January 2026

Lethbridge Region Goods Movement Study

FINAL

Economic Development Lethbridge

Lethbridge Region, Alberta

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Executive Summary

Economic Development Lethbridge (EDL) retained HDR to study the current state of freight transportation in the region, identify barriers to efficient goods movement, and recommend strategies to support freight dependent economic development. The study focuses on rail and trucking, which are critical for supporting the region's agricultural industry, manufacturing sector, and general trade activity.

The study reviewed and assessed the existing freight rail and truck networks, major terminals, and operational details across the Lethbridge region. It documented current rail and truck volumes, identified businesses reliant on goods movement, and benchmarked Lethbridge against comparable Western Canadian cities. An economic impact analysis found that rail-served businesses generate an estimated $687 million in annual output locally and support approximately 1,000 jobs, with broader impacts reaching ~$1.5 billion nationally. Comparative analysis shows that Lethbridge ranks high in agriculture, manufacturing, and wholesale trade compared to peer cities across the prairies. This analysis is in Appendix A.

The study included in-depth stakeholder engagement with shippers, transportation service providers and public agencies. Through this engagement stakeholders identified challenges with freight rail service reliability and regulatory barriers. Trucking issues included driver shortages, safety concerns on Highway 3, and insufficient truck stop amenities. Gaps in storage / warehousing facilities, specifically bonded and cold storage, were also identified. Finally, a lack of information on the availability of rail-served development sites and marketing materials on these sites was noted.

Based on the existing conditions review, analysis, and stakeholder engagement, the following improvement areas were identified and explored in detail:

- Process Defined to Identify Rail-Served Sites
- Churchill Industrial Yard – Third Party Rail Service
- Identification and Assessment of Potential Rail-Served Sites

The following recommendations and next steps are also provided for EDL's consideration:

- **Champion Rail Advocacy** – Promote rail's economic benefits and engage stakeholders to influence policy and funding priorities.
- **Engage Local Businesses** – Maintain outreach to identify rail service improvements and prioritize investment needs.
- **Formalize Rail-Ready Site Marketing** – Collaborate with partners to market rail-served sites and register them under CPKC's Site Ready program.
- **Third Party Rail Operator** – Explore introducing a third-party switcher to improve service frequency and reliability in the Churchill Industrial Yard.
- **Leverage Funding Opportunities** – Pursue federal and provincial programs to finance rail infrastructure upgrades and connectivity improvements.
- **Monitor and Report Rail Performance –** Implement KPIs to track rail usage and business satisfaction on an ongoing basis.

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1 Introduction

The movement of goods, specifically by truck and rail, is an important component of the economy, and a vital mode of transportation for many businesses and industries in the Lethbridge region. Economic Development Lethbridge (EDL) has retained HDR to document the current state of goods movement in the Lethbridge region, identify barriers and challenges, and develop potential improvement options that EDL could champion to support economic growth and business development in the region by removing barriers to freight transportation and supply chain challenges.

The information presented in this report is based on publicly available data and HDR industry knowledge.

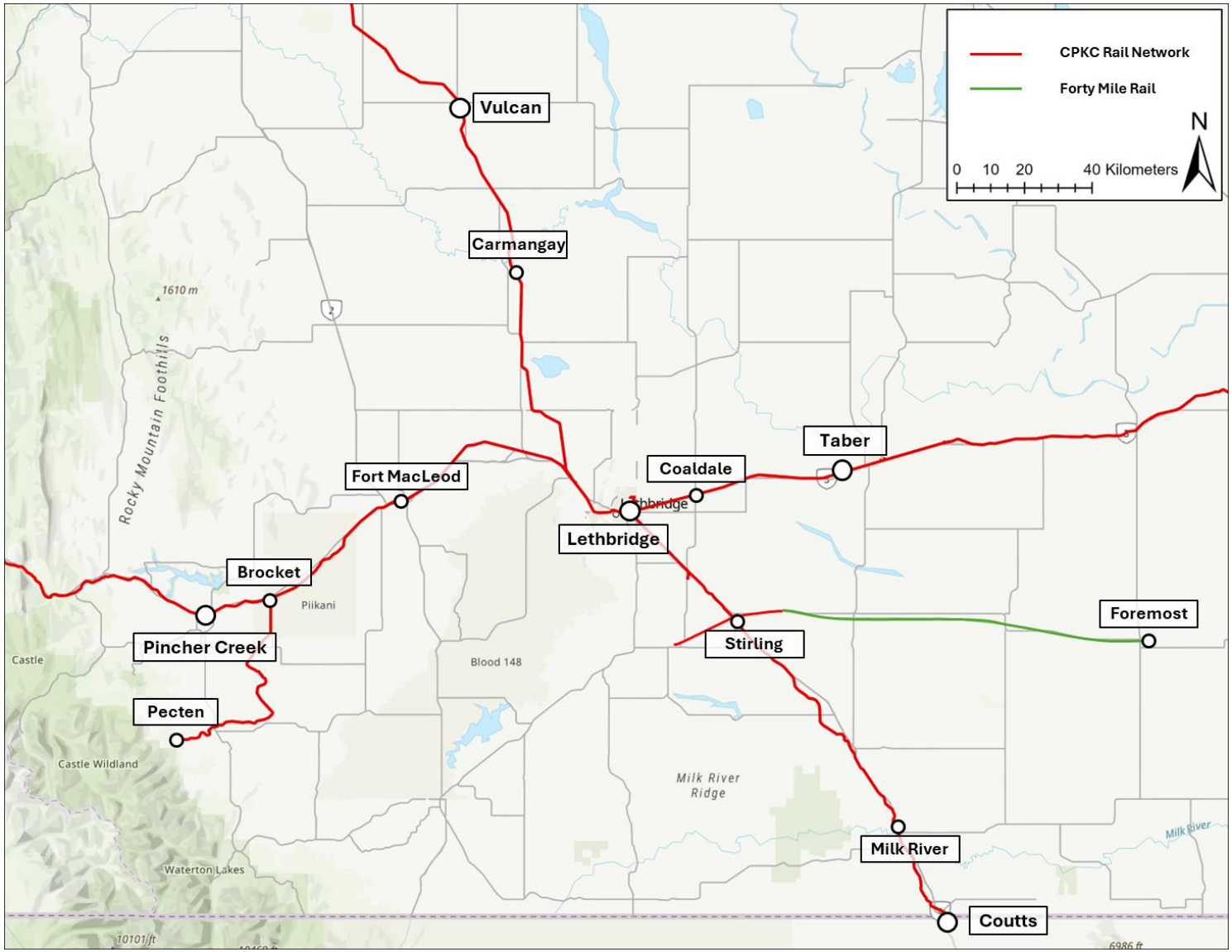
This report addresses the following two areas of work:

1. Rail Utilization & Benchmarking (Appendix A)
2. Trade Logistics Gap Analysis (report body)

1.1 Study Area

The study area covers the surrounding region around Lethbridge in Southern Alberta, extending as far north to Vulcan, south to the U.S. border at Coutts, west towards Pincher Creek, and eastward towards Taber. The study area includes major highway transportation corridors and all railway subdivisions, spurs, yards, and terminals. The boundary was defined to capture the primary network connections that support goods movement and economic activity in and around the Lethbridge region. Figure 1 below shows the general study area.

Figure 1. Study Area



2 Existing Transportation Network

Lethbridge and the surrounding region are supported by an integrated goods movement transportation network that includes both Class I and shortline rail infrastructure, regional terminals, and primary highways connected to the local road network. This section provides a summary of the current state of rail and trucking infrastructure, operations, equipment, and rail flows across the region. Combined with feedback from the stakeholder consultation, the understanding of the existing transportation network will be used to context known constraints and challenges and identify potential improvement opportunities for the region's transportation network and supply chains.

2.1 Regional Rail Network

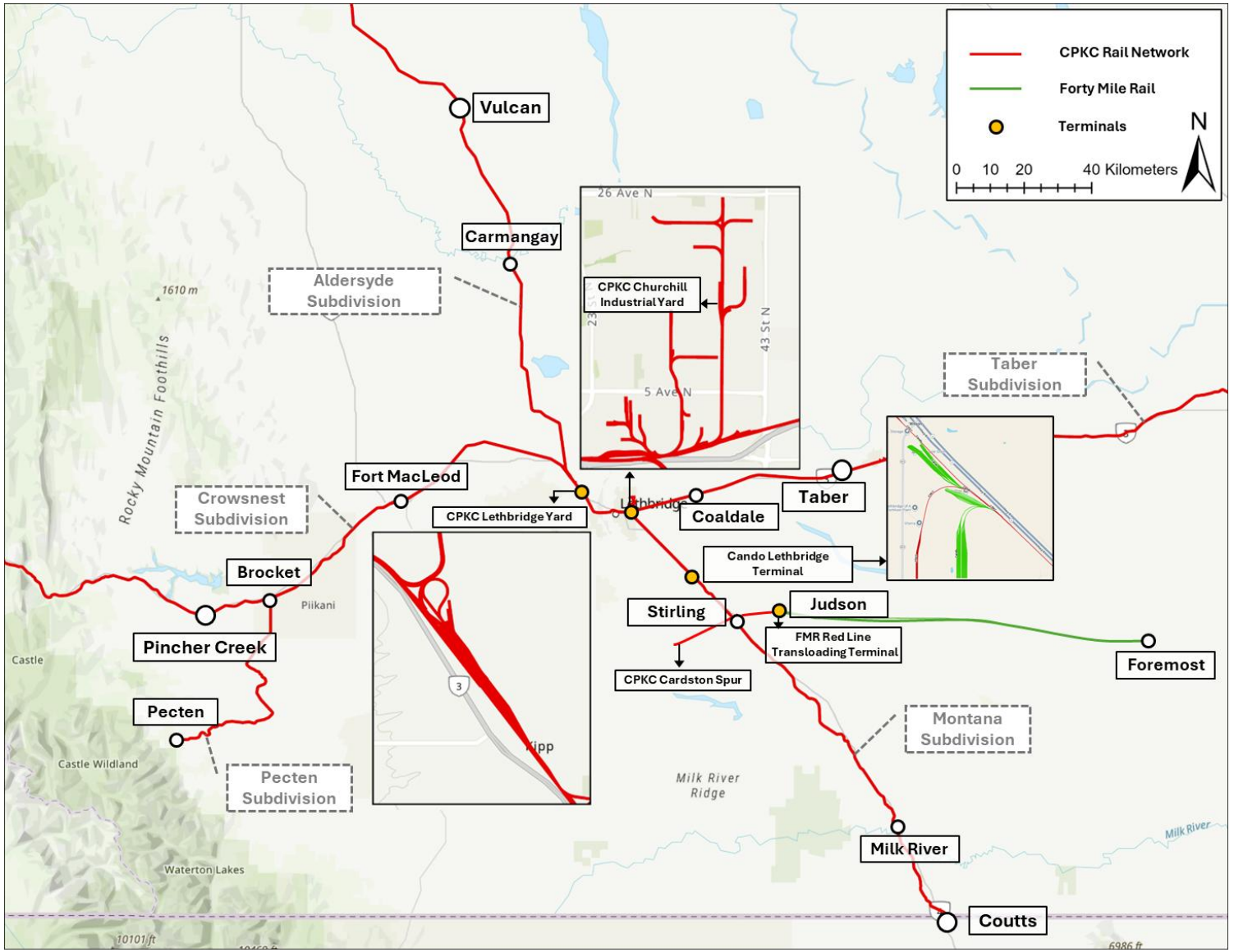
The Lethbridge regional rail network is made up of several Class I and shortline railways, as well as numerous industrial rail operators at specific customer sites throughout the region. The following two common carrier railways[1] operate within the boundaries of the study area:

1. Canadian Pacific Kansas City Railway (CPKC) Class I Railway (formerly known as CP).
2. Forty Mile Rail (FMR) Shortline Railway (connects with CPKC at a location known as Judson, just east of Stirling AB).

The general extent of these two railway networks in the region is shown in Figure 2.

[1] In Canada, a common carrier railway is a company that provides public transportation services for freight or passengers for a fee, operating under a regulatory obligation to serve the general public without discrimination. This service is part of the broader "Common Carrier Obligation," a fundamental principle in Canadian freight rail that requires a railway to accept any eligible cargo it is capable of handling within its capacity and area of operation. Industrial railways and industrial rail operators are typically not considered common carrier railways.

Figure 2. Existing Lethbridge Region Rail Network and Terminals



Canadian Pacific Kansas City Railway (CPKC) – The Lethbridge region is a crossroads for CPKC, with four of their secondary mainlines radiating from the City. The CPKC Montana Subdivision connects the CPKC to the BNSF Railway at the U.S. border crossing at Coutts and stretches northwest to a connection with the CPKC Taber Subdivision near Highway 3 in Lethbridge. The CPKC Taber Subdivision runs east-west across the city, adjacent to and generally parallel to Highway 3. After crossing the Lethbridge Viaduct, the mainline turns northwest to the CPKC Lethbridge Yard (also known as Kipp Yard) near Coalhurst. Northward from the Kipp Yard, the CPKC Aldersyde Subdivision mainline runs northwest towards Vulcan and Calgary. Westward from the Kipp Yard, the CPKC Crowsnest Subdivision runs through Fort Macleod toward Pincher Creek and onwards to Crowsnest Pass and BC.

CPKC services 8 km of City-owned industrial rail trackage in the Anderson and Churchill Industrial Parks, located in the northeast corner of the City. Operated by CPKC, the industrial spur trackage provides rail access to numerous rail-served businesses in Lethbridge. CPKC operates the Churchill Industrial Yard, a serving and storage yard with multiple tracks, located in the Churchill Industrial Park (bounded by 36 Street N, 39 Street N, 9 Avenue N, and 14 Avenue N). According to the City of Lethbridge Transportation Master Plan (TMP), there is a proposal to extend the spur network north from the Churchill Industrial Park through to the Sherring Business Park to serve future developments to the north. Maintaining and expanding this network provides rail access to local businesses. This industrial rail complex can enable reduced shipping costs compared to trucking for the business in these industrial parks, and provides additional community benefits, such as reduced truck traffic and wear and tear on roadways compared to trucking alone.

There is currently no intermodal container facility located in Lethbridge or the surrounding region. The closest intermodal facilities are in Calgary where both CPKC and Canadian National Railway (CN) have large container terminals that service all of Southern Alberta (and parts of BC, Saskatchewan, and Montana as well). With no container facility locally, all of the containerized intermodal traffic destined to/from the Lethbridge area must travel by truck via the provincial highway network.

The CPKC Lethbridge Yard, a major freight rail marshalling yard (where railcars are classified, sorted and trains are disassembled and re-assembled), is located at Kipp, west of the city and the Town of Coalhurst. There are CPKC owned transload facilities (where goods can be transferred between truck and railcar) in Calgary and Tilley (near Brooks), with third-party operated transload facilities located at the Cando Lethbridge Terminal (1,500 car spots at Wilson Siding), Judson (75 car spots), Monarch (50 car spots), and Wilson (50 car spots), and Coaldale (25 car spots).

There are numerous high throughput (HTP) grain elevator facilities serviced by CPKC in the study area including many that can load full sized grain trains, either 7,000 or 8,500 feet in length. The list of HTP elevators across the region includes:

- Lethbridge Cargill (ATL Elevator)
- Stirling Richardson Pioneer

- Wilson Parish & Heimbecker
- Wilson Bunge (adjacent to Cando Lethbridge Terminal)
- Carmangay G3 Canada
- Vulcan Richardson Pioneer

Potential exists for developing an intermodal hub near the City of Lethbridge. Based on the City of Lethbridge's TMP, sites such as Stewart Siding (located near Highway 4 and Township Rd 82) offer strategic opportunities to support rail-to-truck transfers for local and regional businesses.

Forty Mile Rail (FMR) – Forty Mile Rail is a shortline railway operating in Southern Alberta, connecting Judson (just east of Stirling) to Foremost. The shortline was established to ship pulse crops and grains from six locations along its line, including Foremost, Legend, Skiff, Conrad, Wrentham, and Judson. It has also handled wind turbine component deliveries and now offers railcar storage and cleaning for various railcar owners (primarily supporting the petrochemical business in Alberta's Industrial Heartland). Most recently FMR has developed a multi-commodity transload at Judson (Red Line Transloading Terminal) to handle inbound feed products into the region from CPKC served origins in the US Midwest.

Class I Railway Connections - CPKC provides connections to the rest of the North American rail network for customers located across the region, no matter if they are serviced by CPKC, FMR, or an industrial railway directly. Although CPKC provides connections to many other Class I, Regional, and Shortline railways across North America, three Class I interchanges exist just outside of the study area and are notable gateways for rail traffic moving in Southern Alberta:

1. BNSF Railway (BNSF) Class I Railway (connects with CPKC at Sweet Grass MT)
2. Canadian National Railway (CN) Class I Railway (connects with CPKC at Calgary AB)
3. Union Pacific Railroad (UP) Class I Railway (connects with CPKC at Eastport ID)

2.2 Terminals

There are a number of multi-purpose freight rail terminals and a series of rail-served customer facilities linked to external gateways in the study area. Figure 2 shows the locations of these terminals, which include the multi-purpose Cando Lethbridge Terminal and the CPKC local yards. These rail terminals provide staging, storage, transloading, and switching functions that enable service to all the grain elevators, fertilizer and chemical plants, and other industrial sites across the region. Although customer facilities are not terminals themselves, they rely on the terminal and yard network for the storage and marshalling of railcars (including the ability to regulate car volumes during seasonal peaks or other variable periods). External connections to the Calgary intermodal terminals, Port of Vancouver, and other Class I railway interchanges just outside the region help extend market reach for customers beyond the region.

Key locations / terminals in the study area are:

CPKC Lethbridge Yard (Kipp Yard) – Located where the Taber, Aldersyde, and Crowsnest Subdivisions converge, this CPKC yard is a major marshalling facility in Southern Alberta. It sorts, assembles, and stores freight railcars, handling diverse traffic for Western Canadian rail operations. This facility places empty cars at grain elevators, fertilizer plants, transload sites, and other industrial customers; assembles outbound trains; and handles inbound returning cars. Operations vary with seasonal peaks, particularly during harvest and fertilizer periods. CPKC is currently testing hydrogen fuel cell switching locomotives near Lethbridge, underscoring ongoing innovation in local rail yard operations and its close proximity to CPKC's head office in Calgary.

CPKC Churchill Industrial Yard – Located in northeast Lethbridge, within the Churchill Industrial Park, the CPKC Churchill Industrial Yard serves as a local serving yard for customers located along the City-owned industrial rail spurs. It is directly connected to the CPKC mainline (Taber Subdivision) and contains a concentration of manufacturing, food processing, agricultural supply, warehousing, and distribution operations. Rail access is facilitated through sidings and spurs connecting industrial sites to the CPKC mainline, enabling freight rail movement to domestic and international markets.

Cando Lethbridge Multi-Purpose Terminal (MPT) – Located adjacent to Highway 4 on the CANAMEX corridor south of Lethbridge. This facility has the capability to be serviced daily by CPKC. The MPT provides strategic rail access to the Coutts/Sweet Grass border and Interstate 15. The facility offers transloading, repair service and railcar storage for approximately 1,700 railcars, onsite repair shops, and arrival/departure tracks. The facility offers railcar staging and storage with full unit train handling capability for both loaded and empty cars across all commodities. Its 35-acre laydown area, combined with skilled staff, enables seamless product handling, efficient movement, and reliable storage. Also, being adjacent to highways and the Canada–US border, and equipped with onsite rail switching capabilities, the terminal is ideally positioned as the go-to transloading hub for windmill projects in Alberta and northern Montana. It provides 1-day availability of railcars and supports transloading of various products, including energy and chemical goods, wind energy components, feed grain, and fertilizer. The terminal supports other services including washing and purging of general-purpose and pressure cars, railcar inspections, maintenance and repair, and industrial rail switching.

Port of Northern Montana Multimodal Hub Center - Shelby MT – The Port of Northern Montana Multimodal Hub Center, located in Shelby, Montana, functions as an inland port and bulk transload facility. Historically, Shelby functioned as a rail intermodal facility on BNSF, but it now focuses on multi-commodity carload transloading and a local serving yard for customers. Similar to Lethbridge, Shelby sits at the junction of key BNSF mainlines radiating in four directions from the community and is located at the crossroads of Interstate 15 and US Highway 2. The 93-acre multimodal site is designed to handle bulk commodities and oversized industrial equipment rather than containerized freight rail. The facility includes a rail-served warehouse, approximately 15,000 feet of sidings and spurs, upgraded road infrastructure, and a designated Foreign Trade Zone.

Operations at the multimodal site focus on bulk rail logistics, laydown storage, and the transloading of goods such as grain, fertilizer, and equipment. Although it holds a BNSF "premier site" certification for expedited development, the hub is not a traditional intermodal container terminal. Its role is to support regional supply chains across northern Montana and southern Alberta through flexible, rail-oriented industrial services.

External Connecting Terminals and Ports – Lethbridge has no dedicated intermodal container terminal; containerized freight moves by truck to the Calgary intermodal terminal for handling (either to CN or CPKC). The majority of the bulk agricultural exports from Southern Alberta move via rail, routed through Calgary and onwards to the Port of Vancouver BC marine terminals. The BNSF gateway at Sweet Grass MT and the UP gateway at Eastport ID also provide outlets for local bulk exports to move to US Pacific Northwest marine ports.

Local Transload Facilities – It is noted that there are other rail facilities located throughout the study area where railcars can be transloaded to service specific customers that do not have direct access to rail spurs. The recently constructed Red Line Transloading Terminal on Forty Mile Rail at Judson (east of Stirling) is a recent example of a local transload facility.

2.3 Significance of Freight Rail in the Lethbridge Region

The freight rail network in the Lethbridge region is significant for a few different reasons:

Regional Development and Urban Growth - The first railway to Lethbridge was a narrow-gauge line, later purchased by the Canadian Pacific Railway (CPR), which converted the tracks to standard gauge and expanded westward toward Crowsnest Pass, spurring initial and ongoing population growth and development in the region. Originally called Coalbanks, Lethbridge began to surpass Fort Macleod as the regional hub following the development of rail infrastructure in the area. The extension of the rail line to the Crowsnest Pass in 1898 and its designation as a CPR divisional point in 1905 further accelerated growth. As railway operations and infrastructure concentrated in Lethbridge, the population grew, transforming it into one of Alberta's major urban centers.

The road network in the region is also fundamental to enabling transportation of goods through trucking, which is the primary mode of freight rail transportation for many industries and businesses, including businesses that ship lower volumes of higher value products. The truck network primarily consists of provincial highways and arterial roadways in the Lethbridge area.

Primary Trade Corridors & Class I Railway Connections – Lethbridge is a hub for the CPKC, the primary Class I railway[2] serving the area. One of the CPKC secondary mainlines travels east-west through the Lethbridge region stretching westward from a connection with the CPKC transcontinental mainline at Dunmore, AB (near Medicine Hat), toward the AB-BC border at Crowsnest Pass. At Dunmore, connections can be made via the CPKC network to Eastern

[2] In Canada, a Class I railway, as defined by the Railway Association of Canada, is a railway company that has generated gross revenues of at least $250 million (CAD) for providing rail services in each of the two calendar years prior to the year in which information is being reported.

Canada, the US Midwest, and Mexico. At Crowsnest Pass, the secondary CPKC mainline continues westward extending connections to the US Pacific Northwest (PNW via a connection with the Union Pacific Railroad), the Port of Vancouver BC, and other locations across the CPKC network within the interior of BC.

CPKC also operates a secondary north-south mainline through Lethbridge, connecting from Calgary and Vulcan in the north, through the Lethbridge region and stretching to the US-Canadian border at the Coutts AB / Sweet Grass MT border crossing. Rail connections to the BNSF Railway at Sweet Grass MT provide an additional gateway for international trade with the US and Mexico via the BNSF Class I Railway network (the largest in North America). As a result of these connections and secondary mainlines, significant freight volumes flow through the region on CPKC but do not originate or terminate within it. In addition to mixed manifest traffic (all different types of goods and cargo) CPKC also handles significant volumes of bulk commodities through the region such as grain, potash, sulphur, petrochemicals, and coal.

Supporting Local Industry and Agriculture – The rail network, comprised primarily of CPKC, and the shortline railway Forty Mile Rail, provides efficient and cost-effective freight transportation for high volumes of goods and commodities, including the region's prominent and growing agricultural industry and related food processing industries. The original CPR was fundamental to the development of Lethbridge's coal mining industry and the city's emergence as a regional economic center. That legacy lives on today with rail transportation services stimulating trade growth and economic development across the region.

2.4 Relevant Initiatives and Projects

This section outlines key initiatives and projects, both in the region and beyond, that are likely to affect how freight transportation and trade operate in the Lethbridge region.

CPKC Site Selection Program – The CPKC Site Ready Program[3] prepares industrial land in advance by completing key steps such as pre-approved rail designs, environmental reviews, and initial infrastructure planning. Although no sites currently exist in the study area, adopting a similar approach could help EDL strengthen the region's investment readiness and accelerate economic development. Having rail-served, fully planned sites would make the Lethbridge region more competitive for industries that rely on efficient transportation, particularly manufacturing, processing, and logistics, by reducing early-stage risk, shortening development timelines, and lowering entry barriers. A key advantage would be supporting a modal shift from truck to rail, which can reduce freight costs, improve network efficiency, and expand access to North American and global markets. Additionally, the program's structured planning and local support could help small and mid-sized businesses navigate permitting and engineering requirements more effectively, enabling them to scale and participate in the region's industrial growth.

[3] Site Ready

It is noted that there are other websites that provide information on available industrial properties, such as Location One[4], which identifies the Cando Lethbridge site and farmland parcels adjacent to CPKC's Kipp Yard as rail served development sites in the Lethbridge Region. Third party resources like this can be used to inform the identification of potential rail served development sites (see Section 6.2 for more detail).

Prairie Economic Gateway Inland Port – Potential Impacts on Rail and Trucking in the Lethbridge Region[5] – The Prairie Economic Gateway is a landmark collaboration between the City of Calgary and Rocky View County designed to create a rail-served inland port that drives industrial development and economic diversification in the Calgary region. By leveraging the CPKC rail network and proximity to the Calgary International Airport, the initiative aims to boost interprovincial and international trade, improve supply chain efficiency, and unlock new opportunities in manufacturing, logistics, and distribution. Expected to generate over $7 billion in economic activity and create more than 30,000 jobs over the next decade, the Gateway positions Calgary as a key national trade hub. While the project does not directly affect the Lethbridge Region, it does bring potential benefits and challenges. Some shippers could realize benefits through enhanced rail connectivity, regional economic spillover, and increased access to broader trade networks, but the project could also take away potential logistics development activity that may have occurred in the Lethbridge Region if the Prairie Economic Gateway project was not advanced.

Canada's Western Gateway | Trade Corridor[6] – Canada's Western Gateway is a regional economic development initiative led by Economic Development Lethbridge in partnership with seven municipalities and a private sector partner in Southern Alberta. The initiative coordinates investment attraction, infrastructure alignment, workforce development, and business support to strengthen transportation, logistics, warehousing, and cross-border trade along the Highway 4 corridor connecting the Coutts border crossing to Lethbridge. The region is home to more than 200 employers and over 300 jobs in these sectors, supporting agrifood, manufacturing, and distribution supply chains. With highway and rail networks, access to Calgary International Airport, a skilled workforce, and services such as warehousing and customs brokerage, the Western Gateway focuses on export-oriented growth and connecting Western Canada to continental and international markets.

Coaldale Industrial Rail Spur Line[7] – Located in Coaldale, Alberta (Lethbridge County), this project is 1.6 km rail spur linking Coaldale's industrial park to the main CPKC line and the recently constructed NewCold cold storage facility. The $8 million investment is jointly funded by the Alberta government ($3.475M) and by the Town of Coaldale and NewCold ($4.525M).

[4] Location One
[5] Prairie Economic Gateway
[6] Global Reach | Can Western Gateway
[7] Coaldale Industrial Rail Spur Line - Alberta Major Projects

NewCold Expansion in Coaldale[8] **–** NewCold, a global leader in automated cold storage and logistics, is investing $222 million to build a state-of-the-art cold storage facility in Coaldale, Alberta, creating over 50 permanent jobs and up to 200 construction jobs. The project, supported by Invest Alberta and a $2.1 million Innovation and Growth Fund grant from the Alberta government, will strengthen Southern Alberta's role as a major agri-food corridor. The highly automated, energy-efficient facility will improve food safety, support local producers, and expand access to export markets. NewCold also plans to invest in enhancing CPKC rail connectivity, helping to position Coaldale as an export hub. The construction is underway, with more than 50 employees expected onsite by the end of 2026.

3 Rail Equipment & Operations

In addition to the rail lines that make up the freight rail network, another key component of rail service in Lethbridge is the availability of railcars and locomotives (rolling stock). This section provides a general overview of the equipment used by shippers in Southern Alberta and the operations to service the customers.

CPKC supplies most shippers with locomotives, crews, and the railcars required to move products, although many companies also lease or own private railcars to supplement or replace railway-owned equipment. CPKC maintains one of the largest railcar fleets in Canada; however, this equipment is dispersed across an international network and continually cycles through the region. Information on exact quantities and conditions is not publicly available. CPKC does publish equipment specifications for car types, including dimensions and load limits by commodity.

The availability of train crews, railcars, and locomotives was a common issue raised by stakeholders when explaining missed shipments or lower-than-forecasted railcar loadings. In several cases, fewer cars were spotted for loading than desired, resulting in freight being shifted to truck or short-term production and transloading activity being curtailed. Improving the consistency of equipment supply and frequency of rail service will be important to meet future freight rail demand in the Lethbridge region.

3.1 Rail Operations

As was shown in Figure 2, CPKC and Forty Mile Rail own and operate the rail lines within the study area. Limited data regarding rail operations is publicly available. This section presents HDR's understanding of rail operations in the study area based on available data and industry knowledge.

3.1.1 Operations Summary

Railway operations in the Lethbridge study area consist of several train types. Unit bulk trains carrying single commodities, primarily grain, fertilizer, potash, sulphur, coal and occasional

[8] NewCold to Expand Leading-Edge Food Storage and Logistics in Southern Alberta - NewCold

energy or industrial products, have the greatest presence and generally operate with flexible schedules coordinated to facility loading windows and downstream terminal capacity. Mixed manifest trains (containing multiple car types and commodities) provide service to regional industries such as agricultural processing, chemicals, and manufacturing; these train moves have moderate schedule sensitivity to meet customer trip plans and generally run on planned schedules. Intermodal container trains do not originate/terminate in the Lethbridge area due to the absence of a local terminal, but container traffic may move through the broader corridor via Calgary or other hubs on occasion, especially if re-routed away from the primary mainline corridor between Medicine Hat and Calgary.

Other train types include local “switcher” or “wayfreight” jobs that originate and terminate at yards in Lethbridge or nearby points. Local trains position (spot) inbound railcars for loading or unloading at industrial and transload sites across the region, and pickup (pull) railcars from the customer sites to return them to the yard for blocking into manifest or unit trains bound for external markets across North America.

Primary commodity flows are east–west along the CPKC network between Dunmore, Lethbridge, and BC or the US PNW. Although not as busy as the east-west corridor, considerable volumes flow north–south between Calgary, Lethbridge and the BNSF interchange at Coutts/Sweet Grass. Return inbound movements often consist of empty covered hoppers or tank cars repositioned to customers for reload, with some inbound loaded railcars supplying fertilizer, industrial inputs, and manufactured goods to regional customers. These incoming loaded shipments represent a smaller share of total volumes compared to outbound loaded bulk movements.

3.1.2 Train Length and Siding Inventory

Rail sidings are locations trains can meet and pass one another, and the secondary mainlines in the study area are all single track and accommodate bi-directional train travel. Siding length is an important consideration because only trains that are equal to or shorter than a siding can fit within it and pass, and trains have become longer over recent decades, resulting in many sidings being less useful unless at least one of the two or more trains meeting at a siding can fit and get in the clear of the single track mainline.

Train lengths in the study area vary significantly, but typically max out near 8,000 to 10,00 feet in length. Therefore sidings 8,000 feet or longer can generally accommodate most trains that operate in the study area.

The Taber Subdivision between Taber and the Kipp Yard includes three sidings within the study area that exceed 8,000 feet in length. The Crowsnest Subdivision, running from the Kipp Yard to Pincher Creek, contains two sidings longer than 8,600 feet. The Aldersyde Subdivision, from the Kipp Yard to Vulcan, includes two sidings measuring 7,200 feet. The Montana Subdivision, connecting Coutts to Montana, contains no sidings for meets and passes (although train meets can happen utilizing the spurs at Stirling on occasion).

Generally speaking, the volume of sidings is sufficient to handle todays volumes, perhaps with the exception of the Montana Subdivision. CPKC would greatly benefit from one or more sidings being added to the Montana Subdivision for train traffic flowing to/from the BNSF at Sweet Grass. Also, siding extensions to 8,500 feet or more would be desirable on the Aldersyde, Taber, and Crowsnest Subdivisions to accommodate longer train operations bi-directionally. Short extensions could be constructed at most locations with limited capital expenditure and/or the closing of local grid roads in the region.

3.1.3 Rail Network Travel Speeds

The maximum authorized speed on the Taber Subdivision is 40 miles per hour (65 km/h). On the Crowsnest and Aldersyde Subdivisions, the maximum speed is 45 miles per hour (72 km/h). The Montana Subdivision operates at a maximum speed of 35 miles per hour (65 km/h). All subdivisions operate on alignments with gentle curves and grades within the study area, although more significant grades do exist on the Aldersyde Subdivision (between Okotoks and Calgary) as well as the Crowsnest Subdivision (between Pincher and Crowsnest Pass). As such, trains operating within the region usually have more than enough horsepower and haulage capacity to maintain track speeds where grades and curves are minimal.

3.1.4 Shipper Service Frequency

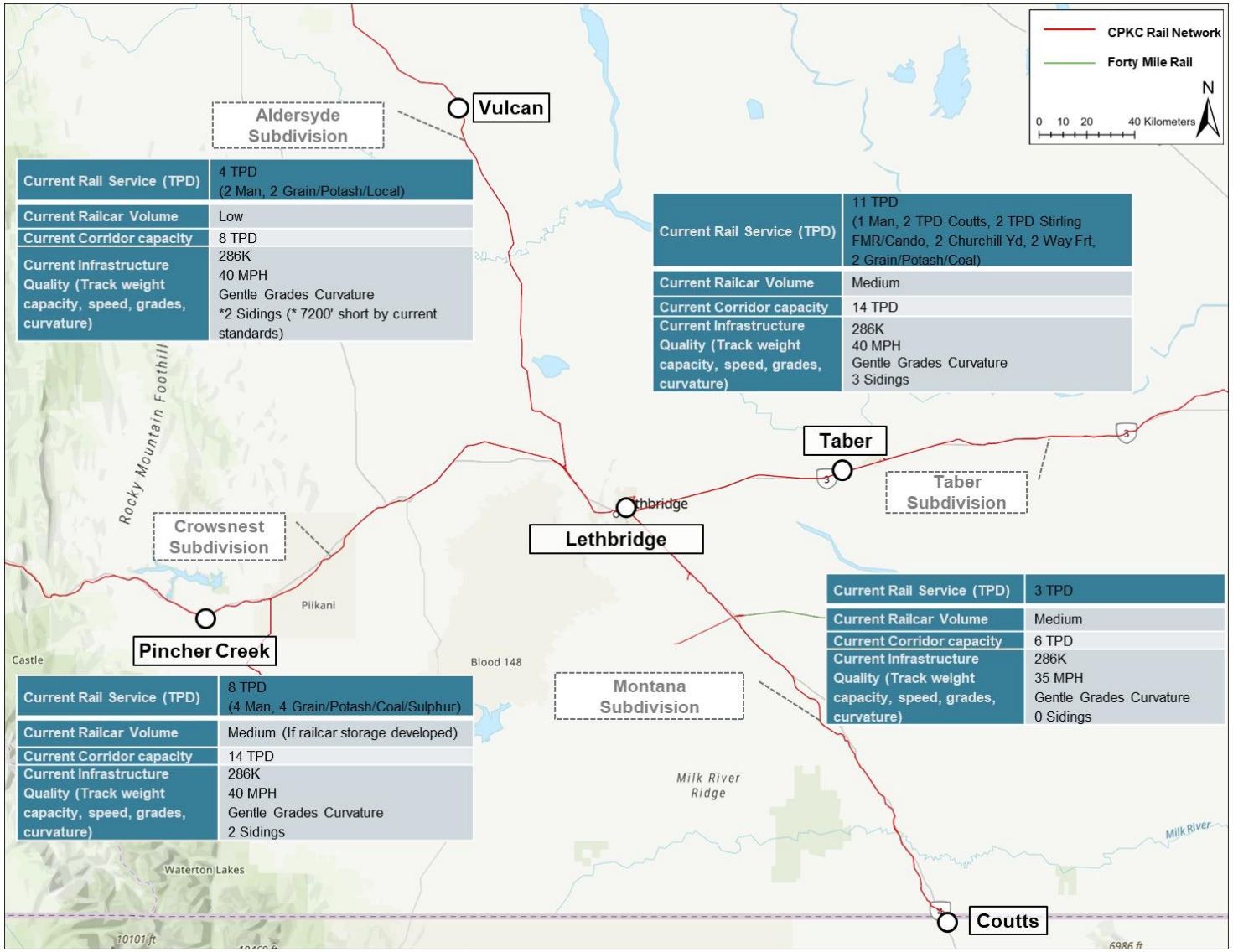
Today, the Taber Subdivision receives daily wayfreight and switcher service, especially within the Churchill Industrial Park. The Crowsnest, Aldersyde, and Montana Subdivisions receive service on an as-required basis due to lower volumes of rail traffic generated by those customers or their unit train capabilities (like HTP grain terminals).

3.1.5 Operational Summary Figure

Figure 3 below provides a summary of the operational details on each of the four primary CPKC subdivisions within the study area. It includes:

- **Current Rail Service** – Provides an overview of current rail service offerings and estimated train frequency along each subdivision, shown as trains per day (TPD).
- **Current Railcar Volume** – Classified as Low (<1,000), Medium (1,000–10,000), or High (>10,000) carloads per year which represents existing annual volumes (originated or terminated) on each subdivision. This provides the relative scale of first mile, last mile rail activity across different segments of the rail network.
- **Current Corridor Capacity** – Estimated daily train capacity of the corridor based on available infrastructure (assumes siding length trains).
- **Current Infrastructure Quality (Track gross weight capacity, speed, grades, curvature)** – Current track gross weight limits, the network operating speeds, and the track geometry, including grades and curvature along the corridor.

Figure 3. Operational Details Summary



3.2 Truck and Freight Rail Volumes

Goods movement transportation in Southern Alberta relies heavily on both rail and highway infrastructure to support the movement of goods across the region. Rail corridors facilitate bulk and long-distance shipments, particularly for commodities such as grain, coal, potash, and petroleum, while the highway network provides flexibility and access for short-haul and regional freight transportation.

This section documents estimated existing truck and rail volumes in the study area. It will support later analysis and identification of improvements.

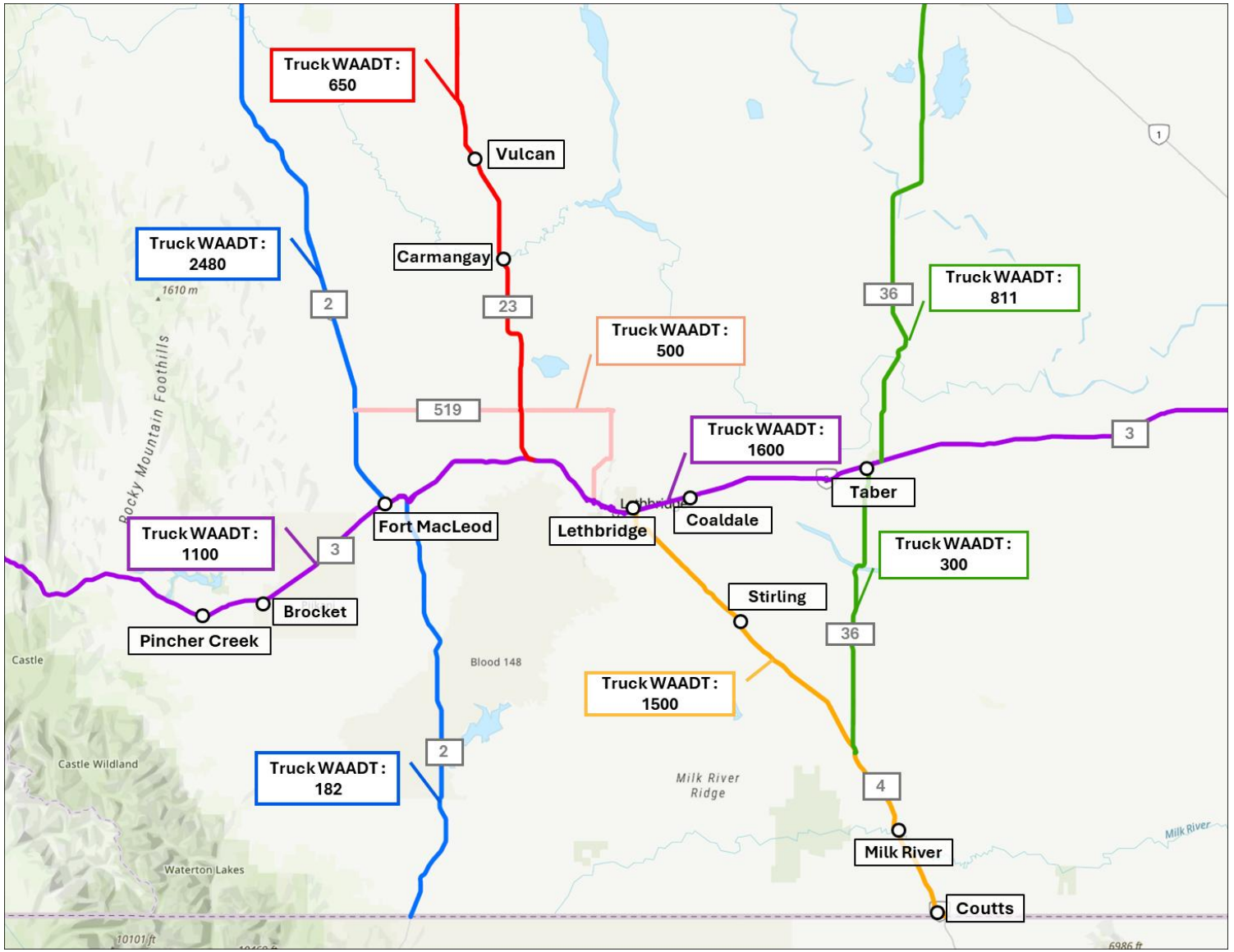
3.2.1 Truck Volume

Truck volume data was obtained from the Alberta Open Data portal using highway traffic counts. The dataset includes Weighted Annual Average Daily Traffic (WAADT), which represents the average daily two-way traffic volume (in vehicles per day) over a full year. The data also breaks down traffic by vehicle type, including Single Unit Trucks and Tractor Trailers. The total percentage of trucks on a particular roadway was calculated by summing these two categories and multiplying by the total WAADT to estimate Weight Annual Average Daily Truck Traffic (WAADT) for each provincial highway segment.

The main highways for trucking in the study area include Highway 2 (connecting Calgary to Fort Macleod), Highway 3 (east-west from Taber to Lethbridge, Fort Macleod, and Pincher Creek), Highway 4 (south from Lethbridge to Coutts and the Montana border), Highway 23 (north of Lethbridge), and Highway 36 (north and south of Taber). It is also important to note that Highways 2, 3, and 4 are a part of the Canada-America-Mexico Corridor (CANAMEX) corridor which is a series of improvements to freeways and other transportation infrastructure linking Canada to Mexico through the United States.

Figure 4 displays the distribution of truck traffic along major highways in the Lethbridge region. Higher truck volumes are observed along Highway 3 west of Lethbridge toward Fort Macleod, with WAADTT reaching 2,480 trucks per day. Similarly, Highway 4 south of Lethbridge toward Coutts shows elevated truck volumes around 1,500 trucks per day, indicating its importance as a cross-border trade route. In contrast, Highway 23 (north towards Vulcan) exhibits significantly lower volumes, with WAADT as low as 650 trucks per day, and Highway 3 east of Lethbridge toward Taber also shows relatively modest volumes around 1,100–1,600 trucks per day.

Figure 4. WAADT: Weighted Annual Average Daily Traffic

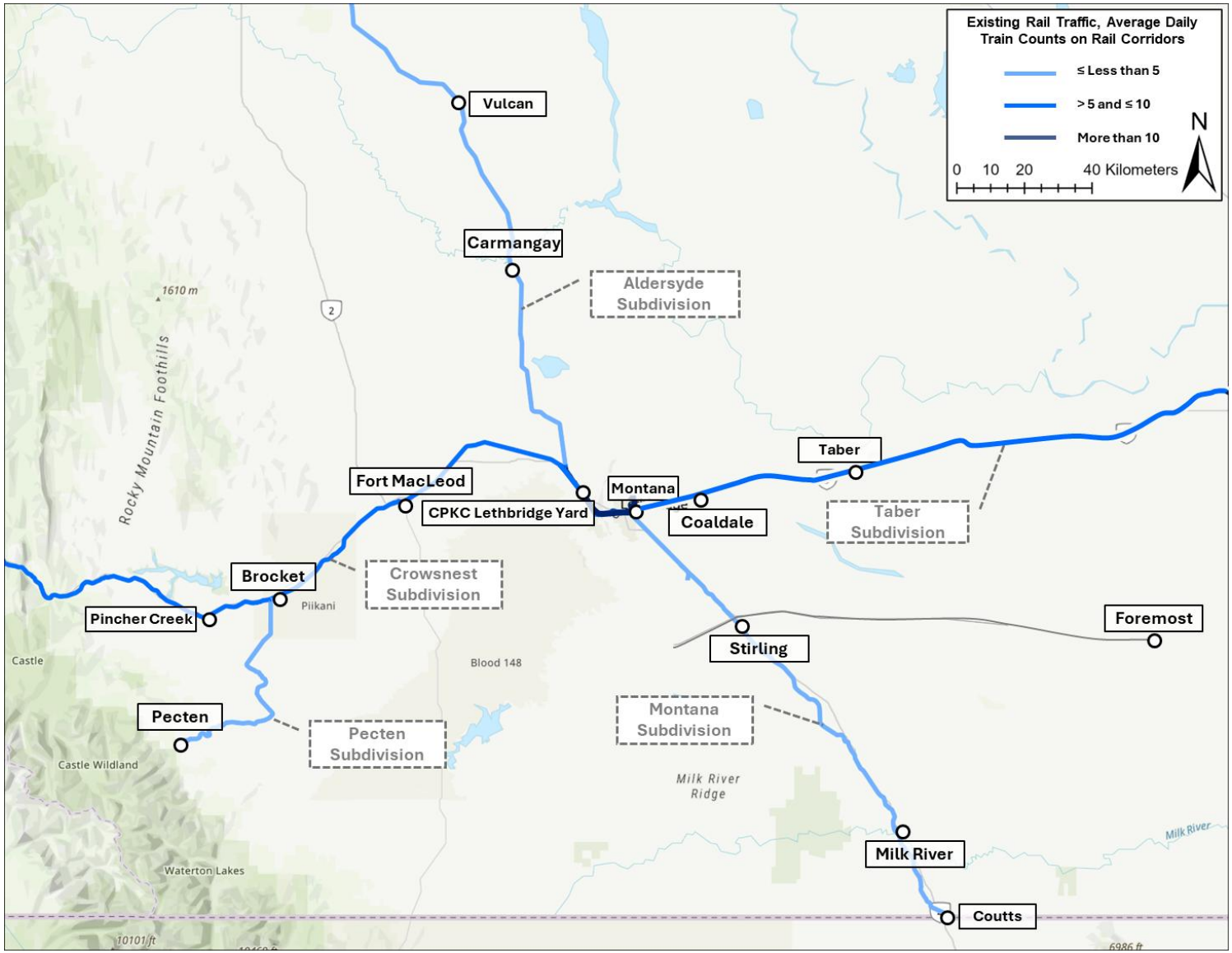


3.2.2 Freight Rail Volume

Freight rail volumes on the network were based on HDR's prior experience using RailState data in Alberta. As shown in Figure 5, within the study area, the rail corridors in four directions were identified: Montana (south), Taber (east), Crowsnest/Pecten (west), and Aldersyde (north).

Existing train volumes are presented as Trains Per Day (TPD) estimates, and grouped into bins of fewer than 5, between 5 and 10, and more than 10 trains per day. The data uses an aggregation method that adjusts for gaps or omissions in monthly reporting from certain stations. HDR understands the common commodities on the rail network in the study area include the following: Manifest, Grain, Potash, Coal, Sulphur, Petroleum, and Other. Figure 5 shows the freight rail volumes on the corridors in the region.

Figure 5. Existing Rail Traffic, Average Daily Train Counts on Rail Corridors



Among the corridors, the segment between Montana Junction and the CPKC Lethbridge Yard is the busiest with approximately 12 trains per day, while the Taber Subdivision (from Dunmore to Montana Jct) and the Crowsnest Subdivision have moderate freight rail activity, with an estimated volume between 5 and 10 trains per day on these segments. Lower volumes (fewer than 5 trains per day) exist on the Montana, Aldersyde, and Pecten Subdivisions.

The overview of freight rail and truck volume comparison highlights how freight rail activity varies by corridor based on the alignment of truck and rail volumes. The Taber Subdivision between Montana Junction and Lethbridge Yard carries the highest rail traffic in the region (up to 12 trains per day), which also happens to correspond with high truck volumes along Highway 3. In contrast, the Montana Subdivision sees lower rail activity (around 4 trains per day), while there are moderate truck volumes along Highway 4. Similarly, the Aldersyde Subdivision has minimal rail traffic (4 trains/day), and this aligns with low truck volumes on Highway 23, suggesting overall lower freight rail demand in that area or between the major population centres along the corridor.

3.3 Goods Movement Business Identification

The purpose of this section is to identify businesses that are currently rail-served or have the potential to be connected to freight rail infrastructure. To support this analysis, the source of the data was Esri Business Data Locations, licensed by Data Axle, that has the North American Industry Classification System (NAICS). The data was classified into multiple categories such as Agriculture, Forestry, Fishing & Hunting, Construction, Manufacturing, Mining, Oil & Gas Extraction, Retail Trade, Transportation & Warehousing and Wholesale Trade, etc.

For the purpose of this analysis and to identify freight rail-dependent businesses / customers, two steps have been taken:

1. First, the businesses located adjacent to rail line with potential for future rail service were identified. A total of 108 businesses were identified in this step.
2. Second, we reviewed each potential rail service business, and then, through visual review of the site and HDR's rail experience in the area, identified which businesses are currently rail served. A total of 42 rail-served businesses were identified in the study area.

3.3.1 Potential Rail-Served Businesses

The identification of potential rail-served businesses was based on their proximity to the rail corridor. These businesses were then reviewed and validated through HDR's knowledge and understanding of rail operations in the area. This validation involved assessing each customer's operations and business functions to determine whether they might have the potential to be rail-served, either now or in the future. Out of 2092 businesses reviewed, 108 businesses were identified and validated in this step.

For the first part of this analysis, the potential rail-served businesses are identified within the following categories:

- **Administrative, Support & Waste Management** – Provides support services like cleaning, staffing, and waste disposal.
- **Agriculture, Forestry, Fishing & Hunting** – Engages in cultivating plants, raising animals, and harvesting natural resources.
- **Construction** – Involves building infrastructure, residential, and commercial properties.
- **Manufacturing** – Produces finished goods from raw materials through various processes.
- **Mining, Oil & Gas Extraction** – Extracts natural resources like minerals, oil, and natural gas.
- **Other Services Except Public Admin** – Miscellaneous services like repair, personal care, and non-profits, excluding government.
- **Professional, Scientific & Tech Services** – Offers specialized services including legal, engineering, IT, and consulting.
- **Real Estate, Rental & Leasing** – Covers activities related to property sales, rentals, and leasing of assets.
- **Retail Trade** – The sale of goods directly to consumers for personal or household use.
- **Transportation & Warehousing** – Encompasses the movement and storage of goods and passengers.
- **Unclassified Establishments** – Businesses that don't fit into standard industry classifications.
- **Wholesale Trade** – Involves selling goods in bulk to retailers, businesses, or institutional customers.

The largest number of identified potential rail-served businesses falls within the following categories:

- **Wholesale Trade** – The next highest proportion is for the 29 business that fall within the Wholesale Trade category (~27%), which includes wholesale distributors and service providers in sectors such as agriculture, fuel, grain, feed, construction, recycling, meat, and industrial equipment.
- **Transportation & Warehousing** – Among the identified businesses, 28 (approximately 26%) are classified under Transportation & Warehousing. These businesses are primarily described as grain elevators, grain merchants and shippers (wholesale), grain dealers, and trucking and logistics providers.
- **Manufacturing** – 23 businesses (~21%) are categorized as Manufacturing and are described as producers or fabricators in industries including steel, cement, petroleum, animal health, feed, construction materials, and machinery.

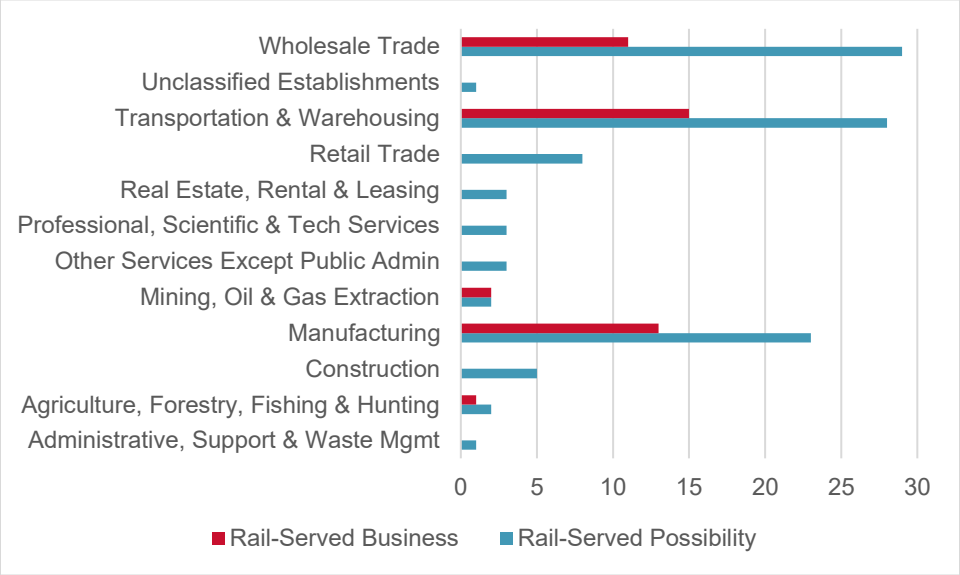
- **Retail Trade** – 8 businesses (~7%) are classified under Retail Trade, primarily involved in building materials, food retails and manufacturing.

3.3.2 Confirmed Rail-Served Business

After identifying 108 potential businesses, 42 customers were confirmed as currently rail-served based on HDR's understanding of their business type and local rail operations. This validation relied primarily on an assessment of the businesses' current activities and adjacency to a rail spur.

Figure 6 illustrates the distribution of both rail-served businesses and those with potential for rail-served across various categories of industries.

Figure 6. Rail Access by Industry: Potential Businesses vs Rail-Served



The detail of the rail-served businesses is regarded as follow:

- **Transportation & Warehousing** – The Transportation & Warehousing sector accounts for the largest share of rail-served customers, representing over 15 businesses out of the total 28. These customers are typically engaged in freight rail, transloading, or grain handling operations.
    - **Examples of companies**: Examples for this category are Cando Rail & Terminals (formerly Transmark), Richardson Pioneer, Bunge (formerly Viterra), and Parrish & Heimbecker.
- **Manufacturing** – The Manufacturing sector follows 13 businesses out of 23 of rail-served customers. These businesses can be described as industrial manufacturing operations primarily involved in the production and distribution of construction materials, steel products, and specialized components. Their activities include manufacturing cement, structural steel, reinforcing supplies, foundry metals, ornamental metalwork,

industrial chips, and molds, typically serving sectors in construction, infrastructure, and heavy industry.

  - **Examples of companies**: The examples of representative companies include Heaven Hill Distilling, Vulcan UFA Fertilizer Plant, and Lantic Sugar.

- **Wholesale Trade** – Wholesale Trade represents the third highest proportion with 11 businesses distributing agricultural, fuel, or construction-related products.
  - **Examples of companies**: Companies such as Bunge, Simplot, 5 Suns Transloading Ltd, and Normerica represent this group.
- **Others** – Other sectors with smaller shares include Agriculture, Forestry, Fishing & Hunting, Mining primarily involved in agricultural production and support services, including farming operations, grain handling and storage, greenhouse cultivation, and seed retail.
  - **Examples of companies**: Companies such as L.A. Grain Ltd, or G3 Carmangay are among this category.

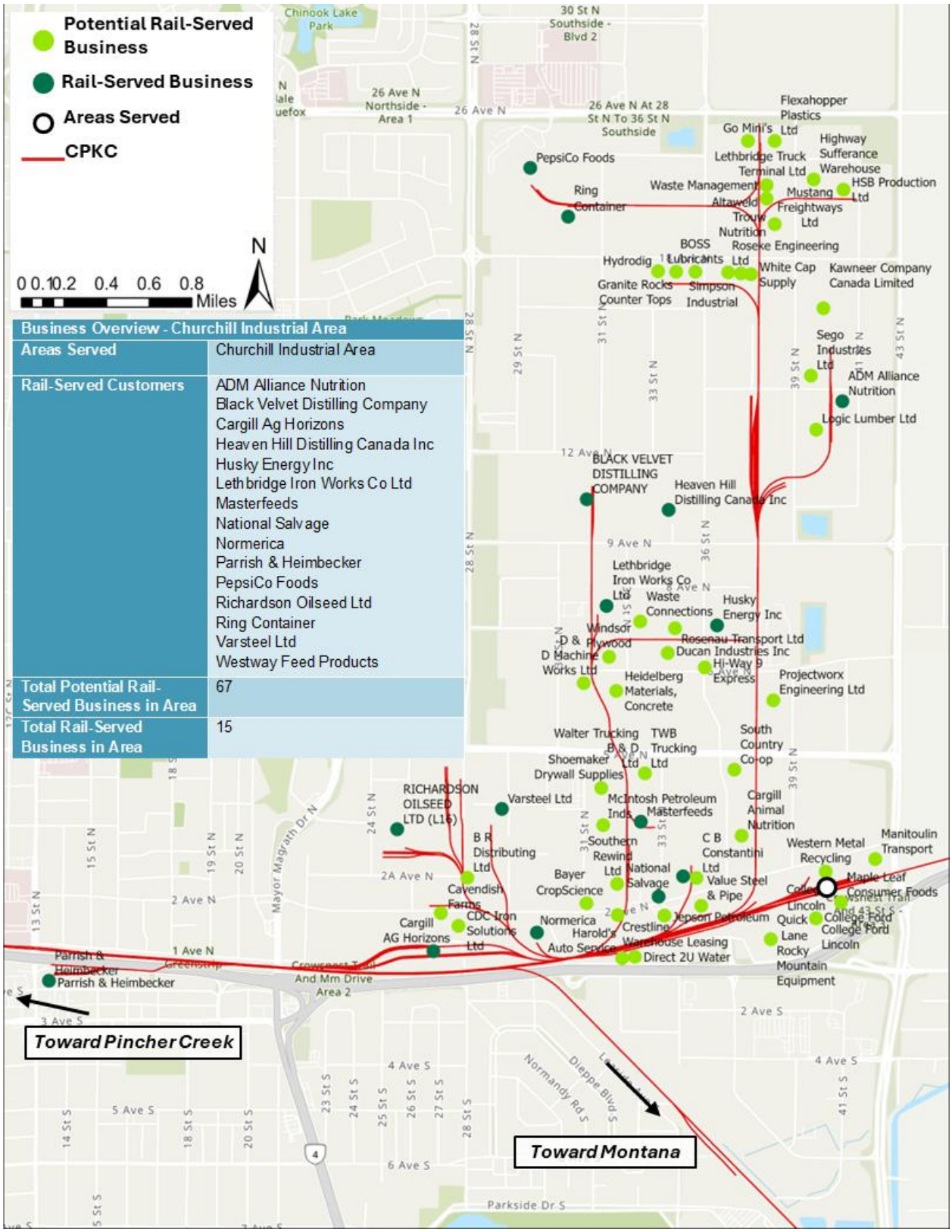
Also, Oil & Gas Extraction, and Construction include activities related to mineral resources, such as extraction, processing, and the supply of raw materials for infrastructure and industrial development.

For each rail subdivision, the following maps and tables are provided to show the served destinations, identified rail-served customers, potential rail-served businesses as well as the count of each type of industry in each part of the study area.

3.3.3 Mapping Confirmed and Potential Rail Served Businesses

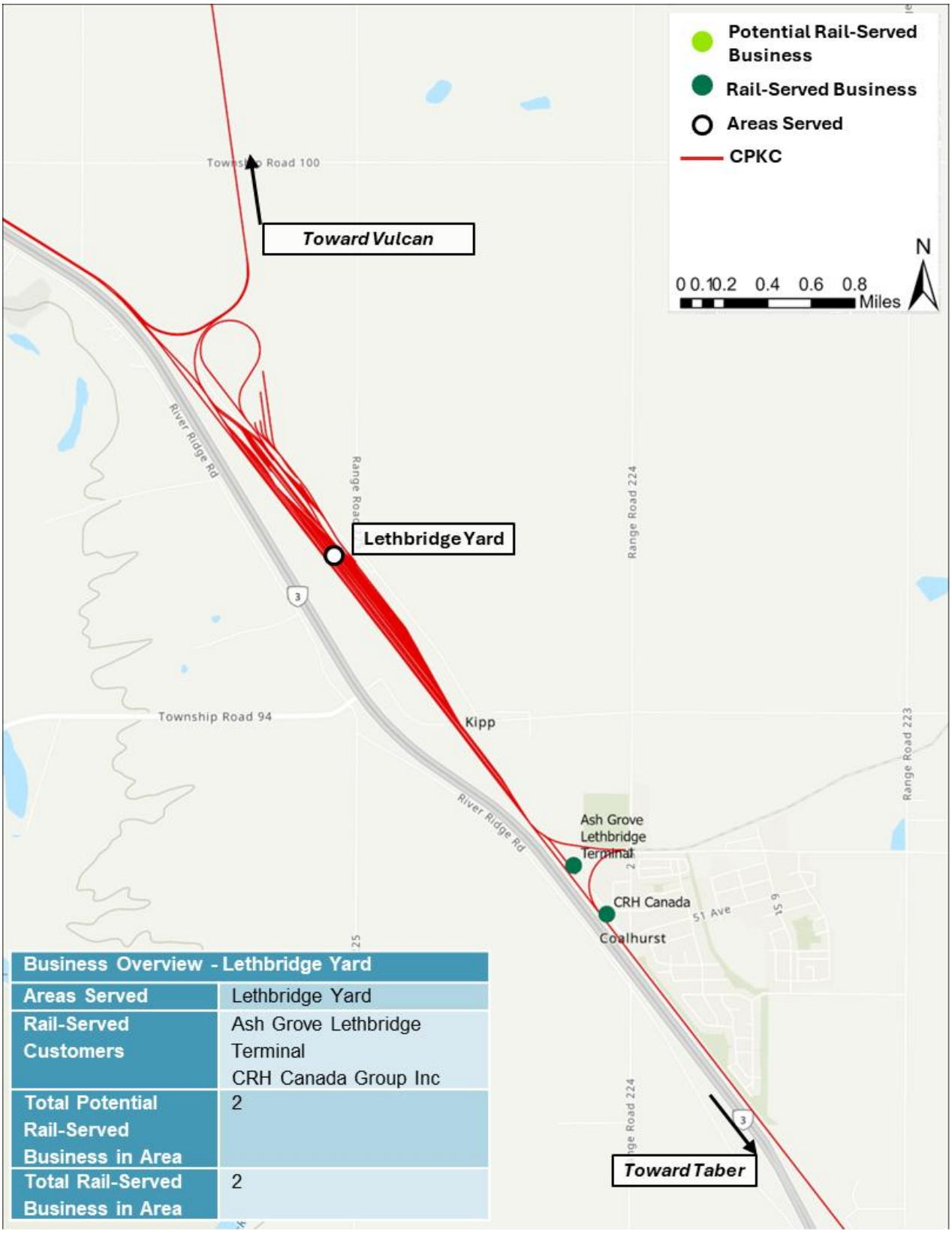
This section shows businesses near the freight rail network in the study area. All the potential rail-served businesses and the confirmed rail-served businesses were mapped for each subdivision. For each map, the rail customers and the areas they serve are shown.

3.3.3.1 CHURCHILL INDUSTRIAL AREA



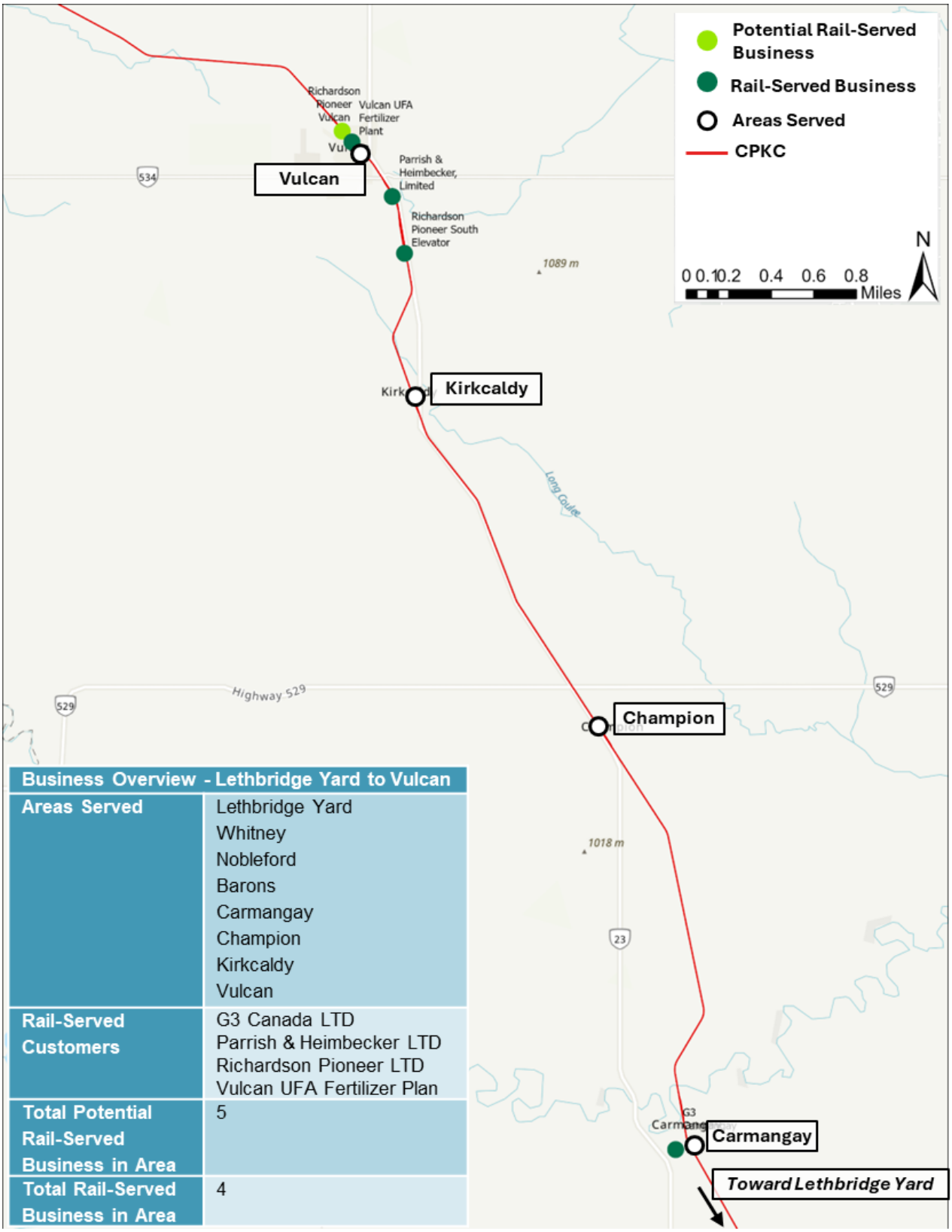
Business Overview - Churchill Industrial Area	
Areas Served	Churchill Industrial Area
Rail-Served Customers	ADM Alliance Nutrition Black Velvet Distilling Company Cargill Ag Horizons Heaven Hill Distilling Canada Inc Husky Energy Inc Lethbridge Iron Works Co Ltd Masterfeeds National Salvage Normerica Parrish & Heimbecker PepsiCo Foods Richardson Oilseed Ltd Ring Container Varsteel Ltd Westway Feed Products
Total Potential Rail-Served Business in Area	67
Total Rail-Served Business in Area	15

3.3.3.2 LETHBRIDGE YARD



Business Overview - Lethbridge Yard	
Areas Served	Lethbridge Yard
Rail-Served Customers	Ash Grove Lethbridge Terminal CRH Canada Group Inc
Total Potential Rail-Served Business in Area	2
Total Rail-Served Business in Area	2

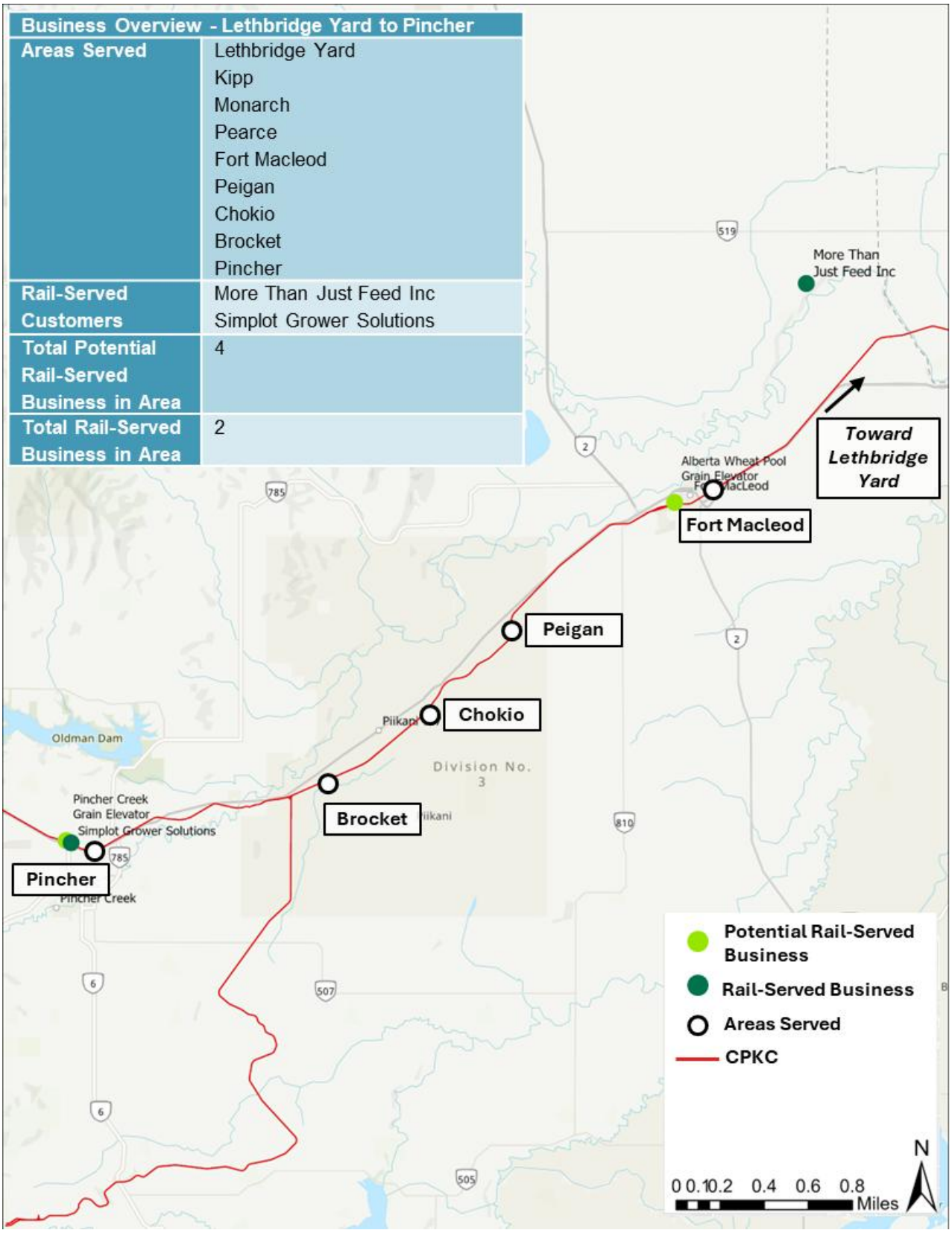
3.3.3.3 LETHBRIDGE YARD TO VULCAN



Business Overview - Lethbridge Yard to Vulcan	
Areas Served	Lethbridge Yard Whitney Nobleford Barons Carmangay Champion Kirkcaldy Vulcan
Rail-Served Customers	G3 Canada LTD Parrish & Heimbecker LTD Richardson Pioneer LTD Vulcan UFA Fertilizer Plan
Total Potential Rail-Served Business in Area	5
Total Rail-Served Business in Area	4

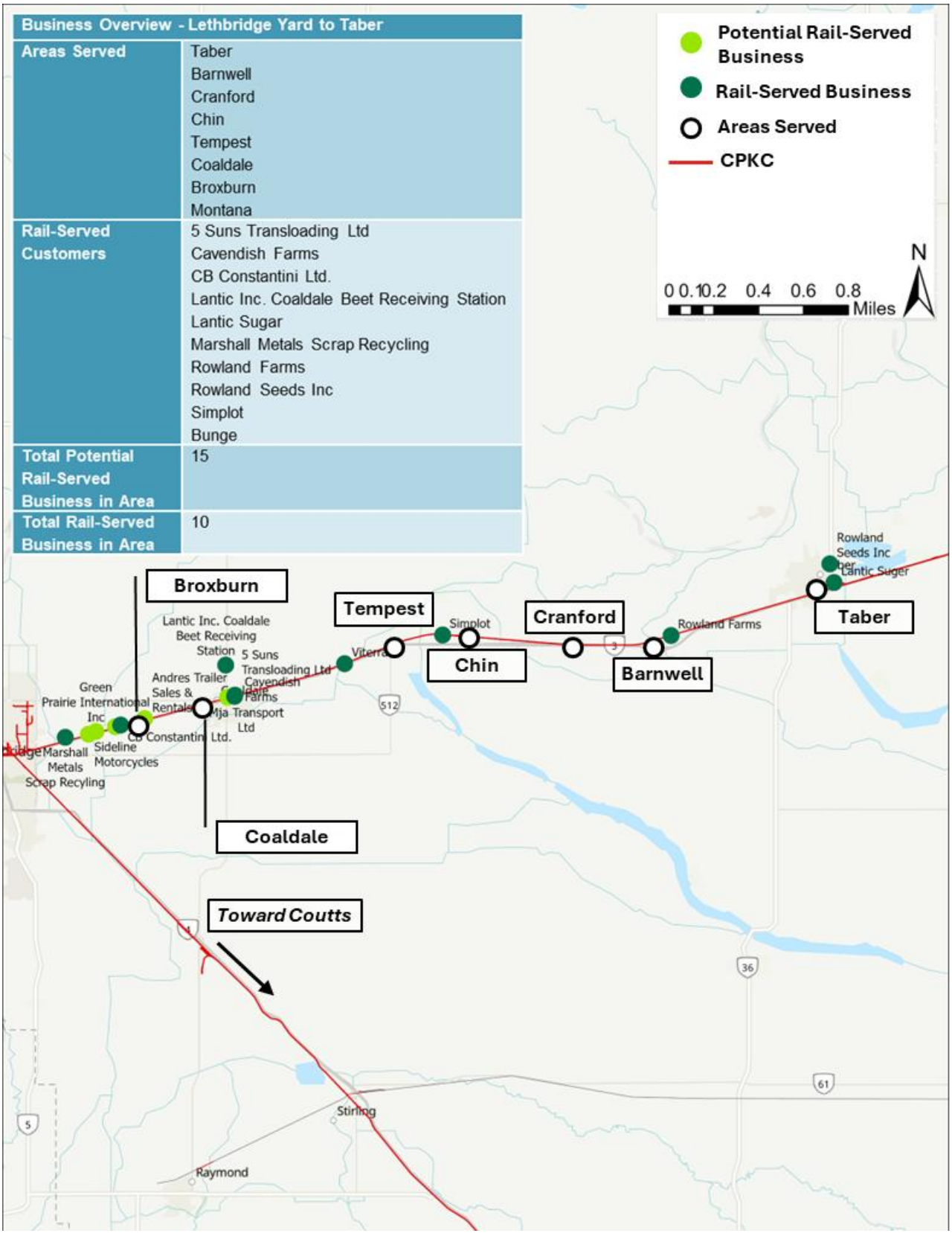
3.3.3.4 LETHBRIDGE YARD TO PINCHER

Business Overview - Lethbridge Yard to Pincher	
Areas Served	Lethbridge Yard Kipp Monarch Pearce Fort Macleod Peigan Chokio Brocket Pincher
Rail-Served Customers	More Than Just Feed Inc Simplot Grower Solutions
Total Potential Rail-Served Business in Area	4
Total Rail-Served Business in Area	2

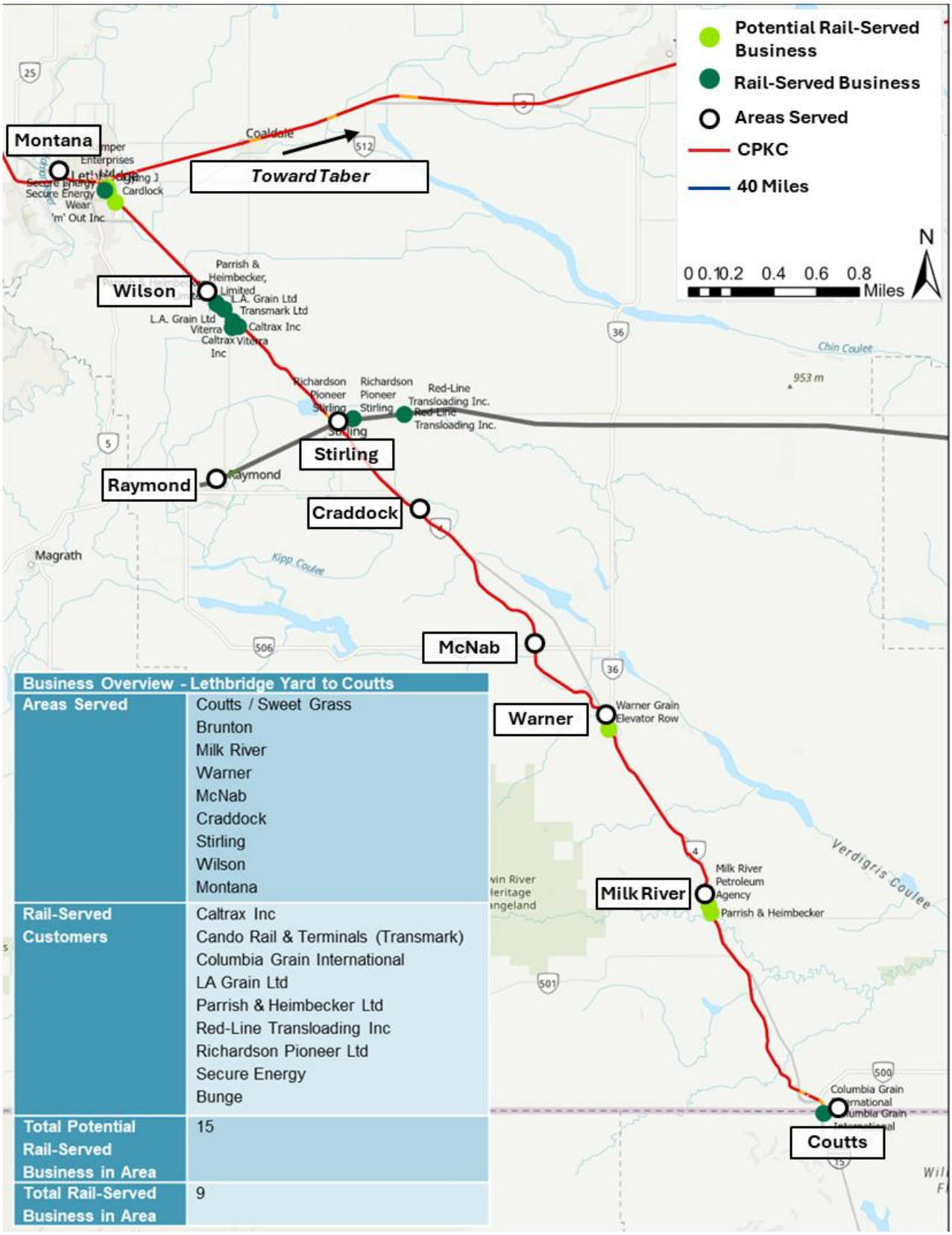


3.3.3.5 LETHBRIDGE YARD TO TABER

Business Overview - Lethbridge Yard to Taber	
Areas Served	Taber Barnwell Cranford Chin Tempest Coaldale Broxburn Montana
Rail-Served Customers	5 Suns Transloading Ltd Cavendish Farms CB Constantini Ltd. Lantic Inc. Coaldale Beet Receiving Station Lantic Sugar Marshall Metals Scrap Recycling Rowland Farms Rowland Seeds Inc Simplot Bunge
Total Potential Rail-Served Business in Area	15
Total Rail-Served Business in Area	10



3.3.3.6 LETHBRIDGE YARD TO COUTTS



Business Overview - Lethbridge Yard to Coutts	
Areas Served	Coutts / Sweet Grass Brunton Milk River Warner McNab Craddock Stirling Wilson Montana
Rail-Served Customers	Caltrax Inc Cando Rail & Terminals (Transmark) Columbia Grain International LA Grain Ltd Parrish & Heimbecker Ltd Red-Line Transloading Inc Richardson Pioneer Ltd Secure Energy Bunge
Total Potential Rail-Served Business in Area	15
Total Rail-Served Business in Area	9

4 Economic Analysis and Benchmarking

To understand the economic impact of freight rail and goods movement in general on the Lethbridge region, and identify potential ways that rail performance could be tracked, three main tasks were conducted:

1. Estimate of the economic impact of freight rail based on current usage.
2. Benchmarking of Lethbridge's truck and rail activity against similar Western Canadian cities.
3. Identification of Key Performance Indicators (KPIs) for ongoing monitoring of rail use and performance.

The economic impact assessment used employment data for rail-served businesses and applied Statistics Canada's input-output multipliers to estimate direct, indirect, and induced impacts at local, provincial, and national levels. Major findings indicate that rail-served businesses in Lethbridge generate significant economic contributions: $687 million in output and $284 million in GDP locally, supporting 991 jobs, and scaling up to $1.5 billion in output and 3,120 jobs nationally.

Additionally, a comparative analysis examined Lethbridge's rail network, trucking activity, and trade-related employment compared to cities such as Kamloops, Red Deer, and Saskatoon. Lethbridge is served by only one rail carrier (CPKC), ranking lowest among comparator cities for rail access, which may limit competitiveness. The city performs strongly in agriculture, manufacturing, wholesale trade, and retail trade on a per-capita basis, reflecting its role as a regional hub, but underperforms in mining, oil and gas, and transportation and warehousing.

Recommended KPIs include tracking employment and business counts in freight-reliant industries, installing Automatic Equipment Identification (AEI) readers to monitor railcar volumes, and conducting recurring freight satisfaction surveys. These measures could help improve data collection and support strategic planning for enhanced freight rail utilization and economic development.

The full analysis is included in Appendix A.

5 Stakeholder Engagement

5.1 Introduction

Stakeholder engagement was conducted to inform the study and collect insights from local businesses and organizations in the region. The primary intent of the stakeholder engagement was to:

- Further our understanding of existing businesses, industries, markets and trade flows.
- Identify current challenges related to goods movement, specifically focused on trucking and freight rail.
- Identify opportunities to improve goods movement efficiency, cost-effectiveness, and supply chain resiliency in support of economic development.

HDR conducted a series of 30-minute virtual interviews with 14 key stakeholders throughout the Lethbridge region, including major rail and trucking customers, transload facilities, railways, municipalities and economic development organizations.

The interviewed businesses were primarily from the agricultural and agri-food sectors, handling commodities such as wheat, canola, hay, sugar beet byproducts, and some finished goods like frozen potato products and pet food. Many companies relied exclusively on trucking to move goods, while some of the larger facilities used both trucking and freight rail.

5.2 Challenges

Stakeholder responses are being treated as confidential. They have been aggregated and are categorized into rail service, truck service, and storage and warehousing.

5.2.1 Rail Service

- **Rail Service Reliability** – Several stakeholders described rail service in the Lethbridge industrial area as inconsistent. They noted extended dwell times at the Churchill Yard and irregular pickup schedules, which disrupt time-sensitive shipments. Some said these issues have led them to rely more on trucking for predictable delivery.
- **Pricing and Capacity** – Some rail-served businesses said that current rail pricing structures and train capacity constraints may limit the competitiveness of rail service in the region, influencing customers to explore alternative storage locations. A few mentioned that storage rates in the region are higher than elsewhere and suggested this may be related to train capacity limits between Edmonton and Lethbridge - southbound trains often reach weight limits, while northbound trains hit length limits. They indicated that sending railcars for storage in Lethbridge could be displacing other freight by driving up costs.

- **Lack of Suitable Sidings** – Some stakeholders noted that the absence of long, dedicated sidings in the Lethbridge area is an operational constraint. Without a siding, train movement is limited to one direction at a time, creating a bottleneck that slows network flow and restricts the ability to run additional trains on corridors.

  This limitation has already impacted service levels. Rail service to the area, which was once daily, has been reduced to three days per week due to the challenges of managing traffic without adequate siding capacity. Trains must often wait for the track to clear, causing delays and reducing overall system efficiency.

  Occasionally, the Cando site has been used as a temporary holding area to let other trains pass, for example, parking trains for extended periods. However, the site is not designed as a true siding and lacks the track layout and switching infrastructure to make this efficient, which adds cost and operational complexity. A permanent 8,500’ siding located on the Montana Subdivision, could improve flow and unlock more capacity on this corridor.

- **Switching Constraints** – Stakeholders commented that once-a-day switching and limited track layout in the Churchill Industrial Yard, and to other customers, reduce flexibility. While some suggested that more frequent switching could help, they acknowledged that heavy inbound volumes already strain operations.
- **Permitting Delays** – Lengthy and costly permitting processes slow down infrastructure development, with recent projects spending hundreds of thousands just to secure approvals.
- **Lack of Direct Rail Access** – Some large food processing plants are located immediately beside rail lines but lack a direct rail spur, leaving them entirely dependent on trucking. Stakeholders noted that it can be difficult to retrofit their sites and receive approval to connect to the rail network from CPKC, showing the importance of developing future rail-dependent sites to have rail connections from day one.
- **Lack of Nearby Washing Station for Railcars** – Stakeholders noted the absence of a local railcar washing station, which requires shippers to move their railcars outside of the region to clean cars. This results in longer cycle times for equipment which drives up the size of customer railcar fleets.
- **Seasonal Rail Limitations Reduce Rail Capacity** – Winter operating conditions can reduce train lengths and create seasonal railcar shortfalls, adding unpredictability to rail service. Decreased train capacity in colder temperatures can result in railcars being left behind and increased overall transit times. These seasonal limits make rail less predictable for businesses that depend on consistent service, as more trains can often not be dispatched to make up for this loss of capacity.

5.2.2 Truck Service

- **Truck Stop Quality** – Many businesses noted a lack of full-service truck stops and said that Canadian facilities lack basic amenities compared to the United States.

- **Operational Uncertainty** – Stakeholders said that many trucking companies are based in Calgary, and this can lead to service issues during bad weather or other times when demand is high.
- **Truck Driver Shortage** – There is a reported truck driver shortage, allegedly due in part to stricter training rules post- the Humboldt event[9].
- **Highway 3 Intersection Operations** – Stakeholders noted challenges with crossing and turning on/off of Highway 3 at major intersections near Lethbridge. All intersections are at-grade, and most are stop controlled, requiring truck drivers to find gaps in traffic, especially for traffic turning northbound left onto the highway. Winter conditions further increase the risk. Recent development along the highway has increased truck volumes, allegedly adding to congestion and unsafe conditions.
- **Capacity Limits and Regulations** – One stakeholder noted that current Alberta trucking weight and configuration rules prevent trucks from transporting two containers at the same time, even though the stakeholder proposed equipment that would bring axle weights to the same value as typical grain trailers.

5.2.3 Storage and Warehousing

- **Border Warehousing Gap** – There is no bonded warehousing on the Canadian side of the US/Canada border at Coutts, while warehousing options exist just across the border in Sweet Grass, Montana. This reduces the ability of some shippers to warehouse imported goods on the Canadian side of the border and indirectly adding costs to their supply chain.
- **Cold Storage** – Stakeholders noted that while promising, the new NewCold storage facility in Coaldale[10] is not expected to be sufficient and for many small, medium enterprises (SME's), and there is need for more cold storage in the region.
- **Urban Growth Impacts** – Stakeholders noted that some grain and oilseed processing facilities in Lethbridge face significant growth and infrastructure constraints due to their age and location within city limits. The isolated industrial sites are now surrounded by urban development and highways, limiting the ability to expand or reconfigure rail access.

5.3 Potential Improvements

During the interviews, HDR also discussed potential improvement ideas with stakeholders that could be implemented to address some of the identified challenges.

[9] Humboldt Broncos bus crash - Wikipedia
[10] https://www.coaldale.ca/about/news-public-notices/newcold-build-222-million-food-storage-warehouse-coaldale

5.3.1 Infrastructure

- **Third-Party Switcher in Churchill Industrial Yard** – One opportunity is to introduce an independent third-party switcher in the Churchill Industrial Yard, which could help to increase the frequency and reliability of rail service by separating it from the mainline carrier, CPKC, and enabling them to focus on mainline movements. This could be a win-win-win opportunity, providing benefits to existing businesses, CPKC and the City of Lethbridge, and it is discussed further in Section 6.3.
- **Rail Infrastructure Improvements near Border** – Limited rail infrastructure at the Coutts border and along the corridor between Lethbridge and Coutts restricts rail capacity and connectivity. CPKC generally has lower capacity on the Canadian side than BNSF does on the US side, creating an imbalance that can slow cross-border movement. Between Lethbridge and Coutts (a 100 km stretch) there are no passing sidings, meaning trains cannot easily meet or pass online (only at the endpoints).

  Even if a more advanced freight rail interchange agreement existed between CPKC and BNSF, the lack of track capacity remains a constraint and can cause delays. Stakeholders noted that fair and transparent interchange rules would give shippers more certainty and confidence to use alternative rail options and encourage new traffic to BNSF. Better connectivity and competition, including access to multiple Class I railways could reshape Southern Alberta's logistics network. But without investment in new sidings and balanced capacity on both sides of the border, these benefits would be hard to realize.
- **Strengthen and Expand Rail-Ready Infrastructure to Support Investment** – Even where some rail infrastructure exists, such as in the Churchill Industrial Yard, further upgrading and extending base connectivity, including additional spurs and sidings, could make the area more attractive to new industries as sites with reliable Class I connectivity are more competitive. Investing in and marketing fully "rail-ready" sites can help secure industrial development and long-term economic growth.
- **New Warehousing** – New warehousing can be encouraged, particularly along key trade corridors and/or near major shippers / producers along Highway 3.
- **Highway 3 Improvements** – Work with the province to adjust speed limits or implement grade separation at key intersections on Highway 3. Stakeholders specifically suggested reducing the speed limit near the intersection of Highway 3 and Township Rd 94A (e.g., from 110 km/h to 80 or 70 km/h) to improve safety in the near term. A grade-separated interchange is also viewed as a longer-term solution to fully address congestion and reduce collision risk.

5.3.2 Policy

- **Assess Export Infrastructure Readiness** – Given shifting global trade dynamics and desires to expand export markets beyond the U.S., including to Europe and Southeast Asia, there is a need for further analysis to evaluate whether Canada's interprovincial rail

network and port facilities can handle higher traffic volumes. The current state of this infrastructure is uncertain and may require upgrades or investment to support long-term trade growth.

- **Leverage Public Funding to Support Rail Capacity and Supply Chain Upgrades** – There may be opportunities to leverage federal programs such as the upcoming Trade Diversification Corridors Fund to help finance rail capacity and supply chain improvements. The predecessor program, the National Trade Corridors Fund, was used by industrial shippers, transloaders, and multimodal operators to add resiliency and expand rail infrastructure, and it is not limited solely to rail projects. It is expected that the new fund will support similar projects.

  Greater coordination with provincial funding mechanisms and clearer guidance on available programs could also help industry access these resources more effectively. Aligning government support with private-sector expansion plans, such as upgrades to track, terminals, or transload facilities could reduce bottlenecks, improve efficiency, and encourage investment in supply chain infrastructure.

- **Strengthen Rail Advocacy and Infrastructure Planning** – There is an opportunity to create stronger rail advocacy and expertise at the local, provincial and federal levels. Most provinces, including Alberta, lack a dedicated “rail champion,” leaving rail policy and investment decisions to groups with limited rail knowledge. This creates barriers to understanding rail’s value and to advancing industrial rail initiatives.

  At the same time, Canada’s interprovincial rail connections and port capacity may not be fully prepared to support emerging export markets beyond the U.S., including Europe and Southeast Asia. With shifting geopolitical priorities and new trade opportunities, proactive planning and investment are needed to ensure the national network and ports can handle increased volumes and maintain competitiveness.

- **Flexible Trucking Permits** – There may be value in introducing case-by-case or permit-based approvals for specialized trucking configurations, such as tandem container hauling, which could provide a practical, near-term improvement without requiring major infrastructure investments. Other countries, like Australia, already issue special permits allowing exporters to move heavier or multiple trailers to improve efficiency and competitiveness. A similar approach in Alberta, for example, a three-year pilot on select high-capacity routes, could help reduce freight costs and strengthen export competitiveness while longer-term infrastructure solutions are explored.

6 Exploration of Select Improvement Concepts

In addition to the infrastructure and policy improvements that were identified through stakeholder engagement and documented in the former section, EDL was interested in further exploring the following improvement concepts to support rail-based activity and business development in the region:

- **Lethbridge CPKC Rail-Served Facility Siting Process Overview** – Provides a step-by-step process that either EDL or a new business could use to find and develop a rail served site in the Churchill Industrial Yard.
- **Identification and Assessment of Potential Rail-Served Development Sites in the Lethbridge Region** – A review of currently listed and newly identified potential sites that could be suitable for goods movement development.
- **Churchill Industrial Yard - Third Party Rail Service Provider** – Provides a process for EDL or another proponent to advance discussions on a Third-Party Rail Service Provider with CPKC and the City of Lethbridge.

It is recommended that EDL use the information in the following sections to support prospective businesses with identifying new development sites in the region, explore improvements to rail service in the Churchill Industrial Yard through a third-party switching, and formalize the identification and marketing of consolidated rail-served development areas in the Lethbridge region.

6.1 Lethbridge CPKC Rail-Served Facility Siting Process Overview

From the lens of a business moving to the City of Lethbridge seeking a rail-served site, the following provides an overview of the expected process to select and establish a presence in the Sherring Industrial District/Churchill Industrial Yard and receive service from CPKC. The process is divided into five primary categories:

1. Site Selection
2. Planning and Design
3. City of Lethbridge Engagement
4. CPKC Engagement
5. Execution

The order of operations largely follows the outline below, although some steps may be iterative or completed in tandem, based on feedback received in consultation with the City of Lethbridge and CPKC. To facilitate faster development timelines, the Engagement phases with the City of Lethbridge and CPKC should be launched concurrently. This process also assumes that the prospective business aims to develop their own site, rather than ship via existing nearby transload options such as the Cando Rail & Terminals facility at Wilson, AB.

Finally, while this example focuses on a prospective site within the City of Lethbridge, this process is likely applicable and very similar for development in other municipalities in the study area.

6.1.1 Site Selection

The first step in locating a site in the Lethbridge region would be to review the existing CPKC rail network and ascertain if the available origins or destinations for the products to be shipped are accessible via the CPKC network (as single line-haul options are nearly always more economic than involving multiple railways). The sites identified in Section 6.2 below could also be used as a starting point.

Once confirmed, examining available industrial lands (through a developer or agent) would assist in identifying potentially available sites near existing rail spurs. At that point, it would be recommended to engage both the City of Lethbridge and CPKC in a preliminary site discussion to share the overall vision, as both parties may have site options available and can provide the parcel details that would be required in the Site Planning and Design phase. This step is critical as land may be available but is not designed for rail service or would require complicated access to lay new rail to the site. CPKC may also have developable sites at nearby locations which may provide additional value such as reduced truck traffic in commercial districts.

Once the above due diligence is completed, the proponent can then consider purchasing the parcel or securing an option on the site as they move into the next phases of evaluation.

6.1.2 Site Planning and Design

- The proponent would develop a conceptual site plan and operating plan for the facility, identifying track layout, loading car spots, interconnection to the railway's mainline or industrial track lead, grades, curves, drainage, structure location, and utility lines.
    - Plan shall incorporate the CPKC industrial rail track standards, including minimum curvature, grades, and tangent lengths between reverse curves and turnouts[11].
    - Plan shall incorporate the CPKC clearance diagrams to ensure sufficient horizontal and vertical clearance is available around the track envelope for safe operations[12]
- Collect commercial logistic data in terms of planned origin or destination locations and ensure rail facilities are set up to handle anticipated volumes at the opposite end of the shipment.
- Proponent should consider an engineered site plan to accompany their development applications per City of Lethbridge Design Standards.

[11] Available behind customer wall; would be available to a validated customer
[12] Available behind customer wall; would be available to a validated customer

6.1.3 City of Lethbridge Engagement

- Prepare to engage with the city, first by reviewing the following documents / guidelines on the Lethbridge civic website:
  - Commercial and Industrial Development Study
  - Land Use, Statutory Plans and Zoning[13]
  - Area Structure Plan(s); specifically the Sherring Business and Industrial Area[14]
- Engage the **Planning and Development** department for pre-application meetings, equipped with the conceptual site plan to support discussion regarding the Development Approvals Process[15]:
  - Confirm zoning restrictions, setbacks, parking, and landscaping per Land Use Bylaw 6300
  - Ensure alignment with Area Structure Plan
  - Confirm which development permits will be required
- Engage the **Transportation Planning** department with the purpose of understanding:
  - Required road improvements (such as curb-cuts, turning lanes, etc.)
  - Private or public road crossings
  - Site utilities and drainage
  - Requirements for a Traffic Impact Study
- Engage the **Infrastructure Services** team to enter into a Service Agreement relating to developer's obligations to the city and city's obligations for the developer.
- Additional permits may also be required if hazardous materials are to be transloaded or stored on site; both municipal and rail regulations would apply.

6.1.4 CPKC Engagement

CPKC's Rail Development team provides a guide on their website[16] for finding sites that could be rail-served. In addition, a Customer Guide is provided as Appendix 1.

- The CPKC **Business Development** (BD) team traditionally takes projects from concept to ~30% completion as part of the Feasibility Project Phase. The BD team will require details on the nature of the shipment and origin or destination prior to engaging their **Industrial Development** team, who will lead the siding project from concept to completion. In particular, CPKC will request:
  - The Commodity Code of the material being shipped (STCC)
  - Volume (measured in railcars per day/week)
  - Origin and destination of intended shipments (with preference for CPKC single line-haul)
  - Days of service requested (typically 1-2 days per week to start)

[13] Land Use, Statutory Plans and Zoning | City of Lethbridge
[14] Microsoft Word - Sherring ASP MASTERCOPY April 2006.doc
[15] Microsoft Word - Land processes combined plus development JG_v003 - Jens Edi_JGreviewt.docx
[16] Rail development

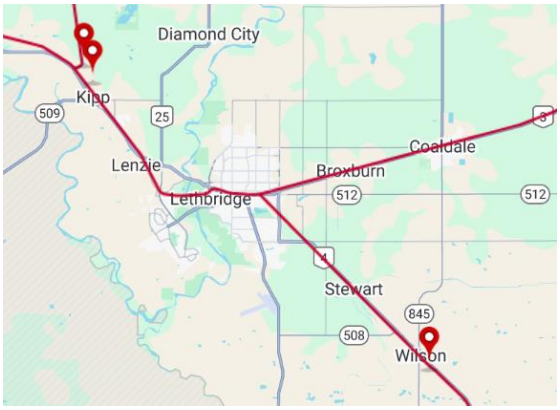
- Conceptual site plan

- CPKC's Service Design team will then review the above details to see if the traffic fits their network and accept or deny the request.
- Upon confirmation of feasibility, CPKC will move to the Concept Design Phase, where Site Layouts and Operating plans must be submitted to CPKC for approval, followed by the Detailed Design Phase. **CPKC Engineering** will work with the Proponent to ensure the design is in conformance with CPKC's Engineering Guidelines for Private Siding Design and Construction (Appendix 2).
- Upon approval of Detailed Design, CPKC **Industrial Development** will engage the proponent to develop all appropriate site agreements in the Pre-Construction Phase (Industrial Track Agreement, Land Agreements, Construction Agreement, and Operating Agreements which cover land lease, access rights, and maintenance responsibilities, etc.). The Proponent will also complete and seek approval from CPKC of the Construction Execution Plan, which provides approval for work activities and proposed contractors.
- Moving into the Construction Phase, the Proponent would be required to provide construction updates, QA/QC documentation, and work with CPKC to schedule site inspections as appropriate.
- Once the siding is complete, the Proponent would enter the Onboarding Phase and must provide a survey of constructed infrastructure.

6.1.5 Execution

- Proponent should select a reputable construction contractor with rail experience to construct behind-fence rail infrastructure (CPKC Engineering may also build a portion of the private siding on behalf of the Proponent if agreed-upon in a construction agreement).
- Coordinate construction schedule with CPKC.
- Turnouts from main/industrial lead tracks are typically designed and installed by CPKC at customer's cost.
- Complete as-built drawings and confirm compliance with all requirements with CPKC and City of Lethbridge (Construction Completion Certificate).
- CPKC's Sales team takes over as main point of contact.
- Begin shipping cars.

It is noted that CPKC's Location One Information Service (LOIS) does not show the Sherring Industrial Park as an option for site location,



referring public customers to CPKC properties in either Kipp (Mancal) or Wilson (Cando).[17]

6.2 Identification and Assessment of Potential Rail-Served Development Sites in the Lethbridge Region

This section presents an assessment of potential locations for future rail-served industrial development within the City of Lethbridge and the surrounding Lethbridge region, including Lethbridge County. The analysis identifies both existing industrial areas and prospective new sites, evaluating them against relevant criteria such as available land, rail and highway connectivity, proximity to complementary land uses, and other notable features. It should be noted that many of the sites already have existing development but there could be opportunity to expand adjacent landholdings to help keep industrial development clustered.

Figure 7 shows the sites that have been identified in the Lethbridge region, and Table 1 shows the evaluation of each site. The information can be used by EDL to respond to and support industrial development inquiries and engage with stakeholders, including CPKC, for consideration under their Site Ready program. The work also identifies locations for large-scale industrial projects, such as those comparable to the Prairie Economic Gateway or high-throughput grain elevators.

Definitions

The following details were researched for each location and are defined as below:

- **ID** – Site Identification Number.
- **Location Name** – Name of existing Industrial site or existing businesses names on prospective property.
- **Description** – Site description including location and current use.
- **Potential Highest and Best Uses** – Explains existing land use and surrounding developments.
- **Area (ha, acre)** – Estimated area in hectares and acres of the potential site.
- **Synergetic Land Uses** – Describes the surrounding land uses.
- **Rail Connectivity** – Explains if the site has existing rail access, the proximity of existing rail lines, and the possibility of rail accessing the site if it does not yet have rail access.
- **Highway Connectivity** – Explains if the site has existing highway access and the proximity of existing highways.
- **Othe**r – Other notes or details.
- **Location Summary and Next Steps** – Provides a summary of the quality of the site and its potential as a rail-served industrial area and recommended for EDL to advance.

[17] LOIS

6.2.1 Key Takeaways

Efficient rail and highway connectivity are two aspects that could support the economic development and long-term vitality of future goods movement reliant businesses. The following sites are identified as having good highway connectivity and either good existing rail connectivity, or the possibility of future rail connectivity, in a location that supports efficient freight rail operations:

- **Churchill Industrial Park / Sherring Industrial Park** – For smaller scale rail-development that benefits from close proximity to Lethbridge.
- **Cando Lethbridge Terminal** – For prospective businesses that benefit from existing highway and rail access.
- **Coaldale –** For prospective businesses that benefit from existing highway and rail access, and proximity to cold storage.
- **Fort Macleod (formerly CPKC Rail Yard) –** For prospective businesses that benefit from direct rail access and proximity to a highway
- **Forty Mile Rail –** For prospective businesses that require a large-scale rural development along an existing rail line and close access to a highway.
- **Kipp Yard –** For prospective businesses that benefit from immediate rail access and close access to a highway.
- **Chin –** For prospective businesses that prefer a rural location with direct highway and rail access.

EDL may wish to engage with the owners of these sites to discuss opportunities to advance the development and marketing of the sites for goods-movement reliant businesses.

Figure 7. Site Locations

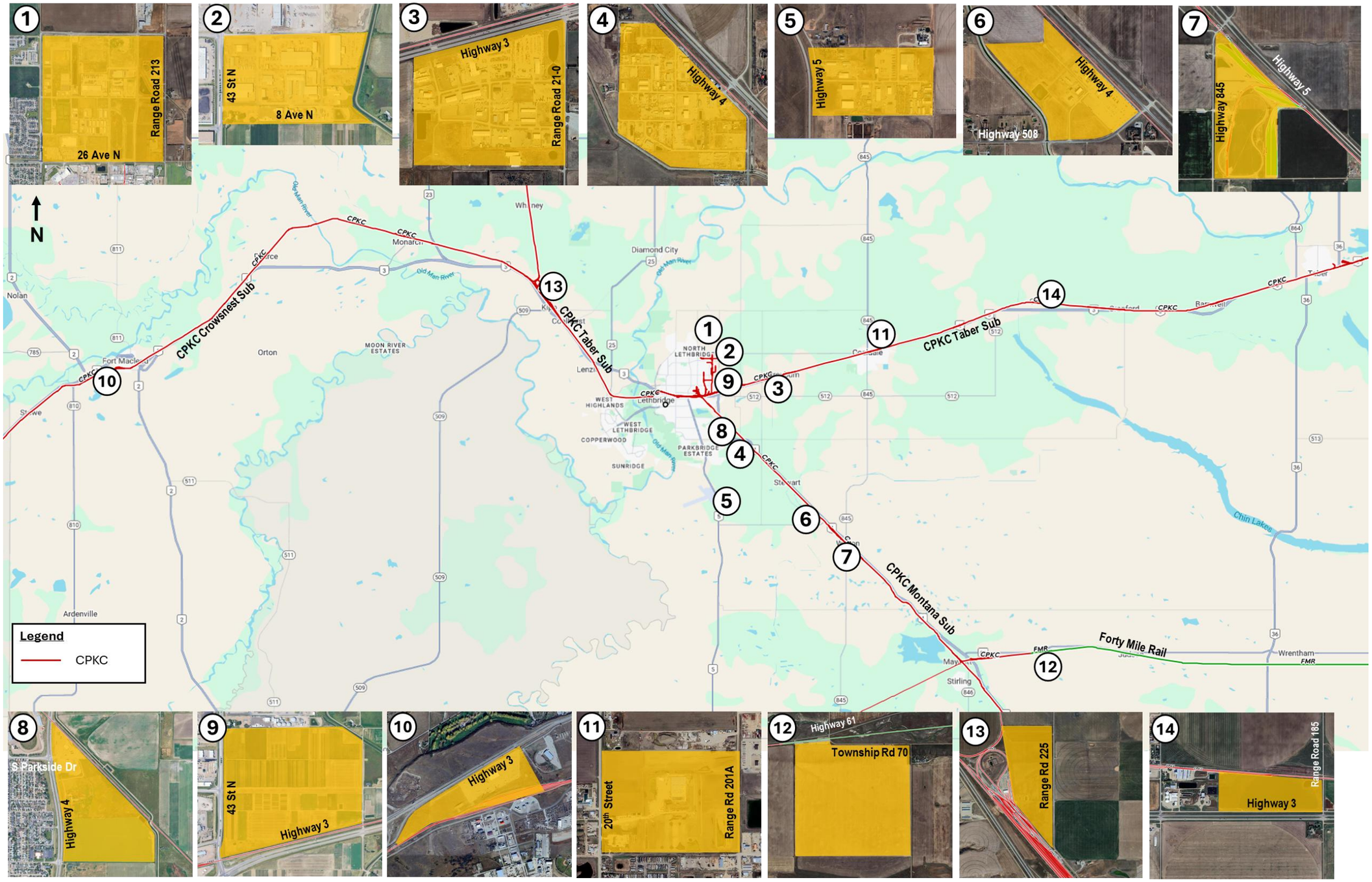


Table 1. Identification and Assessment of Potential Rail-Served Development Sites in Lethbridge Region

ID	Name & Location	Description	Potential Highest and Best Uses	Area (ha | acre)	Synergetic Land Uses	Rail Connectivity	Highway Connectivity	Location Summary & Next Steps
1	**Sherring Industrial Park** Location Website	• A current industrial park that is within the City of Lethbridge and is primarily owned by the tenants. • Current uses include modular structure manufacturing, modular home manufacturing, and a co-packing company. • CPKC's existing Churchill Industrial Spur extends today to slightly south of 26 Ave N, but ROW is available to extend further northward to this site to enable further rail-served develop on approximately 630 acres, spread over a handful of parcels	• Highest density, urban adjacent development that benefits from proximity to the City of Lethbridge and urban location.	518 | 1280	Located immediately adjacent to Churchill Industrial Yard and the City of Lethbridge	**Connection Possible** Can be connected with an extension of a spur, and new at-grade crossing of 26 Ave N Roadway.	**Moderate** Direct road connections to roadways, and near 43rd Street N, but 4.5 km away from Highway 3.	• Ideal location for light rail-served industrial with low land requirements and close proximity to City of Lethbridge. • EDL to encourage owner to advertise rail connectivity on website and to prospective tenants. • A rail utility corridor should be protected (if not already) for future spur connectivity.
2	**Rave Industrial Park** Location Website	• A current industrial park that is located directly east of Lethbridge and is primarily owned by the tenants. • Current uses include a trailer manufacturer and HVAC component manufacturer. Primary access to the Rave Industrial Park is done from 43rd Street N and Highway 3. CPKCs existing Churchill Industrial Yard is located 0.7 km from the Industrial Park.	• Highest density, urban adjacent development that benefits from proximity to the City of Lethbridge.	24 | 60	Located immediately adjacent to Shackleford Industrial Park and the City of Lethbridge.	**Connection Unlikely** Would require significant ROW and a possible new at-grade crossing of 43 Street N	**High** Direct Road connection to 43rd Street N and 1.6 km away from Highway 3	• Ideal location for industries needing proximity to Lethbridge and Highway 3. A future Rail Connection is unlikely. • EDL to encourage new tenants emphasizing proximity to Highway 3.
3	**Broxburn Business Park** Location Website	• A current industrial park that is located between Lethbridge and Coaldale adjacent to the east-bound lanes of Highway 3 and is primarily owned by the tenants. • Current uses include farm equipment suppliers and various warehouse use. Primary access to Broxburn Business Park is done from Highway 3. The Park is located near the CPKC Taber Subdivision although access is hindered by Highway 3.	• Medium density development in between Lethbridge and Coaldale that benefits from easy access to Highway 3.	57 | 140	Located immediately adjacent to farmland and other agricultural uses.	**Connection Unlikely** Would require significant ROW and a new at-grade crossing or grade separation with Highway 3.	**Very High** Direct Road connection to Range Road 21-0 and less than 500m from Highway 3	• Ideal location for industries needing proximity to Lethbridge and Coaldale and Highway 3. • A future Rail Connection is unlikely. • EDL to encourage new tenants emphasizing proximity to Highway 3.
4	**Stewart Siding Industrial Park** Location Website	• A current industrial park that is located east and south of Lethbridge on Highway 4 and is primarily owned by tenants. • Current uses include an auto wrecking yard and livestock auctioneer. Location is well-defined and self-contained due to physical barriers, but an is largely built out with other uses.	• Low density development southeast of Lethbridge that benefits from easy access to Highway 4.	80 | 200	Located immediately adjacent to farmland and some residential.	**Connection Possible** Can be connected with a rail spur from the CPKC Montana Subdivision	**Very High** Direct Road connection to Highway 4	• Location could be used for light rail-served industrial opportunities. • EDL to encourage owner to advertise possible rail connectivity on website and to prospective tenants.
5	**Duncan (Wilbur Ellis) Industrial Park** Location Website	• A current industrial park that is located adjacent to the Lethbridge County Airport along the east side of Highway 5 and is primarily owned by tenants. • Current uses include an auto wrecking yard and biofuels manufacturer.	• Low density development south of Lethbridge that benefits from easy access to Highway 5.	38 | 95	Located immediately adjacent to farmland and other agricultural uses.	**Connection Unlikely** Industrial Park is located over 7 km from CPKC main line.	**Very High** Direct Road connection to Highway 5	• Location could be used for light industrial with low land use and proximity to Highway 5. • Future rail access is unlikely as a connection to the CPKC mainline is over 7 km. • EDL to encourage new tenants emphasizing proximity to Highway 5.
6	**Taylor Business Park** Location Website	• A current industrial park that is located on the north side of Highway 508 and west of Highway 4 and is primarily owned by tenants. • Current uses include a heavy equipment auctioneer and aluminum trailer manufacturer. CPKC's Montana Subdivision runs parallel to the Taylor Business Park. ROW is available to extend further northwest to enable further rail served development.	• Low density development south of Lethbridge that benefits from easy access to Highway 4 and Highway 508.	39 | 96	Located immediately adjacent to farmland and some residential.	**Connection Possible** Can be connected with a rail spur from the CPKC Montana Subdivision	**Very High** Direct Road connection to Highway 4.	• Location could be used for light rail-served industrial with low land use and proximity to Highway 4. The site is constrained by an irrigation ditch to the west. • EDL to encourage possible expansion and for the owner to advertise rail connectivity on website and to prospective tenants.

ID	Name & Location	Description	Potential Highest and Best Uses	Area (ha | acre)	Synergetic Land Uses	Rail Connectivity	Highway Connectivity	Location Summary & Next Steps
7	**Cando Lethbridge Terminal** Location Website	• A current Multi-Purpose Terminal that is located adjacent to Highway 4 and is owned by Cando Rail & Terminals. • Current uses include railcar staging and storage, railcar repair, transloading, and a laydown area for wind energy projects.	• Low density development south of Lethbridge that benefits from established access to CPKC mainline.	51| 126	Located immediately adjacent to farmland.	**Connection Currently Exists**. Terminal is on the CPKC Montana Subdivision.	**High** Around 1.0 km from Highway 4.	• Location is currently served by rail and could possibly expand to other uses including light industrial. • Location benefits from proximity to Highway 4. • EDL to investigate if other industries could benefit from this already established rail served site.
8	**Neighbourly Stables / Flying J Diesel** Location	• A current stable, gas station, and farmland that is located adjacent to Highway and the CPKC Montana Subdivision. • The site does not currently serve any industrial uses.	• Highest density, urban adjacent development that benefits from proximity to the Highway and CPKC mainline.	48 | 120	Located immediately adjacent to residential and farmland.	**Connection Possible** Can be connected with a rail spur from the CPKC Montana Subdivision	**Very High** Site borders Highway 4.	• Location would need to be developed for light industrial and a rail connection would also need to be constructed. The site is in urban area and is constrained by Highway 4 and farmland. • EDL to study if industries could be established and a rail spur constructed.
9	**Farmland East of 43rd Street N and North of Highway 3** Location	• A 140-acre site that is currently Farmland and is located adjacent to Highway and the CPKC Taber Subdivision. • The site does not currently serve any industrial uses.	• Highest density, urban adjacent development that benefits from proximity to the Highway and CPKC mainline.	64 | 157	Located immediately adjacent to industrial and farmland.	**Connection Possible** Can be connected with a rail spur from the CPKC Taber Subdivision.	**High** Direct Road connection to 43rd Street N and less than 1 km from Highway 3	• Location would need to be developed for light industrial and a rail connection would also need to be constructed. The site is in proximity to the Rave Industrial Park. • EDL to study if industries could be established and a rail spur constructed.
10	**Fort Macleod (former CPKC Rail Yard)** Location	• A former rail yard that is located adjacent to Highway 3 and the CPKC Crowsnest Subdivision. Part of the site was previously a rail yard. • The site currently includes a truss fabrication facility and a metal fabrication facility that is under construction.	• Medium density, urban adjacent development that benefits from proximity to the Highway and CPKC mainline.	38 | 95	Located immediately adjacent to industrial and the city of Fort Macleod.	**Connection Possible** Can be connected with a rail spur from the CPKC Crowsnest Subdivision.	**Very High** Site borders Highway 3.	• Location would need to continue to be developed for light industrial and a rail connection would also need to be constructed. The former rail yard site would likely need to be investigated for contaminants. • EDL to study for previous contaminants in the rail yard and if industries could be established and if a rail spur constructed.
11	**Coaldale** Location	• A 140-acre site that is located 1.0 km north of Highway 3 in Coaldale. • A 30,000 square meter cold storage facility is currently being constructed on the site, and an electrical contractor occupies a building in the southwest corner.	• Highest density, urban adjacent development that benefits from proximity to the Highway and CPKC mainline.	57 | 140	Located immediately adjacent to industrial and residential.	**Connection Currently Exists**. A newly constructed industrial spur connects the cold storage facility to the CPKC Taber Subdivision.	**Very High** Direct Road connection to 20th Street and 1.40 km from Highway 3	• Any developments on the site would likely need to coordinated with the cold storage facility and the newly constructed industrial rail spur. • EDL to study if industries could be established around the cold storage facility near the newly constructed industrial rail spur.
12	**Forty Mile Rail** Location	• A 650-acre site that is currently farmland and is located adjacent to Highway 61 and the Forty Mile Rail Line (former CP Stirling Subdivision). • The site currently includes a small transload facility.	• Low density development east of Stirling that benefits from easy access to the highway and Forty Mile Rail line.	263 | 650	Located immediately adjacent to farmland.	**Connection Possible** Can be connected with a rail spur from the Forty Mile Rail line.	**Very High** Direct Road connection to Highway 61 and 6.0 km from Highway 4	• Location would need to be developed for light industrial and a rail connection would also need to be constructed. The site is in a rural location and immediate road infrastructure would need to be upgraded for industrial use. • EDL to study if industries could be established and a rail spur constructed.
13	**Kipp Yard** Location	• A 180-acre site that is adjacent to the CPKC Kipp Yard and is currently vacant land. • The site does not currently serve any industrial uses.	• Low density development northwest of Coallhurst that benefits from proximity to Highway 3 and CPKC Kipp Yard and mainline.	73 | 180	Located immediately adjacent to Kipp Yard and farmland.	**Connection Possible** Can be connected with a rail spur from the CPKC mainline or yard.	**High** Direct road connection to Range Road 225 and 2.50 km from Highway 3.	• Location would need to be developed for light industrial and a rail connection would also need to be constructed. The site is in a rural location and immediate road infrastructure would need to be upgraded for industrial use. • EDL to study if industries could be established and a rail spur constructed.
14	**Chin** Location	• A 100-acre site that is currently farmland and is adjacent to a transload facility and ag buildings. The site is on the CPKC Taber Subdivision and is adjacent to Highway 3. • The site does not currently serve any industrial uses.	• Low density development east of Chin that benefits from proximity to Highway 3 and CPKC mainline.	40 | 100	Located immediately adjacent to a food production facility and farmland.	**Connection Possible** Can be connected with a rail spur from the CPKC mainline.	**High** Direct road connection to Range Road 185 and 500 m from Highway 3.	• Location would need to be developed for light industrial and a rail connection would also need to be constructed. The site is in a rural location and immediate road infrastructure would need to be upgraded for industrial use. • EDL to study if industries could be established and a rail spur constructed.

6.3 Churchill Industrial Yard - Third Party Rail Service Provider

6.3.1 Introduction

It is our understanding that the Churchill Industrial Yard and adjoining industrial spur trackage are city-owned rail assets that are operated by CPKC under a long-term evergreen contract[18]. The City of Lethbridge is responsible for track maintenance, which is typically contracted to CPKC for the execution of the work. CPKC provides the rail service for customers located on the industrial spur trackage, collects the cars at the main Churchill serving yard, and runs a transfer between the Churchill yard and the main CPKC Lethbridge Yard (Kipp) located west of Coalhurst to deliver traffic for furtherance.

There is potential benefit in considering a third-party rail service provider for the Churchill Industrial Yard, and this section outlines the potential benefits, challenges, and implementation process for this concept, both for supporting existing customers, and unlocking new opportunities for rail-served economic development in Lethbridge.

6.3.2 Benefits of Third-Party Rail Service Providers

Third-party rail operators can play a valuable complementary role by providing customers with the level of service and capacity that best supports their current and projected traffic levels, particularly in situations where additional flexibility or tailored solutions are beyond what the Class I railways currently provide.

In most cases, however, when the trackage is owned by the Class I railways, the shippers do not have the authority to bring in a third-party operator to operate the railway-owned assets. Lethbridge's Churchill Industrial Park is unique in that the rail assets are owned by the city, who we believe may be free to choose rail operator parties at their discretion[19].

The third-party rail model is well-proven to preserve and grow access to freight rail and hence open up markets for local industries while avoiding the cost and expertise burden of direct municipal rail operations. The benefits are spread consistently across shippers (both current and potential future), the Class I rail operator, and the city.

6.3.2.1 BENEFITS FOR CUSTOMERS LOCATED IN CHURCHILL INDUSTRIAL PARK

Existing customers located in the Churchill Industrial Park will be the stakeholders most affected by a change to third-party operator, and can expect to see the following benefits:

- Increased service levels, providing a faster turnover rate for rail siding capacity and productivity. For example, if a customer has a rail spur with three cars spots served once a week as per current CPKC operating plans, their maximum capacity to ship railcars in a week would be three. Moving to five day per week service would open capacity to 15

[18] The contract was requested but was not received for reviewed as part of this study.
[19] To be confirmed through review of City of Lethbridge/CPKC operating agreement.

railcar spots weekly, allowing increased volumes to be shipped and perhaps a shift from trucking to rail.

- Increased customization of service level (ease of requesting second spots, positioning) is prevalent with third party operator vs. Class I operator; the easier a customer can work with the railway, the more likely they are to select rail as the transportation option of choice.
- Improved reliability, predictability and consistency of service. CPKC serves the Churchill Industrial Park at their convenience today (within the resources of their Lethbridge service area plan) rather than strictly at the convenience of customers. Conversely, a third-party operator could provide flexibility in working with online shippers, and not be tied to the operations and resources of the entire CPKC service area. Given the competitive nature of trucking shipments with higher transparency of freight and reliability over rail, improvements in this space could contribute to traffic volumes moving to rail over truck.

New customers can also benefit from a third-party operator, particularly if the third party can bring a transload component to the Industrial Park and target truck-based traffic that is not currently moving by rail today. In addition, there are existing industries located in the Industrial Park that are not utilizing their rail spurs today, quoting one of the three improvements above as a requirement before they can return to shipping by rail. Improved reliability and service levels will provide a marketing opportunity for EDL to drive more volume into the region.

It is important to note that initial rail shipping costs to shippers may rise as the third-party rail service provide would likely need to charge a per car fee, and CPKC is unlikely to reduce rates initially. This initial additional cost to shippers is expected to be outweighed by the increased service benefits outlined above.

6.3.2.2 CPKC

CPKC stands to benefit in several ways from a third-party operating agreement for the Churchill Industrial Park:

- Growth in carload volumes originating and terminating within Churchill Industrial Park as a result of increased turnover and service levels with minimal effort on CPKC’s behalf.
- CPKC can repurpose two operating crews (consisting of 2-3 personnel each) for higher priority operations at their main yard at Kipp or elsewhere within the region.
- Having a third-party operator delivering directly to Kipp yard would allow CPKC to free up (or improve utilization of) two to three locomotives for other purposes (two from the 5-day-per-week turn from Churchill to Lethbridge and 1-2 from yard duties at the Churchill Yard).
- Reduction in car cycle times for railcars delivered to customers (assuming third-party industrial operator provides a higher level of service than currently offered by CPKC).

- CPKC can focus on driving economic development opportunities to the third-party operator to evaluate and determine best fit from an operations and commercial perspective.

6.3.2.3 CITY OF LETHBRIDGE/ECONOMIC DEVELOPMENT LETHBRIDGE

The City of Lethbridge, while not a direct beneficiary of increased service, could see the following benefits with a third-party operator:

- Potential for a financial dividend from a third-party rail operator.
- Increased competitiveness for attracting rail-shipping businesses to the Churchill Industrial Park.
- Increased tax revenues from new businesses located in the park.

6.3.3 Potential Challenges

- **Contractual issues preventing change in operator.** Review of the existing agreement between the City of Lethbridge and CPKC is required.
- **CPKC indifference to mainline track time requests**. If the third-party operator is to continue to bring railcars to/from the Kipp Yard (as CPKC does today), then they will be reliant on CPKC to allow access to enter the Kipp Yard from Churchill, traveling a distance of ~16 km on the CPKC Taber Subdivision mainline (which includes the single-track Lethbridge viaduct), to deliver and pick up cars at Kipp. This could also be mitigated by interchanging freight traffic from the Churchill Industrial Park with CPKC at the small railyard at Montana Junction (where the Montana Subdivision joins the Taber Subdivision).

6.3.4 Examples from Other Jurisdictions

Most examples of third parties operating railroads on behalf of civic owners in Canada are based in commuter rail (including Metrolinx/GO Transit in Toronto and EXO in Montreal); key shortline freight examples are highlighted below.

6.3.4.1 GUELPH JUNCTION RAILWAY

The City of Guelph, Ontario owns the Guelph Junction Railway, whose ownership by the city dates back to the late 1880s when the city entered into an operating agreement with Canadian Pacific to operate the railroad on their behalf. CP did not renew the lease with the city in 1997, and the City engaged a new freight operator Ontario Southland Railway (OSR) to take over the operations effective in 1998. In 2020, the contract with OSR expired, and the City brought in Genessee & Wyoming's Goderich-Exeter Railway (GEXR) as the new freight operator.

To this day, the line remains operated by the GEXR and has seen a resurgence in rail freight volumes, driven by the level of service provided by the OSR and now GEXR. In 2024, the line

recorded a record number of railcars (5,931) over its' 40 served customers[20]. The GJR also returns dividends to the City of Guelph, to the tune of $250,000 in 2024.

6.3.4.2 WHEATLAND RAILWAY

The Wheatland Railway, based in Cudworth SK, is an example of a private shortline operator who operates a 76 km rail line owned by the six municipalities in which the railway passes. The railway was incorporated to maintain freight service on the former CN line, which was to be abandoned by the railway prior to takeover by the local communities. The Wheatland Railway has secured producer car loading sites to secure agricultural traffic, as well as railcar storage and a seasonal tourist railway.

6.3.4.3 BARRIE-COLLINGWOOD RAILWAY

The Barrie-Collingwood Railway (BCRY) operates 32 km of former CN track between Innisfil ON (near Barrie) and the BCRY-CPKC interchange at Utopia ON. The BCRY is owned by the City of Barrie (since 2012) but operated by Cando Rail & Terminals. In addition to owning the rail assets, the city also shares ownership of the Utopia rail yard and transload facility jointly with the County of Simcoe.

6.3.4.4 GREATER WINNIPEG WATER DISTRICT

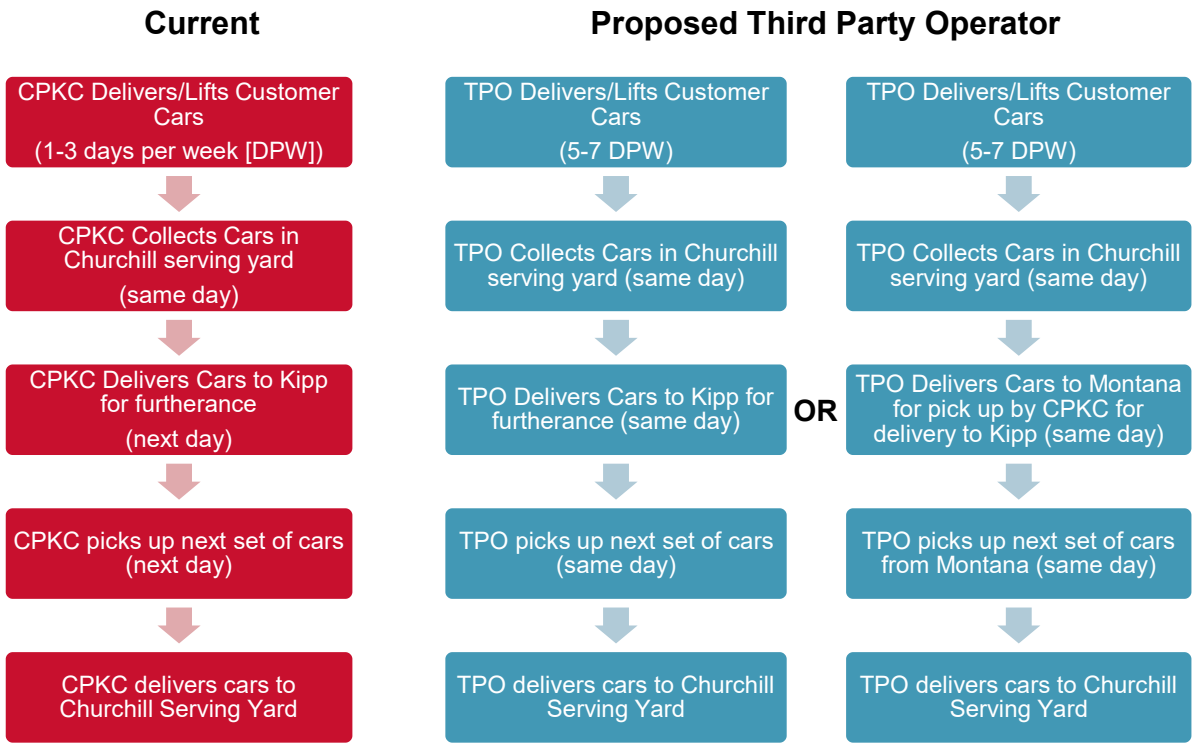
Included only as a counter-argument, the GWWD is a shortline in Winnipeg MB owned and operated directly by the City of Winnipeg. This is an example of a region electing to operate their own trackage rather than use the services of a third-party operator.

Existing solely to access the water supply intake facility at Shoal Lake in far eastern Manitoba, the railway's sole customer is the City of Winnipeg itself, which utilizes the line to run chlorine to the water treatment plant and access the aqueduct and intake facilities for maintenance. There is minimal effort to attract any new business to the railway, as it exists solely for the support of the Water District. This would not be considered a revenue-producing shortline, but instead a cost centre for the City of Winnipeg.

[20] Guelph Junction Railway reached 'historic milestone' last year - Guelph News

6.3.5 Operating Plan Comparison

The following chart provides an overview of the current operating practices and highlights the proposed improvements under the new Third-Party Operator (TPO).



As shown in the figure above, the process of serving customers is nearly identical, but the level of service and customization of the first mile, last mile provides an added benefit for the customers with a third-party operator.

In the current CPKC operating plan, Churchill Industrial Park customers can experience a wide variability in when they might get serviced, resulting in anywhere between 3 and 6 days per week without service. With the proposed third-party operator model, this variance would be greatly reduced, with perhaps somewhere between 0 and 2 days per week without service. More frequent service reduces cycle times, minimizes bunching of railcars, and increases the effective capacity of the customer's rail siding to accommodate more volumes with the same amount of infrastructure.

6.3.6 Executing the Change

If EDL and the City of Lethbridge wish to bring in a third-party operator, the following steps would need to be considered. It should be noted that some of these steps might be performed concurrently, but discussions with CPKC and impacted shippers should happen before engaging with potential third-party operators to confirm there is a collective desire to explore changing from the status-quo by all parties impacted.

1. Comprehensive review of existing operating and maintenance agreements with CPKC to understand impact of terminating agreement and ability to assign to a third-party operator.
2. Comprehensive study of land ownership maps to identify owners of missing gaps, and to confirm ownership is with the City of Lethbridge[21].
3. Initial conversations with CPKC Interline, Commercial, Service Design, and Operating teams to:
    a. Identify alternatives to current service levels (can service be improved without bringing in a third-party?)
    b. Highlight the benefits of third-party operation to CPKC (reduced crew and locomotive requirements, increased volumes from increased customer attention).
4. Determine how third-party freight rates or tariffs might be structured while championing the benefits of a new operator to local shippers. Determine if there are any commercial or legal issues that need to be addressed between the shippers, CPKC, and the City before proceeding past this stage.
5. Engage with current shippers within the Churchill Industrial Park to understand current traffic volumes and potential volume growth that could be realized with increased levels of rail service provided by a third-party operator.
6. Engage non-shippers physically located adjacent to or nearby the Churchill Industrial Park to evaluate which opportunities can arise with improvements to service and which would require transloading services.
7. Explore ability to utilize city-owned land within the Churchill Industrial Zone to establish a transload presence in the city with ease of access to main truck routes through city and provide optionality for local truck traffic which may generate railcars of volume with increased competitive rail service.
8. Prepare RFI for potential third-party operators to establish interest, evaluate partner capabilities, and generate cost estimates for operating.
9. Work with CPKC and shippers to review service plans from third-party operators.
10. Select operating partner.
11. Prepare transition plan for communication with customers and other stakeholders.

[21] The City of Lethbridge land ownership maps on their website show some critical rail parcels as non-owned by the City; this must be confirmed prior to further conversations.

7 Recommendations and Next Steps

To strengthen goods movement and support continued economic development in the Lethbridge region, it is recommended that EDL consider the following actions:

- **Champion Rail Advocacy** – Continue to act as a regional rail champion by promoting the benefits of rail service for economic growth and engaging with local, provincial and federal stakeholders to influence policy and funding priorities.
- **Engage Local Businesses** – Continue to regularly outreach with existing and prospective businesses to identify specific rail service improvements, infrastructure needs, and barriers to rail adoption and goods movement. Use these insights to prioritize investment and advocacy efforts.
- **Formalize Rail-Ready Site Marketing** – Work with the City of Lethbridge, Lethbridge County, CPKC and other stakeholders to formalize preferred rail-served and rail-ready industrial sites, including Churchill Industrial Park, Sherring Industrial Park, and other strategic locations, and market these sites to prospective businesses. This could include potential registration of these sites through the CPKC Site Ready program.
- **Third-Party Rail Operator** - Initiate discussions with CPKC, the City of Lethbridge and potential third-party operators to explore options for improving service frequency and reliability, including the feasibility of introducing a third-party switcher in the Churchill Industrial Yard.
- **Leverage Funding Opportunities** – Pursue, champion and partner with proponents on federal and provincial programs such as the upcoming Trade Diversification Corridors Fund to finance rail infrastructure upgrades, siding extensions, and transload facilities that enhance regional connectivity.
- **Monitor and Report Rail Performance** – Consider implementing the Key Performance Indicators (KPIs) identified to track rail usage and more importantly, business satisfaction with rail and trucking in the region on an on-going basis.

Appendix A - Economic Analysis & Benchmarking (Final)

Project:	Lethbridge Goods Movement Study
Author(s):	Lynn Machacek, Stanley Wu
Reviewer(s):	Fred Kramer
Date:	Tuesday, January 27, 2026

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Disclaimer

In preparing this report, HDR relied, in whole or in part, on data and information provided by Economic Development Lethbridge (the Client) and third parties, which information has not been independently verified by HDR and which HDR has assumed to be accurate, complete, reliable, and current. Therefore, while HDR has utilized its best efforts in preparing this report and supplemental information, HDR does not warrant or guarantee the accuracy of data, information or statements supplied by third parties or the Client.

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1 Introduction

Economic Development Lethbridge (EDL) has retained HDR to document the current state of goods movement in the Lethbridge Region, identify barriers and challenges, and develop potential improvement options that EDL could champion to support economic growth and business development in the region by removing barriers to freight transportation and supply chain challenges.

This technical memorandum includes analysis and information for the Rail Utilization Benchmarking task, specifically:

- Estimate of economic impact of freight rail based on current use / jobs.
- Comparison of Lethbridge truck and freight rail activity and trade network against similar city-regions in Western Canada.
- Identification of Key Performance Indicators that EDL could track to monitor freight rail activity.

This is an interim deliverable and will be incorporated into the Rail Utilization Benchmarking and Trade Logistics Gap Analysis Final Reports.

2 Economic Impact Analysis

The economic impacts of rail served organizations within the City of Lethbridge is estimated using a traditional economic impact analysis methodology. In particular, the methodology identifies and quantifies the economic activity that is generated or can be linked to an organization and their economic activity.

2.1.1 Methodology

The economic impacts were estimated based on the employment for rail served businesses by industry. These impacts were estimated at the provincial level for Alberta, and at the national level for all of Canada using economic input-output multipliers derived from Statistics Canada's Input-Output Interprovincial Model. More details about the methodology and assumptions can be found in **Appendix 1.**

The economic impact analysis captures the direct, indirect, and induced impacts of the rail served businesses in the City of Lethbridge. These impacts are defined as follows

- **Direct impacts** are simply the economic activity directly associated with rail-served businesses in the City of Lethbridge. These impacts make up the bulk of the local area impacts. For instance, a business with 10 permanent employees and $2 million in annual revenues would be considered to create 10 direct jobs and enable $2 million in direct economic output.
- **Indirect impacts** capture the economic activity associated with suppliers of goods and services to the rail-served businesses in the City of Lethbridge. For instance, purchasing parts and components from a supplier in Calgary creates revenue for that supplier which enables them to pay employees, hire new staff, and purchase additional goods and

services from own suppliers down the supply chain. Even if a company purchases only locally produced goods, the raw components required to produce those goods and their transportation could impact other parts of the country. As a result, these impacts extend beyond the City of Lethbridge to other parts of Alberta and across Canada.

- **Induced impacts** capture the economic activity associated with the spending of personal income by employees of City of Lethbridge's rail-served businesses and their suppliers.

Each of these impacts are estimated in terms of common measures of economic activity including economic output (or business revenues), gross domestic product (GDP), jobs, employment income, and government tax revenue as described below.

Figure 2-1: Measures of Economic Activity

Economic Output	Gross Domestic Product	Jobs	Employment Income	Tax Revenue
Economic output is the total gross output value of all business activity. It represents the total sum of all economic activity that has taken place in connection with rail-served businesses in the City of Lethbridge and is the broadest measure of economic activity.	GDP is the net value added to the economy, or the value of output minus the value of purchased goods and services used in the production process. It represents the unduplicated measure of the total value of economic activity and is the standard metric for quantifying the size of the economy.	Jobs are the incremental jobs created to produce outputs arising from operations of rail-served businesses in the City of Lethbridge.	Employment income is the sum of wages and salaries paid to employees supported by operations for rail-served businesses in the City of Lethbridge.	Tax revenue is all government revenue associated with the economic activity that has taken place, including income taxes, sales taxes, and municipal property taxes.

The analysis leverages business data from Esri's ArcGIS Places dataset, which is sourced from data supplied by Data Axle. Data Axle is a third party that provides a detailed list of Canadian businesses with information such as company name, industry standard industrial classification code, type of business, number of employees, and more. The information is updated three times per year, with the last update occurring in June 2025. Table 1 presents an overview of employment within the City of Lethbridge by various sources as well as the employment for confirmed rail-served businesses and potential businesses that could be served by rail in the City of Lethbridge. The analysis takes a conservative approach and only assesses the impacts based on confirmed rail-served businesses.

Table 1: Employment Estimates for Trade Related Businesses

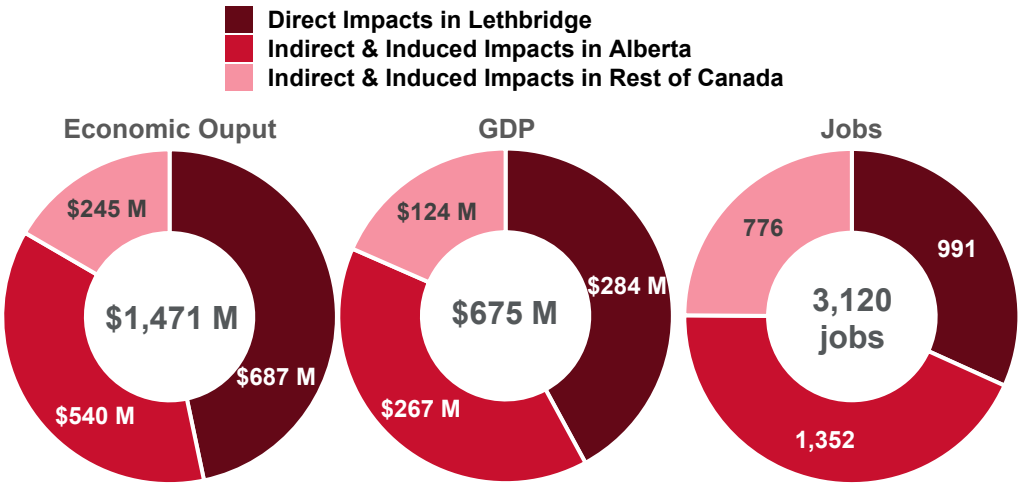
Employment in Trade Related Businesses	Estimate
Statistics Canada	15,170
Data Axle	14,892
Employment in Confirmed Rail Served Businesses	*991*
Employment in Potential Rail Served Businesses	*2,318*

2.1.2 Economic Impacts

The economic impact analysis results illustrate the economic activity driven by rail-served organizations in the City of Lethbridge. The analysis leverages employment data from Data Axle, which indicates approximately a total of 991 people were employed by rail-served

businesses in the City of Lethbridge as of June 2025. As such, the reported results reflect the June 2025 conditions which have been "annualized" to capture the impacts over the entire year.

Figure 2-2: Contribution of Rail-Served Businesses in the City of Lethbridge to Various Economic Measures by Geography



The direct impacts of the identified rail-served businesses are estimated at $687.0 million in output and $284.2 million in GDP in the City of Lethbridge. Additionally, these businesses supported 991 jobs which paid $106.5 million in employee wages and benefits and generated $95.2 million in government tax revenues.[1]

More broadly, these organizations generated $1.2 billion in output in Alberta when accounting for the additional spinoff impacts, which translated to $550.9 million in GDP to the provincial economy. These organizations supported a total of 2,343 jobs and $215.3 million in employee wages and benefits. The economic activity translates to an approximate $137.0 million in government tax revenue.

Across Canada, these organizations generated $1.5 billion worth of output which translated to $675.4 million in GDP to the national economy. These rail-served organizations supported a total of 3,120 jobs and $276.0 million in employee wages and benefits when accounting for spinoff impacts across the nation. The economic activity is estimated to generate $226.3 million in government tax revenue.

Table 2: Economic Impacts from Rail-Served Organizations in the City of Lethbridge

Type of Impact	Local[1]	Alberta	Canada
Economic Output	$687.0	$1,226.5	$1,471.1
Gross Domestic Product	$284.2	$550.9	$675.4
Jobs	991	2,343	3,120
Employment Income	$106.5	$215.3	$276.0
Tax Revenue[2]	$95.2	$184.6	$226.3

(1) The reported local impacts reflect the estimated direct impacts of the rail-served organizations in the City of Lethbridge. This excludes any additional local spinoff impacts.

[1] The reported local impacts reflect the estimated direct impacts of the rail-served organizations in the City of Lethbridge. This excludes any additional local spinoff impacts.

(2) Government revenues capture revenues generated from all forms of taxation (income, property, sales, etc.) and collected by all three levels of government (municipal, provincial, and federal).
(3) Results reported are in millions of 2025 dollars, except for jobs which represent number of positions (a total of full-time and part-time)

Despite the impacts presented above, the results may underrepresent the importance of freight rail to the City of Lethbridge's economy. For instance, the analysis focused solely on organizations that are confirmed freight rail users within the City of Lethbridge. Moreover, there are additional economic activity stemming from rail service providers that are not included in this analysis.

Finally, the analysis was limited to the organizations within the City of Lethbridge that currently use rail services. However, additional businesses were also identified that could potentially use rail services. If these additional businesses were to divert their transportation from truck to rail, it could generate additional economic benefits and growth. As rail is generally a more cost-effective means to transport freight, diverting from truck to rail would likely generate freight transportation cost savings. These savings would increase productivity and competitiveness, leading to increased demand and output generating additional economic growth.

There are additional socio-economic benefits in transporting freight by rail relative to alternative modes. In particular, based on existing technologies and transportation modes, rail is considered the most fuel-efficient approach to transport goods over land. Not only can one train move nearly 500 tons on a gallon of fuel, but a single train can carry the volume equivalent to hundreds of trucks[2], which implies that, generally, transporting freight by rail would generate fewer greenhouse gas (GHG) emissions than transporting freight by trucks. Moreover, rail is considered a safer mode of transporting freight over land relative to trucks. Thus, removing heavy trucks from regional transportation networks and enabling more freight transportation by rail instead is expected to improve freight transportation safety as well as highway safety generally.

[2] Association of American Railroads. *MSTRS Spring Meeting: The North American Rail Industry*. May 11, 2023. Accessed: September 2025.

3 City Comparison

3.1 Introduction

A comparative analysis has been completed to understand how the freight rail network, trucking activity and trade related employment in the Lethbridge Region compares to other similar cities in Canada. Data for cities in Western Canada with similar populations and mainline Class I rail service were collected and analyzed. The following cities are considered reasonable comparators to Lethbridge, and were used for the basis of this analysis:

- Kamloops, BC
- Red Deer, AB
- Medicine Hat, AB
- Region, SK
- Saskatoon, SK
- Brandon, MB

The rail network for each city, and major shippers in each location are shown in **Appendix 2**. It is noted that due to data availability, most of the data presented is based on the central city, and not the city and surrounding region. However, it is expected that the comparative results for each city-region would be similar to those presented.

3.2 Data Sources & Analysis

Potential data sources that provide an ***indication of the level of trade activity***, including trucking and rail, were sought. Daily truck volumes entering / existing each Albertan city using the provincial highway network were identified. However, there is no publicly available data source for rail-based volumes originating / destined to businesses or municipalities, and the mainline rail volumes through many of these municipalities are not appropriate indications of the rail traffic being generated within the cities (and are instead more related to their location on the North American rail network).

Therefore, other metrics were identified to provide an indication of the level of rail development (length of rail trackage within the 25km of the City), population, and labour force, employment and number of businesses by industry. These factors can provide an indication on the overall level of trade-related activity in Lethbridge, and how this compares to other locations.

Table 4 summarizes the rail network and truck utilization component of the analysis. The following metrics were used:

- **Population (2021) -** Total city population based on the 2021 Canadian Census, Statistics Canada
- **Railways -** Number and names of railway operators serving the area.
- **Main Line Rail Network Length -** Length (in km) of rail main lines within a 25 km radius of the City Centre. Reflects the level of development of Class I rail networks in the city region and the city's location within the continental rail network.

- **Non-Main Line Rail Network Length -** Length (in km) of rail lines that are not classified as main lines, which includes track such as spurs, sidings, yards, crossover, and wye connections. May be an indication of the level of rail customers / rail traffic generated / destined to the region, for comparison against other city regions.
- **Total Network Coverage -** Combined length (in km) of all rail lines (main and non-main) within the 25 km radius.
- **Truck Traffics –** Total truck traffic on the highway network to/from each Alberta city, and total truck traffic minus volumes on the major through route for each city (Highway 1, 2, 3 for Medicine Hat, Red Deer and Lethbridge, respectively). **Appendix 3** shows calculations for this analysis.

For rail network length, non-mainline length (branch lines, industrial spurs, etc.) are likely to be the type of rail infrastructure that is most correlated with rail activity. However, due to the potential uncertainty around whether the underlying rail network data is correctly categorized (mainline, non-mainline), both classification, and total network length, are shown to support a comparison between the three.

To approximate the activity level of freight rail / trucking, data on the number of businesses and employment in trade reliant industries was collected, as those businesses and jobs are most likely to ship large volumes of cargo via the truck and rail networks. The industries, and their North American Industry Classification System (NAICS) codes, that are identified shown in Table 3 below, along with sample Lethbridge Region business within each type. The sum of these NAICS categories has been calculated and is referenced as “Trade Reliant Industry Total” and is compared with total employment / number of business in each City.

Table 3: NACIS Codes & Sample Business in Lethbridge

NACIS Code	Sample Lethbridge Businesses
Agriculture (11)	Rowland Seeds, Kamper Enterprises
Mining, Oil and Gas Extraction (21)	Husky Energy
Manufacturing (31-33)	Cavendish Farms, Lantic Sugar
Wholesale Trade (42)	5 Suns Transloading, Maple Leaf Foods, Viterra
Retail Trade (44-45)	College Ford, Windsor Plywood
Transportation and Warehousing (48-49)	Hi-Way 9 Express, Highway Sufferance Warehouse

The following metrics / data sources were used for the comparison:

- **Labour Force** – Estimated labour force in each city. The labour force includes people aged 15 and over who are either employed or unemployed and actively seeking work. 2021 Canadian Census, Statistics Canada.
- **Total Employment** – Number of employees in each city. Actual numbers are used where available. When actual values are not available, estimated values based on Data Axle modeling are used. June 2025 Data Axle.
- **Number of Business** – Number of businesses in each city, June 2025 Data Axle.

Table 4 and Table 6 show the population, rail network coverage, truck volumes entering / existing, and labour force, employment, and number of business data for each City. Labour force, employment and number of businesses are presented as the accuracy of each data set is unknown, but together the four sources are considered be a suitable representation of the level of prominence of each business type in each city.

Table 5 presents two datasets: The 2021 Census and the latest 2024 Statistics Canada releases. The 2021 Census data is classified using NAICS codes, whereas the 2024 data is categorized by NOC (National Occupational Classification), Canada's system for classifying occupations.

Both 2021 and 2024 data are shown because the 2024 NOC dataset is not complete for all cities, and data for Brandon and Medicine Hat is unavailable entirely. The 2024 data provides a current snapshot alongside the 2021 baseline, and results are shown side by side for context.

Note: Due to data availability / data type – some data has been collected for the City proper only (population, employment, business data), while other data (rail network, truck volumes, etc.) has been collected for a wider area to represent the activity within the city region, i.e., the area surrounding the major city. It is noted that the same data collection approach was used for each city. This approach was used to provide a comparison between the different city regions, without requiring significant data extrapolation effort.

Table 4: Lethbridge Region Comparison – Truck & Rail Activity

City	Population (2021 Census, Population Centre)	Railways	Rail Network Coverage (25 km Radius from City Centre)			Truck Traffic Entering / Existing City Region via Highway Network Total, and (without major through Highway)
			Mainline	Branch Line	Total Network	
Lethbridge	92,563	1 - CPKC	115	157	272	7,076 (2,691)
Regina	226,404	4 - CN, CPKC, Last Mountain Railway, Stewart Southern Railway	413	530	943	NA
Saskatoon	266,141	3 - CPKC, CN, Carlton Trail Railway	208	306	514	NA
Red Deer	99,846	3 - CN, CPKC, Red Deer Railway	115	76	190	13,229 (2,453)
Brandon	50,532	2 - CN, CPKC	112	159	271	NA
Kamloops	92,442	2 - CN, CPKC	193	139	332	NA
Medicine Hat	63,382	1 - CPKC	96	138	235	5,146 (860)
Min	50,532	1	96	76	190	NA
Average	127,330	2.4	179	215	394	NA
Max	266,141	4	413	530	943	NA
Lethbridge Rank based on absolute value (out of 7)	**4**	**6**	**4**	**4**	**4**	**4**
Lethbridge Rank per Capita (out of 7)	**NA**	**7**	**5**	**4**	**5**	**NA**

Table 5: Labour Force in Trade-Reliant Industries — 2021 & 2024

City	Labour Force by Industry for Trade Reliant Industries (2021 Census, NACIS Code)								Labour Force by Industry for Trade Reliant Industries (2024 Census, NOC Code)						
	Agriculture (11)	Mining, Oil and Gas Extractions (21)	Manufacturing (31-33)	Wholesale Trade (42)	Retail Trade (44-45)	Transportation and Warehousing (48-49)	Total Trade Reliant Industry Labour Force	Total Employment	Agriculture (111-112, 1100, 1151-1152)	Mining, Oil and Gas Extractions (21-113-114-1153-2100)	Manufacturing (31-33)	Wholesale Trade and Retail Trade (41, 44-45)	Transportation and Warehousing (48-49)	Total Trade Reliant Industry Labour Force	Total Employment
Lethbridge	1,035	640	4,020	1,345	6,160	1,970	**15,170**	48,470	2,600	2,100	8,400	11,100	2,700	**26,900**	73,200
Regina	1,150	1,070	5,315	4,300	14,000	5,075	**30,910**	121,685	1,000	1,200	7,400	23,100	6,800	**39,500**	144,400
Saskatoon	1,865	2,975	8,155	5,315	15,890	6,425	**40,625**	144,115	2,100	5,800	13,000	32,200	8,700	**61,800**	200,700
Red Deer	505	2,915	4,075	1,430	7,350	2,065	**18,340**	52,870	NA	4,100	3,100	8,900	1,900	**18,000**	55,100
Brandon	365	180	2,995	670	3,880	1,150	**9,240**	27,130	NA						
Kamloops	535	1,485	2,150	1,300	6,585	2,730	**14,785**	48,175	NA	3,900	3,300	11,000	2,800	**21,000**	61,700
Medicine Hat	775	1,455	1,305	665	4,650	1,455	**10,305**	31,840	NA	NA	NA	NA	NA	NA	NA
Min	365	180	1305	665	3880	1150	**9,240**	27,130	1,000	1,200	3,100	8,900	1,900	**18,000**	55,100
Average	890	1531	4002	2146	8359	2981	**19,911**	67,755	1,900	3,420	7,040	17,260	4,580	**33,440**	107,020
Max	1865	2975	8155	5315	15890	6425	**40,625**	144,115	2,600	5,800	13,000	32,200	8,700	**61,800**	200,700
Lethbridge Rank, Absolute value (out of 7)	**3**	**6**	**4**	**4**	**5**	**5**	**4**	**4**	**1**	**4**	**2**	**3**	**4**	**3**	**3**
Lethbridge Rank, per Capita (out of 7)	**2**	**5**	**2**	**3**	**5**	**6**	**3**	**5**	**1**	**3**	**1**	**3**	**4**	**1**	**1**

Table 6: Business and Employment

City	Employee Count in Trade Reliant Industries (June 2025 Data Axle, NACIS Code)							Number of Businesses in Trade Reliant Industries (June 2025 Data Axle, NACIS						
	Agriculture (11)	Mining, Oil and Gas Extractions (21)	Manufacturing (31-33)	Wholesale Trade (42)	Retail Trade (44-45)	Transportation and Warehousing (48-49)	Total Trade Reliant Industry	Agriculture (11)	Mining, Oil and Gas Extractions (21)	Manufacturing (31-33)	Wholesale Trade (42)	Retail Trade (44-45)	Transportation and Warehousing (48-49)	Total Trade Reliant Industry
Lethbridge	137	5	3,109	2,805	8,089	747	**14,892**	18	2	141	168	623	69	**1,021**
Regina	116	423	5,875	4,151	17,243	2,063	**29,871**	14	20	262	341	1049	150	**1,836**
Saskatoon	450	1575	7,427	7,669	18,533	2,873	**38,527**	32	38	439	543	1512	200	**2,764**
Red Deer	63	232	3,361	1,632	8,138	619	**14,045**	5	15	145	175	623	55	**1,018**
Brandon	152	4	515	3,570	3,586	696	**8,523**	10	1	40	88	315	40	**494**
Kamloops	147	280	1,269	1,096	8,624	1,524	**12,940**	18	7	112	131	479	65	**812**
Medicine Hat	72	94	1,220	909	4,730	1,097	**8,122**	7	13	93	86	383	56	**638**
Min	5	1	40	86	315	40	**8,122**	63	4	515	909	3586	619	**494**
Average	14	95	197	465	401	658	**18,131**	268	1,814	3,186	6,484	5,612	9,753	**1,226**
Max	32	38	439	543	1,512	200	**38,527**	450	1,575	7,427	7,669	18,533	2,873	**2,764**
Lethbridge Rank, Absolute value (out of 7)	**3**	**6**	**4**	**4**	**4**	**3**	**3**	**4**	**6**	**4**	**4**	**5**	**5**	**3**
Lethbridge Rank, per Capita (out of 7)	**3**	**6**	**2**	**2**	**1**	**4**	**2**	**4**	**7**	**2**	**2**	**2**	**6**	**1**

3.3 Key Findings

Key findings from the comparison are summarized below.

Overall

Out of the 7 municipalities reviewed (including Lethbridge), Lethbridge most commonly ranks # 3 or 4, indicating that it is similar to these comparators in many / most of the categories analyzed. For the Labour Force, Employee Count, and number of Businesses, Lethbridge generally scores higher on a per capita basis for nearly all industry categories.

Rail Network / Volumes

The City of Lethbridge region is served by only one rail carrier (CPKC). It is the largest city in the sample set with only one rail carrier and ranked last in rail carriers per capita compared to the other cities. Some comparator cities are served by up to 4 rail carriers. Having direct access to fewer railways is likely to affect the costs and service that shippers receive.

The size of the Lethbridge rail network, for both Class I mainline, and non-mainline track (yards, spurs, etc.) is ranked 3 and 4 out of 7, average compared to other locations.

Truck Volumes

Truck volumes entering / exiting the Lethbridge region are more than Medicine Hat but less than Red Deer. When Highway 1,2 and 3 volumes (the major through routes / highways through Medicine Hat, Red Deer and Lethbridge, respectively) are removed from the analysis, then volumes entering / existing Lethbridge are similar to that of Red Deer and much higher than entering / exiting Medicine Hat.

This data shows that Lethbridge may have higher trucking activity than Medicine Hat, and a similar level of trucking activity to Red Deer.

Labour Force

On a per-capita basis Lethbridge ranks 2/7 for size of the Labour Force in Agriculture and Manufacturing and 3/7 in Wholesale Trade and Total Trade Reliant Industries.

Employee Count

On a per-capita basis Lethbridge ranks 1/7 in Retail Trade, 2/7 in Manufacturing and Wholesale Trade, and Total Trade Reliant Industries, and 3/7 in Agriculture.

Number of Businesses

On a per-capita basis, Lethbridge ranks 1/7 for number of businesses in Trade Reliant Industries, 2/7 in Manufacturing, Wholesale Trade, and Retail Trade.

3.3.1 Conclusion

Freight related activities, including trucking, freight rail, and employment and number of businesses in trade related industries are generally similar for the comparator cities on an absolute and per-capita basis.

Outperformance in Agriculture, Manufacturing, Wholesale Trade, and Retail Trade

For all data types (Labour Force, Employment Count, Number of Businesses), Lethbridge outperforms in Manufacturing, Wholesale Trade, Agriculture and Retail Trade. Lethbridge Region is a hub for agriculture and food processing, and this is reflected in the high per-capita rate of employment and businesses in Agriculture, Manufacturing (the processing of these agricultural goods), and Wholesale Trade, which includes grain elevators and the shipping of other food products. The high per-capita rate of Retail Trade shows Lethbridge's significance as a regional hub, providing services / shopping for residents and people in adjacent rural communities.

Underperformance in Mining, Oil and Gas Extraction, and Transportation and Warehousing

Lethbridge ranks near the bottom (4 or less) for Mining, Oil and Gas Extraction, and Transportation and Warehousing. Lethbridge is located further from major centres of mining and Oil and Gas than comparator cities, and its performance in these areas is unsurprising.

Lethbridge's underperformance in Transportation and Warehousing highlights the fact that it serves as more of a regional distribution centre than a provincial centre. As a comparison, Saskatoon and Region, as highlighted by their high employee counts and businesses in Transportation and Warehousing, function as the two main distribution hubs / centres in Saskatchewan. Each also has more rail carriers than Lethbridge, making them better locations for interswitching, and each also has significantly higher populations.

In Southern Alberta, Calgary serves as the main inland port / distribution centre, due in large part to its high population, abundant industrial land, and transportation connections. Unlike Lethbridge, Calgary has access to both Canadian Class I railways (CPKC, CN), and connections to Alberta's primary highway (Highway 2), and the country's main east-west highway (Highway 1), neither of which connect to Lethbridge.

Due to the close proximity between Lethbridge and Calgary (~210 km / 2 hours), Lethbridge Region can be cost and time-effectively served by the warehouses in Calgary, and thus there is less of a need for Transportation and Warehouse businesses to set up in Lethbridge, at least compared to the comparator cities analyzed in this study.

4 Freight Rail KPIs

To monitor the volume of trade, trucking and freight rail usage, and its support for the overall economy and economic development in the Lethbridge Region, there are a number of different Key Performance Indicators (KPIs) that EDL could collect and monitor on an on-going basis.

The ideal data to be collected would be cargo type, volume and freight rail volumes (railcars) to all businesses that ship using rail in Lethbridge region, as well as rail service frequency and performance (adherence to service schedules) for these businesses.

However, this data is not publicly available or likely to be shared by CPKC and attempting to collect this volume of data on a recurring basis (either through interviews, or through setting up data tracking systems) is not expected to be practical or cost feasible.

Instead, KPIs that are correlated with these metrics have been identified, as HDR believes that these will be useful and more easily / cost effectively collected and tracked on a recurring basis.

The following KPIs are recommended for consideration, and are described briefly below:

4.1 Number of Businesses and Employment in Freight-Related Industries

Using either Statistics Canada Labour Force, the Data Axle data within ArcGIS, or a similar data set, employment and the number of businesses registered in freight-reliant industries in the Lethbridge Region could be tracked and monitor on a recurring basis (such as annually). This could provide an indication of relative growth in these industries.

4.2 Installation of AEI (Automatic Equipment Identification) Readers

AEI readers are physical devices that can be set up at key locations to record and identify rail car volumes and other details such as cargo type. An AEI reader could be set up at strategic locations, such as at entrance points to the Churchill Industrial Yard (Montana Junction, Figure 4-2).

Figure 4-1: AEI Reader

Source: Softrail AEI Yard

This reader would be able to monitor the volume and frequency of trains and railcars to the area, which is home to a significant portion of known rail-served businesses in the Lethbridge Region.

Figure 4-2: Proposed AEI Reader Location

As the City of Lethbridge owns the Churchill Industry rail corridor and trackage, their permission and permitting would be required in order to install the reader. The cost to purchase an AEI reader is estimated to be in the $50,000 - $100,000 range[3], with the costs of the system being around $25,000, generally less than the cost to power the site. There would also be an annual fee to process the data, estimated in the order of $2,000.

4.3 Freight Satisfaction Survey

A survey of local businesses that ship via the freight rail network could be developed and used on a recurring basis. The survey would include questions on the shippers satisfaction with current freight services, type and volume of cargo shipped, ask about barriers to rail use, and gather feedback for future improvements.

It is noted that only a fraction of all businesses that ship via rail would be expcted to respond to such as survey. However, the value in a survey like this would be to track responses over an extended time frame and then compare feedback and trends with past responses to provide an indication on how perspective (and potentially rail service / use) are changing. The shippers surveyed could be selected to represent different industries and serve as bellwethers of the overall industry / state of the economy / satisfaction with freight rail service.

4.4 Rail State

It is noted that Rail State is a publicly accessible (for a fee) source of rail volume information in Canada. However, there are limited number of collection locations in Alberta, and the current locations are focused on mainline Class Is, which does not provide the details necessary to understand whether the rail traffic originated within Lethbridge or is simply passing through.

EDL could explore reaching out to Rail State to set up an AEI reader to monitor select locations in the Lethbridge Region, such as the Churchill Industrial Yard, and would then have access to the Rail State Software for data processing and analysis.

[3] Based on a quote received from Softrail, a Spartan AEI reader system provider.

Appendix 1: Economic Impact Analysis

Appendix 1 - Economic Impact Analysis

Project:	Lethbridge Goods Movement Study
Author(s):	HDR
Reviewer(s):	Fred Kramer
Date:	Friday, December 19, 2025

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1 Overview

Economic impact (EI) analysis is a type of conceptual analysis that identifies and quantifies the economic activity that is generated or can be attributed and linked to business operations, an investment project, government policies, events, or an organization and its socio-economic activity. These operations, projects, policies, or events have underlying changes in the stream of expenditures in an economy and lead to a change in the demand for goods and services. This has implications on the number of jobs and other measures of economic activity in the local, regional, and national economy.

Economic impacts are frequently estimated using input-output modeling techniques and input-output (IO) multipliers sourced from regional input-output models. An input-output model captures and quantifies the flows of goods and services between various industries in an economy. The indirect multipliers from such models provide an aggregate measure of the effect of an industry and each $1 (one dollar) of revenue of that industry on all other industries in the economy that arise through supply-purchase relationships, or input demand that this industry has in order to produce its outputs. Indirect multipliers can be expressed in terms of employment (indirect jobs per $1 of incremental direct revenue in an industry), output (indirect output per $1 of incremental direct industry revenue), employment income (indirect wages and salaries per $1 of incremental direct industry revenues), and GDP (indirect value added per $1 of incremental direct industry revenue). The induced multipliers from such models provide similar measures of impacts but related to re-spending of employee wages and salaries for consumer goods and services, rather than purchases of production inputs to operate a business. Finally, direct multipliers (or direct ratios) provide measures of average employment, employment income, and value added in an industry for each dollar of revenues in that industry.

Input-output models and multipliers from such models can thus be used to estimate the economic impacts of a new stream of expenditures or demand in an economy by applying appropriate industry multipliers to the new streams of expenditures.

In summary, economic impact analysis involves the estimation of three distinct types of economic activity, commonly referred to as “direct impacts,” “indirect impacts,” and “induced impacts” that are attributable to an initial stream of incremental capital or operating expenditures. These are defined as follows:

- **Direct impacts** refer to the initial economic effects occurring as the result of capital or operating expenditures directly related to the operations, project, policy, or event being evaluated. Direct spending results in the employment of workers, business output, and sales of locally produced goods or services.
- **Indirect impacts** refer to the “spin-off” economic activities that result from purchases of production inputs, goods, and services by businesses that are impacted by the initial expenditures. The spending by the supplier firms on their labor, production inputs, goods and services that they require, creates output of other firms further down the production chain, bringing about additional business output, employment, and earnings. The sum of these effects across the supply chain is the indirect impact.

- **Induced impacts** represent the increase in business output, employment, and earnings over and above the direct and indirect impacts, generated by re-spending of employment income derived from direct and indirect employment. Induced impacts are thus changes in economic activity that are the result of personal (household) spending for goods and services by employees comprising the direct and indirect impacts.
- **Total economic impacts** are the sum of the direct, indirect, and induced effects for the business activity being evaluated.

Each of the direct, indirect, and induced impacts defined are estimated in terms of the various measures of economic activity that include the following:

- **Economic Output**, also called gross output or just output, is the total gross value of all business revenue. Output represents the total sum of all economic activity that has taken place in connection with the project. This is the broadest measure of economic activity.
- **Gross Domestic Product (GDP)** is the "value added" to the economy, or value of output minus value of purchased goods and services used in the production process. Value added represents the unduplicated measure of the total value of economic activity.
- **Jobs** represent employment in the form of incremental jobs created as a result of the capital and operating expenditures related to business activities.[1]
- **Salaries and Wages**, the additional salaries and wages that would result from capital expenditures on the project and its future operations.

Another metric of economic impacts that is frequently of interest are the **tax revenues**. Key categories of government tax revenues such as income taxes, or sales taxes, must be estimated using supplemental methods as input-output models do not construct tax multipliers. One possible method is based on macroeconomic data that relates relevant streams of government tax revenues to provincial and national GDP to derive average tax revenues ratios in terms of tax revenues as percentage of GDP over the last few years. Such ratios can then be applied to GDP impacts derived in the previous methodological steps to estimate tax revenue impacts. This approach reflects an underlying assumption that higher GDP tends to increase government tax revenues and that historical tax ratios can be used to estimate tax revenues from a given increase in GDP.

Depending on study purpose and interest, economic impacts of business activities can be estimated as impacts of ongoing operations or impacts of capital investment projects. The former is intended to present the recurring annual impacts of daily operations while the latter is intended to show the impacts of large investments undertaken in the context of business expansion, or technological improvements.

[1] In economic impact analysis, employment impacts are typically estimated in terms of job-years which expresses the number of jobs created times the length of time in years that they would last for. E.g. 1 job-year is 1 job created for 1 year. For simplicity, we refer here to these impacts as "jobs" or employment impacts.

1.1 Economic Analysis Scope

This study estimated the impacts of rail served organizations in the City of Lethbridge based on employment data, which was assumed to be from 2025. All impacts were estimated at the provincial level for Alberta, with direct impacts reflective of impacts to the City of Lethbridge.

1.2 Data Framework and Implementation

The key data items for an economic impact analysis are IO multipliers and information about economic activity of existing rail served businesses in the City of Lethbridge.

The input-output multipliers used in this analysis are Alberta multipliers from Statistics Canada's Interprovincial Input-Output Model for 2021 (the latest available set at the time when this analysis was conducted). To account for inflationary impacts between 2021 and the baseline year of this analysis (i.e., 2025), all employment multipliers were divided by the consumer price index for the period between 2021 and 2025[2]. Multipliers for "within province" effects were used to estimate impacts in Alberta.

The analysis leverages business data from Esri's ArcGIS Places dataset, which is sourced from data supplied by Data Axle. Data Axle is a third party that provides a detailed list of Canadian businesses with information such as company name, industry-standard industrial classification code, type of business, employees, and more. For information on employee counts, actual numbers are used were available. When actual values are not available, estimated values based on Data Axle modelling are used. The information is updated three times per year, with the last update occurring in June 2025. The employee information from this source was used as the basis of the EI analysis. The table below presents the aggregated employment for rail-served businesses in the City of Lethbridge by industry.

Table 1: Aggregated Employment for Rail-Served Businesses by Industry

Industry	Estimate
Wholesale Trade	155
Manufacturing	501
Transportation & Warehousing	309
Mining, Oil & Gas Extraction	26

IO multipliers are available for a wide range of industries defined at various levels of North American Industry Classification System (NAICS)[3] classification for up to 6-digit NAICS codes[4].

[2] CPI data based on Statistics Canada Table 18-10-0005-01 and Table 18-10-0004-01. Data extracted September 2025.

[3] NAICS is an industrial classification system intended to provide systematic definitions of industries and industrial structure in an economy to facilitate statistical data collection and analysis. More information about NAICS system can be found at https://www.census.gov/eos/www/naics/faqs/faqs.html, and the most recent version of NAICS can be found at https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=307532

[4] Some input-output industries are defined at a relatively broad level of 2- or 3-digit NAICS classification and may combine a few categories of business activities. Other input-output industries are more detailed referring to one or two 5- or even 6-digt NAICS classification.

The IO model industries were matched to the relevant industry data for the respective businesses based on the information from Data Axle via Esri's ArcGIS Places dataset.

The annual impact of the rail served businesses in the City of Lethbridge were estimated based on employment information. Specifically, total employment, by industry, was combined with direct employment-output ratios for the specified industry to estimate direct revenues, or direct business output. Having direct business output, IO multipliers were used to estimate direct, indirect, and induced GDP, jobs, employment income, and tax revenue.

Tax revenues were calculated based on information from Statistics Canada's database below.

- Federal government tax revenues (Statistics Canada Table: 10-10-0016-01)
- Alberta government tax revenues (Statistics Canada Table: 10-10-0017-01)
- Municipal and other local government tax revenues (Statistics Canada Table: 10-10-0020-01)
- Gross Domestic Product (GDP), at market prices in current dollars, Canada and Alberta (Statistics Canada Table: 36-10-0222-01)

Using this data, tax revenues as a percentage of GDP was calculated (federal taxes as percentage of Canadian GDP, and provincial and local taxes as percentage of Alberta GDP). The table below shows the results of this analysis over the last 5 years. The table demonstrates that the tax revenues as percentage of GDP (or tax ratios) were fairly stable over the period shown in the table. These average tax ratios were used in this study to estimate tax revenue impacts.

Table 2: Tax Revenues as Percentage of GDP

Tax Revenue Category	2019	2020	2021	2022	2023	Average (2019 - 2023)
Federal	16.2%	17.6%	19.1%	18.8%	18.7%	18.1%
Provincial	10.8%	10.3%	11.7%	12.4%	11.8%	11.4%
Local	4.2%	4.2%	4.0%	4.0%	3.9%	4.1%
Total	**31.2%**	**32.1%**	**34.8%**	**35.1%**	**34.3%**	**33.5%**

Additionally, the specific multipliers that were used to estimate the impacts are presented in **Table 3** to **Table 5**.

Table 3: Input-Output Multipliers – Direct Multipliers

Industry Name	Within Province					All Provinces				
	Output	GDP (Market Prices)	GDP (Base Prices)	Labour Income	Jobs	Output	GDP (Market Prices)	GDP (Base Prices)	Labour Income	Jobs
Wholesale trade [BS410]	1.00	0.63	0.63	0.37	4.03	1.00	0.63	0.63	0.37	4.03
Manufacturing [BS3A0]	1.00	0.32	0.32	0.12	1.25	1.00	0.32	0.32	0.12	1.25
Transportation and warehousing [BS4B0]	1.00	0.58	0.60	0.28	3.20	1.00	0.58	0.60	0.28	3.20
Mining, quarrying, and oil and gas extraction [BS210]	1.00	0.63	0.63	0.09	0.47	1.00	0.63	0.63	0.09	0.47

Source: Statistics Canada. Table 36-10-0113-01 Input-output multipliers, provincial and territorial, summary level

Table 4: Input-Output Multipliers – Indirect Multipliers

Industry Name	Within Province					All Provinces				
	Output	GDP (Market Prices)	GDP (Base Prices)	Labour Income	Jobs	Output	GDP (Market Prices)	GDP (Base Prices)	Labour Income	Jobs
Wholesale trade [BS410]	0.33	0.19	0.18	0.09	1.30	0.50	0.28	0.27	0.15	2.08
Manufacturing [BS3A0]	0.75	0.32	0.32	0.13	1.73	1.04	0.46	0.46	0.19	2.68
Transportation and warehousing [BS4B0]	0.47	0.22	0.22	0.11	1.46	0.66	0.32	0.32	0.17	2.23
Mining, quarrying, and oil and gas extraction [BS210]	0.32	0.18	0.18	0.09	1.08	0.45	0.26	0.25	0.14	1.62

Source: Statistics Canada. Table 36-10-0113-01 Input-output multipliers, provincial and territorial, summary level

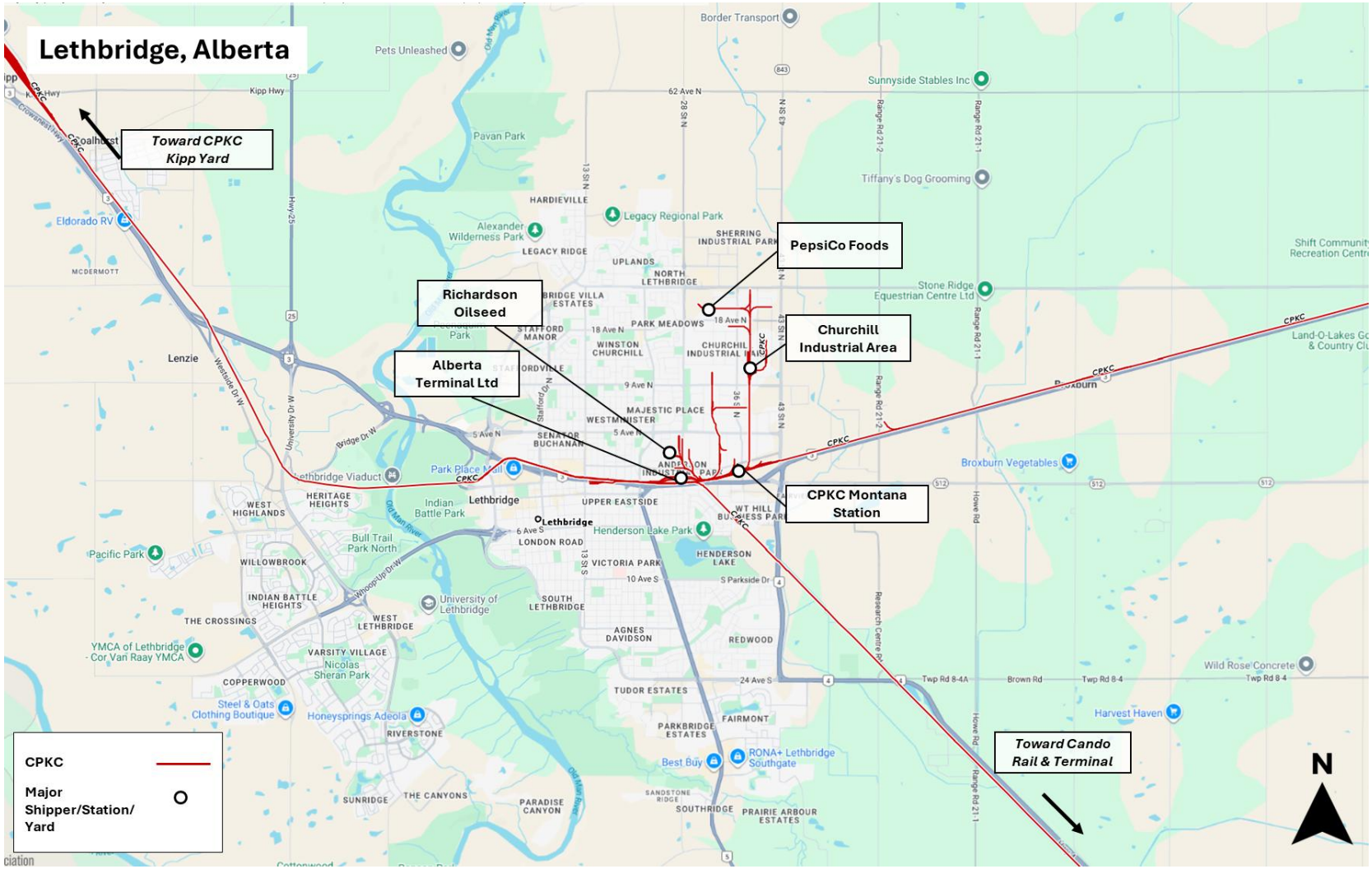
Table 5: Input-Output Multipliers – Induced Multipliers

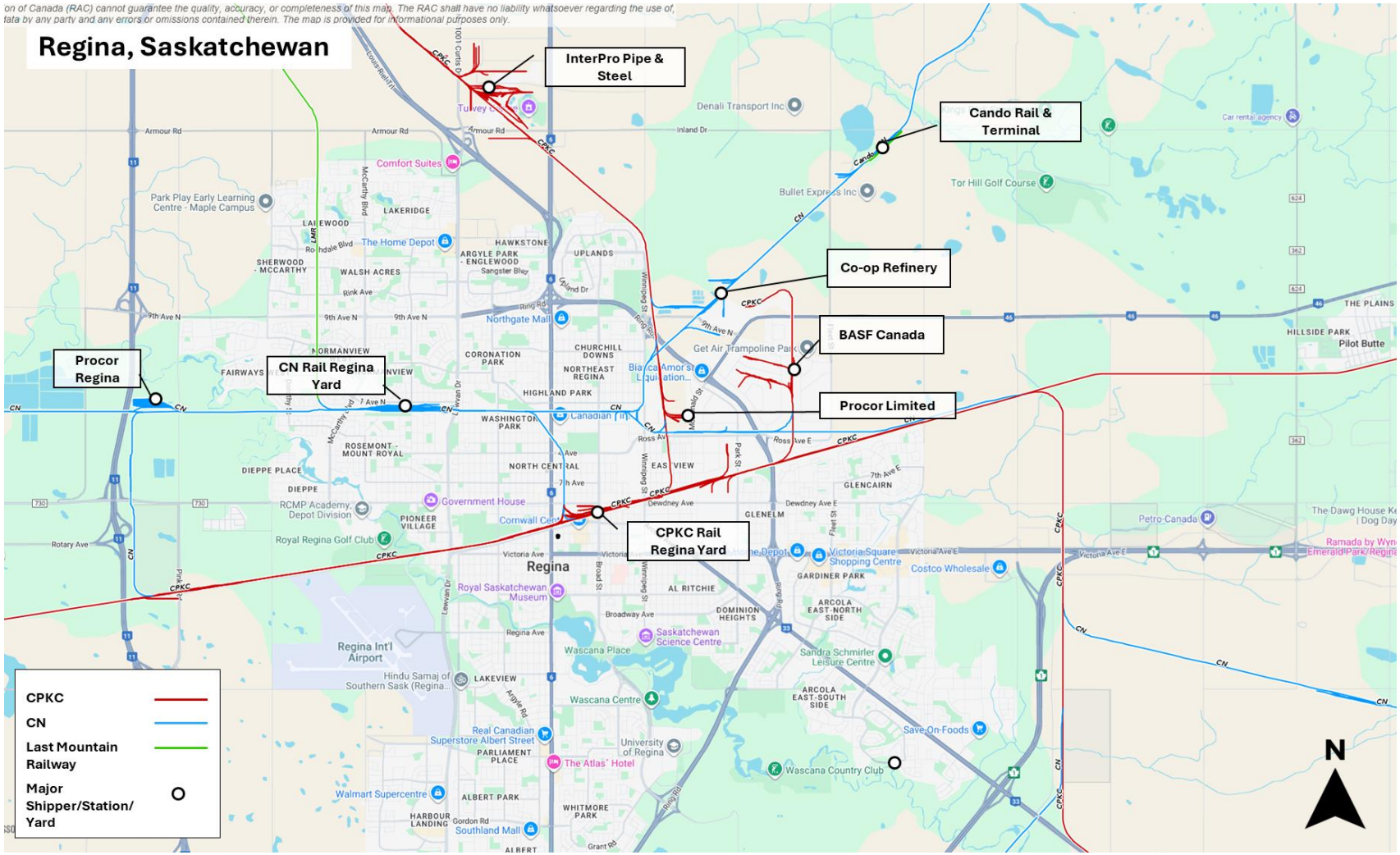
Industry Name	Within Province					All Provinces				
	Output	GDP (Market Prices)	GDP (Base Prices)	Labour Income	Jobs	Output	GDP (Market Prices)	GDP (Base Prices)	Labour Income	Jobs
Wholesale trade [BS410]	0.27	0.18	0.16	0.07	1.21	0.41	0.26	0.24	0.11	1.82
Manufacturing [BS3A0]	0.13	0.09	0.08	0.03	0.60	0.23	0.15	0.13	0.06	1.02
Transportation and warehousing [BS4B0]	0.21	0.14	0.13	0.05	0.97	0.34	0.21	0.20	0.09	1.50
Mining, quarrying, and oil and gas extraction [BS210]	0.10	0.07	0.06	0.03	0.48	0.17	0.11	0.10	0.05	0.78

Source: Statistics Canada. Table 36-10-0113-01 Input-output multipliers, provincial and territorial, summary level

Appendix 2: City Rail Network Maps and Major Shippers

The rail network and selected major shippers in each city have been identified in figures below.




on of Canada (RAC) cannot guarantee the quality, accuracy, or completeness of this map. The RAC shall have no liability whatsoever regarding the use of,
tata by any party and any errors or omissions contained therein. The map is provided for informational purposes only.
Regina, Saskatchewan
InterPro Pipe & Steel
Cando Rail & Terminal
Co-op Refinery
BASF Canada
Procor Limited
Procor Regina
CN Rail Regina Yard
CPKC Rail Regina Yard
CPKC
CN
Last Mountain Railway
Major Shipper/Station/ Yard
N
Regina
Armour Rd
Comfort Suites
Park Play Early Learning Centre - Maple Campus
The Home Depot
Northgate Mall
Denali Transport Inc
Tor Hill Golf Course
Bullet Express Inc
Get Air Trampoline Park
Government House
RCMP Academy, Depot Division
Royal Regina Golf Club
Cornwall Centre
Victoria Square Shopping Centre
Costco Wholesale
Petro-Canada
Royal Saskatchewan Museum
Saskatchewan Science Centre
Wascana Place
Wascana Centre
Regina Int'l Airport
Hindu Samaj of Southern Sask (Regina...
Sandra Schmirler Leisure Centre
Save-On-Foods
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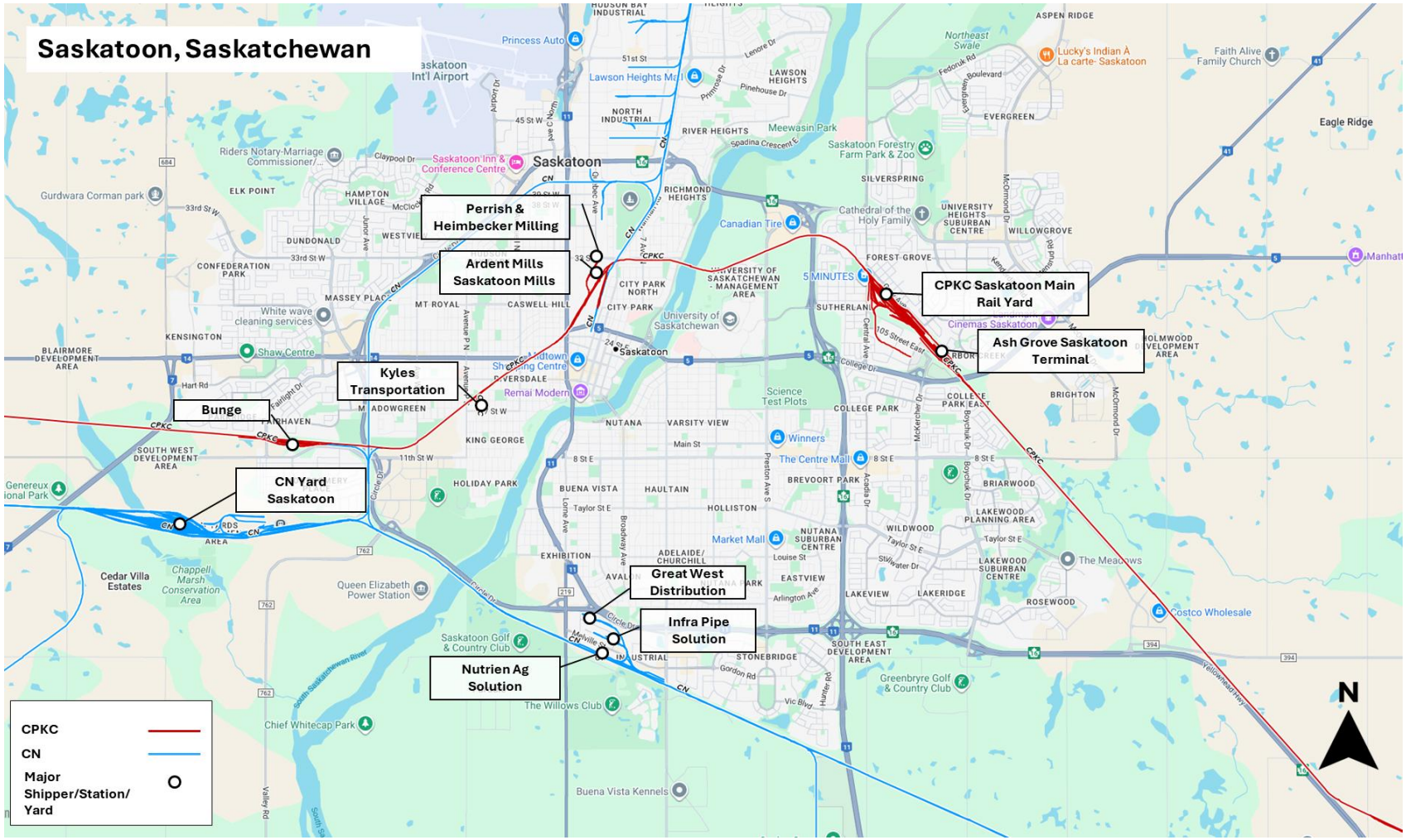
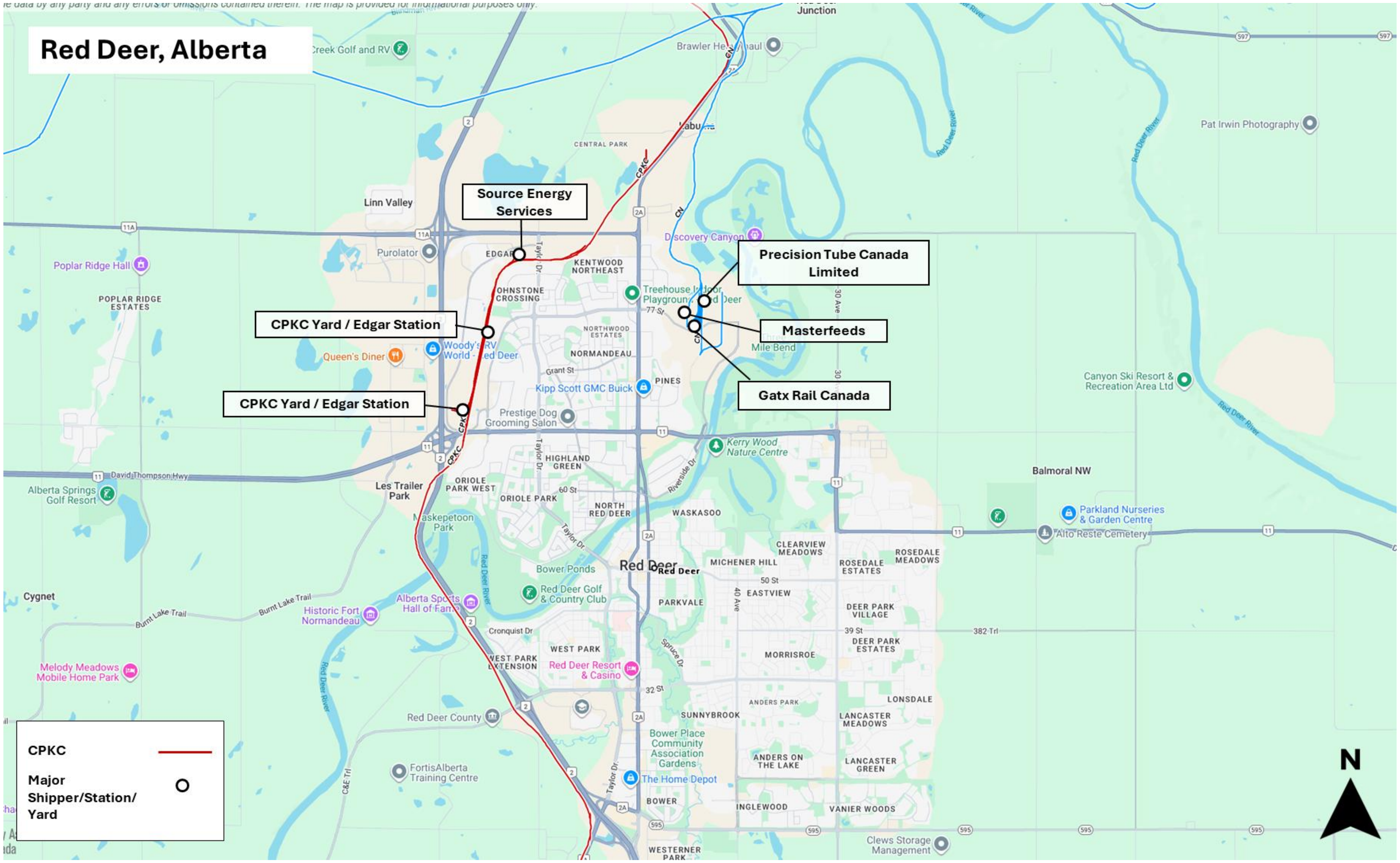
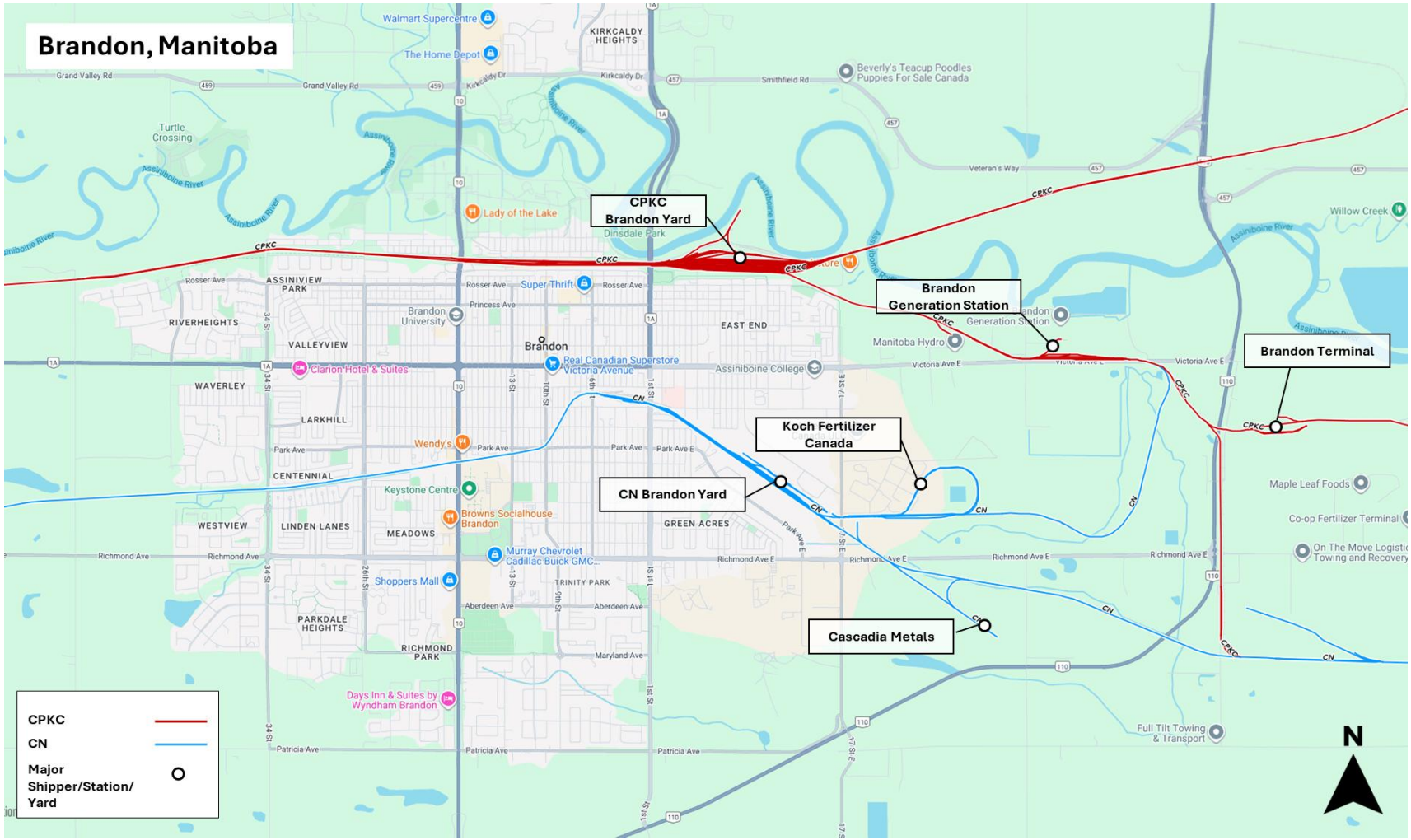
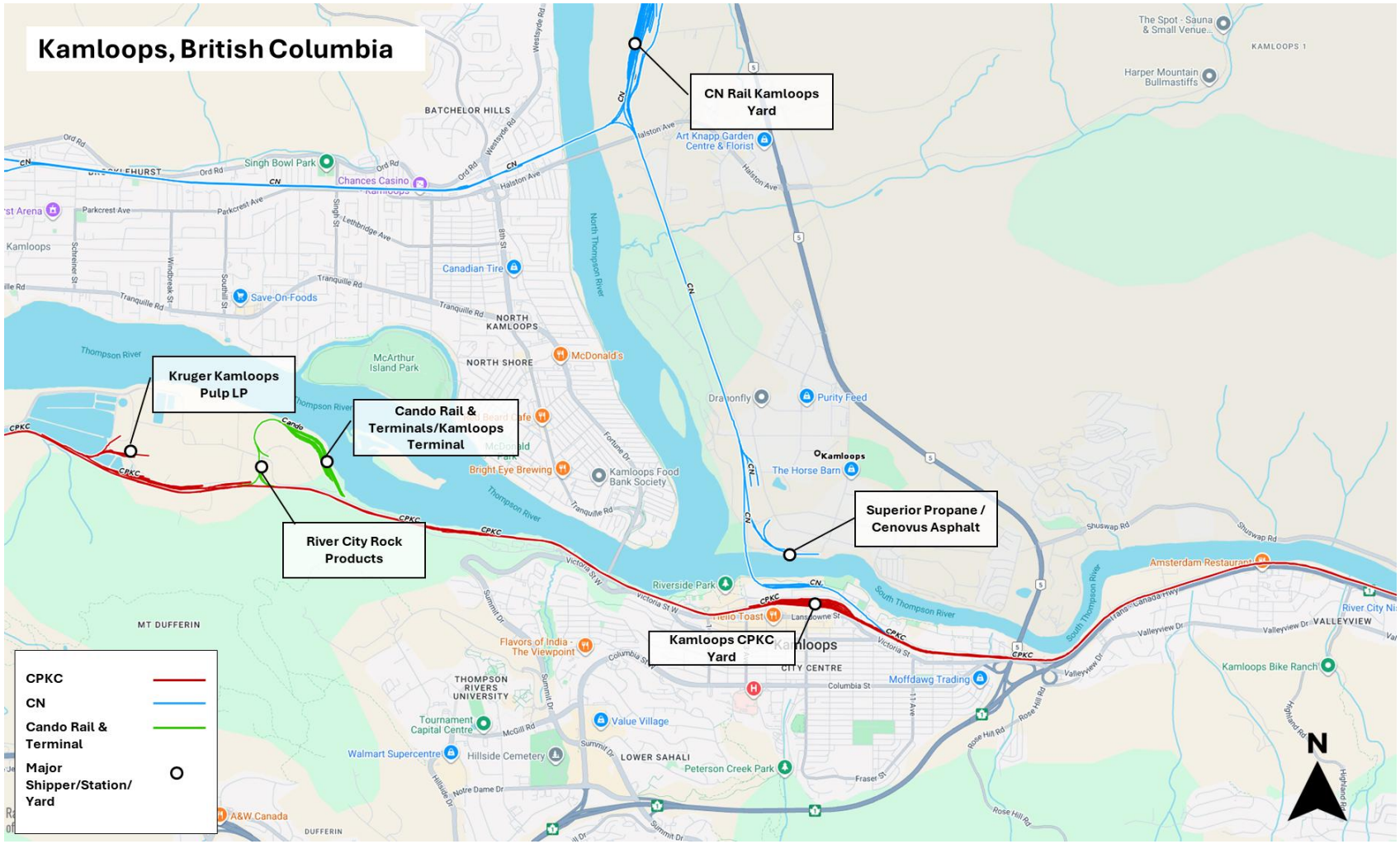
The Atlas Hotel
Real Canadian Superstore Albert Street
Walmart Supercentre
Southland Mall
Pilot Butte
Ramada by Wyn
Emerald Park/Regina


Saskatoon, Saskatchewan
Perrish & Heimbecker Milling
Ardent Mills Saskatoon Mills
CPKC Saskatoon Main Rail Yard
Ash Grove Saskatoon Terminal
Kyles Transportation
Bunge
CN Yard Saskatoon
Great West Distribution
Infra Pipe Solution
Nutrien Ag Solution
CPKC
CN
Major Shipper/Station/ Yard
N


Red Deer, Alberta
Source Energy Services
Precision Tube Canada Limited
CPKC Yard / Edgar Station
Masterfeeds
CPKC Yard / Edgar Station
Gatx Rail Canada
CPKC
Major Shipper/Station/ Yard
N


Brandon, Manitoba
CPKC Brandon Yard
Brandon Generation Station
Brandon Terminal
Koch Fertilizer Canada
CN Brandon Yard
Cascadia Metals
CPKC
CN
Major Shipper/Station/ Yard
N
Walmart Supercentre
The Home Depot
KIRKCALDY HEIGHTS
Beverly's Teacup Poodles Puppies For Sale Canada
Turtle Crossing
Assiniboine River
Lady of the Lake
Dinsdale Park
Willow Creek
Rosser Ave
ASSINIVIEW PARK
Super Thrift
Princess Ave
Brandon University
RIVERHEIGHTS
VALLEYVIEW
Brandon
EAST END
Manitoba Hydro
Clarion Hotel & Suites
Real Canadian Superstore Victoria Avenue
Assiniboine College
Victoria Ave E
WAVERLEY
LARKHILL
Wendy's
Park Ave
CENTENNIAL
Keystone Centre
Maple Leaf Foods
Co-op Fertilizer Terminal
Browns Socialhouse Brandon
WESTVIEW
LINDEN LANES
MEADOWS
GREEN ACRES
Richmond Ave
Murray Chevrolet Cadillac Buick GMC...
Shoppers Mall
TRINITY PARK
Aberdeen Ave
PARKDALE HEIGHTS
RICHMOND PARK
Maryland Ave
Days Inn & Suites by Wyndham Brandon
Patricia Ave
Full Tilt Towing & Transport


Kamloops, British Columbia
CN Rail Kamloops Yard
Kruger Kamloops Pulp LP
Cando Rail & Terminals/Kamloops Terminal
River City Rock Products
Superior Propane / Cenovus Asphalt
Kamloops CPKC Yard
CPKC
CN
Cando Rail & Terminal
Major Shipper/Station/ Yard
N
BATCHELOR HILLS
NORTH KAMLOOPS
NORTH SHORE
MT DUFFERIN
DUFFERIN
LOWER SAHALI
CITY CENTRE
VALLEYVIEW
THOMPSON RIVERS UNIVERSITY
Thompson River
South Thompson River
North Thompson River
Singh Bowl Park
Chances Casino
Canadian Tire
Save-On-Foods
McArthur Island Park
McDonald's
Bright Eye Brewing
Kamloops Food Bank Society
Purity Feed
The Horse Barn
Riverside Park
Flavors of India - The Viewpoint
Moffdawg Trading
Value Village
Tournament Capital Centre
Walmart Supercentre
Hillside Cemetery
Peterson Creek Park
Amsterdam Restaurant
Kamloops Bike Ranch
Art Knapp Garden Centre & Florist
Harper Mountain Bullmastiffs
The Spot - Sauna & Small Venue...
A&W Canada

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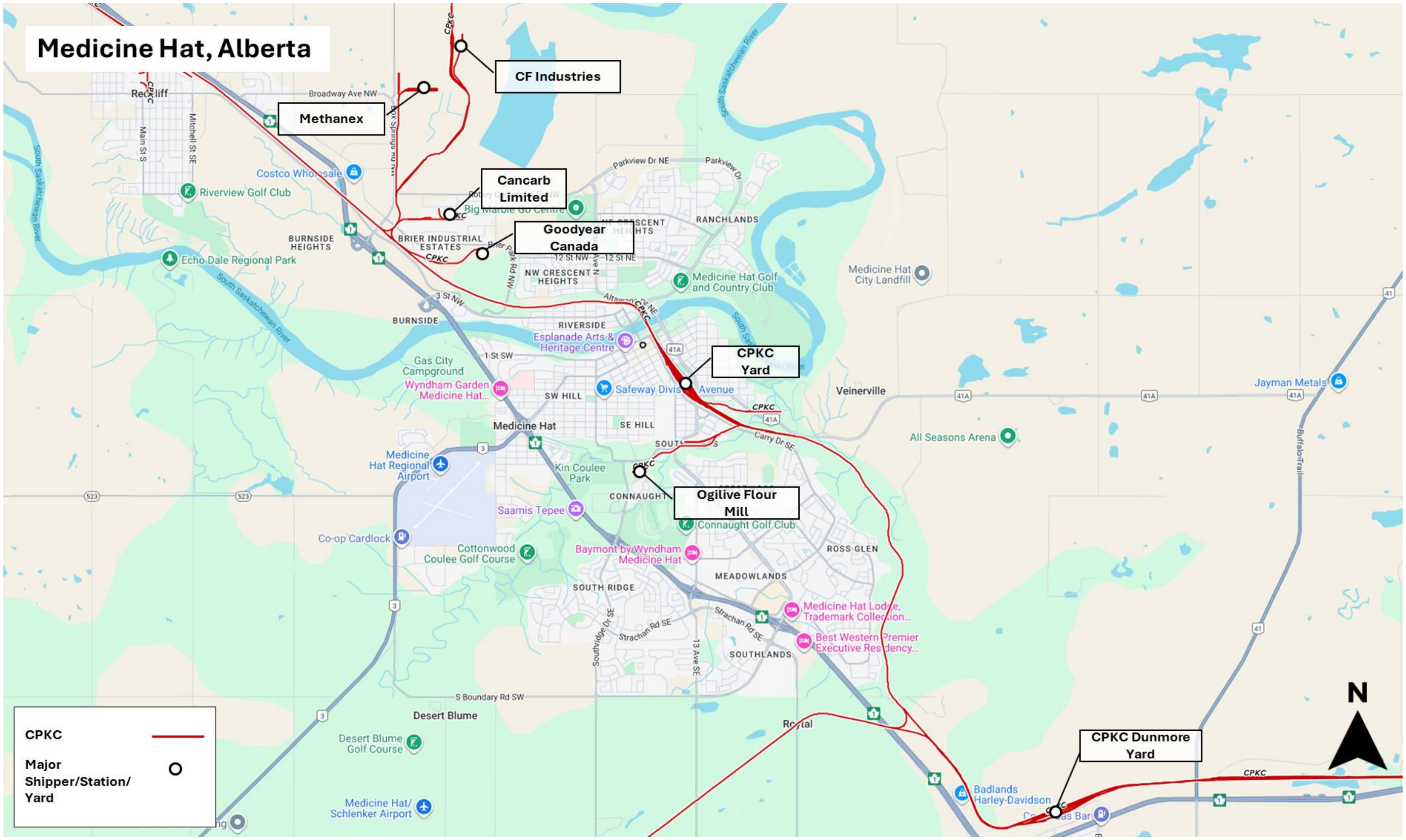
Medicine Hat, Alberta
CF Industries
Methanex
Cancarb Limited
Goodyear Canada
CPKC Yard
Ogilive Flour Mill
CPKC Dunmore Yard
CPKC
Major Shipper/Station/ Yard
N
Redcliff
Medicine Hat
Veinerville
Desert Blume
Royal
Riverview Golf Club
Echo Dale Regional Park
Costco Wholesale
Medicine Hat Golf and Country Club
Medicine Hat City Landfill
Jayman Metals
All Seasons Arena
Medicine Hat Regional Airport
Saamis Tepee
Co-op Cardlock
Cottonwood Coulee Golf Course
Connaught Golf Club
Kin Coulee Park
Esplanade Arts & Heritage Centre
Gas City Campground
Wyndham Garden Medicine Hat...
Safeway Division Avenue
Baymont by Wyndham Medicine Hat
Medicine Hat Lodge, Trademark Collection...
Best Western Premier Executive Residency...
Desert Blume Golf Course
Medicine Hat/ Schlenker Airport
Badlands Harley-Davidson
BURNSIDE HEIGHTS
BRIER INDUSTRIAL ESTATES
NW CRESCENT HEIGHTS
BURNSIDE
RIVERSIDE
SW HILL
SE HILL
CONNAUGHT
RANCHLANDS
ROSS GLEN
MEADOWLANDS
SOUTH RIDGE
SOUTHLANDS
Broadway Ave NW
Parkview Dr NE
S Boundary Rd SW
Strachan Rd SE
Carry Dr SE
South Saskatchewan River

Appendix 3: Truck Volume Screenline Analysis

Traffic Volume Source: Alberta Highway Traffic Counts, https://www.alberta.ca/highway-traffic-counts

Data Year: 2024 **Legend**

WAADT - Weighted Average Annual Daily Traffic (includes passenger vehicles and trucks
TTC - Tractor Trailer Combination
SUT - Single Unit Truck
TAADT - Truck Average Annual Daily Traffic (HDR calcualted using WWADT and total TTC + SUT percentage)

Lethbridge

Screenline

Truck Volumes

Map ID	Highway, Control Section	2024 WAADT	TTC	SUT	TAADT
A	Highway 3, Section 08	17,460	14%	3%	2,846
B	Highway 25, Section 02	3,940	5%	3%	315
C	Highway 845, Section 04	3,520	15%	4%	665
D	Highway 3, Section 10	10,920	11%	4%	1,540
E	Highway 512, Section 02	760	6%	5%	85
F	Highway 4, Section 06	4,150	23%	3%	1,067
G	Highway 845, Section 04	3,220	6%	2%	267
H	Highway 5, Section 06	5,190	2%	2%	223
I	Highway 590, Section 02	1,840	2%	1%	68
Total					**7,076**
Total minus Highway 3					**2,691**
Median Highway Volume					**315**

Medicine Hat

Screenline

Truck Volumes

Map ID	Highway, Control Section	2024 WAADT	TTC	SUT	TAADT
A	Highway 1, Section 20	10,230	19%	4%	2,343
B	Highway 41, Section 06	1,420	12%	5%	234
C	Highway 1, Section 22	7,040	26%	2%	1,943
D	Highway 3, Section 16	4,080	11%	4%	596
E	Highway 523	270	7%	4%	30
Total					**5,146**
Total minus Highway 1					**860**
Median Highway Volume					**596**

Red Deer

Screenline

Truck Volumes

Map ID	Highway, Control Section	2024 WAADT	TTC	SUT	TAADT
A	Highway 2, Section 6	35,240	13%	3%	5,568
B	Highway 2A, Section 18	8,720	1%	2%	253
C	Highway 597, Section 2	1,980	9%	5%	277
D	Highway 11, Section 14	3,930	2%	2%	153
E	Highway 595, Section 2	3,540	2%	2%	124
F	Highway 2, Section 24	37,740	11%	3%	5,208
G	Highway 2A, Section 16	9,460	1%	1%	227
H	Highway 11, Section 12	16,490	2%	3%	792
I	Highway 11A, Section 6	7,940	4%	4%	627
Total					**13,229**
Total minus Highway 2					**2,453**
Median Highway Volume					**277**