



Verbatim comments of what we asked and what we heard

As part of our commitment to transparency in public participation, this attachment includes the full, unedited responses from our Phase 3 online survey. Any personal identifying information has been removed from the verbatim comments presented here. Comments or portions of comments that contain profanity, or that are not in compliance with the [City's Respectful Workplace Policy](#) or [Online Tool Moderation Practice](#), have also been removed from participant submissions. Wherever possible the remainder of the submissions remains. No other edits to the feedback have been made, and the verbatim comments are as received. As a result, some of the content in this verbatim record may still be considered offensive or distasteful to some readers.

The survey included three questions. The first question solicited respondents' perspectives where we asked whether focusing on specific objectives would improve the experience for businesses, residents, and customers during City-led construction. Responses were collected using a Likert-type sliding scale ranging from *Strongly Agree* to *Strongly Disagree*.

The second and third questions were open-ended and aimed to gauge whether, based on the feedback themes and draft objectives, the Project Team is on the right track.

While the number of respondents was small (24 contributors and 39 total responses), the insights help us understand whether we're on the right track. Full verbatim responses are provided below.

Question 1: If the City focused on these objectives, would they contribute to a better experience for businesses, residents and customers during City-led construction?

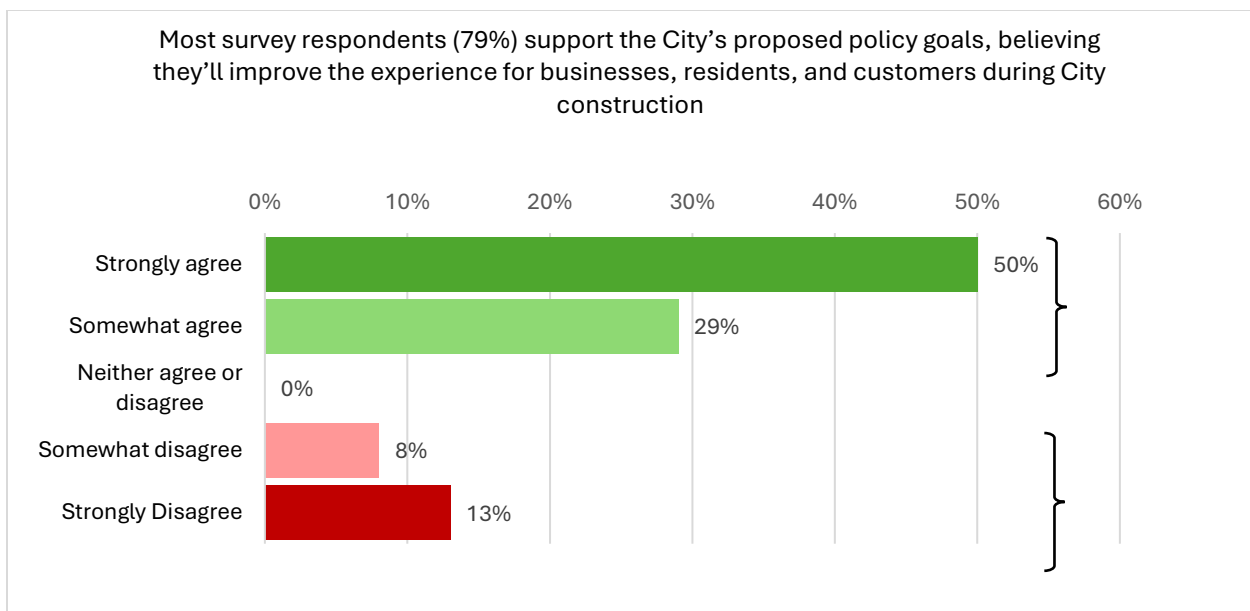


Chart 1 illustrating public sentiment.



Question 2: Is there something we may have missed or overlooked?

- each business has unique needs, please maintain the door to door knocking you do and be open to trying something new to address the concerns of the business owner.
- No
- These are a bit vague. 'clear and timely' for one might mean a totally different timeframe than for another. Add it some measurable objectives - Business access and operational needs should be reviewed with business prior to the finalization of plans, Monthly updates should occur with businesses, etc.
- Clear information (e.g., maps) both in-person and online for how to find businesses who's normal parking areas and access routes are disrupted.
- Pedestrians, cyclists, people with disabilities, kids in strollers, pets, transit users? It's demented that the problem is how to get to and into a business, and the priority is parking. Cars are not affected by closed or missing sidewalks.
- While the goals around communication, signage, and access are helpful, they are not enough. What small businesses need most is support to survive financially during prolonged construction periods that block access and affect operations.

What additional supports should be included in the policy?

- ✓ Direct financial relief (rent or tax subsidies)
- ✓ City-led marketing and promotion for affected businesses
- ✓ Stronger accountability for construction delays
- ✓ Faster project completion timelines with strict scheduling
- ✓ Involve business owners in early planning stages

Comments: Safety is important, but for small businesses, survival comes first. The City should treat economic impact with the same seriousness as traffic flow or utility work. If the business is the owner's only income, even a short disruption is critical.

Additional Suggestions or Concerns:

Construction should be done as fast as possible, with minimal delays, and clear deadlines.



Delays caused by coordination with third parties (like ATCO) should be anticipated and mitigated.

The City should assign a dedicated contact person for affected business zones.

- City projects need to be completed in a timely manner. Some projects seem to be taking much too long - businesses can't survive years of constant construction. I'm specifically thinking of 17th Ave SW and Marda Loop but I'm sure there are more areas.
- Mardaloop is a complete disaster. What you have done to the businesses is criminal
- Yes, you overlooked that the city "Listening" and "Sharing" is only part of the solution. When businesses contribute solutions or suggestions the City should actually act on those items. Too much "Listening" and bureaucracy. The contractors and project planners need to be held accountable. Businesses should have a list of deadlines outlined before the project starts, and the city should be held to them.
- You are missing compensation for the destruction of the economic viability of the businesses.
- The only approach that is equitable is to provide compensation. There should be full compensation for the disruption. Period. That is all that is needed.
- One thing that might be worth adding is more direct support for businesses impacted by construction—like clear signage to show they're still open, or even some promotional help to drive traffic during disruptions. Regular updates and a consistent contact person for questions or concerns would also go a long way in keeping everyone informed and reducing frustration.
- No
- Coordination of work. How often does street paving take place then ENMAX or another utility comes in and breaks up the street again. Ergo 17th avenue always open for some type of work. Never coordinated. Marda Loop is an absolute mess very poorly coordinated. Businesses have a right to be angry and they deserve compensation!
- "Supervision of the work is lacking.. The sidewalk and curv work near Stampede Station on 15th Ave started and then ground to a halt. It's been a total mess for much longer than they said."



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- Only have lane and speed restrictions when workers are present. There's quite a few examples of restrictions remaining in place when there is a break in construction. Take down restrictions during the break and put them back up when construction starts again, whether it's for a day or a week.
- No
- Yes - How would these policy objectives address issues of delay faced by businesses in Mardaloop so that it will not happen again? City bureaucracy; internal coordination and alignment of processes and standards; by-laws that caused the delay must be addressed by this policy. Align and streamline city processes. I am curious as to what were the major lessons learned from this fiasco; how "business-friendly" policy will address this concretely. If The City has been doing a lot to address construction-related issues, what would this policy do differently then? How will you communicate it to the public to acknowledge shortcomings and where to course correct.

NOTE: *The comments below come from multiple submissions from a single community member. We are sharing them as part of our ongoing effort to honor all contributions and maintain transparency in how we reflect the voices we hear.*

- All talk, no substance. Until this government looks inward and addresses why it is so terrible at managing construction and communicating, discussing these 'objectives' is as useful as rearranging the deck chairs on the Titanic.
- As with most City propaganda, the question is biased to the point of ridiculousness. By starting "If the City focused..." assumes, falsely, that the City will do these things when, instead, this government will remain focused on benefiting itself and its friends without much regard for the average citizen.
- Calgary's municipal government is worse than a dumpster fire. Destroy 1886. Destroy River Run. Destroy trees at Eau Claire, Cowboy's for-profit park, Olympic Plaza. Double property taxes. Take a half decade for construction that should take less than 2 years (see: Eau Caire Plaza, 17th Ave, Marda Loop). This survey helps confirm that this government has no interest in changing course and will rely on propaganda as it continues to focus on



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benefitting itself, hiding as much as possible behind closed doors and pretending to engage.

- The City should start to competently plan and execute construction. Look at the Eau Claire Plaza - construction fencing went up around the bridge in 2019 and it's still not done. Disgraceful.
- The City won't competently focus on any if these items. At best, this government will have several meetings, put up a sign and then celebrate its failure as a success.
- This government does construction poorly because leadership is focused on benefiting itself and its friends, not on serving citizens. Until that changes, make all the signage you want, but the result will be the same.
- This government is all form and no substance. This entire exercise is an effort to pretend City leadership listens and engages with citizens when in reality the current government is just focused on benefiting itself and its friends.
- I disagree not because these are good objective, but because I do not believe this government will actually focus on these objectives - it's all talk and spin - very little actual regard for taxpayers.
- Overlooked? Yes, taking this situation seriously. Listing a bunch of things the City should do (that could have been produced by AI in 2 seconds), but will not do, and then asking: 'if the City does the things it obviously should have been doing for years, will that help the situation?' is an enormous waste of time and taxpayer money.
- Hypothetical questions are not appropriate in a survey like this. The City is causing me to assume the City will do these things in order to answer the questions and I have no expectation that City will actually will. Biased question.
- To re-state the silly question above: "If the city started to do obvious, common sense things it should have always being doing, would that be a good thing?" How ridiculous
- Yes, actually caring about citizens.
- AI could have generated this list of objectives in a few seconds, but City staff likely spent hours on this make-work propaganda project. Since this government will never focus on



these objectives, this survey is worse than a waste of time. Calgary is great despite its corrupt, selfish and secretive municipal government "leaders".

- What BS. The City is asking: "If Calgary's municipal government starts to act with a base level of competence, would that be a good thing?"

Question 3: Did the draft themes and objectives reflect your values and will they meet the needs of your business or community? Why or why not?

- One thing that was really helpful in Bridgeland was the weekly updates, what we did this week, what we are working on next week.
- Yes
- yes - they reflect my values but as mentioned above, there is no measure of success built in to determine if they are being met adequately so they do not meet the needs of the community in my opinion.
- Not at all. I'm a non-vehicle commuter, I live in the inner city and I've encountered the construction in every major area from Marda Loop to Bridgeland. The almost total lack of consideration for anyone but single vehicle commuters is maddening. A few weeks ago I had to cross a rickety construction bridge over a torn up sidewalk WHILE THE WORKERS WERE USING TOOLS ON IT. Absolutely zero thinking or planning for the safety and experience of people who live in these neighborhoods and use their damn legs to get places.
- "No, the draft themes and objectives do not fully reflect my values or meet the needs of my business.
- While the goals around safety, communication, and access are appreciated, they overlook the most critical need for small businesses during construction: survival. As a business owner who has already paid a full year's rent but remains unable to open due to prolonged City-related construction, I believe the policy must go further.
- Small businesses need:
 - *Direct financial support (to help cover rent or operating costs when income is affected)*
 - *Fast, delay-free construction timelines*



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- *City-led promotions to help maintain visibility during disruptions*
- *Stronger accountability for delays caused by the City or partners like ATCO*
- *Involvement of business owners early in the planning process*
- Safety is important — but without economic support, many small businesses simply won't survive long enough to benefit from the improvements.
- Yes.
- Your “construction” is a joke. You just seem to want to disrupt citizens with all your woke ideology. Leave us alone.
- It is a place to start when creating an outline and for having guide.
- The draft policy says nothing and is of no value to anyone.
- Yes, overall the themes seem to reflect what's important—clear communication, reducing disruption, and keeping access open. These are all things that matter to both businesses and residents. That said, I'd love to see a bit more focus on how the City will follow up and make sure these goals are actually being met during real projects.
- Yes
- See above. Mission Road rebuild. Why reduce number of lanes?? Not good for businesses in the area. Many more traffic issues and less people going to that area as a result.
- Let's keep workers safe but we should also prioritize reducing hindering business and inconvenience to drivers
- Yes, maybe but not enough since I don't know the details of the how. Show us concrete measurable objectives to address construction delay, show how you remove bureaucratic roadblocks and be accountable. Also- tell us where you screwed up, who should be responsible (and there are many from admin to Council) to address the systemic problem? Is it how policy, planning and operations are aligning and coordinating? Will there be a periodic review? There should be an accountability objective or bylaw wherein for every X months of delay, businesses directly affected by delays in construction will compensated by the City.



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- If the City wants to take this situation seriously, it will allow an outside investigation into its repeated negligence: (i) 17th Ave fiasco; (ii) Marda Loop debacle; (iii) theft of River Run homes to benefit a developer; (iv) 6 years and \$50M to transform a bridge and a plaza into a bridge and a plaza in Eau Claire; and (iv) predatory approach to Stephen Ave - in each case we have a government that cares far more about itself and its friends than it does about the well being of citizens. This government has lost all integrity.
- Because the city is avoiding the core issue - this government at the highest levels is not very competent and is not focused on serving citizens. Just look at Eau Claire Plaza which opened yesterday - the City spent \$47M over 6 years to turn a bridge and plaza into a marginally better bridge and plaza - and the City propaganda team celebrates this failure as a success.
- The themes are fine, but they won't be implemented effectively.
- These objectives will not meet the needs of business because the City won't meaningfully improve its processes or seriously consider why it has so failed citizens for the last decade.
- No because, as usual, the City is avoiding the difficult discussion regarding fundamental problems underlying this government's poor performance.
- No. Because this government cannot be trusted to follow through on any of these commitments.
- Not at all, because this government will never actually focus on any of these things in a competent way. The themes should be: (i) stop causing harm to citizens; (ii) stop being financially secretive and irresponsible; (iii) stop making most decisions behind close doors without meaningful engagement; and (iv) reduce reliance on propaganda.
- No. As usual, the City is asking the wrong questions to avoid what it obviously needs to do which is to make a massive change at the leadership level to change the culture of this



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predatory, parasitic government that only wants to benefit itself and its friends and views "service" as a last resort.

- If this government completely changes its culture and starts to focus on serving citizens, that would be a welcome change (but certainly is not expected).
- They do not, because this government in substance will not effectively do any of these things.
- This survey exists to pretend City leadership cares about something other than themselves.
- No. This fake engagement is basically asking: if the City started to perform its job at a competent level, would that be a good thing?
- The current City leadership is not focused on the best interests of citizens and no amount of surveys or signage is going to fix that problem. This survey is worse than useless because it is done to give the false impression that City leadership cares.
- The draft themes could have been generated in a few seconds with AI. This government does not care about citizens.
- No, because this is an exercise in deception. Construction will continue to be poorly managed by the City because this government's leadership is focused on benefiting themselves and their friends, not on serving citizens.