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## **Members of the Joint Intermodal Task Force**

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## Chairman's Message And Acknowledgements

In late May of 2008 the Mayor of the City of Toledo, Carty Finkbeiner, appointed a Citizens Advisory Committee "to analyze available sites that have potential for intermodal development." He announced that this group would be tasked with recommending "a course of action for selection and funding of the best site or sites to bring to fruition Intermodalism" in Toledo and the surrounding area and region.

Shortly after this announcement I was appointed the Task Force Chairman.

Meetings of the Task Force commenced on June 16, 2008. After its organizational meeting we targeted late summer or early fall as the time frame necessary to complete our work and issue our report. Meetings were held almost every week until the issuance of this report.

What follows is the dedicated work of this Task Force, presented here with unanimous consent and approval of all its members.

As we started, certain critical facts became evident:

1. Our area (Lake Erie West) is ideally situated to become a major freight distribution center for the Midwestern United States and Southern Canada.
2. Our "intermodal assets" represent some of the best in North America – they include:
  - the junction of three major interstate highway systems
  - a location that puts us within a day's drive of 60% of the U.S. population and 60% of the manufacturing capacity
  - three Class I railroads all impacting our region – with direct lines to significant metropolitan areas
  - access to the St. Lawrence Seaway through the second largest port on the Great Lakes
  - an international air cargo hub at our airport with runway capability for the world's largest aircraft
3. We have the elements to emerge as an intermodal transportation and logistics distribution center if we focus our region's strategies and assets on developing and implementing a regional and cooperative approach to economic development.
4. Our region must speak with one voice and we must articulate an agreed upon strategy and empower our business, political, labor, media and educational leaders to implement this strategy.

5. Our turbulent economic environment will necessitate that we carefully analyze and select the initiatives we carry forward.
6. Lastly, we note that what we have done here is only the beginning – it is a small step. We articulate here some new directions, and new and expanded strategies. They must be carefully studied and timely implemented. After much study and debate, we have set forth here a road map to follow. Our region's economic future depends in part on how aggressively we deal with these recommendations.

I offer my special thanks to my colleague Jim Seney whose advice and counsel throughout our work has been invaluable.

Thanks also to Rich Martinko and Christine Lonsway for their tireless and outstanding effort in the preparation of this report.

Thanks to University of Toledo President Lloyd Jacobs for all of his counsel, advice, encouragement and support. UT has one of the best Intermodal Institutes in the country – very capably run by Rich Martinko who, as mentioned above, was one of our Task Force Members. Rich and the Institute played a significant role in the work of this Task Force.

Thanks also to Task Force Member Jerry Chabler for his wise counsel in many different areas.

Thanks to Eileen Granata of the Ohio Department of Development for her guidance and support.

Special recognition is given to Brian McMahon who not only focused us, but the citizenry of our region, on the potential for intermodal transportation.

There are many others who crossed our path as we did our work. They gave us advice, they offered us help and they made our work easier and more understandable. They include:

Mike Anderson - *President, The Andersons*

Tom Blaha - *Executive Director, Wood County Economic Development Commission*

Bill Carroll - *Chairman, Toledo-Lucas County Port Authority*

Jon Cartwright - *District Transportation/Air Operations Manager, Metro Detroit District, UPS*

J. Lee Cochran - *Manager Intermodal Asset Development, Intermodal Operations, Norfolk Southern Corp.*

John Craig - *General Manager, Craig Transportation, Perrysburg, Ohio*

Lance Craig - *Owner, President, Craig Transportation, Perrysburg, Ohio; Past Chairman, Truckload Carriers Association*

Todd Davies - *Regional Growth Partnership*  
Representative Randy Gardner  
Pete Gerken - *Lucas County Commissioner*  
Bill Harris – *Resident Vice President, Norfolk Southern Corp.*  
Jim Hartung - *Former President, Toledo-Lucas County Port Authority*  
Rex Huffman - *Attorney*  
Christopher D. Ingraham - *Industrial Development Manager, P.E., Norfolk Southern Corp.*  
Lesa James - *Administrative Assistant to Mayor Carty Finkbeiner*  
Alex Johnson - *President, Midwest Terminals*  
Dr. Dan Johnson - *President Emeritus, University of Toledo*  
Congresswoman Marcy Kaptur  
Peter Ladouceur - *AVP Marketing, CN Intermodal*  
Robert E. Martinez, Ph.D. - *Vice President Business Development, Norfolk Southern Corp.*  
Sandra Moore - *Business Development, Northern Steel Transport, Toledo, Ohio; President-Elect Toledo Trucking Association*  
Rusty Orben - *Director of Public Affairs - Ohio, CSX Transportation*  
Tony Reams – *President, TMACOG*  
Mark Sobczak - *President, Toledo City Council*  
Paul Toth - *Interim President, Toledo-Lucas County Port Authority*  
Keith Tuttle - *Owner, Motor Carrier Service, Northwood, Ohio; Past President Toledo Trucking Association; Past President Ohio Trucking Association*

Most of our meetings were held at the Barkan & Robon Ltd. building in Maumee, Ohio. As our group grew in size, we asked our tenant, The American Heart Association, if we could use their large conference room for our meetings. They graciously consented and we offer our sincere thanks for their warm hospitality.

Finally, I offer my personal thanks to all of our dedicated Task Force Members who gave of their time and talents to help their community, their region and their state. We should all be grateful for their public service.

James M. Tuschman, Chairman  
Joint Task Force on Intermodal  
Transportation and Logistics

# Section 1 – Introduction

Intermodal freight transport involves the transportation of freight in a container or vehicle, using multiple modes of transportation (rail, ship, and truck), without any handling of the freight itself when changing modes. The method reduces cargo handling, and so improves security, may reduce damages and loss, and may allow freight to be transported faster..

Shippers are seeking better connectivity between rail, highway, marine, and air modes. The projects recommended in this report offer supply chain solutions for accelerating shipments, containerized and non-containerized, to, from, and through the region, stimulating economic development.

The rise in U.S. international trade has had a significant impact on the transportation systems of the nation, Ohio, and particularly Northwest Ohio-Southeast Michigan. Transportation is a critical engine driving Northwest Ohio's economy and is the thread that knits the region's economy together. Highways, transit, rail, air, and water systems provide unparalleled access to jobs, recreation, education, health care, and the many other activities that sustain our economy and enrich the lives of our families.

Northwest Ohio, including the region surrounding it (Lake Erie West), is on the threshold of a period of opportunity and innovation unprecedented in our recent history. With its strategic geography and the convergence of major highway, rail, sea, air, and pipeline transportation assets, the area can emerge as an international transportation, logistics, and distribution center. In addition to the regions physical assets, world class transportation expertise, numerous academic centers of excellence, and a critical mass of coordinated public, private, and legislative transportation stakeholders can be added to the inventory of resources.

How can we take advantage of these assets and this unequalled opportunity? The dynamics of transportation and logistics are complex and constantly evolving as markets respond to shifts in demand, the location of production facilities, and the relative costs of transportation alternatives. **This report recommends various short and long term Lake Erie West opportunities that take advantage of this evolving process. A primary focus has been placed on, but not limited to, Lake Erie West intermodal development.**

Lake Erie West possesses the primary characteristics which make intermodal operations work. It possesses the critical success factors that include:

- An exceptional market area
- Availability of suitable land
- Reliable and competitive rail, air and water transportation service
- Good access to highway networks
- Phased development opportunities that reduce initial capital investment requirements

The primary charge of this task team, and the focus of this report, is on specific transportation and logistic projects within a concentrated radius around the City of Toledo. This report will outline recommendations for intermodal locations and other economic development opportunities as they relate to that specific charge.

It must be noted however, that the task team is united in its recommendation that the Lake Erie West team approach which it embraced must continue. Expanded regions, represented by concentric circles moving out from Northwest Ohio, must be the focus of future team work. This concept was considered in setting up a foundation and process that promotes a hand-off to those who consider this issue in the future. This team also has set in motion and presented to the Ohio Department of Development initiatives that position Lake Erie West to take advantage of Ohio Governor Ted Strickland's \$1.57 billion dollar bipartisan economic stimulus package, "Building Ohio Jobs." Included in the report are short and long term action plans along with the data and sources used to develop this report.

## Section 2 – Task Team Process

In collecting the information for this report, the task team engaged in a wide range of activities. Weekly meetings were held, commencing on June 16, 2008. (See Appendix C for the agendas.) The weekly meetings promoted robust debate and open discussion of ideas. A brief summary of major activities follows:

- Literature review
- Meetings with transportation stakeholders
  - CSX Railroad
  - Norfolk Southern Railroad
  - CN Railroad
  - Melford Terminals
  - Toledo Trucking Association
  - Ohio Trucking Association
  - United Parcel Service
  - Midwest Terminals
  - The Andersons
  - Elected/Appointed Officials
  - TAGNO (Transportation Advocacy Group Northwest Ohio)
  - Monroe County Officials
  - Eileen Granata (Ohio Department of Development)
  - TMACOG
  - Toledo City Council
  - University of Toledo Intermodal Transportation Institute (ITI)
  - University of Toledo Department of Economics
  - University of Toledo Department of Geography
  - Toledo Lucas County Port Authority
- Site Visits
  - Airline Junction
  - Toledo Express Airport
  - Midwest Terminals
  - Toledo Lucas County Port
  - Economic Development Areas (Various)
  - North Baltimore
- Attended Ohio 21st Century Transportation Priorities Task Force event at the University of Toledo
  - Presenter

- Attended the Ohio Conference on Freight
  - Presenter
- Attended the TMACOG Transportation Summit
  - Presenter
- Presented economic development concepts to ODOD
  - Mark Barbash (Ohio Department of Development)
  - Matt Dietrich (Executive Director of the Ohio Rail Development Commission)
- Made presentations to diverse groups
- Sponsored stakeholder update breakfast at The University of Toledo
  - Approximately 60 attendees. (Legislators, Community Leaders, Lucas County Officials, Other Public Officials, Private Sector Businesses)

From these interactions it became clear that to build on the momentum generated by this initiative and task team report, additional long range strategies and a renewed emphasis on regional cooperation are fundamental to achieving our vision for the future.

## Section 3 – Drivers Of Intermodal Feasibility

An intermodal project that is **technically feasible** has many hurdles to navigate before it can be put into service. The single most critical factor hinges upon the interest and cooperation of the serving Class 1 (major) railroad. An intermodal project requires significant capital investment. This investment must present the railroad with a solid and sustainable growth opportunity. In meetings with the railroads, return on investment and not revenue drives their decision process. Opportunity costs, fierce competition within their existing capital program and an intense focus on wringing every ounce of efficiency out of their existing assets drives their investment decisions. The question is repeatedly asked, “How would this project overcome the status quo?” Also important is community acceptance and support.

Intermodal terminals are part of a complex network, about which railroads make the ultimate decisions. An intricate matrix of variables that involves a balance of incoming and outgoing freight, a critical mass of freight, and scheduling and volumes largely influence their decision. Balance regarding how rail traffic should be moved across their respective systems to optimize schedules and volumes is critical.

This can work to our regions advantage. An asset Lake Erie West possesses is the availability of backhaul (returning to home base) products. Historically there has not been an abundance of backhaul opportunities. Lake Erie West, however, has an abundance of backhaul goods (grain and wood products) which are in short supply in the importing countries of Asia and Europe. Presently because our region has a minimal amount of intermodal commerce, there is a shortage of containers (twenty-foot equivalent units, TEUs) available for shipping the backhaul products. If we can open up inbound intermodal commerce, we have a built-in outbound commerce opportunity with backhaul. In interviews with shippers, this was a common statement. It is important to note however, that the concept of balance again comes into play in backhaul strategy. It is not just a simple matter of filling the same imported containers with backhaul products and sending them back to home base. The majority of imports are light weight high tech electronics and retail products and the majority of backhaul products are heavy bulk goods. This fact sets up a weight imbalance issue for the shipping vessels. Also the logistics of specifically where the backhaul products are needed sets up a logistics issue with the receiver overseas. These are hurdles that must be addressed and overcome.

The team has been in direct regular contact with the three Class 1 (major) railroads that serve our area: Norfolk Southern (NS), CSX, and Canadian National Railway Company (CN). As of this report, there is no formal written agreement from any Class 1 railroad regarding a new or expansion of an existing intermodal facility in the concentrated focus area of our report. However our team has been working very closely with NS in the feasibility stage of a project that would expand the intermodal facility at Airline Junction, 2101 Hill Avenue, Toledo, Ohio. Norfolk Southern has indicated that they are willing to partner with our community and the State of Ohio to move this project forward. The team will continue at best speed to promote, work and assist NS in making a positive decision.

## Section 4 – Project Recommendations

The topic of transportation and logistics has been recognized for many years as an important driver of the economic health of Lake Erie West. A considerable body of information has been generated. This committee pulled together that information and used it as a foundation in building their report and recommendations. Using this information and applying it to present conditions regarding technical feasibility, timing, funding and most importantly, Class 1 (major) railroad support, our findings are presented in this report.

It is proposed by this committee that action planning and implementation strategies be initiated for five specific recommendations.

### Project Recommendation Summary

- **Recommendation #1:** Pursue Airline Junction as a rail intermodal site in partnership with Norfolk Southern and the State of Ohio (ODOD).
- **Recommendation #2:** Build regional economic development strategies that maximize the Airline Junction return on investment, including the re-development of over 2,000 acres of industrial land in target development areas in the City of Toledo.
- **Recommendation #3:** Pursue a Lake Erie West Commerce Corridor Strategy that incorporates a joint marketing effort and alliance with that region’s stakeholders.
- **Recommendation #4:** Build a new Schenker / Bax customs facility at the Toledo Express Airport
- **Recommendation #5:** Acquire a modern crane and reach stacker at the Toledo Lucas County Port for more efficient and competitive intermodal cargo handling ability.

Note: At the time of this report, there is not a specifically defined surface transportation infrastructure improvement project identified to enhance the CSX intermodal development in North Baltimore. The task team emphasizes that regional cooperation in planning, funding, and implementing such an infrastructure improvement project is essential. (See “Moving Our Vision Forward” section of this report)

## Task Team Recommendation and Action Table

Recommendation	Action
<p><b><u>Recommendation #1:</u></b></p> <p><b>Pursue Airline Junction as a rail intermodal site in partnership with Norfolk Southern and the State of Ohio (ODOD).</b></p>	Engage and fund a transportation economist to perform a project benefits calculation.
	Continue to work closely with NS railroad to provide information and assist in their decision process and capital cost analysis.
	Continue to work with ODOD, NS, and others to secure funding sources for the project.
	Identify project impacts and costs to the community.
	Continue to engage the community and stakeholders in the project process.
<p><b><u>Recommendation #2:</u></b></p> <p><b>Build regional economic development strategies that maximize the Airline Junction return on investment, including the re-development of over 2,000 acres of industrial land in target development areas in the City of Toledo.</b></p>	Identify vacant land and buildings, as well as underperforming industrial properties that can be redeveloped to support intermodal activity at Airline Junction.
	Examine impacts on infrastructure.
	Examine challenges to redevelopment, such as land assembly, environmental issues and demolition.
	Improve road access.
	Identify funding sources
<p><b><u>Recommendation #3:</u></b></p> <p><b>Pursue a Lake Erie West Commerce Corridor Strategy that incorporates a joint marketing effort and alliance with that region’s stakeholders.</b></p>	Lake Erie West Commerce Corridor. See Section 7, of this report for detailed discussion of this recommendation.
<p><b><u>Recommendation #4:</u></b></p> <p><b>Build a new Schenker / Bax customs facility at the Toledo Express Airport</b></p>	Continue to work with ODOD and others to secure funding sources for the project.
	Identify project impacts and costs to the community.
	Continue to engage the community and stakeholders in the project process.
<p><b><u>Recommendation #5:</u></b></p> <p><b>Acquire a modern crane and reach stacker at the Toledo Lucas County Port for more efficient and competitive intermodal cargo handling ability.</b></p>	Continue to work with ODOD and others to secure funding sources for the project.
	Identify project impacts and costs to the community.
	Continue to engage the community and stakeholders in the project process.

## Project Recommendation Details

- **Recommendation #1: Pursue Airline Junction as a rail intermodal site in partnership with Norfolk Southern and the State of Ohio (ODOD).**

NS has indicated that they are willing to partner with the community and the State of Ohio to improve rail intermodal capacity at Airline Junction contingent upon receiving "significant" financial assistance and incentives. The State of Ohio, and most notably The Ohio Department of Development (ODOD), offers a variety of business development resources and incentives -- all with a common goal -- to generate new investment in the state and create and retain jobs for Ohio's outstanding workforce. Governor Strickland has also proposed a \$1.7 billion "Building Ohio Jobs" package. A prominent part of this package is a major investment in improving Ohio's **Logistics and Transportation Infrastructure**. A working group should be formed to partner with NS to continue the task team progress towards planning and implementing intermodal development at Airline Junction and to secure the incentives and financial assistance necessary for this project from the State of Ohio and ODOD.

- **Recommendation #2: Build regional economic development strategies that maximize the Airline Junction return on investment, including the re-development of over 2,000 acres of industrial land in target development areas in the City of Toledo.**

The Airline facility is located on the existing heavy load highway system (Michigan Loads) that connects it to various industrially zoned locations within the Toledo area. This allows Michigan weight trucks to travel to and from Michigan, the Port of Toledo, Airline Junction, portions of I-475/75 and the Ohio Turnpike. This weight advantage is a distinct benefit over other Ohio locations when moving containers and heavy loads such as steel. These routes also connect Airline Junction with a very large portion of industrial land generally bounded by I-475 on the south, Bennett Avenue on the west, I-75 on the east and the Ohio-Michigan state line on the north. The land mass contains some residential neighborhoods that can be avoided and need not be disturbed. Viable commercial and industrial entities, such as Fort Industry Industrial Park, two race tracks and other existing

businesses are an advantage. There are, however, a number of under-performing industrial properties, as well as vacant buildings and land, throughout the location that are ripe for redevelopment. The Ottawa River runs through the property and the new Jeep assembly plant anchors the southeast corner providing even more development opportunities.

The old Jeep factory site is located just to the southwest on a Michigan load route with its own exit ramp from I-475. This entire area is ideal for redevelopment with living wage businesses that would utilize intermodal or mixed freight service. It also should be noted that three major railroads and a short line access the area (NS, CSX, CN, and the Ann Arbor) which provide rail based development opportunities. Direct access to I-75 and I-475 are provided by strategically located interchanges. Very few locations in Ohio provide this kind of transportation infrastructure advantage. Admittedly, there may be brown field issues, demolition, land assembly and other complexities, but these can be overcome with creative vision, sound planning and leadership. This is a prime area for redevelopment with state and federal assistance combined with private capital.

During our briefing with the Ohio Department of Development (ODOD) about the proposed Airline Junction project, ODOD stressed a specific and detailed strategy for the redevelopment of this area needs to be created. The strategy should include economic impact and employment projections.

- **Recommendation #3: Pursue a Lake Erie West Commerce Corridor Strategy that incorporates a joint marketing effort and alliance with that region's stakeholders.**

See Lake Erie West Commerce Corridor, Section 7, of this report for a detailed discussion of this recommendation.

- **Recommendation #4: Build a new Schenker / Bax Customs Facility at the Toledo Express Airport**

The proposed infrastructure improvements and facility will enhance Ohio’s capability to support the movement of international air cargo at Toledo Express Airport. Bax Global, now Schenker/Bax, is a company located in Ohio since 1991, is one of three remaining air freight companies in the United States. Schenker/Bax operates a night time cargo sorting operation at Toledo Express. Freight from major locations in the United States, Mexico and Canada is flown into Toledo, sorted, and flown back out to those major destinations. Schenker/Bax supports approximately 900 jobs in northwest Ohio. Quantas Airlines also flies freight weekly from Toledo to Australia. Schenker/Bax was purchased by Duetsche Bahn, a German company that also operates Schenker Logistics, the second largest logistics provider in the world. Schenker intends to develop Toledo as its North American hub for the movement of air cargo. To that end, over the last eight months Schenker also entered into an agreement with Emirates Sky Cargo to operate two 747s per week from Toledo to Hahn, Germany and then on to Dubai, making Toledo the only airport in the country with an all-freighter aircraft operated by Emirates Sky Cargo to Dubai. Because of DB Logistics’ acquisition of Schenker/Bax and the more focused goal of establishing Toledo as an international air cargo hub, the Toledo- Lucas County Port Authority is requesting grant funds from the State of Ohio to support facilities needed for international air cargo development. By improving the airport’s infrastructure and providing a facility for US Customs processing and general international air freight build up, break down, and transition to Ohio’s ground transportation network, Toledo will be better able to support national and international logistics opportunities for Ohio.



- **Recommendation #5: Acquire a modern crane and reach stacker at the Toledo Lucas County Port for more efficient and competitive intermodal cargo handling ability.**

While the existing equipment at the Port of Toledo has been sufficient for handling traditional bulk and break bulk cargo since the 1950s, it is aging and will need to be replaced or enhanced by the addition of new equipment suited for container handling, and flexible enough for bulk, project cargo and break bulk handling. Current crane capacity for containers is 12 containers or less per hour. There are several manufacturers of cranes that have equipment capable of 20-30 container moves per hour and 40 swings per hour for bulk material handling. Modern cranes of this caliber are utilized at coastal ports, however, they do not yet exist at major ports on the Great Lakes. Short Sea Shippers operating future feeder services from Melford, Halifax, or other terminals in the Canadian Maritimes will require fast load and unloading to keep feeder services profitable, on schedule and competitive with rail. The first major Great Lakes terminal to operate with modern equipment will have a distinct advantage in serving current customers and attracting new customers. We recommend the acquisition of a modern crane and reach stacker to position the Port of Toledo as the most modern and cargo diverse port on the Great Lakes.

# Section 5 – Activities And Support Information

## Site Reviews

The primary sites that the task team proposed for review follows:

- 1) Trans-Continent Inland Port Commonly called Lang Yard, operated by the Canadian National Railroad (CN)
- 2) Monroe County, Michigan Site located on the Canadian National Railroad (CN) line
- 3) Toledo Express Global Logistics Airport site on SR 2, commonly known the Airport Site, across from Toledo Express Airport on the Norfolk Southern (NS) rail line.
- 4) Airline Junction During discussions with NS, a the site at Airline Junction, located south of Hill Avenue near Byrne Road, in the City of Toledo, was proposed for consideration by the task team.
- 5) Toledo Lucas County Port Various locations at the Port were reviewed



## **Site Overviews**

### **1) Trans-Continent Inland Port (Lang Yard)**

Lang Yard is presently used by Canadian National (CN) as a coal train storage yard for supplying coal to electric power plants. The yard is bounded on the east by I-75, on the west by the Hoffman Road land fill and on the north by the Michigan state line and the Ottawa River. Our team reviewed the site thoroughly and met with CN officials. CN has an intermodal facility in Detroit, about sixty miles away, that is meeting their needs in this region. CN indicated that at the present time, market conditions and the configuration of the site do not make the case of “overcoming the status quo” of the Detroit facility. They did indicate that they would reconsider their strategy for this site if conditions change or if others would completely finance an intermodal improvement. As intermodal facilities of this type cost in excess of \$60 to \$100 million to build, this option is deemed fiscally constrained at this time.

### **2) Monroe County, Michigan**

No specific site was reviewed for a location in Monroe County, but the task team was acutely aware of a previous failed proposal that was made in this area on the CN system. The possibilities of other locations further north into Michigan were also recognized. The same condition of need and the financial consequences apply to these possible locations as to Lang Yard with Detroit being only sixty miles away.

There are basically two means by which a community can successfully develop an intermodal project. The first is railroad driven. If CN needed an intermodal yard at Lang or in Southern Michigan due to capacity or market service problems, they would take the initiative to move the project forward. The second is customer driven. In this case, if a large user of container intermodal service, such as a Wal-Mart or Target distribution center, were to locate in the area, the railroad, the distribution center and the community would be negotiating an intermodal facility as part of the development package. As was indicated in our meeting with CN, at this time no such case exists.

### **3) Toledo Express Global Logistics Site (Airport Site)**

This site is located on the north side of SR 2 directly across from the Toledo Express Airport between SR 2 and the Norfolk Southern (NS) main line that runs parallel with the Ohio Turnpike. This site has powerful economic development potential, however, it needed to be evaluated in terms of the physical requirements and timeline necessary to develop it into an intermodal facility.

A rail intermodal facility on a railroad main line generally needs long lead tracks to move the intermodal unit trains off the main lines at their traveling speeds of fifty plus miles per hour, then slowing down and entering the yard. A facility of two to two and a half miles long is

needed for an adequate distance to achieve this decrease in speed with even longer lead tracks sometimes needed for safety reasons. A land mass of two plus miles long and up to one fourth mile wide to allow room for effective operation is generally required.

The amount of land presently under control at this site by private developers is not sufficient for an intermodal yard and would require the purchase of additional land as well as homes and relocation of property owners to achieve the required length. In addition, State Route 295 is within the site area and would have to be relocated further west. It is estimated that this process would take approximately five to seven years under the best conditions. Intermodal development near airports is growing because there can be a synergy between an airport and an intermodal yard if the market dictates. An additional geographical asset this site possesses is the connection directly to the Ohio Turnpike (I-80/90). However, a new and larger intermodal facility at a site such as the Toledo Express Airport location could only be viable if the hurdles of initial capital costs, relocation of SR 295 and RR operational needs and design can be overcome in the future. It would also be dependent on the amount of growth of the airport freight commerce and development of the intermodal market in Toledo. This site could be a prime development site with air freight service for shippers who prefer locations that allow them access to both rail and air transportation. Rail service could be provided from a siding within the present right-of-way. In summary, this site has excellent long term potential for some type logistics development. The planning and funding for this opportunity needs to be nurtured.

#### **4) Airline Junction**

During on-site meetings with Norfolk Southern, the existing intermodal location at Airline Junction was presented as an alternative to the Airport site. A former Conrail piggyback yard, this site has been historically used for intermodal traffic. It presently has the length and sufficient width for operation. It is located in the city and no land purchase or moving of homes is anticipated. This is an active NS intermodal facility with some domestic intermodal traffic (primarily United Parcel Service) already using it. The Airline Junction intermodal facility is not large, but because of constraints imposed on the lead tracks into the yard, its capacity is underutilized and the terminal is not able to perform the intermodal lifts it is capable of. The critical factor imposing on the capacity of the yard is directly related to the rail traffic traveling through the yard. This junction serves as the intersection for the Norfolk Southern mainline traffic. East/west Norfolk Southern intermodal unit trains, mixed freight trains and Amtrak passenger trains traveling to and from the Chicago to New York and Eastern markets pass through Airline Junction. In addition, east/west trains also turn north to Detroit. Because the Toledo Airline infrastructure is limited, intermodal trains have limited ability to stop in Toledo as they would tie up traffic on the Norfolk Southern system. Therefore, instead of stopping **in** Toledo, intermodal trains move **through** Toledo to points east (Cleveland), west (Chicago), and North (Detroit).

Modifying Airline Junction to add capacity is feasible and would provide direct Norfolk Southern intermodal service to Toledo markets. This is desirable from an economic development perspective and as a competitor to the CSX intermodal facility now being built in North Baltimore. Coupled with the facilities of Schenker/BAX Global at the Toledo

Express Airport, the Port of Toledo, our pipeline system and the surface transportation system, Northwest Ohio will have a complete intermodal transportation network.

### **5) Toledo Lucas County Port**

The Toledo-Lucas County Port Authority has purchased 182 acres of property, now known as the Ironville Dock, located adjacent to the Port of Toledo shipping facilities for \$3.4 million. The property was used as an oil refinery from 1890 to 1987 and successfully completed the State of Ohio's Voluntary Action Program (VAP) when Gulf Oil Company spent \$19 million on site remediation, \$6 million more than VAP required. The Port Authority has entered into a private-public partnership with Midwest Terminals of Toledo through a long term lease for the property. Midwest Terminals also leases from the Port Authority and operates the existing 110 acre general cargo facility at the Seaport. The acquisition of Ironville has doubled the size of the Port Authority's seaport operation and makes the Port of Toledo the largest land mass seaport on the Great Lakes.

The acquisition of the Ironville property allows Midwest Terminals flexibility in cargo handling. For example, some of the bulk cargo at the current general cargo facility is delivered by self-unloading lake trading vessels. After initial infrastructure is in place at the Ironville Dock, these self-unloading vessels can discharge at the new site, making room for additional crane dependent cargo, such as containerized freight at Midwest's existing general cargo dock. Although Midwest's shore side cranes at the existing general cargo facility have served the Port well over the years, by today's standards they are very expensive to operate and maintain and not sufficient for handling containerized cargo. Adding a modern crane at the existing general cargo facility capable of handling containers, project cargo, break bulk, and bulk (when container ships were not in port) would be a relatively simple addition in terms of site preparation and make the terminal more competitive with coastal ports in terms of productivity and cost. Because each facility will be served by a different major Class 1 rail road, there is also the potential to match cargo to the terminal that is served by the rail choice of the end user.

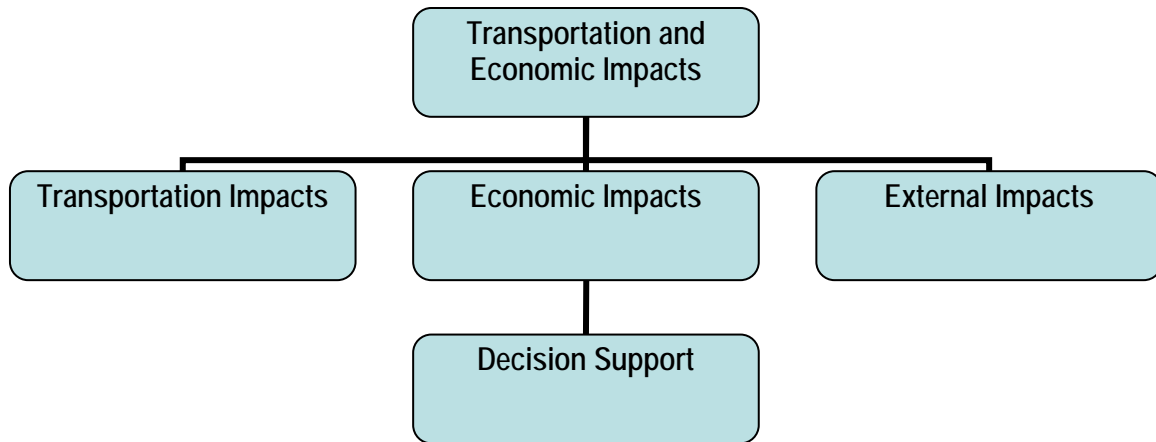
## Section 6 – Evaluating Project Impacts

A number of methodologies in evaluating projects and their impacts were reviewed by the task team. One that was considered particularly thorough was a freight rail investment calculator used by the Florida Department of Transportation. During interviews and discussions with CSX, it was discovered this calculator is one that CSX has used before.

The freight rail investment calculator forms one component in the overall decision process of how public funds should best be invested to spur economic growth and enhance freight and passenger mobility. The basic elements can be applied in evaluating the project opportunities in our region. The precise inputs that apply to Lake Erie West would be used when applying this or similar calculators. This concept was discussed by the task team and the fundamentals were considered in formulating this report. A detailed application of this methodology was beyond the charge and resources available to the task team, however, the University of Toledo Intermodal Transportation Institute is conducting a study of commodity flows within a 50 mile radius of Toledo which will provide needed specific data that was requested by the Class 1 (major) railroads. The expected completion date is January 2009.

The following information is presented, in part, directly from the FDOT freight rail investment calculator.

The U.S. freight railroads are almost entirely privately owned, for-profit companies. Despite this private ownership, the rail industry provides numerous public benefits that warrant taxpayer participation in capital improvements. These range from economic development, to reduced highway congestion, to improved environmental quality and safety. When the benefits to the public exceed the taxpayer funding for a project, it is appropriate to use tax dollars for these facilities. To determine when projects meet these criteria, there is a description of how public benefits can be measured and quantified using the freight rail investment calculator developed for FDOT. The basic components of this process follow. Much of what has been developed has been adapted from “Return on Investment on Freight Rail Capacity Improvement,” National Cooperative Highway Research Program Project 08-36, Task 43, Transportation Research Board, April 2005.



### **The Florida Freight Rail Investment Calculator**

The question that always arises when contemplating public sector investments in the privately owned freight railroads is “what does the public gain?” One framework for establishing the public value of investment in the rail system is depicted in the figure above. This figure provides a convenient framework for describing how freight rail investments can be converted into public benefits, and how a portfolio of projects can be selected for public investments.

- Transportation and Economic Inputs – Investments in transportation infrastructure are expected to generate system improvements and/or spur economic development. Estimates of these impacts become the inputs into the benefits calculations.
- Transportation Impacts – Determines the transportation-related benefits from the proposed improvements. This includes reduced highway maintenance costs and reduced shipper costs.
- External Impacts – Includes non-transportation benefits attributable to transportation improvements. These include safety, security, and environmental impacts.
- Economic Impacts – Converts the various impact measures into direct and indirect economic benefits. This includes job creation, income taxes, and reductions in passenger delays.
- Decision Support – Combines the above benefits and generates output used to evaluate and help determine the best allocation of public investments.

This framework and evaluation process is in harmony with the task team recommendations and is similar to the process the Ohio Department of Development discussed with our team. Other goals outlined in the FDOT calculator also align with our team goals.

- Safety and Security – A component of external impacts;
- System Preservation – Not explicitly modeled, but can be considered an external impact and a future transportation impact;
- Intermodal Mobility – A component of transportation impacts;
- Economic Enhancement – The same as economic impacts
- Quality of Life – A component of transportation impacts (congestion mitigation), external impacts (environmental and safety), and economic impacts (jobs and economic growth).

Cambridge Systematics adapted the evaluation framework in the figure above into a Microsoft Excel-based capital budget model decision support system for the FDOT. Specifically the software quantifies the public benefits accruing from:

- Transportation Impacts:
  - Avoided Highway Maintenance Costs;
  - Shipper Logistics Costs; and
  - Highway Delay at Rail-Highway Grade Crossings.
- Economic Impacts:
  - New or Retained Jobs; and
  - Tax Increases from Industrial Development.
- External Impacts:
  - Highway Safety Improvements; and
  - Environmental Quality Improvements or Impacts.

The software calculates the benefit/cost ratio for each project, considering the factors listed above and the time-value of money. A capital budget model is then run to select the combination of projects that maximizes the public benefits resulting from every dollar invested in the rail system. The Freight Rail Investment Calculator is one part of the overall decision process of how public funds should best be invested to spur economic growth and enhance freight and passenger mobility.

As mentioned in the Lake Erie West Commerce Corridor, Section 7, of this report, this concept needs to be adapted to fit our situation and fully explored by transportation economist specialists. The task team recommends that this be developed at best speed with input from transportation and Lake Erie West stakeholders. Resources, funding, timelines, and the management oversight necessary to deliver this more detailed study must be identified and implemented.

## Section 7 – Lake Erie West Commerce Corridor

When Intermodal projects take shape there are design and engineering criteria that drive its technical feasibility. While these cannot be ignored, there is another aspect that is equally as important in moving a technically feasible project forward, the economic development component. Strategies that make a project successful must contain both technical and economic development strategies. This task team recommends that a regional economic strategy be adopted called the Lake Erie West Commerce Strategy.

When transportation centered projects take shape, the short list of communities or regions that make the initial cut all have strategic geography. This single asset alone opens the door and provides the opportunity to compete. Winning the competition, however, is a more difficult hurdle to overcome. It is the assets and resources that go beyond the strategic geography of the region that enhance its chances of winning the competition. It is differentiation that moves the needle. In discussing strategies for differentiating Lake Erie West, our team focused on an area encompassing a radius of 100 miles from Toledo. This provides a concentrated focus on adjoining areas that in many cases can also represent a commute distance. The metropolitan statistical areas (MSA), as defined by the Bureau of Economic Analysis, that are included within this 100 mile radius were reviewed.

As was mentioned in the introduction, the primary charge of this task team and the focus of this report are on specific transportation and logistic projects within a concentrated radius around the City of Toledo. It must be noted however, that the task team vigorously recommends that the regional team approach employed by this task team continue. Expanded regions, represented by concentric circles moving out from Northwest Ohio, must be the focus of future team work. The task team considered this in setting up a foundation and process that promotes a hand-off to future task or economic development teams.

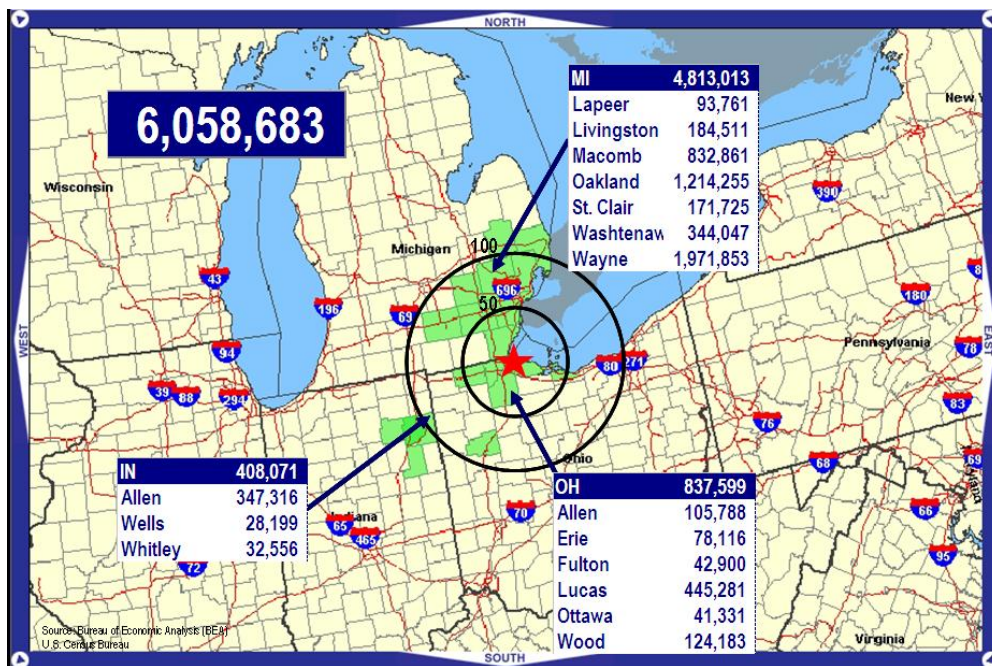
An overview of the regions economic assets, catchment area, and market potential was considered. The statistics gathered in this effort are presented to demonstrate the potential impact this region has on project location selection. Using this type of marketing strategy can position Toledo and its surrounding townships, cities, counties, and states to benefit from the economic progress of each other. Further detailed studies by transportation economists familiar with transportation economic impacts is suggested in next steps.

Included in the appendix is an expanded PowerPoint presentation detailing our findings. This presentation outlines some past intermodal strategies, highlights our regional assets, and includes a presentation made to the Ohio Department of Development. A brief summary is presented here in this section of the report. (Sources for the data include the 2006 U.S. Census Bureau, 2005 Bureau of Economic Analysis (BEA), 2007 Journal of Commerce, the Port Import/Export Reporting Service, and Danberry National Ltd.)

**It is clear that our Lake Erie West possesses a strategic geography.** It offers unparalleled market access, convenient access to an extensive interstate highway system, one of the most active railroad centers in the country, a regional airport that serves as a major air freight transportation and distribution center, and the largest land mass seaport on the Great Lakes. There are typically three moments of truth in location selection for a major project. They are:

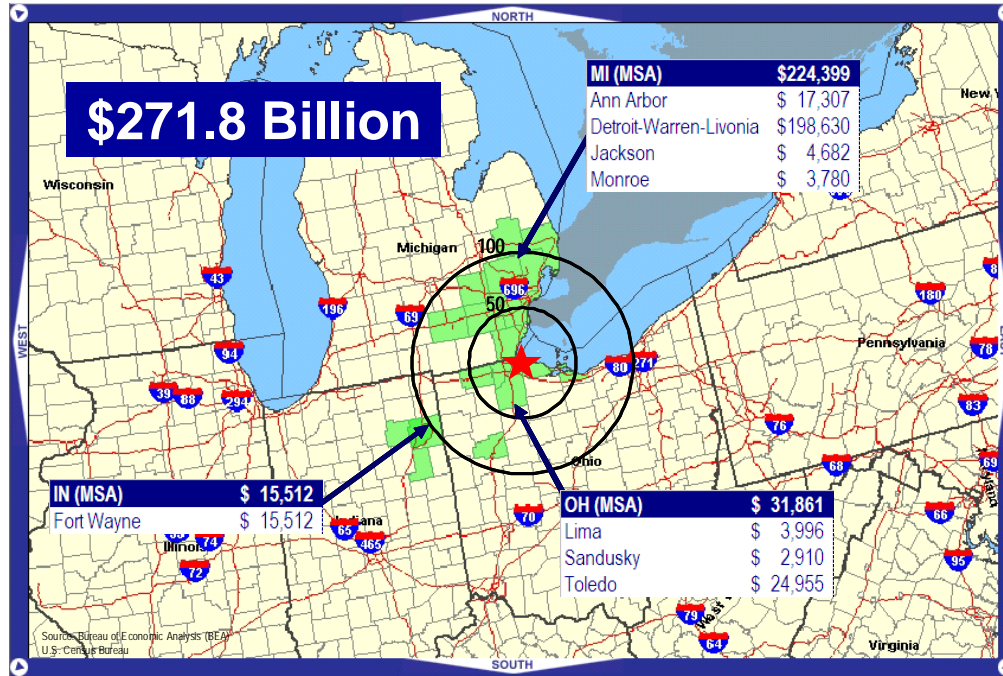
1. Winning the opportunity to compete.
2. Winning the competition.
3. Winning the reinvestment.

The population within a 100 mile radius of Toledo is over six million people. If Lake Erie West were a state, it would be the 17<sup>th</sup> most populous state in the nation.



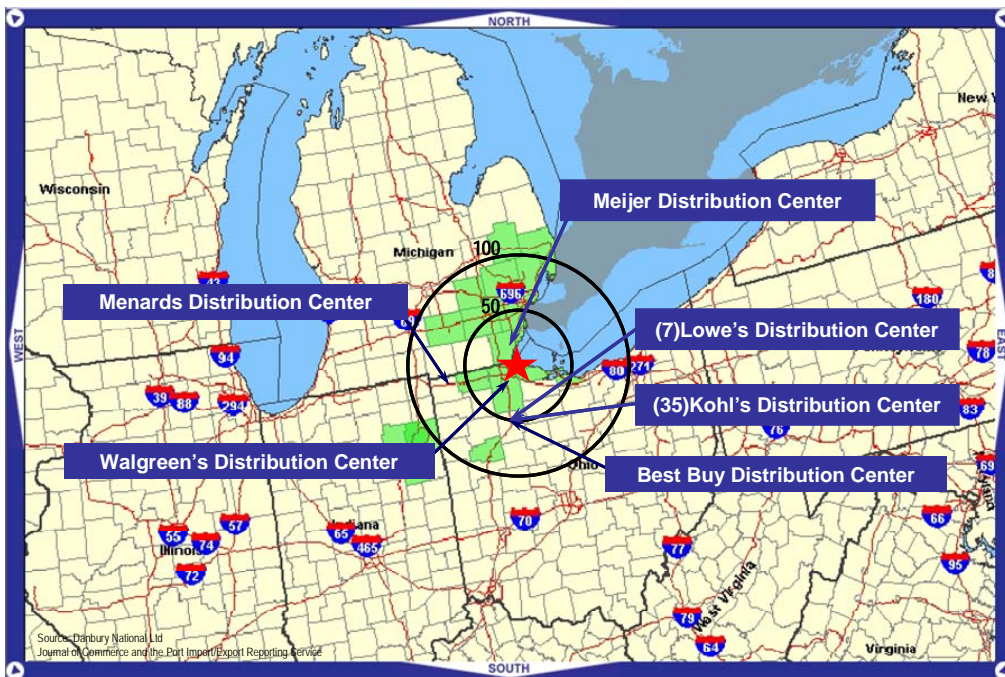
State	Population 2006	Population Rank	State	Population 2006	Population Rank
CA	36,457,549	1	NJ	8,724,560	11
TX	23,507,783	2	VA	7,642,884	12
NY	19,306,183	3	MA	6,437,193	13
FL	18,089,888	4	WA	6,395,798	14
IL	12,831,970	5	IN	6,313,520	15
PA	12,440,621	6	AZ	6,166,318	16
OH	11,478,006	7	<b>Lake Erie West</b>	<b>6,058,683</b>	<b>17</b>
MI	10,095,643	8	TN	6,038,803	18
GA	9,363,941	9	MO	5,842,713	19
NC	8,856,505	10	MD	5,615,727	20

The combined GDP (gross domestic product) within this area is \$272 billion which would rank as the 8<sup>th</sup> largest MSA in the United States.

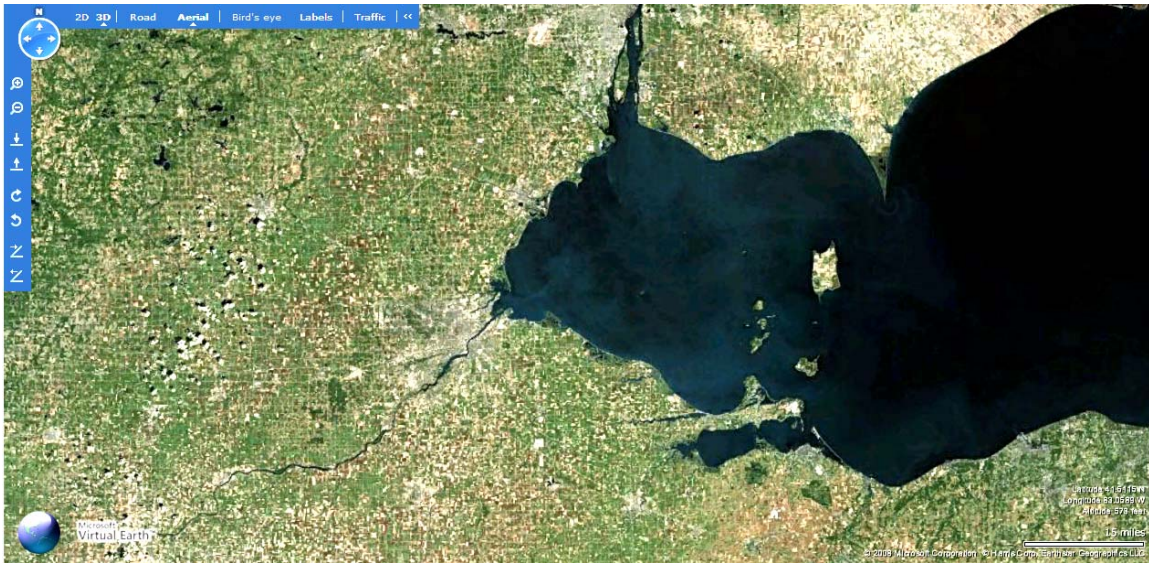


Metropolitan Area	2005 gdp (millions of \$)	gdp rank	Metropolitan Area	2005 gdp (millions of \$)	gdp rank
New York-Northern New Jersey-Long Island	\$1,056,381	1	Atlanta-Sandy Springs-Marietta	\$242,381	11
Los Angeles-Long Beach-Santa Ana	\$632,407	2	Miami-Fort Lauderdale-Pompano Beach	\$231,805	12
Chicago-Naperville-Joliet	\$461,374	3	Seattle-Tacoma-Bellevue	\$182,170	13
Washington-Arlington-Alexandria	\$347,631	4	Minneapolis-St. Paul-Bloomington	\$171,361	14
Houston-Sugar Land-Baytown	\$316,332	5	Phoenix-Mesa-Scottsdale	\$160,028	15
Dallas-Fort Worth-Arlington	\$315,544	6	San Diego-Carlsbad-San Marcos	\$146,341	16
Philadelphia-Camden-Wilmington	\$295,236	7	Denver-Aurora	\$131,550	17
<b>Lake Erie West</b>	<b>\$271,772</b>	<b>8</b>	San Jose-Sunnyvale-Santa Clara	\$123,305	18
San Francisco-Oakland-Fremont	\$268,300	9	Baltimore-Towson	\$118,063	19
Boston-Cambridge-Quincy	\$261,086	10	St. Louis	\$116,215	20

In 2007, the *Journal of Commerce* and the Port Import/Export Reporting Service (PIERS) in their report “Top Retail U.S. Importers Via Ocean Container” state that 4,793,200 twenty-foot equivalent units (TEUs), the standard shipping container, came into the U.S. The top grouping of those retail imports is a general retail category which includes general merchandisers (big box stores) which account for 2,733,100 TEU’s or 57%. This is significant because, as a result of our assets and strategic geography, these retailers are locating major distribution centers in our Lake Erie West. Within the 100 mile radius of the focus area, there are distribution centers for Meijer, Lowe’s, Kohl’s, Best Buy, Walgreen’s, and Menards.



This catchment area with its large population and GDP, coupled with the strategic geography and transportation assets of Lake Erie West make it ideally suited for transportation related economic development. Although it is beyond the scope and charge of this task team, initial groundwork in developing a scope of work and cost estimates for further study by transportation economists has begun. These concepts will be further developed with input from transportation and regional stakeholders. Resources, funding, timelines, and the management oversight necessary to deliver this more detailed study must be identified and implemented.



In summary, the figure above is a satellite image of Lake Erie West taken from Microsoft Earth. It is included not for what is **visible** in the image but for what is **invisible** in the image. There are no artificial man-made boundaries, no state, city, county, or township line limitations imposed. This basic but fundamental concept, **transparent boundaries**, is the core concept that this task team advocates for our region to embrace as it takes its next steps towards prosperity.

## Section 8 – Moving Our Vision Forward

The critical importance of transportation and logistics must be a core business principle in our governance and private sector business strategy. Winners and losers in our economy will largely be determined by logistics. Embracing this regionally is essential.

Because there is such diversity and complexity in our economy, there is no distinct “one size fits all” best location or logistics solution. Each situation requires its own review and needs to stand on its own merits. However, there are some common action items that this team recommends that will move the ball forward. It is recommended that a Lake Erie West advisory team be constituted. That team can develop a strategy and action plan that includes structure, resources, measures, transparency, and deliverables. Below are basic elements for that strategy.

### Action Plan Recommendations

1. Establish an advisory group and the resources necessary to elevate and continue the focus on transportation and logistics. **Successful advisory group models have been private sector driven and supported by the public sector, not the other way around.**
2. Develop a benefits calculator that objectively scores regional transportation projects. Carefully include a matrix of impacts that is flexible, transparent, and inclusive of public input. This tool should not be used negatively to discredit project opportunities which would set up a winner and loser mentality and would promote non-cooperation regionally. Instead it should be used to score the benefits of projects and provide some clarity and assistance in selecting the order in which we commit our dollars.
3. Continue cooperative and regular discussions with our Class 1 (major) railroads, trucking industry, seaport industry, airport industry, and pipeline industry.
4. Continue to assist regional partners in planning and securing funding for the surface transportation and other infrastructure improvements required to complete the CSX intermodal yard in Wood County.
5. To the extent possible, proactively preserve and protect site control of land use at and around prime logistics sites. Not winning the opportunity to compete because a prime site becomes unavailable or loses the ability to expand would be regrettable.
6. Focus on improving and enhancing the entire regions surface transportation infrastructure. This is necessary to accommodate any intermodal project or logistics initiative.

7. Explore creative ways to finance transportation and logistics projects. Aggressively pursue public private partnerships.
8. Promote regional and multi-state cooperation and participation in decisions. Officials representing all regional municipalities should work cooperatively – not competitively – to strengthen our region. There are benefits to all jurisdictions, regardless of where regional economic development occurs. This pro-business attitude is critical in elevating our regional position in the eyes of prospective business developers and companies.
9. Encourage the University of Toledo and the Intermodal Transportation Institute along with other regional centers of excellence to continue to take an active role in transportation research and economic development.
10. At all levels, build and educate a workforce. Develop programs that focus on producing a workforce with the across the board skills necessary for the transportation and logistics sector. Include the private sector in developing the coursework.
11. Develop the presentation, marketing materials, and identify funding resources needed to market Lake Erie West’s transportation assets in a consistent manner.
12. Exercise patience. Be persistent in the pursuit of our vision. The time required to explore, develop, fund and implement these next steps should begin immediately. Results would likely take between one and five years.



# Appendix A —Northwest Ohio Areas Of Strength

## 1. Brief Description of Logistics and Multi-Modal Transportation Strengths

- ➔ Northwest Ohio can emerge as an international transportation, logistics, and distribution center. The region is endowed with strategic geography and the convergence of major highway, rail, sea, air, and pipeline transportation assets. In addition, there is academic transportation expertise and a critical mass of coordinated public, private, and legislative transportation stakeholders. In a global economy, winners will ultimately be determined by those who can best market their value added logistics and transportation systems.

## 2. Detailed Information and Data Supporting Logistics and Multi-Modal Transportation

### ➔ Strategic Geography

- Northwest Ohio offers convenient access to an extensive interstate highway system, one of the most active railroad centers in the country, a regional airport that serves as a major air freight transportation and distribution center, and one of the largest seaports on the Great Lakes.
- Market Access
  - This region is the center of the largest concentration of industrial businesses in North America
  - Within a 300 mile radius of Toledo:
    - 37 of 64 assembly plants in the US and Canada
    - 126 of the top 150 OEM supplier headquarters and over 60% of their facilities in the US and Canada
    - Four billion square feet of industrial space is accessible.
    - Over 30% of industrial space in the U.S. and 54% of industrial space in Canada is accessible within a round-trip one day drive
    - The destination of more than half of all imported automotive parts
  - Access to global markets via air and water
  - Northwest Ohio provides preferred single source, port to door routing from manufacturer to distributor
  - Metropolitan Toledo provides an optimum location for receipt of goods for manufacturing or distribution within the U.S. This is the critical element which is paramount for long-term, cost-effective logistics.

- Proximity to agricultural and other export commodities which can be used for back-haul.
  - Highway accessibility
    - Located near one of the nation’s busiest crossroads of both road ( I-75 & I-80/90) and rail
  - Rail connectivity, supplied by ample rail yards
  - Region is the center of the largest concentration of automotive related industries in North America
  - Availability of Skilled Labor
- ➔ Maritime Dynamics — The Port of Toledo
- General cargos including lumbers, aggregates, sugars, fertilizer, metals, liquids, ores, grains, coals and cokes, finished products and project cargos are handled by and stored at either of Toledo’s two major general cargo terminals, Midwest and Kuhlman’s.
  - The Port of Toledo is one of the most diverse and productive ports on the Great Lakes/St. Lawrence Seaway system. The Port is on a solid growth trend and hosts the most entrepreneurial terminal operations on the Great Lakes. Toledo’s terminals are equipped with the full range of cargo handling equipment and the operators are modernizing their facilities to handle everything ships carry.
  - A strategically located inland port, the Port of Toledo, offers more efficient global connectivity which brings a distinct, substantial, and necessary competitive advantage to the region’s industrial base.
  - Among the busiest and the largest landmass seaports on the great lakes, it supports maritime transportation independent industry. Available land enables future growth.
  - Corn, soybeans and wheat are the major grains shipped from The Andersons, ADM/Countrymark Cooperative Inc., and Cargill Incorporated (operated by The Andersons) terminals. Riverfront grain terminals have easy access to ship, rail, and road. The three terminals have a 22 million bushel storage capacity. This includes:
    - The Andersons with seven million bushels
    - ADM with nine million bushels
    - Andersons-E with six million bushels

- Toledo is one of the largest capacity coal and iron ore ports in the U.S. with facilities located at the confluence of the Maumee River and Lake Erie.
- Taconite shipped to Toledo's TORCO dock, via the St. Lawrence River and from Duluth, can accommodate 1,000 foot long lake vessels.
- Coal shipping is conducted through the CSX Transportation Docks with historic capacity exceeding 40million tons per year.
- Toledo is a major intermodal transportation hub serving the U.S. Midwest with efficient, effective connections to marine, rail, pipeline, truck and airborne transportation. Our 150-acre overseas cargo center is located along nearly one mile of straight line wharf at the mouth of the Maumee River on Lake Erie. The cargo center includes companies such as, Midwest Terminals International - as the overseas cargo operators, Kuhlman Corporation – agra-products and aggregate handling, Toledo Ship Repair yard, Cemex and Lafarge Cement, Westway Terminal Company - liquid storage, Midwest Terminals - stone unloading with a total of 19 cargo handling terminals at the Port of Toledo including two shipyards.
- The Port of Toledo is a designated Foreign Trade Zone area and can be customized to meet unique needs and objectives.
- The Port of Toledo provides
  - International trade access
  - Seaway access
  - West coast access
  - Gulf coast access
- Potential short sea shipping connectivity via the Great Lakes/St Lawrence Seaway System to St. Lawrence River and East coast ports
- Intra-lakes shipping (includes Canada & US)
- Provides an alternate ability to cope with highway and rail congestion

➔ Rail Transportation Dynamics

- Toledo is the third largest rail hub in the United States, with major trunk lines providing service to the entire region. With the ability to break bulk onsite at the Port of Toledo, along with intermodal terminals for trailers on flat cars and containers on flat cars, Northwest Ohio is a region highly accessible to most locations across North America.

- The Toledo area is centrally located on the eastern railroad network. Five major freight railroads move freight through the region. With several rail yards loading petroleum products, automotive parts, completed automobiles, bulk and break-bulk cargo, and food products, Toledo ranks as the third largest rail hub in the United States. Norfolk/Southern's Chicago-Cleveland mainline, the busiest freight artery east of Chicago, passes through Toledo, as does CSX Transportation's primary route to Detroit. The Chicago mainlines of CSX and Norfolk Southern traverse northwest Ohio further south, intersecting in Fostoria.
- Up to 100,000 passengers pass through Dr. Martin Luther King, Jr. Plaza, Toledo's passenger rail station, each year, making it Ohio's busiest passenger rail hub.
- In 1996, the Toledo-Lucas County Port Authority completed an \$8.5 million renovation of the historic King Plaza and it now serves as a modern, intermodal train and bus terminal and office complex.
- Toledo is served by four passenger trains daily to Chicago and several destinations to the east including Washington, D.C., Boston, Pittsburgh, New York, Cleveland, and Philadelphia.

➔ Highway Transportation Elements

- Three of the country's most traveled interstates cross through Toledo: I-80 (east/west from New York to California), I-90 (east/west from Massachusetts to Washington), and I-75 (north/south from Michigan to Florida). Its location has made it a center for the trucking industry, including distribution centers for packaged freight companies UPS and Federal Express.
- Minimal highway congestion
- Over \$500 Million dollars of major highway infrastructure projects have been completed or are in progress
  - Maumee River Crossing
  - US 24 Fort to Port
  - Major Interstate System Interchange projects
- Upwards of 100 truck lines give shippers single-line truck service to every metropolitan area in the United States and many areas of Canada. Common, contract, refrigerated and liquid bulk carriers are all available in ample supply in the area.

- Northwest Ohio is served by satellite terminals of almost all the major truck lines. Whatever a company's over-the-road transportation needs may be, they can be efficiently and cost-effectively served in northwest Ohio.

➔ Air Transportation Assets

- At the center of the region sits Toledo Express Airport, which offers convenience and affordability while providing service to national and international destinations.
  - 500-acre air-cargo and logistics park
  - 300-acre ground transportation and distribution park
  - Expansion potential up to 700 total acres
  - Toledo airspace is not dependent on Detroit or Cleveland. In addition, Toledo is not impacted by congestion and delays.
  - Networks of airports in the surrounding counties are also accessible, as is Detroit Metro Airport, less than an hour's drive away.
- Toledo Express Airport is the site of the 30th busiest cargo airport in the nation (50th in the World) and second only to Chicago O'Hare in the Great Lakes Region.
- It is also the international air cargo hub for Schenker/BAX Global, utilizing a sprawling 279,000-square-foot facility, which works around the clock providing time-sensitive air freight delivery service. Packages are shipped around the world around the clock.
- Toledo Express Airport can land any commercial aircraft in the world
- Toledo Express also provides daily passenger flights to major passenger hubs. Detroit Metro Airport is located less than an hour north of Toledo and offers daily direct flights to national and international destinations. Other smaller airports in the region offer general aviation services.
- Toledo Metcalf Airport, operated by the Toledo-Lucas County Port Authority, provides general aviation services through its fixed-based operator, Crow, Inc. Metcalf lies south of Toledo near I-280, about seven miles from downtown Toledo. Airside facilities include runways and taxiways, navigation aids, and airport lighting. Toledo Metcalf Airport is equipped with two runways one 100 x 4,600 feet and other 75 x 3,300 feet long.

- Landside facilities include the airport terminal/administration building, hangar facilities, aircraft parking aprons, fuel storage, and automobile parking. Approximately 4,600 square feet is set aside for administrative and general aviation terminal facilities which include a pilots lounge, pilot services, avionics shop, aircraft storage, fuel service, major and minor general aviation aircraft maintenance chartering, flight instruction, aircraft rental and sales, cargo handling and air ambulance.

➔ The University of Toledo University Transportation Center (UT-UTC)

- A federal University Transportation Center focusing on intermodal transportation, supply chains, infrastructure utilization, and alternate energy. The UT-UTC includes partners Bowling Green State University (BGSU) and Wayne State University (WSU).
- A partner in the Michigan-Ohio University Transportation Center (MIOH UTC) led by the University of Detroit-Mercy. Other partners in MIOH are BGSU, WSU, and Grand Valley State University.
- The University is an affiliate in the Great Lake Maritime Research Institute (GLMRI). The goal is to help, maintain, and promote maritime transportation on the Great Lakes.

### 3. Logistics and Multi-Modal Transportation Future/Vision

➔ Develop Transportation Opportunity District Concept

- A Transportation Opportunity District (TOD) is a geographically defined economic development space that focuses on the logistics and transportation of basic raw materials/industrial commodities, manufactured goods/industrial products, and/or wholesale and retail products. It is a logistics and supply center that is located and operated to improve delivery time, enhance system reliability, increase productivity, and reduce operating costs. A TOD often brings together two or more modes of transportation in a synergistic way. The TOD provides one-stop access to and support for incentive programs currently available from federal, state, and local authorities. It is designed and planned through cooperative efforts by public and private sector partners to enhance economic development in the region.

➔ Advantages of a Transportation Opportunity District

- A TOD can have government incentives, economies of scale in infrastructure, and operating improvements that encourage private-sector companies to invest and locate manufacturing, transportation, and distribution facilities in a region. Government incentives are programs that reduce initial investment costs and/or continuing operating costs such as infrastructure assistance or job creation incentives. Economies of scale in investing in a TOD result from many firms sharing infrastructure such as loading and unloading equipment and access roads that would otherwise have to be created for each firm. Operating improvements are on-going advantages that companies achieve by choosing to locate in a TOD such as the ability to access turnpike triples or to shift freight from one mode to another efficiently.

➔ Types of Transportation Opportunity Districts

- Water Port Anchored TOD: This should be located close to the Port of Toledo with on-site access to both rail and truck for transporting products to and from the port. The items most likely to move through this TOD would be:
  - Raw materials/industrial commodities
  - Manufactured goods/industrial products
  - Certain finished products for wholesale and retail distribution
- Airport Anchored TOD: This could be located close to Toledo Express Airport with on-site access to trucks, which would be used extensively to move product from the airport to customers. The items most likely to move through this TOD would be:
  - Perishable product
  - High value, time sensitive manufactured goods/industrial products and finished products
- Surface Transportation Anchored TOD: This could be located in various places where both important highway routes and rail lines exist. This allows companies to shift items between modes to create the best transportation arrangement. Access to long combination vehicles that use triple trailers further enhance the attractiveness of this option. An initial study has been done to evaluate locations for such a facility with access to the turnpike. The items most likely to move through this TOD would be:
  - Raw materials/industrial commodities
  - Manufactured goods/industrial products
  - Finished products for wholesale and retail distribution

### **Partners Assisting in Developing Strengths Document**

- ➔ Transportation Advisory Group of Northwest Ohio (TAGNO)
- ➔ Ohio Department of Transportation, District 2
- ➔ Toledo Metropolitan Area Council of Governments (TMACOG)
- ➔ Toledo-Lucas County Port Authority
- ➔ The University of Toledo
- ➔ Global Partners LTD
- ➔ City of Toledo

# Appendix B — Ohio Department of Development Presentation

This presentation with full page slides can be found at <http://www.utoledo.edu/research/ITI>.



The University of Toledo  
**ITI**  
Intermodal  
Transportation Institute

Northwest Ohio - Lake Erie West  
Joint Task Force On Intermodal Transportation and Logistics

Building Ohio Jobs

Presented to:  
Ohio Department of Development

Richard S. Martinko, P.E.  
Director, Intermodal Transportation Institute &  
University Transportation Center  
Tuesday, September 29, 2009



Building Ohio Jobs

Regional Strategy and Initiative Overview

Jim Tuschman  
Chairman of The Joint Task Force  
Intermodal Transportation and Logistics



Building Ohio Jobs

Strategic Geography and Regional Assets


Rich Martinko  
Director  
University of Toledo Transportation Center



Consistent Message - Building On Past Effort




Slide 3



Differentiating Our Region

Strategic Geography

- Our region offers unparalleled market access, convenient access to an extensive interstate highway system, one of the most active railroad centers in the country, a regional airport that serves as a major air freight transportation and distribution center, and one of the largest seaports on the Great Lakes.



Differentiating Our Region

Our Assets Make The Difference





### 2006 Population...MSA Catchment

State	Population 2006	Population Rank	State	Population 2006	Population Rank
CA	36,457,549	1	NJ	8,724,560	11
TX	23,507,783	2	VA	7,642,884	12
NY	19,306,183	3	MA	6,437,193	13
FL	18,089,888	4	WA	6,395,798	14
IL	12,831,970	5	IN	6,313,520	15
PA	12,440,621	6	AZ	6,166,318	16
OH	11,478,006	7	Lake Erie West	6,058,683	17
MI	10,095,643	8	TN	6,038,803	18
GA	9,363,941	9	MO	5,942,713	19
NC	8,856,505	10	MD	5,615,727	20



### 2005 GDP (millions of \$)...MSA Catchment

Metropolitan Area	2005 gdp (millions of \$)	gdp rank	Metropolitan Area	2005 gdp (millions of \$)	gdp rank
New York-Northern New Jersey-Long Island	\$1,056,181	1	Atlanta-Sandy Springs-Marietta	\$242,191	11
Los Angeles-Long Beach-Santa Ana	\$692,407	2	Miami-Fort Lauderdale-Pompano Beach	\$231,305	12
Chicago-Naperville-Joliet	\$461,374	3	Seattle-Tacoma-Bellevue	\$182,170	13
Washington-Arlington-Alexandria	\$347,671	4	Minneapolis-St. Paul-Bloomington	\$171,361	14
Houston-Sugar Land-Baytown	\$376,332	5	Phoenix-Mesa-Scottsdale	\$190,020	15
Dallas-Fort Worth-Arlington	\$375,544	6	San Diego-Carlsbad-San Marcos	\$166,341	16
Philadelphia-Camden-Wilmington	\$295,236	7	Denver-Aurora	\$131,550	17
Lake Erie West	\$271,777	8	San Jose-Sunnyvale-Santa Clara	\$123,305	18
San Francisco-Oakland-Fremont	\$268,300	9	Baltimore-Towson	\$113,063	19
Boston-Cambridge-Quincy	\$267,096	10	St. Louis	\$116,215	20

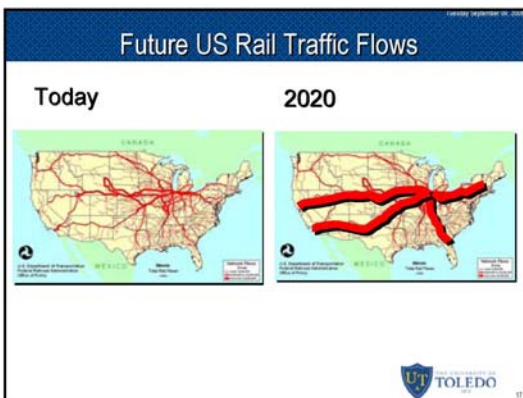
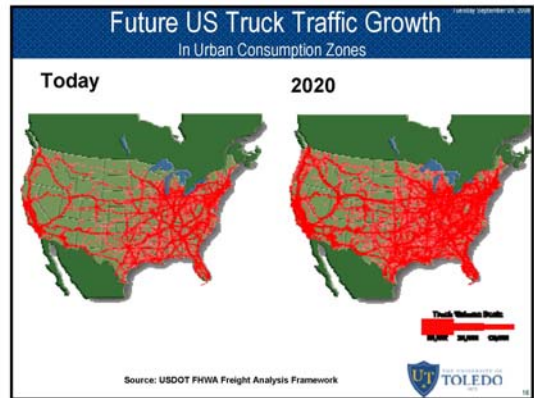


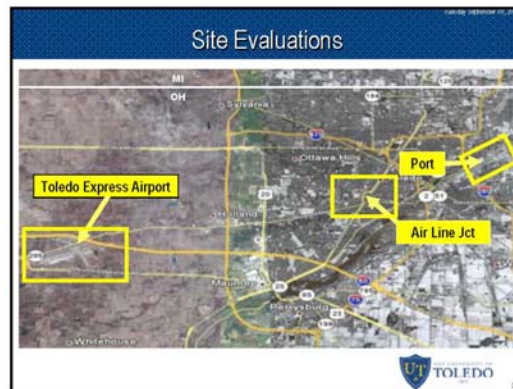
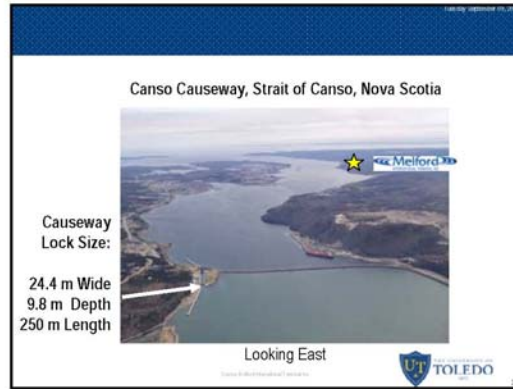
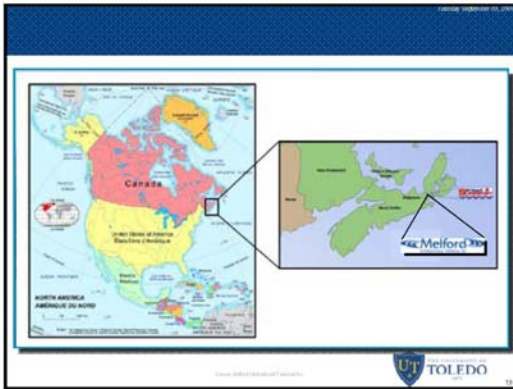
### Top 20 Ohio Gateways by Tonnage

Entry Road	County	From State	Annual Truck Tons Entering	Percent	Cumulative	Entry Road
I-75	Williams	IN	49,049,355	17.00%	17.00%	I-80
I-75	Hamilton	KY	40,171,803	13.90%	31.00%	I-75
I-70	Preble	IN	26,460,214	9.20%	40.10%	I-70
I-76	Mahoning	PA	22,255,703	7.70%	47.90%	I-76
I-74	Hamilton	IN	19,845,673	6.90%	54.80%	I-74
I-80	Trumbull	PA	19,650,642	6.80%	61.60%	I-80
I-470	Belmont	WV	15,519,921	5.40%	67.00%	I-470
I-75	Lucas	MI	15,405,556	5.30%	72.30%	I-75
I-90	Ashtabula	PA	11,848,759	4.10%	76.40%	I-90
I-275	Hamilton	IN	10,542,493	3.70%	80.10%	I-275
US 23	Lucas	MI	10,184,518	3.50%	83.60%	US 23
US82	Lawrence	WV	8,248,812	2.90%	86.50%	US82
I-77	Washington	WV	8,175,093	2.80%	89.30%	I-77
SR 824	Jackson	WV	4,647,548	1.60%	90.90%	SR 824
US 30	Paulding	IN	4,427,241	1.50%	92.50%	US 30
I-471	Hamilton	KY	3,292,647	1.10%	93.60%	I-471
US 36	Gallia	WV	2,217,503	0.80%	94.40%	US 36
I-275	Cuyahoga	KY	2,119,821	0.70%	95.10%	I-275
US84	Paulding	IN	2,072,777	0.70%	95.80%	US84
SR 882	Scioto	KY	1,980,999	0.60%	96.40%	SR 882
41 Other locations			19,368,962	6.60%	100.00%	41 Other locations
Total			285,185,640			Total

### Top 20 Ohio Gateways by Tonnage

Entry Road	County	From State	Annual Truck Tons Entering	Percent	Cumulative	Entry Road
I-80	Williams	IN	49,049,355	17.00%	17.00%	I-80
I-75	Hamilton	KY	40,171,803	13.90%	31.00%	I-75
I-70	Preble	IN	26,460,214	9.20%	40.10%	I-70
I-76	Mahoning	PA	22,255,703	7.70%	47.90%	I-76
I-74	Hamilton	IN	19,845,673	6.90%	54.80%	I-74
I-80	Trumbull	PA	19,650,642	6.80%	61.60%	I-80
I-470	Belmont	WV	15,519,921	5.40%	67.00%	I-470
I-75	Lucas	MI	15,405,556	5.30%	72.30%	I-75
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I-275	Hamilton	IN	10,542,493	3.70%	80.10%	I-275
US 23	Lucas	MI	10,184,518	3.50%	83.60%	US 23

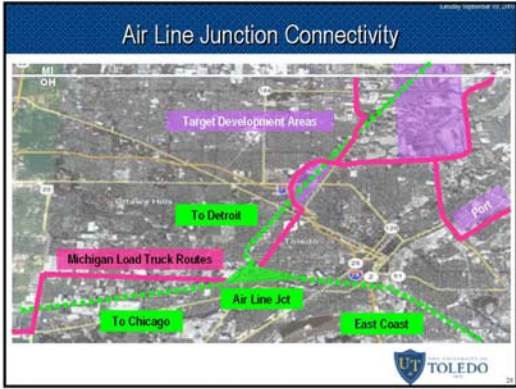




Building Ohio Jobs

**Air Line Junction Intermodal Yard**

Jim Seney  
Transportation Based Economic Development

Building Ohio Jobs

**Bax / Schenker Customs Facilities  
at Toledo Express Airport**


Paul Toth  
Interim President  
Toledo-Lucas County Port Authority






**Building Ohio Jobs**

**Seaport Crane & Rail Loop at Ironville Dock**

**Paul Toth**  
Interim President  
Toledo-Lucas County Port Authority



**Toledo Lucas County Port Authority**

**Toledo Lucas County Port Authority**




**Building Ohio Jobs**

**Regional Strategy and Initiative Summary**

**Jim Tuschman**  
Chairman of The Joint Task Force  
Intermodal Transportation and Logistics




**Partnering for Success**  
**Putting The Pieces Together**




**Building Ohio Jobs**

**Request Funding Assistance For**

- Air Line Junction Intermodal Yard Project
- Schenker / Bax Customs Facilities
- Seaport Crane & Rail Loop at Ironville Dock



## Appendix C — Agendas

### AGENDA

Mayor's Task Force on Intermodal Transportation

*June 16, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 10:00 a.m. -- 12:00 noon*

1. Introduction of Members of the Task Force.
2. Chairman's Opening Remarks.
3. The Mayor's charge to the Task Force.
4. Establishing the Task Force ground rules.  
Chairman speaks for the group.  
The sensitivity of the issues and the discussions and negotiations.
5. Status of progress to date on Intermodal Transportation issues in Northwest Ohio.  
Groups and organizations that we want to hear from with respect to their work on Intermodal Transportation.
6. Discussion -- the regional approach to economic development.
7. The reality -- getting a commitment from the railroads.
8. Making the case for Northwest Ohio as an Intermodal Transfer Hub -- "our strategic geography."
9. The timing of our work.
10. A review of our regional assets and liabilities relating to Intermodal Transportation.
11. Discussion -- how will we do our work?
12. Discussion -- the political issues and pitfalls.
13. Setting the schedule for our future meetings.
14. A review of Transportation Logistics in North America (a presentation by Brian McMahon -- approx. 25 minutes).
15. Roundtable Discussion.
16. Adjourn.

## **AGENDA**

**Mayor's Task Force on Intermodal Transportation**

*June 23, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. Chairman's Opening Remarks.
2. Report on City Council Meeting and the meeting with County Commissioners.
3. Today's guests -- Jim Hartung (2:15 p.m.) and Rick Martinko (3:00 p.m.)
4. State monies for Intermodal -- Report on discussion with Representative Randy Gardner and Senator Mark Wagoner.
5. Resource documents.
6. Legal -- the sunshine law and its applicability.
7. Review of potential Intermodal site locations.
8. Discussions regarding the strategies to be employed as we go forward.
9. Possible future guests and contacts --

**TAGNO**

**TMACOG**

**Monroe Port Authority**

**Swanton**

**RGP**

**ODOD**

**Toledo Chamber of Commerce**

**Toledo Trucking Association**

**Northwest Ohio Regional Economic Development Association (NORED)**

**CN Railroad**

**NS Railroad**

**State Legislators**

10. Review of our regional assets and liabilities relating to Intermodal Transportation.
11. Setting our future meetings.
12. Roundtable discussion.
13. Adjourn.

## **AGENDA**

**Mayor's Task Force on Intermodal Transportation**

*June 30, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. **Chairman's Opening Remarks.**
  - a. **The Canso mission**
  - b. **Getting our message out -- Radio, TV and meeting JRB**
  - c. **Studies regarding Strait of Canso, etc.**
2. **Introduction of new Task Force Member -- Jim Jacobs.**
3. **Our guests today --**
  - a. **Representative Randy Gardner**
  - b. **Tom Kovacik, Executive Director of TAGNO**  
**(Transportation Advocacy Group of Northwest Ohio)**
4. **Report -- Keith Earley regarding various topics --**
  - a. **Report on Lucas County Township Association Meeting.**
  - b. **Review of various studies regarding potential Intermodal facilities layouts.**
  - c. **Review of aerial photos, maps, etc. regarding potential Intermodal sites.**
5. **Our next guests and our next steps.**
6. **Future meeting dates.**
7. **Roundtable discussion.**
8. **Adjourn.**

## **AGENDA**

**Mayor's Task Force on Intermodal Transportation**

*July 14, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. **Chairman's Opening Remarks.**
  - a. **Report on the Canso mission and meeting with Lloyd Jacobs**
  - b. **Report on discussions with Peter Ladouceur, Assistant Vice President of Marketing, CN Railroad, Toronto, Ontario, Canada**
  - c. **Report on discussions with representatives of NS Railroad**
  - d. **Meeting with Mike Anderson**
  - e. **Possibility of customer-driven distribution center in lower Michigan**
2. **Our guest today -- Tony Reams, Executive Director of TMACOG**
3. **Review of Lang Yard engineering feasibility study (Mannik & Smith)**
4. **Review of layouts of other potential Intermodal sites.**
5. **Our next steps.**
6. **Future meeting dates (meeting of July 28<sup>th</sup> - Marcy Kaptur)**
7. **Roundtable discussion.**
8. **Adjourn.**

## **AGENDA**

**Mayor's Task Force on Intermodal Transportation**

*July 21, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

- 1. Chairman's Opening Remarks –**
  - a. Further report on the Canso mission following meeting with Lloyd Jacobs
  - b. Lt. Gov. Fischer meeting in Toledo - Tuesday July 22, 2008 with various members of Ohio Business Roundtable regarding economic development
  - c. Follow up regarding proposed meeting with CN Railroad in Toronto
  - d. The Port Authority situation
- 2. Our guest today -- Eileen Granata, Ohio Department of Development**
- 3. Review and update regarding discussions with NS Railroad and our meeting with them following budget preparation**
- 4. Review of Lake Erie West Commerce Corridor concept and proposed map**
- 5. Proposed joint meeting of all working groups to outline the NS Intermodal concept and the Interstate Commerce Corridor concept**
- 6. Discussions regarding our ultimate report preparation**
- 7. Presenting our case to the State for funding from the Jobs Bill**
- 8. Our next steps**
- 9. Next meeting - July 28<sup>th</sup> with Rep. Marcy Kaptur**
- 10. Roundtable discussion**
- 11. Adjourn**

## AGENDA

Mayor's Task Force on Intermodal Transportation

*July 28, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. Chairman's Opening Remarks --
  - a. Review of meeting held at Port Authority with Intermodal Committee - and resulting discussions regarding Joint Task Force
  - b. Welcome new members of Joint Task Force
  - c. Discussion regarding public communication of formation of Joint Task Force - (Liz Phillips - Mayor's office - Carla Firestone - Port Authority)
  - d. Jim Tuschman's lunch meeting with Port Chairman Bill Carroll - to discuss further details
  - e. Report on strategic collaboration agreement with Melford International Terminal in Nova Scotia
  - f. Comment on Free Press - Publishers statement of July 25, 2008
  - g. 2008 - Ohio Conference on Freight - September 17, 2008 in Toledo (Letter from TMACOG to Lt. Gov. Lee Fisher)
  - h. Report on our update meeting with John Robinson Block
  - i. Update regarding trip to Toronto - regarding CN Railroad
  - j. Meeting with Mike Anderson
  - k. Proposed meeting with customer driven - Michigan Intermodal group - Phil Rudolph
2. Our guest today -- Rep. Marcy Kaptur
3. Update report on Airline junction matter
  - a. Matters for consideration regarding project - Rich Martinko
  - b. Making the financial case to the State  
Possible criteria for State funding
    1. Does the project increase infrastructure
    2. Does it add to job creation over 3 years
    3. Is it part of a broader intermodal strategy for the community
    4. Is it part of a local strategic plan
    5. Is local funding being provided
  - c. Is this a loan or a grant? "Might be a forgivable loan"
4. Update report on Lake Erie West Commerce Corridor
  - a. Making contact in Michigan
  - b. The Lake Erie West Commerce Corridor - it is a platform from which any company can do business globally. (Dealing with people, money, information and cargo)
5. Discussion regarding the content, format and preparation of our findings and recommendations
6. Our next steps
7. Future meeting date and location
8. Roundtable discussion
9. Adjourn

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

***August 4, 2008***

***at the Law Offices of Barkan & Robon Ltd.***

***1701 Woodlands Drive***

***Maumee, Ohio 43537***

***Time: 2:00 p.m. -- 4:00 p.m.***

- 1. Chairman's Opening Remarks --**
  - a. The Port Authority situation**
  - b. Recent publicity in print and radio regarding Intermodal Task Force**
  - c. Report on lunch meeting with Port Chairman Bill Carroll**
  - d. The meetings with the developers of the Melford Terminal September 19 & 20, 2008 in Toledo**
  - e. The 2008 Ohio Conference on Freight - September 17, 2008 -- our role**
  - f. The meeting in Toronto with CN Railroad**
  - g. The need to stay focused on our goals and tasks**
- 2. Update on the Airline Junction matter**
- 3. Update report on Lake Erie West Corridor concept**
- 4. Update and discussion regarding other potential Intermodal sites**
- 5. The need to encompass our regional partners**
- 6. Making the financial case to the state**
- 7. Creation of working groups regarding various tasks to be accomplished**
- 8. Our next steps**
- 9. Future meeting date and location**
- 10. Roundtable discussion**
- 11. Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

*August 11, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. **Chairman's Opening Remarks --**
  - a. Welcome Paul Toth, Interim President, Toledo Lucas County Port Authority and his comments
  - b. Report on visit to Toledo by Paul Martin, President, Melford International Terminals and Bob Stevens, CEO, Melford International Terminals -- August 19-21 and the agenda of events (Wednesday August 20<sup>th</sup> 8:00 - 9:30 a.m. breakfast hosted by Lloyd Jacobs and JMT at UT -- all Task Force members are invited for breakfast and presentations thereafter)
  - c. Scheduling the Toronto meeting with CN Railroad post-meeting with Melford Terminal executives
  - d. Scheduling meeting with representatives from Monroe, Michigan and Wood County
  
2. **Reports from the Working Groups --**
  - a. The Norfolk Southern project
    - i. Jim Seney
  - b. State Financing Task Force
    - i. working group Tom Kovacik and Jerry Chabler
    - ii. and Sue Wuest
  - c. Lang Yard and Southeast Michigan
    - i. working group Brian McMahon and Pat Nicholson
    - ii. and Keith Earley
  - d. Task Force Report
    - i. Jim Seney
  - e. Economic Connectivity needs and statistical support for economic case
    - i. Rich Martinko
  - f. Potential Intermodal sites
    - i. Jim Jacobs and Harold Salverda
    - ii. and Brian McMahon
  - g. Organizing and informing the regional political delegation
    - i. Tom Kovacik and Jerry Chabler
  - h. The Port and the Airport
    - i. Ed Bryant and Rick Anderson
  
3. **Suggested Additional Working Groups**
  - a. The Lake Erie West Commerce Corridor
    - i. Jim White and Jim Seney
  - b. Focus on the Trucking Industry
    - i. Ed Nagle
  
4. **Future guests and topics**
5. **Our next steps**
6. **Future meeting date and location**
7. **Roundtable discussion**
8. **Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

***August 18, 2008***

***at the Law Offices of Barkan & Robon Ltd.***

***1701 Woodlands Drive***

***Maumee, Ohio 43537***

***Time: 2:00 p.m. -- 4:00 p.m.***

1. **Chairman's Opening Remarks --**
  - a. **Discussion regarding visit by Melford International Terminals Executives -- schedule of events and discussion regarding Task Force presentation**
  - b. **Response from CN Railroad regarding meeting in Toronto**
2. **Our guests today -- (discussing the regional approach to Intermodalism)**
  - Tom Blaha, Wood County Economic Development,
  - Rex Huffman, Esq., Counsel, North Wood County Port Authority
3. **Reports from the Working Groups --**
  - a. **The Norfolk Southern Project**  
Jim Seney
  - b. **State Financing Task Force**  
Tom Kovacik and Jerry Chabler
  - c. **Lang Yard and Southeast Michigan**  
Brian McMahon and Pat Nicholson
  - d. **Task Force Report**  
Jim Seney  
discussion regarding other projects
  - e. **Aggregated Statistics Profile**  
Rich Martinko
  - f. **Other Potential Intermodal Sites**  
Jim Jacobs and Harold Salverda  
(looking south and west regarding the Ohio Michigan Commerce Corridor)
  - g. **Meeting with the Northwest Ohio Delegation**  
Tom Kovacik and Jerry Chabler
  - h. **The Port and the Airport**  
Ed Bryant and Rick Anderson
  - i. **New Proposed Groups**  
Commerce Corridor  
-- Jim White and Jim Seney  
Trucking Industry  
-- Ed Nagle
4. **Our next steps**
5. **Future meeting date and location**  
(next Monday not a good date)
6. **Roundtable discussion**
7. **Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

***August 27, 2008***

***at the Law Offices of Barkan & Robon Ltd.***

***1701 Woodlands Drive***

***Maumee, Ohio 43537***

***Time: 2:00 p.m. -- 4:00 p.m.***

- 1. Chairman's Opening Remarks --**
  - a. Report on visit by Executives from Melford International Terminals and next steps (will get Melford's power point presentation)**
  - b. Setting meeting date and selecting representatives for CN Railroad meeting in Toronto**
  - c. Report on meeting with Alex Johnson of Midwest Terminals**
  - d. Report on meeting with Mike Anderson -- August 26<sup>th</sup> at 2:00 p.m.**
  - e. Meeting Tuesday, September 9<sup>th</sup> at 2:30 p.m. at Ohio Department of Development to make initial presentation on Intermodal Projects:**
    - 1. Discussion regarding representatives of the Task Force to make presentations.**
    - 2. Projects to be proposed--**
      - i. Airline Junction Intermodal Facility**
      - ii. CSX Intermodal Yard - North Baltimore**
      - iii. Seaport Crane to Rail Loop at Ironville Dock**
      - iv. Schenker/Bax Custom Facilities**
    - 3. The nature and scope of the presentation**
    - 4. Supplementing the presentation at a later date**
  - f. Review of Top 20 Container Exporters and Importers**
- 2. Report from Paul Toth, Interim President of Port Authority**
- 3. Introduction and discussion with scheduled guests (to be determined)**
- 4. Reports from the Working Groups --**
  - a. The Norfolk Southern Project**  
**Jim Seney**
  - b. Task Force Report**  
**Jim Seney**
  - c. Ohio Michigan Commerce Corridor -- stats and profile**  
**Rich Martinko and Jim Seney**
  - d. Update with Regional Political Delegation**  
**Tom Kovacik and Jerry Chabler**
  - e. Update on the Port and the Airport**  
**Rick Anderson**
  - f. Trucking Association -- will be here September 15<sup>th</sup>**
- 5. Our next steps**
- 6. Future meeting date**
- 7. Roundtable discussion**
- 8. Adjourn**

## **AGENDA**

### **Joint Task Force on Intermodal Transportation**

*September 8, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. **Chairman's Opening Remarks --**
  - a. **Report on tour of Port and meeting with Alex Johnson, President of Midwest Terminals, et al. (August 27, 2008)**
  - b. **Report on meeting at Port Authority (September 3, 2008) to prepare for meeting in Columbus on September 9, 2008 at 2:30 p.m. with Ohio Department of Development**
  - c. **Review of proposed presentation to ODOD on September 9, 2008 and ask Force members that will attend this briefing (Presentors: Tuschman, Martinko, Seney and Toth)**
  - d. **Update on the Toronto meeting with representatives of the CN Railroad (proposed date September 24, 2008)**
  - e. **Meeting with NS officials in Toledo to tour Airline Junction and discuss proposed Intermodal facility (proposed date September 26, 2008)**
  - f. **Proposed request for meeting with officials from CSX Railroad regarding Gateway Project (Dave Dysard Report) (Proposed date September 15, 2008)**
  - g. **Proposed visit by representatives of the American Ohio and Toledo Trucking Associations (Keith Tuttle and Sandra Moore) report by Ed Nagel (proposed date September 15, 2008)**
  - h. **Proposed meeting -- Mannik& Smith -- regarding Lang Yard design and analysis as a potential Intermodal facility**
2. **Report from Paul Toth, Interim President of Port Authority**
3. **Reports from the Working Groups --**
  - a. **The Task Force Report and the NS Project**  
Jim Seney
  - b. **Briefing the Ohio Delegation**  
Tom Kovacic and Jerry Chabler
4. **Our next steps**  
-- **Timing of issuance of the Report and Press Conference**
5. **Next meeting date -- September 15, 2008**
6. **Roundtable discussion**
7. **Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

*September 22, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. **Chairman's Opening Remarks --**
  - a. **Report on meeting with the Ohio Department of Development on September 9, 2008**
  - b. **Discussion regarding the proposed meeting with CN Railroad in Toronto**
  - c. **Discussion regarding meeting with NS officials on September 26, 2008 to tour Airline Junction**
  - d. **Report concerning preparation of final report and discussion regarding date for release of report and press conference.**
  - e. **Report on meetings with officials in Michigan regarding concept of Lake Erie West Commerce Corridor**
2. **Report from Paul Toth, Interim President of Port Authority**
3. **Our guests --**
  - a. **Officials from CSX Railroad regarding Gateway Project**
  - b. **Representatives of the American, Ohio and Toledo Trucking Associations (Keith Tuttle and Sandra Moore)**
4. **Reports from the Working Groups --**
  - a. **Review of Task Force Report**  
**Jim Seney**
  - b. **Briefing the Ohio Delegation**  
**Tom Kovacik and Jerry Chabler**
5. **Our next steps**
6. **Future meeting date**
7. **Roundtable discussion**
8. **Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

***September 29, 2008***

***at the Law Offices of Barkan & Robon Ltd.***

***1701 Woodlands Drive***

***Maumee, Ohio 43537***

***Time: 2:00 p.m. -- 4:00 p.m.***

1. **Chairman's Opening Remarks --**
  - a. **Report on meeting with the NS Railroad Officials on September 26, 2008**
  - b. **Report on proposed meeting with Northwest Ohio delegation, et al.**
  - c. **Discussion regarding proposed press conference and roll out of our report**
  - d. **Report on Detroit Intermodal Freight Yard involving multiple Class 1 Railroads in one facility**
  - e. **Discussion regarding organization and content of our report**
2. **Report from Paul Toth, Interim President of Port Authority**
3. **Discussion regarding matters for consideration raised by Jim Jacobs**
4. **Our next steps**
5. **Future meeting date -- October 13, 2008 at 2:00 p.m.**
6. **Roundtable discussion involving "where we go from here" and any new matters**
7. **Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

***October 13, 2008***

***at the Law Offices of Barkan & Robon Ltd.***

***1701 Woodlands Drive***

***Maumee, Ohio 43537***

***Time: 2:00 p.m. -- 4:00 p.m.***

- 1. Chairman's Opening Remarks --**
  - a. Report on trip to Toronto to meet with Peter Ladouceur of CN Railroad (Seney, Martinko, Jacobs and Alex Johnson, Midwest Terminals)**
  - b. Status of Task Force Report and review of draft**
  - c. Discussion regarding scheduled news conference to release the report**
  - d. Report on the NS project status**
  - e. Report on Plan Commissions Economic Development Forum**
- 2. Our guests today --**
  - a. Keith Tuttle, Sandra Moore and John Craig**
    - i. (Trucking Associations)**
  - b. John Cartwright - UPS**
- 3. Our next steps**
- 4. Next meeting date**
- 5. Adjourn**

## **AGENDA**

**Joint Task Force on Intermodal Transportation**

*October 20, 2008*

*at the Law Offices of Barkan & Robon Ltd.*

*1701 Woodlands Drive*

*Maumee, Ohio 43537*

*Time: 2:00 p.m. -- 4:00 p.m.*

1. **Chairman's Opening Remarks --**
  - a. **Review and analysis of draft of the Task Force Report**
  - b. **Discussion regarding location and timing of press conference**
  - c. **Discussion regarding briefing the NW Ohio delegation**
  - d. **Discussion regarding content of press conference**
  - e. **Discussion regarding presentation of one or more community or town hall meetings**
2. **Report from Interim President -- Toledo-Lucas County Port Authority**
3. **Roundtable discussion and vote on the Task Force Report**
4. **Chairman's Closing Remarks**
5. **Adjourn**