

REGIONAL CASE STUDIES
November 2, Thursday morning

ATLANTA: Grassroots and Superauthorities, Learning from Smart Growth in Atlanta

Laura Heery, The Brookwood Group

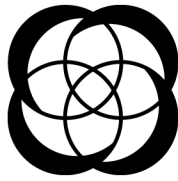
- *Background:* Georgia Regional Transportation Authority The Georgia Regional Transportation Authority was created by the General Assembly in 1999 at the urging of Governor Roy E. Barnes. In 1998, alarmed by the cutoff of federal road funds and national publicity about Atlanta's air pollution and traffic problems, the Metro Transportation Initiative, through business groups, recommended this authority after a period of study. Realizing that traffic and other growth-related problems must be addressed on a regional basis, the Legislature granted GRTA broad powers, which will allow GRTA to use a "carrot and stick" in its dealings with local governments.
- *New Economy needs:* The urban village is happening in part because of the New Economy. Not just young 24/7 types, but people of all ages looking for "community."
- *Bridging grassroots to large authorities:* We work to bridge between neighbors and local associations and these large authorities. When I say grass roots, I'm talking where you have owner-occupied development, employers concerned about the environment in the work area, urban retailers on the main streets, churches, and neighborhood based organizations. It also includes Community Improvement Districts as well, learning to function as a neighborhood.
- *Process:* Used strategic planning for setting community objectives. Moving toward overlay zoning for better urban planning. Showing actual building prototypes. Using a "science" of public outreach, knowing that failure to get this right will derail any project.
- *Combining community interests with regional needs:* Ultimately the success and starting point has to be the health and vibrancy of the neighborhood. Cities have a hard time doing that. They have to take charge of themselves. To establish neighborhood interest in the region and vice versa, we retrofit small districts. That way, the district is able to find funding within the regional strategy. Elected officials often establish the neighborhood interest in the region, as an official act, but the ones with the broadest coalition work succeed the most.

CHATTANOOGA: The Sustainable City

Dave Crockett, City Councilman

- *Background:* A generation ago, the cars you see in our slides were the ones leaving town. What set us apart was developing the capacity to talk to our people, that along with a series of well done studies. We didn't have one major problem. We were just in decline. Companies downsizing. Heavy manufacturing area seeing its business go elsewhere.
- *Public-private partnerships:* The reason our downtown is succeeding is because it wasn't led just by government or business or even the civic entrepreneurs. Our public-private partnerships were a third public, leading business people, plus the glue that held them together: the civic side. What we're trying to do here is build a great community. One step at a time.

Three things that made this public-private partnership work:

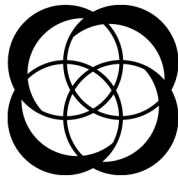


1. Defined our responsibilities. At RiverCity, we knew we had to get downtown and the riverfront working.
 2. Knowing where our authority came from. Know how far you can go.
 3. Finding the resources. Here it was the Lyndhurst foundation.
- *Look at the assets of your region differently:* The key is learning to look at assets in a different place and different way. In our case, in east Tennessee, what are we going to do? Become MIT? Well, we have a top chemistry program in our university. A great community college. But in an economy based on insurance, carpet, appliances manufacturing, if I started with those as the assets, I wouldn't be as creative. Instead, we say we're about an hour and a half from Oakridge (scene of Manhattan project, where now PhDs are stacked like cordwood). In Huntsville, NASA, technology. Not all space business. Not long ago, just a farm town. Atlanta is an hour and a half that way. Nashville an hour and a half the other way. Now we look at assets and opportunities—we're in the center of more technology than any other place in America.
 - *Transformational changes:* We have experience coming from most polluted city to one of the cleanest. We redeveloped our downtown. We're asking questions others aren't asking: how do you stop putting waste in landfills, and have manufacturing with no emissions or waste? The computer didn't transform the nature of work. But the Internet did. If we put a train that's faster to Atlanta – that wouldn't by itself do anything. But when you have the desire to do things on both places, then you have transformation. How did we get these electric buses? We had to create a company. We are now the largest manufacturer of these things in the world.
 - *Future vision:* Now we're thinking of ourselves as a living laboratory. On our southside, you'll see new schools, shops, places to live. Building a Resource Center, next to a Trade Center and Conference Center – all this is in our vision. Interactive and Disneyesque. Companies will come next – for the exposure and experience—to see what cities will look like in the next generation and to showcase technologies for the future.

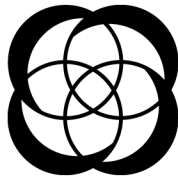
ARIZONA: The New Economy

Mary Jo Waits, Morrison Institute of Public Policy

- *Background:* One of the things we're challenged by is: how to get policymakers to pay attention, especially if you don't have some really serious crisis? We continue to be among the fastest growth places, with a high percent of "gazelles." So things are looking good. But a couple of years ago, we decided to do a series of policy choices projects – like urban growth. So when I proposed a year on the New Economy, they looked at me like I was crazy. I argued that nobody knew what it was. Was it about dot.com? Was it about millionaire geeks? If we don't know what it is, how will we know whether we have it and how can we make good policy decisions? And how do we say this in plain English so policymakers and citizens will know what we're talking about?
- *Cappuccino economy.* The New Economy is analogous to a cappuccino. There's the foam—high growth, fast growing companies swirling around. Then there's the coffee layer—traditional industries, slower moving. The top layer is slowing infiltrating the coffee.
- *Eight Qualities of the New Economy:*
 1. Technology is a given—There is no such thing as a low-tech industry – only low tech companies. (Porter). Ask the question and people think about their technology gadgets, or the manufacturers of their gadgets. It's really about the use of tools and technology for



- productivity and innovation across all industries.
2. Globalism is here to stay—Genie not going back into the bottle. Our market is the world and it affects all businesses. An example: the local antique shop is effected by international antique trading on e-Bay.
 3. Knowledge builds wealth. Ability to apply knowledge, to use it is critical. Example: Starbucks – success in knowledge of demographics; they knew we wanted to meet in the neighborhood and have a cup of coffee. The knowledge firms are often invisible. You can find Motorola, but it's harder to find the software development firms. Nobody can name the gazelles in their communities. And these companies are the ones creating 70 percent of the jobs. This is our biggest challenge.
 4. People are the most important raw material. Quantity and quality. And look at how the nature of work has changed. Today 80 percent of the workers go to an office, dealing with information and services. Only 20 percent go somewhere to make something or grow something. Brawn earns little, brains much (Thurow).
 5. There's no such thing as a smooth ride. Longstanding economics notion of “creative destruction” is a very painful lesson for policymakers. Churning has always been there, but is now greatly accelerated. Some say if you're not an Internet company within the next 5 years you won't be a company. Dot.coms are the fireflies before the storm.
 6. Competition is relentless. Global rivals. Deregulation. New businesses. Competitors from outside the traditional industry. E-commerce. Race against the clock. Wall Street didn't see E-Trade coming. Medtronic says they're competing with themselves now: CEO says have 5 products in development for every one you're selling; have 70 percent of what you're selling developed in last 5 years. Develop the products to destroy the ones you're selling now.
 7. Alliances are a competitive necessity. Companies and communities cannot isolate themselves. They must concentrate on core activities and rely on partners to fill in the rest. Joint ventures. Alliances with universities, suppliers, customers.
 8. Place still matters – but for different reasons. Anything available to rivals is nullified as a source of competitive advantage. So, if you have a talent pool that's rare or a quality of life that's special. Milken Institute came up with what high tech companies are looking for: tax structure, compensation costs, space costs, capital costs, business climate, proximity to research institutions, access to venture capital, educated workforce, network of suppliers, technology spillovers, quality of life. Easy to change the tax structure. The rest takes time. All these things are REGIONAL. No single community can mount this agenda by itself.
- *Wherever knowledge workers cluster...wealth will accumulate* (Kotkin). So you better find out what they want. It's not what we may think generally. They really want vibrant downtowns. Human scale — opportunities for interaction. 24/7 environment. Law firms don't understand this. Builders slow to catch on.
 - *New Economy Principles*: Knowledge, quality, speed, flexibility, networks. Old Economy principles: low cost, quantity, stability, capital equipment, control. Much manufacturing, even technology type, still responds to the old economy.



PUBLIC/PRIVATE REGIONAL PLANNING
November 2, Thursday afternoon

Principles of Public/Private Regional Planning

Bill Dodge, National Association of Regional Councils

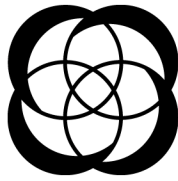
Every indication is that the regional agenda is going to get more attention after this election. A few suggestions on what role the federal government can be:

- Do we need some sort of official representation of regions? To Congress? The administration?
- Coordinated regional planning requirements:
 - flexible, enhanced, regionwide federal planning supportto break down the barriers, stop the stovepiping, authority to mix and match resources
 - regional smart growth planning assistance.
 - regional water planning/infrastructure
 - regional transportation planning/infrastructure assistance. Including a possible commitment to national high speed rail.
- Regional information networks for more effective decision-making, including a national research board.
- Equity investments to reverse regional and neighborhood disparities. Find a way to package the assistance.
- White House bully pulpit – to push on regional issues. Maybe a special policy adviser dedicated to this focus.

Rick Stafford, The Allegheny Conference

Let me give a real life example of how public-private planning works in the Pittsburgh region and some of our challenges:

- I tell story about a partnership of business people with David Lawrence, when he was mayor of Pittsburgh. Much of the agenda back in the 60s was essentially a regional one. When it worked, it was because we could point to a common enemy – state and federal governments. Gave us some victories. Breeding familiarity too – business leaders getting to know the public leaders. Gave us a public-private partnership on a 10-county basis.
- Heinz funded a large scale planning effort, to be led by the president of Carnegie Mellon. Just winding this up now. During that time, the Alcoa building was dedicated to the regional planning agency. Alcoa thought that was the only way to give the building to the “region.” This led to some business people being appointed to the regional commission. Then created a multi-organizational Regional Alliance. Think we’ve reached a new level of relationships.
- The culprit now and the challenge: how to get the feds to be a partner. So far, federal policy hurts us. Rivers define our region. We have local development districts — set up in part under federal structure. It now appears obsolete, hard to bring into the action.
- Then comes the new workforce act; while we recognize the region as the labor market, we end up with four boards in these 10 counties. So we have to overlay this with a “connections” organization.
- The Office of Management & Budget recently published new definitions of Statistical Metropolitan Areas, to come out of this census process. They’ve divided us into three regions, all while we’re working to be unified. Even though some might see short-term interests in that configuration, we had a big meeting and all agreed to oppose this new definition.



Roundtable discussion:

- San Diego's had a good experience with the Multiple Species Habitat program. We have the most endangered species. This was a new way to go about public policy, across jurisdictions and bi-partisan; there were no identifiable winners or losers that you could see, which avoided zero sum politics. Transportation and housing are just the opposite.
- We can't ignore the role of states. States can market "free" property out on the fringes. And regional organizations are not built for the equity issues.
- In thinking about the federal and state roles, there should be a policy of "first, do no harm."
- Be careful what you ask for –the view looks different in different parts of the country, in different structures. Be wary of asking the federal government to come in in a heavy sort of way. Don't ask people to do something they can't do. Public participation is the key.
- Rather than a sweeping message, better that we craft a focused, driving message about how to move the feds from the problem to the solution side; and find some step to take, some means of tweaking the system, so that the effects will spill over and spread.
- It would help to have a champion, the messenger. Maybe a new Cabinet member. Hard to remove bad things; no such thing as creative destruction in the public system; everything added on. What could we remove that would give us more progress?
- Maybe it's not a bully-pulpit opportunity for a president. Maybe it's more of a listening post, moving from region to region, absorbing what's happening.

Message to the President-Elect

The participants broke into 4 groups to identify the regional message that should be given to the next President-Elect. They developed a short elevator pitch with key points and made presentations to Becky Morgan, who acted as the new President Elect.

Group 1

- Metropolitan regions are critical to the national enterprise because that is where the wealth is being generated. The federal government should try to identify and remove the barriers to regional action (maybe using NAPA).
- Need some incentives to regions, perhaps more power or money or both, if they demonstrate that they are planning on a truly regional basis – and plan in ways that include all the sectors.

Group 2

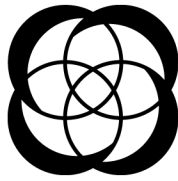
- New Economy is important for everything, and it actually happens in regions.
- Pick cabinet members who are aligned with this; ask them in 90 days for their recommendations for more competitive regions.
- Conduct dialogue through roundtables in the regions.
- Change the way regions are composed. Instead of the OMB dashboard, use governors to find a functional blueprint for defining a region, regardless of jurisdictions.

Group 3

- The only way you can do what you campaigned for is through regions.
- Select a domestic policy adviser who understands the critical role that regions play.

Group 4

- Build regional information networks – directing federal agencies to provide the necessary data.
- Foster coordinated regional planning approaches – offering incentives to encourage this, involving neighbors and finding a way to base this on the "real" region.



TOOLS FOR CIVIC ENGAGEMENT

November 3, Friday morning

Overview

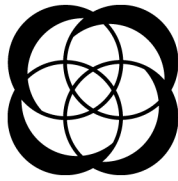
Ken Snyder, Department Of Energy

- *Framework*— Decision Support Systems can bridge the sea of knowledge and help regions make better decisions. Major components of the decision support systems are tools and processes, must have both.
- Five General Categories of Tools:
 1. *Information Resources* – Department of Energy website (www.sustainable.doe.gov) has resources on tools and case studies. Also includes Peter Katz presentation on tools.
 2. *Visualization Tools* – Allows communities to see different visions of their communities. Box City is good example of low-tech visualization, where citizens use cardboard and simple supplies to construct what they want their community to look like. Others tools include Urban Advantage & Visual Preference Surveys.
 3. *Impact analysis tools* – SCALD, helps look at economic impact of actions. DOE and Parsons Brinckerhoff developed to project costs over time. Energy-10 helps see impact over time.
 4. *GIS Modeling* – GIS modeling for thinking through the regional questions. Smart Places another tool. Eliot Allen's tool for livability comparisons. Location efficient mortgage impact analysis. U-Grow another, including 3-D fly through. UrbanSim – Paul Wadell - University of Washington — looks at behavior of individuals in the market and responses, agent-based software. CommunityViz.com from the Orton Family Foundation. Envision Utah scenario development. TranSims developed by Los Alamos labs, formerly only available to supercomputers, measures nuances like aggressive drivers.
 5. *Community Process Tools* – CoVision/Option Technologies are tools to support citizens' summits. E.g. Mayor Williams had 3000 people participating in the summit in D.C. Keypads for ranking and yes/no responses. Huge potential for cross tabs. Also WebCouncil can be used for meeting without having everyone in the same room. Democratization of planning process.
- *Bringing it all together*: Regional Resource Centers – creating a place where these tools can be accessed and people can use them to plan their communities.

Regional Needs – Demand Side

Nick Bollman, California Center for Regional Leadership/CA Alliance for Regional Information Technology

- We are grateful for the folks developing these tools, but unless we can generate the demand, it is a waste. Our new organization is aimed at weaving together the wide variety of organizations pushing more citizen leadership, using the tools of the New Economy. This movement is being nurtured by the Irvine foundation. We are learning that we have to use new techniques to collapse the time and space issues, rather than relying on the old practices of meetings in the evenings.
- Please read the Collaborative Economics report in your packets – laying out the barriers and the opportunities for using these tools. The broad conclusion: we need an infrastructure that will create an intersection, a router between the demand and producer sides of this equation. Three functions: help users to organize their use; interface with the tool development side, reducing the



guesswork about the users and get feedback for continuous improvement; finally, we still need promotion because this is still quite new.

- We found these barriers in California regions:
 1. One is awareness. Decision makers have very little awareness of the possibilities of these technologies.
 2. Second, terrible readiness problem. Even with a champion, we don't have the internal competencies within our civic organizations.
 3. Third, a competency question – just being ready doesn't mean you can use these tools effectively. Big mistakes retard progress. And, we don't have learning networks, to help each other learn. So, we are trying to address all this in California with our new organization.

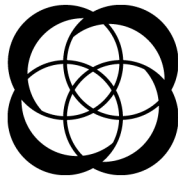
John Lambie, Florida House Institute for Sustainable Development

- Need to understand whole systems to effect change in communities:
 1. natural (atmosphere, water, geology)
 2. built (buildings, infrastructure, transportation systems)
 3. economic (businesses, markets)
 4. social (governance, education, culture)
- In Florida we've yet to agree on the need to plan. Throwing away terms that the republicans don't like, or the black helicopter crowd has condemned. Meantime, economic development people going off in one direction and communities in another; and then you turn around and they've widened the road right through your favorite village.
- Path for process of community development goes from tacit knowledge to tools for analysis to charrettes to action, with feedback and next step loops for continuous improvement. Martin County is trying this process for writing its Comprehensive Plan. The Desirable Future prevailed as the model. Florida has developed the Sustainable Martin Meeting House as a resource center.

Case Study: Learning from Envision Utah

Natalie Gochnour, Utah Governor's Office of Planning & Budget

- *Background:* Utah has highest birth rate in the country. Long life expectancy. In the center of the fastest growing section of the country. Metro area of 1.6 million with easy access to 11k ft peaks. We ask regularly what is the most important issue? Starting in mid 90s, growth has topped the poll. Still does. I work for a governor who gets it. That's a really big deal among western governors.
- *Envision Utah is a public-private partnership.* Robert Grow in '96, a visionary, started this. Pulled together a big roundtable of movers and shakers – cross section of people engaged in the community. About a 140 partners involved. Four years of history with it. I don't work for EU, but for state government. We bring our tech expertise, rather than money, to the process – data and modeling. Governor is honorary co-chair.
- *Scenario building workshops.* Asked citizens to mark off where you don't want to growth. Then gave them chips representing population. They could stack them but had to be realistic. They labored and negotiated. Then we followed up with "how" we would grow. Mixes of commercial, industrial, residential. We learned that people supported infill. They didn't want to mess up the



natural areas. People picked chips that represented more walkability and mixed uses of land.

- *Evaluating trade-offs*—Dan Lofgren, Homebuilders association and EU partner : “EU forced people to make choices that they didn’t want to make.” Produced 4 scenarios that represented very compact development to sprawl model and ran models for each in order to evaluate trade-offs. People want larger lots but they also wanted lots of green as open space. Also found a trade-off between water and transit. To make more rail transit work, you have to put a lot of people near it. While the region has enough water, to put that many in one county crossed the supply curve.
- *Civic Engagement*—Did newspaper inserts, “Help Decide the Future of the Wasatch Area,” that outlined the four scenarios. Got 18,000 returned questionnaires. Strong interest in “C.”
- *Regional Strategy*—Now the scenarios moved to growth strategies. Produced something that’s a synthesis – components drawn from several of the scenarios. EU is not dictating anything to anyone; it is the largest voluntary effort going on in the country. If this doesn’t work, after all this time and effort, well, it’s very important to watch. Goals: conserve land, more housing choices, market-driven, require less money, reduce water consumption, have less congestion. Those are the messages. But this is home brew. There is not one template for everything or everybody. “Once you’ve seen one regional planning effort, you’ve seen one regional planning effort.”

Tools Demonstrations

Metroware, Darrel Danner

- For building permits, code enforcement, planning, etc. Works off Arcview GIS and census data bases. All the information needed for public review of any project or rezoning or engineering question, soil bearing capacities, sewers, etc. Scenario capacity for planning.

PLACE³S, Sam Seskin, Parsons Brinckerhoff

- This is software that’s actually an entire planning process. Planning and urban design around the principles of smart growth. Public involvement. Measurement and quantification is the main thing. Try to make the science simple enough that citizens can grasp the choices.

CommunityViz, Chuck Donley and Helen Whyte

- Three components: forecasting, impact analysis, and fly-through. Topography – mixing relief of land, floodplain, outcropping, etc. Agent based – meaning takes the specific behavior in that area and projects it, permitting you in the study process to see effects of changing any influencing variable.