banks—we are a vital part of this province's economy, culture and future. Long-term funding is a critical component of success and must acknowledge the unique needs of rural municipalities. You are encouraged to review the initiative's key messages and FAQ and **join the discussion!**

## AGENDA

<b>9:00 am</b>	<b>Doug Horner</b>
<b>9:45 am</b>	<b>Gary Mar</b>
<b>10:30 am</b>	<b>Rick Orman</b>
<b>11:15 am</b>	<b>Ted Morton</b>
<b>12:00 pm</b>	<b>Alison Redford (video) &amp; Lunch</b>
<b>12:45 pm</b>	<b>Doug Griffiths</b>

# Cultivating Rural Relationships: The PC Leadership Candidates

## Candidate Profiles

### DOUG GRIFFITHS



At the age of 29, Doug Griffiths was the youngest MLA elected in 2002, representing the constituency of Battle River–Wainwright. He has worked on numerous committees and served as parliamentary assistant to several ministries. He was parliamentary assistant to the Ministers of Agriculture and Rural Development, and Solicitor General and Public Security, and most recently to the ministry of Finance and Enterprise. In his first term, Mr. Griffiths visited 270 communities and co-authored the government report *Rural Alberta: The Land of Opportunity*. He later co-authored a book, *13 Ways to Kill Your Community*. In his time as an MLA, he has visited most of Alberta's 422 communities, gaining first-hand knowledge from civic leaders and citizens throughout the province. Mr. Griffiths earned two degrees—in Philosophy and Education—at the University of Alberta, and worked as a teacher in the County of Stettler. He lives in Hardisty with his wife Sue and their two sons.

– from [www.betteralberta.ca](http://www.betteralberta.ca)

### DOUG HORNER



Doug Horner has served as MLA for Spruce Grove–Sturgeon–St. Albert since 2001. During that time, he served as Minister for Agriculture and Rural Development and Minister of Advanced Education and Technology, as well as being a member of the Standing Committee on Private Bills. Mr. Horner has been in three provincial Cabinets and worked under two Premiers. He is passionate about public service, having been a soldier in the Canadian Forces, and holding the Cabinet post of Minister Liaison to the Canadian Forces. Mr. Horner got his start in the banking industry and in the value-added agricultural business. He graduated from the Southern Alberta Institute of Technology (SAIT) with a diploma in Business Administration and is accredited by the Institute of Canadian Bankers. Having lived and worked all over the province, he is passionate about Alberta and the role our province plays on the world stage.

– from [www.hornerforalberta.ca](http://www.hornerforalberta.ca)

### GARY MAR



Gary Mar has spent the past three years serving as Alberta's official representative to the U.S., based in Washington, D.C. He previously served 14 years as MLA for Calgary–Nose Creek and Calgary–McKay and was a provincial Cabinet minister in five different portfolios. As Minister of Environment, he created the Spray Valley Provincial Park. In Education, he introduced a childhood reading initiative and focused on maximizing secondary school success. As Minister of Health and Wellness, Mr. Mar introduced reforms that focused on patients and the delivery of improved care at lower costs. In the International and Intergovernmental Relations portfolio, he led the highly successful Alberta at the Smithsonian project. Mr. Mar began his career as a lawyer, and was appointed to Queen's Counsel in 1994. He earned a Bachelor of Commerce (Finance) from the University of Calgary and a Bachelor of Laws from the University of Alberta. He has been a volunteer with Calgary Legal Guidance and is an active member of Alberta's Chinese community. He and his wife Nancy have three children.

–from [www.garymar.ca](http://www.garymar.ca)

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## TED MORTON



Ted Morton was first elected as MLA for Foothills-Rocky View in 2004. He has served as Minister of Finance and Enterprise, and Minister of Sustainable Resource Development. As Finance minister, Dr. Morton pushed for a return to responsible budgeting and a new, long-term fiscal and savings strategy. As SRD Minister, Dr. Morton spearheaded the development of Alberta's Land-use Framework. In 1998, he was elected as a Senator-in-waiting in Alberta's second-ever Senate election. He also served as Parliamentary Director of Policy and Research for the Official Opposition in Ottawa in 2001. He obtained a BA in Political Science from Colorado College, and his MA and PhD in Political Economy from the University of Toronto. From 1981 to 2004, he was a professor at the University of Calgary and a visiting professor at institutions around the world. He has published numerous articles and books, and has won several awards and distinctions. Dr. Morton and his wife Bambi have three children.

—from [www.tedmorton.ca](http://www.tedmorton.ca)

## RICK ORMAN



Rick Orman served as an MLA from 1986-1993 for the constituency of Calgary–Monterose. During his time at the Legislature, he held three Cabinet portfolios, including Minister of Career Development and Employment, Minister of Labour and Minister of Energy. Since 1993, he has been active within the business community, both provincially and internationally, serving as an officer and board member in a number of publicly traded companies, including various land and exploration ventures. Prior to being elected to the Legislature, Mr. Orman co-founded a land company and also worked for a sports management firm. He has provided provincial and federal political commentary on the CKUA Radio Network since 1994. Mr. Orman volunteers with the Calgary Chamber of Commerce, the Calgary Exhibition and Stampede, Citizen Advocacy for the Disabled, and more. Mr. Orman studied at the University of Calgary and graduated from Eastern Washington University.

—from [www.voterickorman.com](http://www.voterickorman.com)

## ALISON REDFORD



Alison Redford was elected MLA for Calgary-Elbow in 2008 and served as the Minister of Justice and Attorney General. Ms. Redford led the government's Safe Communities Secretariat, which is mandated to develop and execute Alberta's short-and long-term crime reduction strategy. Prior to seeking elected office, she was a lawyer working for the office of the Prime Minister, the European Union and the Commonwealth Secretariat. Her extensive international work includes assisting in administering Afghanistan's first parliamentary election in 2005 as United Nations Elections Commissioner. She later worked in a small partnership before opening her own law firm, gaining practical experience as a small business owner. Ms. Redford has been an active member of many community boards, including the Heritage Park Foundation, the Lycée Louis Pasteur Society and the Calgary Winter Club. She received her law degree from the University of Saskatchewan College of Law. Ms. Redford lives in Calgary with her husband and daughter.

—from [www.alisonredford.ca](http://www.alisonredford.ca)

## Sample Questions

1. The AAMDC has researched and evaluated various models of municipal sharing throughout the province, and has come to the conclusion that cost sharing works. Citizens are best served when services provided or shared are paid for by cost-sharing models that reflect the benefit received. What is your opinion of cost-sharing versus revenue sharing amongst municipalities? Example: Sharing linear assessment revenue.
2. Quality infrastructure is critical in supporting a healthy, vibrant province. For rural municipalities, the majority of municipal funding is spent on providing infrastructure such as roads and bridges, not services. Rural infrastructure needs do not necessarily reflect population. At the same time, rural municipalities are expected to provide a comparable level of services as their urban counterparts but without the advantage of economies of scale. How would you address the funding issues unique to rural Alberta?
3. The AAMDC encompasses all of the rural municipalities in this province, and those 69 municipalities have to deal with thousands of bridges. That's hundreds of bridges per municipalities. The funding for bridge rehabilitation in Alberta is insufficient, resulting in a growing infrastructure deficit. Many bridges in Alberta have reduced weight capabilities or have been forced to close, affecting regional traffic and economic patterns. What actions would you propose to mitigate this issue?
4. The highways and road infrastructure that rural municipalities are mostly responsible for keep the economy moving. The positive impacts of resource industries on the economy are countless, but they also contribute to significant structural damage on road infrastructure. What would you as Premier do to help municipalities address the situation?
5. The Alberta Land Stewardship Act (ALSA) is intended to be a long range land use guide. Land use planning (regional or municipal), by definition, means you are affecting land owners rights in one way or another. Could you explain your understanding of land use planning and your position on ALSA?
6. It is within the mandate and responsibility of the province to address the fiscal imbalance that municipalities face. When senior levels of government make decisions that have unintended consequences, this often translates into down loading to municipalities. This simply expands the fiscal imbalance. Is there anything in your platform that could represent downloading to municipalities, and what would you do as Premier to ensure this doesn't happen?
7. Consultation is essential. The impacts of changes imposed by the province vary across municipalities, and full engagement of the AAMDC as the voice for rural Alberta is crucial. The AAMDC has had a long, beneficial and productive relationship with the provincial government and prides itself in working collaboratively to find practical solutions to issues. How does the AAMDC fit into your plans for consultation?
8. Local government is closest to the people, and is best positioned to know what citizens need and how to provide it. Rural Albertans are as diverse and unique as their urban counterparts. Rural municipalities continue to commit themselves to finding sustainable, local solutions to local challenges. What is your commitment to local government in rural Alberta and how will you ensure its sustainability as Premier?
9. Funding is a critical issue because all municipalities have very limited means to raise the funds necessary to meet the cost of adding or replacing needed infrastructure and funding service delivery. MSI was and is a welcome and needed support. However, it has an end date, and municipalities need and will continue to need sustainable funding options from the province to support our long-term plans. What is your plan for sustainable municipal funding for the future?
10. We understand that there has been discussion about re-writing the MGA, providing municipalities with direct access to the education tax, and establishing a new relationship between the province and municipalities. The impacts of these requests will vary greatly across municipalities, and the AAMDC believes more in-depth analysis and discussion on the practical working aspects of intergovernmental relationships is the way to proceed. How do the statements you've made on the campaign trail so far align with these concepts?