

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



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Commission • Georgia Transportation Institute • Metro
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CONFERENCE AGENDA

- 7:30 am** **Coffee and Sign-in**
- 8:00 am** **Welcome** The Honorable Shirley Franklin, Mayor, City of Atlanta, Georgia
- 8:20 am** **Opening Remarks** Dr. Catherine Ross, Harry West Chair and Director,
Center for Quality Growth and Regional Development (CQGRD)
- 8:45 am** **Morning Keynote—“The National Context for Infrastructure Investment”**
Introduction: Charles “Chick” Krautler, Executive Director, Atlanta Regional Commission (ARC)
Speaker: Mortimer “Mort” Downey, Chairman of the Board, Parsons Brinckerhoff Consult
- 9:15 am** **America 2050** Robert Yaro, President, Regional Plan Association (RPA)
- 9:30 am** **Plenary Panel—“The Case for a National Infrastructure Policy”**
Moderator: Petra Todorovich, Director, America 2050
Panelists: The Honorable Earl Blumenauer, Member of Congress, Oregon
John Horsley, Executive Director, American Association for State Highway and
Transportation Officials (AASHTO)
William “Bill” Millar, President, American Public Transportation Association (APTA)
- 10:45 am** **Break**
- 11:00 am** **Breakout Roundtable—“Transportation—Connecting PAM through Ground, Air, and Water”**
Moderator: Robert Hunter, President, American Planning Association (APA)
Panelists: Jim Balloun, former Chairman, Jasper Ocean Terminal Joint Project Office
The Honorable Sam Olens, Chairman, Atlanta Regional Commission (ARC) and Cobb County, Georgia
Beverly Scott, Chair of APTA and President & CEO, Metropolitan Atlanta Rapid Transit Authority (MARTA)
Rob Nemchik, General Manager, Porsche Logistics Services
- Breakout Roundtable—“Energy, Environment, and Water”**
Moderator: Bruce Stiftel, Professor and Director, City and Regional Planning Program, Georgia Tech
Panelists: Rebecca Wodder, President, American Rivers
Ed Macie, Project Leader, Cooperative Forestry, Southern Region, US Forest Service
Brigadier General Joseph Schroedel, South Atlantic Division, US Army Corp of Engineers
Greg Koch, Director of Global Water Stewardship, The Coca-Cola Company
- 12:30 pm** **Luncheon Keynote—“PAM’s Position in the Global Economy”**
Introduction: Sam Williams, President, Metro Atlanta Chamber of Commerce (MACOC)
Speaker: Raymond “Ray” Christman, Former President & CEO, Federal Home Loan Bank of Atlanta
- 1:30 pm** **Roundtable Reports**
Moderator: Robert Yaro, President, Regional Plan Association
Transportation Roundtable Moderator: Robert Hunter, President, American Planning Association (RPA)
Environment Roundtable Moderator: Bruce Stiftel, Professor and Director, City and Regional
Planning Program, Georgia Tech
- 2:15 pm** **Afternoon Keynote—“Next Steps...Where do we go from here?”**
Introduction: Harry West, Professor of Practice, Center for Quality Growth and Regional Development (CQGRD)
Speaker: Pat McCrory, Mayor, City of Charlotte, North Carolina
- 2:45 pm** **Participants Roundtable Discussion and Feedback**
Moderator: Michael Meyer, Professor and Director, Georgia Transportation Institute, Georgia Tech
- 4:00 pm** **Adjourn**
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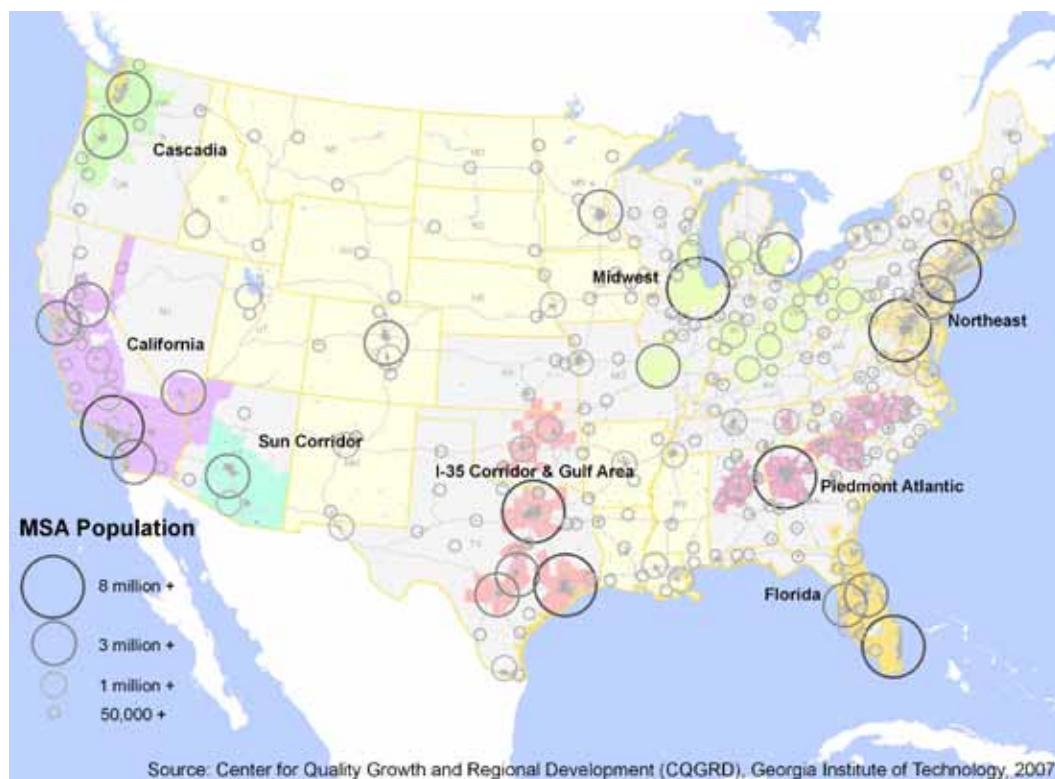
THE IMPORTANCE OF MEGAREGIONS IN THE GLOBAL ECONOMY

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.

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.

Congressman Earl Blumenauer



Congressman Earl Blumenauer (Ore-3) was first elected to the United States House of Representatives in 1996. Prior to taking that office, he served in the Oregon House of Representatives and spent ten years on the Portland City Council as Commissioner of Public Works. He is currently a member of the Ways and Means Committee, the Budget Committee, and the new Select Committee on Energy Independence and Climate Change.

Congressman Blumenauer was named a German Marshall Fellow in 1995 and has won numerous awards from environmental, education, community, and civic organizations, including 1999 Legislator of the Year from the American Planning Association, the National Building Museum's Apgar Award in 2000, the Public Radio Leadership Award from National Public Radio in 2005, One of "The Top 25 Change Agents in Bicycling History," from the League of American Bicyclists in 2005, and the Public Official's Award from the Water Environment Federation in 2006. He holds undergraduate and law degrees from Lewis and Clark College in Portland.

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.

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 \$1.2 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.

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 PlaNYC 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.

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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 (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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