



Alberta  
Construction  
Association

# 2025 ANNUAL REPORT



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## Letter from the Chair

Dear Members and Stakeholders,

In a year shaped by population growth, infrastructure demand, workforce pressures, and global economic uncertainty, the Alberta Construction Association (ACA) worked alongside Local Construction Associations (LCAs), members, and industry and government partners to ensure the construction sector remained well-informed, actively engaged and appropriately represented.



Our work in 2025 centred on three core priorities that guided our work: advancing advocacy, promoting industry excellence, and strengthening member services. These priorities shaped our efforts throughout the year, and the progress achieved reflects a clear strategy, a committed Board, and a high-performing team executing with purpose.

Our advocacy work was non-partisan and productive. Whether navigating uncertainty in federal and provincial trade dynamics or advancing procurement reform at the legislature, ACA remained a consistent presence. Relationships built over years with ministers, officials and partner associations ensured that our industry had a seat at the table. That access does not happen by accident. It is earned through preparation and a reputation for bringing solutions.

Workforce development was a defining priority throughout the year. Our current and future skilled labour demand continues to be a focus for our industry, something that ACA and LCAs have been advocating for as we work to grow trades and construction-related careers.

The launch of new ACA committees in 2025 strengthened member participation in advocacy, workforce and safety, and innovation and sustainability. These committees provided structured forums for member expertise to shape ACA's priorities and ensure industry perspectives inform policy development.

Looking ahead to 2026, the Board is committed to building on this momentum. We know infrastructure demand in Alberta is not slowing, and the ACA remains committed to ensuring the construction industry is prepared to meet it. We will continue to advocate for long-term predictable funding models, procurement practices that support fair competition, and workforce training pathways that develop skilled workers for decades to come.

On behalf of the Board, thank you to our partner LCAs, members, and our staff for your continued trust and engagement.

Sincerely,

**Jen Hancock**

Chair, Board of Directors, Alberta Construction Association

## Letter from the Executive Director



Dear Members and Stakeholders,

With construction demand at an all-time high across Alberta, ACA's role in advancing industry priorities has never been more important. The sector faced increasing pressure from record population growth, rising demand for housing and municipal infrastructure, and a year of global economic uncertainty that tested supply chains and project pipelines. Our job as your association was to stay ahead of those issues.

On advocacy, we engaged early. In the first quarter, we welcomed the new Minister of Infrastructure, the Honourable Martin Long, and advanced recommendations ahead of Budget 2025, reinforcing the need for predictable, sustainable capital funding, continued funding for workforce development, balanced risk allocation and increased investment in capital maintenance and renewal.

When the budget was released, we provided a detailed review that acknowledged positive investments while being direct about what still needs to change. We continued our engagement through a cross-ministry roundtable alongside Deputy Ministers in April, a coordinated Legislature Day in May alongside the Edmonton and Calgary Construction Associations, ministerial roundtables in June, Septembers and December, and our ongoing work on the Alberta Trade Advisory Council. From procurement reform to tariff mitigation, ACA was at the table and prepared.

Workforce pressures remain significant. Alberta's construction industry will need to recruit and train about 59,000 new workers by 2034. ACA is already responding, expanding the Trade Pathways Program to hundreds of young Albertans and employers, developing Digital Skills programs with flexible, online delivery in 2025, and supporting members to further industry's voice at the Alberta Board of Skilled Trades and Alberta Advanced Education.

For members navigating contracts and cash flow, the amendments to the *Prompt Payment and Construction Lien Act* and *Public Works Act* that took effect April 1, 2025, represent a meaningful, practical win. ACA played a direct role in that outcome, and we continue to work with the government to ensure it meets industry needs. We also hosted a Prompt Payment seminar with legal experts from Gowling WLG early in the year and released updated Plain Language Guides in the fall, so members had clear, accessible resources throughout. There are still more changes to enhance this legislation further, and we continue to work with the government on those changes.

The challenges facing construction are complex, but 2025 showed the value of collaboration, clear communication, and a united industry voice. As we look ahead to 2026, ACA remains focused on ensuring every member company sees the value of this association in their day-to-day work. Thank you to our members, Board, volunteers, partners, and staff for your continued trust and engagement.

Sincerely,

**Warren Singh**

Executive Director, Alberta Construction Association

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## Year at a Glance

Matched over 400 participants with 70 employers through the Trade Pathways Program.

Designed seven new digital skills training programs in partnership with industry.

Engaged with more than 75 provincial elected and departmental officials.

Supported major amendments to the *Prompt Payment and Construction Lien Act* and *Public Works Act*.

Hosted the second annual MLA Reception with over 40 MLAs and staff in attendance.

Conducted more than 100 engagements with industry associations and partners.

Launched three new ACA committees focused on key priorities.

## About the Alberta Construction Association

The Alberta Construction Association (ACA) is a not-for-profit organization established in 1959, composed of eight Local Construction Associations (LCAs), collectively representing thousands of institutional, commercial, and industrial construction companies across the province. The ACA champions the construction sector through non-partisan advocacy, grounded in collaboration with government and industry partners. The priorities of our members are the priorities of ACA.

### Strategic Priorities 2025–2028

ACA's work is anchored in three strategic priorities that guide our initiatives, partnerships, and advocacy. These priorities ensure the association remains focused on strengthening Alberta's construction industry and delivering value to members across the province.

1

#### Advocacy

##### Shaping the environment in which Alberta builds

In 2025, ACA advanced practical, solutions focused advocacy that reflects the needs of Alberta's construction sector. Our efforts centred on workforce development, infrastructure investment and improvements to public policy and practices. We maintained a non partisan approach grounded in collaboration, evidence and industry expertise.

2

#### Industry Excellence

##### Advancing best practices across the sector

ACA continued to champion long term industry excellence by promoting best practices in safety, productivity, innovation and sustainability. This work supports a resilient, competitive construction sector that can meet Alberta's growing infrastructure demands.

3

#### Member Services and Growth

##### Strengthening value and the LCA network

Throughout 2025, ACA delivered timely resources, practical tools and structured forums to help members navigate a complex regulatory and economic landscape. Strengthening the LCA network remained a core focus, ensuring members benefit from shared knowledge, coordinated advocacy and consistent support. These priorities guide ACA's direction year round, ensuring we remain aligned with industry needs and positioned to support Alberta's construction sector today and into the future.

### VISION

To be the leading and trusted provincial voice of Alberta's construction industry.

### MISSION

To unify Alberta's construction industry, foster collaboration, support LCAs and advocate for sustainable growth.

## 2025 Report on Priorities

### Strengthening the LCA Network

ACA worked closely with our eight LCAs to ensure member priorities were reflected in services and advocacy province-wide, actively seeking feedback and aligning programs with needs identified through the network. Our three new committees strengthened member participation, providing structured forums for member expertise to shape our priorities and ensure industry perspectives inform policy development at the provincial level.

These committees came into full operation in 2025, strengthening our capacity to support members and advance coordinated action on key issues.

#### Government Advocacy Committee

Focused on ACA's 2025 priorities including fair procurement and long-term infrastructure planning. Through direct engagement with elected officials and public servants, the committee strengthened ACA's ability to represent member interests with a unified voice.

#### Workforce and Safety Committee

Concentrated on labour shortages, apprenticeship pathways, recruitment and retention, and safety culture. Early work included identifying barriers for underrepresented groups and exploring ways to support mental health and safer job sites.

#### Innovation and Sustainability Committee

Advanced discussions on low-carbon construction, digital tools and efficient building practices. Working with industry partners, the committee identified practical steps to support innovation and help members remain competitive.

### Developing Our Workforce

Alberta's construction industry continues to face significant labour challenges. Non-residential construction employment is expected to grow by 9% between 2025 and 2034, requiring roughly 59,000 new workers over the next decade. With only approximately 43,600 projected new entrants over this period, the need to strengthen talent pipelines remains a priority.

ACA believes that Alberta's construction workforce should be viewed as a multi-layered system. It includes entry-level workers, core trades, specialized trades, and leadership roles. Weakness in any one of these layers has a direct impact on the others. For example, insufficient entry-level participation limits the future supply of certified tradespeople, while a lack of experienced supervisors can constrain project delivery even when sufficient trades are available. This interdependence reinforces the need for a coordinated, lifecycle-based approach.

Having a coordinated pipeline with clear objectives and measured outcomes will benefit workers, employers and the broader workforce system. The system must produce not only more workers, but skilled workers in the right trades who progress through education and training towards certification. Our workforce strategy focuses on apprenticeship, immigration, and industry-led training, supported by the Modern Construction Workforce Initiative, which equips members with digital skills and supports the adoption of new technologies on the jobsite.

## Alberta Trades Discovery Centre

In October, ACA joined the Minister of Advanced Education, CLRA, OpenCircle, and the Alberta Building Trades on a mission to Halifax to explore the model for an Alberta-based trades exploration centre at Nova Scotia's Trades Exhibition Hall. The visit highlighted how an experiential learning hub could inspire young Albertans to consider careers in construction and the skilled trades.

ACA played a key role throughout this process, consistently working with partners and the government to emphasize the need to strengthen Alberta's skilled trades pipeline, supporting industry collaboration and inspiring the next generation of construction professionals. We look forward to contributing our expertise as this initiative moves ahead.



## Trade Pathways

ACA's Trade Pathways Program has successfully demonstrated its effectiveness in addressing the critical skilled worker shortage in Alberta's construction industry. Trade Pathways supports people in building careers in the trades. We work with employers across Alberta who offer apprenticeship opportunities. Once applicants secure employment, we support participants by providing the tools and training they need to build their career.

Significantly exceeding its initial goal of 130 participants, the program placed over 450 young Albertans with 70 employers, achieving a 95% employment rate for participants who complete their 90-day work experience. Placement completion rates have improved every project year, averaging 78% in 2025. This program has become an important way to develop the future workforce, with a majority of participants now registered or on track to become apprentices.

Additionally, over 14,000 hours of training were delivered to program participants. Participants received training primarily in construction safety, in addition to preparation for Apprenticeship exams, English as a Second Language with a focus on construction-related vocabulary, and other training that supports readiness for trade-related roles. This program has been instrumental in helping hundreds of young Albertans build a strong connection to the construction industry and the trades.

## Digital Tradesperson

Digital technology is transforming how construction projects are planned, coordinated, and delivered. ACA's Digital Skills Training Program provides short, practical courses designed to build foundational digital competency across Alberta's construction industry without requiring prior technical knowledge or software expertise.

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Guided by a 13-member Industry Advisory Committee, the Digital Tradesperson project has developed seven training courses in construction-related digital skills. The courses are intended for a broad audience of construction professionals including apprentices, tradespeople, and those in other industry roles, with the goal of increasing digital competency and the application of technology across construction projects in Alberta. All courses have received Gold Seal accreditation with the Canadian Construction Association.

Tradespeople Transitioning to Virtual Design and Construction (VDC) roles began as the first course offered in October 2025. Since it began, the program has supported 18 work experience placements with 8 employers, assisting employers in transitioning skilled tradespeople to roles incorporating VDC skills.

## **Safety and Compliance**

In 2025, OHS inspection activity increased across Alberta. ACA responded by engaging with government and keeping members informed about enforcement priorities. Beyond compliance, ACA also worked with partners to strengthen safety culture, improve productivity and reduce environmental impact, including building relationships with safety education organizations that support sustainability across the construction lifecycle.

ACA also responded to growing wildfire risks across the province by developing a Construction Wildfire Preparation and Emergency Response Information Sheet that provides practical guidance on job site readiness, worker safety during periods of poor air quality and evacuation planning.

In 2025, the WCB released its updated premium rate schedule, with the average employer premium rising to \$1.46 per \$100 of assessable earnings. ACA monitored the impact across construction-related classifications and continued to advocate for clarity, fairness and transparency in WCB processes, supporting members in accessing guidance on rate groups and experience rating.

## **Infrastructure Investment**

In 2025, ACA advocated for predictable, sustainable infrastructure investment and for policies that support capital attraction and retention across the province. This work focused on strengthening economic corridors and northern connectivity, ensuring capital spending kept pace with growth, and improving funding formulas to provide long-term planning certainty.

Early in the year, ACA submitted pre-budget recommendations focused on infrastructure investment, workforce development, and balanced risk allocation in public projects. The 2025 provincial budget showed progress in several priority areas, including funding for municipal infrastructure, transportation, health facilities, schools and roads. It also advanced the Highway 686 expansion and included commitments to improve credential recognition, as well as support immigration changes to bring more skilled tradespeople to Alberta.

Despite this progress, gaps remained. ACA continued to highlight the absence of a long-term capital funding model and the risk of reduced capital maintenance funding, and we will continue to work with the government to strengthen these areas.

## Government Engagement

ACA maintained regular dialogue with provincial decision-makers across multiple ministries throughout 2025:

### JANUARY

Submitted pre-budget recommendations on capital investment and increasing workforce supports.

### MAY

Legislature Day coordinated with the Edmonton and Calgary Construction Associations. Members met with provincial ministers and welcomed the new Minister of Infrastructure, the Honourable Martin Long, and Deputy Minister Mark Kleefeld.



### JULY

Meeting with the Minister of Jobs, Economy, Trade and Immigration on skilled labour access and infrastructure capacity.

### APRIL

Minister Long provided remarks and met with board members and industry partners at the 2025 ACA AGM.



Deputy Minister Roundtable with officials from Executive Council, Advanced Education, Education, Infrastructure, Jobs, Economy and Trade, Immigration and Multiculturalism, and Municipal Affairs. Discussion centred on procurement and contracting processes, workforce development, and capital investment priorities.

### JUNE

Roundtables held with the Minister of Infrastructure on risk balance in public contracts, procurement, prompt payment, and immigration and workforce policies.



2025

## Government Engagement continued

ACA maintained regular dialogue with provincial decision-makers across multiple ministries throughout 2025:

### SEPTEMBER

Roundtable in Calgary with the Minister of Advanced Education on training pathways and youth entry into the trades.



### NOVEMBER

MLA Reception with more than 120 attendees. Remarks were delivered by Minister Long and Naheed Nenshi, Leader of the Official Opposition.



2025

### OCTOBER

Meeting with Municipal Affairs Minister Dan Williams on procurement, permitting timelines and predictable infrastructure investment.

ACA joined a mission to Halifax with government and industry partners to explore the model for an Alberta based trades exploration centre.



### DECEMBER

Meeting with Minister of Infrastructure Martin Long, Deputy Minister Mark Kleefeld and Alberta Infrastructure officials, with discussion centring on contract risk, prompt payment, procurement efficiency, workforce development and capital-plan predictability.



## Industry Liaison Committee

ACA participates in the Industry Liaison Committee (ILC), which provides a forum for collaboration between Alberta’s architectural and engineering consultants, the construction industry, and government to address shared issues and improve information sharing and outcomes. The committee focuses on buildings and facility infrastructure, improving risk management and supporting better planning and delivery of capital and maintenance projects.

In 2025, the ILC focused on prompt payment, contract modernization, procurement and project delivery, long-term capital funding, and vendor performance management. ACA’s participation ensured industry perspectives were reflected and helped advance key recommendations. One sub-committee advanced work on fair, balanced and transparent contracts with appropriate risk allocation, targeted for completion by Q2 2026. Another undertook a review of Alberta Infrastructure’s vendor performance management system to assess whether it continued to meet its intended objectives.

## Public Policy and Practices

### Modernized Contracts

In 2025, ACA advanced a coordinated, evidence-based advocacy effort to improve risk allocation in public construction contracts. We also benchmarked Alberta Infrastructure’s Construction Management approach against other jurisdictions to identify where differences could affect competition, costs, and delivery certainty.

ACA raised concerns about key contractual provisions, including consequential losses, limits of liability, discretionary clauses, interest payments, labour-disruption relief, and force majeure. Our recommendations focused on practical solutions aligned with standard industry practice and CCDC language, including clearer relief mechanisms, improved risk sharing, and contract structures that support market participation and reliable project delivery.





### Prompt Payment Legislation

Major updates to the *Prompt Payment and Construction Lien Act* (PPCLA) and the *Public Works Act* (PWA) took effect on April 1, 2025, creating standardized payment timelines across private and public projects, strengthening adjudication, and clarifying lien and holdback rules.

While these changes were positive, more work is needed, particularly around limiting the types of matters and dollar thresholds eligible for adjudication. ACA raised these concerns with Infrastructure, Service Alberta, and Red Tape Reduction officials throughout the year.

To help members adapt, ACA hosted a Prompt Payment Seminar with legal experts from Gowling WLG and released updated Prompt Payment Plain Language Guides in the fall, ensuring members had clear, accessible resources during the transition.

### Trade and Tariffs

In 2025, tariffs and counter-tariffs on key construction inputs, such as steel and aluminum, increased cost volatility and disrupted supply chains across Alberta's ICI sector. These pressures reduced pricing certainty, complicated bidding, and increased risk, especially for fixed-price and schedule-sensitive projects.

ACA urged the provincial government to include a specific clause in its contracts that reduces tariff-related risk for contractors.

We also participated in federal and provincial roundtables on trade disruption and served on the Alberta Trade Advisory Council. Working with the Canadian Construction Association and local construction associations, ACA developed and shared targeted communications to help members navigate tariff uncertainty and manage impacts on materials procurement.

## Looking Ahead: 2026

Alberta's growth shows no signs of slowing. Population increases and rising infrastructure demand continue to shape the province's construction landscape.

ACA enters 2026 well positioned to meet these challenges, supported by strong relationships, engaged members, and a clear focus on advocacy, workforce development, and industry excellence.

In 2026, ACA will build on this momentum by strengthening communication, so the industry's collective voice is heard clearly and credibly, and by deepening engagement with experts and decision-makers across government and industry. ACA will also amplify our collective message in partnership with LCAs, national associations, associate members, and sector organizations, reinforcing our role as the trusted collective voice for Alberta's construction industry.

Ongoing advocacy priorities include predictable, sustainable long-term capital funding, expanded workforce development and skills training support, fair procurement and contracting practices, streamlined immigration pathways for skilled tradespeople, continued implementation support on prompt payment conditions, and ongoing engagement on OHS policy and WCB rate fairness.

Thank you to our members, Board, volunteers, partners, and staff for your continued support and engagement throughout 2025.

**Together, we remain committed to building a strong, competitive, and sustainable construction industry for Alberta.**







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