

Increase State's Competitiveness

Existing Policy Conflicts/Ohio Gaps	Short-Term Actions (up to 5 years)	Long-Term Actions (more than 5 years)
1. Historically, little interaction between ODOT and ODOD business recruitment efforts.	ODOT recently increased collaboration with ODOD. ODOT could contribute to letters of commitment from ODOD to employers looking to come to or expand in the State when appropriate	
2. Smaller/mid-size projects can have quick economic return but are overshadowed in discussion of bigger, more expensive projects competing for limited TRAC funds.	ODOD could build upon the Logistics and Distribution Stimulus Program that provides loans for projects that make fixed asset investments to improve logistics and transportation infrastructure.	Increase the lower threshold for TRAC to more than \$10 million. Evaluate the need for an economic development program for transportation projects of \$1-\$5 or \$10 million
3. With increased goods movement and focus on business comes the increased need to provide a user-friendly system.	Identify shipper and carrier needs and best practices from other states. Continue to expand ODOT's Buckeye Traffic program and web site to provide Advanced Traveler Information System services.	Implement low-cost projects (e.g., rest stops with advanced services, weigh-in-motion facilities, real-time congestion information). Consider leasing rest areas.
4. Need a methodology to identify beneficial economic development opportunities and account for full costs (i.e., capital and maintenance)	Use Go OHIO to identify where transportation investment supports other investments. Coordinate with the ODOD HUBS of Innovation and Opportunity.	
5. Competition between short line railroads can make it challenging to send goods by rail over short distances	Develop a mechanism for communications among multiple short line railroads in Ohio to determine how they can aggregate their loads so that servicing the short lines is more attractive to the Class I railroads.	Develop an ongoing process for consolidation of short line shipments
6. Transportation planning in Ohio is highway dominant; a need exists for greater multimodalism.	Identify and evaluate opportunities for developing multi-use corridors; proactively accommodate multimodal transportation (e.g., park-and-ride lots, transit service/facilities, bicycle/pedestrian lanes) during traditional highway project planning.	Use and communicate mode-neutral performance measures (e.g., person throughput, travel time reliability, etc.) Encourage MPOs to adopt similar measures.
7. Some regions have multiple transit systems (there are 59 systems statewide) that may not be cost-effective.	ODOT's Office of Transit can facilitate discussion among agencies about the potential of establishing state transit districts and conduct a study of whether this would be feasible or beneficial.	If feasible and desirable, work with transit agencies to help with consolidation or potentially divide the State into transit regions.
8. Connections between urban and rural transit systems are not well coordinated.	Facilitate meetings among rural and urban transit providers in Ohio metropolitan regions to "brainstorm" methods to coordinate service.	Establish a mechanism to encourage/require urban and rural transit providers to coordinate on service planning. Allow interagency agreements to ease cooperation.
9. Transit serving transit-dependent populations (e.g., seniors, disabled, social service recipients, etc.) are not well coordinated.	Convene regional discussions among agencies that provide transit services to dependent population to identify opportunities for collaboration.	Support and provide financial incentives for implementation of identified streamlined processes.

Connect Transportation Investments to Targeted Industries

Existing Policy Conflicts/Ohio Gaps	Short-Term Actions	Long-Term Actions
1. ODOT could align its transportation planning efforts to support the nine targeted industries identified by ODOD.	Screen projects using Go OHIO methodology Review project development and programming processes to identify ways to respond to the shorter timeframes of the business community	Use Go OHIO process long-term to identify and screen potential projects that benefit targeted industry supply chains Identify classes of incentives and funding programs to support ODOD's businesses retention and attraction activities.
2. While the TRAC process addresses economic development, it may not fully address ODOD's targeted industries	Explore opportunities to incorporate economic prosperity and the targeted industries into the TRAC and other project prioritization processes.	Consider incorporating a more rigorous benefit/cost analysis for TRAC such as has been implemented via the Transportation Investment Generating Economic Recovery (TIGER) program.
3. Last-mile and intermodal connections have relatively lower cost but help reduce the cost of shipping goods	Analyze last-mile and intermodal connection needs, focusing on the 9 ODOD target industries. Pursue funding through current or new programs	Update needs analysis and continue to pursue funding.
4. The oversize/overweight fee structure can be contentious; industries and transportation providers have varying perspectives that are challenging to reconcile.	Periodically review OS/OW policies to evaluate how the fee structure compensates for the damage caused by OS/OW vehicles. Evaluate the system impact of allowing truck weight exception permits for key industries.	Create an objective measurement process agreed to by Ohio Truckers Assoc, OCA and ORRA, to set OS/OW permit fees. If OS/OW permit fees are increased, use funds to invest in infrastructure that supports targeted industries
5. Increase transportation innovation in the State	Partner with private sector and universities to develop a research center/incubator to provide innovative solutions. Build on the Innovation, Research and Implementation structure in place. Build on "solar highway" concept currently being evaluated with University of Toledo.	Implement model process and adapt for key and emerging targeted industries.
6. Local economic development professionals may not understand how their decisions impact transportation and/or targeted industries	Work with ODOD and EDA members to identify training opportunities	Provide ongoing ODOT support to regional economic development agencies Gather intelligence from regional economic development professionals on trends and business needs
7. Most MPOs lack a mechanism for considering economic prosperity as part of transportation planning.	Provide information on best practices on economic development planning. Encourage coordination between MPOs and local professionals.	
8. Limited information exchange between the freight community and ODOT/MPOs.	Consider designating a freight contact at each MPO, training MPOs on freight planning, and other efforts Convene existing freight groups (e.g., regional logistics councils) to seek input on a desirable approach. OARC - Consider development of a freight committee.	Establish a statewide public-private Freight Task Force to advise the Director and ensure freight visibility in ODOT policy, planning, and programming decisions.

Understand the Impacts of Government Land Use and Transportation Policies

Existing Policy Conflicts/Ohio Gaps	Short-Term Actions	Long-Term Actions
1. Local communities are developing in a sprawling manner, increasing the costs of providing and maintaining infrastructure.	<p>Work with state agencies and local governments to develop comprehensive land use planning legislation.</p> <p>Work with Ohio Planning Conference and legislature to enable growth management tools (impact fees, adequate infrastructure ordinances, etc.); work with MPOs to develop regional plans illustrating the use of these tools</p> <p>Evaluate TRAC land use criteria</p>	<p>Amend law to require comprehensive planning at the county, township and municipal level.</p> <p>Designate a state agency to develop sample 'best practice' local ordinances</p>
2. Local communities, concerned about their tax base, often do not coordinate on land use planning.	Fund regional transportation and land use plans; require local adoption as a condition of funding (<i>in progress</i>).	<p>Work with legislature to require regional plans</p> <p>Require a current updated regional land use and transportation plan as a condition of funding.</p>
3. Lack of coordination among state agencies can cause sprawl and confusion for local agencies and businesses	<p>Meet annually with departments on land use and transportation priorities</p> <p>Use quarterly district "roundtables" to inform and coordinate with localities</p> <p>Identify a state agency to oversee and provide incentives for land use planning</p>	<p>Create a commission to review transportation/land use policy, provide a clearinghouse for land use policy</p> <p>Regularly report on projects and planning in Ohio</p>
4. State agencies often prioritize short-term (e.g., real estate cost) over long-term (e.g., infrastructure maintenance) costs, causing greenfield development	<p>Establish a process to calculate full life-cycle costs for major infrastructure decisions; use as an education tool for state and local agencies</p> <p>Evaluate linking funding to priority redevelopment areas</p>	<p>Require development impact studies for large developments locating on ODOT facilities</p> <p>Institute life-cycle cost evaluation in the zoning approval process.</p>
5. ODOT's roadway design manual criteria can restrict municipalities pursuing context-sensitive and multimodal solutions.	<p>Implement lessons learned from complete streets demonstration projects.</p> <p>Evaluate developing a context sensitive solutions (CSS) policy or integrating CSS into the Location and Design Manual.</p> <p>Ensure robust public involvement for major transportation projects.</p>	<p>Develop land use and transportation corridor plans to guide growth on major transportation corridors</p> <p>Develop a CSS policy or update the Location and Design Manual.</p>
6. Several counties in Ohio do not belong to an MPO, limiting regional planning and representation	<p>Ensure adequate resources are provided to projects within rural areas.</p> <p>Develop a process and criteria to fund projects within both MPO and non-MPO areas.</p>	Develop criteria and guidelines for rural planning organization; assist rural areas in forming these organizations.
7. Geographic boundaries for state agency districts are often inconsistent.	Educate state district offices on the services and geographies of all other state district agency offices.	<p>Evaluate alignment of state district boundaries.</p> <p>Develop "one-stop-shops" throughout the State for easy access to state agencies.</p>
8. Communities can change (i.e., loss of businesses, changing demographics) during project development, making the project a poor fit for a community	<p>Assemble task forces representing urban, suburban, and rural communities to identify representative land use and transportation policies.</p> <p>Ensure public and key stakeholders are involved in the planning/ implementation of major transportation investment decisions.</p>	Develop a system of land use and transportation policies based on community character, population densities, and life cycle (e.g., growing, mature, declining).

Advance a Green Economy

Existing Policy Conflicts/Ohio Gaps	Short-Term Actions	Long-Term Actions
1. Areas that are not in compliance with federal Clean Air standards are not able to permit certain types of major industries	<p>Work with other state agencies to develop a climate change action plan.</p> <p>Investigate the benefits of nonhighway investments on air quality and climate change.</p> <p>Evaluate nontraditional intersections for new intersection designs, weighing congestion, lane capacity, cost, land use, construction time, and emissions</p> <p>Adopt a complete streets policy.</p>	<p>Implement/invest in travel demand management, car pool lanes, nonhighway modes, etc.</p> <p>Work with MPOs and localities on land use strategies (e.g., mixed use development, freight villages, etc.) that reduce emissions</p> <p>Train engineers on implementation of nontraditional intersections; provide information to the public</p>
2. Current energy prices limit investment in renewable energy sources.	<p>Expand program to demonstrate alternative energy generation at rest areas and on other right-of-way.</p> <p>Work with state agencies and the legislature to review best practices for renewable energy policies</p> <p>Work with ODOD, PUCO, and Green Energy Ohio to determine the best methods for the implementation of renewable energy at ODOT.</p>	<p>Develop and implement a renewable energy policy that promotes renewable energy efforts in Ohio</p>
3. Current project mitigation efforts consider only individual project impacts, sometimes limiting environmental outcomes.	<p>Work with state resource agencies to evaluate implementation of FHWA's Eco-Logical framework</p> <p>Evaluate environmental stewardship elements for inclusion in the TRAC process.</p>	<p>If appropriate, develop an ecosystem-based mitigation policy, including monitoring</p> <p>Develop an environmental policy that better addresses state environmental issues</p>
4. ODOT consumes significant resources in the construction and operation of the transportation system and its facilities.	<p>Award “green points” to construction bids that include recycled materials or other green aspects.</p> <p>Assess the Federal Environmentally Preferable Purchasing Policy for Ohio, taking into account a product’s recycled materials, shipping distances, potential for recycling/reuse, amount and type of packaging, energy use, and useful life.</p> <p>Work with state agencies to establish a program to recognize best practices in environmental design.</p>	<p>Promote construction materials that incorporate recycled materials. Share information with businesses to help expand the market for these materials</p> <p>Develop and implement an Environmentally Preferable Purchasing Policy at ODOT.</p>
5. ODOT employees generate emissions and other environmental impacts during travel and daily business.	<p>Develop telecommuting and/or alternative work schedule programs.</p> <p>Promote ridesharing with MPOs and develop an on-line ridesharing system.</p> <p>Conduct pilot commute trip reduction programs in congested areas</p> <p>Evaluate transit and nonmotorized access when locating new ODOT facilities.</p>	<p>Monitor pilot programs for effectiveness.</p> <p>Consider statewide implementation of a Commute Trip Reduction program.</p>
6. ODOT operations use resources and have environmental impacts.	<p>Assess ODOT’s needs and where progress can easily be made.</p> <p>Examine best practices from other agencies and states</p>	<p>Develop and implement policies that will result in the greatest environmental improvements.</p>
7. ODOT operations consume significant energy	<p>Follow through on ODOT’s Sustainability Assessment Report including identifying ways in which energy consumption can be reduced, such as purchasing only Energy Star appliances.</p>	<p>Develop and implement an energy reduction policy that sets targets for reductions, including monitoring and evaluation.</p>

Discussion Questions

- A. Are these the right gaps/conflicts? Are there others?
- B. Are the action steps realistic?
- C. Are there any other action steps that should be added?
- D. Are there any action steps that should not be included?
- E. What are your thoughts on funding?