

Ohio's U.S. 30 Opportunity Corridor

A “New American Model” for a Private/Public Partnership to Foster Economic Growth and Community Revitalization

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Background

- In 2014, I sponsored House Bill 494, which was signed into law on December 19, 2014.
- The legislation created a mechanism for counties to form a partnership to channel local resources towards helping to fund regional highway projects that are under the auspices of the Ohio Department of Transportation (ODOT). The partnership between the counties is facilitated by forming a Regional Transportation Improvement Project (RTIP) through a cooperative agreement between the counties and ODOT.
- In 2016, the first and only RTIP in Ohio was established between the counties of Carroll, Columbiana, and Stark under a cooperative agreement signed by ODOT Director Jerry Wray.
- I subsequently sponsored legislation that created more tools for the RTIP to generate local funds. The first being a Transportation Financing District using Tax Increment Financing and the other establishing a voluntary assessment giving businesses who would receive an economic benefit from the U.S. 30 Opportunity Corridor the ability to contribute to it via a property tax assessment.
- In 2019, I met with the late Norm Anderson, who at the time was recognized internationally as a pioneer in developing a new paradigm for financing critical infrastructure projects.
- Mr. Anderson was a regular contributor for Forbes magazine, CNBC, and Fox Business News. He was also known for his seminal Infrastructure Forums with national leaders as presenters. The forums enabled Mr. Anderson to organize an extensive network of blue-chip companies and infrastructure professionals that interacted with Mr. Anderson and his CG/LA consulting firm on a regular basis. He is the author of "Vision: Our Strategic Infrastructure Roadmap Forward." In his book, he highlights his vision for the "New American Model," which is a new type of private/public partnership that **maximizes private investment and minimizes public expenses.**
- It was my relationship with Norm Anderson that led to the decision to make the "U.S. 30 Opportunity Corridor" the first demonstration project for the "New American Model" with the intent for it to be replicated throughout Ohio and ultimately, the entire United States.
- Since Norm's passing in December 2021, his vision has been capably continued through two of his former associates, Anand Hmenani, Senior Partner, CG/LA Infrastructure and the Strategic Infrastructure Performance Institute and Gordon Arbuckle, Senior Partner, 2025 Law and Policy LLC.
- The non-profit Strategic Infrastructure Performance Institute reported that the "New American Model" that will be used for the "U.S. 30 Opportunity Corridor" has the potential to generate more the \$1 billion in private investment over the 20 year financing life of the project.

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Background (Continued)

- Ohio's "U.S. 30 Opportunity Corridor" will create a turbo charged economic boost that will uplift the entire region surrounding it.

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Current Status

- On Wednesday, October 5, 2022 a U.S. 30 Conference was held at the Hall of Fame Village in Canton. Over 30 individuals from across the United States attended the conference representing a core group of advanced infrastructure technology and development companies.
- Attendees included representatives from Bancorp, Amazon, Intel, Oracle, Mears (a Division of Quanta Services), Nationwide Insurance, Lattice Industries, European construction and transmission companies, Encino Energy, Marathon Petroleum, - among others.
- Some of the topics discussed were:
 - The value of data and the need to capture and monetize it
 - The innovation that is coming online and how to implement it
 - The importance of community engagement
 - Trends in digitization
 - The need for streamlining and increasing the efficiency for infrastructure construction
 - The need for a “special enterprise,” which would be a joint stock corporation allowing investors to spread their risk with others to provide early equity financing
- It was proposed that the “U.S. 30 Opportunity Corridor” would create a new revenue model that would maximize Return On Investment (ROI) for the private sector participants through the following:
 - Advanced manufacturing
 - High speed broadband
 - Data centers
 - 5G towers
 - Utility right of way
 - High-tech incubators and accelerators
 - Maximizing the value of Ohio’s shale play through petrochemicals and plastic manufacturing
 - Serve as a foundation for cutting edge technology such as converting Ohio’s abundant natural gas reserve into blue hydrogen carbonless energy
 - Improving critical supply chain routes between the Pittsburgh Metropolitan Area to the east, Canton to the West, and Akron and Cleveland to the north.
 - Overbuying Right Of Way (ROW) for interchanges and also along the corridor to facilitate economic opportunities.
 - Using light poles as “technology towers” to facilitate the collection and dissemination of information

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Current Status (Continued)

- The conference was a huge success with fourteen letters of support ensuing afterwards and more are expected in the weeks to come. The following is a representation of that support to date:
 - Bancroft Capital
 - BuildCoin Foundation
 - CB Resilience
 - Dalet Access Labs
 - DigitalReef
 - Emtech Global
 - Federal Infrastructure Bank
 - James K. Hawley
 - Lattice Industries
 - Mears (a Division of Quanta Services)
 - MegaJoule Ventures
 - MS Consultants
 - Nationwide
 - Nearmap
- These letters not only show strong support but also credible validation that the “New American Model” will work when executed to build the U.S. 30 Opportunity Corridor

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Legislative Action

- To implement the “New American Model” that is imbedded in the Ohio Opportunity Corridor demonstration project it will be necessary to have unique legislation that will exclusively apply to the only RTIP located in Ohio between Carroll Columbia and Stark County.
- The following are the key points of the legislation
 - Expand the authority of a Regional Transportation Improvement Project (RTIP) to perform certain functions in consultation with the Ohio Department of Transportation (ODOT) and **executed under a Memorandum Of Understanding (MOU) between ODOT and RTIP**
 - Authority to solicit and accept grants and contributions to support and advance its purposes
 - Authority to create, manage, own or sell interests in businesses, (empowered entities) that will use private sector investments to advance the objectives of the RTIP.
 - Authority to issue bonds, sell equity and otherwise finance its activities and those of empowered entities
 - Ohio based insurance companies and financial institutions that invest in the RTIP project are eligible to receive a 10% premium tax credit or a 10% financial institution tax credit. If the Ohio based financial institution or Ohio based insurance company does not directly invest in the RTIP project, other private sector investors will receive the tax credits and transfer it for a monetary consideration. All the private investments in the RTIP and designated RTIP businesses will be eligible to receive a 10% tax credit.
 - Authorize the RTIP to enter in to an agreement with the Ohio Academic Resource Network (OARNet) to establish a Point Of Presence (POP) to be used for research and economic development purposes within the RTIP project
 - Authority to receive and reinvest in areas for economic development within the ROW and within 2,500 feet of the outermost boundary of the ROW
 - Comprehensive authority to acquire, voluntarily or through condemnation, plan, permit and manage development of the ROW of the RTIP project. If the ROW is purchased via condemnation it will be through the utilization of private sector dollars to purchase the ROW that **must be used to benefit the public**
 - Comprehensive authority to acquire, voluntarily, and, independently or in collaboration with the property owners and/or others the lands within 2,500 feet of the outermost boundary of the ROW

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Legislative Action (Continued)

- Authority to contract for and put in place digitalized systems for procurement planning and permitting
- Enacting the legislation will fulfill the mission of the “New American Model” by maximizing private investment and minimizing public expenditures to build an infrastructure corridor that will economically benefit the region and the state as a whole.

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Conclusion

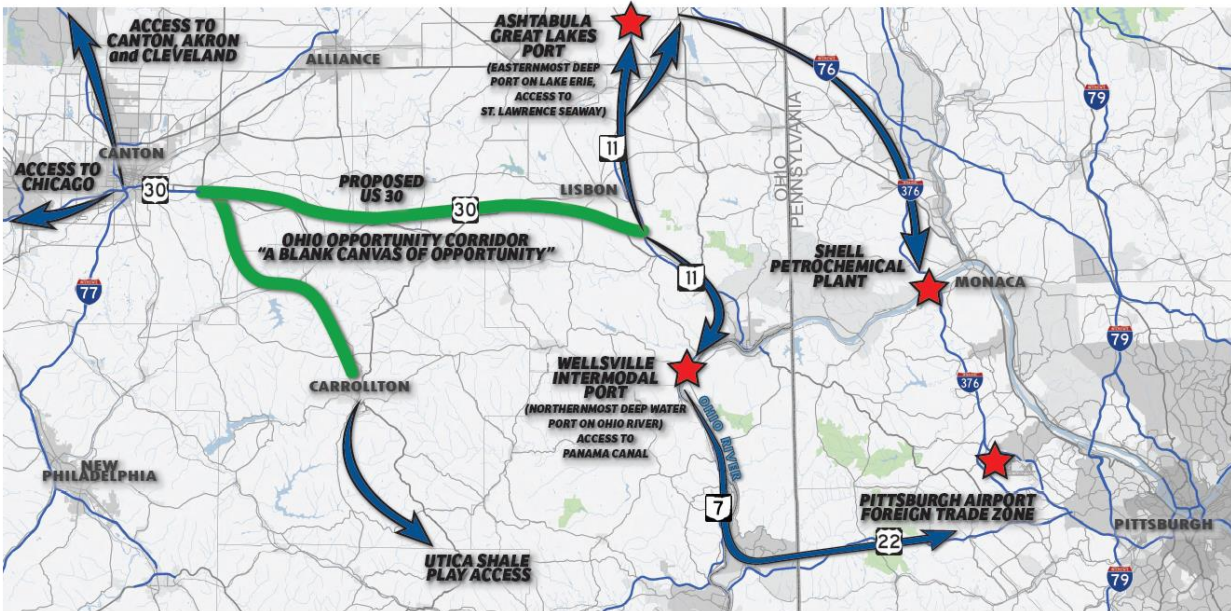
- The successful completion of the demonstration project will serve as a model to be replicated across Ohio to build regional highways that were previously financially impossible.

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Appendix A

Ohio Opportunity Corridor Map



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Appendix B

U.S. 30 Conference Photo



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Appendix C

Anand Hemanai

**Senior Partner, CG/LA Infrastructure and Strategic Infrastructure Performance Institute
Resume**



As a senior partner of Washington DC based, CG/LA Infrastructure and the Strategic Infrastructure Performance Institute, Mr. Hemnani is currently focused on optimizing infrastructure assets across all levels of Government in order to monetize opportunities related to the digitization and electrification. Throughout his 27-year career, Mr. Hemnani has focused on optimizing performance for companies, with a particular focus on Infrastructure, Finance and Capital Goods, bringing with him unique experience of a broad range of Latin American, US, African and Asian markets and industries. As an advisor, he works in all areas of the business value chain, focused on building teams and growing businesses with an eye on companies with a positive environmental impact coupled with long term equity value creation. Mr. Hemnani has conducted extensive development and financing fieldwork and analysis in the capital goods and infrastructure markets, is widely published, and presents in several international conferences. Besides being a renowned advisor, Mr. Hemnani has started and sold two companies and sits on the Boards of four companies across the Trading, Manufacturing, Environmental Recycling, and Packaging industries. Mr. Hemnani also serves on the Board of an Industrial Conglomerate encompassing construction and food industries across Africa and Asia.

Mr. Hemnani began his career in 1995 at an international trade company and then worked at two NY Investment Banks and a boutique Advisory firm. He is married to Malaika Daryanani Hemnani and has two children, Alma and Arya, both studying in Brazil. Mr. Hemnani is a Brazilian national with Indian roots and is a graduate of Babson College (summa cum laude) and is fluent in English, Portuguese, Spanish and Hindi.

Gordon Arbuckle, for decades, was Norman Anderson's close collaborator in the effort to promote policies to bring U.S. and Global Infrastructure into the 21st century. He was the

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Appendix C

Anand Hemanai

**Senior Partner, CG/LA Infrastructure and Strategic Infrastructure Performance Institute
Resume (Continued)**

principal reviewer of Vision as well as of most if not all of Norman's articles and commentary. He co-founded the Blueprint 2025 advocacy/advisory group and was there at the Institute's beginning. He is committed to carrying forward the innovative development concepts that were enunciated during this critical period.

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Appendix D

Gordon Arbuckle
Senior Partner, 2025 Law and Policy LLC
Resume



Arbuckle was the sixth lawyer in the Patton Boggs law firm, which became the world's preeminent law and policy firm and eventually, through merger, became Squire, Patton Boggs, one of the world's largest full-service international law firms. He maintains offices and a continuing relationship with Squire in Washington. He practiced with the Patton Boggs law firm from its beginnings and was involved in most aspects of that preeminent firm's practice but focused most intensively on the business and environmental aspects of major infrastructure projects. He is well known for his pioneering role in some of the United States' more complex and historic energy projects, including the Trans-Alaska Pipeline, the LOOP offshore oil port, the first Alaska Natural Gas Pipeline project and the world's first Deep Seabed Mining Project. He has represented Sovereigns and Sovereign-owned energy companies in their relations with the major international oil companies and other investors interested in participating in the development of state-owned energy resources. He has been a frequent writer and lecturer on environmental law issues and has developed and implemented environmental and social responsibility management systems for a number of large companies, including a Fortune 50 International Agribusiness company that obtained some of the earliest ISO 14000 and SA 8000 certifications for large scale agricultural operations.

He has achieved favorable, innovative resolutions of high-profile environmental claims and enforcement actions including favorable and safety promoting settlement of a civil, criminal and administrative prosecution for a major pipeline incident involving fatalities; negotiation of an environmentally beneficial consent decree in a national multi-media enforcement action against a Fortune 50 manufacturer; and favorable settlements of landmark New Source Review cases. Mr. Arbuckle served as environmental panel counsel for a major environmental and casualty insurer and as national counsel for that company with respect to Natural Resource Damage issues. He

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Appendix D

**Gordon Arbuckle
Senior Partner, 2025 Law and Policy LLC
Resume (Continued)**

has negotiated structured settlements and remediation and mitigation plans in Natural Resource Damage and cleanup contexts. He has been involved with oil and gas pipeline issues throughout the years of his practice and is expert in that complex regulatory system.

He has worked with various Presidential Administrations, the Congress and various governmental agencies, in establishing specific legal regimes for major projects and initiatives. In this context, he was active in the U.S. Congressional deliberations which led to the enactment of laws such as the Trans-Alaska Oil Pipeline Act, the Deepwater Port Act, the Alaska Natural Gas Transportation Act and the Deep Seabed Hard Mineral Resources Act and the related international treaty negotiations. He has been involved in numerous other non-project-oriented legislative and regulatory endeavors.

He has been active in connection with specific issues arising under the laws referenced above, as well as other energy and environmental legislation, including NEPA, the Clean Water Act, AHERA, RCRA, CERCLA and the Oil Pollution Act of 1990. He is well versed in international antitrust, sovereign immunity, international jurisdictional conflicts and the other issues pertinent to representation of Sovereign-owned energy operations. He participated in the negotiated rulemaking panel that developed the EPA Asbestos in Schools regulations and was lead counsel to the industry participants in the negotiated rulemaking to establish Clean Air Act standards for the wood furniture industry. He participated in EPA's Aiming for Excellence consultative process and served on EPA's Compliance Assistance Advisory Council.

Representative Matters:

- Advised Sovereigns and their energy companies in relations with the major international oil companies and other investors interested in participating in the development of state-owned energy resources. Related representation concerning relations with the U.S. Government and its cognizant agencies.
- Served as lead counsel in connection with the establishment of legal regimes for siting, licensing, construction and operation of some of the largest energy transportation projects in US history, including lead representation of the consortium which secured passage of authorizing legislation, obtained a license for, and constructed and operated the Trans-Alaska Oil Pipeline System; lead representation of the successful competing applicant for authorization to build and operate the Alaska Natural Gas Transportation System; and lead representation from the beginning to the present, of the consortium which obtained

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Appendix D

Gordon Arbuckle
Senior Partner, 2025 Law and Policy LLC
Resume (Continued)

the license for the Nation's only Deepwater Oil Port – this country's only offshore deepwater oil reception facility (including the recent authorization to export.)

- Provided counsel to Sovereign-owned energy companies in transitions toward control and increased financial participation in production arrangements, establishment of exclusive marketing arrangements and maintenance of control and information access at critical points in the downstream value chain.
- Represented clients in administrative and judicial proceedings arising under the Clean Water Act, OCSLA, OPA, CZMA, CAA, RCRA, TSCA, the Endangered Species Act and other environmental laws. He has been extensively involved in Superfund litigation. He has assisted a number of domestic and international companies in assessing their environmental compliance posture and in training employees to manage environmental risks.
- Lead counsel in major international arbitrations, such as the one that resolved competing claims of U.S., French, German and Japanese consortia regarding rights to mine portions of the seabed in the Clarion-Clipperton Zone of the Pacific Ocean. Managed legal and advocacy efforts in connection with numerous other international projects, including an integrated steel mill in Korea, ports in Pakistan, shipbuilding in Japan and elsewhere, worldwide fishing operations, airlines, airports, pipelines and oil exploration and production efforts in Latin America.
- Counsel to gas and oil pipeline companies in the development and implementation of operations and integrity management plans and programs. Lead defense counsel in numerous cases involving regulatory responses to incidents involving pipeline failures.
- Developed the worldwide environmental management and social responsibility programs of several large multi-national corporations. Directed the policy aspects of a broad range of resource extraction, energy transportation and energy matters.
- Represents a non-profit Institute and knowledge development companies working to promote innovation and efficiency in maintenance, modernization and upgrading of cutting-edge infrastructure systems for the U.S., U.S. States, and Communities and U.S. Global Allies.