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October 1, 2021

To: Lethbridge Municipal Mayor & Council Candidates,

In anticipation of the upcoming Municipal election, the Lethbridge Construction Association is hoping to better understand each candidate's goals and ideals as it relates to commercial construction in Lethbridge. We ask that you complete the following industry questions so that we may share your responses with our Board and membership. Please email completed responses, no later than **NOON, Tuesday, October 12, 2021**.

- 1) Having stable and predictable funding helps minimize the fluctuations in the construction industry. However, the City's budget always seems to be strained. What are your thoughts on funding for construction projects?

One tool that could help our community with construction projects is exploring more Public – Private Partnerships (P3s) for capital projects. There are partnership opportunities out there. We must be open to exploring them. Council must always explore partnerships that can benefit the community and spark local investment especially for our long-term facility needs.

I also believe it's important for us to be planning for future projects and have some lined up ready to be worked on, because if funding becomes available, or there's an opportunity to act on funding, we need to be ready to move on the opportunity. Good business practice is to always have projects ready to go if opportunity arises. That's just good future planning.

In planning for the long term, we also need to focus efforts on economic recovery and development. The more attractive a place we are to do business, the more investment and construction in different sectors we will see in our area, which in return can help to pay for services and create a vibrant community. It's a long-term commitment on our part, and one we should be working to achieve.

- 2) The City's workforce completes work that can be done by the private sector (ie: installation of services to commercial lots in the industrial park). This increases the City's annual expenses in terms of people, facilities, and equipment. As the City continues to grow, what are your thoughts on the City completing work internally instead of utilizing the private sector?

If the City is looking to streamline and find efficiencies, one way to do that would be working with businesses that offer services they can use. This would mean the City isn't competing with industry, it can reduce overall timelines and delays on construction projects, and it can save the City money by

reducing the need for costly equipment and expanding departments. It also builds a collaborative relationship between the City and our businesses. It's really in everyone's best interest to work together. We should be exploring collaborative opportunities with business that will truly enhance public service options. This is part of my core platform (www.jennschmidtrempe.ca).

Like any resident, I would like to see our city operating as efficiently as possible and would like other residents to see that happening as well. The City of Lethbridge is facing some immediate challenges, and we will need to have some honest conversations around level of service and fiscal management. It will mean find cost-effective ways to manage, support, and advocate for the services our physical community, people, and businesses need, and also look at long-term investment in our community which can grow these services without cuts or additional tax burden.

- 3) The City has recently implemented several programs to restart the local economy and help bring development to both the downtown core and industrial park. Do you understand those programs, and will you support keeping these programs in place?

Yes, economic recovery is a core part of my platform (www.jennschmidtrempe.ca). These are a series of development-based incentive programs to support investors, business owners and their employees as part of economic recovery efforts. There are 6 areas of focus and were created to work for the local development economy with a clear and strategic focus on areas of development. Each program works a bit differently many with incentive or matching incentive funds or tax relief. There is also a Business Improvement Loan and a broadband pilot project.

I would support keeping these programs in place, provided they continue to fulfil the needs of our community and local businesses, including our local construction industry. I would also support regular review of the programs with stakeholder input, to ensure they continue to be of value and if there are other programs we need to start planning for.

- 4) Understanding that there are various trade agreements in place and procurement rules that need to be followed, what are your thoughts towards the procurement of construction projects and services?

The City should always be looking local first. We can explore private business opportunities that will truly enhance public service options.

The City and Lethbridge Construction Association need to continue ongoing talks around procurement, particularly around grading/rating past projects, and a heavier rating should be put on successful past experiences. While an outside company may come in at a lower cost, in the past we've seen some these companies not come back for warranty work, and the City has then had to hire locally to fix that work – this adds additional cost to projects (and to our taxpayers). We should also not be re-hiring those companies that were fired from projects or didn't come back for warranty work.

- 5) How would you work with industry to develop an inclusive workforce strategy without creating additional political interference or delays?

Workforce development and retention is another core part of my platform (www.jenschmidtrempe.ca). I'm committed to exploring and supporting ways to develop and retain our local workforce. I want to keep our talent in Lethbridge. This includes:

- Working with community organizations, educational institutions, and businesses to identify what career opportunities are available in our community and how to access them. This includes an information-sharing strategy about employment and skills-building opportunities.
- Advocating for and finding creative ways to promote local practicum placements, internships, co-ops, and applied studies in sectors throughout our community.
- Connecting graduates and job seekers to local opportunities by supporting the organizations that are already making those connections and working with existing and new businesses that are making commitments to support our post-secondary graduates in Lethbridge.

To develop and retain our local workforce, I'm committed to supporting and advocating for our post-secondary and other educational and skills-building institutions as places for investment. A commitment to supporting this industry in Lethbridge will provide for future opportunities in economic development, and in educating future generations.

Our post-secondaries and other educational and skills-building institutions have innovative approaches to program offerings and skills development, and their willingness to work with business to better align training with opportunities are what will help us recover and drive our economy forward.

- 6) Are there any city policies you would like to revisit that may impede investment, employment, innovation, or technology in construction?

Certainly, exploring private business opportunities that will truly enhance public service options. Also, ensuring that open conversations are happening with the Lethbridge Construction Association, including helping to find ways to ensure communications is passed down around inspection and permit changes, consulting with the construction association when there are considerations around processes to see if the association has ideas on how to implement process changes. Also seeking to be more collaborative with the association (and others) around by-law or policy changes as this can help avoid any unintended consequences. It's also good for the City to recognize that the Lethbridge Construction Association is a conduit to the construction industry and a great way to communicate with the entire industry.

- 7) What ideas do you bring to incentivize innovation and quality over lowest-cost bid in project proposals?

This would again come to communication, particularly around grading/rating past projects, and a heavier rating should be put on successful past experiences. While an outside company may come in at

a lower cost, in the past we've seen some these companies not come back for warranty work, and the City has then had to hire locally to fix that work – this adds additional cost to projects (and to our taxpayers). We should also not be re-hiring those companies that were fired from projects or didn't come back for warranty work.

I also have a recognition that we have a great deal of expertise in the construction industry, right here in Lethbridge, we have the skilled workers here, and we can hire to do the work here. Again, it's a matter of communication and collaboration, and ensuring we're working with the Lethbridge Construction Association and its membership, and considering our local industry first.

Thank you for your time in completely this inquiry, and we wish you the best of luck on election day!