Integrated Planning Framework

Driving Forces

The Kansas City region, like others, is experiencing significant and rapid changes driven by forces largely beyond our control. In fall 2016, MARC launched scenario-planning activities, beginning with two workshops where participants discussed potential driving forces and their possible impacts on the region. Discussions then considered how we can stay on track to achieve our vision, take advantage of opportunities and limit negative impacts. Stakeholders represented multiple disciplines including transportation, housing, emergency preparedness and the environment. In January 2017, a follow-up workshop brought in the perspectives of three peer agencies, and further examined the dynamics of these alternative futures and how they relate to the regional vision.

Stakeholder conversations identified the following set of forces as the most likely and significant:

<table>
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<tr>
<th>DEMOGRAPHIC CHANGES</th>
<th>ECONOMIC CHANGES</th>
<th>CLIMATE CHANGE</th>
<th>TECHNOLOGICAL CHANGES</th>
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<tr>
<td>Fewer working adults to support retiree benefits</td>
<td>Increase in income inequality</td>
<td>Increase in extreme weather</td>
<td>Fewer low- to medium-skill jobs</td>
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<td>Competition for resources between ages and races</td>
<td>Contract workers make employment more unpredictable</td>
<td>Higher energy costs</td>
<td>Increasing role of data requires new ways to use, store and manage it</td>
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<td>Demand for transportation choices</td>
<td>More frequent and severe boom/bust cycles</td>
<td>Greater impact on low-income residents</td>
<td>Highly automated vehicles reduce traffic fatalities and injuries</td>
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<td>Labor shortages and rising unemployment</td>
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<td>More prevalent disease and illnesses related to heat</td>
<td>Widening of the digital divide</td>
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We then analyzed strategies embedded in regional plans to determine how well each addressed the likely and significant forces. A gap matrix shows opportunities to enhance current plans. A lack of resiliency around technological forces was most apparent.

Regional Vision

The MARC Board of Directors first adopted a regional vision in 2009:

“Greater Kansas City is a sustainable region that increases the vitality of our society, economy and environment for current residents and future generations.”

The scenario planning discussion suggested the elevation of certain concepts:

- A focus on people as well as place.
- The importance of resilience in the face of certain change with unforeseeable impacts.
- A vision that will allow us to become more nimble and create plans that can more easily adapt to changing circumstance.
In May 2018, the MARC Board of Directors endorsed an updated version of the shared vision for our region — one that balances a thriving economy, social equity and a healthy environment, meeting today’s needs without compromising the needs of future generations.

**Greater Kansas City is a region of opportunity. Its robust economy, healthy environment and social capacity support the creativity, diversity and resilience of its people, places and communities.**

*Formed at the confluence of rivers, trails and trains on the border of two states, Greater Kansas City is a place of interconnection, where people of all backgrounds are welcome and where commerce and ideas flow as freely as the rivers and streams that run through and define it. Our people thrive here, in safe, walkable and well-maintained neighborhoods. We have abundant opportunities for education, and work in fulfilling jobs at businesses that can compete with any in the world. We enjoy, protect and preserve our region’s natural beauty. We care for our neighbors and our communities. We lead by example. Our region has the strength to not only bounce back from adversity, but bounce forward, confidently, into the future.*

**Elements of the Regional Vision**

In 2010, the Creating Sustainable Places initiative identified key elements necessary for a region to be enduring, resilient and adaptable. For places — the focus of the CSP initiative — this concept was encapsulated in the desire for places that are vibrant, connected and green, which became the organizing structure for the policy framework of *Transportation Outlook 2040*. In this update, we expand the concept to include descriptive elements for successful, engaged and healthy people supported by strong communities.

### REGIONAL GOALS

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<th>PEOPLE</th>
<th>PLACES</th>
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<td><strong>SUCCESSFUL PEOPLE</strong> enjoy independence and have choices in where to live, where to work and what they do. They have access to good schools, quality jobs and other resources that enable them to lead fulfilling lives and reach their full potential.</td>
<td><strong>VIBRANT PLACES</strong> provide easy access to jobs and services, offer choices in housing, recreation, shopping and transportation, and promote access to arts and culture. Vibrant places make efficient use of public and private resources and are attractive to residents and businesses.</td>
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<td><strong>ENGAGED PEOPLE</strong> benefit from strong social networks with friends, family and coworkers. They are involved in the civic life of their neighborhoods and communities, and are empowered to help create and promote belonging, inclusion and meaningful connection.</td>
<td><strong>CONNECTED PLACES</strong> are linked by corridors that encourage walking, biking and public transportation in addition to serving motor vehicles. These corridors support sustainable development and help connect residents and businesses to jobs, goods, services and other opportunities.</td>
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<td><strong>HEALTHY PEOPLE</strong> thrive in clean and safe communities that support healthy eating and active lifestyles. They have access to health care systems that foster physical and mental well-being, including services for both treatment and prevention.</td>
<td><strong>GREEN PLACES</strong> are ecologically healthy and resilient, creating real economic and social value. The conservation and restoration of natural areas and natural resources enhance both environmental and public health.</td>
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</table>
COMMUNITIES

**STRONG COMMUNITIES** provide a solid foundation for people and places to prosper. They knit together networks of people, families, businesses and civic organizations, nurturing relationships that engender trust and collaboration. They are equitable, cohesive and well governed. They respect history and community character while building for the future.

**Crosscutting Strategies that Promote Resilience**

An integrated planning framework will identify crosscutting strategies for all types of regional plans that will move the region toward our vision of resiliency in ways that address the forces of change. These strategies aim to increase our ability to prevent, adapt to and bounce forward from all types of disruptions and disasters.

These strategies include:

- **Centers and Corridors** — strategies that focus sustainable planning, design and investment in key corridors and activity centers.
- **Communities for All Ages** — strategies that ensure that all residents are valued, understood, respected and involved in creating and sustaining a high quality of life.
- **Green Infrastructure** — strategies that integrate natural systems and ecological processes into built environments to conserve and restore natural resources, connect people to nature and enhance communities.
- **Resource Efficiency** — strategies that use the Earth’s limited resources in a sustainable manner while minimizing environmental impact.
- **Human Capital** — strategies that promote regional prosperity and successful individuals by growing a skilled, educated workforce that meets the needs of industries, giving our region a competitive edge.
- **Economic Capacity and Performance** — strategies that ensure the region’s job and economic output growth is keeping pace with peer cities and taking full advantage of regional assets.
- **Health** — strategies that promote healthy, active lifestyles and provide access to high quality health care.
- **Innovation** — strategies that strengthen the region’s ability to identify and implement new solutions for old problems and emerging issues, especially by effectively leveraging technology.
- **Transit and Mobility** — strategies that promote an array of mobility options built on a foundation of efficient and accessible transit service.
- **Public Safety** — strategies that ensure safe places, prevent and reduce crime and build resilience to respond to man-made and natural disasters.
Using the Framework

Once the integrated planning framework is finalized, it will be incorporated into plan updates and future regional plans using an intentional and interdisciplinary approach. A systematic review will examine how plans respond to the identified forces, where they fall short and how the planning process can fill the gaps.

Example plans that could use this integrated framework:

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<th>Regional Transportation Plan 2050</th>
<th>Clean Air Action Plan</th>
<th>Comprehensive Economic Development Strategy</th>
<th>Smart Moves Transit Plan</th>
<th>Climate Resilience Strategy</th>
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<tr>
<td>Solid Waste Management Strategic Plan</td>
<td>Regional Energy Efficiency and Conservation Strategy</td>
<td>MetroGreen Action Plan</td>
<td>Affirmatively Furthering Fair Housing</td>
<td>KC Communities for All Ages Toolkit</td>
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<tr>
<td>KC Rising</td>
<td>Regional Hazard Mitigation Plan</td>
<td>Green Infrastructure Framework</td>
<td>Regional Bikeways Plan</td>
<td>Regional Pedestrian Policy Plan</td>
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