



Goods Movement Strategy

Phase One Report Back // What We Heard, What We Did
June 27, 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 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 One of engagement for the Goods Movement Strategy began with introductory meetings with two advisory groups of industry leaders, one with a strategic focus and the other with an operational focus, as well as with regional municipal partners and internal City of Calgary staff. There were also one-on-one interviews with industry leaders, infrastructure owners, and public agencies. An online survey was sent out to small and mid-size businesses through the Calgary Chamber of Commerce. All of these meetings, interviews and surveys yielded valuable information about current conditions, issues and opportunities regarding goods movement in Calgary. Finally, a roadside truck Origin/Destination survey is being conducted on the roads and highways surrounding Calgary, in June and July 2017. Its findings will inform the analysis of goods movement issues and opportunities.

What we asked

We asked our stakeholders to tell us what they feel the state of goods movement is currently, what challenges are being faced and what is currently working well. The stakeholders were also asked some questions around the current state of goods movement in Calgary, what trends are being identified and the future state of the industry and what it might take to get there.



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What we heard

There were three main themes that came out of the Phase One conversations: planning and coordination with other regions / partners, maintaining accessibility, and being prepared for emerging trends. These topics were referenced by most groups.

More in-depth analysis of the verbatim revealed a number of sub-themes which were dominated by issues surrounding current infrastructure, flexibility, updating policies and bylaws along with land uses.

- ▶ 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 Project Team appreciates the valuable information it has received from a broad range of perspectives. From this, we have identified key themes (see below), which we will use to guide us in the analysis of issues and the subsequent development of proposed solutions, actions and, ultimately, a strategy.

What we heard	What we did
There is a range of issues, such as congestion, accessibility, bylaws and long-range infrastructure and land use planning	We have recorded, reviewed and categorized the issues according to themes. The range of issues confirms our understanding that there are both short and long term needs, which must be addressed in a consistent and integrated manner.
There is a need to consider localized issues within Calgary and regional issues, as well as the overall role of Calgary as Western Canada’s freight hub	This breadth of perspectives means that potential solutions and actions may require public and private sector partners in order to achieve common benefits.
There is interest in the GMS	We will continue to interact with stakeholders as we develop the Goods Movement Strategy

Next steps

- ▶ The Phase One Report Back // What We Heard, What We Did report will be circulated to the advisory groups, internal and regional stakeholders and the organizations who participated in one-on-one interviews.
- ▶ Our next step is to analyze the issues and present them to the advisory groups and internal and regional agencies in July 2017. They will review and comment on them, and we will begin the discussion of potential opportunities and solutions to address these issues.



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Summary of input

Phase One – Summary of themes from the advisory groups, interviews and other face-to-face meetings

We asked the key stakeholder groups to discuss what they saw as key goods movement issues and trends, where the industry was going short and long term and what the Goods Movement Strategy should look at. We also looked at what is currently working with goods movement in the Calgary area and what could be improved upon.

Theme	Verbatim comments from Stakeholders
<p>Road Infrastructure <i>Many respondents noted that Stoney Trail has been a big improvement for moving trucks in and around Calgary, but some facilities – notably, Deerfoot Trail – continue to be congested, especially as new areas develop.</i></p>	<ul style="list-style-type: none"> • Stoney Trail - making it a truck route [has been helpful in] getting trucks off of Deerfoot • [Infrastructure is] needed [to improve] getting off Stoney into key distribution centers while staying off of Deerfoot • Most goods [that are] moving east to west [are] going through [the] city • Glenmore has fluidity issues from east to west • increased land development in Balzac, Rockyview, southeast corridor but no good corridors other than Deerfoot Trail • We built Stoney Trail, it's good. But the grades are steep, so can trucks still use it? • Balzac as industrial is expanding and mixing with visitors (9.2 million last year, Banff did [Less than half]for context)
Theme	Verbatim comment from Stakeholders
<p>Meeting emerging trends <i>Policies and bylaws must be able to accommodate emerging logistics, economic and consumer trends. Some of these trends are global, while others are local, and each requires different solutions.</i></p>	<ul style="list-style-type: none"> • Show business a route ahead that is well thought out and planned out to be flexible for future development • [Need to understand] the economic impact/changes that are happening in the region • Goods movement is going from large centres to home delivery • [Expand] transit system to [enable] more labour [to reach their jobs in transportation and logistics industries] • Continued development of e-commerce DC's servicing last mile, small vehicle deliveries • Shifting from 9-5 to extended hours, operating 18hrs a day • Due to disruptive technologies anyone can be a courier • Seeing increase demand for "right glove" service (e.g. tissue from hospitals) • Drivers are also IT providers (fixing printers etc)



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	<ul style="list-style-type: none"> • Try to get customers to adjust their schedules for deliveries but is so much mass • How do drones/automated vehicles change goods movement?
Theme	Verbatim comment from Stakeholders
<p>Long term planning and land use <i>New development is happening around goods movement infrastructure. Access to existing facilities and land supply for expansion of these facilities and for complementary uses must be protected.</i></p>	<ul style="list-style-type: none"> • ... We have to deal with the land we have now. We have a lot of ... room now. The concern is that you can't just relocate a major facility as development starts to surround the facility. • If the City is allowing for development around Country Hills, if one part of the City pushes for revenue to come in, it could hinder the development of the airport. • Example from Vancouver. There is a great article regarding the rail line, that's what brought people there but now complain – i.e., the rail line was built before the high density development was added, and now the residents are complaining about the railway. We need to protect these corridors. • Increased residential [development near the airport impacted] cargo traffic ... immensely • ... rail crossings at grade an issue
Theme	Verbatim comment from Stakeholders
<p>Local needs <i>Emerging trends, changing demographics and so on mean that goods movement will have localized impacts within neighbourhoods.</i></p>	<ul style="list-style-type: none"> • What will last mile look like in 3 years? How does that impact bylaws and traffic flow • Calgary doesn't have urban stores like Toronto or Vancouver – [but] it's starting to happen • Centre Street and 16th Avenue – that is a truck route – we need to protect that, even though it's a truck route. How are things getting to people? • ... we don't [want to] have a gravel truck come through a residential area. • You still need to bring products to a distribution center, regardless of whether it is bought at the store or delivered to [consumers]. Less passenger cars but more trucks. Still need industrial areas. • Maybe the deliveries get smaller – goods delivered by bike. • E-Commerce: Can double the number of shipments. Before you would just drive to the store and back. Now might order it and return it if you don't like it. It could be smaller vehicles as well more compatible vehicles.



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Theme	Verbatim comment from Stakeholders
<p>Protecting for future roads while maintaining flexibility in the use of existing roads <i>Given the above-noted uncertainties regarding the future of goods movement, building in flexibility is needed, both for additional goods movement infrastructure (e.g. protecting a right-of-way to ensure access to new neighbourhoods) and for repurposing existing infrastructure should less, or different, vehicular infrastructure be needed. This flexibility comes at a cost (e.g. increased sprawl).</i></p>	<ul style="list-style-type: none"> • Flexibility – how do you define? How do you repurpose existing infrastructure. E.g., the bike lane conversation. There is a move towards building bike lanes - do you retrofit. E.g. how you can repurpose road infrastructure in the future [if it no longer is needed for vehicular traffic]. • Are there any constraints regarding land in Calgary? It all depends on the availability within Calgary’s direct access. It all depends on Calgary policies regarding growth management, its partners. • Protecting things like 'right of way' can lead to sprawl but does it outweigh flexibility? • Dedicated truck route for autonomous vehicles? ... • Literally within 5 years, we could have drones flying around. Or we might not. • We need to start planning now for very long term investments. ...the planning for the ring roads started 40 years ago.
<p>Thinking long term across the region <i>Calgary is well positioned to be a major hub for Western Canada, but building on our successes requires regional cooperation and accessibility. We need to plan for the long term and execute the plan consistently.</i></p>	<ul style="list-style-type: none"> • [Major retailer’s distribution centre] moved from Vancouver to Calgary • People work in Rocky View/Airdrie but live/spend in Calgary • Calgary to continue to be Western Canada's hub however DC's are looking to locate in Airdrie and east/west of Calgary • ... Vancouver and Seattle do not have much available land near their ports, and so land values will go up, potentially making it less expensive to relocate to inland ports such as Calgary. That could mean that you might see a shift in mode, if/as the combined overall cost of transportation and [landside] processing of a product change. • Global warming – likely biggest impact on coastal cities like Vancouver. What about Prince Rupert? Not sure: it’s an ocean port, but it’s not clear whether the port can be relocated further inland (if waters rise). • Looking to co-locate to share labour and flexibility in the supply chain "small logistics clusters" • Calgary as an automotive hub for Mexico • Calgary, good location, transacting more as a hub



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	<ul style="list-style-type: none"> • What is important from a long term perspective is the growth management board. A key issue is how we connect with our local partners, notably Rocky View County, where there is industrial development. • When I try to explain to a company that is not yet located here, I talk about fluidity [of freight movement]. If I can't spell out where the long term strategy came from and whether it will promote fluidity, have a difficult time. • How do we connect growth management strategies if there are infrastructure/political issues • Need to be able to demonstrate to companies considering locating to Calgary that there are assurances that planned or committed infrastructure will be in place: maybe don't need to have, e.g., a new overpass in place [right away] in the next 5 years, but we need to be able to assure them that it will be there in 6-10 years (general example).
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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. We asked questions around issues, trends and future state, as well as what is currently working and where the Goods Movement Strategy could look for improvements.

Verbatim comments from the one-on-one interviews that were conducted are not found below to protect the privacy of participants. The comments from the interviews were used to help identify the themes noted above and will be used to inform the analysis of issues and to begin identifying potential opportunities for addressing these issues, for discussion in Phase II of the engagement process.

- Panama Canal Study
- For historical data look at the transportation data parking lot counts from 2003
- Look at the Transportation data screen line counts
- CBSA
- Oversize Permitting processes
- Survey - VHI Newsletter VHI website
- economic development via the enablement of international trade
- Municipal Warehouse Growth e.g. Rockyview, Okotoks, Airdrie
- Blue Collar workers?
- Road - actual construction plans & development
- Hub - email



- Weather
- Short construction season
- Public chaos!
- ELD's end of '18?
- There are key initiatives to shorten up permitting
- Basic stuff like Country Hills Boulevard having too many traffic lights (every 100m) trucks can't get out of gear quickly
- Getting to Calgary airport needs to be more fluid
- Transit system to more labour

Most important issues

- Very needed, getting off Stoney into key distribution centers while staying off of Deerfoot
- What are other offshoots that will become an issue
- What will last mile look like in 3 years? How does that impact bylaws and traffic flows
- There is more drop and go
- The way Calgary has developed is different from other cities. Calgary has grown organically
- Regina is underdeveloped, how to turn Calgary's attractions as value propositions
- What prevents someone from setting shop in Calgary
- Think about in-land market for Calgary - what is the value proposition?
- What is missing? Getting permits to do construction, approval process shortened for construction

Short term/Long term

- What will be the actual construction plans?
- Technology and development of international trade outside of US will see more going through Calgary to port
- LCVs may come across country and being broken in Calgary into single truck
- Calgary as an automotive hub for Mexico
- Calgary, good location, transacting more as a hub
- Continued development of e-commerce DC's servicing last mile, small vehicle deliveries
- Shifting from 9-5 to extended hours, operating 18hrs a day
- Would be foolish to not consider development on eastern side of city
- Most goods moving east to west going through city
- Stoney Trail - making it a truck route and getting trucks off of Deerfoot
- Glenmore has fluidity issues from east to west
- People work in Rocky View/Airdrie but live/spend in Calgary
- Looking to co-locate to share labour and flexibility in the supply chain "small logistics clusters"
- What are "small logistics clusters" in Calgary
- Calgary doesn't have urban stores like Toronto or Vancouver - it's starting to happen
- Need to look at other cities and what has worked well with distribution channels



- Increased land development in Balzac, Rocky View, southeast corridor but no good corridors other than Deerfoot
- Rocky View is doing what it wants to do and it impacts structures for goods movement in Calgary.
- [A large consumer retailer] in Airdrie has 19,000 trucks per annum, vast majority going to Calgary
- Rocky View site, 35% supports Calgary region
- DC's are moving out of Calgary but that is attracting new developments (e.g. –[major jewellery retailer])
- [A large consumer retailer] moved from Vancouver to Calgary
- Rush hour congestion / morning & afternoon on the major arteries
- Due to disruptive technologies anyone can be a courier
- Seeing increase demand for "right glove" service (e.g. tissue from hospitals)
- Drivers are also IT providers (fixing printers etc)
- Try to get customers to adjust their schedules for deliveries but is so much mass
- Design routes with 3 right turns instead of one left turn
- \$25 per hour x 50 trips a day x 52 weeks, cost goes into cost of goods sold
- I'll be honest. In order to look at the long term, we need to look at the short term view. Would like some feedback from the operational group.
- What is important from a long term perspective, is the growth management board. A key issue is how we connect with our local partners, notably Rocky View County, where there is industrial development.
- One of the long [term] things when we talked about policy is noise restrictions. Currently we have an AVPA (Airport Vicinity Protection Act) created in 1979, that was based on noise contours to ensure that [there are] compatible plans. [There are] older residential areas that are grandfathered in. The City is pushing for densification within those areas. Cargo is not going to fly in the middle of the day [if it isn't allowed to move at night], instead it will move to Edmonton. Another participant noted: I agree with you 100%.
- If the City is allowing for development around Country Hills, if one part of the City pushes for revenue to come in, it could hinder the development of the airport.
- Likewise, we don't have a gravel truck come through a residential area.
- Example from Vancouver. There is a great article regarding the rail line, that's what brought people there but now complain – i.e., the rail line was built before the high density development was added, and now the residents are complaining about the railway. We need to protect these corridors
- What about the social aspect – without goods movement, nothing would happen. Maybe need to do social reform. Example of glass walls. Example of board game.
- Centre Street and 16th Avenue – that is a truck route – we need to protect that, even though it's a truck route. How are things getting to people?
- Even though Albertan's don't want to hear it, in the future, we will need to wean ourselves off oil.
- ...testing automated vehicles
- Just at a conference discussing drones. A lot of discussion regarding regulatory process



- It's, overall, disruptive technologies – it's making sure they communicate correctly, e.g. with traffic signals. Make sure they aren't interfering with anything. It's also what we do with the technology doesn't work...?
- Switch from fossil fuels
- Is there enough trucking station
- How do you plan for the unexpected?
- We built Stoney Trail, it's good. But the grades are steep, so can trucks still use it?
- I've been thinking about this a little bit that, with automation, things might not change a lot. A truck goes out; there is still a truck on the road. However, it could be there is a lot more truck and vehicle traffic, e.g. cheaper to send a vehicle home after dropping people downtown [rather than many people sharing the same vehicle]. Need to build in flexibility into the planning process. That is the because of challenges that occurs with any of these transportation forecasts.
- Literally within 5 years, we could have drones flying around. Or we might not
- Vehicles and planes have come what they are over a very short period.
- Flexibility – how do you define? How do you repurpose existing infrastructure. E.g., the Bike Lane conversation. There is a move towards building bike lanes - do you retrofit. E.g. how you can repurpose road infrastructure in the future [if it no longer is needed for vehicular traffic].
- Adaptability to global issues. [A utility provider] had a piece of equipment sitting in a shipyard ready to be transported to Japan, and the earthquake happened in Japan, and nuclear facilities were then put on hold. How do you adapt your timelines and shipments patterns when something happens?
- E-Commerce: Can double the number of shipments. Before you would just drive to the store and back. Now might order it and return it if you don't like it. It could be smaller vehicles as well more compatible vehicles.
- It could be an increase in air cargo versus ocean. There is no land to build distribution centers in Vancouver.
- Are there any constraints regarding land in Calgary? It all depends on the availability within Calgary's direct access. It all depends on Calgary policies regarding growth management, its partners.
- If there is not land it is going to drive up cost. For example, Vancouver and Seattle do not have much available land near their ports, and so land values will go up, potentially making it less expensive to relocate to inland ports such as Calgary. That could mean that you might see a shift in mode, if/as the combined overall cost of transportation and [landside] processing of a product change.
- How do we make Calgary more attractive?
- Global warming – likely biggest impact on coastal cities like Vancouver. What about Prince Rupert? Not sure: it's an ocean port, but it's not clear whether the port can be relocated further inland (if waters rise).
- We are an inner-city airport now. We have to deal with the land we have now. We have a lot of cargo room now. The concern is that you can't just relocate a major facility as development starts to surround the facility.
- We have to look at population density. If we can attract light manufacturing, we need to be able to keep commerce going to keep the airport going. As we attract business and population, we need to ensure that cost effectiveness is maintained
- What about the price of oil.
- If things are coming the next day, it is not coming by ship it is coming by air



- What about social changes? This generation [i.e., Millennials, etc.] is going to have a lot of societal influence. Young people would rather have a cell phone rather than driver's license. Live in the inner city and have deliveries quick. Who's going to want to live in Cranston?
- I wonder about the generation after this generation – will it go back to something else? What about Uber truck to pick up some big piece of furniture.
- Car-to-go – taking up spots
- In a way, we are going back, effectively to a barter system.
- The Baby Boomers, as they move into the next stage of life – all of a sudden people can't drive, can't leave their house. What does that lead to in terms of cars on the road, air traffic, etc? Do they not want to live in suburban areas?
- You still need to bring products to a distribution center, regardless of whether it is bought at the store or delivered to them. Less passenger cars but more trucks. Still need industrial areas.
- Maybe the deliveries get smaller – goods delivered by bike.
- Policy is a huge driver, e.g. free trade agreements. It could all change. It's surprising that there could be a bunch of restrictions.
- What about trade expansion with Asia? Trade shifts. If China becomes more of a consumer and a producer – how would Calgary prepare itself for infrastructure changes? Do we look at the balance of goods flow? If we bring production here, then trucks might leave full, reducing cost. Are the truck flows balanced? It is a lot harder question to solve than it seems.
- Right now it is cheaper to ship by ocean than by air, but things can shift in a blink of an eye.
- It is about supporting transportation corridors, but there are other broader issues, e.g. noise around airport is a big point.
- When I try to explain to a company that is not yet located here, I talk about fluidity [of freight movement]. If I can't spell out where the long term strategy came from and whether it will promote fluidity, have a difficult time.
- Need to be able to demonstrate to companies considering locating to Calgary that there are assurances that planned or committed infrastructure will be in place: maybe don't need to have, e.g., a new overpass, in place [right away] in the next 5 years, but we need to be able to assure them that it will be there in 6-10 years .
- Right now, there is really nothing in goods movement.
- We are protected against e.g. noise curfews -- need to show a commitment to businesses coming in that [policies will be put into to place]
- Trains outweigh trucks... the railway has (top) one priority
- Should we be planning for a second ring road? Have heard anecdotally in Edmonton that people want it.
- We need to have connectivity. Is another ring road going to solve the problem? Is there going to be sprawl? Or is the next generation going to reverse that? How does the province plan for that?
- Dedicated truck route for autonomous vehicles? Analogous to dedicated lane for transit vehicles in Melbourne

- We need to start planning now for very long term investments. It was pointed out the planning for the ring roads started 40 years ago
- We need to plan for things. If you don't plan for it, it will never happen. The forecast will be wrong, but with every decision you make you can compare to what was planned. You need to protect the lands to some degree.
- Without protecting for the right of way, it wouldn't happen. But also protecting for it could create sprawl [in anticipation of new infrastructure].

Feedback on long term

- Specific to Calgary region
- Understanding the economic impact/changes that are happening in the region
- Policies, by-laws, action plans, collaboration
- Consistencies - road pavements
- How are we going to connect transportation logistics, building infrastructure
- Airport noise restrictions
- AVPA - noise, compatible land use surrounding residential areas
- Increased residential (near airport) cargo traffic impacted immensely
- Cargo will move elsewhere
- City allowing residential permits e.g. Allowing graveling construction into residential areas
- Social - not many people know about goods movement
- Teach viewpoints to the public, there is no voice
- Weaning ourselves off of fossil fuels
- Drones need to be assessed - what uses, who's using them, what's being transported.
- Disruptive technologies - make sure they are not interrupting
- What happens if the technology stops working?
- Paying attention to the technology specs - charging stations
- How do you plan for the unexpected?
- Grades are really high on Stoney trail - what we did not consider at the time.
- Things may not change that much with automation
- How do you build flexibility?
- The change could be significant with transportation: riding a horse to buggies and then buggies to hybrids
- Road perspective: not having vehicles in the future - existing infrastructure
- Adaptability to global weather patterns
- E-Commerce
- Is "I want it now" realistic?
- Drives a lot of cargo; could double the amount of shipping
- As it is more economical goods movement increases
- Could increase air cargo (more) than water



- Distribution centre growth
- No more land to build in Vancouver
- Continue to plan - complete environment thriving
- Constraints?
- Land constraints - availability of Calgary's access would affect long term
- How do you get more land?
- Drive up costs
- Shift mode
- What can Calgary do as an administration build with other cities (cargo, business)?
- Global warming
- Consistency/constraints
- What's it going to look like in the next 50 years?
- Population density
- Keep commerce going
- Encouraging ecosystem growth
- Cost effective
- Diversification
- Diversifying not so impacted by economy anymore
- Brings in different kinds of goods
- Social implications:
 - ? How goods move around
- Airport - people want it now
- This generation will have a bigger impact
- Materialization
- Will it change next generation
- Parking due to "car2go", "Uber eats", "skip the dishes", etc.
- What does the next generation do with demands to living in a certain area, deliveries, transit, etc
- Less of passenger cars, more of cargo
- Not in the middle of residential and closer to distribution areas
- Potential of using transit / subways as cargo
- Policies is a huge driver - reduce restrictions
- What are we going to do to keep progressing
- Climate change
- Depend on product, pricing
- Where, when and the trade
- What is the balance of trade flow?
- Grow the eco system



- Keep businesses here
- It is cheaper to deliver by ocean than air
- Develop noise policies
- Connectivity from areas
- Easier to attractions
- Fluidity
- Improving transportation corridors
- Attracting new cargo flights (attracting new businesses)
- Need guarantee for not 5 years, but 6-10 years from now
- Barriers? Need to plan for them
- CTP - long term plan
- Land use bylaws, noise bylaws, policies, etc
- Insurances, commitment, flexibility
- Everything fits in our constitution
- Boats, ships, planes, cars
- Outweighing
- "right of way"
- In 30 years, ring road will probably reach its capacity
- Should there be another ring road or better planning on traffic?
- Dedicated roads/dedicated lanes to cut down on traffic
- Protection for the future
- .Process
- .Protect the "right-of-way"
- .We do create the sprawl but what is the cost?
- Protect the AVPA
- Create policy that supports growth
- Vision that supports growth and is flexible
- Improve transportation corridors
- How do we connect growth management strategies if there are infrastructure/political issues
- More density near airport could be a huge issue
- Planning and land use issues could force cargo out of Calgary
- How to effectively plan for cargo, noise and appropriate development?
- Goods movement makes noise, but goods movement drives the local economy
- If trucks had glass walls so people could see what's in it, it would help people understand how goods move.
- Weaning off of fossil fuels - are there enough pieces of infrastructure to support charging stations etc?
- How do drones/automated vehicles change goods movement?
- Goods movement corridor protections



- How do you plan for 100 foot transports?
- When planning for the unexpected, assume that thoughts today are obsolete in 10 years and plan for flexibility.
- We have no idea what we could be on the cusp of
- Develop flexibility by repurposing infrastructure - e.g. roads might not only be for vehicles in the future
- Climate change may change the nature of ports.
- Costs for shipping a larger issue in Canada than the US
- Goods movement going from large centres to home delivery
- E-commerce can lead to an increase in shipping, traffic, less bricks and mortar buildings, more air vs. ocean shipping
- Need to plan for flexibility with good land uses and growth management plans
- How does lack of land capacity impact goods movement?
- As Vancouver and Seattle run out of space how does that change things here?
- Calgary Airport being locked in as development grows around it. This, along with the noise constraints, limits flexibility and cargo room.
- Appropriate land use density for commerce/trade flow
- Encouraging eco system growth in appropriate locations
- Diversifying economic base so oil prices don't have a significant impact
- More demands on social media means more demands on faster delivery.
- Changes in delivery modes from sea/truck to air
- Even with groceries - stores are starting to deliver which causes the same traffic but in different directions
- Maybe grocery stores move closer to distribution centres
- Increase in baby boomers retiring - will that cause more or less traffic, more mass transit
- How do 'snow birds' impact traffic and housing issues?
- Young people are having significant impact on planning, media and goods movement
- Immediacy created by "craig's list", "kijiji", etc
- Trade and policy changes - how is trade driven forward?
- Modes of delivery to move based on goods - planes/trains will ebb and flow based on how desire for goods changes
- When trade moves west instead of south what changes for goods coming in vs. going out?
- Policy changes to encourage companies to locate here and how the long term strategy can connect to other markets and transportation hubs
- Better planning of strategic transportation corridors, transit
- Better infrastructure to attract new businesses
- Showing how the long term plan has bylaws in place for development (noise, restrictions)
- Show business a route ahead that is well thought out and planned out to be flexible for future development
- Written into the Canadian Constitution rail outweighs other inland modes



- Lanes only for rapid transit
- Being able to repurpose plans for other uses if plan doesn't work out/changes make plan obsolete
- Protecting things like 'right of ways' can lead to sprawl but does it outweigh flexibility?
- Policies in place for ideal locations for commercial zones
- Diversifying tax base
- Scale is an issue - too small to attract?
- Rail and DC's are attracted to Calgary
- Calgary to continue to be Western Canada's hub however DC's are looking to locate in Airdrie and east/west of Calgary
- Trucking congestion is an issue but not connected to industrial activity because related lands are undeveloped
- As west of airport continues to expand will have to sort out truck exit to the north
- Road geometry not impeding truck movement currently
- Balzac as industrial is expanding and mixing with visitors (9.2 million last year, Banff did a million for context)
- Most residents come from Airdrie to Calgary
- Regions as co-ops (e.g. East Balzac and Airdrie)
- Cost of regional transport (Airdrie to Calgary) is \$10/ each way which would be cost prohibitive
- See automation within industrial zones to test technology

Short term/Long term interests

- Opportunity to do more value added by sending empty containers and reefers back to the ocean full
- More work/life balance to people are not traveling to Calgary for work or it happens less
- Regional transit has to be part of the conversation as well

What should GMS look at?

- Creating freer traffic flow north to south of city
- More opportunity for smaller airports to small aircraft/choppers because YYC does not want them
- Airport development in Airdrie could be an option (tried to do something with MD of Rocky View)
- Griffen Road is only 'truck route'
- Current major growth is in residential
- Changing land use to more commercial/light industrial on south side of river
- 50% growth in the last 10 years
- Biggest issue is topography and lack of access into and out of town
- Province to expand intersection of highways 1A and 22
- May not see much of an increase in traffic even with the expansion
- Cochrane is currently doing transportation master plan
- Looking to improve transit
- CRP - need to look at regional transportation network

- Extend Griffen Road across river to loop back to highway 22 (band aid solution within next 4 years, ideally completed corridor in the next 10 years)
- Fragmented community development with river/highways/topography
- [A technology company has its] head office in Cochrane - the R&D site will be there as well
- Cochrane defaults to City of Calgary road ratios
- Municipal network is improving
- Struggles with some constraints
- No long term right of way protections make network expansion difficult
- Automation of trucks could be big to move them efficiently through town
- ...rail crossings at-grade an issue
- Centre Ave (major retail node) bylaw levy created to fund grade separation
- 5th Ave identified (no levy set up)
- Cochrane updated plan every 5 years and will look at goods movement
- ACP - Airdrie, Rocky View, Calgary study of corridor between Airdrie and Calgary
- Looking at land uses for commercial / light industrial
- Policies