

LETTERS OF SUPPORT FOR THE CALGARY GOODS MOVEMENT STRATEGY

1. Alberta Transportation Delivery Services – Southern Region
2. Alberta Transportation Network and Capital Planning Branch
3. Calgary International Airport
4. Canadian Pacific Railways
5. Calgary Economic Development
6. Van Horne Institute
7. University of Calgary
8. Mount Royal University
9. Bison Transport
10. FedEx
11. Commercial Real Estate Development Association (NAIOP)
12. Alberta Sand and Gravel Association (ASGA)

Letters of Support



Delivery Services, Southern Region
Willowglen Business Park
803 Manning Road NE, Second Floor
Calgary, Alberta T2E 7M8
Telephone: 403-297-6311
Fax: 403-297-4706
www.transportation.alberta.ca

November 27, 2018

Ms. Madhuri Seera, P. Eng.
Project Manager, Goods Movement Strategy
City of Calgary
800 Macleod Trail, S.E.
P.O. Box 2100, Sta M
Calgary, AB
T2P 2M5

Dear Ms. Seera:

Subject: CITY OF CALGARY GOODS MOVEMENT STRATEGY

Thank you for providing Alberta Transportation with the opportunity to participate in the development of the City of Calgary Goods Movement Strategy.

The movement of people and goods is a critical component of the provincial and municipal transportation network and supports Alberta Transportation's mission of providing a transportation system that supports Alberta's economy and quality of life. Co-operation between our two jurisdictions will allow for integration of our transportation plans for the benefit of all road users.

The recommendations provided in the goods movement strategy will be considered and used to inform future programs based on provincial priority and funding availability.

If you have any further questions, please contact me at 403-297-8633 or at jerry.lau@gov.ab.ca.

Yours truly,

A handwritten signature in blue ink, appearing to read "Jerry Lau".

Jerry Lau, P. Eng.
Infrastructure Manager
Southern Region



Letters of Support



Corporate Strategies and Services Division
Network and Capital Planning, Investment Planning

2nd Floor, Twin Atria Building
4999-98 Avenue
Edmonton, AB T6B 2X3

Telephone: 780/415-9961

November 27, 2018

Ms. Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary
800 Macleod Trail SE,
Calgary, Alberta, T2P 2M5

Dear Ms. Seera:

Thank you for taking the time to meet with Alberta Transportation representatives and our Transportation Trade Network Study consultant on October 25, 2018.

Alberta Transportation initiated the Transportation Trade Network (TTN) Study in fall 2018 to understand commodity growth in Alberta, analyze road, rail and inland port infrastructure, and examine connections to trade corridors in BC, Saskatchewan, Yukon and the United States. Ultimately, the study will identify transportation trade network issues and recommend infrastructure projects that will enable efficient transportation of commodities to export markets.

There has been a significant body of work completed for the City of Calgary's Goods Movement Strategy to date, which is complementary to the TTN Study. Alberta Transportation does not intend to duplicate work completed by the City of Calgary and would like to use Calgary's Goods Movement Strategy to inform the TTN Study. In doing so, the TTN Study will credit the City of Calgary as appropriate.

Please contact me if you have any questions or require additional information.

Sincerely,

A handwritten signature in blue ink that reads "Cmmulyk".

Corinna Mulyk
Director, Investment Planning

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October 31, 2018

Madhuri Seera,
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Re: Goods Movement Strategy, Letter of Support

Dear Madhuri:

The Calgary Airport Authority would like to thank you for inviting us to participate in the development of the Goods Movement Strategy. With over 75 percent of air freight in Alberta moving through the Calgary International Airport we hold a significant stake in this critical strategy.

YYC is in alignment and supports the strategic directions presented in this strategy that will ensure goods coming into and out of The City of Calgary are: transported efficiently, that investments are made in critical transportation infrastructure, that future land use and transportation plans are developed in collaboration with regional partners and that land use around major freight hubs and corridors is planned for and protected.

This Goods Movement Strategy as presented compliments our YYC - Land Development Strategy as it places emphasis on good access to critical transportation infrastructure, promotes planning and protects land use in and around major freight hubs and corridors. This directly correlates to the Provincial Airport Vicinity Protection Area (AVPA) regulation in the Land Use Planning in the vicinity of the Airport. We believe the AVPA needs to be protected as it is critical to the longevity of the Airport and the efficient delivery of air freight entering and exiting our City and the Region.

We support the proposed Goods Movement Strategy initiatives and look forward to continuing this collaboration with the City and the various industry stakeholders that comprise this Goods Movement Strategy steering committee.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rob Palmer', is placed above the printed name and title.

Rob Palmer
VP Finance and CFO
Calgary Airport Authority

Letters of Support



Jeff Knight
Director, Industrial Development
Canadian Pacific

T: 403 319 6596
C: 403 510 4476
E: jeffrey_knight@cpr.ca

7550 Ogden Dale Road SE
Calgary Alberta, Canada
T2C 4X9

November 19, 2018

Madhuri Seera,
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Re: Calgary Freight Advisory Council, Letter of Support


Mr. Seera,

Thank you for your invitation for Canadian Pacific to participate in the formation of a Freight Advisory Council here in Calgary.

The formation of such a council would benefit Calgary through the development of a Goods Movement Strategy that will create a platform to address goods movement issues, discuss concerns and solutions related to goods movements and to lay groundwork for the future of how goods are moved into, out of and throughout the City of Calgary.

Canadian Pacific supports this strategy and to ensuring the safer and more efficient movement of goods in the city. It's important that this strategy is developed in collaboration of those that are most impacted by it, and as one of those stakeholders Canadian Pacific looks forward to participating.

Best Regards,



Jeff Knight
Director, Industrial Development
Canadian Pacific Railway

Letters of Support

Calgary Economic Development's
collaborative energy makes us a
conduit, connector, catalyst and
storyteller for Calgary.

November 7, 2018

Attn: Madhuri Seera, Project Manager, Goods Movement Strategy

Dear Madhuri,

The Goods Movement Strategy is a vitally important project for the City of Calgary to achieve its expanded potential as the multimodal logistics hub of Western Canada. Outlined below are three key strategies that support the continuation of the work.

Support for The Strategy

The level of investment in infrastructure and distribution facilities has been higher in the Calgary region than any other Western Canadian city. Such investments include CN Rail's \$200M Calgary Logistics Park which includes two million square feet of distribution and warehouse space. DHL Express nearly tripled the size of its operation at YYC Calgary International Airport to capitalize on the growth being generated. This strategy provides a roadmap to achieve a transportation network for goods and people that is safe, economical and environmentally sustainable.

Goods Movement Council

We appreciate the partnership we have established with the Project team to inform the Strategy. Through the Calgary Economic Development's Transportation and Logistics Advisory Committee, we have been involved in the development of the Goods Movement Strategy. Calgary Economic Development has an established advisory that could easily transition into a Goods Movement Council to continue to support short and long-term initiatives.

The objectives of this Council could execute on the delivery of the action items identified, ensure core goals outlined and implemented over set time frames, engage public and private partnerships while continuing to attract investments and help achieve the vision in the Strategy.

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731 1st Street SE, Calgary, Alberta, T2G 2G9
Main: (403) 221-7831
Toll-free: 1 (888) 222-5855
Media: (403) 880-7040
calgaryeconomicdevelopment.com

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Alignment with Inland Port Strategy

The Calgary Region is a key transportation and logistics hub. However, the Calgary Region's competitive advantage is challenged by other jurisdictions embracing innovation or infrastructure upgrades. There is a need to integrate our Goods Movement Strategy into our existing Inland Market strategy to create core competencies to support our leading advantage.

We encourage the City to keep up the momentum and implement the action items recommended in the Strategy to advance smart infrastructure, positioning Calgary as Western Canada's Inland Market that is supported by a safe, economical, reliable and environmentally sustainable goods movement system.

Sincerely,



Steve Allan
Executive Chair
Calgary Economic Development

Letters of Support



Suite 420, 715 – 5 Avenue SW
Calgary, AB Canada T2P 2X6

(587) 430-0291
info@vanhorneinstitute.com
www.vanhorneinstitute.com

November 6, 2018

Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning
The City of Calgary

Dear Madhuri:

Re: Goods Movement Strategy, Letter of Support

The Van Horne Institute would like to thank you for inviting us to participate in the development of the Goods Movement Strategy.

The Van Horne Institute is a 'think tank' focused on growth issues related to trade, transportation, infrastructure and resource development locally, regionally and nationally. Through our ongoing research, we therefore recognize the importance of an efficient multi-modal goods movement network to Calgary's competitiveness and economic wellbeing.

The Van Horne Institute is in alignment with and supports the strategic directions presented in this strategy. We especially believe the strategic directions will improve the role of Calgary as a dominant distribution hub in Western Canada, promote the efficient use of all goods movement modes, help position the City to accommodate new goods movement technologies such as autonomous trucks and contribute to sustainable economic growth.

We support the proposed Goods Movement Strategy initiatives. We look forward to continued collaboration with the City and the goods movement industry stakeholders that will be involved.

Sincerely,

A handwritten signature in cursive script, appearing to read "Alex Phillips".

Dr. Alex Phillips
President and CEO
Van Horne Institute
Suite 420, 715 -5th Ave SW
Calgary, Alberta T2P 2X6
T: 587-430-0293
Email: aphillips@vanhorneinstitute.com
Website: <http://www.vanhorneinstitute.com/who-are-we/>

Letters of Support



Office of the Vice-President (Research)

A100, Administration Building
2500 University Drive NW
Calgary, AB T2N 1N4
CANADA
www.ucalgary.ca/vpr

November 1, 2018

Madhuri Seera
Project Manager, Goods Movement Strategy
The City of Calgary

Re: Goods Movement Strategy

Dear Madhuri,

On behalf of the University of Calgary I would like to thank you for including us as a member of the Strategic Advisory Group for The City of Calgary Goods Movement Strategy. I commend you and your team for reaching out to industry, academia and other stakeholders to gain a deep and balanced understanding of challenges and potential solutions. This kind of public-private partnership is essential to tackling complex issues facing our city.

I would like to express the enthusiastic support of the university for the strategic directions and actions in the Strategy, specifically as they relate to collaborative research. The Urban Alliance, The City and the university's strategic research partnership, has enabled our institutions to work together to address important municipal challenges. The university has tremendous research capacity in areas relevant to the Strategy, including transportation/mobility solutions, wireless communications and GPS tracking, autonomous vehicle systems, supply chain management, land use planning, sustainable energy systems and practices, life cycle analysis, and others. Many University of Calgary researchers are national and international leaders in these areas. Two of our scholars, Dr. Lina Kattan and Dr. Osman Alp, have taken part in the development of the Strategy.

Dr. Lina Kattan, who is part of the Strategy's Advisory Group, is the Urban Alliance Professor in Transportation Systems Optimization. She runs a state-of-the-art Active Traffic Demand Management lab that collects real-time data from Calgary highways and applies sophisticated modeling approaches to tackle practical transportation problems. Dr. Kattan's team has undertaken more than 30 research projects with The City in recent years, and this year was awarded a major \$1.6M NSERC grant to optimize the integration and sustainability of municipal infrastructure, including transportation, energy, water and waste.

Dr. Osman Alp is an expert in supply chain operations, and his research takes a holistic approach that includes distribution systems, supply chain management and logistics, and solutions for sustainable transportation of goods and people. We look forward to engaging the expertise of a broad group of researchers on campus to carry out practical research projects to support the implementation of the Goods Movement Strategy.

We would like to highlight our support for the following proposed actions, which align very well with our strengths as a university and our Urban Alliance partnership with The City:

1. Action item 5.4: *"Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement."* The University of Calgary has a strong track record of research, including work with The City and other partners, in the areas of sustainability and resilience.
2. Action item 6.1: *"Collect, share and maintain goods movement data in collaboration with academic institutions and other partners"*. Data is a critical part of research and this will enable us to leverage existing data within the industry and the City. The university has a great deal of experience in managing and interpreting big data.
3. Action item 6.2: *"Support the creation of an urban freight research centre in Calgary, in collaboration with academic institutions and other partners"*. We see tremendous opportunity for collaborative research with the

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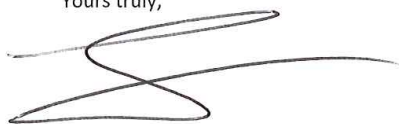
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City, industry, academic colleagues and other partners. We encourage pursuit of a mechanism to focus the resources of the partners to address important practical research questions.

I would like to reiterate our appreciation for the partnership approach that The City has taken to inform the Strategy. The symposium hosted by Mount Royal University provided a platform to exchange ideas between key stakeholders, and we hope this approach will continue. The University of Calgary is committed to engaging with our City, industry, and academic colleagues as the Strategy is put into action.

We commend you and your team for putting together a robust approach to realize the vision of a safe, efficient, environmentally responsible and resilient goods movement system that benefits all Calgarians. We look forward to partnering with you in this important endeavor.

Yours truly,

A handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Ed McCauley, Ph.D., FRSC
Vice-President (Research)
University of Calgary

Letters of Support

October 26, 2018

TO: Madhuri Seera, Project Manager, Goods Movement Strategy

Letter of Support & Reference

Dear Madhuri,

It has been my pleasure to be associated with the Goods Movement Strategy (GMS) over the last many months. It is my understanding that you and your team would be presenting a report on that work to the City Council in early December 2018. I am happy to offer this letter of support for you to include in the final information package to be submitted to the City Council. My association has been focused on the sustainability pieces of the *strategy*, and I see a significant potential to build up on the work done so far to provide real end user value to the citizens.

Support for the Strategy

Mount Royal University (MRU) has a long standing history of research partnerships in collaboration with community partners and industry members. We strongly believe in conducting applied research which has a direct significance on the lives of our citizens. I thank you for including faculty members of the Department of Supply Chain Management in your “Strategic Advisory Group” for the Goods Movement Strategy. I found all of those discussion sessions to be very productive, engaged and apt. I commend you and your team on your efforts to solicit feedback from the industry, understand concerns and find balanced solutions. You have my support for the Strategic Directions and Action Items recommended in The Goods Movement Strategy.

Goods Movement Strategy Symposium (June 2018)

The Department of Supply Chain Management appreciates the partnership we have established with the City of Calgary (via the GMS project) to inform the *Strategy* and going forward we look forward to working closely with the City. Through the Goods Movement Strategy Symposium held in June 2018 at the Riddle Library of the Mount Royal University (in collaboration with the City and University of Calgary), and the two Stakeholder Engagement sessions (December 2017), we could provide a platform to share related ongoing research by different stakeholders. We encourage continued collaboration and believe this should be an annual event hosted in partnership and offer our support for future collaborative research opportunities.

Alignment in Research

At MRU, we have initiatives on goods movement and sustainability research that strongly compliments the Goods Movement Strategy. We strongly support the recommended action items, especially:

1. Action item 5.4: *Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement*

Letters of Support

2. Action item 6.1: *“Collect, share and maintain goods movement data in collaboration with academic institutions and other partners”*. Data is a critical part of any research and this action item will enable us to leverage existing data within the industry and the City.
3. Action item 6.2: *“Support the creation of an Urban Freight Research Centre in Calgary, in collaboration with academic institutions and other partners”*. We see tremendous opportunity for collaborative research with the City, private partners and other institutions and encourage an ongoing dialogue on this.

We encourage the City to keep up the momentum and implement the action items recommended in the Strategy and make way for the vision of a multimodal, safe, economical, reliable and environmentally sustainable goods movement system.

Sincerely,



Rajbir S Bhatti, PhD

Assistant Professor (Supply Chain Management)
International Business & Supply Chain Management,
Director, Academic Liaison,
Calgary Logistics Council (CLC)
Formerly, Member of the Board of Directors,
Canadian Supply Chain Sector Council (CSCSC), Toronto

EB 2052, Bissett School of Business,
Mount Royal University, Calgary
Phone: 403-440-5086

www.rajbirbhatti.ca

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City of Calgary
Attn: City Council

October 26, 2018

To Whom It May Concern:

I write this message today, as a notation to convey our support for the implementation that is being put forth for the Goods Movement Strategy Recommendation.

Over the last two years, I have been an active part of the Goods Movement Operations Committee. Through the process, I have become familiar with the strategy and its ultimate benefit for goods and people movement fluidity well into the future.

It is imperative that we have a strategy and associated stakeholder committee that addresses current infrastructure needs, as well as forward looking applications into the future. Fluidity and congestion management, electric vehicles, autonomous testing and implementation, E-Commerce, as well as creating economic attraction through our attention to T&L is very important to the City's success.

At this time, we recommend that the City of Calgary accept this Strategy and the recommendations.

Warm Regards,

A handwritten signature in black ink, appearing to read "Doug Romanuk".

Doug Romanuk
Vice President, West Region
Bison Transport Inc.

Letters of Support



YYC Operations

FedEx Express Canada Corporation

24 Aero Drive NE

Calgary, Alberta, T2E 8Z9

November 7, 2018

TO: Madhuri Seera, Project Manager, Goods Movement Strategy

Letter of Support for Goods Movement Strategy

Dear Madhuri,

Thank you for the opportunity to be part of the Operations Advisory Committee that was established to inform the Goods Movement Strategy. I appreciate the team's efforts in gathering feedback from the industry on existing challenges, opportunities and potential solutions. From the FedEx Express Canada perspective, I have provided feedback on the challenges we face. I am pleased with the recommendations that are set forth from the Strategy.

FedEx Canada has been operational in Alberta for over 30 years and continues to grow and offer an increased portfolio of business solutions along with our Opco partners FedEx Freight and Ground.

I offer my personal support for the approval and implementation of the Strategy. We hope to continue to work together with the City in the implementation of the Strategy and improving our economy.

Warmest regards

A handwritten signature in black ink, appearing to read "G Basterfield", with a large, stylized flourish at the end.

Gary Basterfield

Ramp & CTV Manager

Letters of Support



November 20th, 2018

Ms. Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Via email: Madhuri.seera@calgary.ca

Dear Ms. Seera:

Re: Goods Movement Strategy

Thank you for the opportunity for NAIOP Calgary to work with The City of Calgary on the Goods Movement Strategy. Our membership of over 250 industry professionals appreciates the benefit of collaborative work with The City to achieve mutual goals on the movement of goods in and around our city.

This strategy is critically important to the industrial users, tenants and developers that operate in the Calgary region. It is well thought out and thorough and offers excellent steps forward to ensure we grow and retain this integral component of the Calgary economy. We look forward to continuing to work with you and your team.

Yours truly,

NAIOP Calgary

A handwritten signature in blue ink, appearing to read "Paul D.", with a long horizontal flourish extending to the right.

Paul Derksen
Chair, NAIOP Government Affairs Committee

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Director-at-large

Letters of Support



November 26, 2018

Ms. Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Via Email: Madhuri.seera@calgary.ca

Dear Ms. Seera:

RE: Goods Movement Strategy

Thank you for the opportunity for the Alberta Sand and Gravel Association (ASGA) to work with The City of Calgary on the Goods Movement Strategy. Formed in 1975, the ASGA has grown to represent over 135-member companies that produce over 80 per cent of Alberta's processed aggregates. The ASGA is committed to the orderly and responsible development of Alberta's aggregate resources, promoting high standards of workmanship and accountability related to environment and safety within the aggregate industry.

The ASGA strongly supports the Goods Movement Strategy. Long term planning and continued investment in infrastructure is critical to the economic development and quality of life in Calgary both now and in the future.

Delivery of construction materials is a key focus for our membership. Having a strong delivery network that can support the transport of our products is critical. The ASGA supports the continued investment in road network infrastructure as well as the continued focus on polices that are designed to maximize the efficiencies and safety of those same networks.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Ashton', is written over a faint, light blue circular background.

John Ashton
Executive Director, Alberta Sand and Gravel Association