



Goods Movement Strategy

Phase Two Report Back // What we Heard, What we Did
August 29, 2017

Project overview

Calgary is connected to local, national and international markets in several ways. Major railways, interprovincial and international highways and a large international airport move products to and from businesses in Calgary and all over the world. The Goods Movement Strategy (GMS) will help The City of Calgary determine what transportation infrastructure improvements and policy changes need to be made to help Calgary thrive as an economic leader in multi-modal services and solutions over the next 30 years.

The strategy will also help The City support businesses and residents alike through continued improvements to our transportation network. These improvements will help us continue to efficiently move goods to markets in Calgary and beyond.

The Goods Movement Strategy will:

- Identify and prioritize short, medium and long-term actions and investments in transportation infrastructure to enhance the goods movement network in Calgary.
- Support the Calgary Transportation Plan (CTP) and Municipal Development Plan (MDP).
- Complement other City and regional economic development initiatives.

The City's bylaws related to goods movement will be reviewed and consolidated where appropriate as part of the Goods Movement Strategy. This includes the truck route map and bylaw 60M90.

Engagement overview

Phase Two of the engagement for the Goods Movement Strategy began with two advisory groups of industry leaders, one with a strategic focus and the other with an operational focus, as well as regional partners and City of Calgary staff. The discussions focused on the report back from Phase One and discussions in key areas of focus for the GMS.

What we asked

We asked our stakeholders for their feedback on what we heard from them in Phase One and where we should be focused going forward through the project. We also discussed appropriate data sharing between The City of Calgary and industry as it pertains to goods movement.



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What we heard

The Strategic Advisory Group discussions focused on future planning, land use, zoning and policies that are flexible enough to manage today’s needs but also look to the future needs for goods movement. The Operational Advisory Group discussions focused on how goods flow through Calgary, how infrastructure changes can alleviate bottlenecks and that improvement of data sharing between industry and The City of Calgary is necessary. Our discussions with regional partners and those in the aggregate industries focused on consistent routes for goods, appropriate infrastructure for moving goods and collaboration around future developments.

- ▶ For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.
- ▶ For a verbatim listing of all the input that was provided, please see the [Verbatim Responses](#) section.

What we did

The two advisory group meetings, regional meeting and meeting with The City of Calgary staff all featured discussions on current conditions that goods movement stakeholders encounter in Calgary today. Stakeholders also identified issues of concern to them and potential opportunities to address these issues.

We will use the findings of these meetings to refine and categorize the issues as the basis for future research into possible ways to address them.

What we heard	What we did
Collaboration among The City, regional partners and industry partners is important. Current collaborations are working well, but more opportunities are needed to address goods movement issues.	We are looking at ways to enhance current collaborative efforts.
Transportation and land use plans need to account more explicitly for the unique characteristics and specific needs of goods movement. This is important for ensuring the continued viability of Calgary’s economy. Plans also must be flexible in order to anticipate the impact of emerging technologies.	We examined how current plans, such as the Municipal Development Plan and the Calgary Transportation Plan, address goods movement. We now looking at how future plans can account for new technologies that have not yet materialized, but could have significant impacts on goods movement – for example, automated vehicles.
There are specific concerns about the circulation of goods within Calgary.	Stakeholders identified a range of specific issues covering operations, the desire for new infrastructure, impacts of proposed development on the



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Many stakeholders recognized that these issues also represent opportunities for enhancing Calgary's economy and the wellbeing of its residents.	functions of the airport and on rail terminals, changing delivery requirements and more. We are categorizing and detailing our understanding of these issues.
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Next steps

- ▶ Fall 2017
 - Meet with advisory groups, regional partners and City staff to detail the issues and continue to identify potential solutions
- ▶ Fall 2017/winter 2018
 - Conduct research into how other Canadian and US jurisdictions address these issues and identify other potential solutions from a review of industry literature
- ▶ Winter 2018
 - Conduct education campaign with the public
 - Conduct public engagement



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Summary of Input

Phase Two – Summary of themes from the advisory groups and other face to face meetings

Theme	Verbatim comments from stakeholders
<p>Collaboration <i>The need for collaboration between The City, regional partners and industry partners is important. Collaboration on land use applications, policies related to goods movement, transit and joint applications for infrastructure upgrades are key for continued growth for the Calgary Region.</i></p> <p>Some sub themes are:</p> <ol style="list-style-type: none"> 1) The importance of working together with Regional partners on land use applications and transportation infrastructure planning. 2) Work with industry for effective and efficient route planning. 3) Work with Regional partners and industry on data sharing for transportation projects, land use applications and goods movement policy issues. 	<ul style="list-style-type: none"> • Value proposition is to take inefficiencies out (by spending \$ to fix) adds efficiencies back in this will naturally decongest traffic • Taking cost out of biz by adding efficiency and need to get that message out to biz thinking about coming in • We need to make sure there is a commitment to connect to Rocky View. We will not stop people from setting up shop there. There are so many things that are wrong with the connection infrastructure. A lot of the goods will be coming over Stoney Trail into the City. • Dovetailing project funding requests showing economic development • Everyone still needs to be cognizant that everyone wants to be onside with one another – Province mandating that. • From a development side, the different rules, water rights, etc.; we are competing with these municipalities/regions. It would be very difficult to say that we shouldn't develop a corridor that would benefit regional area – that would be short sighted.
<p>Land use planning and policies <i>Thoughtful planning for the future needs to include planning for goods movement in addition to the policies and other considerations currently used. This includes the use of various City and Provincial policies when</i></p>	<ul style="list-style-type: none"> • AVPA provides descriptions of land uses - what they allow don't allow • The loading zones aren't big enough. Need them for a 5-tonne, but they are only big enough for a Sprinter. They are designed for a small courier van. Downtown, need a 3- or 5-tonne van. How freight gets delivered – last thing that is thought about. We deliver to a tonne of retail, even just where you put the bollards --- they put one right in the



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<p><i>making land use decisions. Some policies used to inform land use decisions may need updating.</i></p>	<p>middle of where to back in. That just adds time – takes 15 minutes to get into spot, rather than just 5-minutes.</p> <ul style="list-style-type: none"> • The message that we want to give is that every time we can speed up trucks we take cost out of business, with investments that are made. How do we create infrastructure to make getting into land more accessible? • lack of planning / vision when dealing with industries and residences
<p>Theme</p>	<p>Verbatim comments from Stakeholders</p>
<p>Movement of goods <i>The ease of which goods can move in, around and through Calgary.</i></p>	<ul style="list-style-type: none"> • The loading zones aren't big enough. Need them for a 5-tonne, but they are only big enough for a Sprinter. They are designed for a small courier van. Downtown, need a 3- or 5-tonne van. How freight gets delivered – last thing that is thought about. We deliver to a tonne of retail, even just where you put the bollards --- they put one right in the middle of where to back in. That just adds time – takes 15 minutes to get into spot, rather than just 5-minutes. • It is a tremendous cost to the City to spreadout the loads from a truck – airports have much bigger pavement structures. Shutting down an intersection has tremendous costs. • Inland port/market. We just looked at the Calgary Region as a distribution hub – there are 85 centres. If we hadn't had the distribution centres, we would have been a lot worse off in the downtown. They were fully staffed in the downturn. • Some other Cities – people know that deliveries will turn up any time. They will use different size units. They will often use two people per van, but the labour costs are probably too high yet. London isn't doing it yet – labour costs. • We don't really have any mention of goods movement related to agriculture. Agriculture is a big component of the land use in Rocky View. Including where things go with respect to how people source their food (more locally?).



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Verbatim Comments

The comments below were captured at meetings by our recorders in response to the questions we asked our key stakeholders. No edits have been made unless there was personally identifying information, they are removed with an indication that this has happened.

- Managing drivers expectations
 - Deerfoot trail doesn't operate worse
 - reducing vehicles
 - H.O.B
 - not adding lanes to Deerfoot
- Truck only lane on Deerfoot a possibility?
 - No
- Looking at other cities Goods Movement Strategies
 - Hong Kong
 - Dubai
- Airport Trail Connection
 - Toronto Airport (constant problems)
- Retaining jobs they have
- Education of "why" on goods transportation to the public
 - what are they telling the public (land use, noise etc)
 - AVPA (Noise Restrictions)
 - Land Use Zoning
- Take the negativity out of of 'goods transportation'
- Not practical to have couriers have access to residential communities
- Need to be looking at it from all perspectives (Development, planning etc)
- What steps should we take first?
 - Tangible and Specific
- Smaller Air Cargo:
 - consolidated
 - run way capacity
 - not a lot of liability
- Springbank Airport
 - Harmony Development coming nearby
 - land use around airports and rail lines
- moving cargo companies



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- development reviews within the City
- designing loading docs, bicycle lanes etc
- residential, commercial needs
- goals and long term end goals
- noise complaints go to the airport
- The City needs to take a stand on the profits of Air Cargo/Airports
- 2nd ring road
 - getting pushed back at a political level
- additional connections along Stoney Trail
 - it would turn into another Deerfoot Trail
- need discussions before permits are handed out
- Policy discussion
 - E-Commerce (ex. Drones)
 - Flexibility
 - written more broadly (eg what a taxi is/Uber)
 - reasonable guidelines
 - be careful with definitions
- AVPA
 - what if it was updated?
 - AVPA provides descriptions of land uses - what they allow don't allow
- 65% capacity to the airport
 - allowing pipelines to deliver packages
 - interchanges were a big concern
 - improve signage
 - mcknight & 12th is a headache
- what kind of infrastructure and space do you need if e-commerce comes into the airport?
 - starting to look at plans with ecommerce coming in
 - land use (limited amounts left)
 - assessing applicants (who we attract and why)
- Challenges with couriers
 - lane access is ok
 - hitting signs
 - bicycle lanes
 - no parking (eg in Toronto Canada Post won't park in bike lanes) (eg 2, in Hong Kong 2 people per delivery vehicle)
- competing for space consistently
 - take everyone into account



- acknowledge all issues

- For 19th Avenue, the Deerfoot trail study, had a recommendation to build an on-ramp onto Deerfoot
- On a separate project, we are dealing with proximity to rail issues with the City of Calgary. Mainly dealing with mainlines. We are working on a development in proximity to rail with the City.
- The Aero Drive and 19th Street (not Avenue).
- It is thorough/broad which is good. It is going to touch into the other business units. It is going to be consequential to a number of different groups. The strength is that it is broad, but if there is not collaboration with the other business units, then we will hit a dead end.
- Transportation has done a ton of work on self-driving cars.
- Good point on the design of intersections. We live in a world of trade-offs.
- It covers all the issues and more that I can think of.
- I know from industry perspective, we talk about predictability. When we talk about diversification, logistics is something we should be talking about.
- With the development community, do you see issues with the conflicts noted? We are getting better. The site is designed pretty well, but then don't think about how things surround it. For example, a bike lane gets put in around it after the fact.
- I think this is fairly comprehensive. We had provided some information at our first meeting.
- Along the same vein about talking to different departments. The issue about noise around the airport/densification – could get rid of airport cargo all together. There are a lot of competing interests.
- Drones, automated vehicles – have we captured the changing situation?
- Has AT done any work? Likely heard from other consultation.
- The plan needs to be flexible – need to create a plan where something disruptive happens in the next 10-15 years, can make changes if necessary.
- It is interesting the impact it might have. Could have more cars, but more fluid.
- The City is getting out of the structured parking game – think that in 20 years, a car will just go park itself where there is a free spot.
- Congestion at the Port of Vancouver – does that issue make sense? Not too familiar with that.
- Are there any needs caused by economic and environmental issues/trends? Something need to think about, how goods are getting in and out Canada, there could be significant changes.
- I'm glad we are thinking long term across the region. From a corporate perspective, CoC in a difficult perspective, but it is an important issue. Particularly for this project, can't think about that.
- From a development side, the different rules, water rights, etc.; we are competing with these municipalities/regions. It would be very difficult to say that we shouldn't develop a corridor that would benefit regional area – that would be short sighted.
- With the Municipal Development Act/Growth Board, in tune with those changes.



- When you talk about transit service – a lot of the people that work at the airport rely on transit. A lot of these lower wage workers rely on transit. They often work off hours. Cargo and logistics workers – a lot of issues getting workers there. Worked with the City on hours.
- The comment about adding capacity to Deerfoot a bit simplistic. We could spend billions on Deerfoot and it will fill up instantly. Need to look at ITS and other solutions. Need to manage expectations; can't get Deerfoot to operate at free-flow during peak period. Need to focus on making sure Deerfoot doesn't operate any worse.
 - possible ramp metering
 - possibly HOV lanes
 - may be able to get eight lanes on Deerfoot and that's it. Can't just say add lanes to Deerfoot.
- What are the implications of managing driver's expectations? When they hear we are doing a study, people think that we will be able to drive at free flow speed. Not the case.
- A lot of industrial areas developing, but it may go in many different ways. We all know what the issues are. A lot of the issues we see is that some of the goods movement issues are not front of mind. Role of the City as a mediator. Once you have more intelligent design you can mitigate some of the negative issues.
- Most of the vehicles on Deerfoot are single passenger vehicles. Not enough demand for a truck only lane.
- A lot of the changes recommended are incremental. Do we have a benchmark/best in class city that has taken over goods movement that we would like to emulate? A lot of the things we looked at are fairly intuitive
- Smaller air cargos – thoughts on that? All depends on the capability of the different airports and that. One of things about air cargo is that they are usually consolidated. Airports with Calgary with one large runway. I don't see a lot of viability of that.
- An interesting thing is a side note – Springbank is a reliever airport. We have used Springbank to move some of the smaller aircraft out there that are not compatible with larger scheduled airports. We had a development around Springbank – we worked with Rocky View to put some language around development. But already had some developments around the airport, and there are already complaints from residents. There are a lot of training use out there.
- If you have a vision of goods movement corridors – has to have a high-profile. How do you rank the different needs? There need to be some sort of hierarchy in terms of decision-making. Need a long term goal.
- What could have been done better in terms of the collaboration with Rocky View (re above discussion)? Are they aware of the nearby airport? It is listed in the deed that there is an airport. In Calgary, we have AVPA, which protects land use. The land use zoning is number 1 – that has a critical impact to cargo operations.
- Are there good examples of what airports have done? The AVPA in 1979 is a really good model – a lot of airports envy that model. At Billy Bishop, in a constant battle. Who is right/wrong?
- Where do noise complaints go? They go to the airport. We are just a landlord. NAV Canada operates the airspace, etc.
- I would go further, it requires educating the public, but at a certain point, the City has to make a stand on this. This benefits everyone. We know the importance of the airport to our economy. There needs to be



some force in emphasizing the importance of the airport, in a City with a thriving economy with good jobs. We have an example in Toronto where we have quieter jets being proposed, but then we have an archaic bylaw holding back development (along with well-connected).

- Are there other things that could be added to City roads, e.g. signal progression? Can't just rely on Deerfoot and Stoney – have to rely on a robust road network. On the City side, it is incumbent that they develop the road network.
- Second ring road has no status. A lot of push back from the CRP – second ring road would create urban sprawl.
- What about additional connections along Stoney Trail? The reason it works well is that there are fewer interchanges. One of the ways to preserve this free flow is keeping it this way.
- On the commercial side, they are getting deliveries every day, they understand the flow of goods. Perhaps as simple as City planners sit down with developers early on and discuss these issues initially. It is an easy fix if it is a serious problem.
- E-commerce/flexibility. How to plan for something that is in such a state of flux. Now e-commerce is delivered. The plan needs to be flexible enough.
- Rail-only industrial parks – makes sense. Businesses like to congregate. Not sure what the City's plans could be. How could the City enable this?
- Question regarding flexibility? When dealing with Uber – when the livery laws came in, the existing bylaws were so restrictive, took a long time to re-write the law when Uber came in. For notices of new development: the legislation was so specific (e.g. you had to put it in the newspaper), need broader regulations.
- The AVPA – the existing definitions are pretty inclusive. Industrial – does that allow industrial residential – need to be careful in terms of the definitions.
- Fuel to [redacted due to personally identifying comments] – we have this pipeline that comes down that feeds our tank farm. That line is aging and they are just in the process of replacing it – running at 65% capacity. A lot more trucks delivering. If pipelines that could deliver other productions and get more trucks off would be beneficial.
- Access to airport – the interchanges were a big concern to improve access. Made some quick wins – Aero Drive connected to 64th. Upgrades to all the roads around, McKnight. Still congestion around the airport. There is just the volume to the airport.
- The City is pursuing interchanges at Barlow and 19th.
- Do you see e-commerce changing cargo going to the airport? It could be; it might change the traffic patterns. The cargo area is a great spot, but we are limited to Aero Drive. We are limited to an embankment.
- Have you seen how new technology is changing things? I think the work has started – it is hard to say if it has changed the industry. The uptake of industrial land is high. It is easier for smaller players to take a crack of it. I think that people are thinking about it though. How it changes things, we are just trying to think about how to wrap our head around it.
- Couriers – every year we run into a truck hitting a +15. If a contractor can't find parking, they are onto the next service call.



- You can't have the most robust pedestrian/bike lanes and allow room for loading zones. We have to keep reminding people that these buildings require services and places to park. We need to get that balance.
- It is the part of the economy that impacts us the most, but we are the least aware of.
- Are there lessons from other places? I'm sure there is. Once we acknowledge all the uses, I think we can achieve that balance.
- I saw Canada Post in Toronto saying that they won't park in bike lanes. Things like that sully the reputation / create distractions
- Need a tunnel underneath Nose Hill. We have heard there is not a solid E-W, like the Whitemud in Edmonton.
- Glenmore is going to have another lane in the far West
- Does anyone from Transit work with new prospects coming to the City? Are they willing to modify schedule?
- CED working to attract representatives (from Transit) to committee
- Danger focus too much on automation (driverless trucks)
 - Don't see it happening in the next 10 years
 - longer in urban areas
- First step will be platooning several trucks in line controlled by lead truck/driver.
- caution suggesting big reduction in congestion because of automation
- Is there a "top 3" in terms of projects?
- Calgary as an inland port
 - how do we make Calgary more attractive to business?
 - don't want to promote bypass BC
 - Calgary big outbound, outweighs inbound
 - unintended consequences
- Looking for Stoney to become more
 - East - West issues
 - Issues on Glenmore (lights at 52nd and Barlow)
 - Deerfoot makes more sense
 - make other areas more accessible
- How to get more people using Stoney to get to the airport?
 - difficult exit
 - poor signage
 - low speed, single lane
- Drones are a generation away
- Rail - people are living next to rail lines
 - how would people not know they're living next to rail lines?
- Electrification is not noisy
 - refrigerated trucks



- government doesn't reward for that type of innovation
- very little assistance
- electric cars have high cost
- refrigeration units are more environmentally friendly and efficient to keep running than turning off and on
- do we need back up beepers overnight?
 - issue with people not turning it back on when they should
- Overnight jobs increase cost and affects businesses
- back up beepers - replaced with cameras?
 - beepers good for pedestrians
- Last thing thought is is size of freight that will need to be delivered to a building
 - ease of access
 - lost time - takes longer which increases irritation of people
- GPS data would help City work to fine tune
 - still coming for all
- Every minute is a cost
 - Traffic lights - where are the bottlenecks?
 - carmacks not responsive to fixing
 - time wasted
 - where are the quick wins?
- Data is starting to show where bottlenecks are
- If private companies would share data with City to help fix - companies happy to share
- 311 calls
 - lights in Mahogany as an example
 - likely data there as well
- Aggregates in NW
 - costs added to make trucks change routes
 - have been there for 40 years
- Inland Port
 - what does the government say?
 - yet to see a list of customers asking for it
 - Home Depots/Walmarts wouldn't use
 - How would security work? Who pays?
- Free Trade Zones
 - largest distribution centre in Western Canada, but doesn't have an 'entity'
- difference between a free port and inland port?
 - inland market concept which is open to interpretation
- CED & CRP excludes Rockyview
- Counties coming more of regional partnership



- connectivity to counties
 - important to concentrate on furthering this
 - people will keep building and setting up shop there for cost, tax breaks etc
- who talks to rails about when they run their shunting?
 - ships and rail able to do what they want
- City has identified some major issues with rail and working on areas (Glenmore)
- Value proposition is to take inefficiencies out (by spending \$ to fix) adds efficiencies back in
 - this will naturally decongest traffic
 - taking cost out of biz by adding efficiency and need to get that message out to biz thinking about coming in
- What will automation look like in 10 - 20 years?
- To help with the use of Stoney Trail does it make sense to put in a/some truck service centres along it?
 - currently need to come inside the City for it
 - would reduce internal traffic in City
 - need a company to want to do it (Husky, Flying J)
 - is a provincial highway
 - issue is spacing between interchanges - Alberta Transportation rules
 - driver has max hours - automation will enforce it with GPS and logbooks
- Need to know nationwide trucking regulations
 - new entries may not (smaller/newer operators)
 - City can help at outset when new company comes in
- How do we (City) improve comms when roadwork is happening?
 - Do we (City) close a road entirely for 1-2 weeks vs 2 months?
 - political
 - good detours could make it possible
- weekday traffic is more predicable than on weekends
- get some community buy in for full road closures to get work done quicker
- alt fuel options - there is no "standard" everyone is going something different
 - adds increased infrastructure
 - expect gas/diesel to continue
- other airports for goods - they need a CBSA officer to work there
- >85 distribution centres in Calgary
 - positive impact during the downturn
- Halifax advertises being a "free trade zone"
 - "AB Advantage" what does it even mean?
 - lower or no taxes
- By-planes are controversial (political)
- freight loading in buildings



- need to ensure adequacy
- hours issues, height restrictions in buildings, under bridges
- Do you have a set size limit for trucks in areas of Calgary?
 - drivers need to be educated
- Some communities are very restrictive (Inglewood)
 - McKenzie Towne - moving vans couldn't get in
 - goes back to planning
 - it would result in lower density, which equals lower profits
 - someone needs clout to deny permits on this basis
- Calgary is unique that it allows street parking overnight
 - in TO cannot park on streets from 1am to 6am
 - should only be allowed to park RV's on property, not street
- taking topography and climate into account
- environmental regulations (de-icing)
- need smaller vehicles to get into communities to deliver
- give City info on which loading zones are not working
 - parking restrictions
 - provide feedback in order to see changes
- fibre added is good to see - needs to be in place
- Other countries will use 24/7 deliveries
 - use different size vehicles
 - 2 ppl/van - a driver and a runner (India, HK, China, Singapore)
 - labour costs are an issue here
- More volume of e-commerce but margin for profit is too slim
 - bigger companies are not bidding because of that
 - mainly residential
 - drop & go instead of signing for a package
 - if the package is below a certain dollar amount you can drop and go
- Is there anybody from Calgary Transit that works with these new prospects that are coming into the City and are working with these entities, to discuss perhaps change hours of service to align with the business?
- At Calgary Economic, they are busy attracting folks to the City. We have attracted [redacted due to personally identifying comment] to the committee, so that there is first hand touch on the issues that are coming up.
- I would like to make a comment on automation. There is a danger of focusing too much on automation, and not focusing on infrastructure thinking that automation will be coming. We made a decision as a business that we do not see automation as a business for the next 10-years, perhaps longer. We don't see it in the urban areas to start. The first step we see is platooning – controlled by truck in the lead. (Not necessarily driverless). We don't want to there to think that there is a big reduction in congestion from automation.



- Are we starting to sense a top three projects? If there were three projects that would capture the hearts and minds of most individuals...
- The Port – there has been a lot of discussion around Calgary as an inland port. I really don't know what it means at the end of a day. It is more about how to make Calgary a more attractive place to do business in. The thing we want to be careful of is bypassing Vancouver. Calgary is a big outbound centre, we want to be careful about taking away truck traffic moving from Vancouver to Calgary... increasing costs for manufacturers in Calgary.
- Stoney Trail – it has been a great add – there is so much more that it is capable of (to get people off of Deerfoot). If you want to get into certain industrial parks (Highfield), need to come on Glenmore. Still a chore. So now will come onto Deerfoot rather than taking Stoney.
- How do we get people more inclined to use Stoney to use the airport? Coming off Stoney to the airport is a gong show, even just the signage. There are areas with 50 km/h speed limits.
- The drones are about a generation away – road conditions.
- Always think it is strange that people buy into areas (e.g. near rail lines), and complain about trains...
- Other topic we think about is electrification. If the truck is electrified, those are less noisy (including reefers). Governments don't reward that style of innovation (e.g. through tax incentives, license plate fees). It's like when we had LNG trucks, we tried to do that with little government support.
- A lot of the reefers that run now – they are a better fuel efficiency to run all the time. Perhaps an education campaign.
- Do we really need to be beeping in reverse at 2:00 AM in the morning. The problem is it always becomes a safety issue... you can't just turn it on and off.
- Looked at paving over night... we are not set up for that. So it will cost more. So if we are trying to attract new businesses, don't want to make it more onerous.
- Talking about the beep-beep, now we have (reverse) cameras on our trucks.
- The beepers... if there is a pedestrian, even at 2:00am, need it.
- The loading zones aren't big enough. Need them for a 5-tonne, but they are only big enough for a Sprinter. They are designed for a small courier van. Downtown, need a 3- or 5-tonne van. How freight gets delivered – last thing that is thought about. We deliver to a tonne of retail, even just where you put the bollards --- they put one right in the middle of where to back in. That just adds time – takes 15 minutes to get into spot, rather than just 5-minutes.
- Is it also the number of spots? That is always a challenge for the City. It depends on the customers, when they are open.
- Question about truck data? For trucks, we are just getting there with GPS – we want to keep trucks moving... every minute is a cost.
- Where do we have traffic lights – I have tried calling Carmacks and can't get it changed. How do we get money out of business? One of the opportunities – can we find a light that we are sitting at too long. Where should a stop sign be a yield sign? Where are the quick wins.



- We would be happy to share our GPS data with anyone who would listen. If we had to pay flat rates to drivers...
- 311 probably gets a tonne of calls regarding lights – I called regarding Mahogany. There is probably a tonne of data in the system about lights that would affect trucks.
- Aggregates – if you try to change routes trucks follow, that will affect the cost of anything you try to build.
- The inland port thing – what do the government say about that? I never quite understood that – does it mean having a secure bonded area in the middle of the country? I have yet to see a list of customers in Calgary that would use it. The likes of Home Depot and Walmart – they are already trying to bring 40’ containers into Alberta right. Would need a secure compound.
- FTZ – free trade zones – Calgary, Edmonton, etc. they are all free trade zones. We are the largest distribution hub in Calgary, but because we didn’t have an “entity”, government skipped over us on a tour. We a number of areas that have developed organically.
- What is the difference between freeport. One of the latest terminologies is an “inland market” – that is open to interpretation of what that means. It might mean an increase in air traffic in terms of what we handle.
- It’s not just Calgary – there are so many different entities that bring it all together. Calgary Economic Development and CRP...
- There are going to be changes when the counties are “forced” under the governance of the growth management board, so the counties cannot just grow how they want.
- We need to make sure there is a commitment to connect to Rocky View. We will not stop people from setting up shop there. There are so many things that are wrong with the connection infrastructure. A lot of the goods will be coming over Stoney Trail into the City.
- One last thing – I did a service check on one of the drivers. We were stopped at 52nd Street – trains are cutting across the industrial area. The guy knew how to get around the back. But do the trains have to run during the day/shunting through the yard? Who discusses with CP about where trains will run. We could have a 200 car train blocking Barlow.
- We did have a City that was built around the rail line, but that was 150 years ago.
- The message that we want to give is that every time we can speed up trucks we take cost out of business, with investments that are made. How do we create infrastructure to make getting into land more accessible.
- What will automation look like in 10-20 years – because it will be very different.
- To help with the usage of Stoney Trail – would it help to put a truck service centre right along the Stoney Trail... rather than going down to the Flying J down in 114th Street (Barlow). If they want to come in for a shower, they have to come into the City. That way you also reduce the traffic coming into the City. There would have to be revenue for a company to make it work. If you make it available.
- There was consideration of a facility near Highway 22 and it was quasi-approved, issue was potentially spacing of interchange.
- Truck drivers in Canada can run right to the wire, but because it is shifting to electronics, the drivers will have to stop right at the hours of service limit – so there will need to be a rest stop. They would have to pull off



into the Costco on Stoney now – that is the only spot. The City would have some responsibility to inform them when to stop.

- All the log books are in electronic.
- Start up companies coming into Alberta not having CDIPs. I'm on a committee right now because we need to keep up to speed on regulations. There need to be mechanisms for ensuring that people know the law.
- Is there a role for the City? No, but I also see the big companies compliance, but the smaller players.
- The connection to the City – when they apply for the license – confirm that these people have spoken with the regulators. Perhaps an information package.
- One of the things we talk about with the City is how do we improve talking with the City to communicate. Is there a way to assess shutting down a road for a week and just getting it done, rather than trying to keep it open and it takes longer and costs more.
- It is a tremendous cost to the City to spreadout the loads from a truck – airports have much bigger pavement structures. Shutting down an intersection has a tremendous costs.
- Shutting down a road is a political thing.
- Shut down an intersection on a weekend.
- I want to correct one thing we have a perception – we do a lot of things on the weekend because they think it is easier. On Monday to Friday, the flow rates are more predictable. On the weekend the flows are less predictable – you get people way more upset.
- Part of the process for communications for road construction with the communities around it.
- Putting the electronic signs in advance – try to get all people involved (media, etc.)
- With alternative fuels, there have been so many options, people don't know what to switch to. There is not one way to solve the issue. The charging stations are all different.
- I think Volvo is being aggressive going electric.
- We need to make sure there are service techs.
- The smaller airports – it is done in the US but not really done in Canada. Red Deer has been trying but cannot get CBSA – they won't go out to Springbank.
- Now it is electronic clearances.
- Inland port/market. We just looked at the Calgary Region as a distribution hub – there are 85 centres. If we hadn't had the distribution centres, we would have been a lot worse off in the downturn. They were fully staffed in the downturn.
- In Halifax, they were heavily advertising that they are a free-trade zone. How do we use it in Alberta. One free-trade zone was saying that it would exist after the TTP comes in. Does CETA have implications? Don't know.
- Bike Lane – will be controversial – will live with it. Do I think it is an effective use of the road.
- When you give a permit for a building – does anyone look at whether there is enough loading docks. But the building may want to have another check.
- Another issue is that don't allow enough height on the vehicles.



- Most companies don't use large vehicles downtown – it is not just the clearance. It is also the sweep.
- Down Inglewood, can just squeeze back alleys. Otherwise, can't deliver on time.
- Whenever I plan anything, I plan for July 1.
- McKenzie – pretty if you are driving a Honda Civic, but can't get a moving truck in. Need a grain of common sense – need restrictions on providing permits because you can't get vehicles in. The snow is an issue.
- Calgary is unique that they allow street parking overnight. People here in Calgary buy more vehicles because parking is cheap on street. Also haven't seen areas with parking RVs off street.
- In winter, need more space to put the snow. City will not allow you to put snow from your lot across the street on City land.
- There are no snow dumps left at Calgary airport. People forget that you still have to move snow somewhere. Now there are environmental limits on de-icing.
- E-commerce
- My guys, we don't get too many issues with tickets. If you know of any issues with tickets/loading zones, let us know. Speeding tickets – won't pay. With parking tickets – we will pay one or two, but if you don't avoid it we will pay.
- We are getting tablets now.
- It might be difficult for Calgary to have rail-only industrial parks.
- I'm excited to see fiber added – it is key. It is one of the utilities that need to be considered when building out.
- Some other Cities – people know that deliveries will turn up any time. They will use different size units. They will often use two people per van, but the labour costs are probably too high yet. London isn't doing it yet – labour costs.
- There is more volume for e-commerce, but the transportation margin is so slim, so sometimes won't bid.
- Amazon, they are aggressive for deliveries.
- A lot of the e-commerce is residential. What is the percentage of drop and go? Now, to a certain dollar limit, there is drop and go. But condo buildings don't have a large mail box.
- The City needs to be given a thank you for what it is trying.
- Vancouver to AB is a deficit lane. Need to be careful how much effort we put into taking truck freight off this corridor.
- Gravel trucks need to be mandated to join the registry
- all companies register the trucks (either their own or their contractors)
- producers voluntarily joins the ASGA
- ASGA met with Cllr Magliocca's staff
- City giving a resource away (ASGA) that could help the city and contractors to help get "bad" trucks dealt with
- ASGA is a compliment to current bylaw and CPS
 - idea is to help producers get bad trucks off the road



- no follow up reporting from ASGA as of yet
 - data is there but needing to work on the database
- Some small municipalities have mandate to have trucks register with ASGA
- If the City of Calgary mandates people to register then there are lots of benefits to help law enforcement get trucks off the road or have them better maintained.
- gives public place to go to complain
 - long term goal is to improve truck driver quality
- Many gravel pits in the NW/ Spy Hill area
- Main access to Stoney Trail is off of Country Hills through 112th Ave / 85th ST
- 112th and 85th is a major residential egress that runs into truck traffic
- alternate routes is Sarcee
- Shaganappi was supposed to be a major arterial / goods route
- ASP didn't look at local industry when looking at road (Shaganappi) trucks are being removed from the road
- new residences being looked at north of the gravel pits (up to 65K residents)
- north of 144th Ave (Burma Road)
- 85-90% of Calgary's gravel comes from the spy hill area
- 30-50 yr supply of gravel all from the NW area
- 10-15 million tons of aggregate moves annually
- Aggregate season is 4-6 months long depending on weather
- there is a lack of haul routes
- lack of planning / vision when dealing with industries and residences
- lack of proper infrastructure in annexed lands prior to developer going in
- 37th St in the far SW is big issue
- Sherriff King road south of 22x has limited capacity allowances, makes it very difficult to get aggregate in to build the developments
- lack of working together between rockyview and the City of Calgary
- lots of issues and politics
 - not a lot of working together & choking out industry
 - 61st Ave a decent example of actually working together
- E-W corridors through Calgary are awful
 - Glenmore Trail
 - Country Hills
 - Trans Canada Highway
- Need flow through / lower speeds but steady speed
- No E-W arterial
- Stoney Trail - not as helpful getting through Calgary
- look at Edmonton - Yellowhead Highway and Whitemud Freeway



- Poor access in/out of new developments
- City lacks connections to ring road
- we need more information sharing
- some form of better connection from pits to Stoney
- Sarcee southbound connector at Stoney is an improvement
- 144th Ave needs to be upgraded sooner as it will become a very important arterial
- Sarcee and Shaganappi need upgraded infrastructure
- Sarcee north of Stoney needs to be on truck route
- Lafarge is worldwide - have to have seen places/policies that have worked well
- Edmonton uses more rail to deliver aggregate
- ready mix trucks have been using GPS
- Lafarge has mandated that 80% of fleet to have GPS for safety purposes - this is driven by Lafarge corporately
- Getting employees to sites isn't as big of an issue
- ASGA AGM January 2018 [The City of Calgary was invited to attend]
- ASGA regional event coming in Red Deer [The City of Calgary was invited to talk about goods movement]
- trucks moving through expanding residential areas
 - homeowners complaints, lower truck fluidity due to increase traffic
 - longer term: concerns regarding potential for truck restrictions.
- Bottlenecks, including, Kleysen Industrial park, etc
- Raised an industry registry program. Public can see how that truck is operating, so if anyone has a problem, anyone can phone. It's a good program. 3-4 gravel companies are mandated to be under this truck registry. But 50%+ of volumes are pick-ups, customer picking up, so can't mandate them. Would like to see CoC to push them to be registered.
- Producers must be registered with the ASGA, they get right to register trucks including their contracts, then public can call in if there is a problem. Usually complaint ends with, "who is going to fix my windshield?" Generally the big gravel companies participate, it's voluntary. But smaller companies don't participate.
 - "Don't want gravel trucks on the street." That's not realistic (due to construction, etc.), but this phone system gives people an outlet to complain.
- Most of the aggregates industry in Calgary is in one ward: Ward 2. ASGA has met the Councillor a couple of times. 90% of activity happens in this ward.
- For the CoC to not use this tool, it's online, no cost (funded by members), would be giving away the capacity. Just requires a change to the bylaw.
- Some people see this as a substitute for police, or bylaw. It's not, it's a complement to that. Producer needs to become aware that if there is a problem or problem truck, need to know, to get rid of the truck.
- Any public reporting? It's a work in progress. But the producer is aware of the complaints, their nature, who is making the complaint.



- If get more funds through more members, would feed back those funds to provide further capabilities, ie, add reporting capabilities.
- Some smaller municipalities require participation in this program, but Calgary would be the biggest one.
- Currently a good program, but all those other companies need to be part of that.
- Has this been discussed with The City?
- If public has a place to go with their complaints, well and good. If not, then they go to their councillor, even their MLA. So this could be a tool for MLAs see what is going on.
- Participant showed where the gravel is located in Spy Hill. [redacted due to identifying comment] Quite a concentration; gravel, sand, ready mix, ...
- Stoney Trail: the main way they have been accessing is Stoney Trail to Country Hills to 112 Ave NW to 85 St. NW and then to pits.
- But Rocky Ridge and Royal Oak subdivisions have only two ways to get out. But as other access get blocked off, then Royal Oak is pumping more into Country Hills at 112 Ave.
- So they find a lot of conflicts, especially during the peak periods. And gravel is booming.
- So have talked with the City. And have a couple of other routes they can take. Now have Sarcee, but it's still not completed from 144th that are not a truck road. Other main route to get to the Stoney Trail is Shaganappi. Was to have been an arterial, but narrowed plus development backing onto it.
- Prior to all that development, industry was not consulted. Shaganappi was disallowed as a truck route, so they had fight to get it back into the truck route.
- Another route: Simons Valley and Beddington. But due to development, trucks won't be use the road.
- So that restricts the number of accesses. [redacted due to personally identifying comment]: barely adequate for current situation, let alone the future.
- More development is happening further out. Will cause more conflicts.
- Eventually won't be able to get out.
- Shaganappi: doesn't even go beyond 144th Ave, and that needs to be expanded east-wide.
- 85% of Calgary's gravel supply comes from here. Up to 50 years' supply comes from here. Emphasizes severity of problem.
- don't have routes to get the aggregates out.
- Have RVC all around the City, plus 22X to the south. Have instances where new areas are developed, new areas annexed by CoC., infrastructure isn't up to snuff. So need to get truck infrastructure in place first, before developers get in.
- In SW area, have small rural roads to handle huge amount of gravel traffic, can't do it volume wise or weight wise. At 22X south, Sheriff King Road handles aggregates,
- Kleysen (SE Calgary, NE Stoney Trail and Glenmore Trail.
- Now with 61st Avenue overpass in place at Stoney Trail, have another access into the City, but no access to Stoney Trail.



- Find that E-W corridors in the City are poor. Not great ways to move through the City. Have Glenmore basically, but not much else; Glenmore is congested. Up north have TCH / 16th Avenue: not great, so many lights, lots of congestion – is there some way to change it or make it better? Less concerned about speed limit, but want it fluid.
- Stoney Trail is a good bypass around the City. Need two Deerfoots now, to accommodate the traffic and congestion. Stoney Trail is great to get around the City, but not great for N-S or E-W within the City.
- no Calgary equivalent to Yellowhead Highway or White Mud Expressway (in Edmonton).
- Where is material going? To wherever new development is located., including to downtown. Challenging to get out of its pits near Old Banff Trail.
- Stoney Trail helpful but not within the City. Noted that need some foresight planning re: E-W, just as Stoney Trail has helped new development. JC: took 40 years for Stoney Trail to be planned.
- Years ago, noted that Arbour Lake was easy to get in and out. But not anymore.
- Building up rather than building out will prevent these conflicts.
- Cranston had good in and out, but that has been taken away. [redacted due to personally identifying comment]: Southlands backed up every morning. Ring Road won't help.
- one area can get around in is NE Calgary. Thought the City did a good job with those connections. Bigger roads. If road system comes in before subdivision is complete, that's really helpful
- Need some way to go south in 85, perhaps with flyover (85 – 112 Ave – Country Hills) in Royal Oak; would improve flow. But AT says there is not enough room. Development right up against the road.
- Some things have been working with on the City and AT:
 - At Sarcee and Stoney Trail IC: getting par-clo turn (ramp) rather than make a left turn.
 - 144th is becoming a major E-W. Needs to be upgraded. Especially with Glacier Ridge coming up.
 - Upgrade 85 (contentious) Sarcee (two laner), Shaganappi,
- Residents shouldn't be backing onto these roads.
 - How to get to Balzac? Had to around.
 - What about extending 144th east to Deerfoot. 144th will be very important, and whatever arterial.
 - Need to think about how trucks get into new developments: not just gravel trucks, but also e-commerce delivery.
- Noted that a pit could be used by the City later as a landfill.
- Would have been nice if they knew that developers were coming in – they have big voices; big players.
- Lafarge mandated GPS installation in western Canada this year. 80% of trucks. Done for safety, know where driver is, how fast – get instant e-mail if over speed limit or over for a certain amount of time. Also can know if a truck is not where it should be.
- Gravel pits are in the City. Other cities, must drive quite a distance to get there.
- E-commerce
 - along with changing demographics comes changing expectations
- Road infrastructure
 - what's existing today - what's working and what isn't?



Goods Movement Strategy

Phase Two Report Back // What we Heard, What we Did
August 29, 2017

- protecting for future roads
- plan for future growth?
- Stoney Trail is working well
 - it's making a big difference in regional transportation mobility
- Stoney and Glenmore / Stoney and Pegan - some improvements but a lot of congestion
- Balzac is a big traffic generator
- Highway 2 and highway 566 - rockyview is lobbying for improvements to support growth
- McKnight east of Stoney (CN logistics Park)
- infrastructure improvements needed at Highway 1 and Range Road 30 (Calaway Park / Springbank Airport)
- What is CED and Airdrie doing?
- Rockyview wants to hear from Airdrie
- Quad 'concept' NE of Calgary
- Rockyview working more closely with City of Calgary instead of CED as CoC is getting more done
- Goods movement related to agriculture
 - agriculture is a big land use for Rockyview
- Everyone needs to be onside with each other on work plans and regional transportation plans
- equipment and aggregates need to be addressed
- Rockyview taking an aggregate resource plan with the primary focus on how the County should manage its resources
- how does the City of Calgary deal with avoidance of land use plans that conflict with use of intermodal terminals?
- Is the City of Calgary considering using industrial growth strategy info?
- McKnight east to Conrich
 - missing opportunity for interchange to improve truck traffic
 - why put trailer housing east of Stoney when you're going to create more conflict with large trucks
- low friction / wide tires - only Calgary seems to have issues
- High/wide load corridor study
 - different jurisdictions have different rules
- to help business, increase pleasure and decrease pain
- transit is an opportunity for Rockyview but not a high priority
- 84th St is an issue and it's a road ready for rebuilding
- 61st Ave flyover a positive step
- Conrich (CN Yard) is the new game in town
 - companies will move to more efficient spaces
 - rockyview encouraging people to buy extra land to earn \$ in future real estate transactions
- CED passing opportunities to Rockyview as needs arise
- future of logistics and warehousing is Calgary according to various companies



- Business should look at next phase of their growth
- a business moved from [redacted] to Rockyview was very successful due to better access to services
- inland 'port' = heavy rail presence with large truck access
- with low land availability in Vancouver, they will look at Calgary region
- Lots of export opportunities with all these empty shipping containers that could be filled with product and shipped back
- shipping to Japan is 4 days faster through Prince Rupert vs LA as an alternate to Vancouver
- Rail spurs are outdated in places and can they be expanded or the right of way given up for development?
- prioritizing vs costing exercises
- GMS a priority for Rockyview for partnerships
- Dovetailing project funding requests showing economic development
- CN growth at Conrich intermodal yard but bottlenecks at McKnight and inside Conrich need to be improved with an interchange
- Redoing the ASP for Conrich
- working to build a contiguous network using levies to improve connections and get funding from the province
- high/wide load corridor would be a backbone for the network
- The changing demographics is an interesting discussion – people buying things/ordering things online. It is a bit of tradeoff between going to the store and having things brought to me.
- CN has made a significant investment in Rocky View and we are seeing distribution activities relocate there.
- Available industrial real estate in Vancouver is shrinking, so we have some strategies around that.
- This is great.
- From a general perspective. There are two things with how we are dealing with road infrastructure. What are causing issues today and the second part – protecting for future roads. We have those two pieces. That is the distinction that I would make there.
- What is working well/not working well? Stoney Trail has made a very big difference in regional transportation mobility. The County is in a bit of a different position in terms of the City, where we see bottlenecks, we see lower volumes as well (not as high as the City of Calgary). The east side, along Glenmore and 84th Street – there are significant truck distribution centres. Peigan Train/Stoney Trail has improved the situation. But there is definitely a lot of congestion in that area.
- Balzac – Hwy 2 and Highway 566 interchange. Big traffic generator. We will lobby the Province for this.
- We are wrapping around the NE part of the City – those are the big industrial parts where we are generating a lot of traffic. We have some concentrated residential development, but with less significance.
- McKnight East of Stoney – interchange that is a priority. [redacted] moving to Conrich. We have a number of investments to be announced. That will drive growth.
- Calgary Regional Partnership – Hwy 1 and Springbank Interchange. Fourth busiest airport in Canada.



- If we want to work on a corridor basis, need to work with Airdrie – I think they want the interchange on the North end.
- Your group seems to be giving the most clarity. CRP seems to be duplicating some of those areas. We are producing those lists together. The work that your consultant team has done gives the highest and best quality.
- We are aware of the Quad initiative. They hosted a meeting with Ministers the next day...
- More honestly, we have been working more closely with you – 10 months is a long time period. We've got lots of good news stories. We need to work collaboratively with the City. Not doing so is to the detriment. Need to keep Rocky View within that mix. We have had \$2 billion attracted in the last 10-years. \$4 billion in prospects.
- Non-oil and gas development in Rocky View creates jobs in Calgary.
- We don't really have any mention of goods movement related to agriculture. Agriculture is a big component of the land use in Rocky View. Including where things go with respect to how people source their food
- Everyone still needs to be cognizant that everyone wants to be onside with one another – Province mandating that.
- I would add farm equipment and gravel.
- The county is undertaking an aggregate resource plan – continues to be worked on. The plan includes transportation to a degree, but the primary focus is on how the county should manage its aggregate resources. We have our own model that Watt looks after. The resource plan is more a criteria list of how we should manage our resource.
- I think it's great what you have up there
- Does the City have any policy with respect to land use? *Answer from The City:* We currently follow the Municipal Government Act; start with area structure plan. However, don't really have any policies with respect to protecting for goods movement. Noted example of AVPA.
- Does the City have any planning directive to put certain land uses in certain places to avoid those conflicts? *Answer from The City:* The City is working on an Industrial Land Strategy about how we can preserve land for industrial growth. However, with the Green Line, we have talked about mixed-use type development such as in Shepherd
- I know the McKnight Boulevard east of Stoney Trail – a lot of potential for industrial development.
- City is proposing area between 84th and City as a high-density trailer park. However, are we creating conflicts east of Stoney. Also losing opportunities forever with having residential development there. Potentially creating a new "money line" with stigma of residents.
- I would argue that east of Stoney, that is probably one of the most amazing areas for commercial and residential development. See in other areas (Europe) more strategic focus.
- How about the high-/wide-load corridor. That is another gold standard. That is a major point we have great connectivity.



- When we have things, like tire standards, when it is usually implemented, that gives Alberta a “gold” standard – something to consider. Van Horne did a study about strengths/weaknesses of each province. Takeaway message – Alberta had the vision, developed the best standards for high-/wide-load corridors.
- Our strategy has been to ask manufacturers in the East if they would move out west rather than jump through the hoops of transporting through the US. We have been looking at modular units for fire halls, oil and gas camps, etc.
- Are companies generally thinking about operating costs? We try to build a teaser business case. Build a route through the Great Lakes, then into the US. It cost more to move the products through the Great Lakes than to build the actual unit. Depends on the company and what they manufacturer, and what they consider to be the issues.
- Most companies don’t have the time to get into the detail of business case.
- Transit would be a nice to have.
- From a site selection perspective, the following are near the top:
 - Cost of land
 - Access to qualified labour
 - Taxation
 - Transit is not nearly the top.
- Otherwise, other issues, like proximity to suppliers would be the next issues.
- Are there any complaints when they come to the area.
- Within the 84th Street -- it is narrow with limited shoulder space. There are weight restrictions in the spring. Some companies have expressed concern. Probably ripe for re-development. Probably unsafe for a police officer to pull someone over there, for example.
- 61st Flyover – that has been a huge win for the City. There have been requests that AT put merge lanes there. AT have been consistent though in saying that you can’t put interchanges too closely together.
- Companies see that things change over time. 84th was predominant in the early 2000s, then Balzac took off. Then CN built their facility. This changes the long term strategy of the company. In the next move, we need to be hear.
- If you need 10 acres now, buy 20. You can make more on the real estate play then you do in the efficiency of the operations. They are prospering on multiple fronts.
- There is a reason why CN invested \$260 million.
- If you are looking for a new frontier, it is in the NE part of Calgary. North quad.
- Delivery companies – I would tell home based businesses to think about where you would want to relocate.
- With the rules of a fire truck, generally benefit or hinder what would benefit for a truck. Complete streets designed to inhibit quick movement of large trucks.
- Inland Port. We have the Calgary Regional Inland Port – where is it? I would argue, that the inland ports are the Conrich’s where the trucks/rail come together. I would like our group to come together and think about that more. I try to put people in touch with industrial brokers.



- CentrePort – heavy rail and truck infrastructure investments. Port Alberta – has done a way better job in marketing.
- Of the 1000 acres of industrial land in Vancouver, probably about 2% of it is available. Need flat floors for racking. They also have seismic issues. They had to
- There is also the agricultural land protections. That whole valley has 1000 acres of industrial land not available for anything.
- Think of any of the Asian suppliers – might be a candidate for Calgary. The export opportunities. Containers come in full and then leave empty. We need to look at how to fill those containers. How to get those containers coordinated to go through Conrich, up to Prince Rupert.
- It is interesting to see the spurs are completely not used. The turns might be too tight for modern rail cars.
- There is a spur in North Calgary – there is a spur that only allows a single spur.
- There are spurs in south Calgary. There are small shuttle engines at every grain terminal. Why wouldn't a little engine be viable on one of these spurs.
- Prioritizing and layering this with the financial realities. Marrying the economic development opportunities with the investment pitch might be a good idea. It ultimately comes down to what is the economic development of the Province.
- I anticipate there will be two more investments around CN in the next years.
- The bottleneck is at McKnight.
- My biggest message is that on the priorities – anything that comes out in terms of priorities on the network should be focused on a regional perspective.
- The levy that are generated in each municipality are significant – an opportunity for alignment that benefits as many parties as possible.