WisDOT Freight Advisory Committee Meeting

Tabletop Discussion Responses

April 21, 2026

Panels I and II: Maritime Freight

Strengths

What are the strengths of the maritime freight system in Wisconsin?

What are the strengths of the WisDOT programs that have aided maritime freight development?

What were some of the other maritime policies and programs from other states that you found interesting?

Table 1:

- The HAP is definitely something Wisconsin is doing well. I do think it could increase funding levels. It could be expanded to include private terminals.

Table 2:

- Diversified supply chain between modes
- Workforce & workforce development
- Jones Act – supports U.S. industry and transportation
- Location: access to lakes and highways, access to different modes
- Decent distribution of HAP grants around the state, longstanding practice
- Work with tech schools
- Support for shipbuilding
- Supply chain (mode diversity & skillsets)
- Part of global outreach for Wisconsin is our deep-water ports

Table 3:

Q1:

- It's a question that has remained relevant for the last few years. Wisconsin has a statewide system, not just roads. With rail, water, and air, that system is only as

strong as the weakest link. When looking at the Mississippi River, government must put more dollars into that. Without the improvements needed, the system is falling way short.

- The variety of private entities that should be leveraged
- Geography - being located between a major lake system and the Mississippi
- Fair amount of regional cooperation and organizational integration across borders
    - It's all about the people you have running these things. If you have great leadership things will be successful down the road. Bad leadership will have bad flow down
    - Invest in collaborative efforts
- Lots of infrastructure
- Upper Mississippi functions much better than the Lower Mississippi
- Adding that leadership isn't the only thing; economics are also important. There is generally better funding up north than is available for the Lower Mississippi

Q2:

- HAP program
- Combining these state funds in conjunction with other WisDOT or federal grant programs (MARAD, PIDP, etc.). There are some grants that can be used not just for maritime side but for the other components such as landside infrastructure.
- HAP is a little large for what some companies do.

Q3:

- How are local decisions rippling out?
- Not working off of the same policies. How do the SFPs from multiple states complement each other? Or do they or compete?

Table 4:

- Connectivity to the Gulf
- There are existing infrastructure and assets, even though they need improvement. Any project isn't starting from 'zero.'
- The number of organizations working in the space – there is collaboration
- Political support - Recognition in the Midwest about how important maritime freight is

- Wisconsin has had a HAP since the 1980s and is consistently funding the program
    - Institutional knowledge from 30+ years
    - In other states the programs are new
- Awareness of the legacy of the system
- Interconnectivity and the ability to move between basins – positive and negative (see *threats*)
- Environmental and transportation collaboration

Table 5:

- Geography of Wisconsin
    - Mississippi River
    - Great Lakes
        - Connections / access to Gulf and to the North Atlantic
- Long history / legacy of maritime trade in Wisconsin
- Railroads (multimodal opportunities)
    - Also able to send goods by rail to the Pacific Coast for maritime export
- Consider lakes / waterways as a system
- Harbor Assistance Program – leading state-level program
- Collaboration (bi-national)
    - Finding common ground across jurisdictions – "work together"

Table 6:

- Wisconsin is surrounded by water on three sides, with businesses operating near all water routes.
- Wisconsin has a diversity of goods that can be transported via waterways.
- Wisconsin's axle weight allowances are structured well and allow OSOW flexibility in loading (which allows for easier movement into ports)
- Fertilizer, grain, and feed OSOW Bill (2025 Wisconsin Act 161) was signed to accommodate better flow of these goods based on expanded permitting.

Table 7:

- Water on 2.5 sides
- Good dialogue between different communities
- Three ship builders and large manufacturing

- Multimodal facilities
- State economy that focuses on waterways
- Good access to information
- Access to global / international waterways
- Good connectivity with interstate and rail networks
- Jones Act - stakeholders
- Alternative detours [ed. note: unclear context]

Table 8:

- Two aspects: Great Lakes shipping is able to travel to the East Coast and Europe. Similarly with inland shipping there's a connection all the way to the Gulf. Those are really long distances that Wisconsin markets are able to connect to.
- The distance from the Port of Milwaukee to the Mississippi River is not very far. Wisconsin is located in an ideal place to be able to ship goods to the U.S. and beyond.
- Harbor Assistance Program
- Agriculture / small community-specific grant programs that can help with maritime freight

Table 9:

- Available coastline amount
- Current commercial ports
- Duluth / Superior's Harbor Technical Advisory Committee
- WI Commercial Port Assoc
- WI one of the few states w/ HAP, but program hasn't kept up w/ inflation
- WI public trust doctrine - no other use but for commerce or recreational purposes

Weaknesses

What considerations should be made to address the seasonality of maritime freight movement?

Table 1:

Winter Operations

- Why does the U.S. Great Lakes have only one icebreaker? Why can't the Great Lakes states get support at federal level for more icebreakers? Every state has a priority for what they want.
- That's a federal asset.
- Congress got rid of the earmark process, which did everyone a disservice. It makes it harder.
- Community-directed spending. Each legislator gets a certain amount of money, and everyone comes to them with their requests.
- Icebreakers and dredge material are the access that is being looked for.
- Even if an earmark for the icebreaker can be obtained, the Coast Guard is not going to give private companies access / permission to use it.

Dredging

- FAC member asked about dredging
- It's a state problem. State law on the sediment that is disqualifying it on where it can be disposed. In Missouri, you can do in-water disposal; in Illinois, it needs to be hauled inland. That's driven by state DNR.
- Is it a US EPA or a state DNR standard?
    - EPA is looking at what is in the dredged material, and DNR is deciding where it can go.
- They're looking at the PFAS composition. If you're somewhere like Port Milwaukee where all these storms just caused all the sewage flow in, they have issues about what can be dredged.
- Because limitations are different state to state, it's hard to make a port somewhere. Couldn't the feds create a minimum standard that states need to adhere to that creates some consistency?
- You're taking away states' rights.
- It's similar to what challenges exist for dealing with states that have different OSOW weight limits.

- The Mississippi River is like a highway, and you can make exceptions because it's so important. Whereas smaller rivers would be expected to adhere to the laws.
- I think all navigable rivers are important.

Funding

- State programs like HAP are available for public ports but not private terminals. The Missouri terminal example is instructive, but it's always hard because there's only so much money.
- There is a Missouri Port Authority that can lobby for funds, but Wisconsin doesn't have that.
- The FAST Act is what is driving the Freight Plan. Each state gets allocation from feds as long as they produce a freight plan.

Table 2:

- Inefficiencies on transportation between modes – need infrastructure improvements
- Lack of ice breakers (due to lack of public funding)
- Lack of logistical support
- Need to expand workforce training – cross-knowledge
- HAP restrictions on use of money
- Lack of knowledge of HAP and other maritime funding opportunities by local community planning and economic development units
- Dredging – balance of responsibilities and priorities
- Dredging is tough because it's recurring
- Lack of knowledge at the local level
- BNSF cargo spill in La Crosse [ed: no details provided]

Table 3:

- The lack of ice breakers
    - When you hear four different panelists say the same thing…
- When it comes to federal funding, our decision makers need to be educated, including those at the state level. They don't understand the importance of broadening that window and they don't understand how much product moves through water and how the systems work

- The money will demonstrate it. It will be easy to show numbers for summer vs. winter (how much product is being moved through ports during summer vs. winter)
- Workforce challenges. Workforces being seasonal. Could look at DWD grants or federal program funds that go to Workforce Investment Boards that private industry applies for to hire and train people
    - Maritime work goes from spring through fall
    - The logging industry operates in winter
    - That's not covering the same geography
    - What are other states doing? In the U.S. across other colder states - not just the Midwest, look at the mountains. By asking the marine employees to look for a second job in the off season, are jobs being taken away from other people?
- The population is static so at some point there will be workforce challenges.
- Aging workforce- address it by having a dual program
- The sector should work with a technical school. Tech schools work a lot with private sector employers; there may be a sector in the La Crosse area for training - something to fill that gap the money might go to workforce development program (federal or state??) Workforce investment boards by region are very connected to tech schools and the private section usually has regional piloting that could be done around seasonality.
- Universities versus technical college system / industry training. There is a trend back to "hands-on" work / people in the trades. It's going to take a while, but the economy will get there. Money drives people. People aren't getting jobs with a four-year degree the same way as before and there is this transition to hands-on types of work.
    - Industry training, transportation industry, union work
    - Healthcare does this type of training.
- Winter can be time to upgrade the ports. The workers can do dual purpose to improve the facilities during the winter. Most of the construction can be done in the winter. The only construction that cannot be done in winter is earthwork. Anything vertical can be done in the winter. Capital improvements and maintenance. Replacing aging infrastructure on the waterways.
- Interstate moves can be challenging. Can't think of anything where there is conflict with other states. But that doesn't mean our state policies are necessarily mutually reinforcing. How do the state freight plans compliment or compete against each other?

Table 4:

- Workforce development is stronger in other state plans (Michigan, Ohio)
    - There is a lack of education for kids in school
    - They are unaware of the employment opportunities and the scope of opportunities
    - Other plans include shipbuilding
- The seasonality of the operations which also affects the cost of rail
- The need for ice breakers – the mandate to keep the vessels moving is not being met
- The limited dimensions and capacities of vessels - can't bring in container ships
    - The St. Lawrence Seaway is limited to about 630 feet in length
- Rail and access to the ports and the ability to get rail service in WI
- Differences in government layers and rules between US and Canada and among states within the U.S.
- Seasonality impacts to shipping rates – when waterways close, rail rates spike
- The WisDOT Community Development Plan needs to be updated
    - *not sure the name of the plan is correct [ed. note: unsure what plan is being referenced here]

Table 5:

- Seasonality (Ice breaking required)
    - Additional ice breakers are needed
- Unpredictable weather (Storms / flooding)
- Supply chain disruptions may be economically unfeasible for shipping
- Year-round freight movement difficult to attain
    - Is there a need to define "year-round" shipping as a policy?

Table 6:

- Insufficient icebreaking.
- Seasonal river fluctuations impact ag product movements.
- Are there any opportunities for privately held heavy icebreakers?
- Storage availability is important for ports to handle fluctuations in shipping and more could be had in Wisconsin. Seasonal water levels fluctuations are increasingly volatile thereby heightening the importance of dredging and maintaining navigable water routes.

Table 7:

- Not enough ice breakers for the systems
- Challenges of funding - general infrastructure needs
- Environmental constraints and balancing environmental impacts with freight system needs
- Sheer number of conflicting stakeholders
- Development time for projects – permits and funding can take years or decades
- Challenges with policy consideration for national and international trade
- Jones Act
- Locks – construction

Table 8:

- There's a general need for more ice breakers.
- Support job training and retention so that workers don't have to leave Wisconsin
- Not water related, but seasonal weight restrictions that come up in certain areas of the state. If you have your local roads shut down for three months in the winter, it doesn't matter if the Coast Guard is breaking ice or not. Goes back to ensuring that our system is truly multi-modal.

Table 9:

- HAP level not keeping up with inflation, less historically than in the 1970s
- There is only one Harbor Technical Advisory Committee – the Duluth-Superior one
- Communication / coordination is lacking (there are opportunities to improve)
- Seasonality / mandated closings (seasonal)
- Lack of data on infrastructure conditions, no comprehensive / full repository of data including / especially private terminals

Opportunities

How should WisDOT work with surrounding states on policy and program development?

How should WisDOT address the issue of balancing environmental stewardship and transportation efficiency? What are some innovative ideas for win-win efforts? Who should be part of those efforts?

What are the most important considerations for landside access to ports – by rail and by truck? How could these be supported?

Table 1:

- The HAP is definitely something Wisconsin is doing well. I do think it could increase funding levels. It could be expanded to include private terminals.
- Goes back to dredged materials and federal rules. For example, our business has been building a terminal in southeast Indiana. If that location wouldn't have access to the infrastructure, it disincentivizes the investment. Then, that community would be negatively affected by the operation pulling out.
- When it comes to intermodal, who is the champion? Is it WisDOT or is it private industry?
- [Some railroads] would rather fund stuff themselves and do it on their own timeline than deal with government oversight.
- The big power players have such deep pockets.
- Essentially a government-sponsored monopoly. When it comes to getting service to the communities, they don't deliver.
- I'm in support of short lines. They could bring service to small communities that large companies don't care about. About 90% of rail traffic just goes through our state without stopping. Wisconsin could do the same with small ports.
- There should not be a bit of grain that goes out via water or rail that isn't accounted for. MARAD or another government branch should have an interactive map that shows exporters how to get grain where it needs to go as efficiently as possible.
- Regarding the HAP, the Missouri DOT has their HAP, but they also have a second program for the private terminals. For WisDOT, if there was money set aside for private terminals, it could be earmarked for certain priorities – such as safety or workforce development.
- Wisconsin created ARIP / LSSIP to improve small roads and culverts that were creating a bottleneck. Same could be said for small, private terminals. If you can

demonstrate in a grant application that your small port or short line can benefit state economy, you should be able to get some state relief.

- It's frustrating that when others are trying to get everyone to pull in the same direction, the big players are apprehensive. They're worried about these trucks, but businesses are not going to have anybody to drive trucks in five years. [ed. – aging truck driver workforce]
- ARIP / LSSIP are great, but, at some point, you have to stop the bleeding. Other states are incentivizing ways for freight to go via a certain mode. You could say, "anything that goes beyond 50 miles, if it goes on water instead of rural roads, our agency will give you a break."
- ARIP is very much the last mile. A lot of the issue is the route that gets you from the hub to the port.
- I've always said the process needs people who can see all of the different modes and make the right decisions.
- You need to make sure you have these people in the room.
- You need a higher person who can look at everything and make the final call.

Table 2:

- Support workforce development programs in our state, expand eligibility, give facilities an opportunity to grow
- Provide education to local communities
- JF Brennan's coloring book idea for kids to teach them / show opportunities in maritime sector
- Encourage better coordination between maritime organizations and other modal organizations
- Retain the Jones Act (without which shipbuilding goes away)
    - Waivers to the Act are a real threat
    - Buy America and protecting US industry
- Support shipbuilding sector with shipyard grants
- Provide federal and state funding – promote the federal funding included in the full Surface Transportation Funding
- Promote the efficiencies of transloading between modes
    - It's a multi-mode system that people aren't aware of
- Opportunities for funding: these are interconnected and not separate from surface transportation funding

- Seek opportunities to build connections with other ports across the system (in other states) and share that information
- Tourism / cruises are opportunities to improve the overall system
- Offer education / knowledge of what inland ports deliver and to where (Missouri, New Orleans, etc.)

Table 3:

- Discussion about some actions that are happening around the country and Canada
- How much of the emphasis on that bridge in Michigan (Detroit – Windsor) has impacted the ports (the Gordie Howe bridge) - what are the ripple effects? I know that part of that project is connecting to ports for easier access, and Canada is paying for the US side [ed. note: no follow-up]
- A lot of investment priorities are built off the multimodal freight network map
- There is not federal funding tied to that map; there's a different map for funding. The national highway map is not the roadway component. Long story short, the reason organizations and facilities are not getting money isn't because they are not on that map. There are other reasons they should be mapped but they are not missing out on that money.
- Not everyone is working on the same policies, which makes regional collaboration even more important. Who creates the maps, and who uses them?
- States are competing against each other while regional shippers rely on Iowa, Missouri, and the Gulf to move our product, but those states have their own farmers and products.

Q1

- What I heard is there are already some strong bonds- Wisconsin already shares the same issues- what are Minnesota, Michigan, and Iowa doing? Wisconsin is facing the same types of problems.
- The presentations just showed how everyone has their freight plans. How are they converging? What are the universal themes? Synchronize and strengthen the ties through SFPs.
- The MIC group [Duluth-Superior HTAC] - are there ways to engage beyond the Minnesota group can the groups be bigger?
- There is discussion about it within the MAFC pooled fund; the membership does touch on it. WisDOT could be more deliberate.

- There is a huge difference between how government and the private sector look at things. Government needs to engage the private sector more. Find out who has strengths and who has weaknesses and how can people who have more experience in this realm can help. Opportunities must be developed to move on and work through things.
- Building linkages between groups.
- Lending a hand early on - some of the infrastructure pieces have waited too long
- There is a huge need for regional pushes for "big" needs like icebreakers. Engage with private funding infrastructure investment- policy or program. All the states working together to really lift a region- if everyone can focus together, stuff can get done.
- There are ways that to leverage private sectors- tolls fees through the private sector.
- DeLong project at Port Milwaukee as an example of private and public money solving a problem.
- That's what is being done at the airport too - aligning with federal grants and making sure the office is up to speed. At the airport the staff didn't even know there were grants available. They should be better broadcast [publicized].
- Broadcasting [publicizing grant opportunities] is a great role for the freight plans. The state might know more about the federal funds that are out there than the rest of us.
- There is a place where you can find a list of all the grants available.
- It should be pushed out more to local governments and local ports.

Q2

- Develop partnerships with DNRs in all the states.
- Surprised that maritime freight is at 50% capacity; there is so much available capacity for more freight. There is more room for investment to be made.
- At the fall meeting the FAC members heard a lot about how they are closing rail terminal destinations. As a result, truckers have to do longer hops because of this. Seems to me there is a system breakdown. Could some of this freight move by water instead of truck?
- That becomes very difficult with local communities taking on this burden- they don't want it.
- Focus on the ones that are already there and the ones that are going away.
- There need to be local governments in the role. Coordination that WisDOT could lead.
- The answer isn't to put more trucks on the road. They don't interact well with passenger vehicles. Wisconsin needs modern facilities.

- Shocking how many truckloads a barge can hold. Everyone had a slide showing it.
- A study was done 8-9 years ago where the lock system was examined and an estimate was developed of how many trucks would be needed if the locks broke.
- Marketing for federal grants
- NESP program - going through the process of advocating for both navigation and the ecosystem side; habitat restorations. Investment and expansion of 1200 ft locks and the ecosystem side they are working hand in glove. Having advocates from industry, DOTs and having programs that balance both sides.

Q3

- Interstate improvements with first / last mile
- In Milwaukee there have been several large programs for more direct access to the ports and adding access to that port.
- Getting the Class I railroads to communicate with short lines.

Table 4:

- Educate school kids on the legacy of the system
- Intermodal / containerized freight
    - How to work with other states and Canada
    - Collaboration opportunities with Burns Harbor (Indiana) and Monroe (Michigan)
- Engaging with private terminals and including them in the plan
    - Why are private terminals not included in the master plan?
- The Coast Guard is mandated to do the ice breaking among other duties
    - Terminals do run their own ice breaking
    - Ice breaking isn't a good business opportunity - How would you charge for service?
- Federal funding needs to be restored
    - Icebreakers, dredging, and locks all need funding / improvements
    - These needs must be delivered as a unified regional multi-state voice
    - The regional port associations need to continue to lobby
- Assets are aging out and not being replaced
- Land side access to rail and tracks
- Michigan and Ohio are investing in ship building incubators and are investing in education in those areas. There is less visible support in Wisconsin.

Table 5:

- Need rules that allow working together / collaboration / cooperation with other states and federal gov (examples: fish spawning windows to pause dredging or ballast water management)
- Not enough data to set policies
    - More research $ is needed
- Discuss environmental issues across jurisdictions – "balance"
- Respect spaces (commercial vs. recreational)
- Ensure there are sufficient land-side access connections at appropriate locations
    - "Efficient" and "makes sense"
    - Long-term planning (8 years vs. 30 years) – "Investable" and "Plan for it"

Table 6:

Q1:

- Other states are putting out long term strategic plans (Ohio and Michigan) that look well thought out and are comprehensive.
- Are there interstate maritime associations (with state agency participation) which meet and discuss issues?
- Mayors / City Officials on the Great Lakes meet to discuss maritime.
- MPOs meet to work on maritime issues and planning.
- There is a study underway for transloading on the Great Lakes and Mississippi. (American Great Lakes Ports Association {AGLPA})

Q2:

- No Comments on environmental stewardship
- Reach out to USACE about environmental impacts?

Q3:

- For OSOW, when shipping goods overseas, the most popular port is Houston. This is because this port is easily accessible (for truckers) and always maintains at least one accessible truck route open. When ports / states make things difficult for big shippers, it is difficult to get them back when they leave for somewhere else (port access and shipper relations are important).
- Preserving existing trucking routes out of ports and keeping them open is important, as well as having viable alternatives if needed.

- WisDOT should consider prioritizing construction projects based on importance of freight / OSOW routes from ports.
- Large project cargoes (e.g. wind turbine blades) are so big now it makes it difficult to ship them and they mostly go to Duluth. Port Milwaukee does some OSOW, though not very much, and would like to do more.
- Clearance issues with OSOW are an important consideration.
- Could investing in the Great Lakes Waterway System become a better alternative to other routes / modes?

Table 7:

- Cooperative agreements with other states and nations
    - Improve synching of budgets and policies with others
- Improve WisDOT / WDNR coordination and funding
    - Harbor, waterways
- Intrastate communication between the different modal areas
- Marketing could be improved to highlight the capabilities of specific ports (and maritime in general) for importing and exporting
- [Improve] coordination / working with other modes (especially rail)
- Welland Canal improvements (reduce current restrictions)
- Selling byproducts of dredging
- Opportunity for greater funding
- Climate changes create new opportunities: more water, less ice

Table 8:

- Improve the use of federal funds at our port facilities. Focus freight funding primarily on the road system but WisDOT could explore opportunities to spend it on harbors / ports. This could aid the movement of freight and WisDOT could learn more from other states (freight funding specifically).
- Consider more research
- Cross-coordination with other state FACs
    - All FACs are built differently
    - Same issues
    - Shared ideas

- Other states are really focused on leveraging federal dollars with state funding for rail projects; this could also be applicable to maritime programs funds. WisDOT needs to be more involved.
- "Look at all infrastructure" will take too long; projects are needed sooner
    - If there isn't a program to support the project that can be used, find a partner organization with a program that could be used
    - Break it down by organization capacity to identify joint opportunities
    - How does the freight sector get it all together?
- Does planning need to stretch across longer periods – especially at the federal level?
- WisDOT has done a good job of identifying OSOW routes (from ports)
- Look at FWHA support

Q1:

- Cross-coordination with the FACs, meaning coordination between various states. A lot of states are dealing with the same issues, so coordinating with them would allow for WisDOT to solve problems on a larger scale
- Standardization of regulations at the federal level
- Support private business led initiatives
- The time it takes to develop and then implement projects takes decades, which isn't time that is available. Is there a way to fast-track these efforts to improve multi-modal transportation systems across the United States? (This could be entered as an opportunity and also as a weakness). There isn't a funding mechanism to take these long-range plans that everyone is developing to integrate the modes. There are all these individual funding programs, but how do you develop a comprehensive project for transportation regardless of mode?
- Support transition of transportation modes / methods based on season – this can be at the federal level since each state legislature may operate differently (i.e. WI legislature can only focus on biennium and funding is often siloed very specifically). Stakeholders and planners need to be thinking over a longer term for projects (one decade there might be interest and then the next there might not be).
- Big weakness is stakeholders can see a problem but can't seem to pull together the right people / organizations / funding to be able to fix it. Determine the strategy for our country for how to move goods and then fund that effort. Can there be a federal benefit / incentive program to encourage that type of investment?

Table 9:

- Develop the HTAC model statewide
    - Opportunity for regulatory authority or assistance
- Look at Poe Lock after 2nd lock opens
    - Study how freight movement changes
- Climate change / seasonality
- Technology
- Facilitate more conversations
- Consider changes to waterways in regulations
- Training / long-term careers - Educational opportunities
- Highlight environmental benefits of maritime over other modes

Threats

What barriers are the greatest challenges to increasing trade across the Great Lakes?

How should WisDOT address the balance of retaining commercial port uses and activities against pressures to develop recreational and residential uses?

Table 1:

- If you need to dredge and haul it back onto the land, that's difficult. Maybe in-river disposal is the answer. But I don't know what the secondary effects of that are. I don't know what the DNR rules are.
- What I don't know, is there a place to dispose of dredged material? Can it be cleaned?
- The disposal place in Chicago is out of space.
- How long until our ports are unusable and our waterways are unnavigable?
- Who has to pay for everything? It would be economically disadvantageous.
- Should there be consideration of putting all this dredge material somewhere like the coast where the land is receding?
    - It could be put into old pits that don't have leakage.

Table 2:

- System vulnerability, especially agriculture (U.S. stands to lose share in export market because some other country can pick that up; it will be hard to bring back)
- Weakening the Jones Act may create issues with national security and the economy
- Workforce shortage
- Lack of resources
- Lack of regular and predictable funding
- Seasonality of the weather and impacts to maritime
- Resiliency of infrastructure and equipment to bad weather
- Unintended consequences of foreign built ships such as safety, national security

Table 3:

- Infrastructure investments
- Need more ice breakers

Q1:

- Ice breakers
- Conflicting incentives
- Old / aging infrastructure

Q2:

- More mixed-use port facilities – Commercial ports and recreational boating at dual use facilities.
- Alignment with local governments to focus on where stuff already is - how do existing facilities get enhanced?
    - Most uses are already covered; change the order of things perhaps.
    - Continues to keep something along #2- recognition of dual purpose.
- How do federal Marine Highway designations affect the balance between freight and recreational?
    - Marine Highway 35 – fully designated. Huge biking trail along it - marking it. Signage is important.

Table 4:

- Land use conflicts and encroachment by recreational and residential land use
    - First- and last-mile truck connections are having to go through more residential neighborhoods
    - Industrial areas are being converted to residential areas
- Has there been an analysis of how plans for I-794 have impacted Port Milwaukee?
    - It would be good to talk with DeLong about this
- Interconnectivity and the ability to move between basins
    - There is a need to build barriers for invasive carp

Table 5:

- Pacific and Atlantic ports -
- Size of vessels
    - Poe Lock – redundancy needed
- Economic changes (Jones Act suspensions)
- Dredged material management and coordination
    - Define beneficial uses and means
    - Costs to use it
    - Environmental regulation prevents this from being used as fill in many areas
- Conflicting laws across states / federal government regulators
- PFAS
    - WDNR vs Army Corps of Engineers standards
- Short term / annual contracts increase the cost of mobilization over longer / multi-year contracts (example = dredging)
- Balancing recreational and freight users
- Slow pace of change – no policy changes move quickly

Table 6:

- Water level variability is causing issues; therefore, resiliency is an important aspect of maritime strategy. It seems that the periodicity of high and low water levels is increasing. Wisconsin's State Freight Plan should look into how Great Lakes and River ports interact.
- Wisconsin doesn't have any deep-water ports, which highlights our need for dredging and maintaining waterways as well as being aware that the Great Lakes

System can't accommodate Supermax / Panamax ships (they can't reach Wisconsin due to lock sizes and vessel drafts)

Table 7:

- Conflicting intrastate modal wants
- Current infrastructure challenges from other states or international
- Channel depths in and out of Wisconsin
- Unequal investments between the ports for Marinette (Michigan vs. Wisconsin)
- Lack of awareness on Return on Investment – reduced road traffic
- Lack of understanding of how tax grants assist the local communities (economic awareness, defunding)
- Tariffs and changes in trade lanes
- Climate change
- Geopolitical challenges (finding other sources if taxes [ed. note - unclear])
- Trade imbalance of shipping containers
- AI / LLM
- Climate damages [ed. note: unclear]
- Invasive species and regulatory changes based on the invasive species in the waters and soil
    - Ballast water
- OSOW movements to / from ports

Table 8:

Q1

- Aging infrastructure / aging assets (a lot of this was identified in presentations at FAC) "everything is old" and needs to be updated
- Understanding delivery times variability when shipping with one mode vs. another; it may take more time by water but for some products it doesn't matter. Using this to our advantage could save resources and money.

Q2

- These things are not mutually exclusive. If you have a strong port system, you're going to have a strong residential system surrounding it. But you need to be able to support both parts. Maintaining the strength of a commercial port allows for maintaining recreational and residential uses.

- Understanding what industries rely on the port itself. Making a case for each port and identifying what industries rely on that port and can help to make a plan to preserve the asset.
- Private industry business model changes which can have great impact on multi-modal transportation and how it's used.

Table 9:

- Harbor Maintenance Taxes for international imports
- How freight is increasing
    - What goods are moving and how is demand affected?
    - Which modes are applicable?
    - Are the most efficient modes being used?
- Efficiency changes at the expense of other items

Overall / Other

What policy elements should WisDOT consider adopting for Maritime Freight in the next State Freight Plan?

Table 1:

- Meetings like this are how to get the process started.
- Missouri is doing the private piece of it. Virginia has tax incentives to stop bleeding. Alabama, Florida and Georgia have incentive programs to help maintain an import / export balance. The Ohio EPA is one of the most business-friendly among the states regarding in-river disposal.
- What if there was some sort of infrastructure built on a port that could clean the dredge material?
    - Is there something it could be used for?
- Water Resource Development Act in 2018 directed U.S. Army Corps of Engineers to reuse 70% of dredged materials. There might be an incentive to mirror that direction.
    - If this is going to be an ongoing issue, it would behoove us to find a solution.
- Maybe it's DNR, DOT, EPA, DWD, DATCP, WEDA getting in the same room. Everyone that would benefit from improving our maritime freight industry needs to get together and solve some of these problems.

Table 2:

- Didn't know about competitive grants
- Safety is a 24 / 7 responsibility, can't go partway on it
- Shared system between recreational & commercial
- Need to expand workforce training & institutional knowledge

Table 3:

- Definitely keep Policy #2 (Advocate for federal funding)
- Lack of intermodal access on the eastern side of the state - Milwaukee, Green Bay. Three or four bridges that cause problems. Wisconsin is in a world economy and if state leaders don't get on top of it, we will get behind.
- What major investments have been made since the last plan and what are the impacts of them? Like major projects that have occurred, such as the agricultural terminal in Milwaukee. Sometimes projects like that become such a focus that when they are done, they open opportunities for other things.

Table 4:

- Things that stood out
    - There are a large variety of organizations engaged in planning maritime
    - There's a bigger role for private entities
    - Ice breaking is a struggle
    - The details of the operations were very interesting
    - The seasonality of the jobs and the impacts from winter
        - It is a specialized workforce

Freight Plan Policies what to keep or rework, what is outdated?

- Keep #5 (Coordinate with partners and consider development of a maritime strategy)
- Look to a future maritime plan for career development policies
    - Identify what technical college courses currently exist and determine additional needs
    - Grades 4-8 (or 6-9) – early awareness – "We work the waterways."
    - Career fairs
- Engage in the National Plan / national policies

- Chicago intermodal cost and environmental
    - Railroad says come to us with long term contracts
    - Businesses need more flexibility or they aren't competitive with trucking
    - WisDOT policy needs to be driven by private entities
- Expand grain intermodal in Milwaukee
- More coloring books
    - Used to be part of IRPT organization

Table 5:

- Overall, existing policies on list are all good items
- Need more communication and ongoing dialog
- National Water Trail through Duluth-Superior Harbor

Table 6:

- Ship building to encourage Great Lakes shipping expansion.
- Handling containerized freight on Great Lakes and Inland Waterways is increasingly important, but requires careful investment (e.g. need customs, space, equipment…)
- Container handling in Wisconsin could divert ships going into Chicago if it allows for more efficient freight movement in our state.
- It is important to look at trade flows between Great Lakes ports and Inland Waterways.
- On page 96, Policy #2 of the previous WI SFP ("Advocate for federal funding for navigation and environmental improvements…"): "WisDOT should look into this policy and update it based on the current maritime situation."

Table 7:

Overall, which policies should be implemented:

- Re-evaluating intermodal areas, considering eligibility requirements for local areas
- Dewatering requirements for dredging
- DNR testing should be improved and work with more local areas instead of checking at locations that are inland. DNR is creating challenges that seem to be more restraining than necessary.
- First-mile / last-mile routes being bogged down by local policies canceling OSOW routes that are simple to move things quickly in and out ports.

- Recent changes to lift bridge aid program have reduced payments closer to half of what they previously were.

Table 8:

- Incorporate improvements for rail service and roadways to ports
- Could change language to “address roadway, rail and pipeline access to ports”
- If you’re thinking about sharing the port areas / waterways, how do you insulate it so you’re protecting the harbor but also allowing other businesses to operate?
    - How do you run industry and keep local landscape “safe and pretty?”
    - You may not want to see huge piles of aggregate on the waterway but want to allow other industries to operate
- Adopting universal performance metrics for planning purposes; use them to tell the story of how well a facility is functioning

Panel III: Air Cargo

Strengths

Which Wisconsin business sectors have the greatest potential to benefit from the opening of the Milwaukee Air Cargo Terminal?

Table 1:

- N/A (Consolidated with Table 3)

Table 2:

- Business sectors to benefit: Manufacturers, electronics, food, data centers (could be opportunity as well), pharmaceutical industry
- Provides scalability to have access to it for both large & small freight shippers
- Build off of international zone [ed. – assumed to mean FTZ]

Table 3:

- Medical devices and manufacturing equipment are two big ones that currently have traffic. The growing ones are pharmaceuticals and data centers. Those are four products that MUST fly.
- Why can't you put an MRI on a boat?
    - Salt in the air. Also, they are 'mission critical' - if an MRI breaks down elsewhere you have to fly the pieces out there because it is the only fast option. Same with Rockwell, things have to be on time.
- Can you explain the data centers - are they coming prebuilt?
    - Racks and chips come from overseas: not just the chips, the racks and servers too - they are not made all in the U.S. It takes major investments to create those plants. Every two to three years they need to completely replace the stuff in the data centers because the tech evolves. Crazy world - that's why there is so much money pouring into it right now. It's a little wasteful, but that's the nature of technology.
- On the agriculture side, food and beverages sometimes have to be flown. For example, flowers have to be flown, usually via Miami. Then they're flown again or trucked from Miami and distributed throughout the country. The Milwaukee air cargo

building could build a clean room that would service cold chain logistics. It's probably an opportunity and strength within the state given dairy.

- Battery controlled air containers for temperature control?
- There is a whole industry for containers that fit and stack into the planes.
- Anything FAC members can do to support this development of Milwaukee airport?
    - Continuing to get the word out to shippers. Without them there is not an air cargo industry.
- WisDOT will make a prominent comment on this in our next plan.
- Talk to your supply chain representatives; talk to global supply chain firms. How to reduce costs when there is a fixed increase. It all compounds [ed. note: unclear context].
- The Farm Bureau wants to ship dairy
- Livestock flies too; they get put on planes a decent amount.
- Oshkosh has defense; when military equipment flies around the world, they are customarily in unmarked planes.
- Wisconsin businesses fly genetics as well.
- Getting the word out within companies that use air cargo is critical.
    - The cold chain aspect offered is a huge plus; it's normally difficult to transport. The facility has that power ready for the building.
- What is the current capacity of the building? [A: 335,000 square feet]
- The box is ready to go but it is speculative. It is ready for ground handlers to tailor their portions of the facility.
- A Milwaukee air cargo facility will improve the efficiency of deliveries and lower the stress for truckers

Table 4:

- Food, medical technology, industrial machinery, pharmaceuticals
    - Schreiber Cheese
    - Fabio Perini, Green Bay
    - Fosber America, Green Bay
    - Paper Converting Machine Corp., Green Bay
    - Barry-Wehmiller (BW Papersystems, formerly Marquip), Phillips
    - Pharma
    - Plexus, Appleton
    - Medical Tech
    - Promega, Fitchburg

    - Sub-Zero, Fitchburg
    - Boumatic, Madison
- There are many air cargo customers in the Fox Valley region
- Charter flights will be the first loads; Right now, they are backed up at O'Hare

Table 5:

- Heavy manufacturing
    - Rockwell International, Caterpillar, Komatsu
- Pharmaceuticals (Eli Lilly)
- Perishables
- Dairy Products

Table 6:

- Wisconsin has a significant amount of manufacturing (especially high value manufacturing) in that (SE) part of the state, medical technology for example.
- Time sensitive cargo in the state would benefit from expanded air cargo access.
- Covid-19 caused a lot of disruption in domestic / global logistic networks, this may be an opportunity to increase Wisconsin's resiliency in the event of disruptions.
- There have been and are stresses on Wisconsin's manufacturers for time sensitive components necessary for production.
- What is the trade balance?
- There is an assumption it will be balanced.
- There is a good amount of existing infrastructure and capacity for air cargo.

Table 7:

- Technical and pharmaceutical products
- Biomedical equipment
- High value; low weight
- Key manufacturers:
    - GE Medical
    - Generac
    - Rockwell International
    - Honeywell
    - Johnson Controls

Table 8 / 9:

- Expensive tech products like biomedical devices (and the supply chains behind their manufacturing). Items may not be perishable but also might not want to use maritime shipping.
- Time sensitive products
- Data centers could potentially take advantage of this (equipment)
- Supply chain issues – could address inbound and outbound shipping issues that are currently in place
- Keeping products that are shipped within the state of Wisconsin; they wouldn't have to travel to Illinois - they would just stay in the state. The more these products must travel, the more room for error and the more opportunity for damage to products. These products wouldn't have to travel so many miles by truck to an air cargo facility.
- It would likely lower the cost of shipping.
- Congestion (amount of time spent idling at O'Hare) time is money so that's a lot of time wasted sitting at O'Hare when it could just come through Milwaukee instead.
- The equipment (trucks / trailers / drivers) used to transport air cargo would be better utilized.
- Fewer "touches" involved (more efficient; lower chance of damages)
- Landing fees at Chicago are almost twice those of Milwaukee
- It might open more opportunities for passenger flights if there are more cargo flights coming through Milwaukee.
- Increasing the number of destinations available from GMIA will make this airport more desirable to fly out of.
- Opportunities for more Wisconsin CDL drivers — businesses would have cheaper shipping costs and a shorter turnaround time.
- Milwaukee has a really diverse landscape that might make it more desirable over a Rockford or O'Hare

Weaknesses

In hearing how integrated freight companies (Amazon, FedEx, etc.) have shifted to more ground deliveries, what impact will this have on air cargo airports, volumes, and services?

Table 1:

- N/A (Consolidated with Table 3)

Table 2:

- Integrated air freight operations may work to limit competition in some areas
- Less warehouse capacity for other modes
    - Warehouse capacity is not as large as compared to Chicago
- Workforce shortages of technicians and other aviation industry specialists (example of LAUNCH program for jobs in air career fields)

Table 3:

- Is there an expectation of more air freight to happen or a switch?
- Moving to ground facilities is a little misleading. They are trying to consolidate and condense their networks to be more efficient. When it comes to FedEx or UPS, they are more set in their systems. UPS took a big stock hit; FedEx is doing well. The Milwaukee facility should incorporate the integrators there and keep them happy so they stay. Opportunity to bring international freight to the airport
- There are strengths and opportunities for Mitchell. There was one slide illustrating a mash of planes around O'Hare and three around Milwaukee. There's the challenge of ground logistics of getting stuff to and from O'Hare.
- There are delays at each step at O'Hare. Delays to take off. Delays in moving product after landing. Delays getting outside of O'Hare with trucking. Once the freight lands it can take 2-6 days to get things out of the airport lot.
- Intermodal rail drayage challenges are like those of air cargo for Milwaukee. Right now, drivers use up their hours of service and they pay tolls going to and from Chicago. It was interesting hearing talk about the same benefits for the airport as would come from rail intermodal.
- The biggest risk is perceived risk from changing routings - emphasis on perceived. How does Milwaukee overcome that?

- Right, if I already have a system, why would I change?
- Milwaukee needs people to be innovative and be willing to make the change. The state needs manufacturing to push to make this switch, to take the leap of faith. Customers need to tell the manufacturers to improve service; they drive the shipments. If customers push the conversation it could happen.
- Has the airport conducted community engagement meetings?
    - Yes and no. The air cargo team has met with the business community in every way shape and form. Our group has done lots of talking to shipping community, but we need more. The Farm Bureau knows far more people. The air cargo team is trying to talk to people other than who they personally know. This is a new product trying to break into the air cargo sector (as this infrastructure project is trying to do). As a public-private partnership, it is different than normal private sector projects. Other projects could be pushed through quicker if there was a private interest involved and there was a bottom line to hit.
- Was it Crow Holdings that approached the airport for this project?
    - Correct.
- This project explored TEA a few years ago. But it didn't ask for assistance through that program.
    - It was because the opportunity was so acute. Crow had a contact that did civil engineering for the airport. They redid their development plan in 2019, and it had sat vacant for a year. Crow had $2.5 million dollars committed before ground was broken. A development of this scale needs a company with that type of financial backing, and these infrastructure projects take a long time to get going.

Table 4:

- Other Wisconsin airports can't handle air freight
    - Example: Philips, WI cargo box manufacturer – needed to ship by air
        - Rhinelander 50 miles away
        - Wausau 65 miles away
        - Neither airport made the investment for handling cargo, so they had to truck to Minneapolis or Chicago to ship (as do all others)
    - No ground handlers or security screeners
        - Machine scanners – TSA only screens passengers
        - Canine
        - Manual inspections / sample inspections

    - No air cargo docks at other Wisconsin airports
- Green Bay, Wausau took cargo 20 years ago but much less now – same for Appleton, La Crosse, and Rhinelander - volume wasn't driving cargo
- Madison does very little cargo; Fed Ex (integrator) – parcels
    - Hub and spoke operational model
    - Efficiency – ground transportation prioritized
    - Cottage Grove Amazon facility may change some flows
    - Madison has jets that are capable
- Ground handlers can't do security screening of freight, and the airports need to have the commitment and desire to have a dock
- Secondary airports have nonstop flights
- Need cargo handlers at originating locations
- There is a training issue as well to handle freight in addition to luggage

Table 5:

- Amazon can be more adaptable due to their number of locations
- Exact Sciences
    - Technology – blood-based tests [ed: context unclear]
- Different models for integrators
    - UPS: ground-based
    - Fed Ex: air-based

Table 6:

- This would depend on the reason WHY integrated freight companies are shifting to ground deliveries.
- There aren't any / many big air cargo players in Wisconsin.
- Green Bay has an FTZ zone but only a couple operators.

Table 7:

- Funding for air cargo infrastructure improvements has lower appeal than other modes, as well as higher maintenance costs.
- Going with hub / spoke using trucks counters the demand for increased funds
    - Clears capacity for air cargo
    - Lower costs for shipping

- Only one location in Wisconsin for international airport service (and Milwaukee is not centralized)

Table 8 / 9

- Wisconsin's proximity to O'Hare and Rockford is both an opportunity and a weakness.
- Economic impacts to the state of Wisconsin from potential capacity issues (shortage of air traffic controllers)
- How many people are actually going to be in cargo handling jobs or staffing these stations
- Lack of available property to expand
- Restricted / prohibited materials that can't be shipped via air cargo
    - Might be more relevant with developing technology (lithium batteries)
- Systems / routes may already be set up, with resistance / inflexibility to change
    - No incentive to change a system that currently works and is profitable
    - Amazon / FedEx might be resistant to incorporating another location into their already existing networks
- Rail and intermodal access are limited in Milwaukee

Opportunities

Outside of Milwaukee, which business sectors In Wisconsin are most reliant on domestic air cargo? On international air cargo?

What should be the role of airports other than Milwaukee in handling freight in Wisconsin?

Based on what you heard, what do you expect the air cargo market will be for the region over the next decade? Who will be the entities that will most shape that market?

Table 1:

- N/A (Consolidated with Table 3)

Table 2:

- Opportunities to grow manufacturing and bring new facilities to Wisconsin (for previously identified sectors)
- The role of other airports may vary – apply planning and look into partnership opportunities with other airports; build off of foreign trade zone
- Data center equipment (maintenance, certain items need replacement every three to five years)
- Training opportunities
- Integrating with and understanding what industry needs

Table 3:

- The same groups that were mentioned earlier can benefit. Anything cold chain related. Cheese would be a good product. Pharmaceuticals have to fly. Data centers and the defense industry (Oshkosh) need air cargo but will ship from outside of the state too. Class One cargo, ammunition, explosives, tanks, Humvees, all that stuff has to fly and it's difficult to find airports that can handle them. These products must fly due to timing and security.
- Air cargo is 3% of cargo but 30% of value. There is a growing shortage of capacity on freighter aircraft. Boeing is trying to convert passenger planes to freight. There are also capacity problems at the airport.
- Question to panelist - what is the role of airports other than Milwaukee?
    - The other airports serve a purpose; Gulfstream has operations in Appleton. They should lean into what they have locally.
- Amazon just constructed a massive center outside of Cottage Grove, and I suppose they could use Madison.
- Amazon is a tough nut; they will not be a first mover. They are heavy with operations at Rockford, which is now the 14th largest cargo airport in the country. The two big operators there are Amazon and UPS.
- 3rd party air cargo doesn't work as well for integrator traffic.
- Western Wisconsin?
- For international freight there can only be one air cargo hub in the state. There can be regionals; there are reasons why they don't have a big cargo presence on an international basis.
- The limiting factor is access for larger aircraft. Runways are not long enough, and there is not enough demand. Sometimes someone from outside the U.S. doesn't even know where Milwaukee is; they only know it's 70 miles north of O'Hare when

told. The Milwaukee team is dealing with perceptions of freight demand in the region, and to international audiences the number of locations they want to serve is minimal. There are perceptions that need to be thought about and overcome. The Twin Cities doesn't move as much upper deck cargo.

- Sometimes with passenger hubs that try to move international freight as belly cargo, the goods must go to different airports first, where they need to get screened by Customs. Now, with international cargo operations in Milwaukee, this facility will be able to do the screening and then cargo can be safely forwarded to the final destination at a smaller local airport.
- Pharmaceuticals such as GLP-1 medication need to be refrigerated.
    - Are these pharmaceuticals shipped in bulk to an airport?
    - If it has that short of a shelf life, then it is probably being sent to a few different nodes.
- Based on what you know, where do you expect growth?
- Industries that are growing:
    - Pharmaceuticals
    - Data centers
- If Wisconsin is smart about how they incentivize these things the state can become a hub. Wisconsin has heavy manufacturing here so it can lean on that; Badger Meter is one of the fastest growing international companies. A lot of international companies are updating their prewar water systems, and those products have to move fast.
- In regard to Columbus, Ohio's airport and the textile industry…
    - I'm surprised they went to air in the first place
- During Covid times there weren't things being attached to these areas.
    - These flights got combined with other groups.
    - O'Hare and Frankfurt are city pairs; the goal is to pivot that pairing up to Milwaukee. Wisconsin is well-positioned.
- The air freight sector is a very niche industry. As an outsider, the initial thought was to treat it as a warehouse with the expectation it would be no different. The barrier to entry is quite high; people hoard information. The same people that started the sector are still there. Everyone already knows each other and it's hard to break in.
- Data hoarding: shippers do not want to give out the info and the Class 1 air cargo carriers don't want to invest without that information.
- How do you balance trade lanes when no one will tell you how much is coming in and out?

- Some people don't even know, and they have to pay for consultants who have a connection to get that information. The information is available, it is just hard to find.
- People don't want to share this information. The number one complaint when applying for funding is they didn't want to share how much they moved or how much they made. They were worried about information being leaked.
- Follow up question on the earlier statement regarding trade lanes - in intermodal you want a full box in, and a full box out. Is that also a thing for air cargo?
    - Yes, it's huge. Balance is highly desired. Operators want to know that once they land, they can leave with something so the operation will be efficient. The advantage of Milwaukee is that it already has a huge export market and already has a huge import market. Facilities across the world that create final components also need to import a lot of products as well. International companies are flying components all over the world to get their final products completed. For Fincantieri (the ship builder), they have different engines getting built in different areas. Global supply chains are layered. Mercury Marine cited as an example.
    - Wisconsin is well positioned on that front- if there wasn't stuff to export the importers would have to pay double the costs to send things to Milwaukee.
    - This emphasizes the importance of talking to supply chain managers because those people will know how things are flying and where they are going. No one is going to lose their job continuing to fly stuff through O'Hare.
- One FAC member who leads a logistics organization wants to start having conversations in Milwaukee, to start doing supply chain listening sessions.
    - The airport team actually did one of those in Milwaukee. It had a good turnout.
- I hope something regular can get going – an ongoing dialog and conversations of people in the room. The spark and solutions could happen in that room.
- The team is continuing to grow from there. But people don't want to hear the spiel over and over.
- WisDOT will try to promote them with the FAC. Membership retention rate is high; people want to return. WisDOT also uses this meeting as a networking opportunity to have conversations between people so things can happen.
- The air cargo team has a lot of marketing stuff off the shelf that could just be sent out. Certain trade groups have limits to what they are willing to share. The team can show them, 'here's the project; here's the contact. If you want to talk, reach out.'

- There will be limited opportunities with my association's members, but if there is genetics involved, our organization can have some people involved.
- For other airports in the state, it depends on what industries are located in those areas.

Table 4:

- Milwaukee will help with critical over the counter or cargo in the belly
- Look at Fargo, North Dakota; Peoria, Illinois; and Michigan's secondary airports
    - How do secondary cities connect air freight to major gateways (Detroit, Minneapolis, Atlanta)?
- The state could allocate funds to assist secondary airports to develop and sustain ground operations for air cargo
- Additional training for staff is needed
- There needs to be collaboration between airlines and local and state governments
- The locals need to understand the impact of air cargo
    - It isn't just a benefit to the airport but also to local manufacturers
- The hope is that in the future Milwaukee will be importing and exporting
- Eliminate or reduce accessorial costs
- There are more than 300 diversion periods every year at O'Hare. With the new facility, Milwaukee could handle the air cargo flights that are diverted.

Table 5:

- Feeder aircraft
    - Size of aircraft servicing facilities
    - Smaller airports (e.g., Rhinelander)
- Data centers
    - Computer hardware
- Dairy exports?

Table 6:

Q1:

- Medical manufacturing is the most reliant on air cargo, as well as Bio Tech.
- Madison may use this new facility as a catchment area.
- Specialty foods are time sensitive (for restaurants) and may be importers.

- Flowers are time sensitive and may be importers

Q2:

- Milwaukee is one of the few airports in WI with the facilities to handle freight (from the tarmac to the street), so existing belly cargo may be diverted to other airports.

Q3:

- Statewide, I expect modest growth in air cargo.
- Technology / Bio Medical will be important drivers / shapers of the air cargo market in Wisconsin.
- Data centers will shape air cargo markets and will likely be domestic flights (Ohio for example).
- On demand manufacturing needs will shape air cargo markets.

Table 7:

- Expansions of more medical / biomedical / technical sectors
- Shipments of medical tests and samples – especially if flights are scheduled
- The state will be able to keep or increase business with good infrastructure
    - Preserve other modes with investments that support air cargo deliveries / shipments
    - Allow greater numbers of trucks to leave the highway system
    - Faster truck trips at lower cost for air cargo shipping since travel will remain in Wisconsin
    - Potential for more truck trips to / from airport if volumes grow
- Easier to get freight on in Green Bay or Madison
    - Local airports can further support Milwaukee
- Electric planes
    - Fuels
    - Costs
    - Environmental benefits from alternatives

Table 8 / 9:

- Would more cargo flights lead to more passenger flights?
    - Increasing number of destinations; airport growth
    - Is there a saturation point? (O'Hare has one so there would be one in place for MKE)

- Ability to expand operations over time
- Freight haulers stay closer to home
    - Fewer overnight stays / charges
    - Higher availability of trucks / equipment / drivers
- Opportunity to turn Milwaukee into an air cargo hub for all Wisconsin
    - Milwaukee creates an opportunity for companies to bring in raw material, which makes the city more of an intermodal hub (Port Milwaukee, air cargo, rail cargo)
    - Other airports don't have the capabilities of MKE airport
    - Other airports supporting air cargo would need other modes nearby – consider spacing (more use in northern Wisconsin)
    - Lower congestion in Milwaukee is possible; greater safety is possible
    - Access to distribution centers (if storage needed)
- Potential for Camp Douglas to be turned into a hub since it's more centrally located (Camp Douglas location could compete with Milwaukee, Chicago and Minneapolis)
- A lot of distribution centers in Kenosha so they don't have to pay Illinois taxes, access to these if storage is needed

Threats

What do you think are the greatest threats to Milwaukee's plans? What threats do you see for air cargo at other airports in the state?

Table 1:

- N/A (Consolidated with Table 3)

Table 2:

- Not being used / underutilized, vacancies
- Import / export market unpredictability
- Fuel costs (especially jet fuel)
- How does this impact highway / truck capacity?
- On-site / last-mile connections: is the capacity there?
- Environmental issues

Table 3:

- Macroeconomics threats. Underutilization yes and no; the volume is there - just reallocating the volume that's there.
- If integrators pare back more - don't let FedEx leave Dane County Airport
- Perception and perceived risks of changing existing freight patterns.
- Expanding on some of it- back to the 'how can government help' slide - how can the things listed on that slide be achieved? Is there a bucket of funds in the government to help?
- Underutilization will be a threat. How do you start a new industry (international air cargo)?

Table 4:

- Theft and damage to cargo on passenger flights
- Educating the senior directors at companies that will benefit
- Fear of change (inertia – use the same companies and pathways that are known)
- Chicago has lots of extra charges that aren't included in cost to ship
    - For example, cargo being held longer when trucks can't get in to pick up the cargo.
- FAA will be reducing flights in Chicago

Table 5:

- Policy changes at federal level
- Security
- Theft
- Labor issues (pilot shortages)
- Fuel prices
- Regulatory delays

Table 6:

- Establishing an FTZ will take longer than the air cargo team thinks. This is due to staffing issues (Federal and Local); it may take 6 to 8 months.
- Pardon the pun, but getting 'off-the-ground' will be a threat.
- Could Chicago air cargo operators start offering competitive pricing in response to a new facility in Milwaukee?

- If out-of-state shippers are too competitive it could squeeze Wisconsin businesses out of access to air cargo in Milwaukee.
- Since there aren't a lot of competitors in WI, there aren't many threats from here.
- (Threat) Alternative fuels are being considered for Aviation Fuel and are important for resiliency. Similar issues exist for Maritime. Wisconsin maritime ports and Airports need to have the infrastructure for refueling with new fuel types.

Table 7:

- Amazon hub – big percent of business
    - If a large company changes their modes to something else, it upsets transportation system
- Increasing business strain on roadways - reaching the limit to the system
- Inertia / resistance to changing modes
- Increase in traffic volumes challenges logistics
- Shifting expectations
- Fuel shortages

Table 8 / 9:

- Public reactions to this expansion; image of the airport's operations
    - Increase of large aircraft (noise complaints), folks complaining of closeness / proximity to personal property
- Inability to recruit / hire sufficient staffing for safety / efficiency
- Changes in the market (recession, another natural disaster like COVID, or even changing business models) could change the shipping landscape drastically
- Similarities to O'Hare and how congested it is, Milwaukee could run into the same issues if it starts operating as a larger air cargo hub.
- The region may be more prone to accidents or hazards if more traffic starts getting directed toward Milwaukee.
- Low uptake (lack of interest from air cargo customers)
- Competition and pricing — if another location offers cheaper or faster services that could be a threat to the Milwaukee location (either an existing cargo facility or a new cargo facility)
    - How strong / diverse / resilient is this sector to combat these challenges?
- Advanced technology at smaller cargo facilities (time sensitive products)

- Overestimated demand — what is the real demand? A lot of factors need to be taken into consideration when considering this expansion. Is there actually enough demand to support this?

Overall / Other

What policy elements should WisDOT consider adopting for Air Cargo in the next State Freight Plan?

Table 2:

- Options for servicing planes
- Is the policy forward thinking enough?
- Integrating with Wisconsin manufacturing and industry plans
- Training opportunities
- Would Chicago be threatened by this?
    - They are so congested though. Things take longer, it's crowded, and that starts to have a negative impact on efficiency.

Table 3:

- Utilize the airport information to aid economic growth. Maybe WisDOT needs to think about rephrasing some of the this (in reference to one of the documents in the folder)
- There needs to be some incentive for people to start shipping out of Milwaukee. It will be a snowball effect; the whole point is that you could be the first. As more cargo planes land, you get more fees, and you get more volumes. The airfield is at 55% capacity at the moment; it will be easier to get more buy-in when there is more freight there.

Table 5:

- Incentive programs
- Flexibility / adaptability
- Nimble funding to compete with neighboring states (Indiana, Ohio)
- Risk remediation

Table 6:

- Depending on how successful the Milwaukee terminal is, WisDOT might consider Madison or Appleton pursuing similar investments. In total, supply chain changes are putting Wisconsin in a position that, with the right decisions, are important links in the domestic / global logistics network.
- Looking at industry growth is important when considering transportation investments to support industry trends.
- WisDOT needs to follow trends and plan accordingly.

Table 7:

- Better residential flights to the locals
- Incentives for rest of Wisconsin air cargo airports
- Tax incentives for jet fuel tax
- Coordinate economic development and information sharing
- Promote grants for equipment
- Expanding rural airport improvement program
- Support the highway connections that support air cargo expansion

Table 8 / 9

- Convert Camp Douglas through a public / private partnership to a joint intermodal facility for containerized rail cargo and air cargo.
- Incorporate more cargo elements / policies into aviation planning, as with other modes. Don't just focus on passenger operations.
- Stronger consideration / promotion of all multi-modal areas (both maritime and air)
- Explore grant / funding in more detail
- Collect more data and perform studies to show the most efficient way of freight hauling by application / mode