

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:

DEMOGRAPHIC CHANGES	ECONOMIC CHANGES	CLIMATE CHANGE	TECHNOLOGICAL CHANGES
Fewer working adults to support retiree benefits	Increase in income inequality	Increase in extreme weather	Fewer low- to medium-skill jobs
Competition for resources between ages and races	Contract workers make employment more unpredictable	Higher energy costs	Increasing role of data requires new ways to use, store and manage it
Demand for transportation choices	More frequent and severe boom/bust cycles	Greater impact on low-income residents	Highly automated vehicles reduce traffic fatalities and injuries
Labor shortages and rising unemployment		More prevalent disease and illnesses related to heat	Widening of the digital divide

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.

This resulted in an initial redraft:

“Greater Kansas City is a resilient region that strives to build and sustain a globally competitive economy, a healthy natural environment and a diverse population, creating opportunities and expanding choices for current and future residents.”

We also considered something with greater emotional impact:

“Greater Kansas City is a region that cares...

about the well-being of its people and strength of its communities, about the health of its natural environment and the competitiveness of its economy.

Our caring fuels our resilience...

by calling forth the determination, innovation and collaboration needed to resolve issues and take advantage of opportunities created by a rapidly changing and uncertain world.

*This character — this **Kansas City Spirit** — enables the region’s residents, businesses and civic institutions to generate enduring and inclusive prosperity across generations.”*

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 people who are “**Empowered, Engaged and Healthy.**”

PEOPLE

EMPOWERED people have access to opportunities for education and employment that enable them to be as successful as they can be. Empowered people have choices in housing and mobility in an inclusive community that strives for equity among people of all ages, abilities, races, gender and incomes.

ENGAGED people benefit from strong social networks with friends, family and coworkers. Engaged people are integral parts of civic life in their neighborhoods and communities, creating and promoting belonging, inclusion and meaningful connection.

HEALTHY people have access to opportunities to promote both physical and mental well-being. Healthy people live in clean and safe communities that value and promote healthy eating and active lifestyles and they have access to health care services that focus on both treatment and prevention.

PLACES

VIBRANT places 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 assets and resources and are attractive to residents and businesses, not just today and tomorrow, but over the long haul.

CONNECTED places are linked by corridors that provide viable transportation choices, accommodating walking, biking and public transportation as well as the automobile. These corridors attract development and help connect residents to jobs, services and each other.

GREEN places are ecologically resilient and create real economic, social and environmental value for residents, businesses and communities. The conservation, protection and restoration of natural areas and natural resources (air, water, land and energy) enhance environmental health while supporting healthy life styles and healthy residents.

COMMUNITY

At the intersection of people and places are the relationships, economies and systems that serve them. MARC promotes community by facilitating regional cooperation and the development of innovative solutions through leadership, planning and action.



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.
- **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.
- **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.
- **Health** — strategies that promote healthy, active lifestyles and provide access to high quality health care.
- **Human Capital** — strategies that promotes regional prosperity and successful individuals by growing a skilled, educated workforce that meets the needs of industries, giving our region a competitive edge.
- **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.
- **Public Safety** — strategies that ensure safe places, prevent and reduce crime and build resilience to respond to man-made and natural disasters.
- **Resource Efficiency** — strategies that use the Earth's limited resources in a sustainable manner while creating economic opportunity and enhancing environmental quality.
- **Transit and Mobility** — strategies that promote an array of mobility options built on a foundation of efficient and accessible transit service.

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.

- Affirmatively Furthering Fair Housing
- Clean Air Action Plan
- Climate Resilience Strategy
- Comprehensive Economic Development Strategy
- Green Infrastructure Framework
- KC Communities for All Ages Toolkit
- KC Rising
- MetroGreen Action Plan
- Regional Bikeways Plan
- Regional Energy Efficiency and Conservation Strategy
- Regional Hazard Mitigation Plan
- Regional Pedestrian Policy Plan
- Smart Moves Transit Plan
- Solid Waste Management Strategic Plan
- Transportation Outlook 2040