

TWIN CITIES METROPOLITAN REGION FREIGHT STUDY SUMMARY REPORT

*A JOINT REPORT OF THE METROPOLITAN COUNCIL AND
THE MINNESOTA DEPARTMENT OF TRANSPORTATION*

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TWIN CITIES METROPOLITAN REGION FREIGHT STUDY

SUMMARY REPORT

I. INTRODUCTION

Freight transportation is increasingly recognized as a critical factor in the economic vitality of the Twin Cities metropolitan region. The region's multimodal freight transportation system enables the annual transport of millions of tons of goods worth billions of dollars. Access to this high-functioning system enables the Twin Cities to remain a top business center in the U.S. The region's residents and many of its industries depend on a robust and effective freight transportation system.

The metro region is a major distribution hub for goods produced and consumed in the Upper Midwest, including Minnesota, Wisconsin, and the Dakotas. The region offers freight connections to national and international markets for businesses throughout Minnesota. As a freight hub, the Twin Cities region is at the center of many of the mobility and access issues affecting the freight transportation system in Minnesota. The performance of the freight system in the Twin cities region affects the ability of businesses to cost-effectively move goods and products.

Issues such as highway and rail traffic congestion, aging infrastructure, and conflicts over land use and freight system impacts on communities are affecting the region's economic competitiveness. Keeping the freight transportation system running in good order requires collaboration and coordination among many partners. While the private sector owns and operates most of the freight transportation system, public sector agencies have important roles in planning for the future of the system, setting overall policy direction for transportation, funding projects that benefit goods movement, and owning and maintaining some infrastructure. The Minnesota Department of Transportation (MnDOT) and the Metropolitan Council, along with other partners, are working together to ensure that the freight system continues to support a thriving and sustainable regional economy.

This study demonstrates the vital connections between the freight transportation system and the economic health and quality of life in the region. Continuous coordination and cooperation between the public and private sectors are needed to ensure that the freight system has sufficient capacity, condition, and quality of service to meet the needs of both businesses and residents.

A. Study Purpose

The Twin Cities Metropolitan Region Freight Study, a cooperative effort led by MnDOT and the Metropolitan Council, addresses the need for a consistent, comprehensive, and coordinated freight planning framework for the region. As MnDOT and the Metro Council continue to work together toward developing a regional freight strategy, this study provides direction that may enhance the region's ability to compete for state and federal funds and to leverage private funds for freight improvements.

The multiple goals of this study were to:

- highlight the importance of freight transportation and its interdependence with a healthy and sustainable regional economy;
- identify issues and trends related to freight transportation;
- identify macro-level freight movements through and within the metropolitan area;

- develop a framework for a coordinated regional freight planning and implementation strategy that will highlight and prioritize critical freight transportation planning activities; and
- determine how best to reflect this expanded knowledge base in future plans and programmed improvements.

B. Previous State and Regional Planning Activities

The Twin Cities Regional Freight Study was developed in coordination and compliance with other policy and planning documents relating to freight transportation that form the framework for land use and transportation planning in the region. Specific strategies related to freight from each document are highlighted below.

The **Minnesota Statewide Freight Plan** (MnDOT, 2005) identifies freight transportation system deficiencies and provides a policy framework and a set of recommendations with planning and programming solutions. This document sets the basis for freight planning in the state and region. The **Minnesota Comprehensive Statewide Freight and Passenger Rail Plan** (MnDOT, 2010) provides additional guidance for rail initiatives and investments, including a vision for effective utilization of the rail network and its future development.

The **Statewide Multimodal Transportation Plan** (MnDOT, 2012), the overarching transportation policy document in Minnesota for all modes, encourages greater accessibility and more efficient movement of goods throughout the Twin Cities metropolitan area and Minnesota; it aims to improve freight operations and connections for better access to the transportation system and to define priority networks for all modes based on connectivity and accessibility.

The **Regional Development Framework** (Metro Council, 2007), the region's long-range vision and development guide, encourages the development and preservation of various freight modes and modal connections to adequately serve the movement of freight within the region and provide effective linkages that serve statewide, national, and international markets.

The **2030 Transportation Policy Plan** (Metro Council, 2010) provides several strategies for freight in the region. These include pursuing improved multimodal freight connections between the Twin Cities and other regions, maintaining an effective and efficient regional freight transportation system to support the region's economy, analyzing needs for freight terminal access, and reducing the impacts of highway congestion on freight movement.

C. Federal Policy Framework

As the region moves forward toward solutions, the Metro Council and MnDOT need to consider and respond to new federal transportation requirements. The recently passed federal surface transportation bill, Moving Ahead for Progress in the 21st Century (MAP-21), provides funding and sets policy for surface transportation programs. MAP-21 creates a streamlined, performance-based, and multimodal program to address the many challenges facing the nation's transportation system. Most relevant to freight planning in the region are the sections covering Metropolitan Transportation Planning and the new National Freight Policy, including a designated National Freight Network that will focus on improving freight roadway connections to other major metropolitan areas. The Federal Highway Administration will establish performance measures for states and regions to implement on attributes such as travel time and reliability.

II. STUDY FINDINGS AND RECOMMENDATIONS

The following study findings and recommendations recognize the high level of collaboration needed to advance freight planning in the region. MnDOT, Metro Council, and other partners currently participate in a number of activities that support a safe, reliable, and efficient regional freight transportation system. Continued collaboration among these agencies and private sector stakeholders will ensure that the system best serves the needs of businesses and residents. Findings are categorized into the following main areas:

1. Rail and intermodal capacity
2. Land use pressures that threaten industrial land and freight terminals
3. Congestion and freight moved by truck

A. Rail and Intermodal Capacity

Finding #1: Metro region rail bottlenecks limit capacity for future freight and passenger rail demand. Since the early 1980s and federal deregulation of the rail industry, freight rail traffic has grown steadily from year to year. By 2007 freight railroads marked an all-time high in freight rail volumes for the U.S. and Minnesota. Those volumes have remained strong throughout the 2008-2010 recession and now show renewed growth. At the same time, rail mergers, abandonments, and system rationalization have concentrated more traffic on fewer routes in the Twin Cities. This congestion and the continued aging of much of the rail infrastructure, including a number of key bridges, signal and interlocking systems at major junctions, and other facilities have resulted in capacity bottlenecks at key points in the metro area.

A prime example is Hoffman Junction in east Saint Paul, handling 5% of all the nation's freight rail traffic. Up to 120 trains per day from six railroads shuttle through a complex of four yards in an area bounded by four bridges, all with design or capacity limits. These bottlenecks have the potential to significantly impact the state and the region, as the Twin Cities area has always been, and continues to be, a central confluence and interchange point for the four primary railroads in the Upper Midwest.

The statewide rail network is a key part of Minnesota's transportation system, carrying almost 40% of the state's intercity freight tonnage and offering distinct advantages in fuel efficiency, carbon footprint, and in reducing traffic on our highways. While rail lines are privately owned infrastructure, the resurgence of publicly supported passenger rail traffic and the potential limits to business growth in the state due to these rail system bottlenecks demonstrate a need for coordinated public and private sector planning for capacity upgrades to the region's freight rail system.

Recommendation 1a: Through the coalition of partners established through the East Metro Rail Capacity Study, pursue short- and long-term rail improvements to accommodate future demand in the East Metro.

Recommendation 1b: Where rail congestion has been identified and/or future capacity constraints are anticipated, conduct additional rail capacity studies in the metro region through a regional coalition of partners. Rail bottlenecks identified in the State Freight and Passenger Rail Plan include:

- Hoffman Junction and interlocking in Saint Paul
- Coon Creek Junction/BNSF Northtown Yard
- Minneapolis Junction and BNSF Wayzata Sub
- Saint Anthony Junction
- TC&W Railroad interchanges (St. Louis Park)

- Canadian Pacific and BNSF southeast metro river crossings
- Savage rail bridge over Minnesota River

These studies should be devised similarly to the East Metro Rail Capacity Study for the purpose of identifying short- and long-term needs for rail system improvements.

Finding #2: Capacity constraints at rail intermodal container yards limit intermodal growth in the region. Rail intermodal (truck to rail) container terminals provide the Twin Cities region with multimodal access to national and international markets. The region currently has direct intermodal container service to the Pacific Northwest and Chicago. Containerized freight continues to be the strongest growth sector in rail freight. The state's only two container yards (the BNSF Midway Hub and Canadian Pacific Shoreham yard) are located within the metro area and are geographically constrained by development or by natural or man-made physical barriers. The yards are nearing maximum capacity, and both will require innovative strategies for adding operational capacity at existing sites or expanding to new locations.

Recommendation 2a: Work with our railroad partners to investigate potential solutions and improvements to address access, gate operation, and capacity issues at intermodal yards.

Finding #3: Intermodal freight terminals provide multimodal access to national and international markets. Intermodal terminals provide the opportunity for freight to transfer from trucks to and from rail, barges, pipelines, and airplanes. These terminals relieve the highway system of truck trips by allowing for the movement of freight by other modes for at least a portion of the trip, reducing demand on the metropolitan highway system.

In many cases, local roadways provide the “last-mile” connection between intermodal terminals and the metropolitan highway system, which is part of the National Highway System (NHS). The condition and capacity of connector roadways affect efficient access to multimodal options at intermodal freight terminals. The Federal Highway Administration allows these roads to be designated as “intermodal connectors,” making them eligible for the same funding from the National Highway Performance Program that is used to improve the NHS. Few regional roadways are currently designated as NHS connectors and it is likely additional routes could meet the criteria for this designation.

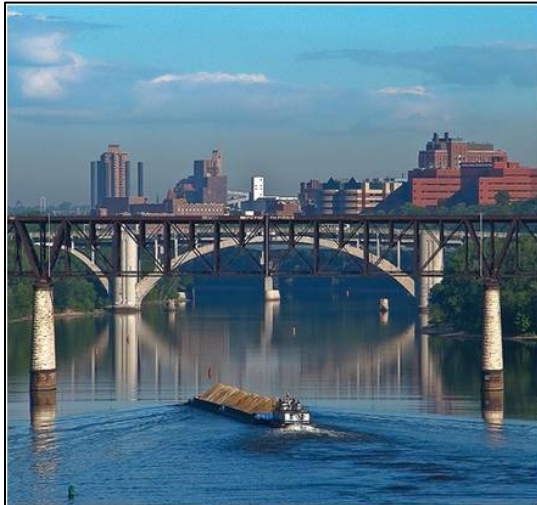


Truck/rail intermodal freight facility

Recommendation 3a: Review the listing of regional intermodal freight facilities and their corresponding connector routes and analyze needed roadway improvements and funding alternatives to determine if new routes should be added to the NHS.

B. Land Use Pressures that Threaten Industrial Land and Freight Terminals

Finding #4: Pressures to redevelop industrial land along rivers and railroads in the metro region may threaten the viability of water and rail-dependent industries and freight terminals. Some of the most attractive infill development opportunities in the region lie along the Mississippi River. The river has been the home for industries such as aggregate, scrap metal, and bulk chemical and agricultural product shipments over the



River barge on the Mississippi River

years and there are active barge terminals in Saint Paul, Savage, and Minneapolis. Redevelopment pressures for office and residential units and/or the desire to develop the waterfront as an amenity, have led to the planned closing of Port of Minneapolis terminals and could lead to further terminal closures in the metro area. While there has been a certain level of phasing out of some river-dependent industries in the metro area, land for such active and established, water-dependent industries should be maintained to preserve the region's economic health and local, family-wage jobs. With respect to local industry access to the region's rail system, commodity shipments by rail have been growing and demand for direct rail access is likely to increase in the near future. As a result, the growing challenges to trucking

relative to cost, congestion, and available labor will become more difficult. Existing and future needs for industrial land with access to rail or the river have not been quantified for the region and further study and analysis is required to determine the degree to which river and rail-dependent industrial users may be threatened.

Recommendation 4a: Analyze existing land uses and zoning along the Mississippi River system and in major metro rail corridors to determine (1) the land and transportation needs of waterway and rail corridor-dependent industries and (2) the extent to which developable land for industrial/manufacturing uses is threatened by non-industrial development. Decisions regarding the potential closure of freight facilities should consider a broad range of community and regional impacts, including transportation and jobs impacts, as well as alternative preservation, mitigation and relocation strategies.

Finding #5: Increased non-industrial land development and encroachment upon industrial land uses in urbanized areas may affect the efficiency of operating freight terminals and may lead to conflicts between industry with residential communities, commercial districts, and parklands. Ongoing non-industrial development adjacent to existing industrial uses may encroach upon and threaten the viability of manufacturing and freight terminal operations. The degree of conflict between residential, office, and retail uses with established industrial areas should be analyzed and documented to determine the scope and degree to which freight-related businesses are threatened.

Recommendation 5a: Include a regional assessment of non-industrial encroachment impacts on the continued viability of established industrial businesses in the prescribed industrial land use/zoning analysis referenced in recommendation 4a, above.

Recommendation 5b: Depending on results of the industrial land use/zoning analysis on river and rail corridors as outlined in recommendation 4a, develop guidelines for and encourage consideration of freight needs and impacts for use by cities and counties in their comprehensive plans.

Recommendation 5c: Depending on results of the industrial land use/zoning analysis and of a regional assessment of non-industrial use impacts on established industries (recommendation 4a), work with cities and counties to develop strategies to preserve threatened industrial land use zones, manufacturing facilities, and intermodal/warehouse

terminals. Include strategies that reduce potential conflicts between freight-related land uses and adjacent development.

C. Congestion and Freight Moved by Truck

Finding #6: There is a need to understand where and when trucks are most impacted by highway congestion but a lack of related truck data on congested corridors and peak congestion times. The relationship between metro highway congestion and regional truck movements is not well understood. There is a need to identify where and when trucks are most impacted by congestion on the metropolitan highway system to better understand: (1) the impact of congestion on trucks and the regional economy and (2) the impacts of truck traffic and incidents involving trucks on congestion. Specific truck volume data are needed during the most congested a.m. and p.m. peak periods.

A comprehensive truck data collection system is needed to establish where and during which hours of the day trucks are most impacted by congestion, by specific truck type and size. In addition, better data are needed for intra-regional truck movements, origins and destinations, and urban delivery practices. With more comprehensive data, MnDOT and the Metro Council will be able to determine which highway improvement projects may provide the most benefit to trucks moving freight through the region.

Recommendation 6a: Develop and implement a framework for regional truck data collection and use. Through this effort, MnDOT and the Metro Council should identify key highway freight corridors to better understand the relationships between peak-period truck traffic and peak highway congestion, as well as relationships between regional truck trip patterns and travel time reliability of the highway system. This analysis will identify existing and future highway system deficiencies that directly impact freight moved by truck.



Highway congestion impacts regional freight mobility

Finding #7: Highway and local roadway congestion increases freight shipping costs in the Twin Cities region. Regional traffic congestion, particularly locations of heavy, recurring congestion, increases the amount of time delay for trucks and their cargo. This leads to increased fuel and labor costs, inventory carrying costs, and the need for additional vehicles and equipment. Much of this additional cost is likely passed on to consumers in the region. Within the Twin Cities metro area, the cost of congestion delays to trucks is estimated by the Texas Transportation Institute at about \$230 million per year. Active Traffic Management (ATM) efforts such as ramp metering, variable speed control, and traveler information systems are applied to mitigate general congestion on the metropolitan highway system. Additional strategies such as redirecting trucks in real time to avoid congestion due to incidents could be applied in areas with high truck volumes. This would serve to reduce the impact of congestion on freight mobility and minimize the impact of trucks on overall traffic congestion.

Recommendation 7a: To focus coordination efforts on addressing these congestion-induced costs, develop a “Freight Advantages” working group of MnDOT and Metro Council staff to (1) identify specific truck freight problems and needs and (2) to develop cost-effective, operationally focused solutions for improving travel time reliability for trucks using the regional highway system.

Recommendation 7b: Form area and/or issue-specific interagency and private sector freight groups, as needed to work with the “Freight Advantages” group in addressing specific freight issues and solutions.

Finding #8: Truck-related crashes on the metropolitan highway system are a safety and mobility concern for all users.

Throughout Minnesota in 2011, there were more than 4,000 truck-involved traffic crashes, including 51 fatalities, and more than 1,200 persons injured. On the metro highway system, the impacts of truck-related crashes and other vehicular incidents on regional truck mobility are not fully understood. Similarly, the effects of general highway congestion on the incidence of truck crashes are not fully understood. While MnDOT’s Freeway Incident Response Safety Team (FIRST) offers quick response to freeway traffic incidents to minimize congestion and prevent secondary crashes, more focused analysis is needed to identify highway system issues relating to the safety of truck operations.

Recommendation 8a: Investigate truck-crash history data and/or existing studies to identify highway system issues and opportunities for improving safety conditions for trucks. Implementation of any improvements should be consistent with the education, enforcement, engineering, and emergency response principles of safety management.

Recommendation 8b: Investigate how truck-related incidents impact and are caused by highway congestion, and investigate new strategies for incident management involving truck-related crashes.

Recommendation 8c: Identify ATM strategies specific to trucks that could be applied in areas with high truck volumes, such as redirecting trucks using real time messaging to avoid incident-induced congestion.

III. STUDY FOCUS AREA REPORTS

During the freight study, with the assistance of the Volpe National Transportation Systems Center, the study team researched four subject focus areas and developed four corresponding reports, addressing the various issues and perspectives relating to the study goals. These reports include:

- *The Importance of Freight to the Twin Cities’ Economy*
- *Twin Cities Freight Peer Exchange Final Report*
- *Opportunities to Strengthen Freight Planning report*
- *Freight System Performance Management Framework report*

This section includes synopses for each of these reports and provides links to the full reports.

A. The Importance of Freight to the Twin Cities’ Economy

The Importance of Freight to the Twin Cities’ Economy (http://www.dot.state.mn.us/ofrw/PDF/metro/Freight_and_the_Twin_Cities_Economy.pdf) summarizes the relationship between an effective metropolitan freight system and a healthy and sustainable economy.

The freight transportation system plays a critical role in supporting the Twin Cities’ economic status, competitiveness, and the quality of life of its residents, allowing the region to function as an important business and transportation hub. In recent years, Minneapolis has ranked as high as fifth nationally for business climate and transportation infrastructure, and was

named a top 10 logistics-friendly area based on categories such as road conditions, infrastructure, and access to ports and railroads.

The freight transportation system supports the region's economic competitiveness in the following ways:

- **Providing needed jobs for the region.** Freight transportation offers family-wage jobs for a large number of residents. In 2009, about 300,000 jobs (roughly 20% of the region's jobs) were related to the manufacturing, transportation, and warehousing industries. Many of these jobs directly deal with moving freight.
- **Keeping businesses in the region.** Transportation is a critical consideration for many of the region's businesses. Congestion, lack of good connections from major highways to freight warehouses and distribution centers, and deteriorating roads are all factors that affect commercial transportation costs. Businesses struggling with high transportation costs might relocate outside the region or to other states where operating costs may be lower, leading to a negative impact on the regional and state economy. A robust, efficient freight transportation system helps attract and retain businesses, and supports overall economic vitality. It also helps distinguish the metro area as an economically prosperous region that can continue to sustain a high quality of life.

In 2007, about 127 million tons of freight valued at approximately \$208 billion was moved annually in the region. In 2008, the region ranked 14th in the nation for value of exports (about \$19 billion in total) with machine products as the region's most valuable export.

Most of the region's freight tonnage and value can be attributed to freight moved by truck (see Figures 1 and 2). Although substantially less freight (by weight and value) is carried by water, rail, and air modes, these modes are critical for particular industries, such as agriculture, aggregates, and medical instruments because they offer lower priced or faster shipments.

Figure 1. Regional Freight Modal Split by Tonnage

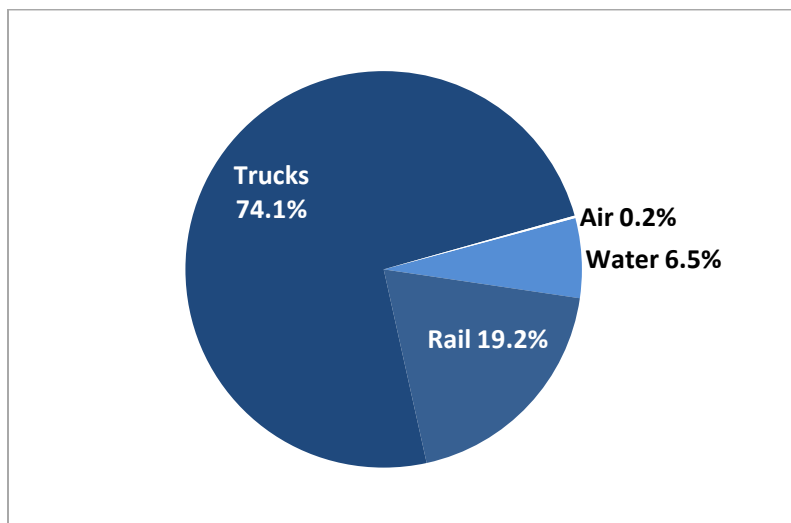
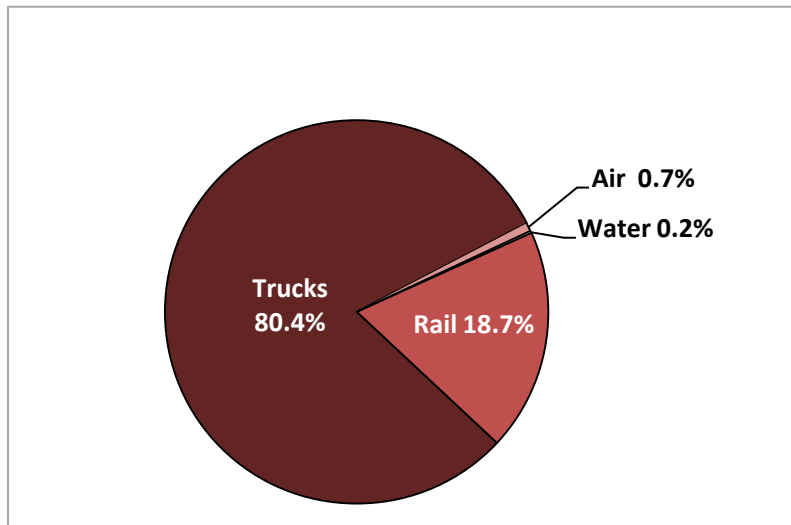


Figure 2. Regional Freight Modal Split by Value



B. Best Practices in Freight Planning from Peer Regions

As part of this planning effort, MnDOT and the Metro Council hosted a “peer exchange” with other state departments of transportation and metropolitan planning organizations, sponsored by the Freight Peer-to-Peer Program of the Federal Highway Administration (FHWA). Supplemental telephone interviews were conducted with additional regional and state peer agencies actively involved in freight planning. (The proceedings of this peer exchange can be found in the *Twin Cities Freight Peer Exchange Final Report* (http://www.dot.state.mn.us/ofrw/PDF/metro/Peer_Best_Practices.pdf). The purpose of the peer exchange and interviews was to share information and provide important insights to all participants on effective approaches to state and regional freight planning and programming. The review successfully identified areas where MnDOT and the Metro Council could be more effective through enhanced collaboration, such as:

- Defining a “freight project” category and identifying general transportation projects that benefit freight.
- Considering mechanisms to incorporate freight into highway plans or developing priority freight corridors.
- Identifying ways to measure freight benefits, including developing freight performance measures.
- Learning more about regional truck movements by conducting studies such as corridor-specific travel time analyses.
- Assessing local community interest in freight issues and encouraging cities and counties to consider freight in their local comprehensive plans.
- Identifying new stakeholders to involve in freight planning discussions. Possible new stakeholders include the Wisconsin DOT, and cities and counties with major freight-generating facilities.

C. Opportunities to Strengthen Freight Planning

This *Opportunities to Strengthen Freight Planning* report (http://www.dot.state.mn.us/ofrw/PDF/metro/Strengthen_Freight_Planning.pdf) summarizes and ties together findings from interviews conducted with private and public sector freight stakeholders about ways to improve freight transportation planning in the Twin Cities region.

Since the private sector owns and controls many regional freight system assets, points of influence for public sector organizations engaged in freight system planning are often indirect. Because these influence points often become visible through public sector planning processes, the report calls out possible actions in five opportunity areas that span a project's lifecycle, including: identifying needs, clarifying problems and solutions, setting priorities, selecting and programming projects, and implementing projects. Projects may include a wide range of activities like education/outreach, operational changes, or low-cost/high-benefit improvements, in addition to traditional capital investments. The report also summarizes private sector stakeholder perspectives regarding potential opportunities to strengthen freight planning.

Overall, the report provides a starting place for the state and region to identify specific ways to increase the visibility of freight in regional transportation planning. By highlighting tangible actions, the report aims to get better on-the-ground results from the freight system and to improve collaboration among public and private interests in pursuit of those results.

D. Performance Management Framework for the Regional Freight System

The *Performance Management Framework* report (http://www.dot.state.mn.us/ofrw/PDF/metro/Performance_Management_Framework.pdf) is intended as a reference for developing the details of, and seeking input on, a regional freight action agenda. The content of performance indicators and measures in the framework derives largely from existing policy plans of MnDOT and the Metro Council and references the five goal areas of safety/security, infrastructure preservation, mobility, accessibility to key economic centers, and community and environmental sustainability.

For each freight mode, the framework provides a matrix of information for performance measures and indicators. The measures and indicators can be used to show gaps in performance management relative to policy targets or objectives, or to provide a basis for discussing regional investment priorities. The framework can also be used to compare and contrast specific regional sub-areas and to identify specific sub-regional needs. A core set of measures and indicators could also be used as the basis for developing a toolkit for managing the regional freight system and for linking agency-wide efforts of MnDOT and the Metro Council, as well as reporting to the USDOT.

IV. RECENT AND ONGOING FREIGHT PLANNING ACTIVITIES

Since completion of the main technical sub-reports of the Metro Regional Freight Study, MnDOT and the Metro Council have been actively engaged with various planning activities throughout the state and region. These include the following study and planning efforts:

A. Met Council THRIVE 2040 Plan

Thrive MSP 2040 is the Twin Cities regional long-range policy plan that builds on the Regional Development Framework adopted in 2007. Thrive MSP 2040 is the “umbrella” plan for the Transportation Policy Plan and two other regional system plans. This plan, to be completed in early 2014, will provide a regional vision for developing the seven-county metropolitan area over the next 30 years that:

- maximizes opportunities for growth and prosperity;
- creates a regional vision for residents, business owners, local officials, and community leaders; and
- defines regional goals that may be too big for one community, but possible to accomplish as a region.

Thrive MSP 2040 will also provide direction for and policy connections between regional economic goals and the metropolitan transportation system.

B. Metro Council 2040 Transportation Policy Plan

The 2040 Transportation Policy Plan (TPP) is the Twin Cities region's long-range transportation plan that sets the vision and goals for the metropolitan transportation system over a 30-year horizon. The plan is updated every four years and the current effort, to be completed by the end of 2014, will establish for the first time indicators and measures to quantitatively monitor system trends and highway system performance. In addition, existing freight system policies and strategies will be reviewed for possible modifications and additions to reflect the region's evolving freight system and economy.

C. MnDOT Regional Truck Movement GPS Study

A study of truck mobility in the Twin Cities metro area using truck GPS data from private industry and existing data from MnDOT has several objectives:

- to integrate private and public freight data sets
- to generate freight mobility and reliability measures
- to identify significant freight node and corridors in the region.

The study will allow the region to better identify traffic congestion and truck bottlenecks, to evaluate truck volumes contributing to traffic delay, and to use derived measures to inform decisions about planning, freight forecasting, and infrastructure investment.

D. MnDOT Statewide Ports and Waterways Plan

This first-ever statewide plan for Minnesota's ports and waterways is under development. The plan will include an overview and history of Minnesota's waterways and industry shipper profiles. It will also provide an inventory of facility conditions for metro region ports and locks, as well as for facilities throughout the state's Mississippi River navigable waterway. Economic benefits of the waterways system will be identified and the effectiveness of the Minnesota Port Development Assistance Program will be assessed relative to similar peer state programs. The plan will provide recommendations for the roles of private and public investment and will identify potential performance measures for program effectiveness, system efficiency, cost competitiveness, and throughput capacity. The plan will inform other agency multimodal planning efforts in Minnesota.

As these planning activities are completed, MnDOT and Metropolitan Council will incorporate the policy directions, initiatives, and findings into our evolving metro freight strategy. The agencies will continue to coordinate efforts and collaborate with our partners to act on the recommendations identified in this study.