

## 9.0 GOODS MOVEMENT

### I. Introduction/Current State of Freight in KC Region

Freight is fundamental to the region's economy. It is how goods produced by area businesses get to market, how consumer goods and businesses' supply components come to our market, and it represents an industry that supports over 100,000 regional jobs. The transportation of freight by air, barge, rail and truck is key to Greater Kansas City's quality of life by virtue of the critical role these services play in its economy.

#### **The Kansas City region plans for freight**

Kansas City owes much of its historical growth to its strategic position as a major transshipment point for freight, and remains an important center for rail, truck, barge and airfreight industries. The metropolitan area currently ranks as the second largest rail center (based on number of car loads and additional tonnage that passes through the region) in the United States. It is also among the top five trucking centers in the nation. Kansas City International Airport ranks as one of the most important airfreight hubs in a six-state region in terms of total volume. Perhaps most importantly, Kansas City is well positioned to take advantage of national trends toward intermodal freight movement, and to benefit from international trade. The vast majority of goods that are consumed in the region are produced outside of the metropolitan area, while most goods that are produced in the region are consumed elsewhere.

Freight has moved into an important role in institutional planning due to the federal surface transportation legislation (ISTEA, TEA-21 and SAFETEA-LU) which emphasized freight as an integral part of transportation planning. In 2006, a draft National Freight Policy Framework was established by the Federal Highway Administration to ensure the efficient reliable, safe and secure movement of goods and to support the nation's economic growth while improving environmental quality. Due to the importance of freight transportation to Kansas City's regional economy and transportation system, several transportation plans have addressed goods movement issues or needs.

- The Intermodal Freight Strategies Study (1995): Acting on recommendation from MARC's Goods Movement Focus Group and the Greater Kansas City Chamber of Commerce's Inland Port/Intermodal Task Force, a large-scale project called the Intermodal Freight Strategies Study (IFSS) was initiated. The study identified the consideration of goods movement in the overall metropolitan and statewide transportation planning processes. Specifically, the study provided detailed information on freight transportation facilities serving the region, provided data on current and future freight flows into and out of the metropolitan area, and identified infrastructure improvements that could improve the efficiency of freight transportation.

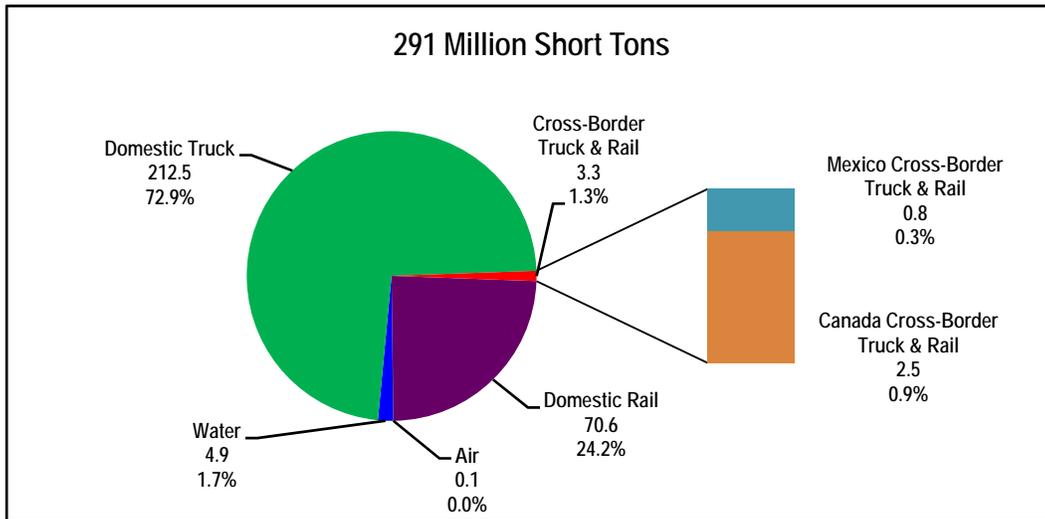
- The I-35 Trade Corridor Study (1999): This study was a multistate effort to develop a corridor-management plan and other recommendations to address transportation impacts to the Interstate 35 corridor from Laredo, Texas, to Duluth, Minn. The purpose of the study was to assess the need for improved local, interstate and international service on I-35, due in large part to increased trade between Canada, Mexico and the United States resulting from the North American Free Trade Agreement of 1994.
- Mid-Continent TradeWay Study (1999): MARC, the Greater Kansas City Chamber of Commerce and the U.S. Department of Treasury jointly sponsored this study to investigate the feasibility of establishing an international trade-processing center (ITPC) within the Kansas City Region. The Mid-Continent TradeWay Study goal was “to determine the feasibility and the national benefits of establishing the Kansas City region as a place where international trade-processing activities can be carried out.” The study concluded that metropolitan Kansas City could and should support the implementation and the concept of an ITPC. In 2001, MARC, the Chamber and the Kansas City Area Development Council agreed to implement the bistate ITPC concept, and established the Kansas City SmartPort.
- Kansas City Regional Freight Outlook (KCRFO 2009): MARC, in conjunction with Kansas City SmartPort and support from the Kansas Department of Transportation and Missouri Department of Transportation completed a comprehensive regional freight study. The KCRFO study validated and updated assumptions and recommendations from the 1995 IFSS. The KCRFO provided a regional freight strategic plan that would allow the region to remain a vital national freight transportation hub and support expansion to the region’s freight transportation economic well-being. The study provided a framework for coordination between public and private stakeholders, identified and prioritized regional initiatives, and developed capital and marketing strategies to maintain Kansas City as a national freight leader.

### **Figure 9.1: Freight-Planning History**

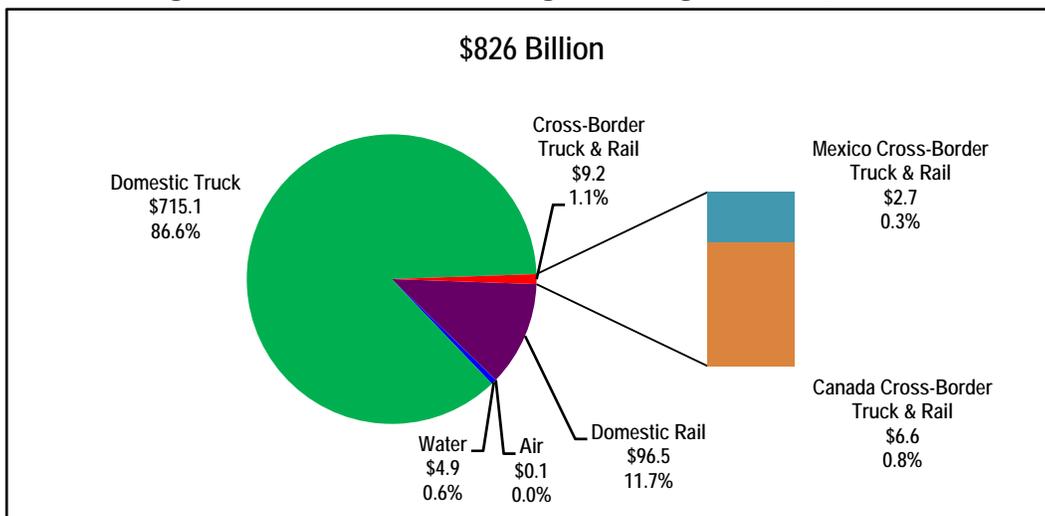
**The Kansas City region is a major distribution center for domestic and international freight**

- The Kansas City region is one of the nation’s leading transportation hubs with an established transportation infrastructure supporting freight moving by truck, rail, air and water in domestic and international trade lanes. In 2007, the region handled an estimated 246 million tons of truck and rail freight with an estimated total value of \$821 billion.

**Figure 9.2: Total Estimated Regional Freight in 2007, Tons**



**Figure 9.3: Total Estimated Regional Freight in 2007, Value**



**Freight is multimodal**

- Total regional freight is projected to increase from 246 million tons in 2007 to 349 million tons by 2027. The infrastructure encompasses highways, rail lines, rail yards, water ports, airports, warehouse and distribution centers, and other facilities.

**Figure 9.4: Projected Cargo Growth Rate, 2007–2027**

<b>Cargo Flow Description</b>	<b>2007</b>	<b>2012</b>	<b>2017</b>	<b>2022</b>	<b>2027</b>	<b>CAGR*</b>
Domestic Inbound Truck <sup>1</sup>	36.3	39.2	43.1	47.1	51.3	1.7%
Canada Inbound Truck	0.2	0.2	0.2	0.2	0.2	1.8%
Mexico Inbound Truck	0.1	0.1	0.2	0.2	0.2	2.0%
<b>Inbound Truck</b>	<b>36.6</b>	<b>39.5</b>	<b>43.5</b>	<b>47.5</b>	<b>51.7</b>	<b>1.7%</b>
Domestic Inbound Rail <sup>2,3</sup>	15.0	16.2	18.0	19.7	21.3	1.8%
Canada Inbound Rail	0.4	0.4	0.4	0.5	0.5	1.1%
Mexico Inbound Rail	0.1	0.1	0.1	0.1	0.1	2.4%
<b>Inbound Rail</b>	<b>15.5</b>	<b>16.7</b>	<b>18.5</b>	<b>20.3</b>	<b>21.9</b>	<b>1.7%</b>
<b>Total Inbound Tonnage</b>	<b>52.1</b>	<b>56.2</b>	<b>62.0</b>	<b>67.8</b>	<b>73.6</b>	<b>1.7%</b>
Domestic Outbound Truck <sup>1</sup>	49.4	55.9	63.1	70.7	79.1	2.4%
Canada Outbound Truck	0.8	0.9	1.0	1.2	1.4	2.5%
Mexico Outbound	0.2	0.2	0.3	0.3	0.4	3.7%

Truck						
<b>Outbound Truck</b>	<b>50.4</b>	<b>57.0</b>	<b>64.4</b>	<b>72.2</b>	<b>80.9</b>	<b>2.4%</b>
Domestic Outbound Rail <sup>3</sup>	15.1	16.2	17.9	19.5	21.1	1.7%
Canada Outbound Rail	1.1	1.2	1.3	1.5	1.6	1.8%
Mexico Outbound Rail	0.4	0.5	0.6	0.7	0.7	2.9%
<b>Outbound Rail</b>	<b>16.6</b>	<b>17.8</b>	<b>19.8</b>	<b>21.6</b>	<b>23.4</b>	<b>1.7%</b>
<b>Total Outbound Tonnage</b>	<b>67.0</b>	<b>74.8</b>	<b>84.1</b>	<b>93.8</b>	<b>104.3</b>	<b>2.2%</b>
Intra-Region Truck	47.9	50.3	53.3	56.3	59.2	<b>1.1%</b>
Intra-Region Rail	0.1	0.1	0.1	0.1	0.1	<b>0.0%</b>
<b>Total Intra-Region</b>	<b>48.0</b>	<b>50.4</b>	<b>53.4</b>	<b>56.4</b>	<b>59.3</b>	<b>1.1%</b>
<b>Total Domestic Through <sup>1</sup></b>	<b>78.9</b>	<b>84.6</b>	<b>94.0</b>	<b>103.2</b>	<b>111.9</b>	<b>1.8%</b>
<b>Total Tonnage</b>	<b>245.8</b>	<b>266.0</b>	<b>293.5</b>	<b>321.1</b>	<b>349.0</b>	<b>1.8%</b>

\*Compound Annual Growth Rate

### **The Kansas City region has robust transportation infrastructure to support freight**

Kansas City has a vast transportation network encompassing highways, railroads, airports and the Missouri River system. The region's freight corridors are significant at many levels. Numerous corridors serve as part of the national freight transportation system. These include Interstate facilities (at nearly 440 miles) with high truck-traffic volumes as well as rail corridors (at nearly 800 miles) with high train volumes, tonnage and value. Regional and local corridors are classified in a similar manner by truck and train volumes. These modes provide a strong

basis for the supporting freight transportation infrastructure in the region. The region has developed a framework to review conditions, assess needs and provide direction for prioritizing infrastructure investments. Designating Corridors of Freight Significance (COFS), based on the particular freight mode of travel traffic volumes, is that framework. The corridor approach is applicable across all modes and all transportation systems and the three corridors are classified as:

- Corridors of National Significance – Corridors that provide service across many state lines, long-distance travel and access to international ports of entry.
- Corridors of Regional Significance – Corridors that provide supplementary service for regional travel and direct access to freight-related activities as manufacturing, distribution and intermodalism.
- Corridors of Local Significance – Corridors that provide connecting links to higher level facilities, as well as providing direct access to freight-related facilities found in industrially zoned areas.

**Figure 9.5: Criteria or Designation of Corridors of Freight Significance by Mode**

<b>Criteria or Designation of Corridors of Freight Significance by Mode</b>				
<b><i>Corridor Designation</i></b>	<b><i>Highway</i></b>	<b><i>Rail</i></b>	<b><i>River</i></b>	<b><i>Air</i></b>
National	Roadways with greater than 4,000 trucks per day	Primary Rail Corridor per AAR*	Missouri River	Kansas City International (MCI)
Regional	Roadways with 1,000 to 3,999 trucks per day	None	Missouri River	Kansas City International (MCI)
Local	Roadways with 500 to 999 trucks per day	Rail lines with less than 10 trains per day	Missouri River	Forbes Field, New Century AirCenter, and Rosecrans

\* Association of American Railroads

Figure 9.6: Kansas City Region Truck Corridors and Freight Zones Map

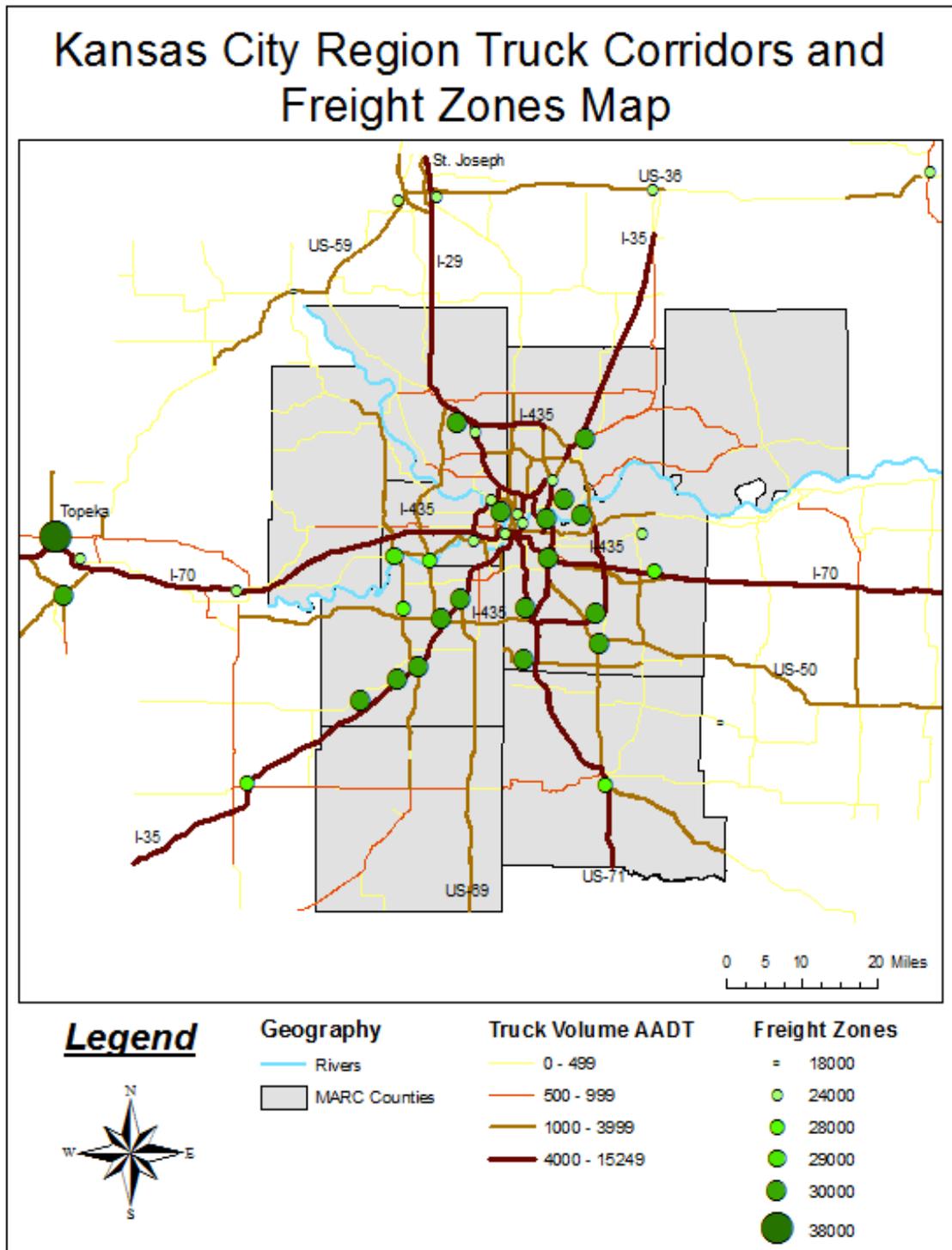
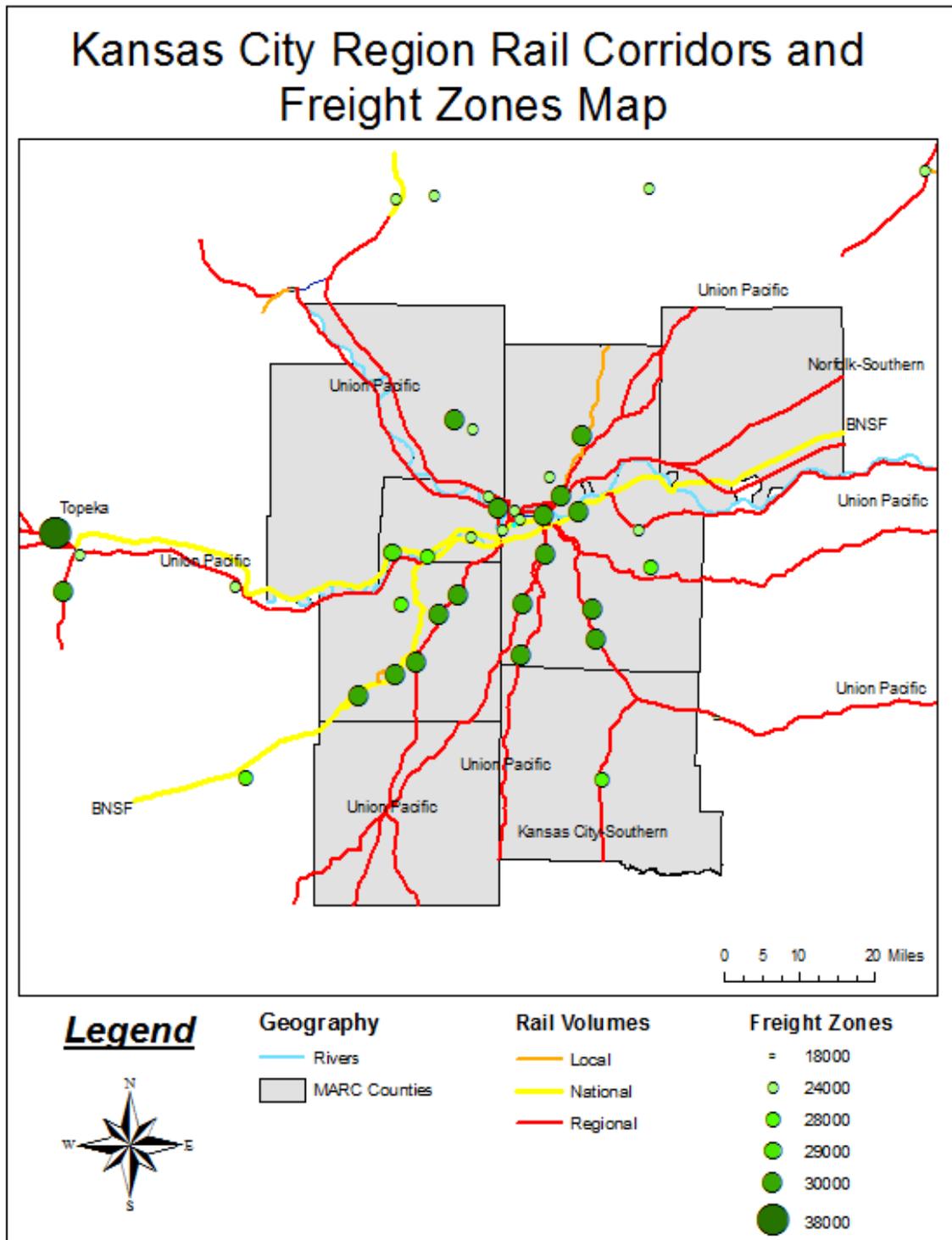


Figure 9.7: Kansas City Regional Rail Corridors and Freight Zones Map



## **The Kansas City region is a leader in developing technologies to improve freight movement**

The region is expanding the use of existing technologies and tools to monitor freight-specific data. The Kansas City SmartPort's Trade Data Exchange (TDE), the Cross-Town Improvement Project (C-TIP), and the Kansas City Scout traffic-management system are all technology-based solutions designed to facilitate and improve the region's freight transportation system and economic development.

### **Trade Data Exchange**

The Trade Data Exchange (TDE) is a collaborative environment for all supply chain parties to connect to trading partners, share supply chain data, communicate via electronic messaging, receive electronic alert notifications, and proactively monitor shipment progress. Participating members will make confident logistics decisions because the Trade Data Exchange provides well-informed choices. The TDE will electronically forward notification to ground carriers (truck and rail) alerting them of a shipment at the point of origin ready for transport. Supply chain users will access the TDE to review trade documentation and commit electronically to the required delivery service. The TDE evaluates updated commercial trade data to assess commercial risk associated with the shipment and supply chain participants, and forwards any necessary notifications electronically to all appropriate and interested parties associated with the shipment. The TDE will provide visibility into a user's supply chain, removing shipping and delivery uncertainty; increasing efficiency and ensuring shipments are received as promised.

### **Figure 9.8: Trade Data Exchange Constituents and Information Flow**

### **Cross-Town Improvement Project**

The movement of intermodal freight often requires the use of multiple truck moves in addition to the primary movement by rail, barge or air. There are numerous reasons for these movements:

- Sometimes it is done to take advantage of favorable cartage rates,
- Other times infrastructure limitations make it necessary.
- Often it is dictated by delivery and scheduling requirements.

This characteristic of intermodal transportation requires the interchange of traffic between modes, often in or near metropolitan areas where freight terminals or warehousing and distribution facilities are located. During these interchanges, freight traffic is often loaded on trucks for short movements through or around metropolitan areas. This interchange is often called a cross-town move.

The Cross-Town Improvement Project (C-TIP), first conceived in the fall of 2004, consists of developing a concept that incorporates an intermodal move database for coordinating cross-town traffic to reduce empty moves between terminals, and track intermodal assets and distribute information to truckers wirelessly.

The C-TIP will help mitigate the number of trucks involved with cross-town rubber tire interchanges. These conditions adversely affect the efficiency of the transportation network, the safety of the motoring public, security and quality of life of citizens in communities through which they take place. They add to overall traffic congestion, increase volumes of pollutants and in the case of empty moves represent inefficiencies and safety risks. As freight trade continues to grow, so will these conditions.

### **Figure 9.9: Cross-Town Improvement Project**

Kansas City Scout

Kansas City Scout (KC Scout) is Kansas City's bistate traffic-management system. KC Scout, designed by the Kansas and Missouri departments of transportation, lessens traffic jams by improving rush-hour speeds, increases safety by decreasing the number of rush-hour accidents, and improves emergency response to traffic situations. Through regional expansion of KC Scout's capabilities to monitor data on freight mobility, safety and improvements to incident management will help minimize delay in supply-chain deliveries due to interruptions related to traffic.

- **The Kansas City region has established strong public-private partnerships to plan for freight and market the region to the world.**

The Kansas City region, internally and externally, is viewed as a place where strong infrastructure and supporting elements come together to provide an atmosphere where freight-based business can grow. Kansas City has much strength in several areas including:

- transportation costs,
- rail facilities,
- availability of labor, and
- low cost of living.

These are some of the top criteria of businesses looking for suitable locations for freight-related development. Major areas of industry — agricultural, manufacturers, wholesalers/retailers, transportation/warehousing, and professional service providers — are optimistic about growth of the Kansas City market despite economic conditions during 2009 and 2010. This optimism is consistent with historical results from similar targeted audiences. In 1995, 88 percent of businesses expected to see some growth, and in 2008, 64 percent expected to experience “some growth.”

The region acknowledges that freight transportation and logistics are important to the metro economy. Although KC SmartPort is not a mandated agency for the region's freight-planning efforts, this organization plays an active and important role in regional freight strategic planning. SmartPort's efforts center on economic development in which the focus is to grow the transportation industry in Kansas City by attracting businesses with transportation and logistics elements. Since being established in 2001, Kansas City SmartPort has become well recognized nationwide and has become the region's “go-to” agency for transportation and logistics.

Kansas City's strong intermodal infrastructure — including five Class I railroads, five truck/rail intermodal facilities, express air cargo availability and three interstate highways — helps the region remain competitive to transportation and logistics-based businesses. The region has laid the foundation for active dialogue on freight transportation through establishing Kansas City SmartPort and MARC's Goods Movement Committee. The region has confirmed that the dialogue must continue and new channels of communication should be developed to inform and coordinate as growth continues.

## II. Overview of Relationship between Freight and Transportation Outlook 2040 Policy Goals

### *Transportation System Goals and Plan Themes:*

**ACCESSIBILITY** – Maximize mobility and access to opportunities for all area residents. Maintain safe and efficient connections for freight to and from external markets.

- Invigorate dialogue with stakeholders
- Support organizations and initiatives that attract, retain and assist transportation and logistics businesses
- Implement projects with freight significance
- Missouri River strategies

**CLIMATE CHANGE AND ENERGY USE** – Decrease the use of fossil fuels through reduced travel demand, technology advancements, and a transition to renewable energy sources.

- Integrate freight transportation and land-use planning and the environment
- Missouri River strategies

**ECONOMIC VITALITY** – Support an innovative, competitive 21<sup>st</sup>-century economy.

- Continue to invest in the Trade Data Exchange
- Implement projects with freight significance
- Missouri River strategies

**ENVIRONMENT** – Protect and restore the region’s natural resources (land, water and air) through proactive environmental stewardship

- Integrate freight transportation and land-use planning and the environment
- Missouri River strategies

**PLACE MAKING** – Coordinate transportation and land- use planning as a means to create quality places in existing and developing areas and to strengthen the quality of the region.

- Integrate freight transportation and land-use planning and the environment

**PUBLIC HEALTH** – Facilitate healthy, active living

- Integrate freight transportation and land-use planning and the environment

**SAFETY AND SECURITY** – Improve safety and security for all transportation users.

- Continue to invest in the Trade Data Exchange

**SYSTEM CONDITION** – Ensure transportation system is maintained in good condition.

- Develop freight corridor plans (corridors of freight significance)

**SYSTEM PERFORMANCE**- Manage the system to achieve reliable and efficient performance.

- Invigorate dialogue with stakeholders,
- Develop freight corridor plans (corridors of freight significance)

### III. Freight Strategies to Achieve *Transportation Outlook 2040* Policy Goals

- **Invigorate dialogue with stakeholders:**

While continuing coordination with the two state departments of transportation on freight-related issues, MARC’s Goods Movement Committee should meet on a regular basis (at least quarterly) to review the mobility and safety data reports, as well as the status on the regional corridor assessments. It is likely that review of the data will identify new issues that require further analysis or recommendation for an infrastructure improvement project. To assist in providing a true regional and national perspective with businesses outside the region, there should be continued support for Kansas City SmartPort and freight-planning coordination with metropolitan planning organizations in St. Joseph, Mo., Lawrence–Douglas County, Kan., and Topeka, Kan. Regional coordination also will provide good information for communication messages that recognizes the region’s qualities and achievements.

- **Support organizations and initiatives that attract, retain and assist transportation and logistics businesses:**

Continue to invest in Kansas City SmartPort. Over the last decade, SmartPort has taken the regional lead in promoting economic development and infrastructure improvements focused on the transportation and logistics sector. Investment in the agency has come from public and private interests. SmartPort continues to be the leader in connecting both public and private sectors and promoting a strong image of Kansas City outside of the region. Continued investment in this agency will benefit the region by continuing efforts to attract new and emerging freight-based business, warehouse/distribution centers, and efforts to identify solutions to business needs related to transportation.

- **Continue to invest in the Trade Data Exchange:**

Investment in the continued development of the Trade Data Exchange (a relevant version of an international trade processing center) also will benefit the region by emphasizing Kansas City’s importance in global supply chains.

- **Develop freight corridor plans (corridors of freight significance (CFOS)):**

Through periodic review, maintain and preserve goods-moving infrastructure. Define a goods-movement transportation system for all modes and conduct high-level as well as specific

corridor assessments to ascertain the current state of the system. To determine if this objective is being met, develop a COFS assessment:

- national
- regional
- local

Some classifications include all modes of goods movement while some modes are not applicable to each classification. Each assessment should review physical condition, use of the system network, safety and a mobility index to help identify freight-specific improvements or opportunities. The types of measurements vary depending upon the level of corridor classification, as well as the availability of the data.

- **Integrate freight transportation and land-use planning and the environment:**

Balance new development with existing development so that it does not outpace the reuse of existing sites. The region seeks a balanced approach with strategies concerning growth in the movement of goods and implementation of environmental standards. Monitor and track environmental trends in the region that focus on freight. The building industry's use of Leadership in Energy and Environmental Design (LEED) is one way that warehouses and distribution centers can bolster sustainability. Reusing existing sites is another way that the region can positively impact land use and the built environment. The region should encourage the integration of green technologies, building designs and facility reuse, subject to cost implications, for shippers and service providers.

- **Implement projects with freight significance**

Create annual checklist of the Transportation Improvement Program (TIP) and long-range transportation plan for freight benefits. The checklist approach allows for recognition of the region's investment in transportation that is associated with general as well as specific freight-related transportation improvements. Projects should be cross-referenced for proximity to a freight zone, as well as being along or adjacent to a corridor of freight significance. The intent is to recognize and monitor the region's investment in its infrastructure with a specific focus on goods movement. Having a specific year-to-year checklist will keep focus on freight transportation needs and provide support to jurisdictional agencies in their efforts to identify funding and create solutions. In addition to projects that are currently listed on the TIP, ongoing studies or noninfrastructure projects that promote transportation solutions should be added to the checklist to add additional support to other regional initiatives that benefit freight.

- **Missouri River strategies:**

The region should continue supporting regional initiatives focused to increase the connections to other transportation modes, provide economic development opportunities and build community support to enhance commerce along the Missouri River System. Communities that support holistic freight transportation are more likely to attract and retain freight-related business. The region's communities can show their willingness to bring in business by streamlining development reviews, supporting regulatory changes and promoting coordinated and innovative financing. The region's freight players, MARC and Kansas City SmartPort, must

continue to do their part in educating and demonstrating the economic and environmental benefits of active river commerce.

#### IV. Key Performance Measures

- Freight Infrastructure Capacity
  - Annual checklist of Transportation Improvement Program (TIP) and long-range transportation plan (LRTP) for freight benefits.

Freight Infrastructure Capacity				
Measure	Time Period			Indicator
	Monthly/Quarterly	Annual	Specific	
Annual checklist of the TIP and LRTP for freight benefits				
Total direct freight project investment		X		Continuously improving
Total indirect freight project investment		X		Continuously improving

- Planning
  - Recognize the Corridors of Freight Significance and conduct regional assessments The MARC Goods Movement Committee should create a work plan that will recognize the national, regional and local corridors and set an action plan to complete assessments of prioritized corridors.

Planning				
Measure	Time Period			Indicator
	Monthly/Quarterly	Annual	Specific	
Corridor of Freight Significance (COFS) Assessment				
Pavement rating		X		Continuously improving
Bridge rating		X		Continuously improving
Crash rating		X		Continuously improving
Mobility index		X		Continuously improving
Completed Assessments		X		miles (To Be Determined) completed/year

- Freight Volumes
  - Collect freight data, develop tools and conduct research.

Freight Volumes		
Measure	Time Period	Indicator

	Monthly/ Quarterly	Annual	Specific	
<b>Collect freight data, develop tools and conduct research</b>				
24-hour origin/destination survey			X	Completed
Truck travel-demand model			X	Completed
Commodity data			X	Five-year coordinated updates

- Competitiveness
  - Review key economic indicators.
  - Illustrate regional top differentiators.

<b>Competitiveness</b>				
Measure	Time Period			Indicator
	Monthly/ Quarterly	Annual	Specific	
<b>Review key economic indicators and build community support for improved freight transportation</b>				
Measure employment, payroll, gross metro product		X		Continuously improving
Report to the Goods Movement Committee		X		Completed
<b>Support marketing efforts to emphasize regional competitive advantages</b>				
Number of targeted media/marketing placements		X		Continuously improving
Report to the Goods Movement Committee		X		Completed
<b>Business attraction of emerging industries while sustaining existing industries</b>				
Number of new industries locating in the region		X		Continuously improving
Report to the Goods Movement Committee		X		Completed

- Business Attraction
  - Transit access freight zones.
  - Position the region as a location for emerging businesses.
  - Continued development of the Trade Data Exchange.
  - Community support for freight-related business.

<b>Business Attraction</b>				
Measure	Time Period			Indicator
	Monthly/ Quarterly	Annual	Specific	
<b>Monitor transit service to freight zones</b>				
Number of zones with service		X		Continuously improving
<b>Increase inventory of modern facilities</b>				
Number of new buildings		X		Continuously improving
<b>Invest in Kansas City SmartPort and the Trade Data Exchange (TDE)</b>				
Number of investors		X		Continuously improving
Continue to develop the TDE		X		Continuously improving
<b>Invigorate dialogue between stakeholders</b>				
Increase membership of the Goods Movement Committee		X		Continuously improving
Goods Movement Committee meetings	X			Held regularly

- Partnerships
  - Continue investment in Kansas City SmartPort.
  - Invigorate communication between the freight community and the public sector.

<b>Partnerships</b>				
Measure	Time Period			Indicator
	Monthly/ Quarterly	Annual	Specific	
<b>Invest in Kansas City SmartPort and the TDE</b>				
Number of investors		X		Continuously improving
Continue to develop the TDE		X		Continuously improving
<b>Invigorate dialogue between stakeholders</b>				
Increase membership of the Goods Movement Committee		X		Continuously improving
Goods Movement Committee meetings	X			Held regularly

- Technology
  - Completion and continued advancement of non-infrastructure projects that impact transportation efficiencies for regional business.

<b>Technology</b>				
Measure	Time Period			Indicator
	Monthly/ Quarterly	Annual	Specific	
<b>Invest in the TDE</b>				
Number of investors		X		Continuously improving
Continue to develop the TDE			X	Completed
<b>Cross Town Improvement Program (C-TIP)</b>				
Launch of C-TIP application			X	Completed
<b>Expand Kansas City Scout</b>				
Capabilities to monitor data on freight mobility (reliability) and safety			X	Completed
<b>Expand MARC's Travel-Demand Model</b>				
24-hour origin/destination survey			X	Completed
Truck travel-demand model			X	Completed

- Environment
  - Encourage the freight community to join the dialogue on regional air quality standards, measurements and regulations.

<b>Environment</b>				
Measure	Time Period			Indicator
	Monthly/ Quarterly	Annual	Specific	
<b>Encourage dissemination of Air Quality information</b>				
Involvement in Air Quality committees		X	X	Freight engagement
<b>Monitor and track regional environmental trends that focuses on freight</b>				
Number of Leadership in Energy and Environmental Design (LEED) certified developments		X		Continuously Improving
Occupancy Rates		X		Continuously Improving