



# eCommerce + Last Mile Delivery

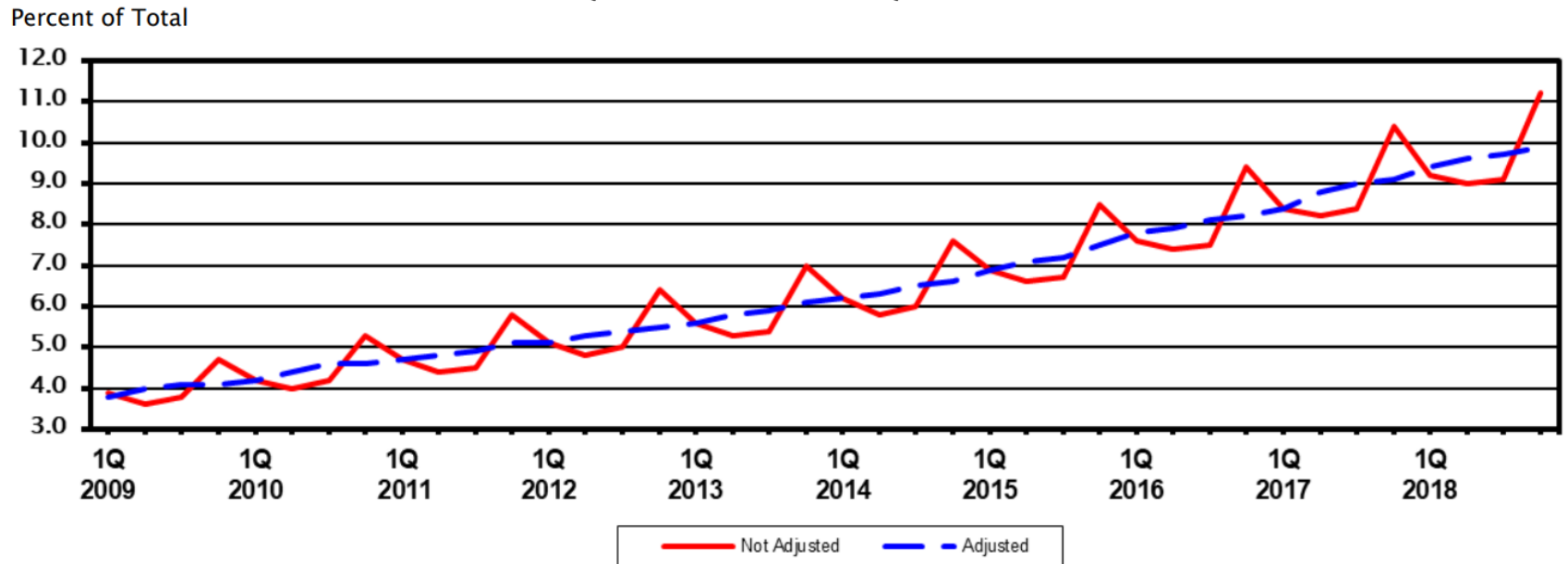
Siân Llewellyn, AICP

PhD Student

Georgia Institute of Technology

# eCommerce + Last Mile Delivery

Estimated Quarterly U.S. Retail E-commerce Sales as a Percent of Total Quarterly Retail Sales:  
1st Quarter 2009 – 4th Quarter 2018



# eCommerce + Last Mile Delivery

- Last mile supply chain is difficult + expensive
- Urban areas will see **at least 3 changes**
  - More trucks on the road
  - Increased demand for small urban distribution centers
  - Alternatives pick-up
    - *Click + Pick* at brick + mortar retail
    - Parcel collection lockers



# eCommerce + Last Mile Delivery

- Logistics has employment benefits
- Logistics has nuisance reputation
- Implications for city form + environment
  - Congestion + emissions increase
  - Competition for limited, rapidly decreasing industrial space
  - Wear + tear on road infrastructure
  - New requirements for urban logistics: lockers, pick-up points or curb management



# eCommerce + Last Mile Delivery

- Are cities planning for these changes?
- Atlanta Case study plan review
  - Atlanta CDP
  - Selected NPUs
  - Beltline Subarea plans
  - Zoning code
  - Transportation plans



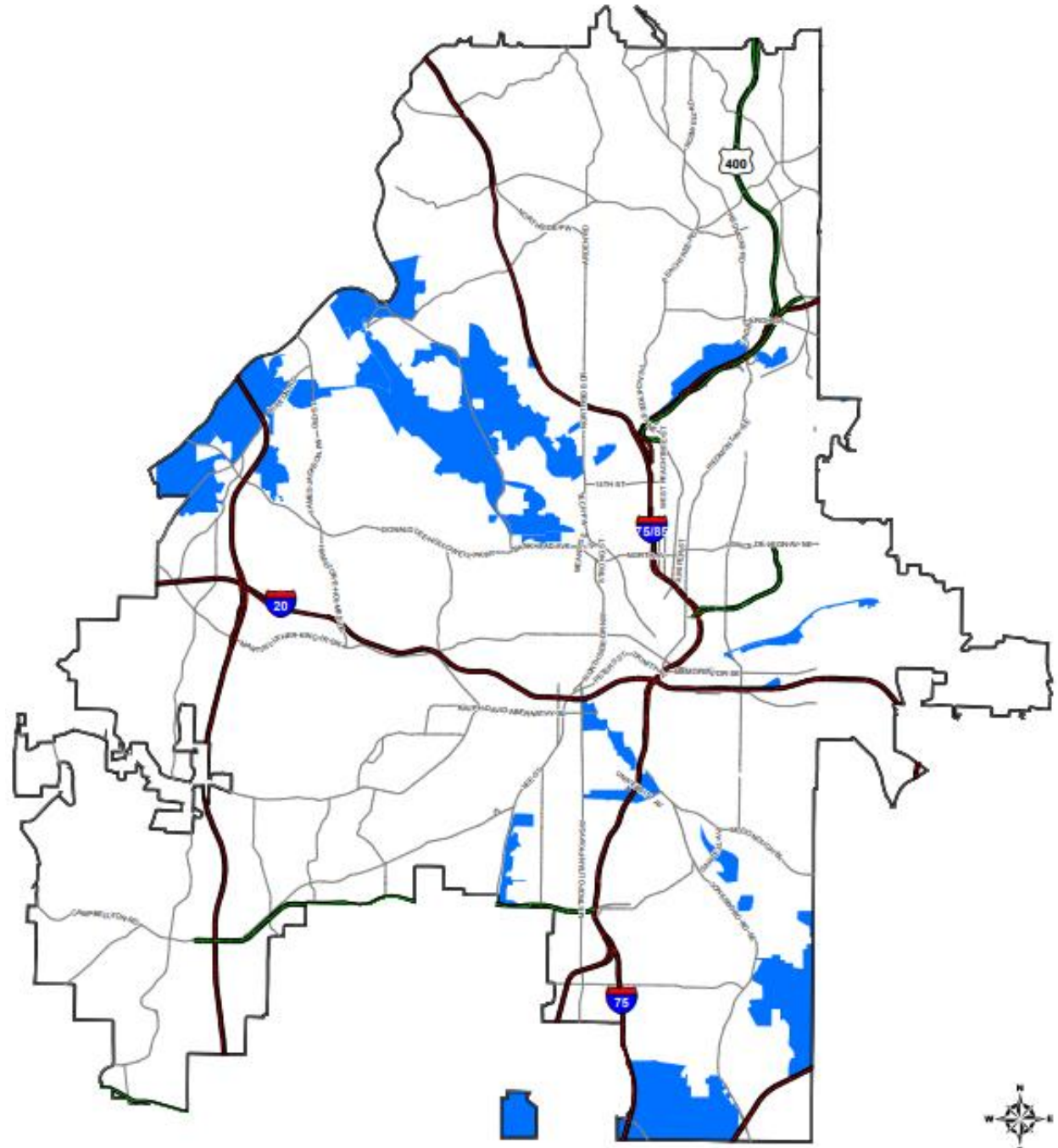
Reviewing plans

# City of Atlanta: Comprehensive Development Plan 2016

- Economic Development Chapter
  - revitalize key business districts
  - Increase low-skilled jobs
  - freight, logistics and cargo transportation
- Proposed I-MIX Industrial mixed-use code
  - Requires 30% industrial uses
  - Distribution and retail allowed
- NPU chapters
  - Enforce and implement zoning



# CDP Character Areas Industrial



Character Areas  
Industrial

0 1 2 Miles  
**2016 CDP**

Map 10-14: Industrial Areas

**2016 CDP**



# Reviewing plans BeltLine Subarea Plans

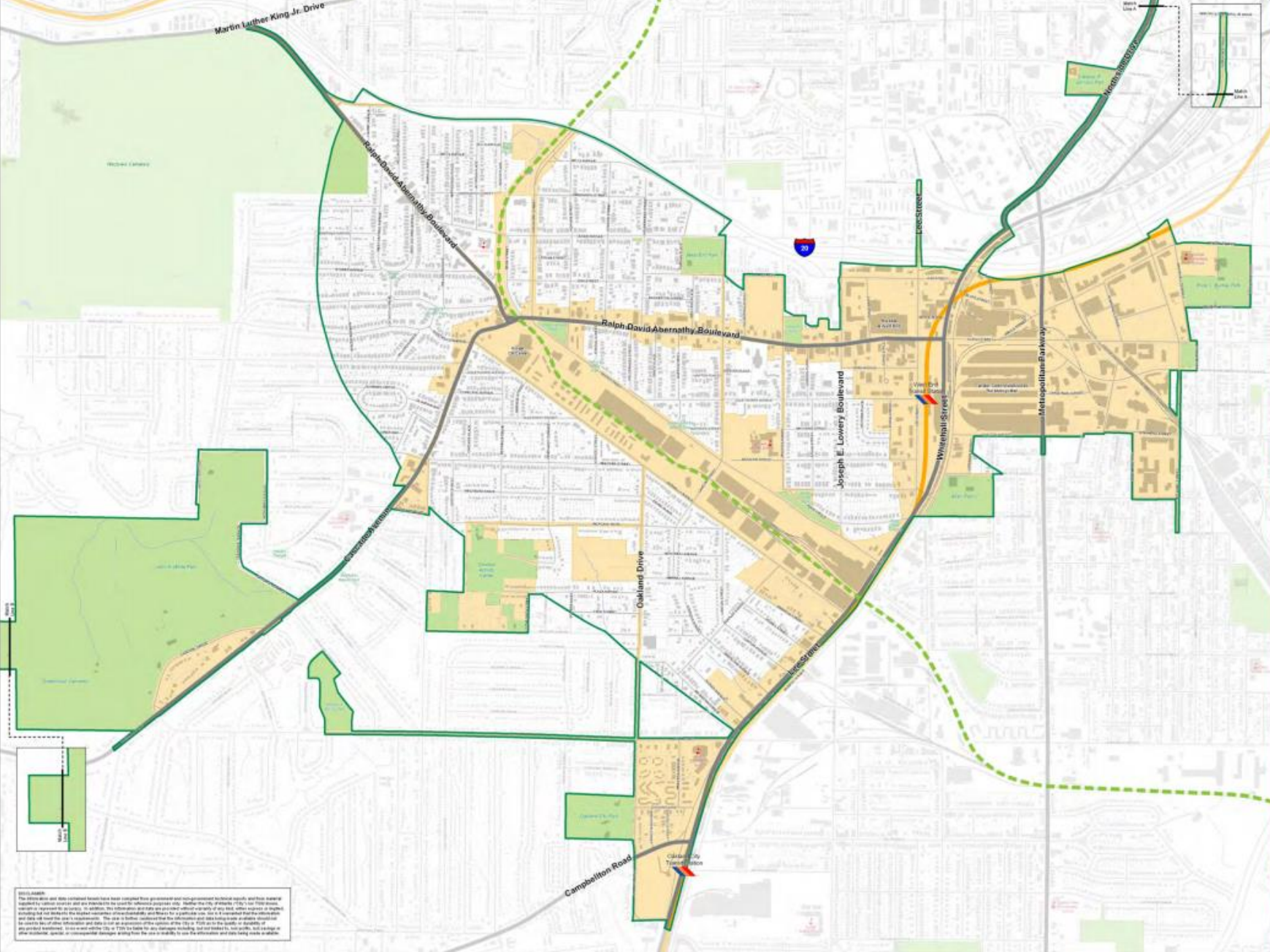
- 2010 - eight years old
- Significant Land Use changes proposed
- Industrial “compatible with live/work”
- Overlay, arguably forcing out light industrial and distribution due to competitive land uses with higher returns







- LEGEND**
- School
  - BeltLine
  - Stream
  - Railroad
  - MARTA Rail
  - Subarea Boundary
  - Existing Park
  - BeltLine TAD



**DISCLAIMER**  
The information and data contained herein have been compiled from government and non-government technical reports, and from material supplied to certain sources for use in planning for the use of reference purposes only. Neither the City of Atlanta ("City") nor TISW should be held responsible for any errors, omissions, or inaccuracies. The information and data are provided without warranty of any kind, whether expressed, implied, or otherwise. The City of Atlanta and TISW do not warrant the accuracy, completeness, or timeliness of the information and data. The information and data are provided for informational purposes only and should not be used as a basis for any legal or financial decision. The City of Atlanta and TISW do not warrant the accuracy, completeness, or timeliness of the information and data. The information and data are provided for informational purposes only and should not be used as a basis for any legal or financial decision.

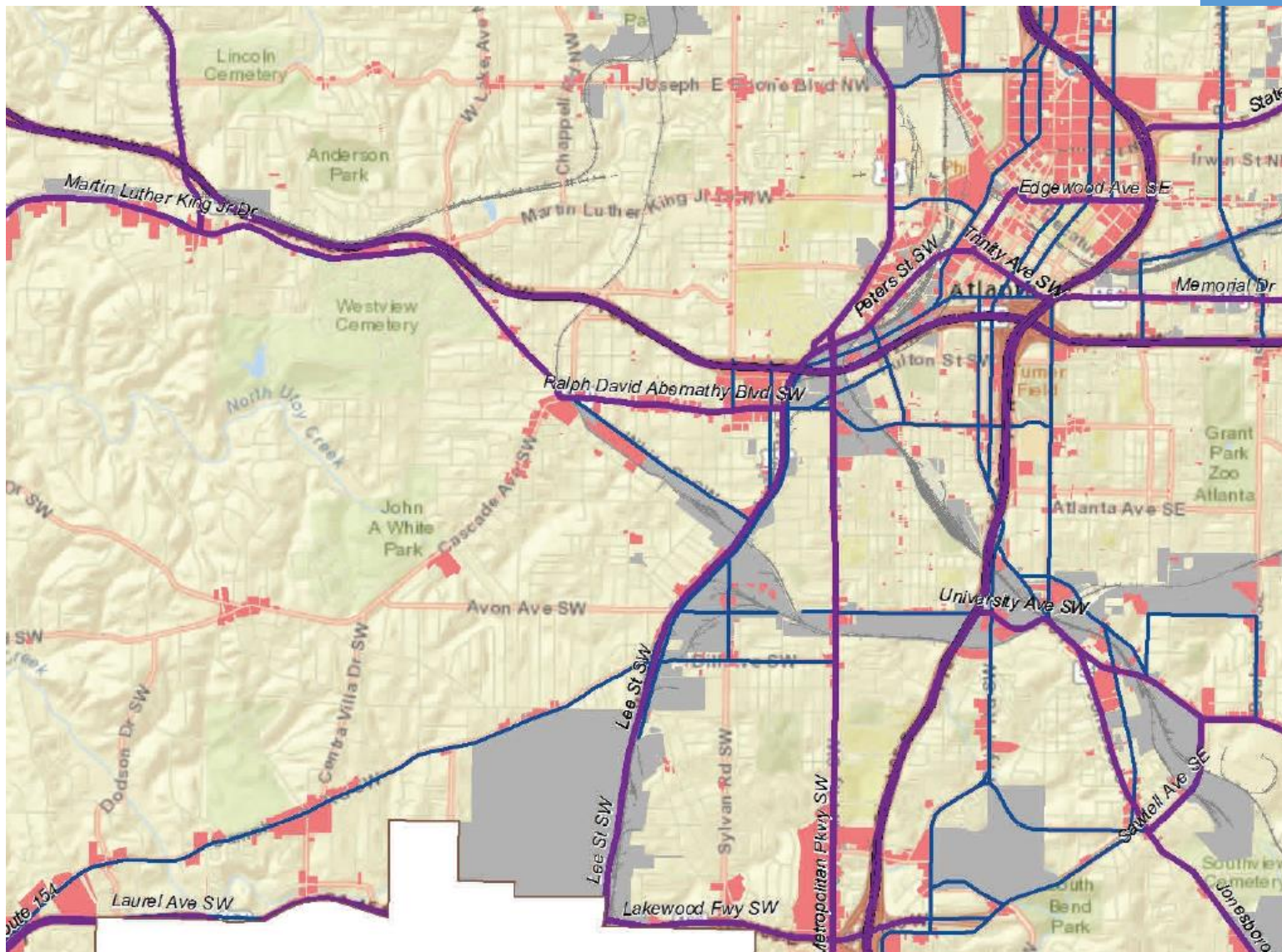
BeltLine Sub Area 1: Includes Neighborhood Planning Units V, T, and S  
[Beltline source](#)

# Reviewing plans

## Transportation + Freight

- *Connect Atlanta Plan*, City of Atlanta 2008
  - Comprehensive transport plan,
  - Calls for new freight route map
- *Atlanta Regional Freight Mobility Plan*, ARC 2008
  - Regional plan – moving goods from Atlanta area
  - Calls for a new freight route map
- *Cargo Atlanta*, City of Atlanta 2015
  - New freight route map!
  - Identified improvements
- *#SupplyChainCity*, MACC 2018
  - Regional, logistics and through-put freight focus
- All about through-put freight
- No mention of last mile delivery impacts





## City of Atlanta Freight Route Map

### *Cargo Atlanta: A Citywide Freight Study*

Close up of NPU V, T, S area



#### Legend

-  City of Atlanta Freight Routes
-  State and Regional Freight Routes
-  Railroad
-  Office and Commercial Uses
-  Industrial Uses and Zones

# Conclusions

- Planning not addressing Last mile
- Logistics focus on through-put freight
- Opportunity for small urban distribution facilities
- Identified Industrial districts
- I-MIX zoning *could* help
- Other uses driving up prices
- **Careful** integration required
- Early movers are commercial real estate

