

Construction Industry Engagement – What We Heard Summary

January 2026

Summary of industry feedback and policy implications

Experts from the construction industry are heavily involved in designing and delivering infrastructure projects on behalf of the City of Calgary. Representatives from Calgary's construction industry were engaged to gather feedback and better understand perspectives and priorities related to improving how businesses and their customers experience City-led infrastructure projects. Participants included representatives from Alberta Roadbuilders & Heavy Construction Association (ARHCA), Calgary Construction Association (CCA), Consulting Engineers of Alberta (CEA) and Consulting Architects of Alberta (CAA).

Industry feedback indicates a strong interest in collaborating with The City to advance infrastructure objectives through business-friendly construction practices. However, there are barriers and challenges which will need to be addressed to achieve the policy's intended outcomes.

Ongoing engagement and relationship-building with the construction sector will play a critical role in developing practical solutions that balance policy goals with contractors' ability to deliver projects efficiently and effectively.

Industry input will help shape the development of the policy objectives and the implementation strategy for the Business-Friendly Construction Policy, ensuring that it reflects industry perspectives while supporting The City's infrastructure priorities as well as businesses and communities.

Industry Meetings

Themes were compiled from meetings attended or held with construction industry organizations from February – September on the Business-Friendly Construction Policy.

Meetings included:

1. Consulting Architects of Alberta
 - a. CAA City of Calgary Liaison Meeting (3 attendees) February 12, 2025
2. Consulting Engineers of Alberta
 - a. CEA City of Calgary Liaison Committee Meeting (6 attendees) March 12, 2025
3. Calgary Construction Association
 - a. CCA President (1 attendee) June 12, 2025
 - b. CCA Board Meeting (20 attendees) July 24, 2025
4. Alberta Roadbuilders & Heavy Construction Association
 - a. ARHCA President and Chair (2 attendees) January 24, 2025

- b. ARHCA Board Meeting (5 attendees) August 12, 2025
- 5. Industry Advisory Committee (CAA, AHRCA, CEA and CAA represented)
 - a. Presentation and discussion (14 attendees) October 2, 2025
- 6. Developer Advisory Committee (incl.: BILD, NAIOP, BOMA etc.)
 - a. Presentation and discussion (16 attendees) September 8, 2025

Feedback themes

Industry Engagement & Communication

- Industry organizations value early and regular involvement in policy and project discussions.
- Contractors and third-party utility companies seek clarity on policy scope and potential changes through implementation, particularly related to procurement impacts.
- Sharing lessons learned and data with contractors/industry builds trust and supports industry to continue to improve and build relationships with The City.

Procurement & Contractor Involvement

- Current 'plan early, bid late' practices limit contractor input; earlier involvement is recommended.
- Low-cost bids may compromise service quality; selection criteria should go beyond price.
- Contracts should include a line item for pre-mobilization engagement and/or business-friendly tactics or supports with clear information to allow Industry to provide effective bids and costing.

Project Planning & Phasing

- Construction phasing can reduce disruption for individuals at a given time but may prolong overall project impact in an area.
- More flexibility in staging, timelines, and work hours (e.g., night work) could allow for greater creativity in addressing potential business impacts.
- Rushed mobilization reduces time to plan and execute a project well, leading to less successful project outcomes.

Accountability & Coordination

- Contractors face delays due to City processes but often bear the blame (e.g. permit approvals).
- The City should be more accountable for and consistent in timelines and coordination.
- Engagement with third party utility companies and The City mobility team is crucial to resolving coordination issues.

Direct outreach, Project Support & Business Impacts

- Engagement and/or outreach to interest-holders should extend beyond design scope and include preliminary feedback on potential impacts of construction prior to project construction.
- Businesses need clearer timelines from The City and additional support to maintain ongoing contact with affected businesses during long disruptions.
- City engagement and/or interest-holder outreach should include tenants, not just property owners, and be consistent across projects.