



PROTECTION OF PRIVACY ACT

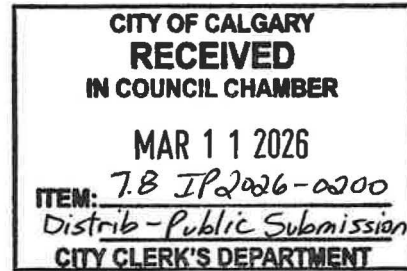
Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 421(2025) and Section 4(a) of the Protection of Privacy Act (POPA) of Alberta for the purpose of receiving public participation in municipal decision-making and scheduling speakers for Council or Council Committee meetings. Your name and comments will be made publicly available in the Council or Council Committee agenda and minutes. It may also be used to generate content. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Leader, Legislative Services at 403-268-5861 or City Clerk's Office, 790 Macleod Trail S.E., P.O. Box 2100, Postal Station, M 2007, Calgary, Alberta, T2P 2M5

Please note that your name and comments will be made publicly available in the Council or Council Committee agenda and minutes. Your e-mail address will not be included in the public record.

ENDORSEMENT STATEMENT ON TRUTH AND RECONCILIATION, ANTI-RACISM, EQUITY, DIVERSITY, INCLUSION AND BELONGING

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

First name [required] Kayode
Last name [required] Southwood
How do you wish to attend? In-person



If you are providing input on the Proposed Citywide Rezoning Change, please indicate if you require language or translator services. (max 75 characters)

What meeting do you wish to comment on? (If you are providing input on the Proposed Citywide Rezoning Change, please select Standing Policy Committee on Infrastructure and Planning)

Date of meeting [required] - If you are providing input on the Proposed Citywide Rezoning Change, please select Mar 11, 2026. (Note: Written and audio-visual submissions for the March 23, 2026 Public Hearing on Rezoning must be received no later than March 16, 2026 at 12:00; an in-person pursuant to Section 41(a) of Procedure Bylaw 421(2025).)



What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).) (If you are providing input on the Proposed Citywide Rezoning Change, please write "Proposed Citywide Rezoning Change" below)

[required] - max 75 characters

Business-Friendly Construction Policy

Are you in favour or opposition of the issue? [required]

In favour

The matters to be considered at the 2026 March 23 Public Hearing of Council are set out in [advertising](#). For further information about the Proposed Citywide Rezoning Changes, you may also review [Understanding the proposed citywide rezoning change](#).

ATTACHMENT_01_FILENAME

03-03-2026 CFIB Submission on Calgary Business Friendly Construction Policy-V2.pdf

ATTACHMENT_02_FILENAME

11-03-2026 CFIB Visual Aid for Infrastructure and Planning Committee Presentation.pdf

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Response to Calgary Business Friendly Construction Policy

*Keyli Loeppky, Director, Alberta and Interprovincial Affairs
Kayode Southwood, Senior Policy Analyst, Alberta*

Executive summary

CFIB supports the City of Calgary's work to formalize a Business-Friendly Construction Policy that improves how City-led projects are planned and delivered from the perspective of nearby small businesses. We welcome the policy's commitments to plan future construction with business operations in mind, provide stronger, reliable communication, maintain safe and accessible public access to businesses, and implement in-kind mitigation measures.

CFIB recommends adopting the policy with amendments that (1) introduce direct financial support to businesses directly impacted by City-led projects and have demonstrated significant construction-initiated losses and (2) convert high-level commitments into measurable standards with public key-performance indicators (KPIs).

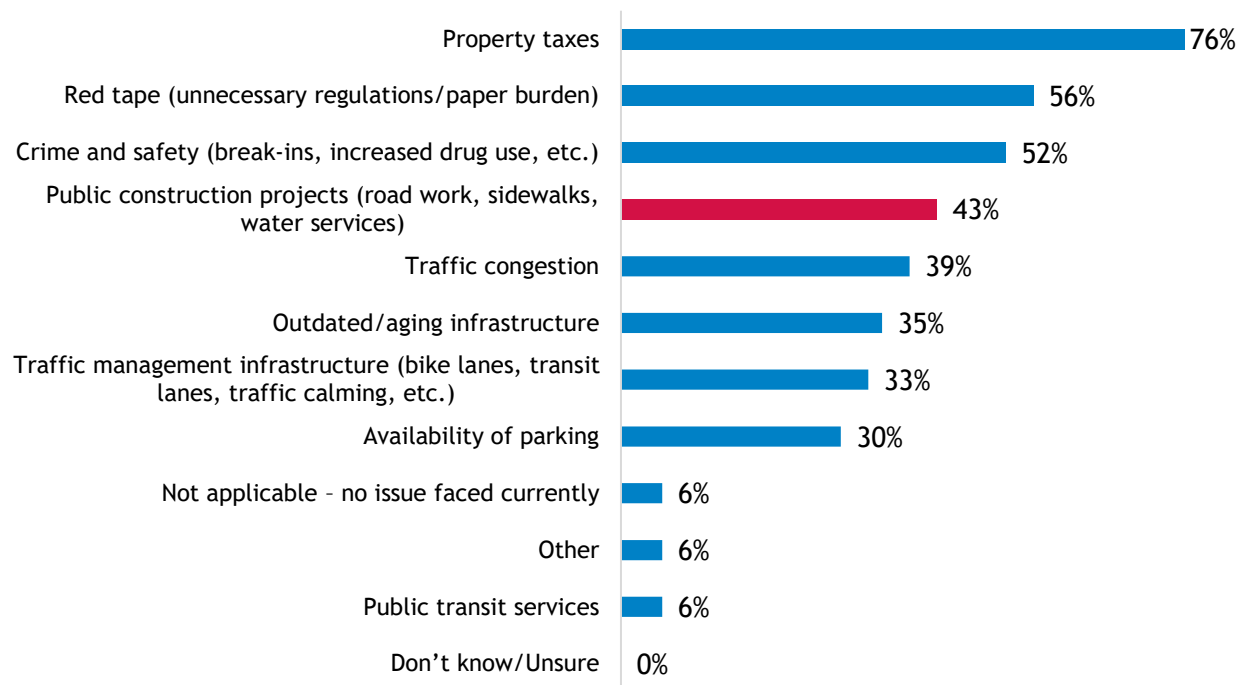
What are small businesses looking for?

As the City of Calgary releases its Business-Friendly Construction Policy, it's important to revisit how public construction impacts Calgary's small businesses. When CFIB surveyed Calgary entrepreneurs about the issues that have the greatest impact on their businesses in late 2025, public construction projects were ranked the 4th most damaging next to property taxes, red tape, and crime and safety (see Figure 1). CFIB research in [Hard hats and hard times: Public construction impacts on small businesses](#) shows the average Canadian small business reports a 40% decline in sales during construction projects. While each construction project is unique in its duration, scale and disruptiveness, the most common issues affecting over half (58%) of businesses are traffic congestion, dust, debris, and noise. Customers and staff having trouble accessing their business or finding parking (49%), significant stress (23%) and lack of notice (33%) also impact small businesses in construction zones. Additionally, businesses often incur extra costs for necessities such as repairs and cleaning when construction takes place. The median business spent around \$10,000 over the past five years on these additional expenses.

These findings confirm the importance of turning high-level intent into clear standards that protect storefront access, predictability, and sales.

Figure 1

“Which of the following municipal issues are harmful to your business? (Select all that apply)”



Source: CFIB, Your Voice Survey - September 2025, Sept 11 - 25, Calgary Breakout.

When the City considers policy options for mitigating the impact of public construction projects, it's worth noting that some measure of financial support is a priority. Looking at CFIB's recent survey of Calgary members on the on Bears paw South Feeder Main Construction and Business Supports, 54% would like to see property tax assistance for directly impacted businesses (i.e., property tax rebate in 2026), 50% would like the City to ensure that business property taxes do not increase in coming years in response to infrastructure repairs, and 45% would like to see financial assistance for directly impacted businesses (i.e., grant payment from the city).

Looking to in-kind supports, only 21% would like to see a shop local campaign promoting impacted areas and 21% would like additional funding for local Business Improvement Associations (BIA) grants to be used to engage the community and support impacted businesses.

Clearly there is a preference among the City's businesses to receive financial support when the City's construction projects cause them to incur losses.

CFIB feedback on policy

With Calgary's small business perspective considered, CFIB is very pleased to see the City of Calgary's Business Friendly Construction Policy respond directly to business feedback by aiming to consider & plan projects with business operations in mind through the following:

- Consider & plan projects with business operations in mind
- Assess & mitigate construction impacts

- **Provide timely, plain-language information and maintain ongoing communications** with businesses during construction.
- **Provide safe, accessible, and easy to follow** public access around construction sites.
- Implement initiatives to **build customer experience/confidence and support business-area vitality.**

Under the policy, CFIB is encouraged to see the City will endeavour to use mitigation measures such as free and/or relocated parking for business customers to maintain access, and business liaisons to facilitate stronger information sharing and collaboration with the City. We understand the City is currently working to expand the business liaison team, and we appreciate the City moving forward on this longstanding recommendation from CFIB. We also understand the mitigation toolkit is evolving, with City administration evaluating other scalable approaches that can be used to offset the impacts of construction on businesses.

CFIB has heard about the recent creation of the Utility Roundtable designed to increase collaboration between private sector utilities and the City, minimizing repeated construction disruptions and getting Calgary closer to a “dig once” philosophy. CFIB is very supportive of these efforts and looks forward to seeing future outcomes.

The City’s policy objectives directly address the top small business concerns with construction, aiming to prevent loss of revenue, operational disruptions, and improve communication. Should this policy be implemented effectively and meet the City’s intent, businesses should see a reduction in the impact of construction projects across the board, and see a reduced impact to their bottom line.

Ultimately however, CFIB recognizes the City’s small businesses will still incur financial losses as a result of public construction. That’s why CFIB was a strong supporter of the City’s Main Streets Business Support Grant Pilot in 2024 for the communities of Marda Loop and Bridgeland, whose business have been severely impacted by construction. This program was a big step forward for construction mitigation measures, mirroring grants available to small businesses in City’s like Montreal and Quebec City.¹

While the final report on the Main Streets Business Support Grant Pilot is forthcoming, we have heard businesses did not believe the pilot was successful in effectively mitigating construction impacts or losses due to the low \$5,000 value. While this can be seen as a reason to prioritize in-kind mitigation measures, CFIB believes it shows that the program should be expanded.

In Montreal, the City provides renewable financial assistance based on the loss of profits for each financial year affected by a construction project in order to support the continuity of business activities.² While this kind of program shouldn’t be utilized in all cases, it is extremely valuable in cases where businesses experience prolonged construction. CFIB research shows that average time construction impacts small businesses in 508 days. That is a long time to sustain revenue losses,

¹ Ville de Quebec, Aide financière aux entreprises situées dans les secteurs touchés par des travaux d'infrastructure majeurs. (Retrieved March 2, 2026). [Aide financière aux entreprises situées dans les secteurs touchés par des travaux d'infrastructure majeurs](#)

² City of Montreal, *Financial assistance: businesses in areas affected by major construction work*. (Retrieved March 2, 2026). [Financial assistance: businesses in areas affected by major construction work | Ville de Montréal](#)

particularly as property taxes are profit insensitive and must be paid regardless of decrease in profits due to construction. CFIB believes that a scalable financial assistance program would be the most effective to keep small businesses operational in these cases. We urge the City of Calgary to reconsider a meaningful form of financial compensation for major public construction projects.

CFIB also notes the policy does not outline measurable standards with key-performance indicators. As the policy is implemented, we hope to public reporting on the success of the policy, and its impact on business health in Calgary. CFIB proposes the City measure business satisfaction with policy approaches (communication, business liaison effectiveness, customer access, time-to-resolve issues, complaint volumes, etc.). Regular reporting on the success of the policy will reassure small businesses that they are being heard and ensure the City has reliable feedback to improve program efficiency.

Recommendations

Given the information available to CFIB from the City of Calgary administration, CFIB recommends any revisions to the Business-Friendly Construction policy focus on 1) financial assistance, and 2) turning policy commitments into measurable, public standards.

CFIB's longstanding recommendations on construction mitigation are as follows:

- Implement a permanent construction-mitigation program, including financial assistance, for projects that create moderate to major, prolonged impacts on local business revenues and operations, similar to programs in Montreal and Quebec City
- Implement a no surprise rule mandating the municipality to track its infrastructure's condition and let local businesses know about construction well in advance
- Adopt a comprehensive planning approach involving the "dig once" principle and the phasing/timing of projects
- Improve contracting processes with integrated mitigation provisions and a bonus/penalty system, especially for the early/late completion of a project
- Designate a Business Liaison Officer with managerial authority designated for each project
- Create or promote existing shop local campaigns to encourage everyone to support the small businesses in their communities

Conclusion

The City's work on the Business-Friendly Construction policy reflects a sincere commitment to make projects more business-friendly by institutionalizing lessons. The proposed policy is the right vehicle; adding standards, scope, and measurement will make it durable and credible.

CFIB recommends that the Infrastructure & Planning Committee, and Calgary City Council adopt the Business-Friendly Construction Policy, with consideration of the changes proposed by CFIB.



Visual Aid: Submission to Calgary Infrastructure and Planning Committee

CFIB Response to City of Calgary Business-Friendly Construction Policy

Kayode Southwood, Senior Policy Analyst, Alberta

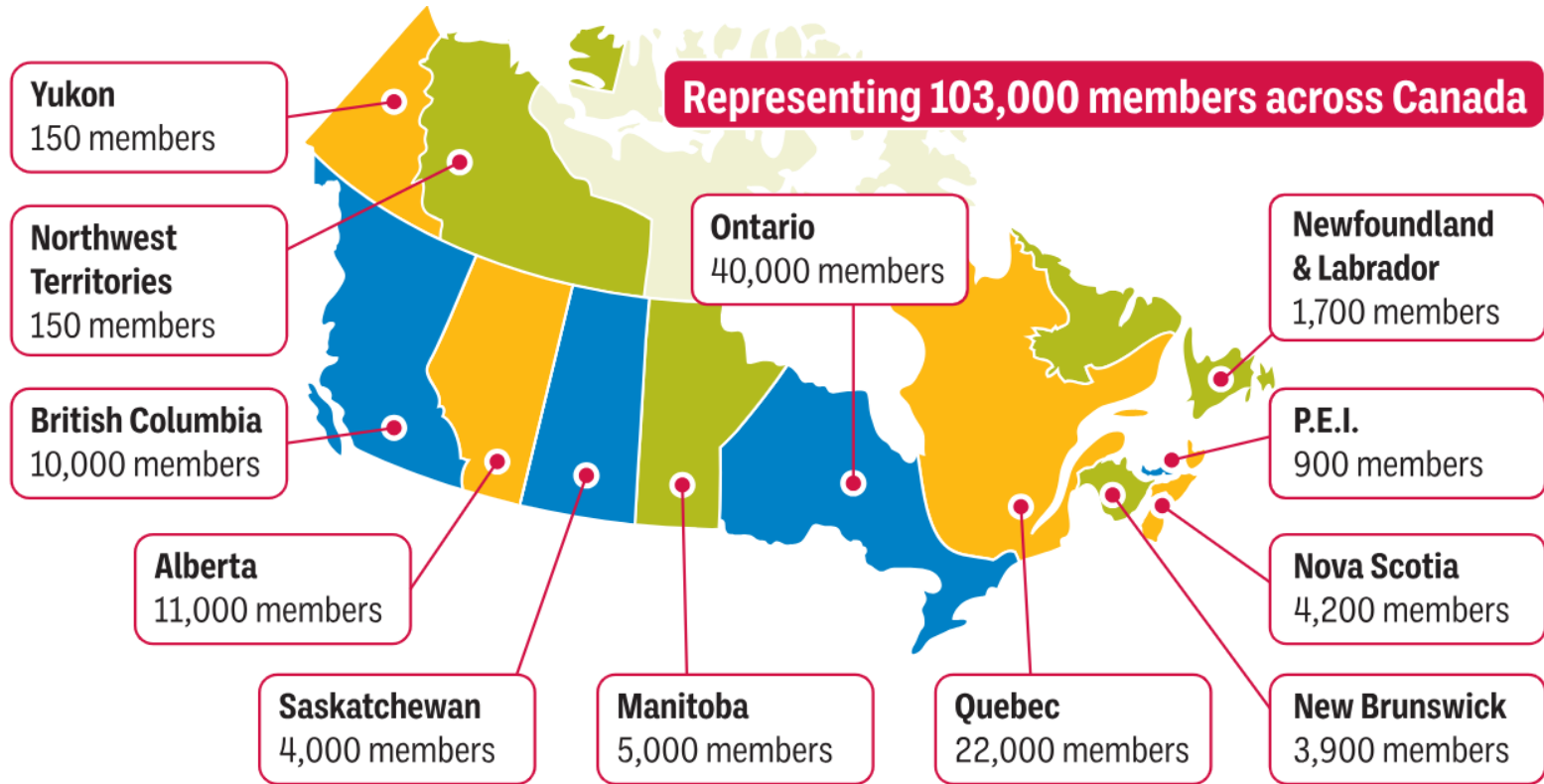
March 11, 2026

CFIB

**CANADIAN FEDERATION
OF INDEPENDENT BUSINESS**

In business for your business.

What is CFIB and who do we represent?



Our Members:

- Over 2,000 active members in Calgary
- 74% with 10 employees or less
- More than one-third earn \$500,000 or less in annual sales
- 50% have been in business for over 10 years

CFIB:

- Voice for Canadian, independently-owned small and medium-sized businesses
- Non-partisan, not-for-profit organization
- Represents all sectors, all regions
- One member = one vote
- Monthly membership with insights into the business community

CFIB supportive of Business-Friendly Construction Policy direction

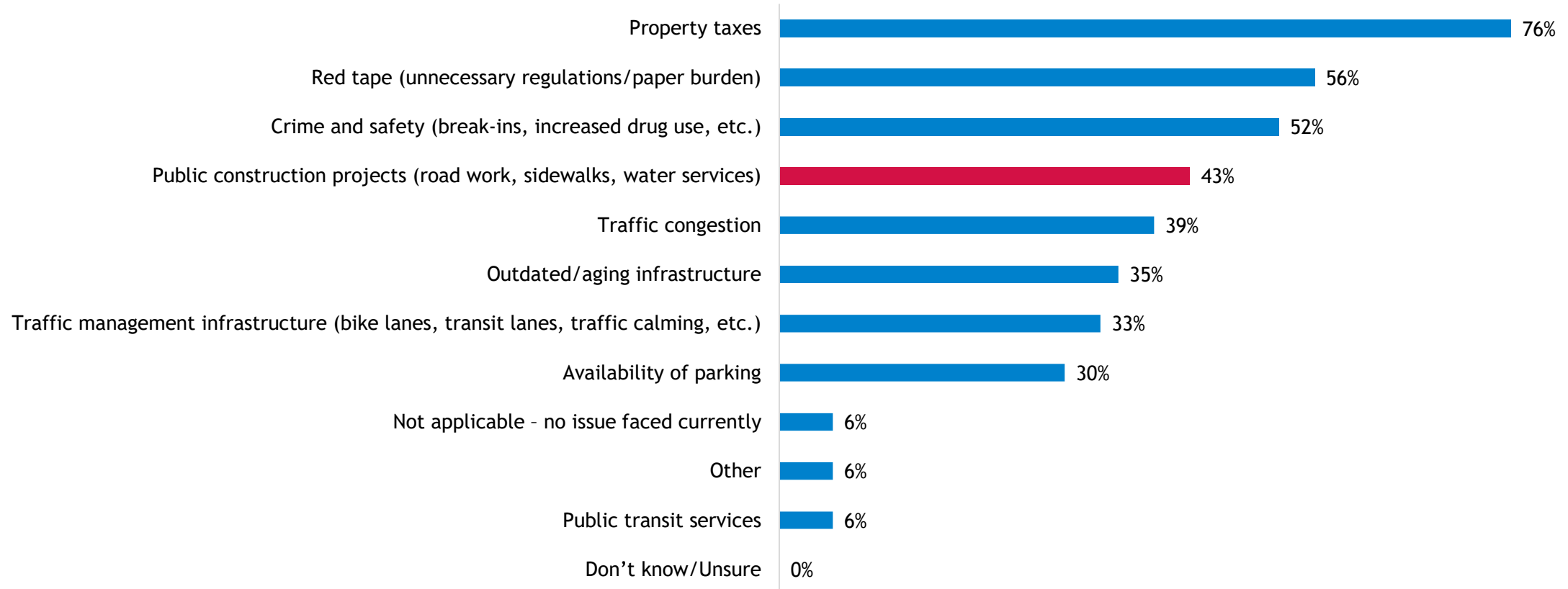
- We welcome the policy's commitments to plan future construction with business operations in mind, provide stronger, reliable communication, maintain safe and accessible public access to businesses, and implement in-kind mitigation measures.
- The City's work on the Business-Friendly Construction policy reflects a sincere commitment to make projects more business friendly by institutionalizing lessons. The proposed policy is the right vehicle; adding standards, scope, and measurement will make it durable and credible.

CFIB recommends adopting the policy with amendments that:

1. Introduce direct financial support to businesses directly impacted by City-led projects and have demonstrated significant construction-initiated losses
2. Convert high-level commitments into measurable standards with public key-performance indicators (KPIs).
3. Introduce a **bonus/penalty** system, for the early/late completion of a project

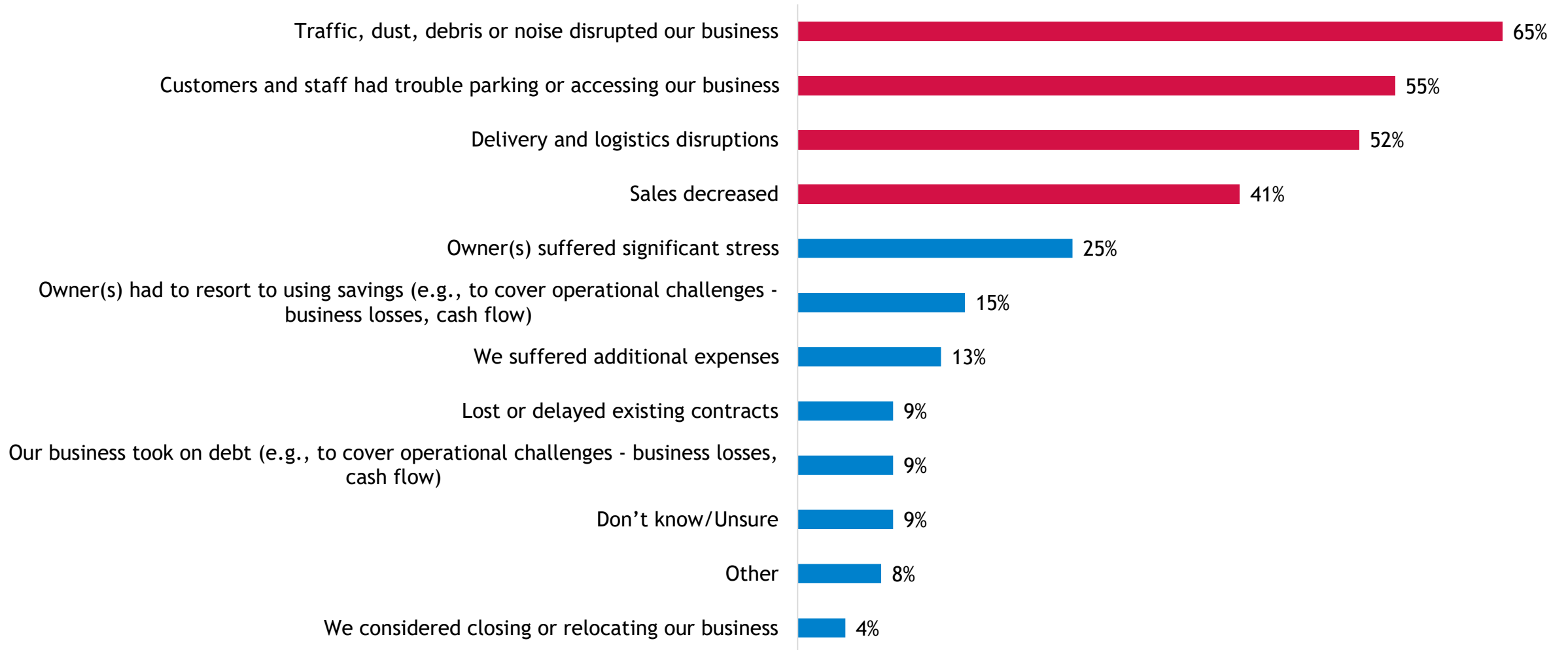
Calgary public construction projects ranked the 4th most damaging issue

Which of the following municipal issues are harmful to your business? (Select all that apply)



Construction projects can have many unintended consequences

How were you and/or your business impacted by disruptions from local construction projects during the last five years? (Select all that apply)



Implementing Construction Mitigation



508 DAYS: Average time construction disrupts small businesses. **Projects must stick to timelines!**

The average Canadian small business reported a **40% decline in sales** during construction projects.

A recent CFIB survey of Calgary members on the Bears paw South Feeder Main Construction showed:

- 54% would like to see property tax assistance for directly impacted businesses (i.e., property tax rebate in 2026),
- 50% would like the City to ensure that business property taxes do not increase in coming years in response to infrastructure repairs,
- 45% would like to see financial assistance for directly impacted businesses (i.e., grant payment from the city).

Recommendations:

Minimize Construction Disruptions

- Implement a permanent construction-mitigation program, including **financial assistance**, for projects that create moderate to major, prolonged impacts on local business revenues and operations, similar to programs in Montreal and Quebec City
- Implement a no surprise rule mandating the municipality to track its infrastructure's condition and let local businesses know about construction well in advance
- Adopt a comprehensive planning approach involving the “dig once” principle and the phasing/timing of projects
- Improve contracting processes with integrated mitigation provisions and a **bonus/penalty** system, especially for the early/late completion of a project
- Designate a Business Liaison Officer with managerial authority designated for each project
- Create or promote existing shop local campaigns to encourage everyone to support the small businesses in their communities



**CANADIAN FEDERATION
OF INDEPENDENT BUSINESS**

In business for your business™

Thank you for hearing our feedback on the proposed policy, and thank you for your dedication to make public construction more business friendly
