

This is a summary of the discussion and voting during both the Steering Committee and Interagency Working Group meetings on January 25, 2010.

**Strategy #1 - Increase State Competitiveness**

**Steering Committee Meeting**

No.	Action Items	Number of Votes
1	Explore new public/private funding sources to maintain/expand system	12
2	Invest in transit, in order to make it highway competitive	6
3	Provide non-stop, low cost air service - emerging markets	6
4	Use systems to our strategic advantage - maximize intermodal connections	5
5	Provide for cost-effective trips	5
6	Adapt system to accommodate new/emerging markets	5
7	Identify system chokepoints	4
8	Improve landside intermodal access to airports (passenger and freight)	2

Summary of Steering Committee discussion points:

1. **Explore new public and private funding sources to maintain and expand system:** limited funding sources and the in-flexibility of how they can be used means that funds may not be directed to the most cost-effective purposes, or projects that align with ODOT goal of economic growth.
2. **Invest in transit, in order to make it highway competitive:** level of investment in transit needs to be increased in order to attract riders. Extent of systems, link between systems, on board and station amenities, cost/trip need to be structured in a way for transit to become highway competitive. *Proposed modification:*

*evaluate, identify opportunities to support and promote an effective TDM program, through ridesharing, public transit, park and ride facilities, GRH and telecommuting services.*

3. **Provide non-stop, low cost air service:** regions that are economically successful have low-cost, non-stop air connections around the U.S. and the globe. Emerging markets, like Dayton, have become viable competitors to high-cost, multi-stop trips offered from either Cincinnati or Columbus. *Proposed modification: evaluate intermodal connections, identify opportunities.*
4. **Use systems to our strategic advantage - maximize intermodal connections:** ensure seamless connections between modes, both freight and passenger, are available to ensure maximum benefits are reaped from existing infrastructure. *Proposed modification: evaluate intermodal connections, identify opportunities.*
5. **Provide for cost-effective trips:** cost-effective trip structures for freight and passengers for all elements of transportation system encourage use. Related to Ohio Turnpike pricing structure, truckers may divert to parallel routes to avoid high tolls. *Proposed modification: evaluate toll pricing structure and transit trip costs, assess potential for achieving cost-effective modal shifts.*
6. **Adapt system to accommodate new/emerging markets:** emerging markets identified in ODOD business plan, and shifts in mode usage, may require new, unique infrastructure to support it. Encouraging an increase in renewable energy sources, may require systems to adapt for transport of wind turbines. An increase in maritime freight, or use of containers on barge, requires ports to have cranes for intermodal transfer. *Proposed modification: evaluate where emerging markets are based, determine needs of these markets, identify opportunities.*
7. **Identify system chokepoints:** applies to both freight and passenger networks. Identifying and eliminating chokepoints helps reduce congestion levels and improve system reliability.
8. **Improve landside intermodal access to airports (passenger and freight):** in the last decade delays related to air travel have increased, specifically driven by security requirements. These delays are unavoidable, thus it is important the ease of travel to terminals is easy. Noted that the new I-670/Stelzer Road interchange at Port Columbus airport is a perfect example of ensuring supporting infrastructure is in place to make air travel attractive. *Proposed modification: evaluate intermodal connections, identify opportunities.*

## Strategy #1 - Increase State Competitiveness

### Interagency Working Group

No.	Action Item	Number of Votes
1	Dedicated transit funding	14
2	Build flexibility into programming and prioritization	6
3	Consider multi-modal opportunities; develop multi-use roadways	6
4	Expand freight/rail loan and grant programs	4
5	Make investments that leverage universities; make investments that leverage historic, urban areas	3
6	Funding dedicated for attracting business	1

#### Summary of Interagency Working Group discussion points:

- 1. Dedicated transit funding:** Ohio transit system funding, and the ability of transits to provide needed services, frequencies is in crisis in Ohio. *Proposed modification: identify and evaluate opportunities to increase level of dedicated transit funding in Ohio.*
- 2. Build flexibility into programming and prioritization:** projects that provide for economic growth and prosperity are often driven by private sector needs (e.g. see Action #2, funding dedicated to attracting businesses), requiring ODOT to be nimble when programming and prioritization decisions need to be made. *Proposed modification: identify and evaluate opportunities for ODOT to increase programming and prioritization flexibility.*
- 3. Consider multi-modal opportunities; develop multi-use roadways:** pro-actively accommodate multimodal transportation (e.g. park-and-ride lots, transit service/facilities, bicycle/pedestrian lanes) during traditional highway project planning. *Proposed modification: identify and evaluate opportunities for developing multi-use corridors.*
- 4. Expand freight/rail loan and grant programs:** \$13M is available annually to support rail infrastructure maintenance/development needs; noted as being wholly inadequate to address the needs in the state. *Proposed modification: identify and evaluate opportunities for expanding funding to freight projects.*

5. **Make investments that leverage universities; make investments that leverage historic, urban areas:** universities and historic, urban areas are community anchors and could also be used anchoring transportation system development. *Proposed modification: link this action to strategy that addresses transportation and land use.*
  
6. **Funding dedicated toward attracting business:** The ODOD has an aggressive recruiting strategy to attract and retain businesses in the state. With each pursuit incentive packages are developed containing statements of commitment on behalf of Ohio in both cooperation/support and funding. To date these packages do not include support, dedicated funding from ODOT. *Proposed modification: identify and evaluate strategic partnership opportunities for ODOT to partner with ODOD in extending statements of commitment.*

## Strategy #2 - Connect Transportation System Investment to Targeted Industries

### Steering Committee Meeting

No.	Action Items	Number of Votes
1	Identify “game changers” that would support multiple industries	11
2	Allocate a portion of funds specifically for projects that support economic growth	8
3	Identify opportunities for industries to coordinate their logistical needs	4
4	Identify, support and market the state’s existing strategic advantages	3
5	Survey industry leaders to identify their transportation needs	1
6	Address major choke points	1
7	Create buy-in for targeted industries	-
8	Measure success based on the success of the specific industries	-
9	Survey business that have recently left Ohio regarding their transportation needs	-

#### Summary of Steering Committee discussion points:

1. **Identify “game changers” that would support multiple industries:** *Proposed modification: Combine with #6 - Identify opportunities for industries to work together more efficiently and investments that will support multiple industries.*
2. **Allocate a portion of funds specifically for projects that support economic growth:** ODOT has a grant program for minor transportation improvements that target business needs, and ODOT’s TRAC process identifies major projects with significant economic benefits. However, there are no programs that address mid-range projects that support the economy. *Proposed modification: Evaluate developing a program that addresses the economic development funding gap – projects between \$1 million and \$5 million that do not fall into the existing program structures*

3. **Identify opportunities for industries to coordinate their logistical needs:** The example sites was for auto manufactures that import parts and farms that export agricultural products to share shipping containers, thereby decreasing the amount of empty containers that are transported. *Proposed modification: combine with #7 below.*
4. **Support the state's existing strategic advantages:** The example sited was the existing rail/barge interface in the Cincinnati area. *Proposed modification: Identify strategic advantages (e.g., rail to barge facilities in Cincinnati) and leverage them and market them.*
5. **Survey industry leaders to identify their transportation needs.** Proposed modification: Coordinate with ODOD's 12 regional offices and target industry leads to identify and pursue proactive opportunities for transportation to support regional business planning.
6. **Address major choke points:** Major choke points have significant impact on a variety of areas included goods movements, people movement, and discouraging future growth in some areas. *Proposed modification: Address this action as part of strategy 1.*
7. **Create buy-in for targeted industries:** Most meeting participants did not know which industries where the targeted industries. Need to get the word out on these.
8. **Measure success based on the success of the specific industries:** When performance measures are defined for measuring the impact of transportation investments, consider incorporating the resulting success/growth of the targeted industries.
9. **Survey organizations that have recently left Ohio regarding their transportation needs:** Coordinate with ODOD, which may already conduct these types of debriefs.

## Strategy #2 - Connect Transportation System Investment to Targeted Industries

### Interagency Working Group

No.	Action Item	Number of Votes
1	Account for people movement in supply chain analysis	7
2	Work with locals to improve their investment decisions	7
3	Integrate targeted industries into project scoring criteria	5
4	Identify "last-mile" and intermodal needs	3
5	Provide supporting infrastructure for freight movement	2
6	Assess both inter- and intra-state business needs	1

Summary of Interagency Working Group discussion points:

- 1. Account for people movement in supply chain analysis:** When conducting industry supply chain analysis to understand the transportation needs of the targeted industries, account for the movement of both people and goods. *Proposed modification: Assess the needs of Ohio's targeted industries by conducting a supply chain analysis for each industry, including labor and materials and multi-state issues, and identifying the transportation investments that would improve the efficiency and reliability of those supply chains.*
- 2. Work with locals to improve their investment decisions:** There are likely opportunities for local agencies to improve their investment decisions and planning efforts in terms of supporting the targeted industries. *Proposed modification: Help/coordinate with local agencies to make decisions that support targeted industries.*
- 3. Integrate targeted industries into project scoring criteria:** Includes the TRAC process (which addresses general economic impacts) and other prioritization processes throughout ODOT. *Proposed modification: Revisit how economic prosperity and the targeted industries are incorporated in the TRAC process and explore opportunities to incorporate it in ODOT's other project prioritization processes.*
- 4. Evaluate "last-mile" and intermodal connection needs:** ORDC has found that in many cases, new connections can have significant economic impacts because they lower the cost of goods movements. *Proposed modification: consider incorporating*

*into strategy #1 (Increase the State's Competitiveness) and/or focusing this analysis on the targeted industries.*

5. **Provide supporting infrastructure for freight movement:** As movements increase there is a need to expand and/or improve supporting infrastructure such as rest areas, weigh-in-motion facilities, and traveler information systems.
6. **Assess both inter- and intra-state business needs:** *Proposed modification: incorporate into #1 above (supply chain analysis).*

## Strategy #3 – Understand Impact of Government Land Use & Transportation Policies

### Steering Committee Meeting

No.	Action Items	Number of Votes
1	For Transportation Innovation Authorities, evaluate project prioritization criteria, taking into account urban and rural issues.	8
2	Coordinate among districts (e.g. ODOT, ODOD, workforce development)	7
3	Lower the cost of doing business for employers/employees  -Streamline ODOD, ODOT, ODNR and EPA application and permitting processes.	5
4	Change behavior in Ohio to reduce driving and increase use of alternative transportation	5
5	Consider health in benefit/cost analysis so Ohio has a healthy workforce	4
6	ODOT should work with MPOs on regional plans/statewide plan	2
7	Develop innovative approaches to transit to increase coverage. Increase flexibility for funding transit, given that Federal funds can be used only on capital costs.	2
8	Implement statewide Complete Streets policy. Ensure that considerations are made for application of the policy in urban and rural settings.	2
9	Ensure land use is a consideration in MPO project prioritization processes.	2
10	Increase equity in investments among modes	2
11	Improve the ability to obtain funding for proactive preventive maintenance. The system currently incentivizes infrastructure failure before funding is provided.	2
12	Streamline transportation planning processes - when possible conduct steps concurrently versus consecutively.	1
13	Fix it First - maintain existing infrastructure	1

14	Complete cost/benefit analysis to understand and incorporate the “true cost” of projects including: economic, environmental, stormwater, land use, transportation, etc.	1
15	Increase the amount and safety of bicycle and pedestrian infrastructure.	1
16	Review zoning and ensure growth industries are accommodated	0
17	Improve education in OH and improve quality of life	0
18	Each community in the MPO needs a comprehensive plan – ODOT facilitates and serves as the MPO in rural areas.	0

### Summary of Steering Committee discussion points:

1. **For Transportation Innovation Authorities, evaluate project prioritization criteria:**  
Review criteria for both urban and rural interests.
2. **Coordinate alignment of state agency district areas:** The state of Ohio has many different divisions and administrative functions that are distributed between different geographic boundaries. Aligning jurisdictional boundaries would make it easier to coordinate among departments, increase efficiencies, and make it easier for potential businesses to work with agencies. Proposed modification: *Proposed modification: Consider this item under Strategy 1 or 2.*
3. **Streamline permitting processes:** Now incoming businesses need to conduct four separate application processes to get permits to locate/operate in OH – could these be streamlined into one process? *Proposed modification: Consider this item under Strategy 1 or 2.*
4. **Change travel behavior of Ohioans:** Currently the mindset is often focused on how close a parking space is to the office versus integrating activity into lifestyles. Focusing on both education and zoning regulations could change this behavior.
5. **Consider health in cost/benefit analysis:** The health of Ohio’s workforce could be a concern to new businesses considering locating in Ohio. *Proposed modification: Incorporate into Strategy 14.*
6. **Collaborate on regional and statewide plans:** No state criteria exist for what should be included in a comprehensive plan. There are also no predefined criteria for transportation plans. ODOT has its own process for funding of local projects. Can defined criteria be developed to encourage planning and coordination between ODOT’s process and improve planning practices? Planning coordination efforts will need to be on a rolling basis due to the various capacities of local jurisdictions, the current level of

planning in the local jurisdiction and the available SPR funding from ODOT. ODOT has recently begun funding some local planning efforts via SPR funds.

7. **Implement innovative approaches for transit:** Rural areas need to be connected with suburban and urbanized areas. Shuttles to connect with existing service may help increase overall transit ridership. Funding transit operations is often a challenge once a system is in place. Increased funding flexibility may enable better funding of operations.
8. **Enact a complete streets policy:** ODOT is currently working on this.
9. **Ensure land use is a consideration in MPO project prioritization processes.** Work with MPOs to review project prioritization processes.
10. **Increase equity in investments among modes.** Currently highway investment far exceeds that of all other modes.
11. **Conduct proactive preventative maintenance:** Currently bridges or other infrastructure must be in extremely poor condition to acquire funding. This incentivizes communities to let infrastructure deteriorate until they reach extremely poor condition and have a low level of service so they can get funding versus maintaining facilities in good condition. The overall costs for the current approach may be higher. *Proposed modification: because this strategy is not directly related to the land use-transportation relationship or the other three core strategies, address this issue outside of the policy document.*
12. **Streamline project development:** The current 14-step process for project development is too cumbersome and can be in addition to any other state or local processes. Look at concurrent approaches to process, not consecutive steps. *Proposed modification: because this strategy is not directly related to the land use-transportation relationship or the other three core strategies, address this issue outside of the policy document.*
13. **Fix it First – maintain existing infrastructure:** In Ohio the focus is on developing new infrastructure into “green” land to encourage development. To keep costs in line the state should adopt an attitude to fix and invest into existing infrastructure and provide incentives for growth in that manner. *Proposed modification: because this strategy is not directly related to the land use-transportation relationship or the other three core strategies, address this issue outside of the policy document.*
14. **Complete cost/benefit analysis to understand and incorporate the “true cost” of projects:** When new development is considered, often the cost of land is the priority criterion and drives decision-making. This skews decisions and focuses growth in greenfields rather than where suitable infrastructure exists. This practice increases the costs to the local jurisdiction or state in adding to the infrastructure for long term improvement and maintenance. Cost-benefit analysis must consider the full range of costs and benefits. *Proposed modification: incorporate health into this analysis.*

- 15. Increase the amount and safety of bicycle and pedestrian infrastructure:** Safety is often a concern with regard to biking to work even if distances are not far.
- 16. Review zoning and ensure growth industries are accommodated:** This action step cannot be leveraged at a state level as zoning is a local police power for a home rule state. Better education of the impacts of zoning, economic development and infrastructure costs are needed. *Proposed modification: translate this into a strategy related to technical assistance and education of local communities on these issues.*
- 17. Improve education in Ohio and improve quality of life.** *Proposed modification: because this strategy is beyond the land use-transportation relationship and the other three core strategies, address this issue outside of the policy document.*
- 18. Provide incentives to ensure each community in each MPO area develops a comprehensive plan. ODOT facilitates this process in rural areas:** ODOT can provide guidance on needed elements of comprehensive plans, especially for projects funded with the SPR program.

## Strategy #3 – Understand Impact of Government Land Use & Transportation Policies

### Interagency Working Group Meeting

No.	Action Items	Number of Votes
1	Link affordable housing policy to transportation policy	9
2	Better coordinate rural and urban transit needs	6
3	Provide incentives for locating schools where access and multimodal infrastructure exists	5
4	Reduce duplicative transit services (e.g. yellow school bus and transit). Create systems that serve multiple consumer bases.	3
5	Coordinate OEPA Intended Use Plan (project list) with ODOT project list. Consider non-attainment status.	1
6	Ensure ODOT takes a more active role in the Ohio Water Resource Council. OWRC has a Balanced Growth Plan (by watershed) in which voluntary development and conservation areas are identified. ODOT should implement a scoring or prioritization process or strengthen incentives for communities to establish such areas.	1
7	Target resources to projects and communities that have land use policies which reflect the true cost of operation and maintenance of infrastructure investments – develop predictive models for benefit-cost analysis and use results in the decision making process.	This was an example and we didn't post it for voting but the group supported the strategy.

#### Summary of Interagency Work Group discussion points:

- 1. Link affordable housing policy to transportation policy:** Coordinate business plans on the state and local level. Determine if Ohio Finance Agency criteria for funding includes consideration of transportation access, multimodal transportation infrastructure.
- 2. Better coordinate rural and urban transit needs.** There may be opportunities for better connections between urban and rural systems.

3. **Provide incentives for school locations with multi-modal options:** Currently, municipalities determine needs and request funds. No incentives related to transportation exist now to promote the location of schools in areas where infrastructure exists
4. **Reduce duplicative transit services (e.g. yellow school bus and transit). Create systems that serve multiple consumer bases:** School buses may run in areas that are also served by transit and cover the same routes. Additionally, school buses provide an additional alternative to expand transit systems in a community, thereby creating more efficiency and reducing costs.
5. **Coordinate OEPA Intended Use Plan (project list) with ODOT project list:** Currently, the OEPA and ODOT project lists are not coordinated. Look at coordination/collaboration between project needs. Also, consider non-attainment status.
6. **Strengthen incentives for identification of development and conservation areas, potentially through a more active role by ODOT in the Ohio Water Resource Council:** OWRC has a Balanced Growth Plan (by watershed) in which voluntary development and conservation areas are identified. ODOT should implement a scoring or prioritization process or strengthen incentives for communities to establish such areas.
7. **Target resources to projects and communities that have land use policies which reflect the true cost of operation and maintenance of infrastructure investments:** Develop predictive models for benefit-cost analysis and use results in the decision making process.

## Strategy #4 – Advance a Green Economy

### Steering Committee Meeting

No.	Action Items	Number of Votes
1	“Buy-Ohio” – ODOT should purchase products and services made or located in Ohio whenever possible.	9
2	Invest in passenger rail	8
3	Balance growth by reusing infrastructure and reducing sprawl	7
4	Quantify the economic and environmental impacts of ODOT’s decisions	2
5	Target State incentives to implement green technologies	2
6	Implement a “Complete Streets” policy	2
7	Conduct a “Cost of Growth” study	1
8	Provide green worker training	0

#### Summary of Steering Committee discussion points:

- 1. “Buy-Ohio”:** ODOT, as a buyer, should implement as a policy, a preference for purchasing products and services that are made or located in Ohio. While this would reduce the emissions associating with transporting products from outside of Ohio, this would not necessarily be a “green” solution as manufacturing facilities within Ohio might be less efficient than those outside of Ohio and transportation cost between Ohio cities might be higher than those from neighboring states. This policy could include:
  - Awarding additional points on bids for goods and services originating in Ohio
  - Requiring that Ohio goods or services are purchased when their cost is within an identified percentage (5%, 10%, or 15%, *percentage to be determined*) of the lowest bid.
  - Generating a comprehensive listing of “Made in Ohio” products
  - Assisting in developing a marketing strategy for products “Made in Ohio”
- 2. Invest in passenger rail:** Developing a passenger rail line would use existing infrastructure and provide incentives for developments along the rail line all while

removing vehicles from the roadway, thereby reducing emissions. State employees could be required to use this service when travelling between locations along the rail line and state vehicles could be parked at station parking lots to allow for additional access to locations not immediately surrounding the stations.

3. **Balanced Growth:** Implement a policy supporting the re-use and enhancement of current infrastructure over the development of new infrastructure to reduce sprawl. This would eliminate the expense of developing new infrastructure to support sprawl and would reduce emissions both in the development of new infrastructure and by supporting more dense development thereby reducing commuting times and revitalizing neighborhoods where infrastructure is already in place.
4. **Quantify economic and environmental impacts of ODOT decisions:** By quantifying and publishing these impacts citizens, decision-makers, stakeholders, members of the legislature, and ODOT's own team could be better aware of the true costs of developing new infrastructure, the true cost of sprawl, and the benefits of more centralized, transit-oriented development. This would hopefully lead to better decision-making.
5. **Target State incentives to implement green technologies:** Utilize State provided financial incentives to train Ohio's green workforce, start-up green businesses, and implement green technologies.
6. **Implement a "Complete Streets" policy:** Incorporating biking lanes and sidewalks into street planning would go a long way to developing walkable communities and avoiding sprawl, thereby minimizing emissions.
7. **Conduct a "Cost of Growth" study:** This study would identify to government officials, decision-makers, and the general public, the true cost of housing choices, including: road development, intersection improvements, sewer costs, transportation costs, environmental costs, and loss of agricultural land, hopefully leading to more environmentally friendly decision-making.
8. **Provide green worker training:** As Ohio's economy develops from a rust-belt economy and into a green economy there will be a need to re-train Ohio's workforce to be prepared for these new jobs. Green worker training would improve worker capabilities to perform the work needed in implementing green economy goals.

## Strategy #4 - Advance a Green Economy

### Interagency Working Group

No.	Action Item	Number of Votes
1	Coordinate school transportation with public transportation	6
2	Promote and market green technology	5
3	Implement paratransit software to alert riders their vehicle is near	3
4	Link housing to multi-modal transportation	2
5	Evaluate best treatments of ODOT's right-of-way and medians	1
6	Implement best green practices at ODOT	0
7	Conduct local water resources planning	0
8	Implement and promote diesel retrofits and the use of bio-diesel for fleet vehicles	0
9	Connect green businesses	0
10	Promote locally sourced products	0

#### Summary of Interagency Working Group discussion points:

1. **Coordinate school transportation with public transportation:** Develop efficient transportation services for schools by working with other transit and transportation services to coordinate efforts in moving students along with the general population and reduce redundancy. This would save emissions based around two sets of busses or other transportation modes running simultaneously, reducing duplicative services.
2. **Promote and market green technology:** This strategy would build awareness of what ODOT is doing to advance the green economy and reduce their environmental impact while simultaneously generating more demand for these services. Examples could include: Placing wind turbines or solar panels in view of the public and identifying green technologies used in each project.

3. **Implement paratransit software to alert riders their vehicle is near:** This software provides a beeper to paratransit users to alert them when their vehicle is near. This would eliminate missed trips and reduce idling time.
4. **Link housing to multi-modal transportation:** Locating housing, particularly lower income housing, next to transportation such as multi-use paths, transit lines, or passenger rail lines lessens automobile dependency of those living in these developments thereby saving them money and eliminating emissions associated with additional vehicles and additional vehicle miles travelled.
5. **Evaluate best treatments of ODOT's right-of-way and medians:** ODOT spends a lot of time and money, and releases a lot of emissions keeping medians, rights-of-way, and other ODOT properties mowed and maintained. This proposed action item suggests planting native plant species that require less maintenance. These plants could serve a wildlife habitat (particularly for birds) and would also serve as a carbon sink, removing greenhouse gas emissions from the atmosphere.
6. **Implement best green practices at ODOT:** Research and identify the best green practices which are currently implemented elsewhere and implement these programs in Ohio, not through a pilot program, but rather as policy.
7. **Conduct local water resources planning:** Work with the EPA to conduct local water resource planning in conjunction with transportation planning.
8. **Implement and promote diesel retrofits and the use of bio-diesel for fleet vehicles:** Ensure that diesel fleet vehicles are emitting as little pollutants as possible by taking advantage of the federal program to retrofit diesel engines to ensure they are running more efficiently, and operate these vehicles on bio-diesel where feasible.
9. **Connect green businesses:** This policy would identify green businesses throughout the state, and insure they are aware of each other and the services each provides. This policy would also insure these businesses have their transportation needs met by providing the infrastructure needed to get their products to market efficiently.
10. **Promote locally sourced products:** Similar to the "Buy-Ohio" action item proposed in the Steering Committee session, this action item proposes purchasing products made in Ohio to keep jobs in Ohio.