

Engagement and Research Summary

How public input shaped the Business-Friendly Construction Policy

Purpose

This document provides a summary of the public engagement and research activities conducted throughout 2025 to inform the development of the Business-Friendly Construction Policy. The feedback provided by businesses and customers, and from construction industry partners, was used to inform the development of the policy objectives.

To ensure the policy was grounded in businesses needs and practical realities, The City focused engagement on building an understanding of the root causes behind the challenges businesses and customers experience during City-led construction. Engagement also considered feedback from the construction industry and internal City subject-matter experts to ensure that the policy was well informed and reflects municipal infrastructure realities. This engagement strategy helped The City move beyond assumptions, allowing validation of what matters most to businesses and customers, it surfaced barriers and opportunities, and informed a policy that reflects the key themes of what we heard from interest-holders.

This summary outlines the key interest-holders who were involved, the feedback themes that were gathered from their input, and demonstrates how that feedback has been reflected in the recommended policy. This document also provides links to full copies of the engagement reports that share what we heard through the research and engagement.

Engagement and research overview

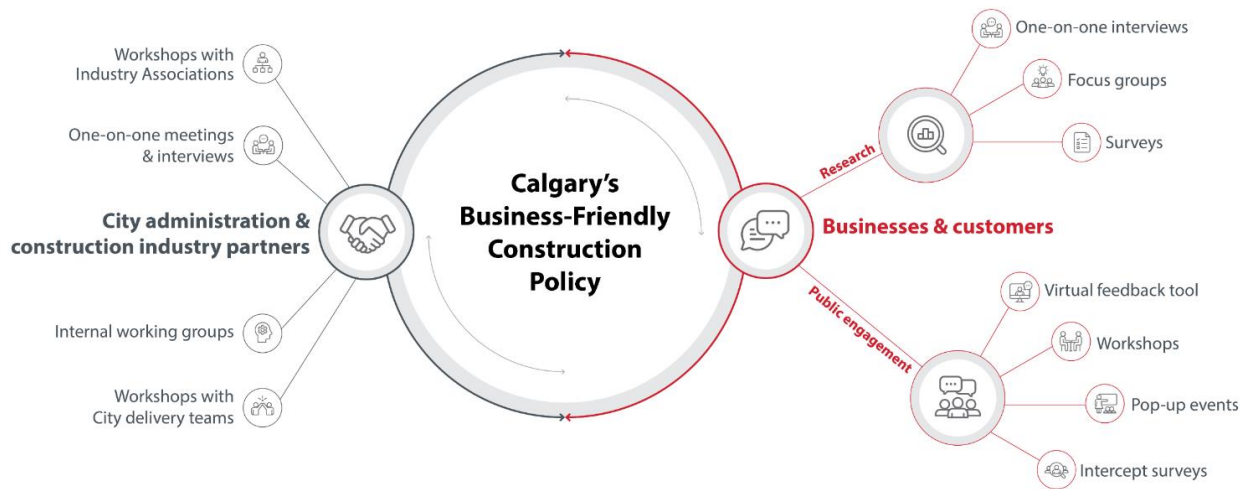
To help inform the development of the Business-Friendly Construction Policy, The City undertook a combination of research and public engagement with businesses and customers.

Research was used to evaluate the Main Streets Business Support Grant Pilot and provided an opportunity to better understand the experiences of businesses during construction. It provided early insights that helped shape the design of the engagement approach for the Policy, including refining lines of inquiry and identifying key questions and areas of focus.

The engagement invited interest-holders to provide input on specific information and priorities, as well as to offer suggestions. It included a commitment to demonstrate how this input was considered in the development of the policy.

Targeted participants from the business community contributed to various research opportunities, including focus groups, workshops, and a survey. Following that, public engagement activities were offered to the broader business community and the “customer” population and Calgarians as a whole. Engagement was conducted specific to the infrastructure design and delivery sector as they represent many of The City's construction industry partners.

The following graphic shows the varying interest-holders that were involved in the engagement, who's input informed the draft policy and the policy implementation. In addition to these, the development of the draft policy was also based on a complete review that included technical requirements, city policies, best practices and budget considerations.



Approach and phasing

The engagement strategy included gathering input through three phases and reveal and report back to interest-holders in the fourth phase:

- Phase 1: Explore, which occurred from February 24 to April 3, 2025
- Phase 2: Expand, which occurred from April - May 2025
- Phase 3: Refine & Develop, which occurred from June 1, 2025 to December 1, 2025
- Phase 4: Reveal & Report, which occurred from February 2026 to March 2026

The feedback gathered during phases one to three of public engagement, from the research and from the infrastructure design and delivery sector helped shape the Policy.



Engagement themes and influence on draft policy

The table below provides a summary of the key engagement themes and identifies how they were addressed in the development of the policy, and the focused approach The City will take to supporting

business continuity and helping customers continue to access businesses during City infrastructure construction.

Theme	What we heard	What we did (where/how it influenced policy)
1. Think about businesses from the start	<ul style="list-style-type: none"> Consider overall impacts and project duration when planning projects. Provide consistent experiences and set expectations for level of service and support across different projects. 	Policy Statements 3.1 (a)(b): <ul style="list-style-type: none"> (a) Consider, as part of standard project planning for City Projects, the operations of Neighbouring Businesses.
2. Plan early for business, customer convenience	<ul style="list-style-type: none"> Plan for mobility, area impacts and business operations, and coordinate with nearby projects to reduce disruption. Increase resources and consider support for Business Improvement Areas and businesses outside of business improvement areas. 	<ul style="list-style-type: none"> (b) Identify foreseeable construction related issues relevant to Neighbouring Businesses and incorporate mitigation measures into project planning for City Projects.
3. Share clear and timely information	<ul style="list-style-type: none"> Communicate early and share information that enables businesses to plan ahead for their business, staff and customers. Provide a reliable source of information and use clear, consistent, transparent and personalized communication. 	Policy statement 3.1(c): <ul style="list-style-type: none"> Provide timely, plain-language information regarding planned construction activities, schedules and anticipated changes to Neighbouring Businesses.
4. Build and maintain strong relationships	<ul style="list-style-type: none"> Talk to businesses early to understand interests and plan. Maintain contact to keep the conversation going; share information, listen and respond to concerns (e.g. Business improvement areas and direct business outreach). 	Policy statement 3.1(d): <ul style="list-style-type: none"> Maintain communication channels for inquiries from Neighbouring Businesses during construction and provide updates and responses as required based on project scope.
5. Make it safe and comfortable for visitors	<ul style="list-style-type: none"> Develop a mix of signage for wayfinding, project information etc. Make the area safe, well-lit and accessible. 	
6. Deliver projects with a focus on improving business and customer experience	<ul style="list-style-type: none"> Provide end-to-end support and continuity throughout a project. Be flexible, adaptable to balance business and project needs. Deliver on commitments made. Provide ongoing monitoring of area to maintain quality, safety, comfort and convenience. Finish the job and make it clear that construction is complete. 	Policy statement 3.1(e): <ul style="list-style-type: none"> Provide public access that is safe, accessible, and easy to follow, around City Projects.
7. Collaborate to support local businesses	<ul style="list-style-type: none"> Provide City support for major events, area promotions, and marketing incentives. Consider partnerships and collaborations with business improvement areas and others. 	Policy Statement 3.1(f) <ul style="list-style-type: none"> Implement initiatives that work to build customer experience and confidence and promote business area vitality.

8. Strengthen infrastructure design and delivery sector collaboration	<ul style="list-style-type: none"> • Involve the infrastructure design and delivery sector early, share lessons, and provide clear policy updates. • Procurement strategies to consider provisions for pre-mobilization engagement and/or business-friendly tactics or supports with clear information for construction industry to provide effective bids and costing. • Ensure City accountability, and provide more flexibility in staging, timelines, and work hours (e.g., night work) which could allow for greater creativity in addressing potential business impacts 	The City will continue to engage with the construction industry, and utility companies to explore opportunities to enhance how customers experience construction of City projects.
9. Keep getting better	<ul style="list-style-type: none"> • Be open to new ways of doing things; ask for feedback from businesses • Continue to apply good solutions implemented in one project to others. 	Implementation of the policy includes performance measures, progress reporting beginning in 2027 and ongoing dialogue with business community.

Engagement by the numbers

In total, 1,220 participants contributed input through the three phases of engagement with businesses, customers and construction industry partners:

Phase	Dates	Participants
Phase 1	Feb–Apr 2025	398 (224 survey + 174 events)
Phase 2	Apr–May 2025	651 (128 survey + 523 events)
Phase 3	Jun–Jul 2025	53 (24 survey + 29 events)
Industry Engagement	Feb–Sep 2025	67 across 6 meetings
Focus Groups	Feb 2025	51 participants (6 sessions)

References

Full reports on each phase of engagement for this project are available on The City of Calgary’s *Engage* portal (engage.calgary.ca/businessfriendlypolicy) and are linked below:

- [What We Heard Report - Phase 1](#)
- [What We Heard Report - Phase 2](#)
- [What We Heard Report - Phase 3](#)
- [What We Heard Verbatim - Phase 3](#)
- [Research and Engagement Summary - Phase 1 + 2](#)
- [What We Heard Summary –Industry Phase 3](#)
- [2025 Business-Friendly Construction Policy Survey Report](#)
- [2025 Business-Friendly Construction Policy Focus Group Report](#)