

Scenario Planning Guide

Kansas City Regional
Freight Study

CONNECTED FREIGHT KC 2050

A Plan in Action



Prepared for:

Mid-America Regional Council

In coordination with

**Lawrence-Douglas County
Metropolitan Planning
Organization**

And

**Pioneer Trails Regional Planning
Commission**

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Acronyms and Abbreviations

3D	Three-Dimensional
ADT	Average Daily Traffic
AI	Artificial Intelligence
CDL	Commercial Driver's License
CNG	Compressed Natural Gas
DHS	Department of Homeland Security
EV	Electric Vehicle
GMC	Goods Movement Committee
KDOT	Kansas Department of Transportation
LDCMPO	Lawrence-Douglas County Metropolitan Planning Organization
MARC	Mid-America Regional Council
MoDOT	Missouri Department of Transportation
MPO	Metropolitan Planning Organization
OOIDA	Owner-Operated Independent Drivers Association
PSP	Planning Sustainable Places
PTRPC	Pioneer Trails Regional Planning Commission
RPO	Regional Planning Commission
TMA	Transportation Management Association
TSA	Transportation Security Administration
USPS	United States Postal Service

1. Overview

1.1. Purpose of the Scenario Workshops

The scenario workshops were the anchor of the engagement process that allowed stakeholders to explore various scenarios to understand how certain tools available to them could be applied to potential future impacts on freight dynamics. Participants reviewed these scenarios and applied tools from a sample proactive planning toolbox, rating their effectiveness for addressing big picture issues and potential risks. They considered tools such as legislative advocacy, mapping future port locations, and traffic incident management strategies. The most effective tools were identified for each region.

1.2. Defining the Scenarios

During the Freight Scenario Planning Workshop participants were presented with detailed descriptions of the key factors defining each scenario. Participants reviewed and suggested policies and growth trends, discussed incentives for freight competitiveness, and identified key characteristics of a successful freight economy for each scenario. Suggestions included improvements in location strategies, transportation connections, and workforce development. The workshop was organized around identifying industry challenges that have a direct impact on goods movement policy and economics presented in the 4 scenarios. Identifying these shared outcomes of regional and state economies will provide a foundation into prioritizing freight infrastructure, policy, technologies, and economic development strategies. The scenarios are listed below.

- **Baseline:** “Business as Usual”
- **Shifting Patterns:** Focuses on consumer demand, legislative shifts, environmental policies, e-commerce industry, emerging technology
- **Wild-Wild West:** Economic development, technology and logistics growth are unchecked by regulations, land use, economics, minimal decarbonization policies—everything is possible
- **Show Me:** Another pandemic, rescission returns, shortages in manpower, cost increase, markets decrease, stringent decarbonization policies, supply chain bottlenecks

1.3. Proactive Planning Toolbox

During the workshop, planning agencies will use proactive tools to address the challenges outlined in the scenarios by facilitating cooperation between public and private stakeholders,

analyzing freight logistics, and focusing on sustainable development strategies. These tools will guide discussions on enhancing connectivity, adapting to emerging technologies such as AI and electrification, and aligning freight systems with economic and environmental goals. Workshop participants will explore comprehensive mapping techniques, resource guides, and policy advocacy measures to develop resilient freight solutions. The tools will also help prioritize actions by utilizing performance metrics, identifying future infrastructure needs, and showcasing strategies for effective freight system integration tailored to regional and state economic objectives.

- **Legislative** advocacy
- Planning Sustainable Places (PSP) Freight Destination **Layer Tool** with mapping, project selection criteria, and performance metrics
- Methodology for and **mapping of future port locations**, intermodal and transload facilities, warehousing and distribution centers, farm-to-market routes, at-grade rail crossing and future spur locations, and anticipated freight areas
- **Resource guide for expected freight operations** tied to artificial intelligence, connected and autonomous vehicles, electrification, crash hot spots, freight bottlenecks, etc.
- **Checklist for context sensitive freight development, infill, and street design** that addresses first and last mile considerations, truck parking, activity centers, land use, and mobility
- **Harvest season** traffic counts
- **Public relations tools**, e.g. freight resource guide with data sets, range of employment possibilities, etc., that express freight's meaning to the region and what impacts it
- **Goods Movement Committee (GMC) partnership**, consisting of KC Metro, Lawrence-Douglas County, and Pioneer Trails Regional Planning Commission regions, that pursues funding opportunities, builds connections with businesses, and helps expand the workforce
- Regional freight **symposium** (annual) for brokers, drivers, logistics, warehousing, distribution, agriculture, and government representatives
- **Freight-focused duties** at each metropolitan planning organization/regional planning commission
- **Livability checklist** for freight in terms of workforce and housing diversification, accessibility, services, amenities, and buffers
- **Enforcement** for **and education** on weigh stations, permitting, truck parking, lane use, etc.
- **Traffic Incident Management** resources and communication via Kansas City Scout, 511, telephone, etc.
- **Other** (TBD)

2. Mid-America Regional Council Workshop

2.1. Overview

On February 26, 2025, the Mid-America Regional Council (MARC), CDM Smith, and Vireo held the first of three scheduled scenarios workshops for Connected Freight KC 2050: A Plan in Action. They held the meeting from 10:30 a.m. to 1:30 p.m. at Orange EV (900 N 69th St, Kansas City, KS 66102). The workshop focused on the Kansas City region and its purpose was to:

- Review the following information with participants
 - Study area boundaries
 - Process and schedule for the planning process
 - Proactive planning and ideal outcomes
 - Stakeholder engagement results
 - Existing conditions findings
- Complete the following with the participants at each workshop
 - Exploration of four, plausible freight futures
 - Consideration of events and trends impacting freight
 - Exploration of potential risks
 - Gathering and refining ideas for a proactive response
 - Evaluating criteria for initiatives, policies, and funding
- Incorporate participants' feedback into the initial and final drafts of the planning document.

The workshop began with introductions and an overview of the planning process, data findings, proactive planning, and associated tools. The team also outlined four scenarios participants would discuss during the meeting along with big picture considerations and risk factors that may affect them. Twelve stakeholders, representing MARC, Orange EV, Missouri Department of Transportation (MoDOT), Kansas City's Aviation Department, Miami County, Edgerton, and Riverside, attended and participated. The project team captured discussion comments with the help of large exhibits and worksheets. The outcomes are included below.

2.2. Discussion

2.2.1. Additional Tools to Consider

Participants were asked to list additional tools they felt were relevant to impact goods movement.

- Workforce education (freight careers)
- Edgerton partners with Johnson County
- Inventory on what metropolitan planning organizations (MPO), transportation management associations (TMA), etc. do for freight. No data, use of existing tools, and relationship to federal and state regulatory system on freight
 - Education for logistics overall
 - More engagement in the private sector in policy formation
- Formalize existing symposium
- Truck routes and google maps
- Mitigation and resiliency
 - Flooding (I-29 closures, extreme heat)
- Range of tools used to minimize environmental impacts when sites are selected, buildings built, fleet emissions, and infrastructure design guidance
- Economic development and road projects
 - Economic development is tied to target key sectors such as proposed projects that can be scored based on these ideas
 - Funding opportunities available in rural, urban areas
- Security guidelines
 - Department of Homeland Security (DHS), Transportation Security Administration (TSA), and others.

2.2.2. Baseline Scenario

In the Baseline Scenario, business proceeds as usual. What's missing?

- Freight Planning and Public Policy
 - Economic development incentives
 - Policy and standards flexible for freight in relation to residential office
 - All modes for freight: Airports, ships/barges, air
 - All alternative fuels
 - Variety of housing
 - Solid waste planning/circular economy
 - Autonomous vehicle integration (drones, etc.)
- Economic Impacts
 - Foreign trade zones present and benefits to systems

- **Leverage Resources**
 - Education for logistics overall
 - More engagement for the private sector in policy formation
- **Infrastructure Considerations**
 - Matching scale/opportunities greenfield/redevelopment
 - Truck parking system developed and maintained in region
 - Employment/ facilities/communities relationship
- **Environment**
 - Financial aspects/impacts
 - Projects for transportation resiliency
 - Alternative fuel choice availability
 - Design standards to respond to weather and other events
 - (Resiliency) mitigation, remediation, expand climate change
- **Industry Impacts**
 - Compatible land use for business, housing, and communities
 - Business impacts via land use for housing and future development
- **Agricultural/Rural Needs**
 - Movement of goods at harvest
 - Communities have zoning and development standards
 - Protect stream corridors
 - Outlying zoning for agriculture zoning

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Baseline Scenario?

- Goods Movement Committee (GMC) Partnership
- Harvest season traffic counts
- Legislative advocacy
- Livability checklist for workforce, housing, etc.
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Layer Tool via Planning Sustainable Places (PSP)
- Public relations tools
- Resource guide for expected freight operations
- Regional freight symposium

- Traffic incident management
- Context sensitive freight development and design checklist
- Enforcement and education
- Freight-focused duties

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency – 3
- E-commerce (Amazon Effect) – 4
- Just-in-time delivery – 3.5
- Land use and real estate – 4
- Artificial Intelligence – 1
- Workforce – 3

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risks associated with goods movement? What toolbox additions or modifications are needed?

- Aging infrastructure – (Funding) 2.5
- Regulations and compliance – 3
- Natural hazards and disasters – 2.5
- Crashes and travel time reliability – 4
- Changing fuel type – 3

2.2.3. Wild Wild West Scenario

In the Wild Wild West Scenario, economic development, technology, and logistics growth are unchecked by regulations, land use, economics, minimal decarbonization policies—everything is possible. What’s missing?

- In wild wild west – not sure would have carbon reducing policies
- Not sure would encourage Electric Vehicles (EV)
- Will struggle having any kind of regional policies

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Wild Wild West Scenario?

- Livability checklist for workforce, housing, etc.
- Enforcement and education
- Resource guide for expected freight operations

- Harvest season traffic counts
- Mapping of future ports, transload, intermodal, farm-to-market, etc.

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Mapping of future ports, transload, intermodal, farm-to-market, etc. – 2
 - Resource guide for expected freight operations – 3
 - Regional freight symposium – 3.5
- Just-in-time delivery – 2.5
 - Development Checklist
- Land use and real estate – 1.5
 - Enforcement and education
- Artificial Intelligence – 1.5
 - Regional freight symposium
- Workforce – 2.5
 - Livability checklist for workforce, housing, etc.
- Other
 - When everyone is doing their own thing suggest arming locals with best information possible to make decisions

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risks associated with goods movement? What toolbox additions or modifications are needed?

- Aging infrastructure – 2.5
 - Legislative Advocacy
- Regulations and compliance – 1.5
 - Livability checklist for workforce, housing, etc.
- Crashes and travel time reliability – 2.5
 - Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Carrier reliability – 2.5
 - Mapping of future ports, transload, intermodal, farm-to-market, etc.

Other: What other comments would you like to share about the Wild Wild West Scenario?

- Local success at price of regional success

2.2.4. Shifting Patterns Scenario

In the Shifting Patterns scenario, consumer expectations are high, decarbonization policies, logistic patterns change, redefining modal collaborations and partnerships, scale matters (size and area coverage), last mile partnerships, “just in time” is it a thing of the past or part of the future. The scenario should also include the “Amazon Effect.” What’s missing?

- Will industry be taxed? Taxes higher on consumer?
- Multimodal considerations
- Balance prime freight role between highways and air, rail, etc.
- Regionalization with Missouri and Kansas City

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Shifting Patterns Scenario?

- GMC Partnership
- Harvest season traffic counts
- Legislative advocacy
- Livability checklist for workforce, housing, etc.
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Layer Tool via PSP
- Public relations tools
- Resource guide for expected freight operations
- Regional freight symposium
- Traffic incident management
- Context sensitive freight development and design checklist
- Enforcement and education
- Freight-focused duties

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Public relations tools – 3
 - Legislative advocacy – 4
 - Context sensitive freight development and design checklist – 4
- E-commerce (Amazon Effect)

- GMC Partnership – 3
- Traffic incident management – 3.5
- Just-in-time delivery – 3.5
 - Traffic incident management
- Land use and real estate
 - Public relations tools – 2.5
 - Layer Tool via PSP – 3.5
 - Mapping of future ports, transload, intermodal, farm-to-market, etc. – 4
 - Livability checklist for workforce, housing, etc. – 4
 - Context sensitive freight development and design checklist – 5
- Artificial Intelligence – 4
 - Resource guide for expected freight operations
- Workforce – 4.5
 - Livability checklist for workforce, housing, etc.
- Other – 3.5
 - Harvest Season/ Coordination issues

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risks associated with goods movement?

What toolbox additions or modifications are needed?

- Aging infrastructure
 - Layer Tool via PSP – 2
 - Legislative advocacy – 3
- Regulations and compliance
 - Collectively all tools – 1.5
 - Regulations are relative to changes in this scenario changes happen re-pitch
- Natural hazards and disasters
 - Layer Tool via PSP – 2.5
 - Context sensitive freight development and design checklist – 3
- Crashes and travel time reliability
 - Traffic counts – 4
 - Traffic incident management – 5

- Changing fuel cost
 - Legislative advocacy – 3
- Carrier reliability
 - Enforcement and education – 4
 - Traffic incident management – 4

Other: What other comments would you like to share about the Shifting Patterns Scenario?

- Impacts to change in industry three-dimensional (3D) printing

2.2.5. Show Me Scenario

In the Show Me scenario, there is a focus on regional freight growth by implementing initiatives that promote the unique geographic, infrastructure, workforce, and socioeconomic conditions in the Kansas City region in the face of another pandemic, returning recessions, shortages in manpower, cost increases, markets decrease, stringent decarbonization policies, and supply chain bottlenecks. What's missing?

- Last mile considerations for agile vehicles

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Show Me Scenario?

- Context sensitive freight development and design checklist
- Harvest season traffic counts
- Freight-focused duties
- Regional freight symposium
- Resource guide for expected freight operations
- Traffic incident management
- Layer Tool via PSP

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Layer Tool via PSP – 2
 - Resource guide for expected freight operations – 4
- E-commerce (Amazon Effect)
 - Regional freight symposium – 3
 - Freight-focused duties – 4.5

- Just-in-time delivery
 - Harvest season traffic counts – 3
 - Traffic incident management – 5
- Land use and real estate
 - Layer Tool via PSP – 2.5
 - Context sensitive freight development and design checklist – 4.5
- Artificial Intelligence
 - Layer Tool via PSP – 2
 - Traffic incident management – 3.5
- Workforce
 - Regional freight symposium – 3
 - Resource guide for expected freight operations – 4

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risks associated with goods movement?

What toolbox additions or modifications are needed?

- Aging infrastructure
 - Context sensitive freight development and design checklist – 2
 - Traffic incident management – 4
- Regulations and compliance
 - Layer Tool via PSP – 3.5
 - Freight-focused duties – 4
- Natural hazards and disasters
 - Resource guide for expected freight operations – 3
 - Traffic incident management – 4
- Cargo loss and cyber security
 - Enforcement and education – 3
- Crashes and travel time reliability
 - Traffic incident management – 4.5
- Changing fuel cost
 - Layer Tool via PSP – 2
 - Resource guide for expected freight operations – 3.5
- Carrier reliability

- Regional freight symposium – 4

2.2.6. Evaluation Criteria for Initiatives, Policies, and Funding

What's missing from the list of criteria (below) and which four are the most important for goods movement?

Positively impacts quality of life

- Workforce – 5 votes
- Site selection – 3 votes
- Environmental enhancement – 2 votes
- Truck parking accommodations – 2 votes

Resilient and efficient freight operations

- Proximity to major highways – 1 vote
- Preservation/improvement of the transportation system – 6 votes
- Project coordination (near-term, long-term, aspirational) – 1 vote
- Technological innovations (artificial intelligence [AI], connected, autonomous, and electrified) – 3 votes

Availability of resources

- Dedicated freight-focused staff – 1 vote
- Scope alignment for funding pursuits (grants programming) – 1 vote
- Focused collaboration across agencies (departments of transportation, municipal and regional planning organizations, private sector) – 6 votes
- Partnerships for federal funding pursuits – 1 vote

Other

- Dedicated freight funding – 7 votes
- Legislative advocacy – 1 vote

2.2.7. Additional Notes

- There is a growing demand for workforce development.
- There is a dynamic change to the workforce within this freight field that extends beyond truckers and in response, we need to cultivate policy and initiatives to reflect this change.
- Colleges and universities, in collaboration with businesses, should be prioritized for training and connecting people to jobs
- What role do MPOs play in relation to the freight system? Raising awareness of MPO activities addressing freight systems will help us understand what's currently happening and how to respond to those programs and policies.

- What are the minimum responsibilities of organizations already operating in this field?
- Formalizing a relationship between private and public sectors will endorse fluidity within the connected freight planning practice.
- Install traffic and weather updates on MoDOT and Kansas Department of Transportation (KDOT) video boards along highways
- How can we effectively disseminate communication?
- Establish policy and code for designating temporary delivery space designation in congested areas.
- Environmental considerations should be prioritized, including air quality, the urban heat island effect due to more concrete, run off in flood zones, and the relationship between pedestrians and freight.
- How can we enhance remote sensory data?
- Consider building design and performance to mitigate environmental footprints.
- Can we incorporate agile vehicles (light vans, cargo bikes, etc.) for specific uses in dense urban areas?
- Can we implement temporary storage lockers and temporary loading areas?
- Prioritize regional cross jurisdictional prioritization.
- Consider parking space requirements in conjunction with special design needs.
- Consider shifting administration dynamics considerations that may influence project outcomes.
- Creation of a long-range plan, such as a 25-year plan, and establishing a clear communal identification of this sunset among stakeholders that have varying degrees of understanding about what a long-range plan timeline may look like to their individual organization.
- Mitigate conflicting land uses and development standards to promote good relationships with neighboring communities.
- Freight plans should include United States Postal Service (USPS), compressed natural gas (CNG), airports, and other forms of freight shipping, rather than focusing solely on trucks.
- The phrase “alternative fuels” is becoming outdated and should be replaced with “fuel of choice.”
- Waterway planning should be part of this effort, as water flow on barges directly affects efficiency in the freight industry.
- Legislative advocacy will be crucial for the successful implementation of the plan.
- Consider replacing the term “free trade” to “foreign trade.”
- Circular economic principles should be integrated into the freight plan.

- Address what we are doing with solid waste created by the freight industry.
- Should we consider how closely workers can be housed near freight related jobs?
- We need to view freight connections holistically, with less sole emphasis on the trucking industry alone.
- The private sector should be engaged to help shape policy through active solicitation.
- Understanding worker migration patterns can inform housing initiatives. Some workers prefer to live near their jobs, while others prefer commuting from rural areas.
- Adaptive reuse in land use should be encouraged.
- How can we create land use prescriptions based on the freight industry?
- We should develop a checklist for local jurisdictions to evaluate future land use, policy, and code compliance.
- Coordination should be context sensitive to mitigate urban sprawl.
- Adaptive resilience will be crucial as climate considerations continue to evolve.
- An umbrella approach to planning is essential for the success of the connected freight plan.
- Efforts should focus on cost, maintenance, funding sources, and other financial considerations.
- Balancing parks, green spaces, businesses, and regional freight facilities should be factored into planning considerations.
- We should ask ourselves if the land use is compatible with neighboring uses, such as whether bus routes connect workers to their workplaces.
- What incentives are available for promoting sustainable freight systems?
- Other forms of delivery, such as drone usage and autonomous vehicles should be included in the conversation.

3. Pioneer Trails Regional Planning Commission Workshop

3.1. Overview

On March 10, 2025, MARC, Pioneer Trails Regional Planning Commission (PTRPC), CDM Smith, and Vireo held the second of three scheduled scenario workshops for Connected Freight KC 2050: A Plan in Action. They held the meeting from 10:30 a.m. to 1:30 p.m. at State Fair Community College (3201 W 16th Street) in Sedalia, Missouri. The workshop focused on the Sedalia region and its purpose was to:

- Review the following information with participants
 - Study area boundaries

- Process and schedule for the planning process
- Proactive planning and ideal outcomes
- Stakeholder engagement results
- Existing conditions findings
- Complete the following with the participants at each workshop
 - Exploration of four, plausible freight futures
 - Consideration of events and trends impacting freight
 - Exploration of potential risks
 - Gathering and refining ideas for a proactive response
 - Evaluating criteria for initiatives, policies, and funding
- Incorporate participants' feedback into the initial and final drafts of the planning document

The workshop began with introductions and an overview of the planning process, data findings, proactive planning, and associated tools. The Team also outlined four scenarios participants would discuss during the meeting along with big picture considerations and risk factors that may affect them. Seventeen stakeholders representing MARC, Sedalia, PTRPC, MoDOT, Owner-Operated Independent Drivers Association (OOIDA), State Fair Community College, and MSDL attended and participated in the workshop. The project team captured discussion comments with the help of large exhibits and worksheets. The outcomes are included on pages below.

3.2. Discussion

3.2.1. Additional Tools to Consider

- Truck route signs
- Alternate routes signs for when roads are closed
- Detour routes match with google maps
- States having automatic permalink available multistate for oversized and overweight vehicles
- State policy for 500 average daily traffic (ADT) or less (re: agriculture routes) for special consideration – Needs improvement
 - Roads are narrow, no shoulders sometimes, and better sight lines needed – Need design standard improvements
- Traffic incidents – How to deal with battery-related fires – Need the right equipment (getting to the location isn't an issue)

- Identify routes for when flooding occurs and communicate them through Google, social media, etc.
 - Identify them through local participation
- MoDOT funding alternatives other than a fuel tax
- Policy between MoDOT and MPOs, and regional planning commissions (RPC) for integration of the unfunded needs list
- Map of existing and future rail spurs, criteria for expansion, and intermodal integration
- Multimodal partner integration with MoDOT, MPOs, and RPCs
- Communicate regional priorities to MoDOT as a Kansas City district consisting of MARC and PTRPC

3.2.2. Baseline Scenario

In the Baseline Scenario, business proceeds as usual. What's missing?

- Freight Planning and Public Policy
 - Revision: Crash modification projects are in the Kansas Highway-Rail Crossing Safety Action Plan
 - Revision: Programs and projects that promote “alternative fuels” in the Kansas City region
 - Addition: Autonomous trucks play preparedness
 - Addition: Autonomous trucks will wear out pavement
 - Addition: Removal of Barriers
 - Addition: Terminology and vocabulary definition of rural
- Economic Input
 - Revision: Foreign Trade Zone is present and the benefits to imports, exports, and value-added manufacturing are identified.
 - Deletion: A free trade zone is available and value-added manufacturing benefits are known
 - Addition: Clear understanding of the economic impact with pass through for freight
 - Addition: Attract pass through freight to help spend money
- Leverage Resources
 - Revision: Local business rail spurs funding programs supported in Kansas and Missouri
 - Revision: MPOs and RPCs focus on multimodal freight network partnerships to align, prioritize, and promote projects

- Addition: Make sure people stay in the trucking industry
- Addition: Target training opportunities to youth in the agriculture industry – Fewer people are financing now
- Addition: Vocational and trade sectors have driver training programs – Need rigorous criteria and oversight – Any driver training program should be listed on the provider training registry
- Addition: More rigor, uniformity, and identification check for harvest time truck licenses
- Addition: Language considerations for truckers coming from other counties – issues with exams and reading – Need to demonstrate skills/capacity
- Addition: Truck crash hot spots
- Infrastructure Considerations
 - Revision: New transload facilities promoted in Kansas City district ports and rail
 - Addition: Need an existing system for Missouri
 - Addition: Identify bottleneck areas – Have multiple routes for overweight vehicles
 - Addition: Rural areas without adequate infrastructure
- Environment
 - Addition: Proactive design policies
- Industry Impacts
 - Addition: Have land use planning in rural areas
 - Addition: Design developments with truck parking and easy on and off access points
- Agricultural/Rural Needs
 - Addition: Some areas don't want zoning but have residential, mixed use, ag/industry uses

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the baseline scenario?

- Enforcement and Education
- Legislative Advocacy
- Layer Tool via PSP
- Harvest Season traffic counts
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Resource guide for expected freight operations
- Addition: Bikes and Peds and Amish buggies

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Addition: Enforcement and education, middle of the spectrum on all – 3
 - Mapping resiliency and e-commerce – 4
 - Layer tool for resiliency and e-commerce – 4
- E-commerce (Amazon Effect)
 - Addition: Enforcement and education, middle of the spectrum on all – 3
 - Mapping resiliency and e-commerce – 4
 - Layer tool for resiliency and e-commerce – 4
- Just-in-time delivery
 - Addition: Enforcement and education, middle of the spectrum on all – 3
 - Mapping resiliency and e-commerce – 4
 - Layer tool for resiliency and e-commerce – 4
- Land use and real estate
 - Addition: Enforcement and education, middle of the spectrum on all – 3
 - Mapping resiliency and e-commerce – 4
 - Layer tool for resiliency and e-commerce – 4

3.2.3. Wild Wild West Scenario

In the Wild Wild West Scenario, economic development, technology and logistics growth are unchecked by regulations, land use, economics, minimal decarbonization policies—everything is possible.

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Wild Wild West scenario?

- Traffic Incident Management
- Mapping of future ports, transload, intermodal, farm-to-market
- Legislative Advocacy
- Livability Checklist for workforce housing, etc.
- Resource Guide for expected freight operations
- Layer Tool via PSP
- Public Relation tools

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Livability Checklist for workforce housing – 3
 - Public Relations Tools – 3
- E-commerce (Amazon Effect)
 - Resource Guide for expecting freight operations – 3.5
- Just-in-time delivery
 - Traffic Incident Management – 4
- Land use and real estate
 - Addition “Livability” – 3
 - Mapping of future ports, transload, intermodal, farm-to-market – 4
- Artificial Intelligence
 - Resource Guide for expected freight operations – 3
- Workforce
 - Livability Checklist for workforce, housing, etc. – 4
- Other
 - Legislative Advocacy with addition – 4

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement? What toolbox additions or modifications are needed?

- Aging infrastructure
 - Mapping of future ports, transload, intermodal, farm-to-market – 2.5
 - Addition: Resource Guide – 3
- Regulations and compliance
 - Enforcement and Education – 3.5
- Natural hazards and disasters
 - Traffic Incident Management – 4
- Cargo loss and cybersecurity
 - Enforcement and Education – 2
- Crashes and travel time reliability

- Traffic Incident Management – 3
- Changing fuel costs
 - Public Relations Tools – 2
 - Legislative Advocacy – 3.5
- Carrier reliability
 - Public Relations Tools – 2

3.2.4. Shifting Patterns Scenario

In the Shifting Patterns scenario, consumer expectations are high, decarbonization policies, logistic patterns change, redefining modal collaborations and partnerships, scale matters (size and area coverage), last mile partnerships, “just in time” is it a thing of the past or part of the future. The scenario should also include the “Amazon Effect.”

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Shifting Patterns scenario?

- Traffic Incident Management
- Real world testing of advancing technologies
- Context sensitive freight development and design checklist
- Mapping of future ports, transload, intermodal, farm-to-market
- Resource Guide for expected freight operations
- Legislative advocacy
- Weatherization of rural roads
- Access to financial assistance and grants

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Land use and real estate
 - Infrastructure concerns over electric charging – 3.5
- Workforce
 - Enforcement and Education – 3.5

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement? What toolbox additions or modifications are needed?

- Regulations and compliance
 - Access to financial assistance and grant development – 3.5

- Cargo loss and cybersecurity
 - Enforcement and Education – 3
 - Legislative Advocacy – 3.5
- Crashes and travel time reliability
 - Context sensitive freight development and design checklist – 3.5

3.2.5. Show Me Scenario

In the Show Me scenario, there is a focus on regional freight growth by implementing initiatives that promote the unique geographic, infrastructure, workforce, and socioeconomic conditions in the Kansas City region in the face of another pandemic, returning recessions, shortages in manpower, cost increases, markets decrease, stringent decarbonization policies, and supply chain bottlenecks.

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Show Me scenario?

- Traffic Incident Management
- Mapping of future ports, transload, intermodal, farm-to-market
- Legislative Advocacy
- Livability Checklist for workforce housing, etc.
- Resource Guide for expected freight operations
- Layer Tool via PSP
- Public Relation tools

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Livability Checklist for workforce housing – 3
 - Public Relations Tools – 3
- E-commerce (Amazon Effect)
 - Resource Guide for expecting freight operations – 3.5
- Just-in-time delivery
 - Traffic Incident Management – 4
- Land use and real estate
 - Addition “Livability” – 3
 - Mapping of future ports, transload, intermodal, farm-to-market – 4

- Artificial Intelligence
 - Resource Guide for expected freight operations – 3
- Workforce
 - Livability Checklist for workforce, housing, etc. – 4
- Other
 - Legislative Advocacy with addition – 4

Potential Risks: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement?

What toolbox additions or modifications are needed?

- Aging infrastructure
 - Mapping of future ports, transload, intermodal, farm-to-market – 2.5
 - Addition: Resource Guide – 3
- Regulations and compliance
 - Enforcement and Education – 3.5
- Natural hazards and disasters
 - Traffic Incident Management – 4
- Cargo loss and cybersecurity
 - Enforcement and Education – 2
- Crashes and travel time reliability
 - Traffic Incident Management – 3
- Changing fuel costs
 - Public Relations Tools – 2
 - Legislative Advocacy – 3.5
- Carrier reliability
 - Public Relations Tools – 2

3.2.6. Evaluation Criteria for Initiatives, Policies and Funding

- Positively impacting quality of life
 - Workforce – 7 votes
 - Site selection – 2 votes
 - Environmental enhancement – 0 votes
 - Truck parking accommodations – 6 votes

- Resilient and efficient freight operations
 - Proximity to major highways – 3 votes
 - Preservation/improvement of the transportation system – 7 votes
 - Project coordination (near-term, long-term, aspirational) – 2 votes
 - Technological innovations (AI, connected, autonomous, and electrified) – 2 votes
- Availability of resources
 - Dedicated freight-focused staff – 0 votes
 - Scope alignment for funding pursuits (grants programming) – 1 vote
 - Focused collaboration across agencies (departments of transportation, municipal, and regional planning organizations, private sector) – 5 votes
 - Partnerships for federal funding pursuits – 1 vote

4. Lawrence-Douglas County Metropolitan Planning Organization Workshop

4.1. Overview

On March 13, 2025, MARC, Lawrence-Douglas County Metropolitan Planning Organization (LDCMPO), CDM Smith, and Vireo held the third of three scheduled scenario workshops for Connected Freight KC 2050: A Plan in Action. They held the meeting from 11:00 a.m. to 2:00 p.m. at the Lawrence Public Library (707 Vermont Street). The workshop focused on Lawrence-Douglas County and its purpose was to:

- Review the following information with participants
 - Study area boundaries
 - Process and schedule for the planning process
 - Proactive planning and ideal outcomes
 - Stakeholder engagement results
 - Existing conditions findings
- Complete the following with the participants at each workshop
 - Exploration of four, plausible freight futures
 - Consideration of events and trends impacting freight
 - Exploration of potential risks
 - Gathering and refining ideas for a proactive response

- Evaluating criteria for initiatives, policies, and funding
- Incorporate participants' feedback into the initial and final drafts of the planning document.

The workshop began with introductions and an overview of the planning process, data findings, proactive planning, and associated tools. The team also outlined four scenarios participants would discuss during the meeting along with big picture considerations and risk factors that may affect them. Fourteen stakeholders representing MARC, LDCMPO, Lawrence-Douglas County Food Policy Council, Lawrence Chamber of Commerce, City of Lawrence, and Haskell Indian Nations University, attended and participated in the workshop. The project team captured discussion comments with the help of large exhibits and worksheets. The outcomes are included below.

4.2. Discussion

4.2.1. Additional Tools to Consider

- Private sector communication
- Process communication and events
 - Emergency
 - World Cup events
 - Game day (KU et al)
- Integrating unfunded needs
 - Conflicting funding verses long term planning and aligning with regional needs for projects
- Land use considerations like floodways and industrial development
 - Geographic barriers, density
 - Wetlands and other conflicts with natural resources
- Considerations for access management
 - Site challenges reflect the need for updated plans, code, and other restrictions towards future land use and alignment
- Ecological preservation
 - Means future development outward

4.2.2. Baseline Scenario

In the Baseline Scenario, business proceeds as usual. What's missing?

- Freight Planning and Public Policy

- Addition: Constant planning and zoning across agencies
- Revision: Crash modification projects are in the Kansas and Missouri Highway-Rail Crossing Safety Action Plan
- Addition: There is a need for truck parking
- Addition: Continually updating planning documents and process
- Addition: There is a need for truck parking, wayfinding, and location assistance
- Economic Input
 - Revision: Foreign Trade Zone is present and the benefits to imports, exports, and value-added manufacturing are identified
 - Revision: Foreign Trade Zone is available and value-added manufacturing benefits known
 - Addition: Housing stock needs to expand with demand
 - Addition: Lawrence is higher cost comparatively
- Leverage Resources
 - Revision: Local business rail spurs funding programs supported in Kansas and Missouri
 - Addition: Find ways to retain truck drivers
 - Addition: Promote commercial driver's license (CDL) driver training since there is high demand and low supply
 - Addition: Private transload facilities in Lawrence/KC freight impact area
- Infrastructure Considerations
 - Revision: New transload facilities promoted in the freight impact area
 - Addition: Need an existing system for Missouri
- Environment
 - Addition: If weather impacts operations, how is that information being shared?
 - Addition: Information sharing improvement
 - Addition: Add a redundancy factor for data collection and project prioritization in decision making
 - Addition: Regional responses to disruptions should be coordinated and defined
 - Addition: Expand KC Scout to Lawrence area
 - Addition: Continuously monitor freight traffic growth and facilitate conversations around freight needs between region and state departments of transportation in Kansas and Missouri

- Industry Impacts
 - Revision: New facilities have ____ traffic impact studies done.
- Agricultural/Rural Needs
 - Addition: Granting boundary and ability to endorse equity
 - Addition: See Washington DC City Open Space Plan and Climate Action Plan

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the baseline scenario?

- Layer Tool via PSP
- Regional freight symposium
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Context sensitive freight development and design checklist
- Freight-focused duties
- Traffic incident management
- Livability checklist for workforce, housing, etc.
- Enforcement and education
- GMC Partnership
- Legislative advocacy
- Public relations tools
- Harvest season traffic counts
- Resource guide for expected freight operations
- Other, drones

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Layer Tool via PSP – 1.5
 - Context sensitive freight development and design checklist – 2.5
- E-commerce (Amazon Effect)
 - Regional Freight Symposium – 2
- Just in time delivery
 - GMC Partnership – 2
 - Mapping of future ports, transload, intermodal, farm-to-market – 3
- Land use and real estate

- Freight-focused duties – 3
- Mapping of future ports, transload, intermodal, farm-to-market – 4
- Artificial Intelligence
 - Traffic Incident Management – 4
- Workforce
 - GMC Partnerships – 1
 - Enforcement and Education – 3
 - Livability checklist for workforce, housing – 4

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement?

What toolbox additions or modifications are needed?

- Natural hazards and disasters
 - Public Relations Tools – 3
 - Traffic Incident and management – 4
 - Context sensitive freight development and design checklist – 5
- Cargo loss and cybersecurity
 - Enforcement and education – 3
 - Addition: Legislative advocacy – 4
- Crashes and travel time reliability
 - Harvest Season Traffic Counts – 2
 - Public Relations Tools – 3.5
 - Traffic Incident Management – 5
- Changing fuel costs
 - Mapping of future ports, transload, intermodal, farm-to-market – 2
 - Legislative Advocacy – 3
 - Addition: Alternative delivery drone – 3.5
- Carrier reliability
 - Resource Guide for expected freight operations – 2.5

4.2.3. Wild Wild West

In the Wild Wild West Scenario, economic development, technology and logistics growth are unchecked by regulations, land use, economics, minimal decarbonization policies—everything is possible. What’s missing?

- Might not have performance metrics (air quality regulations)

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Wild Wild West scenario?

- Layer Tool via PSP
- Regional freight symposium
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Context sensitive freight development and design checklist
- Freight-focused duties
- Traffic incident management
- Livability checklist for workforce, housing, etc.
- Enforcement and education
- GMC Partnership
- Legislative advocacy
- Public relations tools
- Harvest season traffic counts
- Resource guide for expected freight operations

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Layer Tool via PSP – 0.5
 - Content sensitive freight development and design checklist – 1.5
 - Legislative Advocacy – 3
- E-commerce (Amazon Effect)
 - Regional freight symposium – 3
- Just-in-time delivery
 - GMC Partnership – 1
- Land use and real estate
 - Freight-focused duties – 0.5

- Context sensitive freight development and design checklist – 1
- Mapping of future ports, transload, intermodal, farm-to-market – 3
- Mapping of future ports, transload, intermodal, farm-to-market – 4
- Artificial Intelligence
 - Mapping of future ports, transload, intermodal, farm-to-market – 0.5
- Workforce
 - Livability Checklist for workforce, housing, etc. – 1
 - Livability Checklist for workforce, housing, etc. – 4
- Other
 - Not at this time.

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement?
What toolbox additions or modifications are needed?

- Aging infrastructure
 - Public Relations Tools – 1.5
 - Enforcement and Education – 2
 - Legislative Advocacy – 3
 - Resource Guide for expected freight operations – 4.5
- Regulations and compliance
 - Legislative Advocacy – 1
 - Enforcement and Education – 2.5
- Natural hazards and disasters
 - Public Relations Tools – 2
 - Traffic Incident and management – 5
- Cargo loss and cybersecurity
 - Context sensitive freight development and design checklist – 1.5
- Crashes and travel time reliability
 - Public Relations Tools – 2
 - Enforcement and Education – 3
 - Traffic Incident Management – 5
- Changing fuel costs

- Mapping of future ports, transload, intermodal, farm-to-market – 1.5
- Carrier reliability
 - Regional Freight Symposium – .25
 - Harvest Season Counts – 2
- Other
 - Addition: Artificial intelligence
 - Freight-focused duties – 1
 - GMC Partnership – 1.5

Other: What other comments would you like to share about the Wild Wild West Scenario?

- Use AI to help answer freight questions

4.3. Shifting Patterns Scenario

In the Shifting Patterns scenario, consumer expectations are high, decarbonization policies, logistic patterns change, redefining modal collaborations and partnerships, scale matters (size and area coverage), last mile partnerships, “just in time” is it a thing of the past or part of the future. The scenario should also include the “Amazon Effect.” What’s missing?

- Land being taken up solely by large rural residencies that collectively have the same impact as large industry buildings.

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the Shifting Patterns scenario?

- Layer Tool via PSP
- Regional freight symposium
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Context sensitive freight development and design checklist
- Freight-focused duties
- Traffic incident management
- Livability checklist for workforce, housing, etc.
- Enforcement and education
- GMC Partnership
- Legislative advocacy
- Public relations tools
- Harvest season traffic counts
- Resource guide for expected freight operations

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - Layer Tool via PSP – 1.5
 - Traffic Incident Management – 1.5
 - Context sensitive freight development and design checklist – 4
- E-commerce (Amazon Effect)
 - GMC Partnership – 3
- Just-in-time delivery
 - Mapping of future ports, transload, intermodal, farm-to-market – 3.5
- Land use and real estate
 - Mapping of future ports, transload, intermodal, farm-to-market – 2
 - Freight-focused duties – 3
 - Context sensitive freight development and design checklist – 4
- Artificial Intelligence
 - Legislative advocacy – 2
 - Resource guide for expecting freight operations – 4.9
- Workforce
 - Freight-focused duties – 2
 - Goods Movement Committee (GMC) Partnership – 3
 - Checklist for workforce housing, etc. – 5
- Other
 - Harvest season traffic counts – 2

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement? What toolbox additions or modifications are needed?

- Aging infrastructure
 - Public Relation tools – 2
 - Legislative advocacy – 2.5
 - Context sensitive freight development and design checklist – 3.5
 - Enforcement and education – 4

- Regulations and compliance
 - Legislative advocacy – 2.5
 - Enforcement and education – 3.5
- Natural hazards and disasters
 - Traffic incident management – 5
- Cargo loss and cybersecurity
 - Regional freight symposium – 2
 - Enforcement and education – 3
- Crashes and travel time reliability
 - Mapping of future ports, transload, intermodal, farm-to-market – 3
 - Public relations tools – 2.5
 - Traffic incident management – 4
- Changing fuel costs
 - Harvest season traffic counts – 1.5
- Carrier reliability
 - Livability Checklist for workforce, housing, etc. – 1
 - Resource Guide for expected freight operations – 3

4.3.1. Show Me Scenario

In the Show Me scenario, there is a focus on regional freight growth by implementing initiatives that promote the unique geographic, infrastructure, workforce, and socioeconomic conditions in the Kansas City region in the face of another pandemic, returning recessions, shortages in manpower, cost increases, markets decrease, stringent decarbonization policies, and supply chain bottlenecks. What's missing?

- Ensure there are strong partnerships between agricultural operations and industry/consumers.

Proactive Planning Tools: Which tools from the proactive planning toolbox would you use to respond to the baseline scenario?

- Layer Tool via PSP
- Regional freight symposium
- Mapping of future ports, transload, intermodal, farm-to-market, etc.
- Context sensitive freight development and design checklist
- Freight-focused duties

- Traffic incident management
- Livability checklist for workforce, housing, etc.
- Enforcement and education
- GMC Partnership
- Legislative advocacy
- Public relations tools
- Harvest season traffic counts
- Resource guide for expected freight operations

Big Picture Considerations: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will help address “bigger picture” goods movement considerations? What toolbox additions or modifications are needed?

- Resiliency
 - GMC Partnerships – 3
 - Context sensitive freight development and design checklist – 4.5
- E-commerce (Amazon Effect)
 - Education and enforcement – 1.5
 - Mapping of future ports, transload, intermodal, farm-to-market – 2
 - Public Relations Tools – 4
- Land use and real estate
 - Freight-focused duties – 3
 - Context sensitive freight development and design checklist – 4
- Artificial Intelligence
 - Traffic incident management – 3
- Workforce
 - Resource Guide for expecting freight operations – 1
 - Livability Checklist for workforce, housing, etc. – 2
 - Freight-focused duties – 2.5
 - GMC Partnership – 4

Potential Risk: From 0 to 5 (0 being less effective, 5 being more effective), how effectively do you think the tools in the toolbox will respond to potential risk associated with goods movement? What toolbox additions or modifications are needed?

- Aging infrastructure

- Harvest season traffic count – .5
- Legislative advocacy – 3
- Layer tool via PSP – 4
- Regulations and compliance
 - Enforcement and education – 3.5
- Natural hazards and disasters
 - Livability checklist for workforce housing – 3.5
 - Context sensitive freight development and design checklist – 3
 - Public relation tools – 5
- Cargo loss and cybersecurity
 - Enforcement and Education – 2
- Crashes and travel time reliability
 - Mapping of future ports, transload, intermodal, farm-to-market – 3.5
 - Traffic incident management – 5
- Changing fuel costs
 - Legislative Advocacy – 4
- Carrier reliability
 - Resource Guide for expected freight operations – 1
 - Public Relations Tools – 2
 - Regional Freight Symposium – 3.5

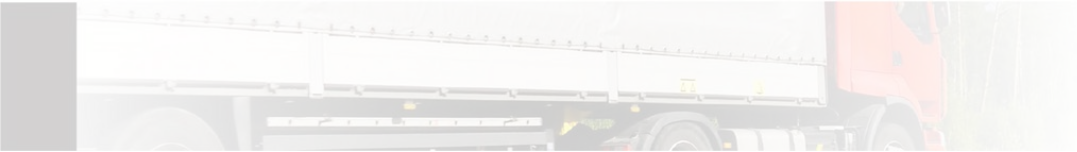
4.3.2. Evaluation Criteria for Initiatives, Policies and Funding

- Positively impacting quality of life
 - Workforce – 1 vote
 - Site selection – 1 vote
 - Environmental enhancement (*build environment impact*) – 1 vote
 - Truck parking accommodations *and amenities*
- Resilient and efficient freight operations
 - Proximity to major highways – 1 vote
 - Preservation/improvement of the transportation system – 2 votes
 - Project coordination (near-term, long-term, aspirational) – 1 vote
 - Technology innovations (AI, connected, autonomous and electrified) – 1 vote

- Availability of resources
 - Dedicated freight-focused staff – 0 votes
 - Scope alignment for funding pursuits (grants programming) – 0 votes
 - Focused collaboration across agencies (departments of transportation, municipal and regional planning organizations, private sector) – 3 votes
 - Partnerships for federal funding pursuits – 1 vote

4.3.3. Additional Notes

- Other
- Variety of ways to define community benefit in meaning
 - Community benefit discussion that should relate to environmental and economic development
- The city is developing new development code
- Transloads and multimodal should be part of the conversation
- Separate verses collective



5. Scenario Workshop Materials