



Finch West Goods Movement Transportation Master Plan

Workshop Results Summary

Prepared for:

City of Toronto

Date Submitted:

August 28, 2019

Prepared by:

wood.

In association with:

CPCS

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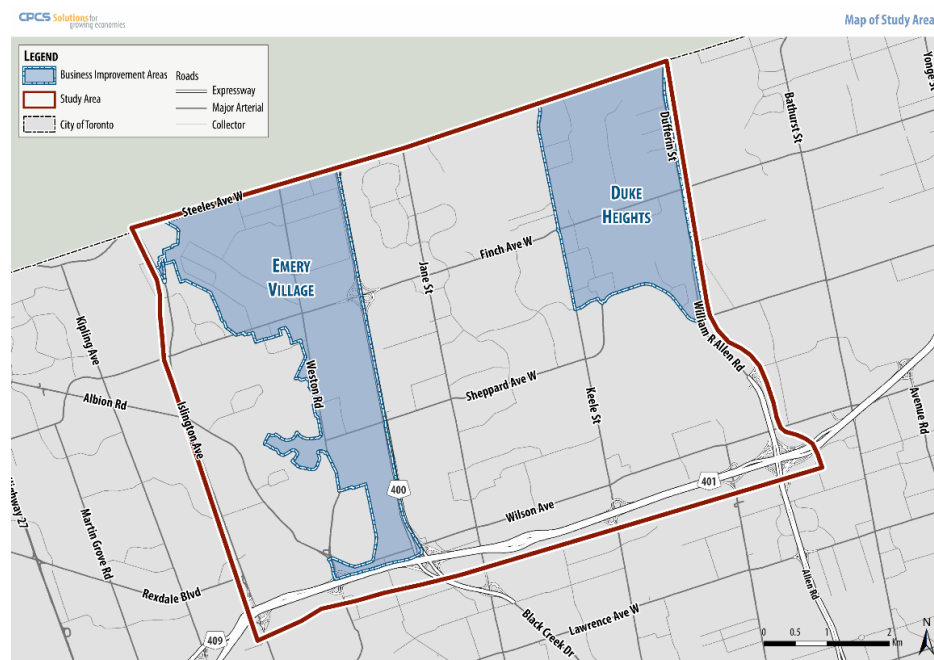
1 Study Overview

Over the next four years, Metrolinx will be constructing a new light rail transit (LRT) line on Finch Avenue West from Highway 27 to Keele Street. The LRT will require some permanent changes to the road network, and will affect traffic patterns and potential truck route options. The City is developing the Finch West Goods Movement Transportation Master Plan (TMP) to consider the LRT related changes, as well as to recommend other opportunities to provide for safe, efficient, and effective transportation of freight in the area.¹

The study is managed by Edward Presta from Transportation Services's Major Projects Unit and is conducted by a team led by Wood (woodplc.com) and CPCS (cpcs.ca).

For the purposes of the workshop,² the study area is bounded by Dufferin Street and Islington Avenue (east-west), and Highways 407 and 401 (north-south). This includes the Emery Village and Duke Heights Business Improvement Areas (BIAs), highlighted in blue in the map below.

Figure 1: Map of the Study Area



¹ Previous related studies include: Downsview Area Transportation Master Plan (2016), Downsview Area Secondary Plan (2010), Emery Village Transportation Master Plan (2009), and the Emery Village Secondary Plan (2001).

² The full study area extends north to Highway 407, but this portion of the study area that is in York Region was not included for the purposes of this workshop.

2 | Workshop Outreach

Because of the specialized nature of the subject matter, invitations were not extended to the general public. Rather, personalized invitations to the workshop were distributed in email and letter mail form to a pre-determined list of companies.

To develop this list, the study team first requested the two Business Improvement Areas (BIAs) jointly supporting the workshop – the Emery Village and Duke Heights BIAs – to provide a list of the largest or most significant freight-related businesses operating in their area. The BIAs were left to determine which businesses these should be, although they typically included not just companies involved in freight transportation itself (e.g. trucking and logistics companies), but also those that relied on shipping and receiving freight as an important part of their operations (e.g. manufacturers, distributors).

The study team then validated these lists by flagging businesses that were located outside of the study area, duplicate entries, and so on. Next, using desk research and review of satellite imagery, we supplemented these lists by adding several dozen additional freight-related businesses that either were inside the study area but outside the BIA boundaries, or that were inside the BIA boundaries but that the study team had identified as important freight generators – including adding some of the larger retail establishments (although it should be noted that participation among this group was limited or non-existent). In some cases, the list was expanded or contact details amended based on information passed on through the City of Toronto.

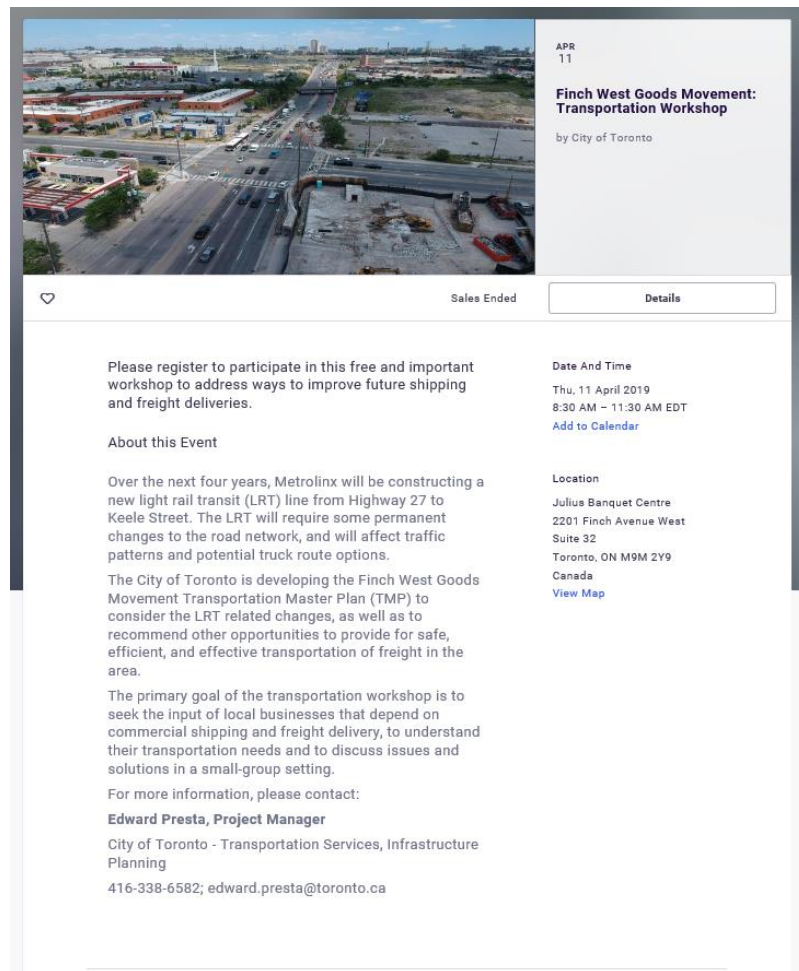
Once the invitee list was finalized, the study team distributed invitation packages by Canada Post. Additionally, the BIAs were requested to contact invitees by email and to send follow-up emails as a reminder. Of note, the businesses that had been added later did not have email addresses and were only contacted by letter mail. In total, over 100 businesses were invited to participate.

The outreach package included three documents, which can be viewed in Appendix A. These were:

- A cover letter, personalized to the invitee, which described the purpose of the study and provided registration details
- A letter of invitation, which described the workshop background and objectives, agenda, and venue details
- A workshop backgrounder, which provided further background about the nature of the project as well as the nature of the workshop (including questions to be discussed at the workshop)

Invitees were encouraged to sign up for the workshop via a link to an EventBrite event page,³ a screenshot of which is shown in Figure 2.

Figure 2: Screenshot of EventBrite Page



A website was also set up for stakeholders to obtain more information such as study overview, area, and purpose.⁴ A screenshot is shown in Figure 3.

³ <https://www.eventbrite.ca/e/finch-west-goods-movement-transportation-master-plan-stakeholder-workshop-tickets-56185901544>

⁴ <https://www.toronto.ca/community-people/get-involved/public-consultations/infrastructure-projects/finch-west-goods-movement-study/>

Figure 3: Screenshot of Project Page

The screenshot shows the City of Toronto website with the following elements:

- Header:** City of Toronto logo, navigation menu (Services & Payments, Community & People, Business & Economy, Explore & Enjoy, City Government), search bar, and a "I want to..." dropdown.
- Breadcrumb:** City of Toronto / Community & People / Get Involved / Public Consultations / Ongoing Infrastructure & Construction Projects / Finch West Goods Movement Study
- Section Header:** Finch West Goods Movement Study
- Image:** A photograph of a large tanker truck on a city street.
- Contact Information:**
 - Loren Polonsky, MUP**
Senior Planner
Wood Engineering and Infrastructure Solutions
Telephone: 416-574-0631
Email: loren.polonsky@woodplc.com
 - Edward Presta**
Transportation Services, Infrastructure Planning
Telephone: 416-338-4582
Email: edward.presta@toronto.ca
- Overview:**
 - Study Area:** Over the next four years, Metrolinx will be constructing a new light rail transit (LRT) line on Finch Avenue West from Highway 27 to Keele Street. The LRT will require some permanent changes to the road network, and will affect traffic patterns and potential truck route options.
 - Study Background:** The City is developing the Finch West Goods Movement Transportation Master Plan (TMP) to consider the LRT related changes, as well as to recommend other opportunities to provide for safe, efficient, and effective transportation of freight in the area.
 - Public & Stakeholder Consultation:**
- Footer:** The short URL for this web page is: toronto.ca/FinchWestGoodsMovement

The workshop was held Thursday, April 11, 2019, from 8:30 a.m. to noon at the Julius Banquet Centre on Finch Avenue West near Highway 400.

21 private-sector individuals pre-registered for the event on EventBrite (not including three agency representatives, e.g. BIAs). The event website enabled the study team to anticipate and prepare for an approximate number of attendees. In the end, 17 private-sector stakeholders attended the event, in addition to 12 from various public organizations and agencies (including BIAs, but not including the consulting team). The attendee list is shown in Appendix B.

3 | Workshop Structure

The agenda for the workshop was as follows:

08:30 – 09:00 AM	Registration and Light Breakfast
09:00 – 09:40 AM	Introductory Remarks and Consultant Presentation
09:45 – 10:30 AM	Small Group Discussions (Round 1) – Trends and Needs
10:30 – 11:15 AM	Small Group Discussions (Round 2) – Issues and Solutions
11:15 – 11:30 AM	Closing Remarks

Study team will be available for follow-up discussion after the workshop (optional)

The workshop was planned by Wood and CPCS, and facilitated by Peter Harrison from CPCS. The workshop was essentially structured in three stages, each of which are described further below:

1. Introductory remarks and presentations by the consultant team
2. Small group discussion 1 – Trends and Needs
3. Small group discussion 2 – Issues and Solutions

1. Introductory remarks and presentations by the consultant team

The workshop started with welcoming remarks from the City of Toronto as well as both of the BIAs (Emery Village and DUKE Heights). This was followed by a presentation from the Wood Project Manager (John McGill) introducing the study background and objectives as well as the Finch West LRT developments, and from CPCS' Peter Harrison introducing the objectives and structure of the workshop, including the questions to be discussed (with some examples).

The full consultant team presentation slide decks can be found in 4.2Appendix C and 4.2Appendix D.

2. Small group discussion 1 – Trends and Needs

Following the introduction and short presentations, attendees were invited to find a spot at one of four roundtables (more than four tables were available to allow for greater than expected turnout, so in some cases attendees were requested to reseal themselves so that each table had approximately 4-6 private-sector stakeholders).

Public-sector staff (from the City of Toronto or Metrolinx) were appointed to each table to serve as facilitators. The role of the facilitator was to ensure the discussion flowed well and stayed on track, as well as to record the discussions of the group on a paper comment form. A copy of the comment form is provided in Appendix E. Additional copies of the comment form were provided for each attendee for their own reference.

The first 20-30 minutes were allotted for a group discussion. Then, in the subsequent 10-15 minutes, the facilitators of each of the four roundtables reported back to the wider group key themes and messages that had been discussed.

The two discussion questions and associated sub-questions for the first discussion round were as follows:

1. How do you see this area changing over the next 10+ years and beyond?
 - a. How has the area been changing (e.g. types of businesses operating in the area, development pressures, etc.)?
 - b. Have these changes impacted your operations?
 - c. What are your hopes and expectations for what the area will look like in the future?
2. What are some important features of your transportation needs?
 - a. How frequently do you ship/receive deliveries?
 - b. What kind of products are you shipping and how does that impact your transportation needs?
 - c. Do you have an in-house fleet or rely on third parties?
 - d. What time of day are your operations/shipments?
 - e. What access routes do you rely on?

The workshop facilitator then reminded the participants of the second round of questions and, after a short break, the workshop moved into the second round.

3. Small group discussion 2 – Issues and Solutions

The format of the second round was virtually identical to the first round, except that participants were additionally provided with 11x17-size printout maps of the study area so that they could refer to specific locational issues.

The second group discussion focused on issues and solutions to the region's transportation trends. The questions were as follows:

1. What do you consider the most important transportation/goods movement issues impacting your business?
 - a. What kinds of issues have you experienced?
 - b. How have these issues impacted your supply chain or operations?
 - c. What would you prioritize as the top issue for your business?
2. Are there any particular solutions that you would recommend be considered (short, medium or long-term)?
 - a. Any proposed solutions that you have discussed, or new solutions that could be considered?

- b. Should the City prioritize high-dollar, high-impact solutions vs. low-dollar, high bang-for-buck solutions?
- c. What benefit would you see these solutions having for your business and operations?

After 30 minutes, table discussions were asked to wrap up and one person per table was asked to present their table's discussion and main points to the rest of the groups. Once this was complete, the consulting team wrapped up the workshop with concluding remarks, instructions on how to contact the project team for further comment, the timeline of the project, and an offer to stay and keep discussing issues.

4 | Workshop Findings

The following is a summary of the main topics discussed by stakeholders during the two discussion rounds. A detailed log of comments is provided in Appendix F.

4.1 Discussion 1: Trends and Needs

The overarching finding from this discussion was that the study area is becoming increasingly congested and difficult to navigate.

- Congestion is the most significant problem – traffic density is growing. Intersections suffer from blockages during times of intense congestion.
 - More congestion means more dispatchers and more trucks on the road, driving up costs. For example, one company noted that their third-party logistics provider (3PL) wants to add an extra charge to account for congestion. Another company was dropped by their 3PL because the location was deemed too risky and cumbersome to access.
- Residential intensification is encroaching on many parts of the study area (e.g. south of Sheppard, Finch/Weston). Stakeholders and BIAs in particular noted the importance of protecting employment lands and protecting roads for the types of vehicles required by industry and pathways for pedestrians.
 - Some of the effects of subway/LRT construction and intensification including rising land values, frictions between uses (and users), increased traffic, and increase in demands for parking.
- Transportation is becoming a challenge, due to congestion and a lack of space.
 - Businesses are having to spend more time and attention on operating a transportation system or managing transportation issues than they would like – it is not a core competency and detracts from operating their core business; it is also an issue that would be much less acute in some other parts of the region. Some businesses are looking at moving out of the area because their customers are across the region rather than local.
- Many businesses operate 24/7 or similar, and need access to the transportation system at all hours (including peak hours and overnight) in order to operate effectively.
 - Many of the larger businesses have significant truck volumes of several hundred trucks per day accessing their facilities (up to 700 in the case of the Canadian Fuels

Association). These include combination vehicles (e.g. double tankers) as well as oversize-overweight trucks which have special transportation requirements.

- Access to the 400-series highways is vital and has been a key reason for the attractiveness of this industrial area.
 - Key highway access routes include major arterials like Finch, Steeles, Keele, Dufferin as well as minor arterials (e.g. Arrow, Signet, Toryork, Ormont, Clayson, Fenmar among others). There were mixed responses regarding the use of the tolled Highway 407 – some businesses rely on it during peak periods to ensure supply chain reliability, while others noted that it is cost-prohibitive for their business.

4.2 Discussion 2: Issues and Solutions

Overall, the types of issues and solutions discussed by stakeholders were very operational in nature and reflected their day-to-day experiences with the transportation system. There was not as much discussion of high-dollar infrastructure projects, suggesting stakeholders are more attuned to solutions that could address specific day-to-day issues as opposed to the long-term horizon of what could be in the future.

- Gridlock is a very a significant issue. Aside from the generally high level of congestion, there are specific locations where traffic backs up into intersections, and where following key access routes requires merging or turns that are difficult for trucks.
 - As one example, Weston Road is frequently backed up north of Finch and this makes it difficult for trucks that need to access Weston/Finch from Toryork Drive. Similarly, the intersection of Signet Drive and Steeles is frequently congested during the morning rush hour due to backups at a drive-thru restaurant. As another example, the southbound-to-westbound weave from Highway 400 to Finch makes it difficult for trucks that need to make a quick left turn onto southbound Arrow Road, as merging across multiple lanes during periods of intense congestion is particularly difficult for trucks.
 - Access to individual facilities is also made more difficult because of congestion. One business noted that they routinely need to reallocate staff away from other productive roles to deal with flagging vehicle traffic, in order for trucks to safely access their facility.
- Low bridges can impact what routes trucks can use.
 - In particular, the Ormont Drive underpass under the CP tracks has a low clearance. One stakeholder noted that they cannot utilize that underpass and therefore need to take Toryork Drive to Weston, which is frequently congested.
- Maintenance of road infrastructure was also cited as a problem by a number of stakeholders.

- Poor road quality causes damage to trucks and to product, raising costs. One such location mentioned was Wilson Avenue at Clayson Road.
- Potential operational improvements were identified, including better signal timing and road lane re-striping.
 - In many cases, dedicated left turn signals (advanced greens) are not sufficiently long for trucks, which require more time for acceleration than passenger vehicles. The intersection of Finch at Signet/Arrow, and Fenmar at Steeles, were two such locations cited. The latter intersection is also not well striped, leading to confusion and safety concerns. Toryork Drive could be wide enough to accommodate four lanes, but is currently striped for two. Turning radiuses along key truck routes should be wide enough to safely and efficiently accommodate trucks. Signalized intersections are better for trucks than non-signalized ones, especially during congested conditions when it is more difficult for trucks to maneuver. Safety for all road users is important, and if bike lanes are provided, they should be physically separated from traffic so as to reduce conflicts. Pedestrian crossing locations should also be carefully considered to ensure safe crossing and maintain the function/movement of the road.
- Parking is a two-pronged issue. Parking is a significant constraint as many businesses cannot provide sufficient parking for their staff and there is not enough space on side streets. But, unlawful parking along key access roads reduces the effective capacity of roadways, makes it more difficult for trucks to maneuver, and contributes to poor sightlines for both vehicles and pedestrians.
 - Stakeholders identified a need for increased enforcement of no parking or no stopping zones, for both cars and trucks.
- Stakeholders mentioned several ideas for improving access, especially to the highway system.
 - Access points to Highway 400 from Sheppard Avenue and Bartor Road were proposed. Certain minor arterial roads could be widened, such as Fenmar Drive. Access to the York University busway (no longer required for its original use) and the proposed Road 2A in the Emery Village TMP could be considered for truck-only corridors.
- Attendees also discussed repurposing roads, providing new connections, and identifying a dedicated truck route system.

Appendix A Invitation Package

Cover Letter



Barbara Gray
General Manager
Transportation Services Division

Transportation Services Division
City Hall, 22nd Floor East
100 Queen St. West, Toronto, M5H 2N2

Jacquelyn Hayward
Director, Project Design & Management
Transportation Services

Tel: 416-392-5348
Fax: 416-392-4808
Jacquelyn.Hayward@toronto.ca

March 21, 2019

[Address]

Dear Sir or Madam,

The City of Toronto invites you to participate in a workshop on April 11, 2019 from 8:30 a.m. to 11:30 a.m. to discuss ways to **improve commercial shipping and freight transportation** in the Finch West area of the City of Toronto.

The City is looking to engage local businesses that rely on frequent trucking to inform the Finch West Goods Movement Transportation Master Plan study, which has recently been initiated by the City of Toronto.

The workshop is being led by the City of Toronto, its consultant team, and supported by the Duke Heights and Emery Village Business Improvement Area Associations. Please find attached a formal invitation letter with venue details and agenda, as well as a brief study backgrounder.

Please register online at your earliest convenience to attend this free stakeholder workshop:

<https://finch-west-goods-movement-workshop.eventbrite.ca>

We look forward to your involvement. Should you have any questions, please contact the undersigned at Edward.Presta@toronto.ca or by phone at (416) 338-6582.

Sincerely,

Edward Presta
Project Manager
Major Projects Unit, Transportation Services

toronto.ca/FinchWestGoodsMovement

Letter of Invitation



Finch West Goods Movement Transportation Workshop Invitation April 11, 2019

The City of Toronto invites you to participate in this workshop to discuss ways to improve commercial shipping and freight transportation in the Finch West area of Toronto.

Background and Objectives

Over the next four years, Metrolinx will be constructing a new light rail transit (LRT) line on Finch Avenue West from Highway 27 to Keele Street. The LRT will require some permanent changes to the road network, and will affect traffic patterns and potential truck route options.

The City is developing the Finch West Goods Movement Transportation Master Plan (TMP) to consider the LRT related changes, as well as to recommend other opportunities to provide for safe, efficient, and effective transportation of freight in the area. More information is provided in the attached background.

A consultant team led by Wood (woodplc.com) and CPCS (cpcs.ca) is supporting the City's completion of the study and will facilitate the workshop. The workshop is being held early in the project to seek the input of local businesses that depend on commercial shipping and freight delivery, to understand your transportation needs and to discuss issues and solutions in a small-group setting among your peers.

Agenda (Tentative)

April 11, 2019

08:30 – 09:00 AM	Registration and Light Breakfast
09:00 – 09:40 AM	Introductory Remarks and Consultant Presentation
09:45 – 10:30 AM	Small Group Discussions (Round 1) – Trends and Needs
10:30 – 11:15 AM	Small Group Discussions (Round 2) – Issues and Solutions
11:15 – 11:30 AM	Closing Remarks
	<i>Study team will be available for follow-up discussion after the workshop (optional)</i>

Venue Details

Julius Banquet Centre
2201 Finch Avenue West
Toronto, ON, M9M 2Y9
Free parking



RSVP

Please register to attend this workshop using the online form:

<https://finch-west-goods-movement-workshop.eventbrite.ca>

or through the contacts below.

If you have any further questions, please do not hesitate to contact us.

City of Toronto Project Manager
Edward Presta
Major Projects Unit, Transportation Services
Edward.presta@toronto.ca, (416) 338-6582

Consultant Team Project Manager
John McGill
Principal, Transportation Planning
John.mcgill@woodplc.com, (905) 330-9569

Workshop Background

Finch West Goods Movement Transportation Workshop

Workshop Background

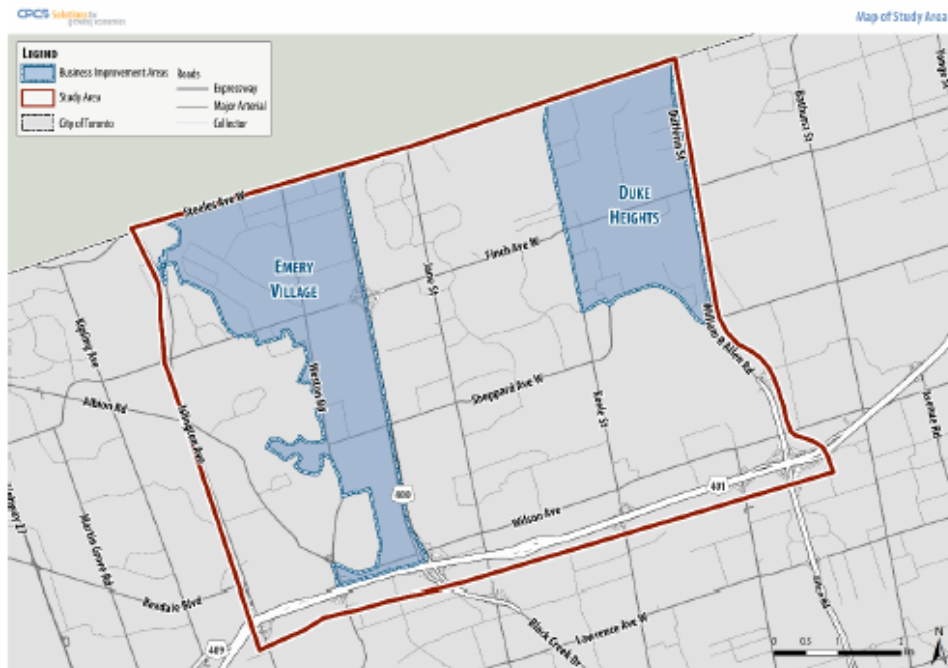
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Study Area

The study area is bounded by Dufferin Street and Islington Avenue (east-west), and Highways 407 and 401 (north-south). This includes the Emery Village and Duke Heights Business Improvement Areas (BIAs).



Study Background

In late 2014, a Truck Technical Working Group was established as part of the Finch West LRT stakeholder engagement consisting of the Emery Village (BIA), the Canadian Fuels Association (CFA) and others. This group met on four occasions and arrived at a consensus to conduct an area-wide transportation study to examine freight related solutions.

Additionally, a number of other initiatives have also identified potential improvements in the area. This includes the Downsview Area Transportation Master Plan (2016), the Downsview Area Secondary Plan (2010), the Emery Village Transportation Master Plan (2009), and the Emery Village Secondary Plan (2001), among others.



Photo of a double tanker in the study area. Source: CPCS

The City of Toronto Transportation Services Division is building on these past studies by conducting the Goods Movement TMP, which is being prepared in accordance with the Municipal Class Environmental Assessment (EA) process. The study will identify and prioritize short-term ("quick win" 0-3 years), medium-term (5+ years), and long-term (10+ years) improvements to the transportation network.

Workshop Format

The workshop will consist of a formal presentation and two rounds of small-group discussions. During these discussions, the workshop facilitator will propose a short series of questions similar to the ones below. Participants will also be provided comment forms where they can record their ideas. The first round will focus on discussing trends and needs, while the second round will focus on issues and solutions. The second round will include full-size printouts of the study area on which participants can mark location-specific feedback.

Topics for Discussion

We understand that, depending on the supply chain and type of company, some shippers operate their own transportation equipment while others rely on transportation/logistics companies for shipments and deliveries. These transportation operators will have good working knowledge of the routes they take and the issues they encounter. We encourage invitees to consult with their transportation/logistics partners in advance of the workshop as necessary, by inviting their feedback on the topics in this background. These partners are also encouraged and welcome to attend the workshop as your guests should they wish to do so.

The topics and questions for discussion at the workshop will include:

Trends and Needs

1. The Finch West area is undergoing changes with new public transit investments (Toronto-York Spadina Subway Extension, Finch West LRT) and new residential developments (high-rise and in-fill subdivisions). Yet Emery Village and Duke Heights also remain important employment centres for the city's economic prosperity. How do you see this area changing over the next 10+ years and beyond?
2. Every business has somewhat unique needs with regard to their supply chain, transportation, and deliveries. What are some important features of your transportation needs that should be considered (some examples below)?

Figure 1: Trends and Needs (Examples)

Consideration	Examples
Types of Vehicles	Types of vehicles can range from 53-foot trailers to parcel delivery vehicles. Some businesses have needs for specialized equipment, combination vehicles (e.g. double tankers), and oversize-overweight vehicles – which have unique needs (e.g. turning at intersections).
Routes and Destinations	Oftentimes direct and easy access to the highway network is the number one priority. Some companies avoid Highway 407 even if it is most direct, because of the tolls.
Time of Day Patterns	Truck activity is often greatest in the morning, peaking around 10 – 11 a.m.
Technology	Most trucks have GPS systems for navigation, accounting for truck-specific restrictions (e.g. low bridges).
Transportation Data	Businesses are welcome to share data on their use of the transportation system that would support the study.

Issues and Solutions

3. What do you consider the most important transportation / goods movement issues impacting your business (general or location-specific)?
4. At this early stage of the project, the study team has not yet identified any specific solutions for analysis beyond those which have been identified through previous studies. Are there any particular solutions that you would recommend be considered?

Figure 2: Issues and Solutions (Examples)

Types of Issues for Consideration (Examples)		Types of Solutions for Consideration (Examples)	
<ul style="list-style-type: none"> Congestion/delay Safety concerns Non-signalized intersections Facility access ("final 50 feet") Highway access Street grid connectivity Roadway geometric issues (e.g. turning radius) Long wait times (queuing) at intersections Conflicts between different transportation modes Poor pavement quality Parking/loading areas 		Short-Term	<ul style="list-style-type: none"> Signal-timing Way-finding Pavement marking improvements Demand management (e.g. time-of-day)
		Medium-Term	<ul style="list-style-type: none"> Turn lanes Curb radius / geometry adjustments
		Long-Term	<ul style="list-style-type: none"> New connections New roads New bridges Major intersection improvements Road widenings Truck lanes

Further Information

If you require any further questions, please do not hesitate to contact the City of Toronto or study team (contact information on letter of invitation).

Appendix B Workshop Attendees

Private sector stakeholders

Name	Organization
Derek Cristofoli	Seaboard Transport
Cathryn Barrett	Gib-San Pools Ltd.
Kelvin Rainey	Knoll North America Corp.
Nick Curci	SPAR Marathon Roofing Supplies
Phillip Vescio	Irving Consumer Products
Rory Broderick	Univar Solutions
Peter Racco	Ram Iron & Metal Inc.
Michael David	Univar Solutions
Uri Tsivian	Fiera Foods
Edward Gibbs	Gib-San Pools Ltd.
Jean Roy	Canadian Fuels Association
Michael Young	Combined Metal Industries
Fil Marinkovic	Combined Metal Industries
Sean Delaney	Not Specified
Bill Papaioannou	Jacobs & Thompson Inc
Senan Saultani	Tri-Krete Limited
Zofia Lesisz	RG Consulting Inc.

Public Sector or Agency Stakeholders

Name	Organization
Dennis Amoakohene	Metrolinx
Arni Olafson	City of Toronto
Joe Pantalone	Duke Heights BIA
Al Ruggero	Emery Village BIA
Grant Evers	Humber Summit Resident's Association
Laura Perruzza	City of Toronto
Rachel Scott	Council Office
Matais De Dovitiis	Duke Heights BIA
Jeff Dea	City of Toronto
Mick Olivier	Metrolinx
Catherine Cieply	City of Toronto
Ron Wandel	City of Toronto
Samuel Baptiste	City of Toronto
Joanna Chludzinska	City of Toronto
Councillor Anthony Perruzza	City of Toronto

Appendix C Presentation 1

The following PowerPoint presentation was delivered by Wood's John McGill.

Slide 1

Finch West Goods Movement Transportation Master Plan

Finch West Goods Movement
Transportation Master Plan
Stakeholders Workshop
April 11th, 2019

Julius Banquet Hall



Slide 2

Introductions and Study Background

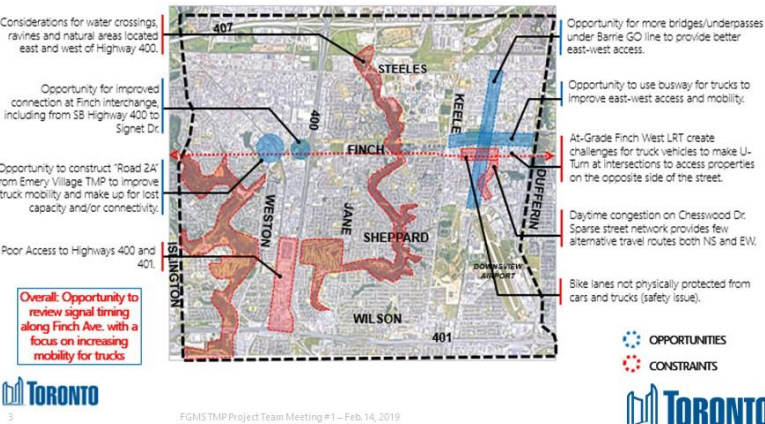
- Team and Audience Introductions
 - Sign in and Check Board
- Study purpose:
 - Comprehensive review of existing and future truck operations related to goods movement
 - Focus on goods originating to and from study area
 - Develop opportunities for improvements to road network
 - » Quick wins (0-3 years)
 - » Medium Term (greater than 5 years)
 - » Long Term (greater than 10 years)
 - Stakeholder assistance from freight carriers to understand issues and opportunities



Slide 3

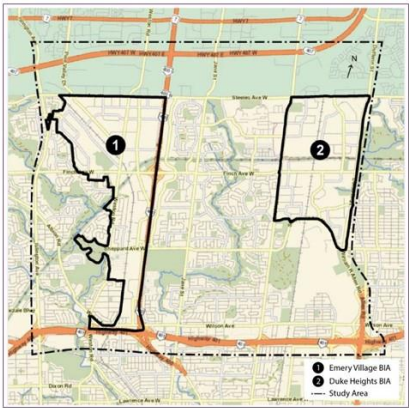
Study Area

Key Project Opportunities & Constraints



Slide 4

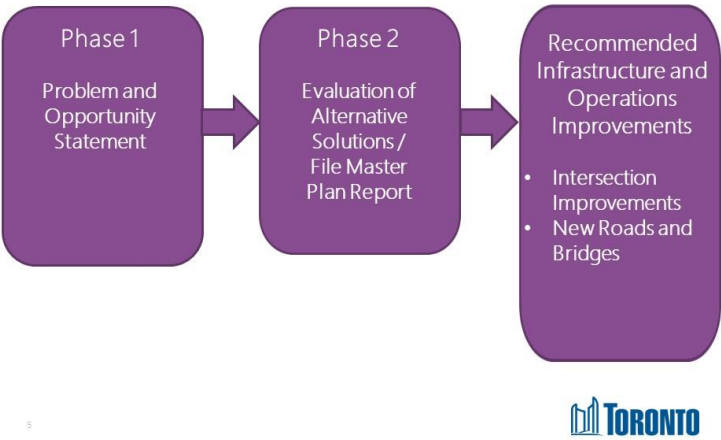
Study Area Stakeholders



1. Emery Village BIA
 2. Duke Heights BIA
- TTC
 - Pembina
 - Metrolinx
 - Vaughan
 - York Region
 - Canadian Fuel Association
 - Universities
 - TRCA
 - 407 ETR
 - CN Rail



Master Plan to Address Class EA Phases 1 and 2



Problem and Opportunity

Draft Statement

The Finch West area, defined by Islington Ave. on the west, Dufferin Street on the east, Steeles Ave. to the north, and Hwy. 401 to the south, benefits from being near several important transportation corridor and freeway facilities.

The efficient movement of goods traversing this community is integral to ensuring that its economic viability is sustained long-term. The addition of light rail transit service on Finch Avenue West potentially changes the movement of goods within the area, as well as access to adjacent ramps and highways, but also presents the opportunity for significant improvements to the multi-modal transportation network.

To ensure the Duke Heights and Emery Village BIA's experiences a robust economy moving forward, there is a need and opportunity to develop a sustainable transportation infrastructure plan that integrates goods movement, transit, and active transportation in a way that addresses safety, reduces auto dependence, and manages traffic congestion.

6



Slide 7

Traffic Data Collection

219 Signalized Intersections



7



Slide 8

Summary of Proposed Infrastructure Improvements

Duke Heights and Emery Village BIAs

- Duke Heights BIA
 - 6 Recommendations from Missing Links Study
 - 5 Recommendations from Tangiers Rd. Extension
 - 2 Key Recommendations from York University Busway
- Emery Village TMP
 - 5 Goods Oriented Recommendations
 - New Road 2A EA
 - 9 Recommendations from City of Toronto Working Group
- Downsview Area Transportation Master Plan
 - 3 Recommendations
- Approximately 20 Proposed Infrastructure Improvements
 - Some Overlaps

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Slide 9

Major Milestones and Durations



Project Start Date	Jan 28, 2019
Data Collection	Feb. to Mid-March 2019
→ Stakeholder Advisory Group (SAG) Meeting	Feb. 20, 2019
Base model development/calibration + modelling meetings	Feb. 11 to May 13, 2019
→ Stakeholder Workshop	Early April, 2019
Existing Conditions Assessment – Tech Memo 1	July 19, 2019
Long-list of alternatives	May to July, 2019
→ Stakeholders Advisory Group (SAG) Meeting	July to Sept. 2019
Short-list of alternatives	July to Sept. 2019
→ Stakeholder Advisory Group (SAG) Meeting	Late Nov. 2019
Public Information Centre #1	Late Nov. 2019
Identification of Preferred Solution	Dec. to Jan. 2020
Refinement of Preferred Solution	Jan. to Apr. 2020
→ Stakeholder Advisory Group (SAG) Meeting	Apr. 2020
Concept/ Design	Apr. to July 2020
Implementation Plan	May 2020
→ Stakeholder Advisory Group (SAG) Meeting	Early Sept. 2020
Public Information Centre #2	Early Sept. 2020
Report (Draft + Review Periods + Final)	Sept. to Dec. 2020

Slide 10

Outcome of Study

- Short, Medium, and Long Term solutions
- Short Term can be implemented immediately
- Medium and Long Term will require further study
- High Level Cost Estimates
- Implementation Plan
- Final Report



Appendix D Presentation 2

The following PowerPoint presentation was delivered by CPCS's Peter Harrison.

Slide 1

Finch West Goods Movement Transportation Master Plan

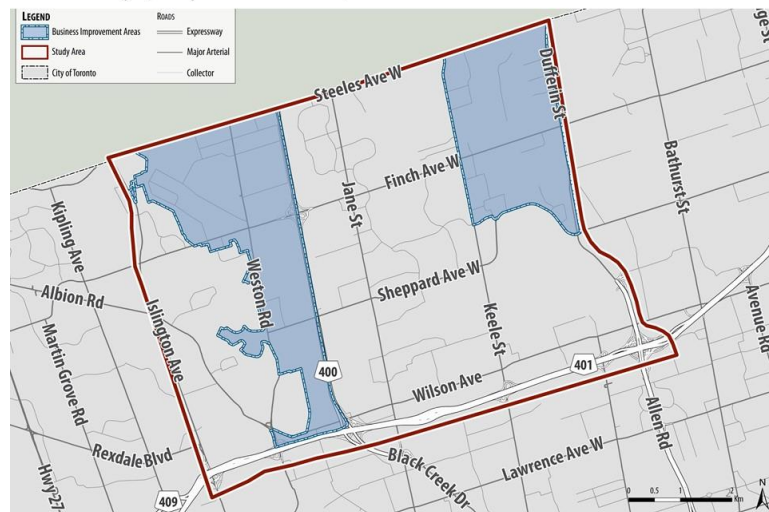
Finch West Goods Movement
Transportation Workshop
April 11th, 2019

Julius Banquet Hall



Slide 2

Study (Improvement) Area



Slide 3

Workshop Objectives

- Seek the input of local businesses that depend on commercial shipping and freight delivery
- Understand your transportation needs
- Discuss ways to improve commercial shipping and freight transportation
- Document workshop conversations to assist with long list of alternatives for Transportation Master Plan (TMP)

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Slide 4

Topics for Discussion

1st Round – Trends and Needs

- How do you see this area changing over the next 10+ years and beyond?
 - How has the area been changing (e.g. types of businesses operating in the area, development pressures, etc.)?
 - Have these changes impacted your operations?
 - What are your hopes and expectations for what the area will look like in the future?

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Topics for Discussion

1st Round – Trends and Needs

- What are some important features of your transportation needs?
 - How frequently do you ship/receive deliveries?
 - What kinds of products are you shipping and how does that impact your transportation needs (e.g. types of vehicles)?
 - Do you have an in-house fleet or rely on third parties?
 - What time of day are your operations / shipments?
 - What access routes do you rely on?

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Transportation Needs (examples)

Consideration	Examples
Frequency	➤ Depends on size and type of company – ranging from many trucks per day to occasional shipments
Types of Shipments and Trucks	➤ Full truckloads, less than load (LTL), parcels, servicing, etc. ➤ 53-foot trailers, straight trucks, tankers, oversize/overweight ➤ Some vehicles have unique needs
Ownership	➤ Own fleet, entirely 3 rd parties, or mix of the two
Time of Day Patterns	➤ Truck trip patterns are different from passenger patterns. Truck trips typically peak around 10 – 11 a.m. ➤ Facilities differ in their hours of operation and shipping
Routes and Destinations	➤ Direct access to highways is typically #1 priority ➤ Some companies use Highway 407 to avoid congestion, others avoid it because of the high tolls
Transportation Data	➤ Businesses are welcome to share data to help us illustrate examples of issues or considerations

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Slide 7

Topics for Discussion

2nd Round – Issues and Solutions

- What do you consider the most important transportation / goods movement issues impacting your business (can be general or location-specific)?
 - What kinds of issues have you experienced?
 - How have these issues impacted your supply chain or operations?
 - What would you prioritize as the top issue for your business?

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Slide 8

Topics for Discussion

2nd Round – Issues and Solutions

- Are there any particular solutions that you would recommend be considered?
 - Proposed solutions that you have heard discussed, or new solutions that could be considered?
 - Should the City prioritize high-dollar, high-impact vs. low-dollar, high bang-for-the-buck?
 - What benefit would you see these solutions having for your business and operations?

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Slide 9

Issues and Solutions (examples)

Examples of Issues	Examples of Solutions
<ul style="list-style-type: none"> ➤ Congestion/delay ➤ Safety ➤ Non-signalized intersections ➤ Facility access ("final 50 feet") ➤ Highway access ➤ Street grid connectivity ➤ Roadway geometric issues (e.g. turning radius) ➤ Long wait times (queuing) at intersections ➤ Conflicts between different transportation modes ➤ Poor pavement quality ➤ Parking/loading areas ➤ Other... 	<ul style="list-style-type: none"> ➤ Short-term <ul style="list-style-type: none"> Signal-timing and traffic operations Way-finding and signage Pavement marking Demand management (time of day) ➤ Medium-term <ul style="list-style-type: none"> Turn lanes Intersection improvements Curb radius / road geometry ➤ Long-term <ul style="list-style-type: none"> New connections New roads or bridges Major interchange improvements Road widenings, truck lanes

Slide 10

Workshop Structure

Schedule

9:45 – 10:05	1 st Round Discussion – Trends and Needs
10:05 – 10:25	1st Round Summary
10:30 – 10:50	2 nd Round Discussion – Issues and Solutions
10:50 – 11:10	2 nd Round Summary
11:05 – 11:20	Closing Remarks
11:30 – 12:00	Study team will be available for follow-up discussions

Table Facilitation

- Break out into small groups
- Facilitator: keep discussion focused on key questions
- Scribe: take summary notes for your table (volunteers to present)
- Each person can also take individual notes. Second round will include maps for any site-specific notes.

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Slide 11

Workshop Discussions

- Please take a spot at one of the tables for the next part of the workshop
- City staff will scribe for the table



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Appendix E Comment Form

Page 1



Finch West Goods Movement Transportation Workshop Comment Log April 11, 2019

Please feel free to use this space to record any comments you may wish to convey to the study team.

Part 1-A: Trends and Needs – Trends

Key Question: How do you see this area changing over the next 10+ years and beyond?

How has the area been changing (e.g. types of businesses operating in the area, development pressures, etc.)?

Have these changes impacted your operations?

What are your hopes and expectations for what the area will look like in the future?

Part 1-B: Trends and Needs – Needs

Key Question: What are some important features of your transportation needs?

Consideration	Examples
Frequency	➤ Depends on size and type of company – ranging from many trucks per day to occasional shipments
Types of Shipments and Trucks	➤ Full truckloads, LTL, parcels, servicing, etc. ➤ 53-foot trailers, straight trucks, tankers, oversize/overweight ➤ Some vehicles have unique needs
Ownership	➤ Own fleet, entirely 3 rd parties, or mix of the two
Time of Day Patterns	➤ Truck trip patterns are different from passenger patterns. Truck trips typically peak around 10 – 11 a.m. ➤ Facilities differ in their hours of operation and shipping
Routes and Destinations	➤ Direct access to highways is typically #1 priority ➤ Some companies use Highway 407 to avoid congestion, others avoid it because of the high tolls
Transportation Data	➤ Businesses are welcome to share data to help us illustrate examples of issues or considerations

How frequently do you ship/receive deliveries?

What kinds of products are you shipping and how does that impact your transportation needs (e.g. types of vehicles)?

Do you have an in-house fleet or rely on third parties?

What time of day are your operations / shipments?

What access routes do you rely on?

Part 2-A: Issues and Solutions – Issues

Key Question: What do you consider the most important transportation / goods movement issues impacting your business (can be general or location-specific)?

Please feel free to also use the accompanying map for location-specific issues.

Examples of Issues	
<ul style="list-style-type: none">➤ Congestion/delay➤ Safety➤ Non-signalized intersections➤ Facility access ("final 50 feet")➤ Highway access➤ Street grid connectivity	<ul style="list-style-type: none">➤ Roadway geometric issues (e.g. turning radius)➤ Long wait times (queuing) at intersections➤ Conflicts between different transportation modes➤ Poor pavement quality➤ Parking/loading areas➤ Other...

What kinds of issues have you experienced?

How have these issues impacted your supply chain or operations?

What would you prioritize as the top issue for your business?

Part 2-B: Issues and Solutions – Solutions

Key Question: Are there any particular solutions that you would recommend be considered?

Please feel free to also use the accompanying map for location-specific solutions.

Examples of Solutions		
Short-term	Medium-term	Long-term
<ul style="list-style-type: none">➤ Signal-timing and traffic operations➤ Way-finding and signage➤ Pavement marking➤ Demand management (time of day)	<ul style="list-style-type: none">➤ Turn lanes➤ Curb radius / road geometry	<ul style="list-style-type: none">➤ New connections➤ New roads or bridges➤ Major intersection improvements➤ Road widenings, truck lanes

Any proposed solutions that you have heard discussed, or new solutions that could be considered?

Should the City prioritize high-dollar, high-impact solutions vs. low-dollar, high bang-for-the-buck solutions?

What benefit would you see these solutions having for your business and operations?

Appendix F Workshop Comments

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
1	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-A	How has the area been changing (e.g. types of businesses operating in the area, development, pressures, etc.) <ul style="list-style-type: none"> - Building density & traffic density - Longer wait times at intersections - Blocking of intersections (Finch & Tangiers) - Congestion largest problem
2	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-A	Have these changes impacted your operations & costs: <ul style="list-style-type: none"> - More trucks on road to get work done - Added dispatchers - Having to hire in-staff cause no one wants to do it
3	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-A	What are your hopes and expectations for what the area will look like in the future? <ul style="list-style-type: none"> - More organization - Shifting the focus on the business
4	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-B	How frequently do you ship/receive deliveries? <ul style="list-style-type: none"> - 5am-7pm – US shipments during night - 24/7; 24/6 - 18 hrs (250-300 trucks per day)
5	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-B	What kinds of products are you shipping and how does that impact your transportation needs (e.g. types of vehicles) <ul style="list-style-type: none"> - Heavy trucks <ul style="list-style-type: none"> - Escorts needed for wide loads - Cost – 3rd party wants charge extra to deal with congestion
6	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-B	Do you have an in-house fleet or rely on third parties? <ul style="list-style-type: none"> - *Both

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
				<ul style="list-style-type: none"> - Some forced to use in-house - 3rd party
7	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-B	What time of day are your operations / shipments? <ul style="list-style-type: none"> - 24 hrs
8	April 11, 2019	Table 1 Written Comments	Trends & Needs – Part 1-B	What access route do you rely on? <ul style="list-style-type: none"> - Toryork need to get to highway - Keele + Finch - Arrow Rd - Ormont - Clayson + Wilson - Fenmar + Steeles, Signet
9	April 11, 2019	Table 2 Written Comments	Trends & Needs	Trends: <ul style="list-style-type: none"> - Urban intensification/densification has come with the construction of the subway in the Keele/Finch area and is likely to continue with Finch LRT construction. - Intensification is also the result of more residential development south of Sheppard as well as towers in Weston/Finch area. - Increase in traffic friction as a result of intensification. - Important to continue to protect employment lands (Province has designated both Duke Heights and Emery Village areas as areas for employment protection). Uses such as places of worship are not considered employment uses. - Increase in demand for parking in the area. - Rise in property values that comes with rapid transit. - Very low industrial vacancy rates in the Hwy 400 corridor area. - Businesses very much want to be in this location due to the confluence of highways, good east/west highway access as well as rail opportunities in the area.

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
				<ul style="list-style-type: none"> - Some challenges with industrial buildings ceiling heights as the case with older building stock however there is new technology to raise the roof. - Construction and opening of the Humber Regional Hospital has resulted in new traffic patterns e.g. associated with hospital and nearby medical offices use (Sheppard/Keele area).
10	April 11, 2019	Table 2 Written Comments	Trends & Needs	<p>Hopes and expectations for future:</p> <ul style="list-style-type: none"> - Industrial BIAs very concerned with protection of employment lands, opportunities for businesses to flourish, protection of jobs, etc. - Overall, need a balance of business/residential/retail where designated - Protecting roads for the types of vehicles used/transportation requirements of business - Rail opportunities – allow businesses to buy in bulk taking advantage of lower bulk purchasing rates – cost savings, but still need to move the supplies/products by truck to their destination - Demand for retail seems to be increasing
11	April 11, 2019	Table 2 Written Comments	Trends & Needs	<p>Needs:</p> <ul style="list-style-type: none"> - Reduce friction between roads, public transit, bike users, etc. – all users - Businesses had a mix of in-house (fleet) and 3rd party transportation providers (this is often mixed within the same business) - Daily shipping and receiving operates on a 24/7 schedule, 5 days a week for one of the businesses participating in the workshop. Another had a 6 a.m. – 5 p.m. window for deliveries/shipping etc. The Canadian Fuels Association advised there are 700 trucks per day in and out of the area for their member companies.

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
				- Commercial vehicles/trucks are of all sizes.
12	April 11, 2019	Table 2 Written Comments	Trends & Needs	<p>Access Routes:</p> <ul style="list-style-type: none"> - Highway 400 and other 400 series roads very important. - Highway 400/401 interchange is very heavily used by commercial vehicles accessing or travelling from businesses in the area. - Highway 401 interchanges at Keele and Dufferin used frequently. - Finch and Arrow Road intersection is also heavily used. - It was noted that not everyone comes by car (e.g. some staff come to work by public transit).
13	April 11, 2019	Verbal Summary	Trends & Needs – Discussion	<p>Concerns over the area: overcrowding, issues with maintenance of infrastructure (incl. Local roads, potholes), short left-turn phases, trucks parking illegally on minor arterials</p> <p>Concerns: gridlock within intersection, low bridges (height restrictions – drop road level under bridges)</p> <p>Cost impact: need more trucks on the road to get work done, higher more dispatchers to handle logistics, some companies have third-party and in-house</p> <p>One company was dropped by third-party transportation because it was too risky to deal with the location. Had to hire own drivers and buy own trucks (and then additional off-site location to store 80 trailers) – 35% fuel surcharge was proposed by third-party company</p> <p>Frequency of deliveries (18-24hrs per day, incl. peak day)</p> <p>Easily 200 deliveries per day</p>
14	April 11, 2019	Verbal Summary	Trends & Needs – Discussion Continued	<p>Trends: Protection lands and jobs within BIAs, huge surge in parking demand due to increased density</p> <p>Expectation of future: Access to rail is key because it allows to buy in bulk (but transportation to within the area is tricky)</p> <p>Needs: Around the clock deliveries, 700 trucks per day, all sizes of commercial vehicles</p>

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
				<p>Access to 400 (quick solution: access route on Sheppard)</p> <p>Moving between Keele and Islington is important</p> <p>Load management with different kind of trucks will be important during construction stages</p>
15	April 11, 2019	Table 1 Written Comments	Issues and Solutions – Part 2-A	<p>What kind of issues have you experienced?</p> <ul style="list-style-type: none"> - Staff forced to carpool due to congestion - Issues of parking – none for staff - Dual left at Signet - SIB 400 getting of Finch – make risk turn signalize - Wilson @ Clayson – road quality - Signet @ Finch – longer advanced green time - Increase in signal timing - Fenmar @ Steeles <ul style="list-style-type: none"> - Two lane road, no lanes, cars everywhere - Short signal - Larger turning radius – need for larger intersections
16	April 11, 2019	Table 1 Written Comments	Issues and Solutions – Part 2-A	<p>How have these issues impacted your supply chain or operations</p> <ul style="list-style-type: none"> - *increasing costs <ul style="list-style-type: none"> - Coming from vendors – higher delivery costs - Need to flag intersections to allow trucks to get through
17	April 11, 2019	Table 1 Written Comments	Issues and Solutions – Part 2-A	<p>What would you prioritize as the top issue for your business?</p> <ul style="list-style-type: none"> - Organization <ul style="list-style-type: none"> - Need line painting to designate lanes – Toryork could be 4 lanes wide enough - Need enforcement to help stop
18	April 11, 2019	Table 1 Written Comments	Issues and Solutions – Part 2-B	<p>Any proposed solutions that you have heard discussed, or new solutions that could be considered?</p> <ul style="list-style-type: none"> - *Road 2 way on Toryork <ul style="list-style-type: none"> - Designate new road as “Truck Route Only’ - Signalizing intersections that currently have all way stops

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
19	April 11, 2019	Table 1 Written Comments	Issues and Solutions – Part 2-B	<p>Should the city prioritize high-dollar, high-impact solutions vs. low-dollar, high bang-for-the-buck solutions</p> <ul style="list-style-type: none"> - *combination of both <ul style="list-style-type: none"> - Maintenance of current roadways is vital - Signal Timings
20	April 11, 2019	Table 1 Written Comments	Issues and Solutions – Part 2-B	<p>What benefit would you see these solutions having for your business operations?</p> <ul style="list-style-type: none"> - Flow of traffic <ul style="list-style-type: none"> - Help movement vehicles + goods faster - Speed reductions don't help
21	April 11, 2019	Table 2 Written Comments	Issues and Solutions	<p>Issues mentioned:</p> <ul style="list-style-type: none"> - Congestion on the Finch and Arrow Rd. - Timing for left turn south bound from Finch Ave and Arrow Rd road was not enough long. - Grading on Finch Ave and Arrow Road. - Safety for all street users (cyclists, pedestrians, drivers). - Roads are in disrepair. - Tim Horton's drive through results in traffic backing up on Sante Dr and Stilles Ave West
22	April 11, 2019	Table 2 Written Comments	Issues and Solutions	<p>Solutions mentioned:</p> <ul style="list-style-type: none"> - Improve the intersection realignment at the intersection. - Find the way to alleviate the frictions between all the street users for example: <ol style="list-style-type: none"> a) Provide separate bicycle lanes, b) Dedicated trucks road. c) Assessing pedestrian needs d) Providing signal blocks e) More pedestrian crossing <ul style="list-style-type: none"> - Providing access on Bartor Rd to 400 highway, - Repurposing the existing roads

ID#	Date	Commenter	Subject (i.e. Trends & needs, etc.)	Comments
23	April 11, 2019	Verbal Summary	Issues and Solutions – Discussion	<ul style="list-style-type: none"> - Enforcement of no-stopping zones - Re-alignment at Finch and Arrow (current left-lane configuration is causing confusion) - Greater access to southbound Arrow - Morning road blocking at Steeles and Signet due to the Tim Hortons waitlines - Using the York bus way as a truck turnaround spot - Eliminate the no truck zone on Signet, Finch and Keele - Change of construction time
24	April 11, 2019	Verbal Summary	Issues and Solutions – Discussion Continued	<ul style="list-style-type: none"> - 3 lanes of traffic on Finch Ave West - Leaving the left-turn signal on longer during rush hour - Improved multi-modal movement (separate bike lanes) - Extended light from Finch to Arrow - Grading on Finch and Arrow - Traffic increasing on Steeles and Signet - Weston and Finch is a major issue (traffic) - Concern about increasing congestion on Arrow road
25	April 11, 2019	Verbal Summary	Issues and Solutions – Discussion Continued	<ul style="list-style-type: none"> - Widening Fenmar to 4 lanes south of Steeles would help congestion on route to 407 - Poor road quality causes damage to product (costs \$\$) - Southbound 400 getting off at Finch, right turn signalized - Increasing signal timing (max 2 trucks through advance green right now) - Larger turning radiuses - Fenmar northbound at Steeles (no pavement markings, so very chaotic)
26	April 11, 2019	Verbal Summary	Issues and Solutions – Discussion Continued	<ul style="list-style-type: none"> - Limited parking for employees on-site and on city roadways - Priorities: line paintings on Toryork, Weston and Toryork - Maintenance of roadways (low-value bang-for-buck)

