

# MOVING CALGARY

## TRANSPORTATION + LOGISTICS SECTOR PROFILE



DECEMBER 2010

CALGARY  
ECONOMIC  
DEVELOPMENT



# MOVING CALGARY TRANSPORTATION + LOGISTICS

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Calgary Economic Development has compiled this sector profile to give interested businesses and individuals a comprehensive overview of the infrastructure and opportunities in Calgary's robust transportation and logistics network. This network is a cornerstone of the city's vitality: it gives businesses the ability to affordably and efficiently move people, products and services by land, rail, air and, eventually, by sea; and it gives city residents and visitors alike the means to reach and enjoy all aspects of life in and around Calgary and southern Alberta.

Major retailers like Walmart have selected Calgary as an integral part of their Western distribution strategy. This is partly due to Alberta's low tax regime, Calgary's growing economy, its geographic location, and its well developed and evolving infrastructure. This powerful combination makes Calgary a major Canadian transportation and logistics hub of the future.

Over the last decade (2000-2010), Calgary's population has increased by more than 300,000 people; employment in the transportation and warehousing sector supporting the city's growth has increased by over seven per cent and employs nearly 80,000 workers. A stream of investment by both large and small transportation and logistics suppliers has brought the total number of businesses in the sector to 4,200 establishments. As well, Calgary's streets and roads have been expanded and upgraded, the Calgary International Airport has undergone a major expansion, and a new intermodal rail logistics park is expected to open in 2013.

Transportation and logistics are moving Calgary – and propelling one of the most dynamic economies in North America.

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# CALGARY ECONOMIC DEVELOPMENT OVERVIEW

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Calgary Economic Development (CED) is working to make Calgary the undisputed choice for people and business.

As Calgary's lead economic development agency, we work with businesses to facilitate growth, expedite local, national and international business investment and trade development opportunities to promote sustainable economic growth in the Calgary region.

Calgary is Western Canada's business centre and has more head offices per capita than any other Canadian city. Its key economic drivers are Financial Services, Energy, Transportation and Logistics, Information and Communication Technology, Manufacturing, Film and Creative Industries.

CED concentrates its activities on developing these sectors; an experienced economic development professional is dedicated to each sector. Using a hands-on approach, we are furthering the success and growth of existing businesses, helping businesses grow their markets globally and promoting the Calgary Region as the ideal location for business investment.

By working with business and partners proactively and collaboratively, we will be able to achieve higher levels of success for Calgary and the surrounding region.

[www.calgaryeconomicdevelopment.com](http://www.calgaryeconomicdevelopment.com)

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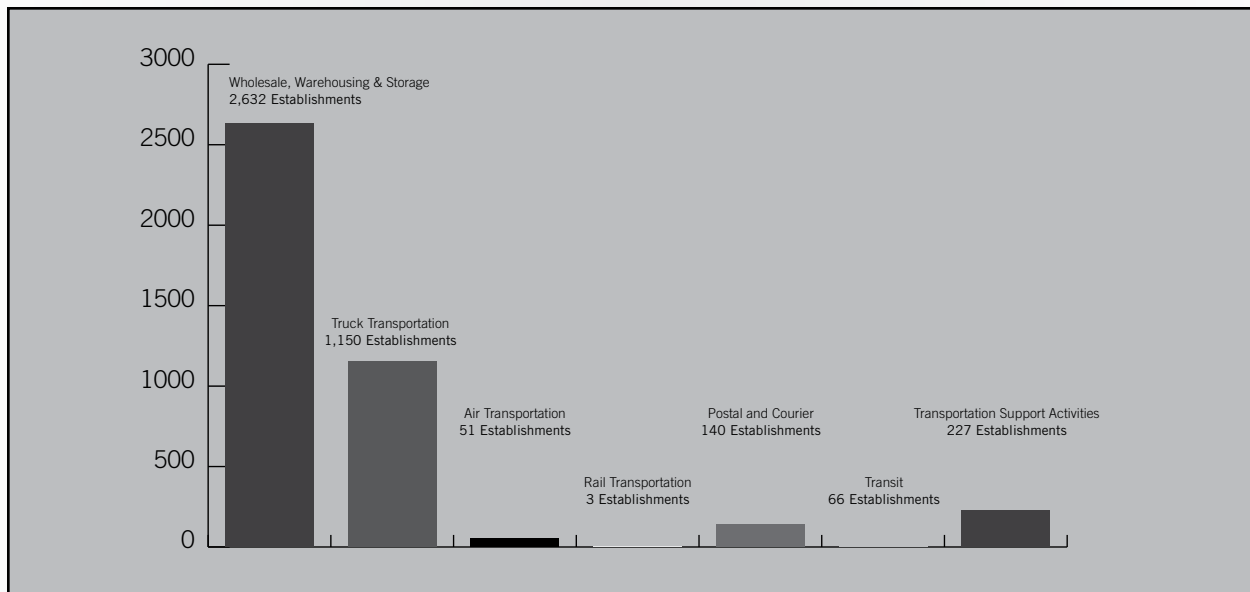
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# CALGARY TRANSPORTATION AND LOGISTICS AT A GLANCE



Calgary's transportation and logistics sector produces over \$3.6 billion in GDP<sup>1</sup> and employs nearly 80,000 workers<sup>2</sup> at over 4,200 business establishments. The sector represents six per cent of Calgary's total GDP and real growth in the sector has averaged three per cent per year for the last decade.

Figure 1 **Composition of Calgary's Transportation and Logistics Sector**



Source: Canadian Business Patterns, Calgary Economic Region, December 2009

<sup>1</sup> Source: Conference Board of Canada, Figures in Chained 2002 dollars.

<sup>2</sup> Includes the total workforce in the transportation industry (NAICS 48-49) and Wholesale Trade (NAICS 41)

## Calgary offers:

### ■ Excellent access to markets

Serviced by major north-south and east-west highways, two Class 1 railroads, Canada's third busiest international airport, and the nearby Port of Vancouver, a market of 50 million people can be reached from Calgary within 24 hours. Direct and connecting flights from Calgary International Airport (YYC) connect Calgary to practically every destination around the globe within 48 hours. A distribution centre situated in Calgary can provide service to the region at a lower cost and in shorter travel time than any other city in Western Canada. Calgary sees a large share of activity from Canada's busiest port, with 40 per cent of imports through Vancouver being distributed through Calgary. As it continues to grow as a major transportation hub, Calgary enjoys a rich supply of low cost containers ready to be loaded.

### ■ Available & serviced land and logistics parks

The City of Calgary has nearly 12,000 hectares of industrial land supply, including over 1,600 hectares of immediate and short-term land supply. The city is serviced by three major industrial regions comprised of a network of industrial parks, intermodal facilities and on-airport logistics parks. Leasing rates for industrial space in Calgary remain lower than nearby cities, and land in the larger Calgary Region offers ample space for development at transportation nodes along major corridors. To support growth, over the 2009-2018 period, the City of Calgary is investing \$3.5 billion in Calgary's transportation infrastructure to keep Calgary connected.

### ■ Highly skilled and available labour force

As Alberta's largest city, Calgary plays a leading role in executing the workforce strategy for Alberta's supply chain logistics industry. Annually, over 100,000 learners benefit from educational programs offered through the University of Calgary, SAIT Polytechnic, Mount Royal University and several other educational providers. In partnership with the transportation and logistics industry, these institutions offer programs in international trade management, supply chain logistics, operations management, and programs in related trades for trucking, aircraft maintenance and rail operations. Following the growth boom in the mid-2000s, wages in Calgary settled down close to the Canadian average, while unionization rates and Workers' Compensation Board premiums in Alberta are the lowest in Canada. Productivity (measured in output per hour worked) is higher in Alberta than any other Canadian province.

### ■ An excellent business environment

Calgary is recognized as one of the most cost-effective places in Western North America to establish a transportation and logistics hub. Perhaps the best evidence of Calgary's pro-business environment is the high level of investment transportation and logistics firms are making in Calgary. Recent investments include a \$100 million Calgary Logistics Park announced by CN Railroad and the \$30 million UPS distribution centre at Calgary International Airport. Investment is supported by Calgary's excellent quality of life and Alberta's low tax rate (lowest in Canada). With 114 of Canada's largest firms headquartered in Calgary, the city offers excellent access to decision-makers, in particular within the energy sector.

As Canada's fastest growing city, Calgary offers tremendous opportunities to firms across the diverse transportation and logistics sector. We invite you to explore what Calgary can offer your business.



## COMPANIES INVESTING IN CALGARY

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Walmart, Costco, Canadian Tire, Sears, Westfair Foods, Shoppers Drug Mart, WestJet, Canadian Pacific Railway — these are just a few names of companies selecting Calgary as the site for major investments for logistics offices, distribution centres, and major infrastructure. Calgary has emerged as a premier hub for logistics operations in Western Canada and to global markets. Some recent major investments are outlined below.

### **CN Railroad:** \$100 million Calgary Logistics Park

Canadian National Railroad is building a new logistics park in Calgary that offers a state-of-the-art Intermodal yard with direct connection to CN's network – which allows for in-park movement of containers significantly reducing dray and handling costs. The Calgary Logistics Park will be the third logistics park operated by CN in North America (in addition to parks in Chicago and Memphis).

The Calgary Logistics Park will be located a few minutes from two of North America's largest highways: the Trans-Canada Highway and the CANAMEX Corridor. It will offer direct rail connection to two west coast ports, Vancouver and Prince Rupert, BC with superior speed to market for imports to western Canada. The park will be located on 680 acres with total warehousing capacity of over two million square feet. The park also has Foreign Trade Zone designation, reducing transportation miles by offering streamlined customs processes onsite. Services include heavy container handling and in-park movement of containers.

[www.cn.ca/calgarypark](http://www.cn.ca/calgarypark)

### **UPS:** \$30 million Distribution Centre at Calgary International Airport's Global Logistics Park

In 2010, UPS opened a \$30 million distribution centre at Calgary International Airport. The 150,000-square-foot facility allows local businesses to tap into global growth markets such as China, India and Mexico. The distribution centre doubles the UPS hub's package processing capability to deal with rapidly growing business in Calgary, where shipment volumes have increased 60 per cent between 2003 and 2010. The hub houses 157 trucks for ground transportation to surrounding communities in addition to serving as a staging point for aircraft. Air and ground packages are sorted at the hub, which employs 400 people at the new YYC Global Logistics Park, located at the Calgary International Airport.

*"The rise of middle classes in China and India offers great potential to businesses in the Calgary area. This facility will provide our customers with access to those markets in a more convenient and reliable fashion than ever before."*

— Mike Tierney, President, UPS Canada

Supported by a strong infrastructure of highway, rail and air transportation, Calgary has become Western Canada's distribution hub for the wholesale, retail, and third-party logistics provider sectors. Investment activity in Calgary's transportation and logistics sector has been strong over the last several years. With 40 million square feet of new retail space currently under construction, major retailers have already selected Calgary as an integral part of their western retail distribution strategy.<sup>3</sup>

Highlights<sup>4</sup> of recent investment in warehouse and distribution facilities in the Calgary Region include:

Table 1 **Selected Recent Investment in the Calgary Region – Distribution/ Warehouse Facilities<sup>5</sup>**

Company	Company's Products/ Services	Category	Square Foot (thousands)	Capital Investment (\$M)	Year	Lease
3E Logistics Inc.	Logistics	New	137	-	2010	Lease
South Wire Canada Co.	Wire	New	105	-	2010	Lease
CWS Logistics Ltd.	Logistics	New	100	-	2010	Lease
Gene Orlick Transportation Inc.	Logistics	New	83	-	2010	Lease
Shanahan's Building Specialties Ltd.	Construction Materials	New	79	-	2010	Lease
Culligan Water Conditioning Ltd.	Plumbing Equipment	New	54	-	2010	Lease
Whirlpool	Appliances	New	439	-	2009	Lease
Walmart Canada	Foods	New	400	\$97	2009	
Harmony Distribution	Logistics	New	356	-	2009	Lease
Iron Mountain Canada	Records Management	New	145	-	2009	Lease
Lennox Industries	Plumbing and Heating Equipment	New	110	-	2009	Lease
Exel Canada Ltd.	Logistics	New	90	-	2009	Lease
WTS Distribution	Logistics	New	79	-	2009	Lease
Resolve Logistics	Logistics	New	78	-	2009	Lease
Coca-Cola	Soft Drinks	New	75	-	2009	Lease
Anixter	Electric Wires and Cables	New	55	-	2009	Lease
EBA Engineering	Engineering	New	50	-	2009	Lease
Federated Co-operatives	Foods	New	-	\$9	2009	-
IXL Masonry Calgary	Masonry Products	New	-	\$5	2009	-
Costco	Wholesale distribution	New	260	-	2008	-
Rona	Home Improvement	New	169	-	2008	Lease
UPS	Package Delivery	New	150	\$26	2008	-
Arbonne International Distribution	Personal Care Products	New	33	-	2008	-
Sico-Canada/Akzo Nobel	Paint Coating	New	29	-	2008	-

<sup>3</sup> Ibid

<sup>4</sup> Selected investments include those in an investment in excess of \$1 million, a floor area of over 20,000 sq. ft (1,858 sq. metres), or facilities employing 50 or more workers

<sup>5</sup> List as of August, 2010

Company	Company's Products/ Services	Category	Square Foot (thousands)	Capital Investment (\$M)	Year	Lease
Yokogawa Canada Inc.	Energy Processing	New	25	-	2008	-
AVAD, LLC	Home Electronics	New	21	-	2008	-
Steels Industrial Products	Construction Materials	New	-	\$7	2008	-
Shoppers Drug Mart	Retail distribution	New	-	\$11	2007	-
Celtic Project Services	Hazardous Materials Storage	New	-	\$7	2007	-
Cargill Foods	Foods	-	-	\$26	2004	-
Canadian Tire	Distribution Centre Addition	-	-	\$14	2004	-
Grand & Toy	Distribution	New	-	\$7	2004	-
Supply Chain Management / Metrus	Distribution	-	-	\$5	2004	-
FedEx Corp.	Distribution	New	-	\$3	2004	-
Mhpm Project Managers Ltd.	Distribution Centres	New	-	\$3	2004	-
Consolidated Fast Freight	Warehousing	-	-	\$2	2004	-
Quix-x	Warehouse	New	-	\$2	2004	-
Canadian Tire	Tire distribution	New	500	-	2001	-

Source: Conway Data

# CALGARY'S ADVANTAGES DRIVE INVESTMENT

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Calgary offers excellent multi-modal infrastructure and the fastest access to markets in Western Canada. In 2010, the City of Calgary approved a budget of \$8.5 billion for transportation infrastructure investment.<sup>6</sup> Alberta Transportation invested \$1.9 billion for the provincial highway network, including \$904 million for continued construction of the Calgary and Edmonton ring roads. There are more than 370,000 registered commercial vehicles in Alberta carrying goods within the province, between provinces and internationally. Alberta's transportation infrastructure provides access to booming markets in northern Alberta, as well as Western Canada, the United States and offshore through the Asia-Pacific Gateway and Corridor.

## **Companies looking for a site for a supply chain logistics hub find that Calgary offers:**

- Access to the decision-making centre of the energy industry, Calgary has more corporate headquarters for the energy sector than any other Canadian city.
- The closest proximity to markets in Western Canada: a market of 50 million people is accessible by ground transportation within 24 hours. Direct and connecting flights from Calgary International Airport (YYC) connect Calgary to practically every destination around the globe within 48 hours.
- Highway distribution access in all directions: Calgary is conveniently located at the intersection of the Canamex Corridor (a “smart corridor” connecting Mexico, the U.S., Canada and Alaska) and the Trans-Canada Highway (the world's longest national highway, stretching east-west 7,770 kilometers (4,800 miles)).
- Access to two Class 1 Railroads (Canadian Pacific Railway and Canadian National), serving every major city in North America.

The availability of serviced land, availability of a highly skilled labour force, and low taxes/operating costs, also make the Calgary Region an attractive location for operations.

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<sup>6</sup> City of Calgary, Transportation Business Plans and Budgets

Here are a few things that companies are saying about why they invested in Calgary:

Table 2 **Why Companies are Investing in Calgary – Selected Firms**

	Company	Why they are investing in Calgary
Trucking	<p><b>Mullen Group</b> Headquartered in Okotoks, south of Calgary, Mullen operates truckload, less-than-truckload general freight and dry bulk hauling throughout Canada, the U.S. and Mexico. Mullen also provides logistics, trans-load and intermodal services in Western Canada. Mullen has annual revenues of about \$1.3 billion and a total staff of 5,000 employees, of which about 500 are located in the Calgary area.</p>	<p>As a supplier to the energy industry, it makes sense to be in Calgary, one of the world's leading energy cities. Mullen is located in the nearby town of Okotoks because of its close proximity to Calgary and the low cost of land for its terminal facilities and offices.</p>
	<p><b>CF Managing Movement</b> CFMM (formerly Canadian Freightways) is headquartered in Calgary and offers less-than-truckload general freight, dedicated customer-specific transportation services, on and off-road trucking for the petroleum industry, and full truckload van and flat-deck trailer movements. It is part of the TransForce Group of Companies, which has total annual revenues of about \$2.0 billion. There are 2,500 employees in the overall organization, of which 250 are based in Calgary. CFMM operates terminals located in Calgary and throughout Western Canada and the US.</p>	<p>Calgary is important to the company as an origin-destination point as well as a trans-load centre for points throughout Western Canada. Calgary offers CFMM a central location for operations in Western Canada. CFMM is located in a new facility in southeast Calgary where it has good transportation access and is close to its customers and suppliers.</p>
	<p><b>Supply Chain Management</b> Calgary is home to one of three major operations centres for SCM. SCM provides regional warehousing and distribution support for Walmart stores. The Calgary operation accounts for one-third of its total business and serves Walmart's retail operations across Western Canada. The Calgary facility handles centralized warehousing and distribution for an area that extends from Vancouver to Winnipeg. There are 1,000 employees in the SCM Calgary operation.</p>	<p>The availability and cost of land factor heavily for SCM in selecting a site for a regional distribution warehouse. SCM selected its Calgary location because of land availability and proximity to transit and other transportation services related to its operation. U.S. access to the warehouse facility was also important, as was Calgary's population base.</p>
3 <sup>rd</sup> Party Logistics Providers	<p><b>Unicity Integrated Logistics</b> Unicity is a subsidiary of Livingston International, a leading North American provider of customs, transportation and logistics services. A third-party logistics provider, the company offers full service logistics support for Maytag and high-speed cross-dock product handling for other customers. Headquartered outside the region, Unicity maintains a compliment of over 3,000 workers at over 125 boarder points, seaports and other strategic locations across Canada and the US.</p>	<p>Transportation access, taxes and utility costs all factor heavily into the company's investment decisions. Unicity selected its present Calgary location because of its proximity to a rail spur, the availability of suitable land and the needs of its customers.</p>
	<p><b>Matrix Logistics Services Ltd.</b> Matrix, the main logistics provider for Shoppers Drug Mart, employs 300 people in Western Canada, 95 per cent of which are situated in the Calgary area. Calgary is the principal hub for its retail customers in Western Canada, extending from Victoria to Winnipeg.</p>	<p>Proximity to markets and available labour supply factor into Matrix's decisions to select sites for operations. Calgary is central to one of its biggest markets, offers good transportation access, and is in close proximity to its suppliers and carriers. Calgary also offers a large workforce to meet their warehouse needs.</p>



	Company	Why they are investing in Calgary
International Freight Forwarders	<p><b>Schenker of Canada Limited</b></p> <p>Schenker of Canada is an international freight forwarder and customs broker, offering third-party logistics support to its clients. It is the Canadian arm of Schenker Worldwide, the world's largest international freight forwarder, with over 50,000 employees. Schenker's Calgary operation offers a variety of services related to the oil and gas industry, including project-related international freight movements. Sixty per cent of its freight movements are with Asia, 30 per cent are with the U.S. and 10 per cent are with Europe.</p>	<p>Schenker selected its present location in northeast Calgary in order to be close to its client base and a full range of transportation services including Calgary's international airport and Canada Customs.</p>
	<p><b>Tim Hortons Inc.</b></p> <p>Fast food restaurant giant, Tim Hortons, has approximately 3,100 retail outlets across Canada and the U.S. and employs over 90,000 workers. Calgary is home to the company's second-largest distribution centre serving Alberta, Saskatchewan and Manitoba.</p>	<p>Tim Horton's distribution centre is located in southeast Calgary. The company selected Calgary because of its central location. Availability and costs of land and utilities, as well as taxes, also factor heavily into the company's site selection decisions.</p>
	<p><b>Sears Canada Inc.</b></p> <p>Calgary is home to one of three national distribution centres for Sears, a retailer of a broad range of consumer goods and services through a chain of department stores and catalogue facilities. The Calgary distribution centre is situated next to CP Rail's intermodal facility and serves all of Western Canada. The Canadian operation employs 35,000 people, 400 of which are located in the Calgary distribution centre.</p>	<p>Sears situated its western distribution centre in Calgary because of its central geographic location, combined with a need to be close to rail. Calgary's proximity to markets and transportation access factored into the decision to operate in Calgary.</p>
Retail	<p><b>Totem Building Supplies Ltd,</b></p> <p>Totem Building Supplies is a division of the Rona home improvement chain. Calgary serves as both the head office and distribution centre location for Totem. The company has retail outlets in centres across Alberta, employing 800 workers.</p>	<p>The availability and costs of land and labour factored into Totem's decisions for selecting a site for its distribution centre operations in Calgary.</p>
Wholesale	<p><b>Synnex Canada Limited</b></p> <p>A major distributor of computers, computer parts and consumer electronics, Synnex has over 700 employees in Canada. The company selected Calgary as its warehouse location to serve the prairie provinces.</p>	<p>Synnex selected Calgary because of its proximity to markets and because of a need to be close to a carrier hub to ensure next day service.</p>
	<p><b>Lafarge Canada Inc.</b></p> <p>Lafarge is headquartered in Paris, France, and has operations in some 76 countries, employs 80,000 workers worldwide, and has annual revenues of over 20 billion Euro. Lafarge's Calgary office serves as the headquarters for Western North America. While Lafarge's markets are worldwide, the Calgary office administers manufacturing and sales throughout Western North America.</p>	<p>Demand for the company's cement, concrete aggregates, asphalt, and other products in Western Canada exceeds its manufacturing capacity, resulting in a need to import product from its plants in Asia. Calgary offers a supply of transportation providers, such as CP Rail and Mullen Trucking, that are needed to support the company's batch plants located close to major transportation arteries.</p>

## MAJOR HEADQUARTERS IN CALGARY

Calgary is home to corporate headquarters of 114 of the largest companies in Canada. As one of the world's leading energy cities, Calgary is the decisionmaking centre for Alberta's growing energy sector. Several of these firms have major transportation and logistics operations in Calgary.



Table 3 **Major Headquarters in Calgary**

Company	Revenue 2009 (\$M)
<b>Largest Energy Firms Based in Calgary</b>	
Petro-Canada	\$27,585
Suncor Energy Inc.	\$25,036
Imperial Oil Limited	\$21,292
Husky Energy Inc.	\$15,074
Encana Corporation	\$12,681
Enbridge Inc.	\$12,466
<b>Major Firms in Calgary's Transportation and Logistics Sector</b>	
Safeway Canada Limited	\$6,697
Canadian Pacific Railway Limited	\$4,303
WestJet Airlines Ltd.	\$2,281
Superior Plus Corp (propane distribution, specialty chemicals, & construction products distribution)	\$2,247
UFA Co-operative Limited (farm supply stores and petroleum and fuel outlets providing farm, ranch, home and business products and services)	\$1,604
The Forzani Group (largest national sporting goods retailer in Canada)	\$1,358
Rocky Mountain Dealerships Inc. (independent dealer of construction and agricultural equipment)	\$556
Cervus Equipment Corporation (retailer of agricultural and construction equipment)	\$377
Calgary Airport Authority	\$246

Source: FP 800



Western Canada is comprised of the provinces of British Columbia, Alberta, Saskatchewan and Manitoba, and has a population of over 10 million people in 2010, up 12 per cent from 2001. A distribution centre located in Calgary will benefit from the closest proximity to growing markets in Western Canada.

Table 4 **Distances to Western Canada Population Centres**

City	Distance	2009 Population (in thousands)	Population Growth 2001 - 2009
<b>Calgary</b>	<b>0 km</b>	<b>1,230</b>	<b>26%</b>
Edmonton	298 km	1,155	20%
Vancouver	975 km	2,328	12%
Saskatoon	623 km	257	11%
Regina	763 km	210	7%
Winnipeg	1325 km	742	8%
Total – Western Provinces	N/A	10,380*	12%

Source: Statistics Canada; RDA Global analysis - total is for all of British Columbia, Alberta, Saskatchewan, and Manitoba, not just for the cities listed in this table.

Table 5 **Transit Times to North American Cities**

City	Drive Time	Flight Time
Edmonton, Alberta	3 h	45 m
Regina, Saskatchewan	8 h	1 h 11 m
Vancouver, British Columbia	11 h	1 h 15 m
Seattle, Washington	12 h	1 h 10 m
Winnipeg, Manitoba	14 h	2 h 10 m
Denver, Colorado	14 h 30 m	2 h 23 m
Salt Lake City, Utah	15 h	1 h 46 m
Thunder Bay, Ontario	21 h	2 h 50 m
San Francisco, California	22 h	2 h 44 m
Phoenix, Arizona	25 h	3 h 15 m
Chicago, Illinois	26 h	3 h 30 m
Los Angeles, California	27 h	3 h
Dallas, Texas	32 h	3 h 40 m
Toronto, Ontario	35 h	4 h 10 m
Ottawa/Gatineau, Ontario/Quebec	36 h	3 h 50 m
Montreal, Quebec	38 h	4 h
Houston, Texas	36 h	4 h 15 m
Mexico City, Mexico	47 h	7 h 20 m
Guadalajara, Mexico	45 h	6 h 45 m

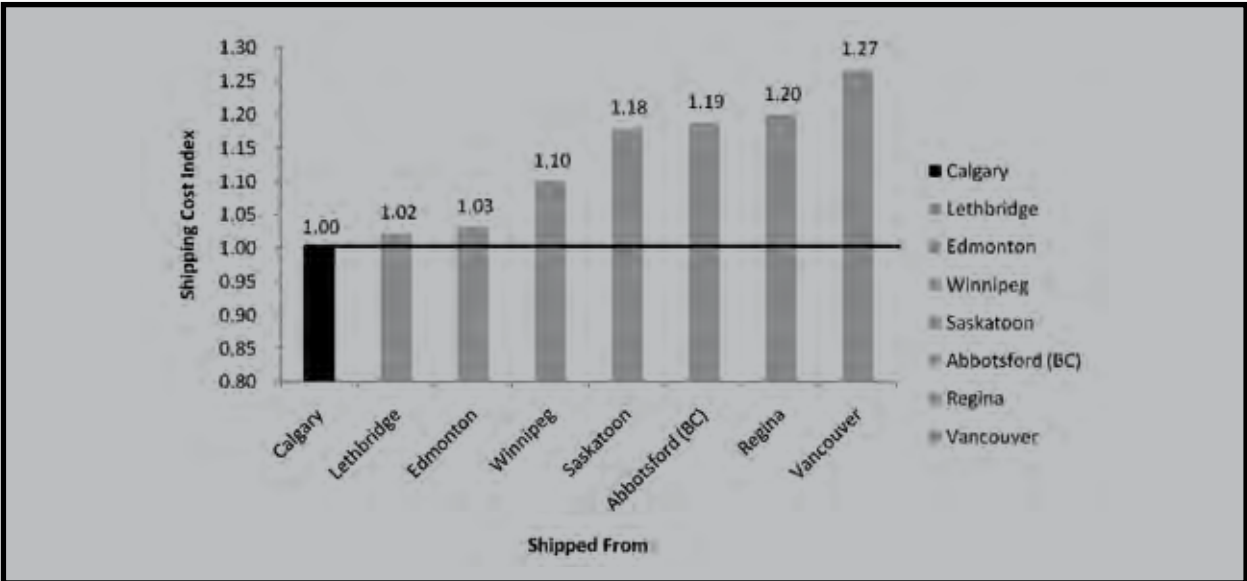
Source: Statistics Canada, U.S. Census Bureau, The Calgary Advantage, Proximity One, GGA Management Consultants

# CALGARY'S DISTRIBUTION COST ADVANTAGE

Locating a distribution centre in Calgary lowers shipping costs. Compared to other markets in Western Canada, Calgary offers the lowest shipping costs to Western Canada and major U.S. markets.



Table 6 **Benchmark Index of Shipping Costs from Cities and Towns in Western Canada**



Source: UPS Worldwide Shipping Prices ([www.ups.com](http://www.ups.com)); Shipping costs based on lowest cost to ship a 5 lb. parcel, November, 2010. Average Shipping Cost based on selected North American shipping destinations including major U.S. destinations: New York City, Los Angeles, Chicago, Miami, Philadelphia, Dallas–Fort Worth, Boston, Houston, Atlanta, Phoenix, Seattle, Minneapolis–Saint Paul, Denver, Portland (OR) and major Western Canada Destinations: Vancouver, Calgary, Edmonton, Winnipeg, Abbotsford (BC), Saskatoon, and Regina.



In addition, Calgary-based businesses benefit from Alberta's low tax regime. Alberta has, by far, the lowest fuel tax of any Canadian province at only \$0.19 per litre, as well as the lowest total tax bill per litre after including federal and other taxes. Alberta also benefits from a low aircraft fuel tax of \$0.15 per litre.

Table 7 **Taxes per Litre by Province**

Province	Gasoline Price Per Litre (March 2010)	Gasoline Taxes	Total Tax Bill	Tax Portion of Final Price
British Columbia	\$ 0.707	\$0.380	\$0.434	38.0%
<b>Alberta</b>	<b>\$ 0.693</b>	<b>\$0.190</b>	<b>\$0.234</b>	<b>25.3%</b>
Saskatchewan	\$ 0.715	\$0.250	\$0.298	29.4%
Manitoba	\$ 0.719	\$0.215	\$0.262	26.7%
Ontario	\$ 0.707	\$0.247	\$0.371	34.4%
Quebec	\$ 0.701	\$0.252	\$0.375	34.8%
New Brunswick	\$ 0.695	\$0.207	\$0.324	31.8%
Nova Scotia	\$ 0.692	\$0.255	\$0.378	35.3%
Prince Edward Island	\$ 0.732	\$0.258	\$0.308	29.6%
Newfoundland and Labrador	\$ 0.731	\$0.265	\$0.394	35.0%
Canada	\$ 0.709	\$0.252	\$0.338	32.3%

Source: [http://www.taxpayer.com/sites/default/files/GTHC\\_May2010.pdf](http://www.taxpayer.com/sites/default/files/GTHC_May2010.pdf)

# LAND AVAILABILITY AND COSTS



## Industrial Real Estate Market

Calgary's industrial real estate market offers a cost advantage for firms looking for available warehouse and industrial space in Western Canada. As of October 2010, Calgary has the second largest inventory of industrial real estate in Western Canada with over 115 million square feet of inventory. Industrial leasing costs in Calgary, at \$7.55 per square foot, are 11 per cent lower than Edmonton and five per cent lower than Vancouver. Average lease and sale prices for industrial real estate in Calgary are lower than Vancouver.

Table 8 **Industrial and Residential Real Estate Markets, Major Cities in Western Canada**

	Vancouver	Calgary	Edmonton	Winnipeg	Source
<b>Industrial Market</b>					
Availability	8.6%	5.0%	6.8%	4.2%	CBRE Q3 2010
Lease (\$ psf)	\$7.97	\$7.55	\$8.52	\$6.18	CBRE Q3 2010
Inventory SF (millions)	170.8	115.4	96.8	76.0	CRBE Q3 2010
Asking Sale Price (\$ psf)	\$169.00	\$160.00	\$125.75	\$54.63	CRBE Q2 2010
<b>Residential Market</b>					
Avg. Home Sale Price	\$679,381	\$401,080	\$325,060	\$222,598	CREA (Sept 2010)
Avg. Rent 2 Bedroom Apt.	\$1,169	\$1,090	\$1,015	\$835	CMHC Q3 2010

Source: RDA Global Analysis

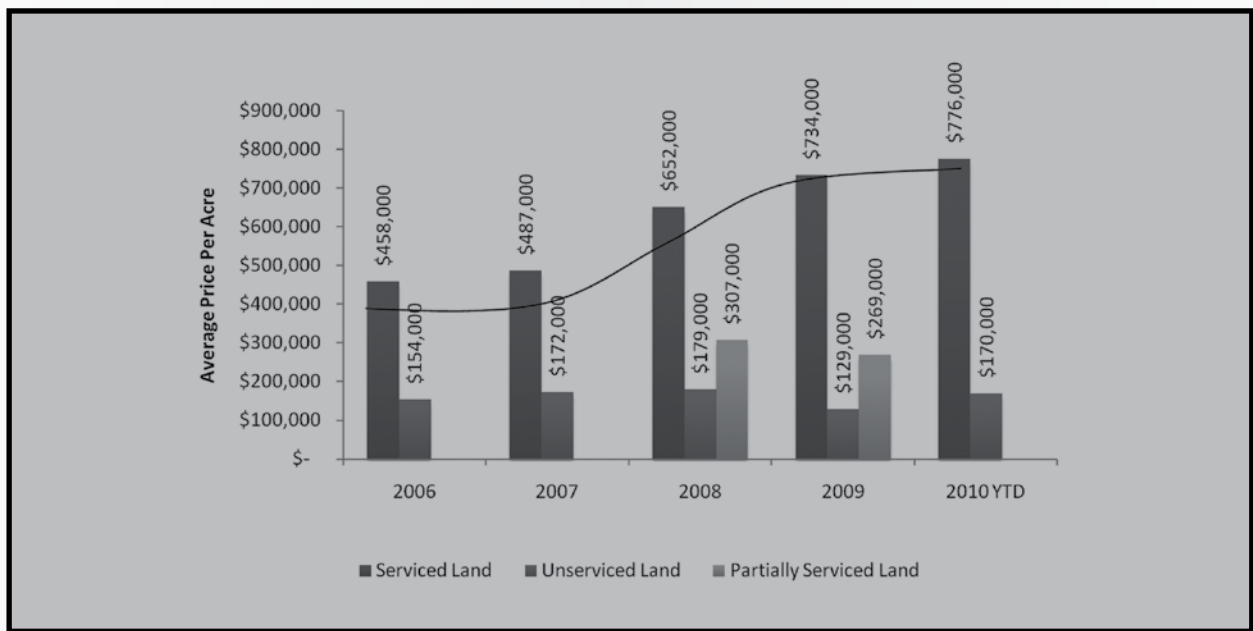
Calgary also offers an affordable and high quality of life. The average home price in Calgary at \$401,000 is 41 per cent lower than average home prices in Vancouver.

# LAND COSTS



Calgary’s stellar economic performance in the mid-2000s drove up land costs as demand for industrial real estate outpaced supply. Land transactions have slowed since the peak in 2008 and prices have stabilized. Land prices for serviced land are hovering around \$750,000 per acre, whereas limited service land averages \$300,000 per acre.

Figure 3 **Average Price per Acre of Calgary Industrial Land**



Source: Avison Young Calgary Industrial Market Report, Spring 2010

# CITY OF CALGARY LAND AVAILABILITY



The City of Calgary offers nearly 12 thousand hectares of land supply including 907 hectares of immediate land supply, 725 hectares of short-term land supply and 1,815 hectares of long term land supply.

Table 9 **Summary of Land Area by Supply Category and Industrial Area (2007, Hectares)**

Industrial Area	Developed/ Unavailable	Immediate Land Supply	Short Term Land Supply	Long Term Land Supply	Total
North/Northeast	2563	682	213	989	4447
Southeast	3905	147	512	637	5201
Central	1444	13	0	0	1456
Northwest	616	66	0	188	870*
<b>Total</b>	<b>8528</b>	<b>907</b>	<b>725</b>	<b>1815</b>	<b>11974</b>

\* Gravel extraction lands have been removed from long term supply in Northwest Industrial Area (714 hectares)

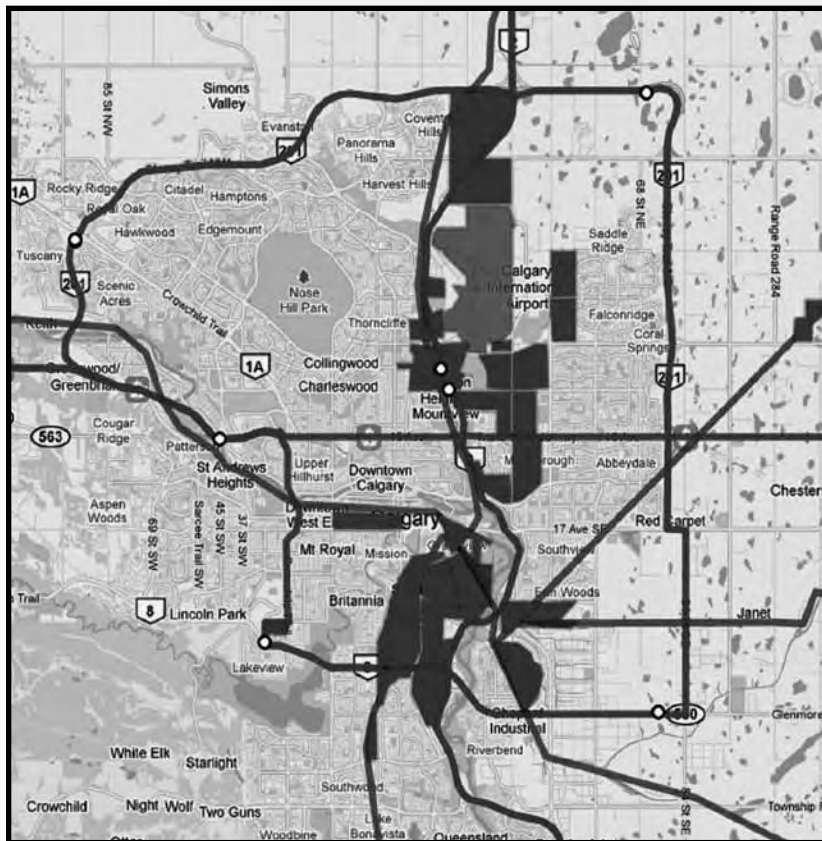
Source: City of Calgary, Industrial Area Growth 2007

# INDUSTRIAL REGIONS IN CALGARY



There are three major industrial regions in Calgary: Northeast, South Central and Southeast. Within these three major regions there are 46 individual local industrial regions. Industrial regions in Calgary are located in areas with access to rail, road, and air transportation.

Figure 4 **Map of Industrial Regions in Calgary**

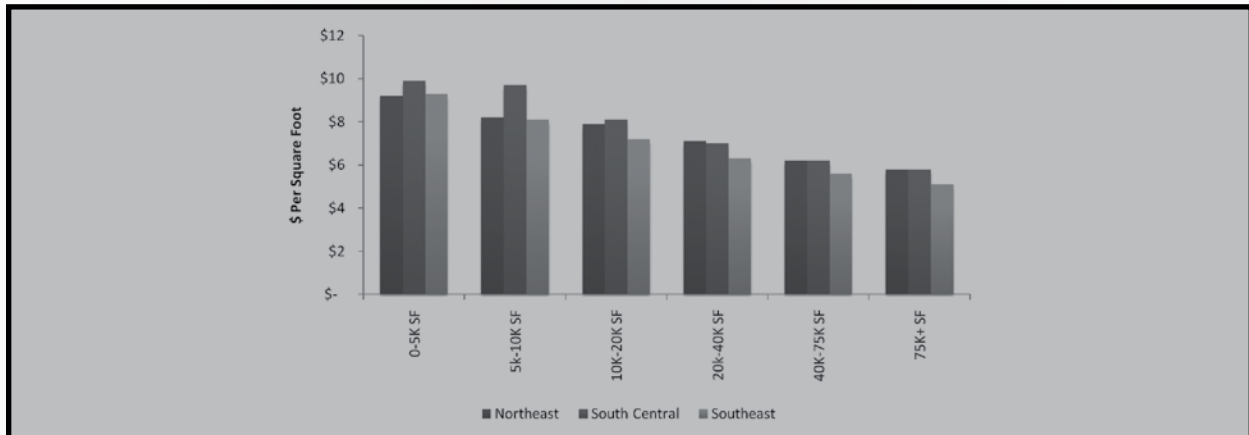


Source: RDA Global and Google Maps



Average leasing rates are similar across Calgary's three main industrial regions with South Central representing slightly higher prices per square foot. For large spaces over 75,000 square feet, lease rates per square are below \$6 per square foot.

Figure 5 **Average Asking Lease Rates – Calgary Industrial Regions**



Source: CRBE Calgary Industrial Market View, Q3 2010

A variety of business and industrial parks are located throughout Calgary, located in each of the three major Calgary industrial regions. A few notable industrial parks include:

### **Aurora Business Park**

Aurora Business Park is being developed on one of the last large lots of land that is both immediately near Calgary International Airport and of suitable quality for a business campus. This improvement was initially proposed in 1981, and has been undertaken in order to meet the city council's continued strategy of influencing traffic away from the downtown area and creating suburban employment centres so that residents may live near where they work. The Aurora Business Campus will be completed over a 20-25 year period.

### **Westwinds Business Park**

Westwinds Business park is located near the McKnight/Westwind C-Train Station and houses facilities for Shaw Cable and various other businesses.

### **Great Plains Industrial Park**

The Great Plains Industrial Park is nestled in the centre of Calgary's southeastern industrial centre, with quick access to Deerfoot Trail and many other industrial sites. The Great Plains Industrial Park is zoned I-G for general light industrial use.

### **Dufferin Industrial Park**

Located in the southeastern industrial centre on Canadian Pacific Railways lines, the Dufferin Industrial Park is zoned for medium industrial use and will provide a good location for logistical and distribution centres that require heavy rail use. Dufferin's Phase 1 lots will be available in 2012.

# WATER AND WASTEWATER AVAILABILITY



The City of Calgary water and wastewater systems provide service throughout the city’s jurisdiction and some communities located near Calgary enjoy the advantage of being connected to the City of Calgary systems. City of Calgary water rates are low at about 69 cents per cubic meter of water used. For effluent meter customers, a similar rate is charged.

Table 10 **City of Calgary Water Rates**

Usage Rate (\$ per cubic metre of water used)	2009	2010	2011
Usage rate per month	\$0.6622	\$0.6881	\$0.7225

## Water Service Usage Rate Fees for the City of Calgary

Some of the communities surrounding Calgary that also offer water and wastewater services include:

- **Airdrie**
- **The M.D. of Bighorn** (services provided by the Town of Canmore)
- **Black Diamond**
- **Canmore**
- **Chestermere** (services provided by the City of Calgary)
- **Cochrane** (wastewater services provided by the City of Calgary)
- **Crossfield**
- **High River** (Treated water also serves areas outside the municipal boundaries, including Aldersyde, Cargill, Compton Petroleum and the Saddlebrook Industrial Park, all of which have their own water licenses)
- **Nanton / Mosquito Creek**
- **Okotoks**
- **Redwood Meadows**
- **Strathmore**
- **Tsuu T’ina Nation** (services provided by the City of Calgary)
- **Turner Valley**

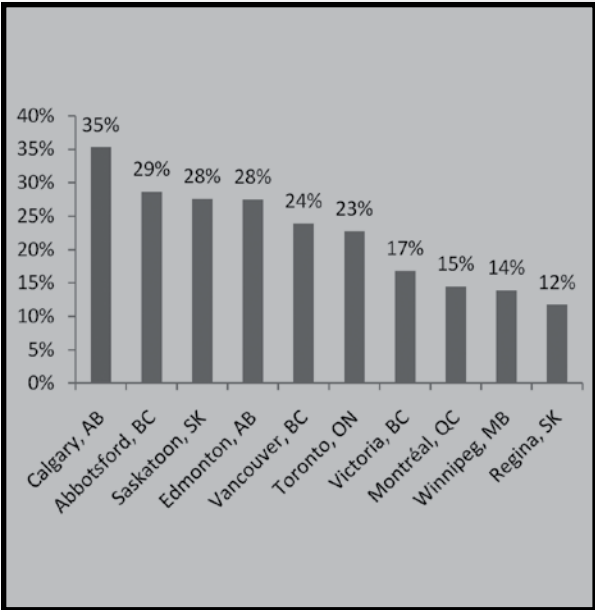
# LABOUR SUPPLY, SKILLS, AND WAGE RATES

Calgary has a young, dynamic workforce. With 1.2 million residents, the city has the youngest population in Canada with an average age of 36, and has the highest net interprovincial migration in Canada. Calgarians are confident, hard-working, entrepreneurial and well-educated.

In the last decade, Calgary has been the place where the jobs are and, it follows, that jobs attract people. The province of Alberta experiences an average quarterly interprovincial in-migration of over 21,200 people each quarter. Calgary experiences a net interprovincial migration of about 6,500 people per quarter. Between 2004 and 2009, an average of 8,000 temporary foreign workers entered Calgary each year. As of 2009, Calgary was home to over 13,700 internationals who have become permanent residents.

Over the past decade, employment in Calgary has increased by an impressive 35 per cent. Growth in employment in Calgary has outpaced all major metropolitan areas in Canada as well as all metropolitan areas in Western Canada. As of 2009, there were nearly 700,000 workers employed in Calgary region, including over 40,000 workers employed in Calgary’s transportation and warehousing industry and over 97,000 workers in wholesale and retail trade.

Figure 6 **Employment growth in Selected Canadian Metro Areas, 1999 - 2009**



Source: Statistics Canada

Figure 7 **Calgary Employment in Trade and Transportation/Warehousing**



# A WORKFORCE STRATEGY FOR ALBERTA'S SUPPLY CHAIN LOGISTICS INDUSTRY



Maintaining a supply of skilled and available workers to meet the needs of the transportation and logistics sector is a top priority for Calgary. Growth in Calgary's supply of skilled workers is maintained by an ecosystem of industry stakeholders and educational institutions that have developed an effective strategy to support ongoing growth of the supply chain logistics industry workforce in Alberta. The strategy framework, *A Workforce Strategy for Alberta's Supply Chain Logistics Industry*<sup>8</sup>, outlines the key action plan that is being implemented. The strategy is organized following four major themes.

## INFORM

The Inform theme outlines action plans to improve access to information to support informed decision-making on the part of employers, workers, youth entering the workforce and individuals considering employment in this sector.

## ATTRACT

The Attract theme relates to attracting workers from outside Alberta to meet some of the demand for labour in Alberta's supply chain logistics sector.

## DEVELOP A HIGH PERFORMANCE WORKFORCE & WORK ENVIRONMENT

This theme relates to building the capacity of Alberta's supply chain logistics workforce to support a transition to a more value-added and knowledge-based economy. It also outlines actions to develop high performance work environments in Alberta's supply chain logistics sector. Examples include improving workplaces and work arrangements, increasing capital investment and technology adoption and improving business processes.

## RETAIN

The Retain theme outlines action plans to enhance the attractiveness of working in Alberta's supply chain logistics sector so that workers – including mature workers, immigrants, Aboriginal people and those who may experience difficulty maintaining employment – continue to work in the industry.

<sup>8</sup> Alberta Employment and Immigration, Supply Chain Strategy

# CALGARY'S OCCUPATIONAL LABOUR SUPPLY

Calgary's investment in education has produced a diverse and highly skilled labour force across a variety of occupations that are critical to the growth of the transportation and logistics sector.

Table 11 **Labour Force in Calgary, Alberta, and Canada, Selected Occupations, 2006**

Occupation	Calgary*	Alberta	Canada
Total labour force	676,520	1,942,820	17,146,135
A Management occupations	74,525	187,240	1,631,725
A1 Specialist managers	22,440	47,570	423,015
B4 Clerical supervisors	3,920	9,920	93,065
B415 Supervisors, recording, distributing and scheduling occupations	1,370	3,175	26,500
B5 Clerical occupations	68,940	182,400	1,640,020
B513 Records management and filing clerks	1,770	3,735	30,075
B541 Administrative clerks	5,665	14,175	105,840
B553 Customer service, information and related clerks	7,655	18,350	205,150
B561 Mail, postal and related clerks	1,380	3,860	37,850
B562 Letter carriers	1,035	2,670	29,320
B563 Couriers, messengers and door-to-door distributors	1,360	3,115	29,825
B571 Shippers and receivers	4,945	13,215	122,715
B573 Production clerks	1,310	2,680	25,105
B574 Purchasing and inventory clerks	2,650	6,220	51,545
B575 Dispatchers and radio operators	1,200	4,105	33,955
B576 Transportation route and crew schedulers	260	570	5,240
G Sales and service occupations	152,605	438,105	4,037,725
G111 Sales representatives, wholesale trade (non-technical)	6,575	15,790	152,700
G121 Technical sales specialists, wholesale trade	3,080	7,080	56,990
G133 Retail and wholesale buyers	865	2,125	22,570
G7 Occupations in travel and accommodation, including attendants in recreation and sport	7,645	16,770	143,595
G711 Travel counsellors	1,205	2,670	28,580
G712 Pursers and flight attendants	1,485	1,810	11,700
G713 Airline sales and service agents	1,090	1,575	12,940
G714 Ticket agents, cargo service representatives and related clerks (except airline)	190	310	4,385
H4 Mechanics	11,470	46,025	377,035



H414 Railway carmen/women	175	485	3,355
H415 Aircraft mechanics and aircraft inspectors	1,035	1,895	15,690
H421 Automotive service technicians, truck and bus mechanics and mechanical repairers	3,995	16,160	149,995
H7 Transportation equipment operators and related workers, excluding labourers	18,675	69,775	561,365
H711 Truck drivers	8,640	42,395	304,890
H712 Bus drivers and subway and other transit operators	3,380	9,615	78,590
H714 Delivery and courier service drivers	3,550	9,415	101,700
H721 Railway and yard locomotive engineers	175	650	4,580
H722 Railway conductors and brakemen/women	160	825	5,050
H737 Air transport ramp attendants	555	835	7,695
H8 Trades helpers, construction and transportation labourers and related occupations	15,935	48,090	402,130
H812 Material handlers	7,880	20,050	182,645
H822 Other trades helpers and labourers	500	2,335	10,320
J3 Labourers in processing, manufacturing and utilities	5,270	16,375	266,640

\*Figures for Calgary include the nearby communities of Okotoks and Canmore. Source: 2006 Census, Statistics Canada, Listing by National Occupational Classification (NOC).

# CALGARY'S EDUCATIONAL ASSETS

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Calgary has a highly educated population — 73 per cent of Calgarians have attended a post-secondary education institution and over 53 per cent have attained a degree or certificate beyond a high school diploma. Calgary is home to five major public post-secondary institutions and several private colleges including the University of Calgary (29,000 students enrolled), Mount Royal University (13,000 students enrolled), SAIT Polytechnic (14,000 students enrolled), Bow Valley College and DeVry Institute of Technology.

## The University of Calgary

The University of Calgary is a comprehensive research institution that provides a dynamic setting for scholars in 14 faculties, with over 100 academic programs and more than 30 research institutes and centres. Over 140,000 alumni have graduated from U of C during its 44 year history. There are over 29,000 students enrolled in undergraduate, graduate and professional degree programs. The U of C has an academic staff of nearly 1,800 professors and lecturers and a total staff of over 4,900. The university granted 5,888 degrees in 2009-2010. Notable alumni include Stephen Harper, Prime Minister of Canada. The university has consistently been ranked in the top-ten universities in Canada by Macleans (Ranked 7th), HEEACT (Ranked 7th), U.S. News and World Reports Top Canadian Universities (Ranked 9th), and ReSearch Infosource, Inc. (Ranked 9th).

According to the Beyond Grey Pinstripes business school ranking, University of Calgary's Haskayne School of Business has one of the best MBA programs, ranking 25 in the world in terms of teaching social and environmental stewardship. In addition, Haskayne is ranked by the Financial Times (London) as having one of the best Executive MBA programs, ranking in the top-50 in the world, and first in Canada for career progress. In 2009-2010, the Haskayne School of Business granted 563 degrees. There are over 10,000 alumni of the Haskayne School of Business currently residing in Calgary.

Haskayne offers programs within 18 concentrations including three degree programs related to transportation and logistics management:

- Students choosing a **Supply Chain Management Concentration** will be prepared to manage materials and information across an entire supply chain. They will focus on issues such as transportation systems and planning, service operations management and project management. SCMA has gained significant recognition as organizations see tremendous advantages through collaborative management of the whole supply chain rather than each link in the chain acting in isolation.

■ The **International Business Concentration** at the Haskayne School of Business prepares students with the cultural, economic and linguistic background required to work effectively in the variety of environments encountered by the international business person. International courses can serve as preparation for a career in international business or they can serve as a basis for further education in fields such as international law.

■ **Operations Management** is central to any organization, overseeing all activities directly related to making a product or providing a service. Graduates with a concentration in OPMA understand the design and implementation of systems for planning, controlling, and continuously improving operations and can apply analytical aids in managerial decision-making.

Many graduates of these programs go on to attain professional designations such as P.Log, CITT and CITP.

### **CITT ([www.citt.ca](http://www.citt.ca))**

The CITT Designation continues to be Canada's most respected and widely held professional designation in the supply chain and logistics field. It's an essential tool to develop and differentiate your level of professionalism in the industry. Senior managers in the field agree that the professionals who've met the requirements for the CITT Designation have the necessary foundations for a successful career in the industry.

### **CITP ([www.fitt.ca](http://www.fitt.ca))**

The Certified International Trade Professional is the only professional trade designation of its kind, and is earned by completing courses and meeting standards and requirements set by FITT, Canada's international trade training and professional certification authority.

### **P.Log ([www.loginstitute.ca](http://www.loginstitute.ca))**

The P.Log., which stands for Professional Logistician, certifies competencies in logistics and supply chain management. The P.Log. designation provides a comprehensive approach to logistics and the supply chain. Students learn the roles, responsibilities, tasks and competencies required by logistics managers to make executive decisions in a global marketplace.

In addition to the degree programs at the Haskayne School of Business, the university offers a program in Transportation Studies, which includes multidisciplinary courses in transportation systems analysis, decision support systems for transportation planning, transportation economics, transportation policy and related courses.

### **University of Calgary**

2500 University Drive NW  
Calgary, Alberta, Canada T2N 1N4  
Phone: (403) 220-5110  
[www.ucalgary.ca](http://www.ucalgary.ca)



## SAIT Polytechnic

SAIT Polytechnic offers more than 70 applied degree, diploma, and certificate programs. SAIT offers instruction to over 65,000 learners per year, including corporate training and special programs. SAIT is internationally renowned for its quality technical education and hands-on training. SAIT offers seven full-time programs within its School of Transportation. These include:

- Aircraft Maintenance Engineers Technology (AMT)
- Aircraft Structures Technician (ACST)
- Automotive Service Technology (AST)
- Avionics Technology (AXT)
- Business Administration - Automotive Management (AMG)
- Diesel Equipment Technician (DET)
- Railway Conductor (RRCD)

In addition, SAIT offers an apprenticeship as an Automotive Service Technician.

## Rail Training Facilities

The SAIT Centre for Rail Training and Technology is a partnership with industry, including Canadian Pacific Railway, that boasts state-of-the-art learning facilities including a locomotive simulation lab with an adjacent simulator observation room, a mechanical lab, engineering service lab (for training in maintenance-of-way signals and communications, bridges, and structures), as well as traditional classrooms.

## Air Transit Training Facilities

SAIT's Art Smith Aero Centre for Training and Technology is a \$22 million state of the art education and training facility, located at the Calgary International Airport. The facility is 9,848 square metres (106,000 sq. ft.) with 11 classrooms and 13 specialty labs on two levels surrounding a 2,000- sq metre (21,528 sq. ft.) hangar with a 13-metre (43 ft) high ceiling. The centre trains highly-skilled workers in aircraft maintenance, avionics, aircraft structures and gas turbine overhaul. This education training facility is expanding the training SAIT offers to include heavy maintenance for large aircraft, a type of training not available at other colleges in Canada. SAIT is the first post-secondary institution in Canada to provide a training facility which includes a hangar for large aircraft.

### SAIT Polytechnic

1301 – 16 Avenue NW

Calgary, Alberta, Canada T2M 0L4

Phone: (403) 284-SAIT (7248)

[www.sait.ab.ca](http://www.sait.ab.ca)

## Mount Royal University

Over 13,000 students are enrolled in one of more than 60 of Mount Royal's degree, diploma, and certificate programs. In 2008-2009 Mount Royal granted 698 degrees, diplomas, and certificates.

The university employs a staff of over 2,300 including 334 full-time instructors, 520 part-time instructors and 490 continuing education instructors. The employment rate of Mount Royal students is 94 per cent.

The Bissett School of Business offers Bachelor of Business Administration with minor concentration in Supply Chain Management. The program equips students with expertise in:

- Logistics
- Distribution
- Strategic sourcing
- Procurement
- Transportation
- Inventory management

Upon graduation from the program, students are prepared to earn the following designations:

- Supply Chain Management Professional (SCMP) ([www.pmac.ca](http://www.pmac.ca))
- Canadian Institute of Traffic and Transportation (CITT) ([www.citt.ca](http://www.citt.ca))
- Certified Professional Logician (P.Log.) ([www.loginstitute.ca](http://www.loginstitute.ca))

The university also offers customized Corporate Training Services for over 50 topical areas including several topics related to transportation and logistics such as:

- Data Analysis for Decision Making
- Project Management
- Supply Chain Management

Clients within the transportation and logistics sector who participate in the Corporate Training Services classes include Canadian Pacific Railway, WestJet, ATCO Group Ltd. and others.

### Mount Royal University

4825 Richard Road SW

Calgary, Alberta, Canada T3E 6K6

Phone: (403) 440-6611

[www.mtroyal.ca](http://www.mtroyal.ca)





## **Bow Valley College**

Bow Valley College is a workforce preparation and development institution from which over 4,000 students graduated in 2008-2009. Bow Valley College provides business and management training to many employees who support Calgary's transportation and logistics Sector. The college serves over 10,000 learners per year across Canada.

### **Bow Valley College**

332 – 6 Avenue SE

Calgary, Alberta, Canada T2G 4S6

Phone: (403) 410-1400

[www.bowvalleycollege.ca](http://www.bowvalleycollege.ca)

## **DeVry Institute of Technology**

DeVry Institute of Technology offers bachelor's degree and diploma programs that combine the best of today's business skills with current technical applications. DeVry Calgary is the only DeVry institution in Canada and graduated 130 students in 2008-2009. DeVry Calgary is conveniently located east of downtown Calgary near the intersection of Memorial Drive and Barlow Trail, with easy access to the Franklin C-Train Station.

### **DeVry Institute of Technology Calgary**

2700 – 3 Avenue SE

Calgary, Alberta, Canada T2A 7W4

Phone: (403) 235-3450

<http://www.devry.ca>

# LABOUR COSTS

## Unionization and Workers' Compensation Board Rates

Alberta's unionization rate is the lowest in Canada. The overall unionization rate in Alberta is 24.8 per cent, with the bulk of unionized workers employed in public administration, education and health. Unionization in Alberta's private sector is low at 12.25 per cent. Notably, Alberta's unionization rate is considerably lower than other provinces in Western Canada including British Columbia (29 per cent), Saskatchewan (36 per cent), and Manitoba (37 per cent).

The Alberta Workers' Compensation Board (WCB) has taken major steps over the past several years to improve operations and reduce accident claims. Alberta's 2010 estimated rate of \$1.32 per \$100 of insurable earnings is the lowest of all provinces.

Figure 9 **Percentage of Workforce Covered Under Collective Bargaining Agreements 2009, by Province**

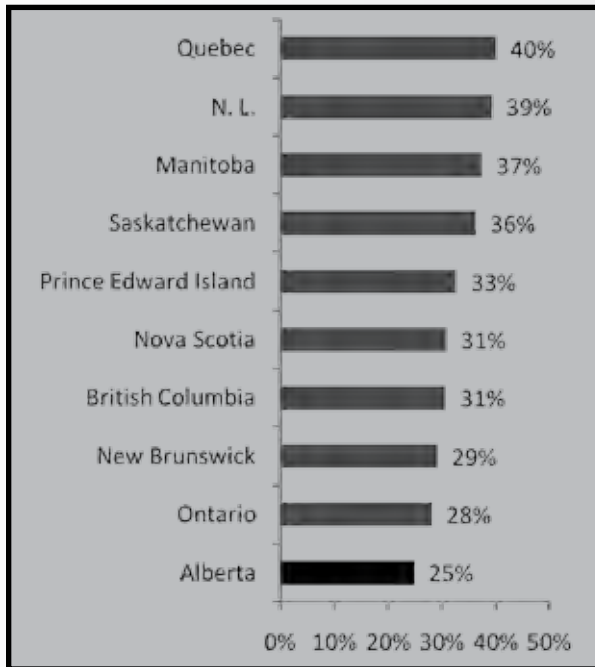


Figure 10 **Workers' Compensation Board Premiums 2010, by Province**



Source: Alberta Economic Development Facts and Figures

# WAGE RATES



Within the transportation and logistics sector, wages in Calgary are similar to the Canadian average. For transportation equipment operators, the average wage in Alberta was \$22 per hour in April, 2010, slightly above the national average of about \$20 per hour. Wage rates for transportation equipment operators in Western Canada range from a low of \$18 per hour (Manitoba) to a high of \$24 per hour (British Columbia).

Table 12 **Median Hourly Wage for Transportation Equipment Operators by Province, April 2010**

Province	Median Wage
Canada	\$ 19.83
Newfoundland and Labrador	\$ 17.00
Prince Edward Island	\$ 16.35
Nova Scotia	\$ 17.35
New Brunswick	\$ 17.10
Quebec	\$ 18.00
Ontario	\$ 19.00
Manitoba	\$ 18.00
Saskatchewan	\$ 20.51
<b>Alberta</b>	<b>\$ 22.00</b>
British Columbia	\$ 24.00

Source: Statistics Canada

# CALGARY WAGES FOR KEY OCCUPATIONS IN THE TRANSPORTATION + LOGISTICS SECTOR

Median wages for key occupations in Calgary's transportation and logistics sector are outlined below.

Table 13 **Median Wages in Calgary: Median Starting Wage and Overall Median Wage, 2009**

Occupation	Median Starting Wage	Overall Median Wage
<b>Clerical supervisors</b>		
Supervisors, Recording, Distributing and Scheduling Occupations	\$20.60	\$24.81
<b>Clerical occupations</b>		
Customs, Ship and Other Brokers	\$17.21	\$25.30
Records Management and Filing Clerks	\$19.27	\$26.68
Administrative Clerks	\$19.10	\$21.35
Customer Service, Information and Related Clerks	\$15.00	\$18.19
Couriers, Messengers and Door-to-Door Distributors	\$15.38	\$15.38
Shippers and Receivers	\$14.90	\$17.00
Production Clerks	\$20.00	\$24.98
Purchasing and Inventory Clerks	\$19.23	\$23.11
Dispatchers and Radio Operators	\$21.69	\$27.54
Transportation Route and Crew Schedulers	\$19.10	\$20.20
<b>Sales and service occupations</b>		
Sales Representatives, Wholesale Trade (Non-Technical)	\$20.51	\$26.44
Retail Salespersons and Sales Clerks	\$11.03	\$12.65
<b>Mechanics</b>		
Aircraft Mechanics and Aircraft Inspectors	\$17.50	\$28.08
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	\$27.00	\$31.00
<b>Transportation equipment operators and related workers, excluding labourers</b>		
Truck Drivers	\$18.00	\$21.08
Bus Drivers and Subway and Other Transit Operators	\$21.46	\$25.43
Delivery and Courier Service Drivers	\$17.00	\$18.00
Air Transport Ramp Attendants	\$15.02	\$16.64
<b>Trades helpers, construction and transportation labourers and related occupations</b>		
Railway and Motor Transport Labourers	\$15.00	\$16.00
<b>Labourers in processing, manufacturing and utilities</b>		
Other Labourers in Processing, Manufacturing and Utilities	\$14.00	\$18.33

Source: Alberta Wage and Salary Survey 2009

# PRODUCTIVITY



Innovation and a well-educated workforce have driven high levels of productivity in Alberta. Alberta has the highest productivity of all Canadian provinces, with a GDP per capita of nearly \$81,000. Productivity (GDP per hour worked) in the province was \$47.79 in 2008 and manufacturing productivity was \$59.17.

Table 14 **Measures of Productivity (2008)**

Province	Total Productivity (GDP/Hour Worked)	Manufacturing Productivity (GDP/Hour Worked)	Total Economic Productivity (GDP per capita)
Canada	\$41.01	\$49.10	\$48,011
<b>Alberta</b>	<b>\$47.79</b>	<b>\$59.17</b>	<b>\$80,997</b>
Newfoundland and Labrador	\$47.15	\$24.56	\$61,758
Saskatchewan	\$41.84	\$51.86	\$62,656
Ontario	\$41.65	\$54.21	\$45,440
Quebec	\$39.09	\$45.79	\$38,979
British Columbia	\$38.28	\$42.34	\$45,150
Manitoba	\$36.12	\$36.15	\$42,147
Nova Scotia	\$33.58	\$32.88	\$36,503
New Brunswick	\$32.23	\$30.88	\$36,635
Prince Edward Island	\$30.66	\$25.96	\$33,159

Source: Alberta Economic Development

## Productivity Alberta Program<sup>9</sup>

Although Alberta has maintained high levels of productivity in terms of Gross Domestic Product (GDP), the productivity growth rate over the past 10 years has been lower than the U.S., the rest of the provinces and most countries in the European Union. In order to improve the state of productivity in Alberta, the government is in the process of investigating, experimenting with and implementing various policies and initiatives to help businesses improve their productivity and global competitiveness. Productivity Alberta is a government

<sup>9</sup> <http://www.productivityalberta.ca/>



program designed to facilitate this process by coordinating the Province's intellectual and human resources to meet Alberta's productivity challenges head on. Some of Productivity Alberta's goals include:

- Improving awareness about the importance of productivity
- Filling gaps in leadership and management capability
- Improving production processes
- Increasing investment in new equipment and technology

The strategy for improvement is focused on making Productivity Alberta the central source for the following three core business improvement offerings.

## TOOLS

One of the primary tools currently being utilized by businesses is a productivity assessment tool that allows companies to identify areas where value is being added, uncover opportunities to eliminate waste, and connect to other relevant tools, services, and resources. Productivity Alberta also maintains a large searchable online inventory of programs, tools and services that are available to assist businesses in improving productivity.

## SERVICES

The Productivity Improvement Services maintained by Productivity Alberta include a wide range of process improvement services and education. A team of professional industrial engineers representing decades of manufacturing and process experience, work with organizations all over Alberta to help realize productivity gains. The services offered include:

- On-site process improvement assessments
- Value stream mapping
- Seminars and workshops
- Productivity Improvement Implementation

## RESOURCES

Connections are available via seminars, conferences, events, and links through the website to many of the industry organizations, post-secondary institutions, government services and programs, and global productivity centres that exist to assist companies with improving the state of their business. Productivity Alberta is partnered with the Government of Alberta, Calgary Economic Development, Edmonton Economic Development Corporation, and The Association for Manufacturing Excellence.

### **Productivity Alberta**

5th floor, Commerce Place, 10155 - 102 Street NW, Edmonton, AB T5J 4L6

Tel: +1 780 427 6648

Fax: +1 780 422 2091

E-mail [productivity.alberta@gov.ab.ca](mailto:productivity.alberta@gov.ab.ca)

# WORLD CLASS TRANSPORTATION INFRASTRUCTURE



## Air Transportation

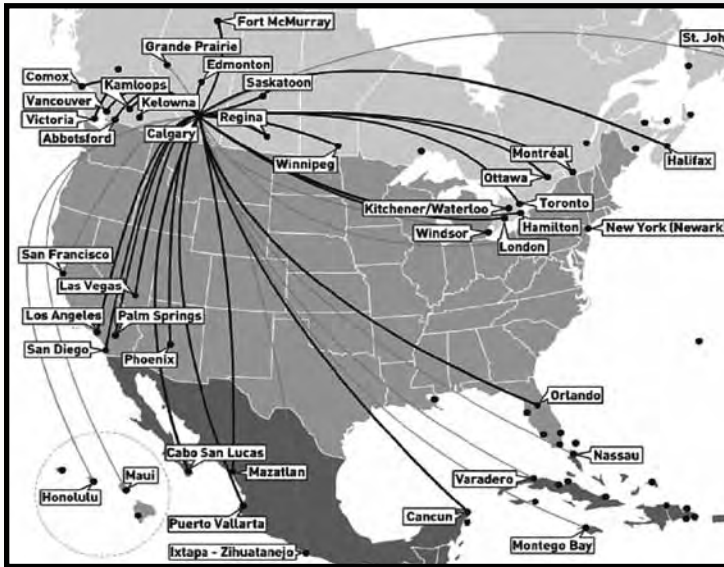
Calgary is home to Canada's third-busiest airport, Calgary International Airport (YYC) and Canada's 12th busiest airport, Calgary Springbank Airport (YBW), the relief airport for YYC. It is also home to Canada's second-largest airline carrier, Westjet, and is a growing hub for international air logistics, for firms like UPS.

Table 15 **Total Aircraft Movements, 2009**

Airport	Total Aircraft Movements	National Rank
<b>Top 5 National Airports</b>		
Toronto/Lester B Pearson International	407,724	1
Vancouver International	313,984	2
Calgary International	233,145	3
Montréal/Pierre Elliott Trudeau International	211,999	4
Montréal/St-Hubert	199,045	5
<b>Other Major Western Canada Airports</b>		
Victoria International	166,615	8
Calgary/Springbank	143,523	12
Winnipeg/James Armstrong Richardson International	134,242	13
Edmonton International	126,775	15
Winnipeg/St. Andrews	109,756	18
Saskatoon/John G. Diefenbaker International	93,083	22
Edmonton City Centre	71,620	26
Edmonton/Villeneuve	64,792	29
Regina International	64,111	30
Fort McMurray	62,231	31
Vancouver Harbour	54,741	32
Yellowknife	52,367	33

Source: Statistics Canada

## WestJet



Source: WestJet Route Map

WestJet was founded in Calgary in 1996, where it still maintains its headquarters and central hub of operations. Since its beginnings, the company has expanded rapidly to employ over 7,800 “WestJetters”, fly an average of 419 flights daily with a fleet of 91 aircraft, and produce 2009 passenger revenues in excess of \$2 billion. The company was structured around the low cost carrier models pioneered by Southwest Airlines and Morris Air.

As a primary air carrier at Calgary International Airport and the second largest domestic carrier in Canada (next to Air Canada), WestJet provides flights to over 70 locations in 13 countries and direct flights to 39 destinations from Calgary. WestJet’s share of the domestic airline market has increased from seven per cent in 2000 up to 38 per cent in 2009.

### Calgary International Airport (YYC)

*“Over the last decade YYC has solidly established itself as a major transportation and logistics hub in North America, making it a strategic location where cargo and passenger airlines can develop a strong link with their customers in Western Canada and around the globe.”*

– Stephan Poirier, Vice President and Chief Commercial Officer, YYC

The Calgary International Airport is one of the fastest growing cargo airports in Canada and enjoys a strategic location in Western Canada providing a single hub location that specializes in receiving, transferring, storing, and distributing air, rail and highway cargo both domestically and internationally. As Canada’s third-busiest airport with over 233,000 annual aircraft movements, Calgary International Airport (YYC) is an important component of the Canadian civil air transportation system. YYC has the highest number of passengers per capita of any airport in Canada. It is the fourth-busiest airport for international flights to and from Canada and cargo can be shipped from Calgary International Airport to anywhere in the world within 48 hours.

Table 16 **Calgary International Airport Key Stats**

Facility Information	Calgary International Airport (YYC)
Total Land Area	2,081 hectares
Terminal Building	158,000 sq. metres
Loading Bridges	32
Runways	Three Runways*: 16-34 3,864 m; 10-28 2,438 m; and 07-25 1,890 m
<b>Business Volumes</b>	
Enplaned and Deplaned Passengers	12.2 million
Commercial Aircraft Movements	196,000
Cargo Tonnage	134,000 million tonnes
Commercial Land Under Lease	316 hectares
Third Party Industrial Space	409,000 sq. metres

Source: Calgary Airport Authority

The Calgary Airport Authority operates facilities with a replacement value of approximately \$1.5 billion. Two major projects dominate the Calgary Airport Authority infrastructure investment program for 2010-2014. Combined, these two investments total over \$1.8 billion and illustrate Calgary's commitment to responsible investing. Both projects will be completed by 2014-2015. They include:

1. A fourth Runway System for YYC (\$500 million):

- 4,267 m (14,000 ft.)
- Parallel to existing runway (16R/34L)
- Code 'F' capable (A380)
- Noise contour and electronic zoning protection in place
- In-service 2014

2. International Facilities Terminal & Apron at YYC (\$1.3 billion):

- Expanding Alberta's premier international gateway
- Dedicated International/Transborder Concourse
- 120,000 square metres
- 20 aircraft gates
- In-service 2015

## Calgary Springbank Airport (YBW)

Springbank is Canada's 12th busiest airport with over 143,000 annual aircraft movements. Operated and maintained by the Calgary Airport Authority, the Springbank Airport is a Canada Customs-designated airport of entry located 10 kilometres west of Calgary just off the Trans-Canada Highway in the Municipal District of Rocky View No. 44. It occupies about 420 hectares (1,040 acres) and is the gateway to the Canadian Rockies and conveniently close to the towns of Cochrane and Bragg Creek.

Rated by Transportation Canada as a Local Commercial (Satellite) Sub Class V airport, Springbank Airport is a reliever to the Calgary International Airport. It is also a base for private and commercial light aircraft operations including pilot training, charter services and recreational flying. Airport tenants provide onsite services for fuel sales, flight training, aircraft maintenance, aircraft parking and hangar storage.

Activities at Springbank Airport include:

- Light jet traffic (restricted to "Chapter 3" jets, which have newer generation engines that are quieter than those on older jets)
- Private and corporate aviation (for both fixed and rotary wing)
- Aircraft Maintenance
- Fixed Base Operations
- Flight Training – for both fixed wing (airplanes) and rotary wing (helicopters)

Calgary Springbank Airport operates two runways: 07-25 (1,043 m) and 16-34 (1,524 m). The Springbank master plan calls for development of a third runway as early as 2019.

The majority of the aviation activity at the airport is associated with flight training, which accounts for about 80 per cent of total aircraft movements at Springbank Airport. Calgary's favourable economic climate has led to a significant increase in recreational flying at the airport and the Calgary Airport Authority has developed a 10-year master plan to expand and upgrade the airport's facilities and services to serve a wider segment of the aviation sector.

In terms of overall general aviation runway capacity in the Calgary region, there is a healthy surplus. A 2006 regional airport study suggests that, exclusive of Calgary International Airport, there is an estimated capacity of 970,000 annual aircraft movements given the current number of airports and associated runways. The current surplus is estimated to be in the range of 725,000.

## International Reach

Calgary International Airport is Canada's 4th busiest airport for international flights with over 47,000 international flights annually. This includes over 7,000 international flights to locations other than the United States. This includes regular direct-flight service to Japan, China, The United Kingdom, Germany, France, the Netherlands, Ireland, Mexico, Cuba, Morocco, Jordan, and others globally.



Table 17 **Total International Aircraft Movements, August 2009 – August 2010**

<b>Airport</b>	<b>Total International Flights</b>	<b>Trans-Boarder (Canada-U.S.)</b>	<b>All Other International</b>
Canada Total	594,469	464,944	129,525
<b>Top Five International Airports</b>			
1. Toronto/Lester B Pearson International	224,541	173,318	51,223
2. Montréal/Pierre Elliott Trudeau International	93,331	69,035	24,296
3. Vancouver International	72,042	54,596	17,446
<b>4. Calgary International</b>	<b>47,756</b>	<b>40,661</b>	<b>7,095</b>
5. Ottawa/Macdonald-Cartier International	26,177	23,233	2,944
<b>Other Western Canada Airports</b>			
Edmonton International	19,591	17,006	2,585
Winnipeg/James Armstrong Richardson International	14,662	13,609	1,053
Victoria International	8,284	7,739	545
Fort McMurray	5,290	51	5,239
Saskatoon/John G Diefenbaker International	4,295	3,939	356
Regina International	3,624	3,158	466
Yellowknife	2,033	38	1,995
<b>Calgary/Springbank</b>	<b>916</b>	<b>730</b>	<b>186</b>
Edmonton City Centre	628	404	224
Vancouver Harbour	195	165	30
Winnipeg/St. Andrews	95	72	23
Edmonton/Villeneuve	86	15	71

Source: Statistics Canada

## YYC Air Cargo Capacity & Trade Parks

In addition to a modern terminal, Calgary International Airport has award-winning, first-class cargo facilities and services for any needs, including a premier livestock handling facility, on-airport refrigeration facilities, and 24/7 operations with no curfew.

Air cargo tonnage more than doubled at YYC from 66,000 tonnes in 1999 to a peak of 134,000 tonnes in 2007<sup>11</sup>. Today, YYC generates more than \$6 billion of annual economic activity, accounting for approximately 10 per cent of Calgary's gross domestic product. More than 15,000 people work on airport land.

Five trade parks on airport land promote and support economic development and enhance businesses' ability to reach over 50 million people within one day's travel by truck. Calgary is the only Canadian city with 24/7 air cargo services to Asia and Europe. While air cargo facilities have expanded considerably to meet demand, the airport continues to have the land, resources, and commitment to add facilities as business grows.

<sup>11</sup> Cargo tonnage declined to about 111,000 tonnes in 2009 during the global recessionary period

## YYC Facilities

### McCall North TradePark

- 142,687 sq. ft. airside warehouse space
- 27,997 sq. ft. airside office space
- Airside perishable facilities (cooler/freezer)
- Onsite freight forwarding and brokerage
- Onsite veterinary service
- 500,000 sq. ft. dedicated cargo apron
- Nose tethers in ground fueling
- Quick turn-around platform

### Deerfoot South TradePark

- 512,800 sq. ft. airside warehouse space
- 36,200 sq. ft. airside office space
- 500,000 sq. ft. dedicated cargo apron
- Designated for integrators (current tenants include DHL/FedEx/Purolator)
- Nose tethers

### Live Animal Facility

- 20,000 sq. ft. airside animal handling facilities
- Facility insulated, undercover, drainage and heated
- Portable animal loading system
- Portable animal penning system
- 20 ft. weighing station
- Onsite crating facility

### Deerfoot North Trade Park

Currently under construction, Deerfoot North will be the Calgary Airport Authority's newest trade park catering to commercial, airside and logistics users. Located adjacent to Deerfoot Trail, the Deerfoot North Trade Park will have convenient access to intermodal transportation in highway and railroad. The Calgary Airport Authority is currently seeking tenants for the new trade park.

# RAIL INFRASTRUCTURE

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Calgary is a major train operations hub for Western Canada with intermodal marshalling yards and rail corridors that extend in all four directions.

## Canadian Pacific Railway (CPR)



Source: Canadian Pacific Railway (CPR)

Headquartered in Calgary, the CPR is a Class 1 railway providing rail service in Canada and the North-Central U.S. The CPR serves nearly every industry sector and transports both bulk commodities and manufactured goods. The company offers a global reach by managing intermodal movements to and from North America. The company’s major markets are Asia, U.S., Central Canada, Prairie Provinces and foreign customers over the Port of Vancouver.

The CPR employs 14,000 workers, of which 1,400 are stationed in the Calgary area. Annual revenues are approximately \$5 billion. The CPR stresses to shippers the cost advantage of locating close to its facilities (e.g. Shepard Intermodal Terminal) where switching is convenient and the truck-haul component is minimal.

## Canadian National Railroad (CN)

Calgary is home to CN's third-largest intermodal terminal in Canada, which provides cargo access to an extensive rail network throughout North America. The company employs over 22,000 people throughout North America and moves freight in excess of 300 billion gross ton-miles.

CN is a leader in the North American rail industry. Following its acquisition of Illinois Central in 1999, WC in 2001 and GLT in 2004, as well as its partnership agreement with BC Rail in 2004, CN provides shippers with more options and greater reach in the rapidly expanding market for north-south trade.



Source: CN

A \$100-million logistics park is proposed for Conrich, located in the Municipal District of Rocky View northeast of Calgary.

Scheduled to open in 2013, the 680-acre park is planned to include a state-of-the-art intermodal terminal with room for customers to co-locate with CN and custom build their facility in place.

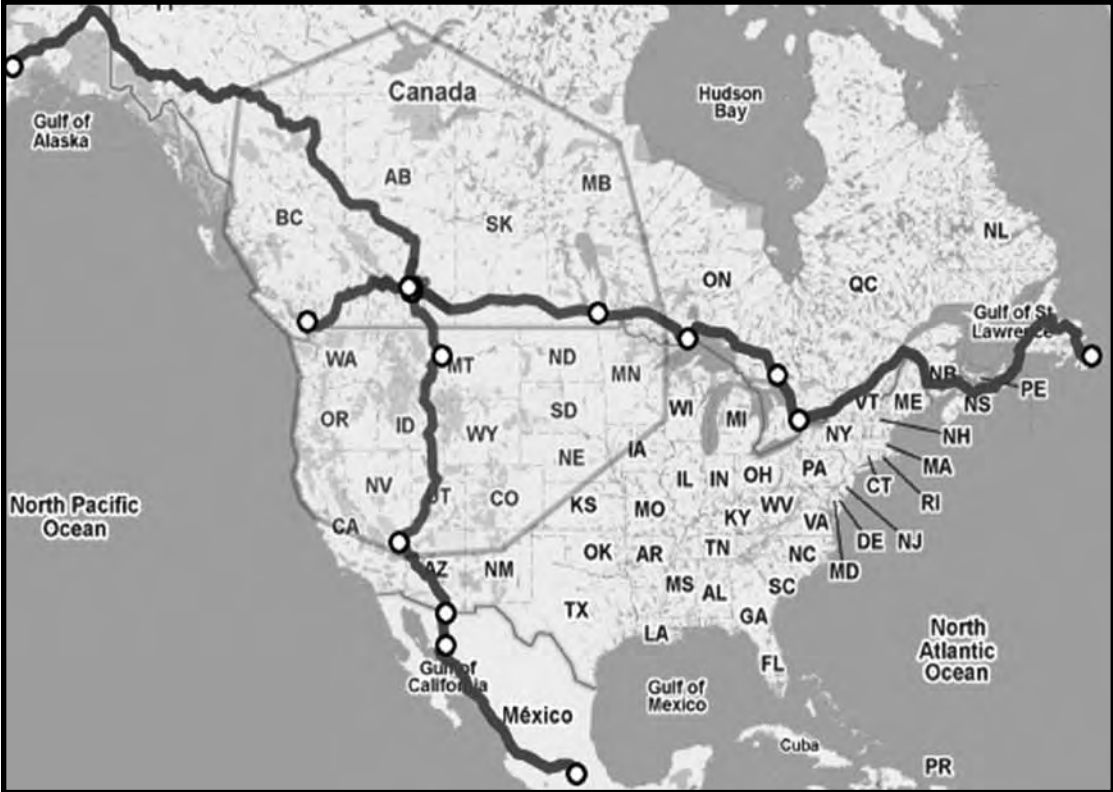
The Calgary Logistics Park will be designed to include:

- Multi commodity transload and warehouse facility (steel and lumber)
- Automotive compound
- Liquid/bulk transload and distribution facility
- Laydown area for storage of steel and lumber
- Over two million square feet of customer warehousing (intermodal users)
- Container storage
- Gatehouses, office buildings, garages, maintenance facilities
- Future area for freight customers
- The site of the Calgary Logistics Park is strategically located a few miles east of the Calgary International Airport, providing fluid access to Stoney Trail and other major roadways.

# ROAD INFRASTRUCTURE

Calgary is conveniently located at the intersection of the CANAMEX Corridor and the Trans-Canada Highway, offering access in four directions.

Figure 8 Major Highways Extending from Calgary



Source: RDA Global and Google Maps

## The CANAMEX Trade Corridor

The CANAMEX Corridor extends from Mexico City through the Western U.S., into Calgary and north to connect with the Alaska Highway, which runs to Fairbanks. Aside from a short gap in Panama, this same highway route can be taken all the way to the southern tip of South America. The advancement of the Corridor is derived from a multi-national, multi-state coalition that strategically invests in CANAMEX infrastructure and technology to maximize economic potential within all affected regions while reducing the barriers to global trade.

Recent additions to the Corridor include a bypass of the Hoover Dam, which was completed in 2007, as well as the complete upgrade of Alberta’s portion of the Corridor to a four-lane divided highway. The U.S. has upgraded 84 per cent of its CANAMEX Corridor to a four-lane divided highway and Mexico has also upgraded 86 per cent.

## The Trans-Canada Highway

The Trans-Canada Highway runs between Victoria (BC), through Calgary, and east to St. John's (NF). It is the world's longest national highway with a length of 7,821 km (4,860 miles.) The midpoint of the highway is at Batchwana Bay, about 65 km north of Sault Ste. Marie, Ontario.

## Coutts/Sweetgrass Border Crossing

In 2004, a joint border facility opened in Coutts-Sweet Grass, Montana, housing both Canadian and American federal authorities. Located on Interstate Highway 15 (Montana) and Highway 4 (Alberta), the crossing offers six northbound and five southbound inspection lanes.

Table 18 **Coutts/Sweetgrass Crossings from Canada to the U.S. – 2009**

Type of Crossing	Crossings
Trucks	118,678
Trains	344
Loaded Truck Containers	98,628
Empty Truck Containers	18,842
Loaded Rail Containers	14,405
Empty Rail Containers	10,712
Personal Vehicles	262,615
Passengers in Personal Vehicles	525,262

Source: U.S. Bureau of Transportation Statistics

## Free and Secure Trade

The FAST program is a bilateral initiative between the U.S. and Canada designed to streamline and secure the clearance process for commercial shipments at the border. It employs common risk-management principles, supply chain security, industry partnership and advanced technology to screen and clear commercial traffic at the border.

FAST approved U.S./Canada highway carriers will benefit from:

- Dedicated lanes (where available) for greater speed and efficiency in the clearance of FAST transborder shipments.
- Reduced number of examinations for continued compliance with Customs FAST requirements.
- A strong and ongoing partnership with the Canadian (PIP) and Customs (C-TPAT) administrations.
- Enhanced supply chain security and safety while protecting the economic prosperity of both countries.
- The knowledge that they are carrying shipments for a C-TPAT approved importer.
- A head start for the upcoming modifications to FAST that will expand eligible electronic cargo release methods. The FAST processing of Pre Arrival Processing System (PAPS) is currently in use and will commence at expanded locations along the northern border.



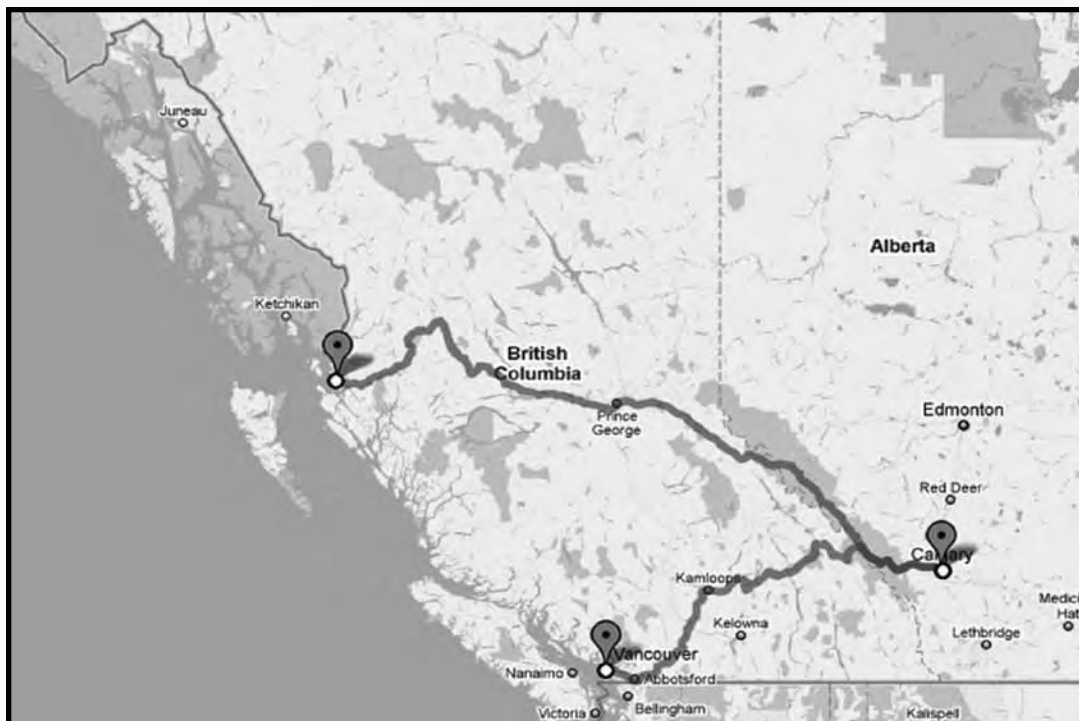
The initial phase of FAST for U.S. and Canada bound commercial shipments began in December 2002. FAST processing is currently available for qualifying commercial shipments.

## Vancouver – Calgary's Port

Port Metro Vancouver is responsible for the operation and development of the assets and jurisdictions of the combined former Fraser River Port Authority, North Fraser Port Authority and Vancouver Port Authority.

As the fourth largest tonnage port in North America, Port Metro Vancouver offers 28 major marine cargo terminals and three Class 1 railroads, providing a full range of facilities and services to the international shipping community.

As the most diversified port in North America, Port Metro Vancouver operates across five business sectors: automobiles, breakbulk, bulk, container and cruise. The Port facilitates trade with more than 160 world economies, and handles nearly 130 million tonnes of cargo each year. Almost 95 per cent of the Port's total volume serves Canadian import and export markets.



Source: RDA Global and Google Maps

# ORGANIZATIONS ACTIVE IN CALGARY'S TRANSPORTATION & LOGISTICS SECTOR

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## **Alberta Motor Transport Association (AMTA)**

AMTA is a not-for-profit association formed to advocate for the highway transportation industry in Alberta. They provide training programs, promote safety initiatives that reduce workplace injuries, and help deal with issues such as regulations, trans-border crossings, taxation, safety, the environment, and the future of trucking.

Alberta Motor Transport Association

#1 - 285005 Wrangler Way

Rocky View, AB T1X 0K3

Phone: 800-267-1003

Fax: 403-243-4610

Email: [amtamsc@amta.ca](mailto:amtamsc@amta.ca)

## **Joint Calgary Chamber / Calgary Logistics Council Transportation Committee**

The Joint Calgary Chamber / Calgary Logistics Council Transportation Committee helps to develop and facilitate solutions to Calgary's land use and transportation growth challenges and optimize the strategic value of Calgary's airport and transportation mobility corridors as well as further developing and establishing Calgary as a distribution and logistics hub.

Calgary Chamber of Commerce

100 – 6 Avenue SW

Calgary, AB T2P 0P5

Main Reception: 403-750-0400

Main Information Email: [chinfo@calgarychamber.com](mailto:chinfo@calgarychamber.com)

## **The Van Horne Institute (VHI)**

The Van Horne Institute is a not-for-profit incorporated in 1991 as a means of assisting industry, governments, and the public in addressing issues affecting transportation, supply chain management/logistics and regulated industries that are relevant to the well-being and growth of industry and commerce. The Institute has been granted affiliation with the University of Calgary, The University of Alberta, SAIT Polytechnic and Athabasca University. The Institute brings together a diverse board of directors representing all facets of the transportation industry in order to catalyze public policy for research and academic programs.

The Van Horne Institute  
c/o The Alastair Ross Technology Centre  
3553 31 Street NW, Calgary, Alberta T2L 2K7  
Phone: 403-220-8455  
Fax: 403-282-4663  
Email: vanhorne@ucalgary.ca

## **Canadian Supply Chain Sector Council (CSCSC)**

The CSCSC was formed late in 2005 in response to a top-priority recommendation in the sector study from the same year. Their mission is to bring together partners in the sector to develop solutions to the human resources challenges faced by their stakeholders. They do this by taking action to ensure their representativeness, responsiveness, connectedness, results-based focus, and administrative soundness.

Canadian Supply Chain Sector Council  
1100 Central Parkway West, Suite 17-1, Mississauga, ON L5C 4E5  
Phone: 905-897-6700  
Toll-free (Canada only): 1-866-616-3468  
Fax: 905-897-1100  
Email: info@supplychaincanada.org

## **International Brotherhood of Teamsters (Teamsters)**

Teamsters Canada, an affiliate of the International Brotherhood of Teamsters, is a labour organization with more than 125,000 members. They are the union organization representing the strongest membership growth in Canada. Teamsters Canada represents not only truck drivers across Canada, but also railway workers, airport employees, printing facility employees, and employees from many other industries. Representatives of the Brotherhood of Teamsters serve as lobbyists and consultants to the government at all levels.

Teamsters Canada National Office  
804 - 2540 Daniel-Johnson, Laval, QC H7T 2S3  
Phone: 450-682-5521  
Toll Free: 1-866-888-6466  
Fax: 450-681-2244

## Western Transportation Advisory Council (WESTAC)

WESTAC is a non-profit association of key transportation decision makers. The Council highlights transportation's contribution to Canada's economic and social well-being and helps to ensure local competitiveness in world markets. WESTAC's activities are primarily based within Western Canada, although the Council recognizes that transportation is a nationally integrated system requiring active participation across the country.

Western Transportation Advisory Council

1140-800 West Pender Street

Vancouver, BC V6C 2V6

Phone: 604-687-8691

Fax: 604-687-8751

## Women in Logistics

The mission of Women in Logistics is to attract and support women in the development of a career in the supply chain logistics sector. Strengthening women's representation in the supply chain logistics sector will address national issues relating to current and future skilled labor needs, support the building of Canada's innovation capacity, and increase women's economic well-being on all levels.

The Logistics Institute

160 John St. Suite 200

Toronto, ON M5V 2E5

Phone: 416-363-3005

Toll Free: 1-877-363-3005

E-mail: [wil@womeninlogistics.com](mailto:wil@womeninlogistics.com)

# ACTION CALGARY CORPORATE PARTNERS

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We are very appreciative of the tremendous support from our Action Calgary partners who provide financial and leadership support to Calgary Economic Development initiatives.

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- Haworth Inc.
- hbi • heritage business interiors
- Joe Media Group
- KPMG
- Lawson Projects
- Marathon Oil Corporation
- Matthews Southwest
- Mosaic Studios
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- RBC
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- SAIT Polytechnic
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- SNC-Lavalin Inc.
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- University of Calgary
- Western Management Consultants
- White Iron Inc.
- Zoom Web Video Integration

Action Calgary is Calgary Economic Development's (CED) corporate partnership program. We partner with the Calgary business community to strengthen, diversify and grow Calgary's economy. Action Calgary initiatives are successful in large part due to the financial investment, leadership and resources from business community partners.

For more information on Action Calgary visit [www.calgaryeconomicdevelopment.com](http://www.calgaryeconomicdevelopment.com) or contact our Director, Corporate Engagement at 403-221-7885.



CALGARY  
ECONOMIC  

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