

An America 2050 Forum

## The Case for a National Infrastructure Policy

The Piedmont Atlantic Megaregion in the Global Economy

**Monday, March 23, 2009**

7:30 a.m. to 4:00 p.m.

Georgia Tech Global Learning Center  
Atlanta, Georgia

**Sponsors:**

Regional Plan Association • Center for Quality Growth and Regional Development • Atlanta Regional Commission • Georgia Transportation Institute • Metro Atlanta Chamber of Commerce • Livable Communities Coalition • The Medici Center • North Georgia RDC

# SUMMARY OF PROCEEDINGS





## About America 2050

The Case for a National Infrastructure Policy: The Piedmont Atlantic Megaregion in the Global Economy is a forum of America 2050, a joint venture of the Regional Plan Association (RPA) and the Lincoln Institute of Land Policy. The forum follows the bicentennial and centennial of plans during the Thomas Jefferson (1808) and Theodore Roosevelt (1908) administrations that led to investments in railways, environmental restoration and power generation projects. America 2050 is a national initiative to develop a framework for America's future growth and development in face of rapid population growth, demographic change and infrastructure needs in the 21st century. A major focus of America 2050 is the emergence of megaregions — large networks of metropolitan areas, where most of the projected population growth by mid-century will take place — and how to organize governance, infrastructure investments and land use planning at this new urban scale. Regional Plan Association ([www.rpa.org](http://www.rpa.org)) is the nation's oldest independent metropolitan planning group. The Lincoln Institute of Land Policy ([www.lincolninst.edu](http://www.lincolninst.edu)) is a leading international research organization.

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These proceedings summarize the discussions that took place at The Case for a National Infrastructure Policy: The Piedmont Atlantic Megaregion in the Global Economy Forum on March 23, 2009. The viewpoints contained within are those of the speakers to which they are attributed. They are not necessarily shared by the sponsors or the financial supporters of the forum.

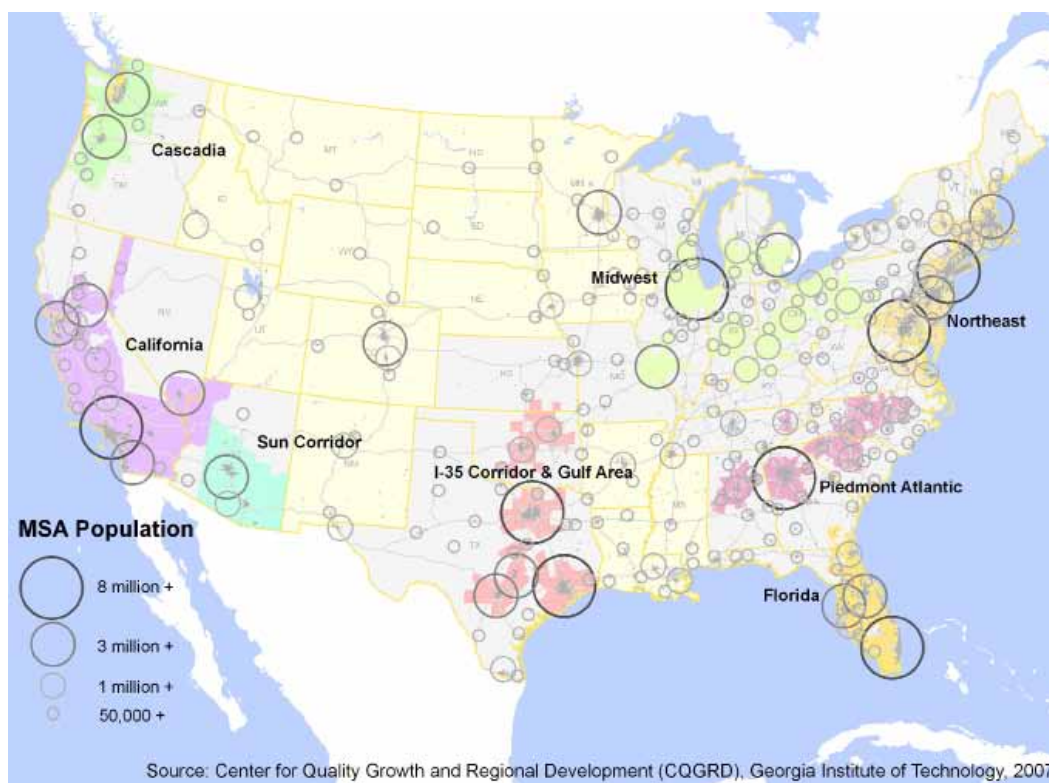
# » THE IMPORTANCE OF MEGAREGIONS IN THE GLOBAL ECONOMY

## What is a Megaregion?

As globalization transforms economies around the world and more people move into urbanized areas, economic and population growth is increasingly converging. Between now and 2050, more than half of the population growth and as much as two-thirds of economic growth in the United States is projected to occur in interconnected areas known as Megaregions. These Megaregions — large networks of metropolitan centers and their surrounding areas tied together by economic, environmental, and infrastructure relationships — will serve as the foci of American economic activity.

Currently, eight Megaregions have been identified in the United States (see Figure 1). They include such diverse areas as the Northeast Megaregion, spanning from Boston to Washington, D.C.; the I-35 Corridor in Texas and Oklahoma; and the Piedmont-Atlantic Megaregion, centered on the I-85 Corridor and anchored by Birmingham, Atlanta, Charlotte, and Raleigh-Durham.

Figure 1: Megaregions in the United States (2050)



## Why are Megaregions important?

Megaregions span city, county, and often state borders. Typically, policy and planning decisions are made in isolation among different jurisdictions, rather than at a scope or scale that fully realizes the potential and inherent competitiveness of a Megaregion.

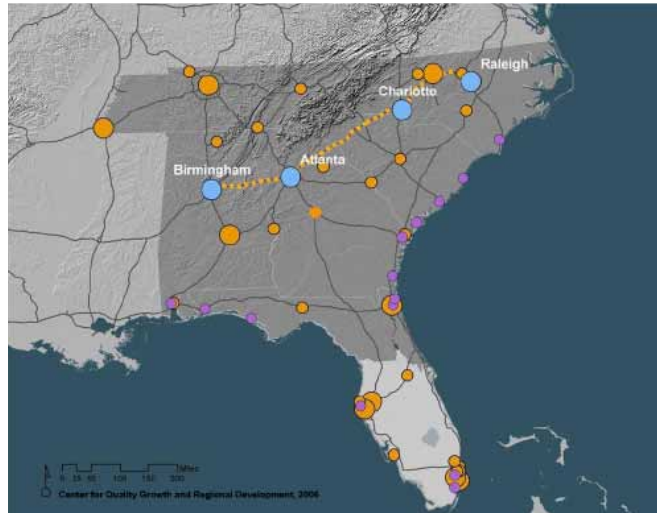
As economic drivers now and in the future, Megaregions as a whole will continue to attract both domestic and international migrants, as well as new business ventures and corporate expansions, and will require new investments in infrastructure and environmental preservation.

Each Megaregion will benefit from integrated policy and planning responses that take into account its unique economic, demographic and environmental circumstances. Thus, Megaregions offer an important framework, both theoretical and practical, on which to base our future decisions and investments concerning transportation planning, environmental preservation, social and economic policy, and technological innovation. The American economy may not be as competitive in the future unless we break down the jurisdictional barriers that currently inhibit the rise of the Megaregion.

## The Piedmont Atlantic Megaregion (PAM)

The Piedmont Atlantic Megaregion (PAM) comprises the entirety or parts of six states in the southeastern United States (see Figure 2). Anchored by the I-20/I-85 corridor that runs from Birmingham, Alabama, through Atlanta, Georgia to Raleigh-Durham, North Carolina, PAM is one of the fastest-growing Megaregions in the United States, projected to increase in population by almost 70 percent by 2050 (CQGRD). PAM contains numerous vital government, academic, and business centers. There are also several gateway cities, including the sea port cities of Wilmington, Charleston, Savannah, Jacksonville, and Mobile; and major rail and airport cities, such as Nashville and Atlanta. These gateway cities provide important domestic and international links that facilitate the flow of goods, people, information, and culture. All of these rapidly developing cities and metropolitan areas are connected to each other by infrastructure, shared natural resources, social and cultural ties, and economic exchanges.

Figure 2: Piedmont Atlantic Megaregion (PAM) and Core Cities



As with other Megaregions, PAM, especially around its core cities, is characterized by being the leading economic engine in the southeastern United States. Its gross regional product is approximately \$1.1 trillion — just over 10 percent of U.S. gross domestic product (GDP).

PAM also has a unique combination of policy and planning challenges:

**Managing Growth** — PAM’s projected rapid population and economic growth will require cooperation on issues such as land conservation, heat island effects, increasing diversity, meeting the needs of an older population, and traffic congestion, all of which can be improved through Megaregional cooperation.

**Preserving the Environment** — Growth and climate change will put the environment under increasing pressure in many parts of PAM, which could face the loss of forested and agricultural land, decreasing air quality, and water shortages and pollution. A Megaregional perspective on how to allocate resources could aid in ensuring a fair solution to regional problems such as interstate water disputes.

**Ensuring Social Equity** — If wealth is concentrated along PAM’s core corridor, rural and outlying areas may not reap substantial benefit. Increasing poverty, diminishing educational quality, and declining health threaten both rural and urbanized residents of PAM. Megaregional cooperation can significantly help in alleviating this potential problem.

**Maintaining, Expanding, and Transforming Infrastructure** — PAM is a highly car-dependent Megaregion, which results in adverse impacts on the environment, quality of life, and productivity throughout. Yet high-speed passenger rail connectivity is feasible and may be crucial to continued economic success. With transportation and other shared infrastructure systems—water, energy, broadband—Megaregional-level thinking, planning, and implementation can help secure economies of scale and encourage a long-term vision of sustainability.

**Staying Competitive** — PAM is being affected by shifts in the national and global economy. Cooperation on issues concerning competitiveness and economic development will benefit the entire Megaregion by removing administrative barriers, pointing the focus firmly outwards, and enhancing PAM’s regional, national, and international competitiveness.

For all of these challenges, the consideration and integration of priorities at the level of the Megaregion will enhance PAM’s future as a prosperous, sustainable, and attractive place to live.

## » INTRODUCTION

On March 23, 2009, the Center for Quality Growth and Regional Development (CQGRD) at the Georgia Institute of Technology convened a one-day forum, “The Case for a National Infrastructure Policy: The Piedmont Atlantic Megaregion in the Global Economy.” The forum, which was one of the ongoing series of America 2050 forums on national infrastructure policy, was co-sponsored by:

- » Regional Plan Association (RPA)
- » Atlanta Regional Commission (ARC)
- » Georgia Transportation Institute (GTI)
- » Metro Atlanta Chamber of Commerce (MACOC)
- » Livable Communities Coalition (LCC)
- » The Medici Center
- » North Georgia Regional Development Center (NGRDC)

The purpose of the forum was to bring together business and civic leaders, academic thinkers, and policymakers on the subject of the Piedmont Atlantic Megaregion (PAM). Stretching from Raleigh, North Carolina, to Birmingham, Alabama, PAM is a dynamic driver of the American economy, projected to grow significantly in the next half-Century. But, that growth will come with new challenges, including demographic pressures, increased traffic congestion, drains on natural resources, and the need to remain competitive in a global economy. The need to think regionally about PAM’s opportunities and challenges has only been heightened in light of the global economic crisis and the Obama administration’s application of federal stimulus dollars to national infrastructure programs.

The forum featured talks by prominent local and national thinkers, with a special interest in the regional leaders, whose thoughts are summarized here. While the forum focused chiefly on transportation and infrastructure, it included discussions of regional governance and cooperation, environmental challenges, water supply, and economic development. Question-and-answer sessions were held after the morning plenary panel and in the afternoon.

## » WELCOME

Introduction by Dr. Catherine Ross, *Harry West Chair and Director of the Center for Quality Growth and Regional Development, College of Architecture, Georgia Institute of Technology*

*The Honorable Shirley Franklin, Mayor of Atlanta, Georgia*

Dr. Catherine Ross introduced Shirley Franklin, mayor of Atlanta since 2002. Mayor Franklin spoke of the long tradition of Atlanta mayors, beginning with William Hartsfield in the early 1960s, committing to the development of physical infrastructure, even to the point of putting their political careers on the line. When she was initially elected mayor, she spoke with her mentor and predecessor, Maynard Jackson, of how important infrastructure development would be to future generations. She concluded by saying how interested she was in seeing how the dialogue would spill beyond city limits, into the region and the megaregion.



Shirley Franklin

“We have deferred investment in so much of our infrastructure that it is not a question of picking the one thing that we need to do, but really having a plan of action across the board.” — Shirley Franklin

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## » OPENING REMARKS

Dr. Catherine L. Ross, *Harry West Chair and Director of the Center for Quality Growth and Regional Development, College of Architecture, Georgia Institute of Technology*

Dr. Catherine Ross gave an introduction to the issues to be covered throughout the day: namely, the need for a national rethinking of infrastructure policy and the rise of the “megaregions,” with Atlanta, Birmingham, Charlotte, and Raleigh forming the core of the Piedmont Atlantic Megaregion (PAM). Dr. Ross defined megaregions as “extended networks of metropolitan centers and their surrounding areas of influence” and explained how they would be drivers of economic growth as the United States competes in a global economy.



“The question before us now is: What kind of infrastructure do we need to be competitive in the global economy?” —Catherine Ross

Dr. Ross emphasized the extent to which economic development and investment in transportation infrastructure have gone hand in hand throughout American history, and the current era is no exception. The United States has transformed from a rural economy to a manufacturing economy to a service economy: now it needs to meet the demands of the global economy, with the rise in international trade, the need for just-in-time transportation of goods, and the increasing complexity of networks of social relations, economic exchanges, and mobility. She then discussed changes American cities and regions can expect to see in the coming decades: an aging population having different social and economic needs; increasing demand for transportation leading to ever more congestion; and the need for infrastructure systems that are sustainable socially and environmentally as well as economically, while the policy process devolves to a new majority composed of members of Generations X, Y, and Millennial.

Dr. Ross then described PAM in more detail and discussed how transportation planners and policy-makers will have to be innovative in responding to the needs of an increasingly interconnected megaregion. Her suggestions included: better integration of land use and transportation; treating the transportation system as a whole rather than focusing on individual modes of travel; creating opportunities for intermodal transport; emphasizing access to ports and rail; and coming up with new, more sustainable solutions, including the use of hybrid vehicles and alternative fuels and the creation of more flexible public-transit systems. She closed by reaffirming that economic-development decisions and transportation-investment decisions are highly interdependent, and that making better transportation investment choices now will position the United States and its megaregions to be more economically competitive in the future.

## » MORNING KEYNOTE

Introduction by Charles “Chick” Krautler, *Executive Director, Atlanta Regional Commission*

Mortimer “Mort” Downey, *Chairman of the Board, PB Consult*

Charles “Chick” Krautler, executive director of the Atlanta Regional Commission (ARC), introduced Mortimer “Mort” Downey, chairman of the board at PB Consult. Mr. Downey described the purpose of his talk as setting the political and public-policy context for thinking about infrastructure and megaregions. He noted how surprised he had been to have seen a 30-minute discussion about infrastructure the previous day on Meet the Press, and cited this as proof that infrastructure has become part of the current public debate in an unprecedented way. Moreover, he predicted, the debate over the forthcoming transportation authorization bill will be influenced by a discussion of the future of the United States, more so than any authorization bill has before.

Chick Krautler



Mr. Downey cited reasons to believe that now is the time for a sea change in policy approaches to transportation: public dissatisfaction with the status quo; increasing awareness of our changing needs, including freight movements expected to double by 2035; the specter of transportation of goods becoming less — not more — efficient and thus acting to curb economic growth. At the national level, he says, transportation is being included in the response to the current economic challenges. Climate change also has to be a driver of transportation strategies.

Funding streams will be an issue. The funding system needs to be more flexible, and not enough money is being allocated to maintain current levels of infrastructure, let alone invest for future growth. Mr. Downey brought up a number of potential innovations in financing, including the use of public-private partnerships.

Mr. Downey concluded with a series of recommendations for the next transportation authorization bill. He included research to be able to gauge transportation needs for the next 50 years, shifts in institutions and partnerships in order to focus billions of dollars’ worth of investments, performance-based system measurements, and facilitation of goods movement.



“Transportation is an intergovernmental activity...It involves the cities, it involves the states, it involves the regions, and we need to develop policies and funding systems that reflect everyone’s needs.” — Mort Downey

## » AMERICA 2050

Robert Yaro, *President, Regional Plan Association*

Dr. Ross introduced **Robert Yaro**, president of the Regional Plan Association (RPA) since 2001. Mr. Yaro wanted to set the day's forum in two contexts: first, ongoing work promoting megaregional thinking across the country; and second, a history of American infrastructure planning. He described the megaregions as building blocks for a national infrastructure policy. In terms of megaregional policy, he emphasized four aspects: high-speed rail, "global gateways" such as seaports and airports, energy transmission and generation, and water infrastructure and protection.



Robert Yaro

**“High-speed rail is the game changer...The rest of the world is doing it.” — Robert Yaro**

Mr. Yaro repeatedly stated how important it would be for the United States to take a different approach to transportation and infrastructure needs in order to compete globally. It makes little sense for New York and New Jersey, or Alabama and Georgia, to fail to agree on water policy if France, Germany, and the Netherlands can do so. High-speed rail is another area where the United States is falling behind global challenges, from the United Kingdom to Taiwan to Morocco.

Mr. Yaro's final point was that national infrastructure planning, rather than being "un-American," has repeatedly been embraced in American history. Not only did Franklin Roosevelt call for national initiatives during the 1930s, but both Thomas Jefferson and Theodore Roosevelt looked to redraw the national transportation map with an emphasis on integrated systems. Policy makers can thus draw on a tradition of national coordination at times when the political, social, economic, and environmental landscape is clearly changing. More recently, for example, RPA has been able to coordinate talks between business and civic leaders in twelve states. This allowed the states' representatives to take a firm political stand in support of Amtrak, which in turn helped get federal funds for Amtrak reauthorized in the fall of 2008.

## » PLENARY PANEL

Moderator:

Petra Todorovich, *Director, America 2050*

Panelists:

**Robert Yaro**, *President, Regional Planning Association (RPA)*

**John Horsley**, *Executive Director, American Association for State Highway and Transportation Officials (AASHTO)*

**William "Bill" Millar**, *President, American Public Transportation Association (APTA)*

**Petra Todorovich** introduced the plenary panel by emphasizing the United States' role as a world leader in planning and policy decision-making: what we do could be emulated by the rest of the world. She focused the panel on the question of a national infrastructure plan, emphasizing that the megaregions will need a larger partner, and the most likely candidate for that role would be the federal government.



Petra Todorovich

**“There's going to be renewed attention to the federal role in infrastructure planning and development as we move forward.” — Petra Todorovich**



**John Horsley**, executive director of the American Association for State Highway and Transportation Officials (AASHTO), talked about patterns of growth in metropolitan areas: the South leads the nation in terms of growth dynamics — one reason why putting together a megaregional strategy for PAM in particular is so important — and growth continues to be focused in suburbs, not central cities. Moreover, globalization is rapidly changing transportation infrastructure needs: the widening of the Panama Canal, for example, has implications for ports and freight movement both domestically and internationally. Mr. Horsley described AASHTO as supporting a national multimodal freight strategic plan that, while mandated by Congress, would be created in a “bottom-up” style by metropolitan planning organizations (MPOs) and states, rather than led by the federal Department of Transportation. He concluded by calling for synthesis of transportation policies with those of housing, land use, environmental protection, economic development, energy generation, and climate change.

During the question-and-answer session, during which Robert Yaro joined Mr. Horsley and Mr. Millar, Ms. Todorovich first asked about the need for another far-reaching transportation vision along the lines of highway planning in the 1950s. Mr. Horsley said that such a vision would be most necessary for movements of 200 to 500 miles: should they be done by intercity passenger rail, air, highways, or high-speed rail? Mr. Millar advocated first setting clear national goals and then decide how transportation should serve those goals. Mr. Yaro suggested that President Obama announce a national infrastructure plan.

“We’ve come to realize the limits of what we can do with the automobile.” — Bill Millar



“You have to have institutional capability that has sustained funding to do the job and do the job well.” — John Horsley

**William “Bill” Millar**, president of the American Public Transportation Association (APTA), spoke forcefully about the need to extend the reach of public transportation to American households, only about half of which have any access to public transit at all. Public transit saves more than 37 million metric tons of carbon dioxide emissions every year, reduces dependency on foreign oil purchases, and allows more people to choose how they get to work, school, or other destinations. Yet it now takes ten to 15 years to get a major transit project in place. Mr. Millar concluded with an appeal for greater effectiveness of regional communication, both within the region, to come up with a guiding vision, and between regions, to understand common benefits in planning and share best practices.

If there were such a plan, Ms. Todorovich asked, would it need new financing mechanisms? Mr. Horsley suggested capitalizing some mega-projects through long-term federal bond financing, while Mr. Millar said that infrastructure had not been prioritized enough yet — the country needs to own up to its infrastructure deficit and begin putting significant amounts of capital into infrastructure projects.

Ms. Todorovich asked the panel what they learned from the policy debates leading up to the passing of the economic stimulus bill. Mr. Horsley said that infrastructure only got \$48 billion of the \$800 billion in the stimulus bill, but all the talk about “shovel-ready projects” helped communicate how important transportation spending is. Mr. Millar noted that policy changes can happen quickly if the president and Congress put their minds to it, but lack of a vision might lead to long delays in the future. Mr. Yaro echoed Mr. Millar in saying that the stimulus bill was shaped by outdated standards rather than a clear vision of how to move forward.

## » BREAKOUT ROUNDTABLE: “TRANSPORTATION”

### Moderator:

Robert Hunter, *President, American Planning Association*

### Panelists:

Jim Balloun, *former Chairman, Jasper Ocean Terminal Joint Project Office*

The Honorable Sam Olens, *Chairman, Atlanta Regional Commission (ARC) and Cobb County, Georgia*

Dr. Beverly Scott, *Chair, American Public Transit Association (APTA), and President and Chief Executive of the Metropolitan Atlanta Rapid Transit Authority (MARTA)*

Rob Nemchik, *General Manager, Porsche Logistics Services*

**Robert Hunter**, president of the American Planning Association, introduced the breakout session on transportation. Emphasizing the need to maintain and improve quality of life, he underlined the challenges facing transportation planners: an estimated \$2.2 trillion over the next five years would be needed to replace aging infrastructure. Mr. Hunter suggested three main roles for the federal government: preserving and developing the interstate system; developing a plan to move people between major metropolitan areas; and developing a plan to move freight in accordance with the needs of the nation's economy. He also advocated that megaregions be held responsible for developing their own transportation needs and plans.



Jim Balloun

“The two governors got together with their staffs...and said, ‘This is silly. There is a need for a freight terminal there; let’s build it together.’” — Jim Balloun

Sam Olens



“This whole PAM discussion is about how we play nice with each other.” — Sam Olens

The first to speak was **Jim Balloun**, former chairman of the Jasper Ocean Terminal Joint Project Office. Mr. Balloun's main goal was to talk about a project concerning transportation, economic growth, and regional cooperation: a joint project between the states of South Carolina and Georgia to create a new marine terminal in Jasper County, South Carolina, on the Savannah River. Increasing the depth of the shipping channel would help increase the capacity of the Port of Savannah, allowing it to service larger ships expected to become more prevalent after the widening of the Panama Canal. Expansion of the Port of Savannah along with a new Jasper port would bring economic benefits to both states and to PAM as a whole.

The Honorable **Sam Olens**, chairman of the Atlanta Regional Commission and of Cobb County in suburban Atlanta, then discussed cooperation and planning in metropolitan areas. Mr. Olens spoke from the perspective of someone who, as head of the 10-county ARC, is constantly facing disagreements between local and county governments in the greater Atlanta region. He brought up several examples of “win-win” situations in which more than one state benefited: the Kia automotive plant in western Georgia, which also employs Alabamians, or the possibility of Atlantans using the airport in Chattanooga, two hours away in Tennessee. Mr. Olens closed by encouraging public officials and private-sector leaders to reach out and get to know each other if they plan to cooperate over regional issues in the future.

“PAM is going to be an  
eventuality one day.” — Rob Nemchik

Dr. Beverly Scott, chair of the American Public Transit Association and chief executive of Metropolitan Atlanta Rapid Transit Authority (MARTA), addressed transportation issues from a public-transit perspective. Dr. Scott’s main concern was how to design a transportation system that could accommodate not only current movements but the addition of another 150 million users over the next several decades. Public transit receives about \$10 billion a year in funding; she suggested it would need double that simply to meet maintenance requirements and double again to truly address transportation needs. She saw the main problems as outmoded institutions, a lack of a sense of urgency, and a lack of space to conduct business and solve problems in unconventional ways. But she expressed hope that people who might not think of themselves as particularly pro-environment or pro-urban were increasingly able to see the benefits of increased public transit and regional linkages.



Beverly Scott

“We are walking around in  
20th Century armor for what is  
a 21st Century world.” — Beverly Scott

The final speaker was Rob Nemchik, general manager of Porsche Logistics Services, who responded to the previous speakers from a view within the private sector. Mr. Nemchik advocated winning over public opinion to the idea of a megaregion by “blocking and tackling,” by which he meant solving small, easily identifiable quality-of-life issues: as an example, he cited the installation of a roundabout (not common in American suburbs) near his home. Like Mr. Olens, he emphasized regional communication, with the public and private sector both at the table.

Rob Nemchik



## Transportation Panel: Summary

Robert Hunter, *President, American Planning Association*

Mr. Hunter summarized the transportation breakout panel for the assembled forum. He first praised the Jasper Ocean Terminal as an example of creative thinking and of a two-state approach to job creation. He then cited a common theme in several of the transportation presentations: the need for increased communication and cooperation within regions. The kinds of relationships that could promote and strengthen a megaregion, he noted, could only be developed through improved communication. Then he pointed out that the context for infrastructure discussions is changing rapidly, thanks to improved technology, and cited Dr. Scott’s point about not having governing mechanisms for the 21st century. Mr. Hunter discussed the potential for an increased role for light rail in future transportation funding. He concluded by emphasizing the need for creating and shoring up public confidence when tackling new infrastructure proposals.



Robert Hunter

## » BREAKOUT ROUNDTABLE: “ENERGY, ENVIRONMENT AND WATER”

### Moderator:

Dr. Bruce Stiftel, *Professor and Director,  
City and Regional Planning Program, College of Architecture,  
Georgia Institute of Technology*

### Panelists:

Rebecca Wodder, *President, American Rivers*

Ed Macie, *Project Leader, Cooperative Forestry,  
Southern Region, United States Forest Service*

Brigadier General Joseph Schroedel, *South Atlantic  
Division, U.S. Army Corps of Engineers*

Greg Koch, *Director of Global Water Stewardship,  
The Coca-Cola Company*

**Bruce Stiftel**, Professor and Director, City and Regional Planning Program at Georgia Tech, introduced himself as the moderator and introduced the Energy, Environment and Water roundtable.

**Rebecca Wodder**, President of American Rivers, introduced the idea of water efficiency as a primary tool for increasing the sustainability of cities. American Rivers has done a great deal in terms of water infrastructure in the last few years, and has specifically worked with PAM and Atlanta. Water, she pointed out, provides public health and safety, jobs and the economy, and quality of life for residents and visitors. Yet, Wodder said, our nation’s water infrastructure is dangerously outdated. She then went on to outline four key points regarding water infrastructure planning. In terms of infrastructure we are stuck in the 19th century, and we lose 6 billion gallons a day because of leaks. She outlined principles for a 21st century water infrastructure agenda, including built and natural environments. She gave policy recommendations including an increase in the federal role. Finally, Wodder recommended local and regional opportunities for water infrastructure that works with nature.



Rebecca Wodder



Joseph Schroedel

“You either lead or get out  
of the way.” — Joseph Schroedel

**Ed Macie**, Project Leader for the US Forest Service, reported about a project he is currently working on titled, “Piedmont Crescent: Rebuilding the Nations Forest.” He explained that the study area, referred to as the Piedmont Crescent, is also the PAM megaregion. Macie advocated the use of a “systems approach” in addressing forest cover issues. He went on to explain that systems are comprised of: 1) stuff; 2) how stuff interacts; 3) processed stuff that comes out at the end. What goes through the system leads to memory. System memory leads to sustainability. Macie went through a series of intricate GIS maps and analyses. He started with a global scale because what is happening globally leads to system issues locally, then drilled down to the national and regional scale. The project goal was stated to be reaching a better understanding of the way humans are affecting the system. To do this, he explored both the “Human Network” and the “Natural Network”. The outcome has been a series of maps and data that create a fuller picture of the environmental interaction of the system.

**Brigadier General Joseph Schroedel** of the South Atlantic Division, US Army Corps of Engineers, spoke about his experience working to resolve infrastructure issues in the southeastern United States. He explained that among the words we had heard a lot, including collaboration and integration, we also must focus on leadership. He highlighted the time he spent addressing the southern issue of water wars. He resolved that the way to get federal funding is to ask “what is it about the Southeast that is important to the nation?” If local and regional leaders can present this, they will be in a better position to receive support and funding from the federal government.

“Do we want to keep investing  
in 19th Century approaches or  
start investing in 21st Century  
approaches?” — Rebecca Wodder

The Southeast, Brigadier General Schroedel pointed out, has a lot working against it — no natural lakes, rivers all run to the gulf or the Atlantic, history, geography, geology. He outlines three items in the Southeast for national attention. First, in terms of water supply, he recommended a tool of collaboration, with the example of the Southeastern States Water Resource Alliance. Next, for the environment, he advocated for an environmental adaptive management program with the example of the Comprehensive Everglades Restoration Plan Incremental Adaptive Restoration. Lastly, in terms of energy, he discussed nuclear power.



Greg Koch

“No one owns water. As soon as you think you own water, you want to do things to it and try to control it, a) it doesn’t work, and b) it gets expensive.” — Greg Koch

The final speaker was **Greg Koch**, Director of Global Water Stewardship at the Coca-Cola Company, who began by emphasizing a need to focus and prioritize the nation’s water and sewage management. From his vantage point, as a representative of a private corporation with a clear interest in water supply issues, he was able to provide a broader look at water in Georgia and in PAM. He reported that Coca Cola has 1,000 plants globally, and is available in all but two countries. They do not export their product, so water must be procured on a very local basis. Because of this, he has experienced all kinds of possible water issues. He discussed some basic concepts regarding waste water management and water quality and described Coca-Cola’s work to assess and manage water resources and water sheds.

Mr. Koch emphasized that good water infrastructure makes good business sense. This is due to the relationship between sustainable water leading to sustainable communities and sustainable communities leading to a sustainable business. It is in the altruistic interest, but also in the business interest to improve water and sanitation. He discussed the strong connection people have to water: they bathe in it, or it is used in religious ceremonies. He emphasized that water is a human right, but water services are not.

## Energy, Environment and Water Panel: Summary

*Dr. Bruce Stiftel, Professor and Director, City and Regional Planning Program, College of Architecture, Georgia Institute of Technology*

Bruce Stiftel highlighted the discussion and presentations in the Water, Environment and Energy Session. It was noted that waterborne illnesses are increasing and we use much more water than other countries, for example 170 gallons per person/day in the U.S. compared with 36 gallons per person/day in Australia. We have almost 50 inches of rainfall annually in the southeast, but have states fighting over water. We need to develop more efficient management and reduce losses from leaks and damaged systems. We need to explore adaptive regulation practices as have been used to restore the Everglades. The southeast needs a water alliance among the states patterned along the lines of the Western States Water Council. Nuclear power plants need to be designed and built with safety and environmental concerns addressed first. Water as a substance may be a human right, but water as a service requires management.



Bruce Stiftel

## » LUNCHEON KEYNOTE: “PAM’S POSITION IN THE GLOBAL ECONOMY”

Sam Williams, *President, Metropolitan Atlanta Chamber of Commerce*

Raymond “Ray” Christman, *former President and Chief Executive of the Federal Home Loan Bank of Atlanta and Chairman of the Peachtree Corridor Partnership*

Sam Williams, President of the Metro Atlanta Chamber of Commerce (MACOC), introduced the lunch speaker, Ray Christman, by first discussing the proposed high-speed rail in the southeast. He also discussed the need for innovative approaches to funding and support for long-range infrastructure projects.



Sam Williams

“There will be high-speed rail from DC to Charlotte. My fear is that it will not come down to Georgia and Alabama.” — Sam Williams

Mr. Raymond “Ray” Christman noted that the conversation about megaregions, and particularly transportation, is a timely topic given the economic situation and the administration change. He details how he was asked by Mayor Franklin to head up the Peachtree Corridor streetcar study, and hoped that it will be resurrected as we build support for a larger transit agenda in the region. He discussed national infrastructure investment in the PAM megaregion in the context of both national infrastructure policy and on megaregional planning, and challenges to the southeast to working as a megaregion.



Ray Christman

“Megaregions are an interesting academic concept that brings economic realities to the table.”

— Ray Christman

Mr. Christman gave details about policies that are needed at a megaregion scale specifically as the housing crisis continues and we don’t know how long it will last. The government must tackle four challenges simultaneously: unlocking frozen credit markets, resolving the banking crisis, providing economic stimulus, and mitigating mortgage foreclosure. He emphasized the excitement about the new administration’s more important change is a renewed focus on the nation’s social and domestic agenda, this included environmental and social stimulus spending. He called for a robust domestic policy agenda with the federal government in a significant role, and a need to use these new funds wisely, as well as the need for new state and local delivery systems.

Mr. Christman advocated for supporting metropolitan areas with the infrastructure they need. This will have to be done with public and private support and is infeasible without it. It is necessary to take the concept of megaregions from being purely academic, to being a working concept that leaders can buy into. The political and economic crossroads we stand on today, he concluded, is whether or not public support will allow us to continue with these initiatives.

## » AFTERNOON KEYNOTE: “NEXT STEPS...WHERE DO WE GO FROM HERE?”

Harry West, *Professor of Practice, Center for Quality Growth and Regional Development, Georgia Institute of Technology*

The Honorable Mayor Pat McCrory, *City of Charlotte, North Carolina*

Harry West introduced Mayor Pat McCrory, noting that he has managed to get elected and re-elected no less than seven times in his 14 years as Mayor, certainly no small feat. Mayor McCrory has distinguished himself in several ways during his tenure as Charlotte’s mayor; in particular, the city’s LYNX light rail transit system, opened in 2007, has brought great acclaim to his administration.

In his spirited presentation, Mayor McCrory chose to focus on which ingredients are essential to successfully taking a major project from conception to implementation. The first step is to have a clear, cohesive vision that constituents and decision makers can understand and rally around. A clearly articulated vision accompanied by visual descriptions can create a tangible way for citizens and stakeholders to see both the cost of doing nothing about a problem, and the potential benefits of action.

The second important factor is sustainability in decisions: projects and visions need to be evaluated on their long-term sustainability. The Mayor gave, as an example, ensuring that new bridges were designed to accommodate multi-modal transportation.

Thirdly, infrastructure visions need to focus on mobility across all modes. This does not only mean that we must focus on rail, pedestrian improvements and bicycle infrastructure. It is important not to forget that there are less “sexy” modes of transportation out there that need to be brought into the process, including buses and highways.



The fourth factor needs to be a focus on economic development. The Mayor several times stressed the importance of constantly consulting with and involving the private sector in decision-making: allowing for the private sector to make a profit will ensure buy-in from business interests, which will in turn increase the tax base to the benefit of all constituents.

Fifth is governance. Mayor McCrory mentioned this several times: it is absolutely crucial to have a governance structure in place to make sure that political interests from throughout the region are included in the decision-making framework. This will not only improve buy-in, but will enhance the implementation of the vision.

But, insisted the Mayor, governance is not everything. You also need to make sure that a decision-making model is in place to keep the governance structure from using political, rather than rational, metrics to prioritize between options: it is not only about who makes the decisions, but also how they make them.



“Part of the vision is to show [the public] how it will look if we do nothing, and then show them a picture of what it can look like if we start planning ahead.” — Pat McCrory

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“If you can wait until the pain arrives and implement change then — it will be an easy sell — but most likely you’ve waited too long, and it will be too expensive. Or you can anticipate the pain, and change now, and most likely the change will work and it will be less expensive.” — Pat McCrory

Another crucial aspect is the funding. Many visions and plans have ended up gathering dust on shelves because the people behind them failed to include funding considerations in their work. This was initially the fate of the light rail system in Charlotte. Mayor McCrory did not design this plan, which had already been developed several years before he took office. What he did, he shared, was find the funding and make the sale with the public and stakeholders.

The sale — or communication — is the next key factor. The Mayor admitted that he has since found fault with himself on this issue. Constituencies and stakeholder groups change over time, so communication should not stop once you have made the initial “sale” to the public. Rather, decision makers need to constantly stay in touch with the general public and with key stakeholder groups to ensure that questions and grievances are addressed throughout the process.

Finally, the Mayor arrived at what many believe is the traditional metric for success: whether a project works in an efficient and cost-effective manner, both in economic and engineering terms. It is of course paramount that any vision make sense from these perspectives, but an even more important takeaway from Mayor McCrory’s speech would be that there are other major components to a successful implementation of a vision, including communication and a multi-modal approach.

## » PLENARY DISCUSSION

Moderator:

Dr. Michael Meyer, *Professor of Civil and Environmental Engineering and Director of the Georgia Transportation Institute, Georgia Institute of Technology*

After Mayor McCrory’s keynote, a plenary discussion was held under the direction of Dr. Michael Meyer from The Georgia Institute of Technology. Dr. Meyer began by summarizing the points made earlier in the day and then turned to asking the audience what next steps should be taken to advance the idea of PAM.

The first message on that note was delivered by Dr. William Rohe from the Department of City and Regional Planning at University of North Carolina at Chapel Hill. Dr. Rohe announced to the audience a newly-formed Piedmont-Atlantic Megaregions University Consortium (PAMUC), currently consisting of six universities from four states who had agreed to collaborate on seeking funding opportunities and conducting research into PAM-related issues. The PAMUC had held its first meeting on Sunday, March 22, the day before the forum.

“We need to focus on some very tangible deliverables. We really need to get people fired up.” — Mort Downey

Mort Downey then suggested that a way to connect the megaregion concept with public attention would be to focus on a high-profile “deliverable.” He also stressed the need to develop strong institutions that could ensure that this deliverable would be realized. The discussion then centered on this objective, with ideas suggested ranging from the proposed Macon-to-Charlotte high speed rail link to a megaregional water compact. Others suggested that the most important objective might be to try and develop a megaregional identity, which was seen as feasible given that PAM essentially comprises most of the South. The high speed rail project was given some discussion, with a few participants pointing out that high speed rail alone might not be the end-all-be-all: without connecting transit service, it was noted, all we would get would be a “kiss-and-ride” type of system. Dr. Bruce Stiffler of The Georgia Institute of Technology stressed that, in this context, it was of the utmost importance that visual, tangible designs were developed that the public and decision-makers could rally around, such as a greenspace plan for the Southeast or the aforementioned high speed rail plan.





Michael Meyer

Others in the discussion focused on the funding that would be needed to undertake any megaregional projects. Dr. Meyer pointed out that there is no current megaregional funding structure, and that federal funding seems to be a great incentive for cross-border cooperation. Dr. Meyer mentioned the I-95 Corridor Coalition, where cooperation across state borders on road transportation management really took off once it was tied to federal financial incentives.

Mayor Shirley Franklin pointed out the importance of being proactive and dynamic in identifying not only projects, but also the funding for them. She shared that one of the reasons MARTA was generally well received in Congress was that decision makers were impressed with the fact that the local partners were willing to put in the first dollars themselves through the regional sales tax. The important lesson from this is that a dynamic, forward-thinking funding approach will likely get you further with the federal government than waiting for someone else to identify the money.

Chick Krautler suggested that everyone look broadly at the megaregion issue and think about how their particular group or affiliation could link up with like-minded organizations on a megaregional scale to further the PAM perspective. This would include mayors, planning directors and MPOs forming a coalition on transportation, water and land use issues. On that note, another participant mentioned that the rise of greenways and trails organizations throughout the Southeast could serve as both a driver of megaregional cooperation and a model for other such undertakings.

Finally, the discussion turned to coming federal authorization bill. Dr. Meyer pointed out that the megaregion concept was gaining some traction at the federal level, and Petra Todorovich suggested that everyone think about what projects could be suggested to Congress for consideration.

Dr. Ross rounded off the discussion with some concluding remarks on this issue, assuring everyone that the argument about megaregions will be carried forward at the highest levels of government in the future.

“We can be at the end of the [priority] list because we were looking for someone else to identify [funding], or we can be at the top of the list because we come up with a dynamic approach. If I had to speculate where we will be at in the next 10 years, it will be at the end of the list, if we indeed leave funding up to someone else to do.” —Shirley Franklin





## » CONCLUSIONS

Several major themes emerged from the one-day forum on PAM and the case for a national infrastructure policy.

### Foster Regional Cooperation

One was the difficulty of, and need for, regional cooperation. Several speakers stressed the need to include voices from throughout the region, even — perhaps especially — in the face of local opposition to regional initiatives and competing needs at the local level. Such cooperation and inclusion has to extend not only to local and regional representatives, but to business communities, academic researchers, and citizens. Mayor McCrory's emphasis on the need to communicate with stakeholders even after Charlotte's light-rail transit had been approved serves as a case in point.

### Identify Potential Deliverables

The second theme was the need for, in Mort Downey's words, a "deliverable" — an easily graspable common concept around which to shape regional cooperation. Water was frequently mentioned as an important shared resource: how useful it would be for the PAM member states to go from fighting about water to thinking constructively and collaboratively about sharing water. Economic development was another common goal that could yield fruitful results, as Jim Balloun demonstrated by pointing to the joint port project between Georgia and South Carolina. Finally, transportation infrastructure, especially light rail, was frequently discussed as a potential joint project. Dr. Michael Meyer cited the I-95 Coalition Corridor as an example of multistate collaboration towards a transportation objective.

### Explore the Role of Federal Government

The third theme under discussion was the potential role of the federal government. As Robert Yaro pointed out, America has a long history of initiating national or regional projects at the highest level of planning, and a national infrastructure policy for the 21st century would fit into this tradition. Several speakers predicted that megaregional planning would be included in the next transportation reauthorization bill. However receptive the federal audience, however, there emerged a clear need for PAM policy to be driven from the bottom up, shaped by regional and local initiatives.

The work on PAM and on forging a national infrastructure policy will continue. In addition to the valuable informal links made during the forum itself, the Piedmont Atlantic Megaregion University Consortium (PAMUC) seeks to position itself as a research arm for PAM issues. America 2050 will continue to host megaregional forums throughout the country. The one-day forum was an important step towards clarifying thinking about PAM and understanding future directions of research and policy.

## » SPEAKER BIOS

### Jim Balloun



Jim Balloun is the former Chairman, President, and Chief Executive Officer of National Service Industries, where he led the company for five years prior to restructuring to create Acuity Brands, Inc., a \$2 billion manufacturer of lighting fixtures and cleaning chemicals, where he served as Chairman and CEO. Previously, Mr. Balloun served 31 years with McKinsey & Company where he was one of the senior governing leaders in the firm,

serving as a member of the firm's shareholders (board of directors), partner election, and partner review committees. He is an active contributor to the Atlanta community. He is past Chairman and life Trustee of The Commerce Club and past Chairman and life Trustee of the Woodruff Arts Center. He is a Director of Radiant Systems, Inc., Enzymatic Deinking Technologies, and Unisen/StarTrac. He is a former director of Wachovia Bank and Georgia-Pacific Corporation. He serves as Trustee of the Westminster Schools, and as an Elder of Trinity Presbyterian Church. He is Vice Chairman of the Board of the Jasper Ocean Terminal Project Office, a joint venture of South Carolina and Georgia.

Mr. Balloun received an M.B.A. from Harvard Business School, where he was a Baker Scholar, Harvard's top academic honor. Before attending graduate school, he served three years in the U.S. Navy Civil Engineering Corps, where he reached the rank of Lieutenant. He also holds a B.S. degree in industrial engineering from Iowa State University.

### Raymond Christman



Raymond "Ray" Christman retired in May 2007 from the Federal Home Loan Bank of Atlanta after serving eight years as President and Chief Executive Officer. Prior to assuming the position in Atlanta, Mr. Christman served as Chairman of the Federal Home Loan Bank of Pittsburgh from 1994 to 1999. He has served as President and Chief Executive Officer of the Pittsburgh Technology

Council, a leading regional business association and economic development organization, and also held the position of Secretary of Commerce for the state of Pennsylvania from 1987 to 1991.

Mr. Christman currently is working as a consultant and advisor to a number of public and private organizations involved with housing, financial services, economic development, and community planning issues. He is serving as chairman of the Peachtree Corridor Partnership and of the Urban Land Institute's Terwilliger Work Force Housing Center in Atlanta, and vice chair of the Livable Communities Coalition. Mr. Christman holds an undergraduate degree in Business from Florida State University and a Masters Degree from the Graduate School of Public and International Affairs at the University of Pittsburgh.

### Mortimer L. Downey, III



Mortimer "Mort" L. Downey, III, is currently a Senior Advisor to Parsons Brinckerhoff, having previously worked as Chairman of PB Consult and as a Principal Consultant. Recently, Mr. Downey served on the Transportation Policy Committee for the Obama Presidential campaign, and during the presidential transition was appointed as leader of the Department of Transportation Agency Review Team. His past positions include U.S. Deputy Secretary of Transportation, a post he held for eight years, and executive director and chief financial officer of the New York Metropolitan Transportation Authority (MTA) for 12 years. He has also served on the President's Management Council, as Chairman of the National Science and Technology's Committee on Technology, as a member of the Trade Promotion Coordinating Council, and as a member of the Board of Directors of the National Railroad Passenger Corporation (Amtrak).

Mr. Downey has received numerous professional awards, including election to the National Academy of Public Administration, where he has served as Chairman of the Board of Directors. He received his bachelor's degree from Yale University and his master's degree in New York University, and served in the United States Coast Guard Reserve.

### Mayor Shirley Franklin



In 2001 the people of Atlanta elected Shirley Franklin, a first time candidate for public office, to serve as the 58th mayor of the City of Atlanta. She became the first female mayor of Atlanta and the first African American woman to serve as mayor of a major southern city. During her tenure, Mayor Franklin's accomplishments have included laying the foundation for a \$3.2 billion

overhaul of the city's aging water and sewer system, overseeing the \$6.3 billion Fifth Runway of the Hartsfield-Jackson Atlanta International Airport, helping secure the Martin Luther King, Jr., Papers for the City of Atlanta, and opening the 24/7 Gateway Center to serve the needs of the homeless.

In 2004 Mayor Franklin was named Public Official of the Year by Governing Magazine, and in 2005 she won a John F. Kennedy Profile in Courage award. She currently serves as a member of the Democratic National Committee, treasurer of the Democratic Party of Georgia, secretary of the board of the Atlanta Regional Commission, and president of the Georgia Municipal Association. In addition to multiple honorary degrees, Mayor Franklin holds a bachelor's degree from Howard University and a master's degree from the University of Pennsylvania.

### John Horsley



John Horsley is Executive Director of the American Association of State Highway and Transportation Officials (AASHTO). From 1993 to 1999 he served as Associate Deputy Secretary at the United States Department of Transportation, where he was an advocate for intermodal policies, quality of life initiatives, and liaison to State and Local Governments, U.S. Congress, and transportation constituencies.

A native of the northwest, Horsley was elected to five terms as County Commissioner in Kitsap County, a community just west of Seattle. He is Past President of the National Association of Counties, and was founding Chairman of the Rebuild America Coalition. He is a graduate of Harvard University, an Army veteran, and a former Peace Corps volunteer and Congressional aide.

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## Robert B. Hunter



Robert B. Hunter, FAICP, is the current president of the American Planning Association, representing 41,000 planners and other professionals in 39 nations. For nearly 20 years, Mr. Hunter has been the Executive Director of the Hillsborough County City-County Planning Commission in Tampa, Florida. Before working in Florida, he was Director of Planning in San Antonio, Texas, and Reno, Nevada, and Director of Neighborhood Development in Kansas City, Missouri.

Mr. Hunter has taught planning courses as an adjunct professor at the University of Texas at San Antonio and the University of Kansas at Lawrence. He received Bachelor and Master of Architecture degrees from Texas A&M University and is a member of the university's MUP Advisory Council. He also served as a Lieutenant in U.S. Navy Civil Engineer Corps. In March 2001 he was inducted as a Fellow of AICP, the highest honor a professional planner can achieve.

## Greg Koch



Greg Koch is the Managing Director of Global Water Stewardship in the Environment & Water Resources Department at The Coca-Cola Company in Atlanta, Georgia. Currently, he leads the Company's global water stewardship strategy by focusing on four strategic areas: water use efficiency and wastewater management, watershed protection, community water initiatives and global awareness and action. In

2007 he formed a partnership with WWF, the world's largest multinational conservation organization, and he manages the multi-year, \$20 million project. He was instrumental in establishing the Company's commitment to the CEO Water Mandate, a private-public initiative which seeks to build an international movement of companies working to develop strategies and solutions to positively affect the emerging global water crisis.

Prior to joining The Coca-Cola Company, Greg was an environmental consultant on engineering design. He contributed to design elements related to buildings for the 1996 Atlanta Summer Olympic Games, including the Olympic Stadium, the Centennial Olympic Park and the Coca-Cola Olympic City.

## Charles Krautler



Charles "Chick" Krautler is the Director of the Atlanta Regional Commission (ARC). As head of the official metropolitan planning organization for the 10-county, 66-city Atlanta Region, he oversees and directs regional planning programs in the areas of transportation, air quality, the environment, land use, water supply and quality, as well as aging services and workforce development. Before coming to ARC, Mr.

Krautler was President of the Triangle J Council of Governments, in Raleigh-Durham, North Carolina. Earlier in his career Mr. Krautler served as Manager of Public Affairs for the Washington Gas Light Company in Washington, DC, Executive Vice President of the Maryland Chamber of Commerce, and Executive Director of the Baltimore Metropolitan Council.

Mr. Krautler currently serves as the Chair of the Georgia Foreign Trade Zone Board of Directors, is past President of the Georgia Association of Regional Development Centers (GARDC), and is a member of the National Association of Regional Councils (NARC); the Clean Air Campaign (CAC) Board of Directors; the Southeastern Regional Directors Institute (SERDI); the Metropolitan Atlanta Chamber of Commerce; the Atlanta Rotary Club; and the Regional Leadership Forum (RLF). He holds both bachelor's and master's degrees from East Carolina University.

## Ed Macie



Ed Macie is the Southern Region Urban Forestry Group Leader for the USDA Forest Service in Atlanta, Georgia. He has over 25 years of experience in Urban Forestry, having served with the Forest Service, as a County Arborist and an Urban Forestry Consultant. For the past 19 years, Mr. Macie has directed the Southern Regional Urban Forestry Program for the Forest Service, administering grants and educational programs to help states deliver their urban forestry programs, community-based groups plant and maintain trees, and improve the environment where people live work and play. A major focus of Ed's work has been on urbanization and ecosystem conservation, through his establishment of the Centers for Urban and Interface Forestry in Athens, Georgia, and Gainesville, Florida.

Mr. Macie's educational background includes a BS in Environmental Horticulture/Arboriculture from the University of California-Davis and a MS in Urban Forest Ecology from the State University of New York, College of Environmental Science and Forestry at Syracuse University.

## Mayor Pat McCrory



During his seven-term tenure, Mayor McCrory has distinguished himself as a leader in the areas of public safety, economic development, and transportation. He has been recognized nationally for his leadership in developing Charlotte's 25-year transportation and land-use plan, including his efforts to secure \$200 million in federal funds for light rail in Charlotte. During his tenure, more than \$2 billion in local and state road improvements have been made throughout the City. He has presided over a 20% population growth and the creation of 200,000 jobs in the City of Charlotte.

Mayor McCrory has served as a seven-term Chair of the U.S. Conference of Mayors (USCM) Environment Committee and for two years as the Chair of the USCM Housing Committee. He served six years as President of the Republican Mayors and Local Officials (RMLO) organization and was the Founding Chair for the North Carolina Metropolitan Coalition, a group of the state's 25 large-city Mayors. He also was appointed by President George W. Bush to the Homeland Security Advisory Committee in October 2003. Mayor McCrory graduated from Catawba College in 1978 with a B.A. in Political Science/Education. He currently sits on the Board of Trustees for Catawba College and received an Honorary Doctorate degree from the school in 2001.

## Dr. Michael D. Meyer



Dr. Michael D. Meyer is Director of the Georgia Transportation Institute, Professor of Civil and Environmental Engineering, and former Chair of the School of Civil and Environmental Engineering at the Georgia Institute of Technology. From 1983 to 1988, Dr. Meyer was Director of Transportation Planning and Development for Massachusetts where he was responsible for statewide planning, project development and engineering, traffic engineering, and transportation research.

Dr. Meyer has written over 180 technical articles and has authored or co-authored numerous texts on transportation planning and policy, including a college textbook for McGraw Hill entitled *Urban Transportation Planning: A Decision Oriented Approach*. His awards received include the 2009 Transportation Research Board's W.N. Carey, Jr.'s Award for Distinguished Service, the 2006 Wilbur Smith Distinguished Educator award from the Institute of Transportation Engineers, and the 2000 Theodore M. Matson Memorial Award in recognition of outstanding contributions in the field of transportation engineering. He was Chairman of the Executive Committee of the Transportation Research Board in 2006. Dr. Meyer has a B.S. in Civil Engineering from the University of Wisconsin, an M.S. in Civil Engineering from Northwestern University, and a Ph.D. in Civil Engineering from M.I.T., and is a licensed professional engineer in the state of Georgia.

## William Millar



William "Bill" Millar is the president of the American Public Transportation Association (APTA). Prior to APTA, Mr. Millar served 19 years at the Port Authority of Allegheny County, the principal transit operator serving Pittsburgh, PA. As its executive director, he oversaw the development and operation of bus, busway, light rail, and inclined plane service, and founded Pittsburgh's award-winning ACCESS paratransit service. Mr. Millar is the recipient of many awards, including APTA's Jesse Haugh Award for Transit Manager of the Year (1987).

Mr. Millar is a strong supporter of transportation research and is the recipient of the Founding Father Award for his leadership in establishing the Transit Cooperative Research Program (TCRP). He has been a member of the executive committee of the Transportation Research Board for many years and served as its chair in 1992. Mr. Millar has a bachelor's degree from Northwestern University and a master's degree from the University of Iowa, majoring in urban transportation planning and policy analysis, and is an adjunct professor in the School of Public Policy at George Mason University.

## Rob Nemchik



Rob Nemchik has been with Porsche Cars of North America Inc., (PCNA) for 7 years as the General Manager of Porsche Logistics Services, LLC, a wholly owned subsidiary of Porsche Cars of North America. Prior to Porsche, Rob was employed by Ciba Vision Corporation, Subaru of America, Chrysler Corporation and EXEL Logistics following six years of active duty as a Captain in the US Army and serving in Desert

Storm 1. He currently holds a Bachelors' degree in Industrial Management and Computer Science from California University of Pennsylvania. He is a member of WERC, CSCMP and the Metro Atlanta Chamber of Commerce. He is active with several charitable organizations within metro Atlanta and was instrumental in the creation of Randy's Rangers, a 501(c)(3) organization. Randy's Rangers was created to provide relief and recovery support to the residents of Southern Mississippi who were affected by Hurricane Katrina. Rob is also active in "Green" initiatives within Porsche, having just completed a Solar system installation on his Southern California distribution center and the current construction of another distribution center in Pennsylvania with a goal of a LEED Gold Certification.

## Sam Olens



Sam Olens has been Chairman of the five-member Cobb County Board of Commissioners since August 2002. In December 2004, Olens was elected as Chairman of the Atlanta Regional Commission (ARC). He is also Vice-Chair of the Metropolitan North Georgia Water Planning District and serves on the boards of the Cobb County-Marietta Water Authority, Cobb-Marietta Coliseum and Exhibit Hall Authority,

Cobb Board of Health, Cobb Community Services Board, Downtown Marietta Development Authority, Metropolitan Atlanta Arts and Culture Coalition, Metro Atlanta Chamber of Commerce Board of Advisors, Association of County Commissioners of Georgia, and NACo Transportation Steering Committee.

Mr. Olens's awards include the 2008 Tom Bradley Leadership Award by the national Association of Regional Councils and a 2007 "Excellence in Public Service Award" by the University of Georgia's Carl Vinson Institute. For the past five years, he has been selected in Georgia Trend magazine's "100 Most Influential Georgians." A graduate of Emory University Law School, Mr. Olens received his bachelor's and master's degrees from American University in Washington, D.C. He is a registered mediator/arbitrator with the Georgia Office of Dispute Resolution and has been a member of Ezor & Olens, P.C. since 1983.

## Dr. Catherine L. Ross



Dr. Catherine L. Ross, nationally recognized transportation expert, is the Director of Georgia Tech's Center for Quality Growth and Regional Development (CQGRD). Dr. Ross is the Harry West Professor for Quality Growth and Regional Development. Previously, Dr. Ross was the first executive director of the Georgia Regional Transportation Authority (GRTA). At the national level, she previously served on the Executive

Committee as a senior policy adviser to the National Academy of Sciences' Transportation Research Board and is past president of the National Association of Collegiate Schools of Planning and served on the Board of Directors for the ENO Transportation Foundation. She is a past board member of the Metropolitan Atlanta Rapid Transit Authority (MARTA).

Ross earned a bachelor's degree from Kent State University in 1971, followed by a master's degree in regional planning from Cornell University in 1973. She earned her doctorate in city and regional planning from Cornell in 1979 and did post-doctorate work at the University of California, Berkeley. She is the editor of the forthcoming book, *Megaregions: Planning for Global Competitiveness*, to be published by Island Press in April 2009.

## Brigadier General Joseph Schroedel



Brigadier General Joseph Schroedel was commissioned in the U.S. Army Corps of Engineers after graduating from the United States Military Academy in 1975. He currently serves as South Atlantic Division Commander. His command assignments include the U.S. Army Corps of Engineers South Pacific Division; the Engineer Brigade, 1st Infantry Division, Germany; the 1st Engineer Battalion, 1st Infantry Division, Ft Riley, Kansas; and A Company, 82d Engineer Battalion, 7th Engineer Brigade, VII Corps, Germany. In 1999 he developed the base camp development plans for operations in Kosovo, and in 2004, as part of Operation Iraqi Freedom, he helped establish the Gulf Region Division that is currently managing the \$12 billion reconstruction program.

Brigadier General Schroedel holds three masters degrees: in civil engineering from the University of Illinois; in military art and science from the School of Advanced Military Studies, U.S. Army Command and General Staff College; and in national military strategy from the National War College. He is also a licensed professional engineer in Virginia.

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## Beverly A. Scott, Ph.D.



In October 2007, Beverly A. Scott became General Manager and Chief Executive Officer of the Metropolitan Atlanta Rapid Transit Authority (MARTA), the ninth largest transit system in the United States. Dr. Scott joined MARTA after serving as General Manager/Chief Executive Officer of the Sacramento Regional Transit District. Prior to that, she served as the General Manager of the Rhode Island Public Transit Authority. Recently she was elected Chairperson of the American Public Transportation Association (APTA).

Dr. Scott holds a doctorate in political science with a specialization in public administration from Howard University and a bachelor of arts in political science from Fisk University. She previously served as Assistant Professor of Government and Public Affairs at Tennessee State University and has also taught graduate courses at Howard University.

## Bruce Stiftel



Bruce Stiftel, FAICP, is professor of city and regional planning, director of the city and regional planning program at Georgia Institute of Technology. His research concerns collaborative governance of environmental policy, and methods for improving government agency bargaining. He regularly teaches courses in planning theory, methods of environmental analysis, and planning dispute resolution.

A graduate of the State University of New York at Stony Brook, and of the University of North Carolina at Chapel Hill, Stiftel is former president of the Association of Collegiate Schools of Planning, and founding chairperson of the Global Planning Education Association Network. He is editor (with John T. Scholz) of *Adaptive Governance and Water Conflict*; reviews editor of *Planning Theory*, and chair of the Association of Collegiate School of Planning's Committee on the Academy and the Profession

## Petra Todorovich



Petra Todorovich is Director of America 2050, a national urban planning initiative to develop an infrastructure and growth strategy for the United States. Prior to the launch of America 2050, Ms. Todorovich directed Regional Plan Association's Region's Core program and coordinated the Civic Alliance to Rebuild Downtown New York, a network of organizations that came together shortly after 9/11 to promote the rebuilding of the World Trade Center.

Ms. Todorovich received a B.A. from Vassar College and a Master in City and Regional Planning from the Bloustein School of Planning and Public Policy at Rutgers University. She has written articles on transportation and infrastructure policy and is a frequent speaker on the topics of transportation policy, Megaregions, and national planning.

## Harry West



Harry West joined the CQGRD as Professor of Practice in 2007. Mr. West has more than 46 years experience managing and planning public projects and reviewing private development proposals. Early in his career he was the County Manager of Fulton County, Georgia's largest and most diverse county as well as home to the City of Atlanta. For twenty-eight years (1972–2000), Mr. West was employed by the Atlanta Regional Commission, the comprehensive planning agency for the Atlanta metropolitan area. For twenty-seven years he was the ARC's Executive Director. For more than seven years Mr. West held a senior position with Parsons Corporation, managing projects in major metropolitan areas in the United States as well as abroad. Mr. West earned a BBA and a MPA from the University of Georgia and completed the program for State and Local Government Executives at Harvard University.

## Sam A. Williams



Sam A. Williams has served as president of the Metro Atlanta Chamber of Commerce since 1997. Prior to joining the Metro Atlanta Chamber, Williams was president of Central Atlanta Progress (CAP), where he organized metro Atlanta leaders to improve infrastructure prior to the 1996 Centennial Olympic Games. Williams joined CAP after 21 years as a partner at John Portman's architect-development firm and also worked on the staff of Atlanta mayor Ivan Allen.

Williams has chaired and served as a board member of the Atlanta Convention & Visitors Bureau, Action Forum (a biracial committee of CEOs fostering racial cooperation), Emory University Board of Visitors, Georgia Tech Board of Advisors, and the Corporation for Olympic Development in Atlanta. He has also been recognized by Georgia Trend in its list of "Georgia's Most Influential Leaders" consistently for more than 20 years and is being inducted into the Georgia State University Business Hall of Fame. Mr. Williams is a graduate of Georgia Tech and of Harvard Business School.

## Rebecca R. Wodder



Rebecca R. Wodder has been president of American Rivers, the nation's leading river conservation organization, since 1995; during her leadership the organization has quadrupled in size. Ms. Wodder previously worked for The Wilderness Society and as an environmental legislative aide to Senator Gaylord Nelson of Wisconsin, founder of Earth Day; she is also a co-founder of EarthShare, a workplace giving campaign for environmental causes.

Ms. Wodder served as the Conservation Chair of the National Lewis & Clark Bicentennial Commemoration and in 2004 she chaired the "Green Group," the informal association of national conservation organization CEOs that coordinates much environmental work in Washington. She did her graduate studies at the University of Wisconsin.

## Robert Yaro



Robert Yaro has been President of Regional Plan Association (RPA) since 2001. Before assuming this role, Mr. Yaro served as RPA's Executive Director from 1990 to 2001. He co-chairs the Empire State Transportation Alliance and is a member of Mayor Bloomberg's Sustainability Advisory Board, which led in the creation of PlanNYC 2030, New York City's long range sustainability plan. He has consulted on urban and regional planning issues across the United States and in Europe, Asia and Africa.

Mr. Yaro has received awards from the American Society of Landscape Architects, the American Planning Association, the American Institute of Architects, the National Trust for Historic Preservation, and other groups. He holds a master's degree in city and regional planning from Harvard University and a bachelor's degree in urban studies from Wesleyan University.

## » PARTICIPANTS

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*Georgia Power Company*  
Senior Economic Development  
Representative, Community  
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### **Jim Balloun**

*Jasper Ocean Terminal Joint Project Office*  
Former Chairman,  
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### **Joe Bankoff**

*Woodruff Arts Center*  
President & CEO

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*US Army Corp of Engineers*  
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### Regional Plan Association (RPA)

Regional Plan Association (RPA) is an independent, not-for-profit regional planning organization that improves the quality of life and the economic competitiveness of the 31-county New York-New Jersey-Connecticut region through research, planning, and advocacy. For more than 80 years, RPA has been shaping transportation systems, protecting open spaces, and promoting better community design for the region's continued growth. We anticipate the challenges the region will face in the years to come, and we mobilize the region's civic, business, and government sectors to take action.



### America 2050

America 2050 is a national initiative to promote the creation of a national development strategy and infrastructure plan needed to accommodate the nation's sustainable growth through the mid-20th Century. A major focus of America 2050 is the nation's emerging Megaregions—large networks of metropolitan areas, where most of the population growth by mid-century will take place. America 2050 is led by a National Committee of business, civic and academic leaders from across the country. This project is being coordinated and staffed by Regional Plan Association, the nation's oldest independent metropolitan planning, research and advocacy group.



### Center for Quality Growth and Regional Development (CQGRD)

The Center for Quality Growth and Regional Development (CQGRD), a research arm of Georgia Institute of Technology's College of Architecture, was created to respond to the opportunities and challenges posed by development. The idea for CQGRD emerged in 1993 at the conclusion of the Atlanta region's VISION 20/20 process, where local leaders identified the need for an interdisciplinary "think tank" to address the challenges and opportunities posed by development and rapid growth. As an interdisciplinary research center, CQGRD is dedicated to developing innovative and responsible solutions towards more sustainable, smarter growth. CQGRD has five major program areas in which research, studies, events, and courses are conducted: air quality and the built environment; architecture and community design; healthy places; land development and regional governance; and transportation and infrastructure.



ATLANTA REGIONAL COMMISSION

### Atlanta Regional Commission (ARC)

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the Atlanta region. For 60 years, ARC and its predecessor agencies have helped to focus the region's leadership, attention and resources on key issues of regional consequence. ARC is designated as the Metropolitan Planning Organization, the Regional Development Center, the Area Agency on Aging, and the Workforce Development Board for as many as 20 counties in the metropolitan Atlanta region. ARC is dedicated to unifying the region's collective resources to prepare the metropolitan area for a prosperous future. It does so through professional planning initiatives, the provision of objective information and the involvement of the community in collaborative partnerships.



### Metro Atlanta Chamber of Commerce (MACOC)

The Metro Atlanta Chamber brings the best together to help Atlanta thrive. We mobilize and connect the business community to drive economic development and public policy that promote sustainable growth. Our board draws from Atlanta's top business leaders. We have a professional staff of 90 and serve 4,000 member companies who employ nearly a million workers. In Economic Development, our project managers attract the best companies and the best jobs. In Public Policy, we tackle crisis issues and critical quality-of-life challenges such as transportation, water and education. In 2009, the Chamber celebrates 150 years of bringing Atlanta leaders together.



### Georgia Transportation Institute (GTI)

The Georgia Transportation Institute/University Transportation Center (GTI/UTC) is a federally-funded consortium of Georgia universities active in transportation research and education. GTI/UTC is headquartered at the Georgia Institute of Technology and assists researchers at Georgia State University, Georgia Southern University, Southern Polytechnic State University, Albany State University, and the University of Georgia. Over \$6 million worth of research is conducted on transportation and logistics research at Georgia Tech, and the Center provides a central focus for such research and associated educational efforts.



### Livable Communities Coalition (LCC)

The Livable Communities Coalition (LCC) works to improve the quality of life in metropolitan Atlanta by sharing and promoting smart growth principles, advocating public policy that promotes smart growth, and supporting projects that accelerate smart growth. Formed in 2005, the Livable Communities Coalition unites 49 organizations working to change the way metro Atlanta grows by focusing on land use, transportation, housing, and conservation of open green space and natural resources. Member organizations include regional leaders in the areas of aging, building and development, business, urban and landscape design, government, housing, planning, sustainable development, the environment, and transit and transportation alternatives.



### The Medici Center

The Medici Center is an interdisciplinary think tank and policy institute that conducts collaborative research by partnering with many of the city's premier institutions in higher education, government, business, medicine and the arts. Located in Ponce Park, a mixed-use redevelopment of the former Atlanta City Hall East, the Medici Center consists of four distinct yet intertwined disciplines: Health & Science, Sustainability & the Environment, Globalization & Religion, and Art & Culture. Designed as an intellectual gathering place for the Atlanta community, the Medici Center develops scientific, educational, economic, artistic, humanitarian and medical programs dedicated to the advancement and well being of society. Through seminars, symposiums, forums, interactive workshops and other venues for public discourse, the Medici Center provides opportunities to debate and solve the most demanding issues of our time. The Medici Center's research and development agenda creates solutions that result in tangible outcomes, innovative new processes, world-changing concepts, and ideas that spark economic development.



### The North Georgia Regional Development Center (NGRDC)

The North Georgia Regional Development Center (NGRDC) is an organization of local governments for Whitfield, Murry, Fannin, Gilmer, and Pickens Counties which is governed by the Board of Directors composed of city and county elected officials, appointed officials, and non-public representatives. The Board maintains a staff of professionals and technicians to carry out programs and activities according to its policies, to perform contracted services, and to manage NGRDC resources. Staff programs and activities include Economic Development Assistance, Development Projects, Regional Planning, Regional Data Systems, Local Planning and Implementation, and Innovative Projects. The NGRDC provides a regional forum to address issues and opportunities of common regional interest, convenes stakeholders for the conduct of needs assessments and the development of strategies, and establishes policies to direct programs and initiatives of regional and local significance. Utilizing local resources, NGRDC leverages state and federal partnerships enabling a bottoms up process for various planning, development, and service delivery or administration as directed by the NGRDC Board of Directors.





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