



Capstone Charrette Summary



Fifty Forward Capstone Event Next Steps to the Future

Introduction

Late in 2007 The Atlanta Regional Commission launched an ambitious initiative, called "Fifty Forward: Metro Atlanta Futures Forum," to explore possible future scenarios for metro Atlanta and forge an action plan to ensure future livability, prosperity and sustainability. Over the next two years and into 2010 metro area leaders and interested residents gathered in 8 regional forum and 13 neighborhood meetings focused on the following topics:

- Sustainability
- Demography and Diversity
- Megaregions
- Technology and Innovation
- Land Use and Housing
- Transportation
- Energy
- Community Health

Each forum was charged with looking 50 years into the future of the Metro Region, to express a vision and to suggest strategies and actions that would lead to the vision. Each topical forum produced a report of their vision and action plans, available through the Atlanta Regional Commission. Abbreviated versions of these reports are attached here as Appendix 1.

In addition to the forums, the Civic League for Regional Atlanta conducted neighborhood meetings on the long-term future of the region focused on the same topics as the regional forums. The feedback gained through these meetings was incorporated into the forums reports. A summary of the feedback from the civic league meetings is attached here as Appendix 2.

With the forums complete, Fifty Forward conducted a "Capstone" Charrette on July 29, 2010 at the Carter Center. 110 people came together to discuss eight forum reports. They provided feedback to a common vision for Metro Atlanta that emerges from the forum work. Finally, the participants recommended priorities among all the actions that had been proposed by the Forum teams.

Overview

The Capstone Charrette consisted of several rounds of discussion and decision-making. Participants were assigned to tables organized into the eight forum topics.

Participants were welcomed by ARC Director Chick Krautler. Mr. Krautler thanked both those who had volunteered many hours for the Fifty Forward project, and the people devoting this day to the culminating event. He noted that the day's events would mark a beginning as well as an end, as the next steps to be discussed today will lay the foundation for future work.

Two presentations then preceded the table group discussions.

First, Glen Hiemstra, Founder of Futurist.com and lead facilitator for the day, discussed the nature and importance of having a long-range vision for the future. He asked the participants to consider that “the future creates the present” in that visions of the future indicate what the current-day priorities ought to be. Glen noted that a 50-year vision is a special challenge because we are not used to thinking in terms of such long spans of time. However, doing so frees us to be as bold as possible, to think not just in terms of incremental changes but to imagine a future that generations to come will want to copy or adopt.

Glen pointed to examples of other communities who are thinking long-term and in a bold way, including Masdar City in Abu Dhabi, the Ohio Third Frontier project, and Tulsa 2025, which began in 2002. The Masdar City example is particularly challenging as there the focus is on truly building a community of the future, with an emphasis on sustainability, leadership in science and technology, and livability. Each example offered, and Fifty Forward itself, is responding to future trends that are shaping the world we will live in, including a population becoming older, younger, more diverse and larger, a knowledge-based economy, a large debt overhand, the need for 21st Century energy, the challenge of climate and sustainability, technology acceleration, and the need for food security.

Glen left the participants with this challenge, from Michelangelo:
“The greater danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”

Next, Tom Weyandt provided the conference participants with an overview of the results of the eight Fifty Forward forums. Tom also shared a broad 2060 vision statement for the metro region that had been compiled from the Forum reports. This proposed vision was...

The metropolitan Atlanta region of 2060 will be a place where our individual actions contribute to our community’s collective environmental, social and economic well-being. It will be a globally-connected region, recognized for educational excellence and civic action. The region will leverage its diversity as a selling point to attract top-notch talent from across the globe, enabling it to remain at the heart of and connected to the economy, arts, culture and innovation in the Southeastern United States. Metro Atlanta will be a region of healthy people living in healthy places built around walkable and livable centers and corridors that are concentrated, vibrant and dedicated to the preservation of affordable housing, greenspace, natural resources and existing neighborhoods. The region will be supported by a robust and well-funded transit infrastructure and efficiently powered from non-polluting, secure, renewable, and locally-based sources of energy.

With this background preparation the table work began.

Discussion Round 1: Reactions to the Vision Statement

In the opening discussion, table groups were asked to consider the draft vision statement and to share their reactions and suggestions. At each table, a facilitator managed the discussion and a scribe recorded the results. The discussion included comparing “first thoughts” in response to the vision statement, and additional consideration of whether the vision statement has the right amount of “stretch,” or is bold enough. All of the recorded reactions can be found in Appendix 3.

Common Themes in Reaction to the Vision Statement

- A sense that the vision should be bolder, more long-term in perspective
- A sense that the vision statement should be less wordy, more brief and succinct
- A question about whether the vision should be regional or aimed to place metro Atlanta in a global context
- A desire for more vibrant language, be more evocative
- Cross-cutting support for transit
- Broad support for denser development to preserve greenspace
- Sustainability as the preferred framework
- Need for leadership
- Importance of education
- Importance of resource conservation
- Need for new metrics of regional success
- Need for public education campaign on several issues – sustainability, energy, diversity as a strength

Discussion Round 2 & 3: Reactions to the Forum Topic Visions and Focus Areas

In this round, table groups looked at the vision statement that emerged from the Forum on their topic, and the focus areas that Forums had identified for attention. This discussion was aimed at familiarizing those at the table with the Forum results in order to prepare for the critical action priorities to follow. The scribes at each table were asked to record the conversations for both discussion rounds and the raw notes from these discussions can be found in Appendix 4.

With the ground-work in place the table discussion groups were ready to tackle the most critical piece of work for the day. This was to review the list of action items that each Forum had produced, and to choose priorities among them. This was a special challenge, because Forums had produced action item lists ranging from 15 to nearly 40 action items for each Forum. The table groups were tasked with indicating the top 3 to 5 items from their list. Specifically they were asked to address the following:

Which action items are the most pressing issues or projects on which the region should focus its human, natural and financial resources over the next decade, in order to move toward the vision?

After time for discussion, each table voted on their top priorities. In the two cases where tables had the same topic, there was an opportunity to combine their votes. A spokesperson for each Forum Topic then presented their top priorities. The top priorities reported were:

Table #1 & 2 Combined – Sustainability

- Prioritize infrastructure that supports mixed-use and multi-modal environments.
- Shift the focus of the transportation system to alternative modes – transit, walking, bicycling.
- Develop natural resource protection & land conservation plan.
- Create long-range regional plan within explicit sustainability framework.

Table #3 – Demography/Diversity

- Develop sustainable funding sources for the development, operation and maintenance of the region’s transportation system: inclusive of equity and civil engagement.
- Enhance capacity to comprehensively plan for housing, transportation and education in an integrated way across all levels of government and the development community.
- Cultural diversity training for educators, students, school board, & PTA members community wide.
- Create leadership programs focused on issues important to diverse neighborhoods & targeted at youth & people of diverse backgrounds.

Table #4 -- Megaregions

- Revive the Southeastern Economic Alliance (SEA) which was a coalition of 13 chambers of commerce from across six Southeastern states. Establish a megaregional economic development and cooperation planning process to create a brand for PAM and identify the sectors of the global economy in which the region wants to compete as a unit.

- Foster collaboration among PAM's universities as research and development centers to ensure that PAM leads the emerging global economy, which is focused on innovation, technology, and knowledge. Fund PAM university research to better understand the interdependence of the human network and natural systems.
- Work collectively to upgrade & expand PAM's transportation infrastructure emphasizing rail, sea and air ports and their connections to the rail network
- Devise multi-jurisdictional approaches to environmental policies, programs and investments at the megaregional scale.
- Establish an annual megaregional summit where state and local leaders from public, private, non-profit and academic sectors learn about the state of PAM and develop collective approaches to common problems.

Table #5 -- Innovation/Technology

- Support & enhance the quality and quantity of R&D work done in the region
- Continually expand the breadth and quality of the information technology capacity of the region.
- Encourage the development of cross-disciplinary curriculum at the undergraduate and graduate levels that address the intersection of technology/engineering, public policy, and ethics.
- Increase awareness of educational and career opportunities in innovation and technology fields to include entrepreneurship.

Table #6 – Land Use and Housing

- Find new measures of regional success. Examples include: Housing & Transportation Affordability Index, Cost/Benefit of Sprawl, Health Impact Assessment, Jobs-to-Housing Ratios.
- Require transportation projects to be supportive of regional goals and be part of a plan that links land use & transportation improvements, use LCI as a model.
- Leverage existing suburban infrastructure – roads, sewer, water, transit, etc. – to support redevelopment & population growth. (disincentives sprawl). Incentivize & document redevelopment of greyfields, brownfields & underutilized commercial strips into mixed-use centers & corridors.

Table #7 – Transportation

- Create additional long-term revenue sources for the region's transportation needs.
- The Atlanta region should reach out to other regions of the state to identify areas of common interest and develop statewide consensus on solutions. Hold an annual leadership summit that engages a critical mass of locally elected officials, nonprofit leadership and business people to set priorities and identify implementation steps.
- Better integrate transportation & land use decision making processes and decision makers, at all levels of government.

- Place heavy emphasis on maintaining & expanding the transit system and other non-auto modes.

Table #8 & 9 Combined – Energy

- Develop and promote the region as a green energy center of excellence. The Advanced Technology Development Center of Georgia Tech could serve as a good partner in the effort by acting as a green business incubator for Georgia Tech students.
- Execute a communications campaign to educate consumers and policy makers about climate change, green energy, energy policies, & the impact of consumer behavior on our energy future.
- Review current state & local regulations & policies that impact the types of energy sources and uses that can be undertaken in the Atlanta region, identifying those which are effective and those which aren't as well as regulatory gaps.
- Work with the state legislature to make and strengthen policy that promotes energy efficiency & use of renewable energy sources.
- Focus on energy efficiency measures which alone can meet projected energy needs and would avoid the construction of any new power plants in the foreseeable future.

Table #10 – Community Health

- Develop set of indicators & targets for a healthy region & pursue baseline data measurement.
- Identify and develop best practices for altering the physical environment to improve the region's community health.
- Increase regional high school graduation rates to at least the national average.
- Create a community planning/design process where stakeholders from different disciplines including public health are required to interact.
- Cultivate leadership among private, public and civic sectors on health issues by developing and using curricula to train leaders.

We can make three observations about these top priority action items as selected by the discussion tables for each Forum topic.

- **There is a desire to move the process forward.** Table teams had little trouble indicating the top few priorities from their long lists. While many of the action items call for another planning step or group or conference, there is strong desire to get on with it.
- **Most of the top action items emphasize holistic or broad perspectives,** calling for example for working regionally, developing cross-disciplinary curriculums, prioritizing infrastructure development that ties housing and transportation and energy together.

- **Most of the action items are at the level of strategy**, requiring some time and many steps to implement. This suggests the need for the Forum groups to sit down, stick to these few items, and to flesh out near term implementation steps.

Final Results – Action Item Priorities

Following the team presentations, participants broke for lunch. As lunch was served, the action item voting was turned into a display for everyone. Then, in a final step to recommend priorities, each participant had the chance to vote for the most important action items from those selected by the table teams. Each person was given 8 votes, which they could apportion among the choices offered in any way they wished.

The final result was a list of the 5 most important or impactful of the top action items, along with an indication of the relative ranking of the others. The vision for each Form topic, the total vote of each table or Forum Topic group on action priorities, and the final vote of the whole conference can be found in Appendix 5. The most recommended action items, when similar items were combined and the total votes counted are the following 5 items. These are the top priority action items to take Fifty Forward toward implementation:

1. Prioritize infrastructure that supports mixed-use and multi-modal environments. Shift the focus of the transportation system to alternative modes – transit, walking, bicycling. *(This action item combines two from Sustainability, and totaled 67 votes.)*
2. Create additional long-term revenue sources for the region’s transportation needs. Develop sustainable funding sources for the development, operation and maintenance of the region’s transportation system: inclusive of equity and civil engagement. *(This action items combines those from Demography and Diversity, and Transportation, and totaled 66 votes.)*
3. Require transportation projects to be supportive of regional goals and be part of a plan that links land use & transportation improvements, use LCI as a model. Better integrate transportation & land use decision-making processes and decision makers, at all levels of government. *(This action item combines those from Land Use & Housing, and Transportation, and totaled 62 votes.)*
4. Create a community planning/design process where stakeholders from different disciplines including public health are required to interact. *(A Community Health action item, with 28 votes.)*
5. Develop and promote the region as a green energy center of excellence. The Advanced Technology Development Center of Georgia Tech could serve as a good partner in the effort by acting as a green business incubator for Georgia Tech students. *(An Energy action item with 20 votes.)*

The results of the whole conference voting on action items is surprising, in that the votes coalesced so clearly around just a small cluster of ideas. Second, the votes overwhelmingly went to action items related to transportation, no matter which forum topic had originated the item. There is a clear call to use transportation as a catalyst for sustainability, forward looking community development, and equity and civil engagement.

The Fifty Forward Capstone Charrette was brought to a successful close by ARC Chair Tad Leithead. Echoing the opening comments of Chick Krautler, Mr. Leithead offered both thanks to all who had participated and a challenge to view this Capstone as a beginning of the next steps in building a vision for the Atlanta metro region for 2060.

APPENDIX 1

Summary of Vision Statements, Focus Areas, and Strategies from the Fifty Forward Forum Reports

SUSTAINABILITY

(view the full paper at

http://www.atlantafiftyforward.com/documents/ARCFFsustainability_final.pdf)

Vision Statement

The metropolitan Atlanta region of 2060 should be a place where our individual actions contribute to our community's environmental, social and economic well-being. It should be a place with clean air and plentiful clean water; and a place where a healthy economy results from and reinforces respect for our environment and all citizens of the region.

Focus Areas/Strategies

The Economy

- Identify local and regional policies that reinforce the demand for green products and services in order to induce demand.
- Develop incentives and policies that overcome barriers to financing green sector activities.
- Identify sectors/skills that may be needed to implement sustainable initiatives.
- Examine the region's potential to be a net exporter of green products and services.
- Create a "green-ready" workforce
- Create and leverage partnerships with universities and state agencies to attract, create and retain green businesses

Conservation and Development

- Develop a natural resource protection and land conservation plan that identifies key natural resources as well as other needs for land conservation in the region that require coordinated management and protection efforts.
- Create the capacity at the regional level to develop and support local and regional Transfer of Development Rights (TDR) and/or Purchase of Development Rights (PDR) programs to leverage development demands to protect greenspace.
- Create partnerships among the public, private and non-profit sectors geared at developing continuous and dedicated funding sources for land conservation.
- Develop a regional plan that integrates development and transportation within an explicit sustainability framework.
- Work to implement that plan by linking public investment in greenspace, transportation infrastructure and water and sewer infrastructure to the scheme the plan lays out.
- Develop a series of model zoning ordinances and building codes based on the concepts of sustainability.
- Prioritize the re-use of buildings and other reclaimed and remediated sites with tax incentives and infrastructure investments.

- Intensify the regional communications campaign aimed at conserving water within the region.
- Implement an integrated set of policies, programs and requirements that improve the management of impervious surface and resulting run off in the region.
- Promote rain water and grey water catchment systems that enable the appropriate reuse of these resources.
- Development conservation pricing mechanisms that incentivize reductions in and reuse of the region's water resources.
- Invest in the development of additional water sources.
- Research recycling and alternative energy production programs and work to expand the capacity of the Atlanta region to recycle the waste it generates and/or convert it to useful energy products.
- Ensure that the expansion of the recycling industry is incorporated into the regional economic development strategy for the transition to a green economy.
- Develop incentives, such as charging for trash pick-up by weight, that are directed toward individuals who make choices to reduce their individual footprint.
- Establish and learn from localized efforts to create zero-waste and/or carbon-neutral zones.
- Establish and promote farm-to-school and farm-to-prison programs that help local school boards and detention centers decide to purchase a set percentage of their food from local sources.
- Encourage local governments to consider community agriculture as a part of their comprehensive plans.
- Convene a regional council of county-based agricultural extension agents that would be geared at creating regional approaches for the propagation of local and community farms.
- Ensure that the region's green economic development plan considers the agricultural sector as means of generating economic development.

Transportation and Energy

- Provide significant, dedicated regional resources toward the expansion, improvement and integration of the region's transit, bicycle and pedestrian networks and communities that support non-automotive trips.
- Prioritize infrastructure investments in areas that can support a mixed-use, multi-modal environment.
- Develop and pursue a comprehensive program to promote clean vehicles and fuels.
- Identify areas in the region with significant numbers of short auto trips and develop specific strategies to shift as many of these trips as possible to other modes.
- Explore more comprehensive programs aimed at managing travel demand in new developments.
- Conduct a regional carbon footprint analysis and explore the establishment of regional greenhouse gas emissions reduction targets.
- Implement tax incentives for the development and use of renewable energy.
- Create and maintain significant market demand for electricity generated from renewable energy sources.

- Begin an effort to identify regional vulnerabilities to energy and climate uncertainty to determine potential policy responses over the short- and long-term.
- Pursue local and state building codes that require energy efficiency.
- Work with local governments around the region to maximize the visibility and effectiveness of voluntary programs aimed at improving building energy performance (LEED, EarthCraft, EnergyStar, etc.).
- Establish commitments from governments to lead by example and emphasize efficiency in their operations.
- Develop programs that better inform individuals about ways to reduce personal energy use.
- Support the regional exchange of ideas and innovations among all sectors.

Leadership and Education

- Cultivate government, private, and civic leadership around the issue of sustainability.
- Urge and assist each sector to communicate the issues, challenges, and opportunities regarding sustainability within their spheres of influence.
- Engender commitment from private and civic organizations to carry a vision of sustainability through time and changes in political leadership.
- Develop messages that truly reflect the benefits of sustainability.
- Conduct a sustained communications campaign to educate the public on the many benefits of sustainable choices as well as the ease of making them, giving particular attention to local school systems.
- Introduce and examine the concept of the ecological and/or carbon footprint to school systems and individual schools as a way to develop and showcase sustainable practices and strategies.
- Identify, publicize and reward programs and projects around the region that demonstrate a commitment to sustainability.
- Involve the region's leadership in the establishment of new metrics of success.
- Establish a regional identity that values sustainability.

Metrics and Measurement

- Identify the most critical issues through broad outreach.
- Develop a suite of indicators and pursue baseline data and measurement.
- Finalize desired targets or outcomes for each indicator.
- Research what the likely drivers of the performance of each indicator are and begin exploring policy responses.
- Develop indicator-specific action plans.
- Continually evaluate performance and communicate results to the public.

ARC Next Steps

- Identify actions that ARC can take a leadership role in pursuing and act on them.
- Embrace the concept of sustainability ARC plans, programs and initiatives including upcoming long-range planning efforts.

- Convene potential partners to set priorities for regional action with regard to sustainability.
- Build and strengthen collaborative partnerships needed for implementing all priority actions.
- Establish regional metrics to measure progress toward sustainability in the region.

DEMOGRAPHY AND DIVERSITY

(view the full paper at

<http://www.atlantafiftyforward.com/documents/DemogDiversVisionPaper.pdf>)

Vision Statement

The Atlanta region will become a nationally recognized, 21st Century model of success - economically competitive and recognized for its educational excellence, environmental stewardship and civic action. Atlanta will be a globally-connected regional community that fully embraces diversity as its strength. The region values opportunities for all to achieve their full potential regardless of race, color, religion, economic status, gender, ethnic or national origin, disability, sexual orientation or age.

Focus Areas

Civic Engagement

- Facilitate the development of citizens who are informed and knowledgeable about issues most important to the region's diverse neighborhoods and communities;
- Create opportunities for citizens to impact their neighborhoods and lead the region in addressing issues most important to their respective communities;
- Promote a clear understanding of the power of influence as transition occurs between "seasoned" leaders and the new emerging power base of leaders;
- Encourage respect for diverse cultural values and norms; and
- Recognize existing civic action in neighborhoods and communities, particularly those that are cross-cultural and inclusive of multiple races, ethnicities and ages.
- Work with housing associations and with PTAs to make boards more open and accessible to a broader range of people.
- Create leadership development programs specifically targeted at young people and people of diverse backgrounds.
- Expand existing mechanisms and find new ones to link graduates of existing leadership development programs and forums of young people to leadership positions.
- Enhance civics courses in public schools and create government internships for youth.
- Develop cultural tourism programs aimed at introducing local heritage and cultural to the increasing diversity of the region's neighborhoods - engage elders and youth as tour guides.
- Implement a system of incentives to encourage civic/community engagement.

- Identify and publicize incentives to increase social capital in all communities.
- Promote the need for local governments to facilitate engagement and enlarge its scope.
- Identify and form alliances and partnerships with diverse non-partisan issue-based advocacy groups and campaigns that promote civic education and civic participation.
- Incorporate broader concepts of volunteerism and civic engagement practices that reflect international viewpoints.
- Expand service learning opportunities as a means of enhancing civic participation.
- Encourage community dialogues emphasizing new possibilities for community change based on personal involvement and accountability.
- Create and execute a communications campaign aimed at identifying and debunking myths about racial, ethnic, and cultural groups.

Environment

- Create more public meeting spaces – like parks and recreational areas where citizens of all ethnic backgrounds could come together which will go a long way in breaking down cultural barriers.
- Supported the Greenspace recommendations from the Sustainability working group (Resource Protection Planning, Regional TDR Program, Partnerships for Land Conservation)
- Ensure equitable distribution of and access to greenspace.
- Require environmental justice analyses (considering more than just race and poverty issues) on any public expenditure larger than a given amount.

Education

- Beginning in Pre-K, impart socio-cultural literacy and diversity training for all educators, students, leaders and school board or PTA members.
- Have schools open and available after normal school hours for use as community centers or neighborhood meeting spaces.
- Offer the parents of international students English language courses and other assimilation strategies courses in the evenings at public schools.
- Promote teacher exchanges to ensure they have a good cross-section of cultural understanding.
- Mandate a second language beginning in Pre-K.
- Develop educational partnerships with libraries, colleges and universities, community organizations and associations designed to bring diverse populations together to learn about resources available to them and encourage their involvement.
- Encourage school boards and local officials to consider opportunities for partnerships that result in nontraditional use of school facilities such as offering opportunity to retrofit school facilities/buildings as community centers for recreation, education and community building activities for immigrant and refugee individuals and families.

Housing

- Preserve existing affordable housing, including the Low-Income Housing Tax Credit (LIHTC) and one-to-one replacement of public housing units.
- Stabilize neighborhoods devastated by foreclosures.
- Enhance the capacity to comprehensively plan for housing, transportation and education in an integrated fashion across all levels of government and in the development community.
- Expand age-friendly housing choices.
- Create more mixed-income developments.

Technology

- Mandate computer literacy from Pre-k to adulthood, including making it a requirement to earn a high school diploma and acceptance into a university or technical school.
- Provide public venues for accessibility to technology.
- Educate the community on the impact of the digital divide.
- Create computer literacy programs specifically targeting senior and immigrant bilingual populations.
- Provide equal access to technology and innovations, including in homes and across cultural, socio-economic, age, race and ethnic boundaries.
- Create partnerships linking national trade shows with schools, with an emphasis on lowering technology costs.
- Expand the capability of community centers and libraries to act as technology hubs/cyber cafes.
- Engage the private sector in funding technological innovations in communities.

Transportation

- Maintain affordability of transportation options as a key goal of the 21st Century transportation system.
- Increase investment in transit.
- Increase public educational efforts to raise awareness of transportation alternatives.
- Improve and expand bus service while integrating the services offered by multiple providers.
- Develop sustainable funding sources for the development, operation and maintenance of the region's transportation system.
- Enhance accessibility to major transportation hubs and activity centers by something other than a car.
- Increase the integration of transportation modes throughout the region.
- Modify zoning regulation to allow mixed uses and more compact development patterns which will then create more walkable, bikeable areas.

ARC Next Steps

- Continue to educate and inform the regional community on what demographic changes we can expect and the potential implications of those changes.
- Identify actions that ARC can take a leadership role in pursuing and act on them.
- Convene members of our diverse communities to discuss and work toward implementation of common goals and common action.

MEGAREGIONS

(view the full paper at

<http://www.atlantafiftyforward.com/documents/MegaregionsVisionPaper.pdf>)

Vision Statement

In the year 2060, the Atlanta region continues to be a primary driving force in the development of the southeastern United States, as its success becomes ever more intertwined with that of the other urban areas in an increasingly well-defined Piedmont Atlantic Megaregion. The leadership of the Atlanta region works to foster partnership and collective action with state and local leaders throughout the PAM region to balance economic, environmental and social needs against one another at the metropolitan and megaregional scales. PAM becomes a place of intraregional cooperation on issues critical to the success of its constituent cities and regions.

Focus Areas

Economic Viability

- Revive the Southeastern Economic Alliance (SEA) which was a coalition of 13 chambers from across six Southeastern states, representing business leaders from Atlanta, Birmingham, Charlotte, Chattanooga, Columbia, Greenville, Hampton Roads, Macon, Raleigh, Richmond, Savannah, Spartanburg and Winston-Salem.
- Work through the SEA to convene a megaregional economic forum in which members of the business community could begin to craft an economic identity for the region.
- Build on this work to establish a megaregional economic development and cooperation planning process that creates a brand for the region and identifies the sectors of the global economy in which the region wants to compete as a unit.

Education

- Create a PAM scholarship program designed to ensure any high school student with a minimum GPA could receive a scholarship to any college within PAM. This could be funded by a PAM-wide Powerball type lottery.
- Lean on the universities in the PAM region to facilitate discussions and forums among political, civic and business leaders in the megaregion. The region's colleges and universities could help create action plans and strategies for bringing PAM together, thereby taking politics out of the process and adding legitimacy to the development of joint agendas or projects.
- Rely on PAM's universities as research and development centers for the new economy. Specialization and collaboration of universities on emerging technologies, business paradigms and political structures will help PAM remain a force in the emerging 21st Century global economy.

Environmental Sustainability

- Continue to fund research (potentially through the region's many universities) that will further our understanding of the interaction and interdependence of the human network and natural systems.

- Use this knowledge to create and continually adapt a comprehensive and integrated approach to natural system and human network management.
- Use this framework to guide multi-jurisdictional approaches to environmental policies, programs and investments at the megaregional scale.
- Begin to place emphasis on rebuilding the natural systems that have been negatively impacted by the human network while continuing to emphasize the conservation of our remaining undisturbed natural areas.

Infrastructure

- Transportation –PAM leaders should begin to consider how they can work collectively to access federal funding to upgrade and expand the region’s rail infrastructure to make it suitable for high speed rail service. Additionally, upgrading the region’s sea and air ports, as well as their connections to the rail network, will be ever more important as the region is further integrated into the global economy.
- Energy Grid –The development of smart grid technologies and distributed power generation across the region will help reduce the need for large scale investments in new power plants. This will keep the cost doing business in PAM low and make it an attractive place for investors from outside the region.
- Telecommunications – The flow of greater amounts of information at faster speeds will continue to become increasingly important as the global economy becomes more integrated. Universities and urban areas in PAM need to be on the cutting edge of this trend to remain competitive.
- Water – Many areas within PAM have a long history of water system management for flood control, drinking water reservoirs, electricity generation and recreation. As the population of PAM has increased, so has the demand placed on this infrastructure. It’s time that a collective effort be made to identify necessary upgrades, expansion and operating procedures for PAM’s water management infrastructure.

Leadership and Cooperation

- Rely on the universities in PAM to continue and expand data collection and analysis of the interaction of the human network and natural systems within the megaregion such that effective policy solutions to our problems can be crafted.
- Establish an annual megaregional summit in which state and local leaders from the public, private, non-profit and academic sectors meet to learn about the state of the megaregion and develop collective approaches to common problems.
- Establish an annual trip of PAM leaders to other megaregions across the globe for the purpose of learning how these regions work collaboratively to solve their environmental, economic and social problems.

Layered Needs Coordination

- We need to develop a thorough understanding of the role the Atlanta region occupies relative to the rest of PAM.
- We need to develop a clear picture of our needs, goals and objectives as a region and where they may be in concert and conflict with those of other regions within PAM and PAM as a whole.
- We must work to develop consensus approaches to meeting collective needs and negotiate in good faith when our needs are not aligned with the rest of the megaregion.

- We must treat the other metro regions in PAM as partners and have genuine concern for their economic, environmental, and social sustainability.

ARC Next Steps

- Engage in a continuing dialogue with our peer regions in PAM to identify areas of mutual concern and begin to build relationships leading eventually to trust and understanding.

Innovation and Technology

(paper in design)

Vision Statement

The Atlanta region of the future is a place that leverages and fosters innovation to benefit the region by providing a secure, robust, and sustainable infrastructure, attracting businesses and top-notch talent, and to facilitate communication between technology experts and educators, regional planners, government officials, citizens and other regional stakeholders in order to maximize the benefit of those innovations for the prosperity, well-being, and environmental stewardship of the region and its citizens.

Focus Areas

Economy

- Develop a regional economic development strategy that focuses on the power of knowledge creation, accumulation, and application to spur innovation and tie this to the economic development strategy focused on the evolving green economy called for in the Fifty Forward Sustainability paper.
- Support and enhance the quality and quantity of R&D work done in the region's academic, industrial and professional sectors.
- Work to support the transfer of innovations and technologies developed in the universities in the region to market applications in hopes of generating new business opportunities for talented human resources and keeping those resources in the region.
- Create public/private partnerships that will attract venture capital investment in the region.
- Nurture and support entrepreneurship.
- Develop aggressive broadband strategies, recognize and elevate the role of art and cultural assets in the community, and create highly livable and walkable communities in order to attract and nurture the type of bright and creative people who generate new patents and inventions, innovative world-class products and services, and the finance and marketing plans to support them.¹
- Develop and implement a global branding campaign that portrays the region as a place that supports the values of innovation and creativity.

¹ Globalization 3.0: A New Urgency for Building Creative and Innovative Communities; by John M. Eger; in Innovation and Creativity in a Complex World; edited by Cynthia G. Wagner; published by the World Future Society, 2009

- Capitalize on the investment made in biotechnology in the Innovation Crescent by connecting it to the world class work on info- and nano-technology being done at Georgia Tech.

Education

- As suggested in the Fifty Forward Demography and Diversity paper, work to eliminate the digital divide between the economically advantaged and disadvantaged aspects of our community by ensuring that all students have sufficient access to technology in the school systems.
- Ensure that all school systems have math and science teachers who have certifications in those fields of education.
- Elevate the profile and “coolness” of math and science classes in elementary and high schools.
- Increase awareness of career opportunities in innovation and technology fields to include entrepreneurship.
- Promote non-traditional math and science degree program through community colleges and technical schools.
- Support the continued funding of higher education of students who perform at adequate levels at the high school level, adding a priority on funding the education of students willing to pursue math and science degrees.

Security

- Offer “Identity Security” courses in school the way driver’s education classes are offered.
- Pair senior centers with the continuing education departments at colleges and universities to offer “Identity Security” courses at the centers.
- Ensure that the regional All Hazards Council is considering the region’s telecommunications network and the supporting power grid in its critical assets inventories and protection planning.

Infrastructure and Community Planning

- Invest in the region’s information infrastructure. This is to say that the breadth and quality of the fiber optic technology and broadband capacity of the region should continue to be expanded.
- Expand and improve the region’s data systems. The amount, variety, and quality of data about the region should be continually improved as should be the software systems that employ this data to support decisions about the social, economic, and environmental systems of our region.
- Invest in Intelligent Transportation Systems (ITS) to improve the efficiency of the region’s transportation network.
- Employ advanced internet technologies to better engage the region’s citizenry around decisions about the region’s future.

Ethics and Leadership

- Increase funding for and the profile of the Georgia Tech Center for Ethics and Technology.
- Encourage the development of cross-disciplinary curriculum at the undergraduate and graduate levels that address the intersection of technology/engineering, public policy, and ethics.

- Weave the topic of technology into trainings for locally elected officials.
- Encourage briefings on technological progress for regional and state leadership.

ARC Next Steps

To be determined.

LAND USE AND HOUSING

(view paper at http://www.atlantafiftyforward.com/landuse_housing.html)

Vision Statement

The Atlanta region of 2060 will blend land uses in such a way that a wide variety of housing is near employment, services, and recreational opportunities. Development patterns will integrate housing and important daily destinations so that travel between home and other destinations becomes easier, more efficient, and more economical. The region will place special emphasis on development in high-intensity centers and corridors distributed around the region. In those centers and corridors, development will be “fine-grained,” closely mixing housing with employment and supporting services, all of it supported by a multi-modal transportation network that facilitates walking and biking within centers along with convenient transit and automobile access to the centers. In addition, residential neighborhoods will support these intensely developed centers and corridors. Those neighborhoods, which will be supported by easily accessible neighborhood services, community facilities and recreational opportunities, will feature housing that varies widely by type and price so that the neighborhoods together serve all segments of our regional population.

Focus Areas

Mixed Use Development in Centers and Corridors

- Focus future LCI funding on supporting implementation of current LCI communities.
- Connect the LCI network with the green economic development strategy called for in the Fifty Forward Sustainability Vision Paper.
- Link potential transit station areas identified in the regional transit plan with supporting development initiatives and strategies, like transit-oriented development, Livable Centers Initiatives, Lifelong Communities and similar efforts to maximize the benefits of these locations near transit.
- Tie the regional transfer of development rights proposal in the Fifty Forward Sustainability Vision Paper to the LCI network.
- Help local implementation agencies seek and write grants for innovative programs that generate development interest in the areas. Grants could include clean energy programs, energy efficiency programs, local food programs, recycling programs, etc.

More Housing Types and Prices

- Create a regional housing plan and implementation strategies.
- Draft and publicize a sample “inclusionary housing” zoning ordinance.

- Create case studies of successful efforts to include affordable housing in communities. There are examples around the country of new communities that intentionally allow for a mix of prices and housing styles to address the needs of a wide variety of people.
- Hold additional design workshops such as the Lifelong Communities charrettes to help localities begin to visualize how new housing types can fit into their communities and create a continuum of housing choices to allow people to “age in place”.

Suburban Redevelopment

- Leverage the significant suburban infrastructure investments – roads, sewer, water, transit, electricity grids and natural gas lines – that the region has made to support redevelopment of to accommodate the population expansion of the region.
- Create incentives and document successful case studies for the redevelopment of greyfields, brownfields and underutilized commercial strip corridors.
- Support initiatives to redevelop vacant commercial sites to new uses, with a portion of each site dedicated to greenspace.
- Protect viable, thriving single-family suburban neighborhoods, but look for ways to revitalize struggling neighborhoods by adding a variety of housing types and creating stronger street and pedestrian connections to surrounding communities.
- Seek public-private-nonprofit partnerships to leverage grants (such as the HUD Sustainable Communities Planning Grants, Neighborhood Stabilization Program, foundations, etc.) focused on redevelopment plans and implementation activities to support sustainable, suburban developments.

Land Use and Transportation Linkages

- Require that transportation projects seeking federal funding be part of a plan or study that clearly links land use strategies and transportation improvements. LCI is a model.
- Establish Transit-Oriented Development guidelines that identify desired densities, mix of uses and design standards that support development to optimize transit station investments. Require minimum standards for development around rail stations and consider maximum parking restrictions.
- Secure additional funding sources – e.g. regional transportation tax and state support for public transit – to ensure both capital and operating expenses are met.
- Enact an Adequate Public Facilities Ordinance that ensures the infrastructure – roads, water/sewer, parks – is in place to accommodate the demands of new development.
- Consider linking the provision of ARC funding provided to local governments with multiple ARC goals and incentivize their implementation. LCI is a model for linking transportation funding with land use improvements. Also consider incentivizing green building, stormwater management, workforce housing, Lifelong Communities, complete streets, etc.

Natural Resource Preservation

- Create and implement initiatives to promote, preserve and protect green corridors, especially across jurisdictional boundaries.
- Support local farm initiatives, community gardens and other efforts.
- Require cluster/conservation subdivisions at the community’s edge to transition to rural areas. At the same time, preserve agricultural viability by zoning for large agriculture-only districts.

Measuring Success

- There are new and numerous measures of success, and they all must be weighed when defining success for our region.
- Examples include: Housing & Transportation Affordability Index, Cost/Benefit of Sprawl, Health Impact Assessment, Jobs-to-Housing Ratios

ARC Next Steps

- Supporting our local governments in the effort to create more sustainable communities.
- Reevaluate our LCI program with an eye toward assisting localities with implementation.
- Investigate the possibility of conducting a regional housing plan.

TRANSPORTATION

(view paper at

http://www.atlantafiftyforward.com/documents/ARCFFreport_transportation_v01.pdf)

Vision Statement

A thriving Atlanta region of the future will be supported by a safe, sustainable, multimodal, efficient, and intelligent transportation network of complete streets, regional transit and freight facilities, and interregional air, rail and roadway infrastructure, which will ensure the region's continued growth and prosperity. Made possible by solvent funding mechanisms and increased regional cooperation, this system will provide fast and reliable linkages between people, goods and ideas while serving as the connective framework for sustainable growth, a healthier population, a cleaner environment, and better access to jobs and services for all of the region's citizens.

Focus Areas

Governance

- The large number of political jurisdictions in the region as a potential hindrance to developing and implementing a common regional vision and set of priorities.
- Foster the development of a unified regional agenda and encourage the region to speak with a single voice on these issues of critical regional significance
- Metropolitan Atlanta should consciously, deliberately and routinely reach out to other regions of the state to identify areas of common interest and work to develop statewide consensus on solutions.
- Hold an annual leadership summit that engages a critical mass of locally elected officials, nonprofit leadership and business people in an interactive session to set priorities and identify implementation steps.

Finance

- Create additional revenue sources for the region's transportation needs.
- The region should identify new measures of success that shift our focus from measuring the miles of added pavement or vehicle-miles-traveled towards measures that indicate the real, on-the-ground impact on all users of our transportation system.

- The region should move away from the “all or nothing game” and begin to focus on incremental steps in implementation of a larger vision. Scaling large projects or systems implementation into manageable steps allows for implementation to begin more quickly and provides a better opportunity to course-correct.
- Create and use an easily understandable tool that educates the general public and elected officials about the trade-offs of land use and development decisions and infrastructure costs.
- Create incentives for cross-jurisdictional cooperation. For instance, jurisdictions that cooperate on mutually-supportive projects and policies might get preference for funding and regional planning services.

Modal Balance

- Work to improve the modal balance in the region.
- Establish a more direct link between driving a car and the full cost of doing so. Implementing revenue generation mechanisms such as tolls, fees for mileage driven, and increased parking costs could help encourage more people to telecommute, carpool, use transit, and shift less urgent trips to off-peak periods.
- Place a heavy emphasis on maintaining and expanding the region’s transit system.
- Create a seamlessly-connected multi-modal regional transportation network with several regional multi-modal transfer stations and a well-integrated fare payment system that allows people to pay for everything from parking to tolls, to transit fares, to carsharing.
- Improve the taxi presence in the region, particularly at transit stations.
- Shift to *complete streets* thinking in building and retrofitting roadways so that all users are accommodated safely and effectively, including transit riders, pedestrians and bicyclists, in a context-sensitive way.
- Enhance the image and operations of local buses, making them more frequent and reliable and outfitting stops with comfortable shelters and electronic displays with expected arrival time.

Land Use and Transportation Coordination

- Better integrate transportation and land use decision making processes, as well as decision makers, at all levels of government. Closer interaction of people responsible for these decisions will lead to better decisions.
- Use zoning around transit stations to create transit-supportive land use mixes and densities. Local governments should be required to rezone properties surrounding transit of all modes to higher, transit-supportive density, if they would like to be approved for a future premium transit station location;
- Ensure that affordable housing remains truly affordable by co-locating with transit. As suggested in the Fifty Forward Demography and Diversity Report, mixed-income housing with a high share of affordable housing should be co-located with transit and walking infrastructure. This way, future residents would have the combined benefits of lower housing and transportation costs, as well as improved incidental social interaction.
- Identify funding to improve the local street grid. Walkable and transit-oriented neighborhoods rely on dense street networks to be viable, yet federal funding is not available for construction of local roadways. The region should find a way to incentivize

local and connector street construction in areas ready for redevelopment and higher activity levels.

- Educate the public and local officials on the importance of school locations. Community-centered schools, located in proximity to other activity centers, transit and sidewalks, would allow more school children to safely walk and bicycle to school, would decrease overweight rates in children, and would decrease congestion on our roads during peak periods. Better communication between school district officials and local planners could help optimize school siting solutions in the future.

Commerce and Megaregions

- Plan for capacity constraints at Hartsfield-Jackson International Airport, which could surface as early as the 2020-2035 timeframe. The region should conduct a study on the need for and viability of alternative methods of meeting demand for domestic air travel to and from the region. Alternatives such as additional airports and intercity rail should be considered.
- Begin implementation of the region's transit system plan, known as Concept 3, as quickly as possible. Beginning to acquire rail rights-of-way the region needs to implement the plan and high speed rail connections to other cities within the Piedmont Atlantic Megaregion is a good first step.
- Engage state and local governments, logistics professionals, and railroad operators in planning and design work on the location of new and improvement of existing intermodal yards and freight distribution centers. All parties should take a broad view of the possibilities for the region's and the state's freight and logistics networks.
- Invest in livable communities to attract the best and the brightest to the region. To ensure that a creative, well-educated workforce is attracted to living in metro Atlanta, the region should increase investment in livability initiatives, such as sidewalks and transit.

Public Health and Safety

- Create a marketing campaign to promote public and individual health benefits of walking and bicycling.
- In conjunction with the marketing campaign, continue the "Ciclovía" tradition by the Atlanta Streets Alive event to help promote the message of better health through increased everyday physical activity such as walking and biking.
- Create stronger measures to deter speeding—from simple measures such as speed radar signals, to increased police enforcement and even photo-enforcement.
- Continue outreach to local planners, engineers and elected officials in the region to educate them on the importance of designing facilities that are safe and accessible for all users.
- Promote responsible vehicle use policies at all government institutions. Initiatives such as no-idling policy could be adopted by schools and public agencies. Larger diesel-burning vehicles could be subject to diesel retrofits to reduce their harmful emissions and investment in alternative fuel vehicles such as hybrid-diesel and biodiesel vehicles could be prioritized for all new additions to the government vehicle fleets.
- Reduce commercial vehicle idling. Cab electricity hook-ups at truck stops within the greater Metro Atlanta area could be incentivized, so that truck drivers do not have to idle all night just to keep the heat or air conditioning on.
- Design and implement context sensitive solution on new and existing roadways that better balances mobility of through vehicles with the safety of other users such as bicyclists and pedestrians.

Climate Change

- Create and adopt a regional Climate Action Plan that would include a section on transportation-specific measures and strategies.
- Prioritize implementation of quick and easy GHG reduction strategies such as stricter enforcement of speed limits (possibly with future support from speeding photo-enforcement systems) and driver education, such as eco-driving programs.
- Expand the use of intelligent transportation system (ITS) strategies, such as ramp metering, electronic roadway monitoring, congestion pricing and active traffic management, to reduce the time drivers spend in congested traffic and reduce GHG emissions.
- Continue to work to create development patterns and transportation infrastructure supportive of transit, walking and bicycling.
- Make the cost of driving more apparent to users by increasing parking fees, instituting VMT charges and PAYD (pay-as-you-drive) insurance so as to decrease the amount of driving and reduce congestion during peak periods.
- Support the transition to alternative fuels for both passenger and transit vehicles.

ARC Next Steps

- Develop consensus among its constituent governments and other partners around the implementation of an expanded regional transit system and the deployment of extensive intelligent transportation system mechanisms.
- Seek funding to create a regional climate action plan.
- Identify new funding sources for regional transportation infrastructure sufficient to meet the fullness of the region's capital and operating needs.
- Fully integrate complete streets and health impact assessments into its planning processes.

Energy

(paper in design)

Vision Statement

In 2060, Metropolitan Atlanta produces all of its energy from non-polluting, secure, renewable, and locally-based sources. It is affordable, reliable, and a major economic driver for our region.

We envision a future where metro Atlanta is a national leader in energy efficiency and clean energy production; our political and civic leaders have all signed on to a Regional Green Energy Plan; our energy portfolio is diversified with the majority of our energy supplied from renewable resources; our built landscape incorporates and fully maximizes the latest energy efficiency technologies, principles, and practices; our real estate market value is high due to recognition of green building value by consumers, real estate professionals, and the finance sector; our residents and building managers are informed by robust consumer education campaigns; our local energy pricing reflects the true cost of energy production; decentralized energy networks and sources have replaced sole reliance on a central grid; energy use is managed through smart metering and control systems; and metro Atlanta

leads the country in energy technologies research and development, and commercialization of emerging products.

Focus Areas

Regulations, Policies, and Political Leadership

- Create a Regional Green Energy Plan that builds on the priorities and strategies outlined in this Vision Statement is needed. As such, it would provide a detailed blueprint to guide resource allocation and actions necessary to create the infrastructure and regulatory framework for the clean and renewable energy sectors.
- Review all current state and local regulations and policies that directly or indirectly impact the types of energy sources and uses that can be undertaken in the Atlanta region. It is critical to identify those regulations and policies which are effective, which may conflict with each other or with the goals envisioned in this document, as well as regulatory gaps that need to be addressed through the creation of new policies.
- Work with the state legislature to formulate and strengthen regulations and policies that promote energy efficiency and the use of renewable sources of energy. In particular, the state must modify the Georgia Territorial Electric Services Act of 1973 (Territorial Act), which grants Georgia utilities an exclusive right to sell electricity in its assigned geographical area thereby denying alternative energy providers the right to sell directly to customers.
- Pass local regulations, policies, and incentives that move the market away from polluting sources of energy and towards energy efficiency and renewable sources. For example, local governments should set firm targets for energy efficiency and renewable energy sources within their jurisdictions by the year 2015, enact PACE-type programs where feasible, strengthen and enforce more aggressive energy efficiency building codes, adopt local master plans for retrofitting residential rental and all commercial properties, and enact legislation that overturns homeowners' associations' rules that prohibit the installation of alternative sources of energy (e.g., solar panels) on residential buildings. Moreover, local governments should maximize opportunities for energy efficiencies and the adoption of renewable energy sources within their operations by mandating an annual energy inventory and benchmarking of all municipal/county government buildings, attaining Energy Star certification for all municipal/county government buildings, and given the amount of energy expended in treating water and wastewater, installing water efficient fixtures in all their facilities.

Diversification of Energy Sources

- Focus primarily on energy efficiency which should be considered an energy source in its own right because its value rivals that of non- and renewable energy sources. Energy efficiency measures alone can meet projected energy needs and would avoid the construction of any new power plants in the foreseeable future.
- Utilize local sources of renewable energy. By the year 2025, renewable energy sources could generate up to 39% of Georgia's electric power, assuming robust state and federal policies.¹ The two most promising renewable energy sources for Georgia and the Atlanta region are solar and biomass.

Energy Infrastructure

- Formulate a regional decentralized energy system plan. Decentralized systems, which produce electricity at or near the point of use, can reduce the waste inherent in long distance transmission of electricity, lessen the potential for blackouts and brownouts, and increase the security of the system overall.
- Build a local smart grid which uses sophisticated computers to monitor the electricity flowing through the system, selects the most reliable source of electricity based on current conditions, and can even make energy choices that benefit consumers (e.g., automatically performing energy intensive activities during low demand times).
- Amend local building standards where necessary to mandate that buildings be constructed to accommodate later addition of site-specific renewable energy technologies. For example, developers can construct “solar ready” homes and businesses, where the building includes the structural supports and electrical wiring necessary to support solar panels.

Education and Consumer Empowerment

- Offer “Energy 101” to elected officials and policymakers. It is absolutely critical that state and regional policymakers understand the elements of various green energy systems as well as the linkages among these systems and to other natural resources.
- Mandate general sustainability and green energy-specific course content in all local public and charter schools for kindergarten through 12 grades.
- Carry out a comprehensive public relations strategy aimed at educating consumers and policy makers about the nature of climate change, green energy sources, energy policies, and the impact of consumer behavior on our energy future.
- Develop robust green jobs training and professional education programs. An important benefit of a Regional Green Energy Plan (discussed earlier) is that it will help to identify energy-related sectors and industries that can expand and strengthen local economies. The development of a parallel Green Energy Workforce Development Plan will further our priorities.
- Create a green energy business resource center. Such a center should be created to provide information about local markets to companies that want to develop or adopt clean and renewable energy sources and energy efficient practices. This center should also coordinate with local clean energy research and development centers and start-up companies to develop effective laboratory-to-market pipelines that promote the commercialization of newly developed technologies.

True Pricing and Funding

- Enforce sub-metering that would require renters in multi-family buildings to receive energy bills specific to their units; energy audit requirements on residential and commercial buildings at the time of sale; and building-labeling requirements that would inform buyers of a building’s energy, water, and resource efficiency.
- Implement green procurement and investment policies in local governments. Many municipalities and counties still base their procurement decisions only on direct “up-front” costs rather than total life cycle costs. Requests for public funding assistance, variances, and other considerations should also be subject to full cost analysis and to requirements to meet green energy standards, where applicable.
- Create innovative and sustainable funding mechanisms to develop green energy approaches that are themselves financially self-sustaining, i.e., that rely on diversified funding sources and that generate some revenue. Our success in building a green energy

economy will require the thoughtful combination of both government and private sector finance tools.

- Ensure that green energy must also be affordable to people at all income levels by ensuring that lower-income groups have strong representation in the decision-making process. Local green energy policies and initiatives should also explicitly address impacts on the poor and other marginalized groups.

Research and Development

- Develop and promote the metro Atlanta region become as a green energy center of excellence. The Advanced Technology Development Center of Georgia Tech could actively serve as a good partner in the effort by acting as a green business incubator for Georgia Tech students.
- Offer green energy scholarships. Local governments could establish a renewable energy/energy efficiency “X Prize” for the Atlanta region and scholarship programs to fund graduate student energy efficiency/sustainability research at local colleges and universities.

Standards and Benchmarking

- Create a metro Atlanta green energy report. An annual report on the region’s green energy efforts will go a long way towards focusing political will, resource allocation, and general community support. The report should include well-researched and data-driven metrics and track annual performance to a baseline year. Moreover, the region should develop rigorous scorecards that can be used to compare metro Atlanta region to other comparable areas.

ARC Next Steps

To be determined.

Community Health

(paper still in development)

Vision Statement

The Atlanta region will be a national model for healthy people living in healthy places. The leadership of the Atlanta area will work to foster collaboration that maximizes local, state and national partnerships and investments in health. Policy, systems, and environmental change will support access to healthy food, walkable neighborhoods, plentiful greenspace, appropriate health services and meaningful civic engagement. These changes will be integrated and coordinated with land use, transportation, energy, education, economic and social policies to promote sustainable health improvement.

Focus Areas

Policy Integration

- Create a community planning/design process where stakeholders from different disciplines are required to interact.

- Develop specific community standards for design and implementation using a multi-disciplinary collaborative approach. Consider an ARC “stamp of approval” for policies that meet certain set of standards.
- Call for Health Impact Assessments (HIAs) on development and zoning review.
- Adopt best practices on how to foster collaboration across sectors, and across local, state, and federal agencies, to best integrate policies that promote health.

Community /Civic Engagement

- Leverage existing civic organizations, particularly those that are cross-cultural and inclusive of multiple races, ethnicities and ages to build diverse coalitions between entities whose missions impact the health of the region.
- Work across generations to support sustainable community engagement that values “seasoned” leaders and the new emerging power base of leaders.
- Create opportunities for peer support and use of lay health promoters to foster health improvement.
- Work to ensure cultural competence in service delivery and messaging.
- Create opportunities for civic engagement through Naturally Occurring Retirement Communities.
- Facilitate forums that help people coalesce around community priorities.
- Look for opportunities to develop community empowerment, whether through coalition building and/or supporting health promoters.
- Engage community members to participate in fulfilling volunteer service through dissemination of information on opportunities to improve the health of the region.
- Engender a sense of personal and community responsibility and ownership in the community.
- Create more opportunities for individual and community input into any regional planning on education, health, transportation, environmental or social issues.
- Develop opportunities and minimize obstacles to use community centers, faith-based centers or schools as safe spaces to congregate.
- Give attention to “third places,” the social surroundings other than work and home that foster a sense of community and establish a sense of place for individuals within a community.

Leadership

- Identify and cultivate relationships among private, public and civic leadership that will support the health of the region; develop a curriculum to train leaders and identify those to assist in leadership development.
- Educate & gain buy-in from leaders regarding the ARC’s Fifty Forward vision, strategic areas and action steps so that they will be responsible for furthering the vision on an on-going basis.
- Set guidelines for meaningful collaboration among leaders.
- Ensure diversity among leaders that provides necessary perspectives for implementation of any regional plan.
- Give meaningful consideration to the characteristics of the desired leadership to move the vision forward.
- Dissolve barriers that limit leadership potential.

Physical Environment

- Conduct an environmental scan on the current policies and practices related to the physical and built environment and the impact of those policies and practices to the region's public health.
- Identify and develop best practices for altering the physical environment to improve the region's community health.
- Based on an environmental scan and best practices research and by engaging diverse stakeholder groups, adopt specific short- and long-term goal(s) related to the changing the region's built environment for the betterment of our community health.
- Identify the appropriate partners (content experts, those in surrounding geographic area, academic, government and private industry) needed to achieve the goal(s).
- Identify the financial resources needed to implement any change.
- Identify criteria for physical education changes in schools that support health and create a system for providing financial and overall support to those changes.
- Review and seek changes to regional zoning policies to make them more in line with the vision.

Education

- Enact School Wellness policies across the region.
- Incorporate health knowledge, wellness and prevention in school curriculums creating "health literate communities."
- Mandate physical education (PE) in all schools beginning in pre-kindergarten.
- Help children enter school prepared to learn and have the appropriate pre-literacy skills when entering kindergarten.
- Strengthen the SHAPE Act.
- Increase the metro-Atlanta high school graduation rate to at least the national average.
- Increase the number of students on grade level reading.
- Increase adult literacy rates.
- Encourage mentoring of students.
- Promote a holistic view of health.
- Engage school boards in promoting health, wellness and physical activity by stressing the link between physical activity and academic achievement.
- Promote diversity within the medical field by focusing on medical school training.
- Create opportunities for families to purchase/acquire healthy food options at lower costs.
- Implement a summer lunch/breakfast program for low-income students.
- Provide and fund a nurse in every school in the region.
- Provide behavioral health services in schools.
- Address school safety issues (utilizing Safe Routes to School funding) so that children may safely walk or bike to school.

Health Promotion

- Identify undeserved or vulnerable populations and barriers to essential health services.
- Create necessary services (or better match services to populations) for underserved areas and work to eliminate barriers to services that exist.
- Identify resources and build partnerships to achieve improved access to essential health services.
- Build coalitions across broad groups to reduce duplication of services and enhanced coordination.

- Identify existing evidence-based health promotion programs and best practices and broaden them to serve communities in need.
- Promote communication between entities delivering health care and other social services.
- Adopt “Live Healthy Georgia” campaign with goals of reducing obesity, smoking, tobacco use and stress.
- Identify food deserts in communities and incentivize access to food availability.
- Create grocery/farmer’s markets/vouchers for healthy food.
- Eliminate subsidies that increase access to cheap unhealthy foods.
- Improve nutrition standards for school lunches.
- Engage in a broad-based health promotion campaign across multiple disciplines.
- Implement a regional exercise campaign that focuses on: a community walk-ability assessment; promotion of physical education in schools and after school programming; and worksite wellness programs.
- Engage the faith community in any health promotion campaigns.
- Use PTA boards, church and other alternative ways to promote health.
- Strengthen the Smoke Free Air Act.
- Improve enrollment in food supplement program (WIC, SNAP).
- Explore policy interventions that influence healthy choices and create incentives for health/wellness.

Metrics of Success

- Conduct literature review and engage experts to determine metrics/indicators for each of the strategic areas and major aspects of the vision.
- Develop a broad set of indicators and targets for a healthy region and pursue baseline data measurement.
- Link indicators to work being done to better enable measurement of actual activities rather than changes which may be the result of unrelated actions.
- Secure funding to develop indicators as well as for ongoing data collection, measurement, and reporting.
- Find best practices from other states/regions that can be applied to the Atlanta region.

ARC Next Steps

To be determined.

APPENDIX 2

Summary of Civic League Neighborhood Forum Feedback

Between 2008 and 2010, The Civic League for Regional Atlanta held 13 neighborhood forums that engaged 746 people across the 10-county region to gather feedback on topics critical to the Fifty Forward effort. The Civic League is a non-partisan, non-profit organization that involves everyday citizens in regional public policy, and its Neighborhood Forum model recruits and engages citizens at the community level to fulfill this mission. In this instance, The League's goal was to ensure that citizens' voices were represented in the Atlanta Regional Commission's Fifty Forward project.

The outcomes of the Fifty Forward Neighborhood Forums were recently analyzed in a research paper, "Prominent Themes in the Neighborhood Forums of The Civic League for Regional Atlanta," by Janelle Jolley and John C. Thomas of the Andrew Young School of Policy Studies at Georgia State University. In their review of participant-generated comments and ideas from the 13 Neighborhood Forums, the authors were able to identify seven distinct themes:

1. Encourage more activities that promote healthy living

- Encourage walking, biking and other forms of exercise by making them easier to engage in and more inviting.
- Educate people about maintaining good health through healthier food options and public policies that promote healthy living.
- Make healthcare services more accessible in the community and available in a wider variety ("not just the emergency room").

2. Improve and expand area public transportation services

- Create "more public transit, including a large expansion of rail transit."
- Implement a more integrated transportation system that may include elevated high-speed rail, light commuter rail, a rail system to connect the airports, and "multiple types of urban transport."
- Enhance cooperative regional transportation planning that "[standardizes] the transportation agenda between counties."
- Decrease the need for cars as the primary mode of transportation as neighborhoods become more walkable and public transit becomes more user-friendly and accessible.

3. Increase residential density

- "Build higher," utilizing air space rather than building "out," ideally targeting transportation hubs to maximize the benefits of high-density areas.
- Move local governments toward "stricter zoning, concentrated density."
- Increase support for walkable, dense, mixed-use neighborhoods in which "homes are within a five-minute walk of significant green space and within a quarter-mile of a business node, not strip malls."

4. Promote and plan more diverse neighborhoods

- “Encourage people of different backgrounds and income levels to live close by.”
- Enhance the role of arts in bridging cultural divides in order to facilitate more social interaction between people from different walks of life.
- Strengthen the role of schools in supporting community diversity by helping schools “to bring together children of diverse ethnic origins,” to “do a better job of teaching children from diverse backgrounds,” and to “teach about ethnic groups by focusing on ‘other cultures as they are’ and not just their histories and traditions.”

5. Preserve and expand green space

- Improve land use in the region so that people will be able to “fly over and see green” with an abundance of “urban farms and gardens, green roofs, and linear parks.”
- Strengthen green space protection to “preserve the rural character of the area” through tax benefits to property owners who promise to not develop their land.

6. Embed schools more thoroughly in their communities

- Make “existing schools . . . a community magnet, serving needs for all residents.”

7. Promote more judicious use of water resources

- Conserve and preserve the watersheds of the Atlanta region, as by ending the pollution run-off into the Chattahoochee River.
- Protect and sustain the environment through improved solid waste recycling and zero-waste requirements.
- Consider development of a “water grid” that could redistribute water resources where they are needed in the region.

For the full version of this report, as well as information on Civic League programs, membership and other research, please visit our web site: www.civicleagueatlanta.org.

Appendix 3

Reactions to the Draft Vision Statement

Capstone participants were asked to record their first reactions to the draft regional vision statement on handouts that were provided to them and to leave their comments on the tables as they departed for the day. These comments collected and are compiled below.

- Only tangential reference to technology (inferred) via “globally connected and “innovation”.
- Not specific or bold
- What about airport and impact as infrastructural hub
- The future creates the present
- The statement identifies the majority of common themes; however, it does not paint a picture of the proposed region in my head,
- There is not any one theme that jumps out; possibly not bold enough.
- Not a clear picture
- Need to show connection with the “common themes”
- Large and comprehensive, yet organic. Each thing/action will impact the other
- We have to start a groundswell of change in small and large ways to get to this 50 year vision
- Must be bold and fearless
- Describe sense of place in 50 years – specific to our strengths
- Not bold enough – abstract, connectivity if truly global
- Build on our strengths
- Need smart (national) political leadership
- Too long
- Why Southeastern United States?
- Complete regional mindset change.
- Very positive, but wonder how we’ll get there
- Too long, but not sufficiently detailed
- 1st sentence is unclear – what does it mean
- First 3 sentences are not very bold
- Last half of statement – beginning with “healthy people living in healthy places” – gives a picture of what the future will look like.
- By trying to cover everything, there is no common vision that emerges
- The importance of the airport, water, and bike/ped are not or are barely covered.
- Long and wordy
- Nice, but timid
- More adequate funding will be needed in all areas, not just transportation
- Are we being ambitious enough? Reads like a 10-15 year vision, don’t we expect more in 50 years?

- Overall, I agree with the vision. But it is a mix of personal, corporate, civic, and governmental implementation.
- Need to be globally competitive and do whatever it takes to be that. Otherwise it is a moot point because we will not grow or have the resources to accomplish any of the vision.
- Bioenergy/windmill farms? Green corridor potential, wood pellet fuel ops
- Light rail connections to existing MARTA
- Solar powered intersection
- Needs to explicitly include a commitment to sustainability and a definition of sustainability.
- Sounds good. It would be good to work toward self-sustaining 1) water 2) energy, 3) food.
- There is no mention of attracting business and jobs
- Less generic – more identity specifically
- Jobs, water, energy, and food – sustainability
- Reverse the first and second halves of the vision statement
- Broad statement, but does not offer any ideas as to how we will be able to fund it
- While inclusive of multiple topics, it is too complex and wordy
- Does diversity relate to population? Diversity sentence does not tie together.
- Shorten the vision in order to make it engaging
- Consider using the words: vibrant, innovative, dynamic
- Possible wording change “Atlanta will be a vibrant city that embraces vibrant growth based on recognized innovation, education...strives for the highest quality of life.”
- Equity needs to be included in the vision
- Consider words like: vibrant, community, opportunity, all people, achieve, highest
- Health should be in common themes
- Too long. Don’t need to hit every topic.
- Needs more action and motion and to be more bold and positive.
- Play off existing strengths
- Consider words like: creativity, innovation, sustainable, equity
- Will need great schools and arts and culture to attract top talent.
- How does this vision get communicated to and bought into by region’s top leaders?
- Bold vision for an area that has historically struggled to progressively move forward. Cautiously optimistic about ability to achieve.
- Seems very geared toward economic success
- Doesn’t seem to tie into the present status of the region
- Theme of sustainability, but no specific mention
- Sufficient transportation funding is critical.
- Need to be very specific on boundaries that are achievable.
- Non-specific, non-emotional as a whole, non-visionary
- Slightly disjointed between areas

- Equity is important.
- Positive attractive statement that starts strong and ends weak.
- Physical ramifications of locally sources power, conservation and food is understated
- Excellent relation of arts and culture to economy and innovation, diversity, education and civic action
- Economic goals, orientation, and focus seem marginalized
- Energy is not reflected in the vision statement
- Economic/Research advanced and required by this vision would supplement the weakness of the vision statement.
- Add: “the region will be recognized as a leader in changing its course and drastically re-directing its future.”
- Too tepid. Not self-critical enough.
- Needs to be bolder
- Needs to be shorter
- Talk about changing reputation for sprawl to reputation of diverse, dynamic, healthy polycentric region.
- Since we are moving into tech-centric world; use language to reflect that: interface, platform, connectivity
- Polycentric
- Where’s the edge? Could have been written in 1980 or event 1970.
- Feels very broad and not enough words such as “growth”.
- Approve of mentioning diversity and affordable housing
- Long way from educational excellence
- Need to encourage “reach” or “stretch”
- Diversity as an economic engine.
- Innovation
- Provide examples
- Needs to be bolder
- Needs to be shorter
- Needs to be concrete
- Past is no guarantee of future success
- OK – how do we get there?
- Nicely worded, but what is the real goal?
- Too many priorities
- Keep it simple
- Drive to the most important – a place where people and businesses can thrive.
- Voice is too passive and static
- Many threads – not a single view
- Is there a regional buy in?
- Too vague, not measurable
- What kind of talent does the region want to attract?
- Statement is bold, but needs to be more specific to be taken seriously

- Need to add statement about the need for bold leadership to implement the vision.
- OK. But set goals as a “world capitol” connected by its strengths of HJIA and furthered by rail, telecommunications, education, workforce, natural beauty, and warm people.
- Where is inspiration?
- Where will leadership come from?
- How do we create a sense of ownership?
- Where do we start?
- Public involvement and decision making process
- Vision mentions the preservation of existing neighborhoods and attracting talent from across the globe, but does not discuss the retention of existing population.
- Need to focus on more than just transit – be more multi-modal
- Need to focus more on 50 years from now.
- Too broad and wordy. Perhaps focus on key ideas.
- Not bold enough. Focus on global.
- Food security and healthy food are interrelated and coordinated efforts
- Partnership and collective action – global, national, state, local
- Good, forward thinking, but the devil is in the details. How do we measure?
- Positive, ambitious
- Does not inspire me
- Connectivity
- Choice of transit options
- Missing: value of technology and people
- Need to be a global hub.
- Very comprehensive and global
- Questions about how to achieve the vision.
- Good, but mention that Atlanta will be the leading city in PAM.
- Metro Atlanta 2060 will be a region of communities whose citizens feel happy and fulfilled.
- Region is certainly globally connected because of airport, but image has suffered globally because of lack of modern public, transportation.
- Hits all major issues
- Wordy
- Roads need to be in good shape too.
- Place emphasis on airport and global destination.
- Need to emphasis education as foundation.
- Needs to be shorter and more succinct
- Transportation to drive a robust region.
- Too detailed – leave detail to individual themes.
- Too disjointed

Appendix 4

Notes from Table-Based Discussions

Table #1 – Sustainability

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Highly complex, not integrated
- “a bunch of things..”, very academic
- Needs to be more inspirational
- Leadership, ownership?
- Don’t know if we have leadership to implement
- Needs to speak to all levels
- “Milquetoast”, weak
- Not visioning, Atlanta was “the city on a hill”
- Need to say we will be a global capital
- Not focused enough, taking a little from each topic
- Needs to be targeted, not list all
- Children not mentioned.

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

- List of items should be a story, how/what will we be in 50 years.
- Mental picture of what we will be, this is not that
- Unclear on themes, what are they?
- Need a “from – to” statement
- Mixture of goals a little fuzzy
- “reads like it was written by a planner”
- Lack of leadership or lack of consensus?
 - o So many players, hard to figure out where we are going.
 - o Need a more coherent leadership structure.
- This should inspire leaders to do, not wait for leaders who want to do.
- How much is retrofit versus creating new?
- There seems to be a lack of recognition of the future demographic.
- Enough “stretch”? Bold enough?
- Improvement on existing
- More involvement from the public is needed. If leadership is working for the public, then the public should have a say and be involved.

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

- Topic vision statement is just copied to overall vision statement, otherwise not reflected.
- “will” in overall vision statement versus “should” in topic specific
- Lowball
- Goals should be tactics
- There should be a statement of question outlining specific item.
- In vision statement it notes: (for sustainability) it should be a place with clean air and plentiful clean water.
- Question: why not state just clean air and clean water? Why add plentiful?
- Counter: We don’t know if in 60 years we will have enough water or air to sustain.
- Vision lacks the aspect of social sustainability...

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

- Under conservation and development first goal is a “tactic”, not a goal, could be “by 2060 the region will have...”
- Do goals capture sustainability? Access for all to.../living wage

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #2 – Sustainability

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Are we being ambitious enough?
- Going to take more time.
- We expect more in 50 years.
- How measurable is this?
- The economic well being is too vague immeasurable
- Broad and verbose
- What image does Atlanta want to attract? More specific.

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

- We want to be globally recognized
- With Atlanta's amazing past of legacy, is there a link from that to inspire the future?
- Instead of attracting talent, we should have homegrown talent here to develop and maintain.
- Is this metro Atlanta's regional vision? Paulding and Coweta: are all areas included?
- Well funded transit: is it put to good use?
- Broaden our idea of transportation not just focus on transit.
- Connecting people throughout the region, connected people to opportunity.
- Being nimble and flexible to move forward
- Vision is about process but people are calling for different ideas to move forward.
- We don't know what the future holds but it needs to be dynamic enough to be a sustainable change.

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

No comments were recorded at this table for this section

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #3 – Demography/Diversity

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Ambitions
- Current Forms

- Devil in details/how to measurement
- Approach in creative way- doesn't.
- How we will interact in future. Detailed but lacking creativity, direction, static, how it will motivate.
- Global vs. S.E.
- Progressive but too many topics; need to prioritize
- Impressive – combining all vision statements integrated and coordinated.
- Thinking, direction rather than shopping cart focus
- Statement 1 – not individualized, grouped/take out certain words/mean, change
- Collecting – leveraging
- S#2, limiting, should not just focus on SE
 - o S#3 not a connected piece; more important than being concentrated emphasize options
 - o Greater share and they would be connected. Access to affordable local communities. S#4 “regional leverage and access”
- One vision is that we will be ???

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

No comments were recorded at this table for this section

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

- Big Vision lacking value core (diversity)
- Difference between collective well being and value for all – equitable opportunity not same.
- Impact of demographics, what should that represent
- Should “attracting” people be emphasized
- Religion and language transitional areas.
- Appreciation of coexistence of religions

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #4 -- Megaregions

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Long and wordy
- Nice, but not bold
- Atlanta should be lead in US/World, not just SE
- Good sentiments
- By covering everything, no common vision emerges
- Transit appears as afterthought.
- Good, positive-complete change in regional mindset. How to get there?
- Needs committed leadership
- More funding mechanisms needed for all areas
- A lot of money needs in statement
- Will require leadership and educating the public
- What does 1st sentence mean? What does it look like?
- Like “bringing ind. Action into the collective”
- In common themes, airport is biggest benefit. Biggest constraint is water.

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

No comments were recorded at this table for this section

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

- By 2060, we should be focused globally, not just SE
- Rest of world is implementing, we are still talking about them. Need to find a way to pay for it.
- We are reactionary, need to be visionary and proactive.
- Need rail to be basis of our megaregion-→ need to change the role of the car.
- We are taking some multi state actions, e.g. port >need to build on this success.

- Vision should be bolder.
- Like the last sentence
- Atlanta is focus/center of PAM, becoming a global player.
- If high speed rail ends in Charlotte, will affect ATL as the center of PAM; need rail to ATL
- Need more work to connect the various centers in PAM, not just 'balance'.
- In 2060, PAM needs to be further along than vision statement says >what are the milestones along the way?
- Infrastructure need to be in place
- PAM needs to connect to other megaregions nationally and globally.

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

- Need more coordinated research activities>discussions between various research entities.
- Scholarship program point? Doesn't appear to fit/out of context with other actions
- SE has some of the worst poverty issues that should be addressed>health education housing.

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #5 -- Innovation/Technology

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Not bold enough
- Not enough connectivity; silos
- Sounds like the product of a committee
- Not tied together in a unified plan
- "Robust" - what are we trying to say?
- Too short
- "Locally based" – wrong term
- Generic language; doesn't feel specific
- Doesn't set boundaries.

- Safe Statement.

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

- No
- Descriptive adjectives
- Speak to our strengths unique to this region
- Build on strengths
- Global connectivity in all areas
- Statement doesn't tell us how to get there
- Sounds too generic
- Give the statement a “sense of place”
- People and economic resources attract people

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

- No, we're serving two separate purposes
- Expanding creativity as a whole
- Should we serve innovation and technology separately or together?
- 50 years may be too far out
- Sounds like we're establishing a 5-10 year vision instead of 50.
- Next wave of innovation will come from many universities and colleges
- Same objectives should be happening now
- Using technology to connect large groups of people
- Technology rapidly changing, hard to imagine what it will be 50 years from now.
- With technology, you have to make many assumptions for 50 years from now.
- Overall insufficient connectivity between innovation and technology
- Wifi available to all, 50 years from now.
- Planning from bold assumptions
- Tailored itself to IT
- Research and development stands out
- Branding the region as a place at R&D
- Econ- 1, 3, 2, 4
- R&D needs to be across all types of development
- Needs to include education as a factor in inno/tech

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #6 – Land Use and Housing

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Needs to be bolder – especially in opening statement
- No edge, no innovation
- Statement is achievable
- Need a bold statement that captures a place where people/businesses thrive. Focus on implementation.
- Vision statement should be 1 bold statement, too long
- Need concrete, innovative solution in statement. Something we can work towards.
- Too theoretical; what does statement mean?
- 3rd sentence good important to set a goal.
- Continued focus on diversity as a strength. Define what it means to “leverage diversity”
- “Remain” sounds too status quo. Look at national examples – why are we struggling?
- Atl should strive to be Economic and Cultural engine.
- 3rd sentence-...tapping diversity to be an economic engine.
- Bolder language. Doesn’t feel like a vision for 50 Years
- Should VS be self-critical, and state what challenges we need to overcome.
- VS should be a platform to encourage diversity, innovation, cultural future. That’s the language for 2060.
- VS → short, memorable, bold
- Atlanta has to become a healthy, polycentric region. How do we get there?
- Healthy, interconnected.

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

No comments were recorded at this table for this section

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

- Concept in statement does not consider transportation cost associated with housing location
- Should this be so specific that it is mandated that housing cost include H + T (ex-Illinois)
- Implementation! These statements do not represent 2060. Action items need more concrete, long-term results. (ex- draft an inclusionary zoning ordinance – not enough)

2060 Action Items:

- Shared transportation, no or reduced parking
- Actionable items should have more visionary language. Some of these have already happened. How do we take these to a regional scale?
- Innovate in appropriate centers/places.
- Disincentives have to be a part of action items to curb traditional development patterns. Need incentives and disincentives.

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #7 – Transportation

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Disjointed
- Too big: how will we get there?
- A good thing?
- Sustainability comes across strong

- More balance
- Needs to be more holistic, transportation instead of transit.
- More focus on well being of citizens
- Communication in 1st person: more citizen led
- Refer to ATL as lead city in PAM
- More explicit support of K-12 education
- Link benefits to global transportation hub to citizens of region – promote livability/prosperity as outgrowth
- Connectivity within region; multi-modal connections
- More recognition for leadership and cultivating leadership to make leadership sustain.
- Metrics:
 - o Economics: are we thriving?
 - o Environmental: quality
 - o Transportation: reliable; accessibility
 - o Sustainable revenues

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

No comments were recorded at this table for this section

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

No comments were recorded at this table for this section

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #8 – Energy

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Has to break down into bite-sized chunks
- Why would we move here?
 - o What do we love? Compelling us to come. What do we need? Prosperous, ability to move around. Business model to attract.
- 5-6 sentences pulled together. Love individual actions use diversity as selling point.
- SE to global –lost in words
- One theme of thought
- Collection vs. unified Vision Statement
- Need 1 vision shortened/tied together
- Too general
- Have to be globally competitive.
- Something to draw. Are ideas achievable? More options/alternative to transportation
- Started strong and ended weak
- Arts/culture are well paired with economic development & innovation
- Local food, local sourced power, conservation not emphasized enough
- Diversity, education and civic action equals attractors to region
- Economic goals, orientation, ?? seems to be marginalized (where we are going as a region)
- Helping us overcome adversities in ATL.
- Like mobility

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

- IMPACTFUL STATEMENT
- Statement is positive and that is a good thing
- It is not inspirational, what is compelling? Why would they come?

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

No comments were recorded at this table for this section

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #9 – Energy

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Missing description on how this way of being in 2060 is sustainable development.
- No mention of attracting business and jobs.
- Grow jobs and intelligence
- What is the direction for growing global connectivity
- Does not have enough to indicate an identity of the region – no business piece.
- Does not represent a region committed to supporting transit.
- Healthy section should be stated first – out of order now.
- Does not reflect how you are creating a new industry to build/create renewable resources.

Q2: Does the vision have the right amount of “stretch” – bold enough to inspire, achievable enough to be taken seriously?

No comments were recorded at this table for this section

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

No comments were recorded at this table for this section

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Table #10 – Community Health

Discussion Round 1: Comments on Overall Vision Statement

Q1: What is the first thing that comes to mind when you read the regional vision statement?

- Too long, wordy, non-inspirational 1st sentence
- Accurate info but doesn't grab.
- Bold sentence with bullets
- Doesn't sound futuristic, needs innovation, creativity, timely
- Piece-meal 5 words that engage with bullets (not more than 50 words)
- Something to attract attention to Area
- Reword "place" to idea of vibrant innovative, dynamic community
- Goal is not defined
- Vision should create a picture when read.
- Inclusivity in bullets
- Written in "silos" – should be all inclusive
- Vibrant- community- opportunity-all people-achieve-highest

Q2: Does the vision have the right amount of "stretch" – bold enough to inspire, achievable enough to be taken seriously?

No comments were recorded at this table for this section

Discussion Round 2: Topic Specific Vision Statement

Q1: Are the key elements of this topic specific vision statement reflected in the overall vision statement?

No comments were recorded at this table for this section

Discussion Round 3: Topic Specific Focus Areas

Q1: What comments or questions do we have about the focus areas as listed?

No comments were recorded at this table for this section

Discussion Round 4: Topic Specific Action Items

Q1: Of these action items which ones are the most pressing issues or projects on which the region should focus its human, natural, and financial resources over the next decade, in order to move toward the vision?

No comments were recorded at this table for this section

Appendix 5

Action Item ranking by Forum Topic and Final Vote of the Entire Conference

Sustainability

The metropolitan Atlanta region of 2060 should be a place where our individual actions contribute to our community’s environmental, social and economic well-being. It should be a place with clean air and plentiful clean water; and a place where a healthy economy results from and reinforces respect for our environment and all citizens of the region.

		Table 1	Table 2	2-Table Total	Final Full Group Vote
The Economy	Identify sectors/skills needed to implement sustainable initiatives – recycling, agriculture, energy	0	0	0	0
	Create “green-ready” workforce	0	0	0	0
	Develop incentives & policies that overcome barriers to financing & implementing green sector activities	1	5	6	0
	Create & leverage partnerships with universities & state agencies to attract, create & retain green businesses	0	0	0	0
Conservation and Development	Develop natural resource protection & land conservation plan (added by group: Develop plan of stewardship for the region’s resources – all encompassing)	1	8	9	18
	Create regional Transfer/Purchase of Development Rights program as implementation tool	0	0	0	0
	Create long-range regional plan within explicit sustainability framework	5	3	8	1
	Develop conservation pricing for water use while creating new sources (group suggested adding this to resource protection plan)	0	0	0	0
Transportation and Energy	Shift the focus of the transportation system to alternative modes – transit, walking, bicycling	8	6	14	31
	Rely more heavily on demand management strategies	0	0	0	0
	Pursue alternative fuel programs	1	0	1	0
	Prioritize infrastructure that supports mixed-use and multi-modal environments	11	7	18	36
	Conduct a regional carbon footprint analysis and set reduction targets	1	0	1	0
Leadership and Education	Conduct communications campaign on the many benefits of sustainable choices & the ease of making them	1	0	1	0
	Identify, publicize & reward programs/projects that demonstrate	3	0	3	0

	commitment to sustainability.				
	Involve regional leadership in establishing metrics of sustainability and regional success.	0	1	1	0
	Introduce concept of the ecological and/or carbon footprint to school systems as a way to showcase sustainable practices and strategies	0	0	0	0
Metrics and Measurement	Identify the most critical issues, indicators, and targets through broad outreach	0	0	0	0
	Research the likely drivers of the performance of each indicator and begin exploring policy responses	2	0	2	0
	Develop indicator specific action plans	1	0	1	0
	Continually evaluate performance and communicate results to the public	0	0	0	0

Innovation and Technology

The Atlanta region of the future is a place that leverages and fosters innovation to benefit the region by providing a secure, robust, and sustainable infrastructure, attracting businesses and top-notch talent, and to facilitate communication between technology experts and educators, regional planners, government officials, citizens and other regional stakeholders in order to maximize the benefit of those innovations for the prosperity, well-being, and environmental stewardship of the region and its citizens.

		Table Vote	Final Full Group Vote
Economy	Develop a regional economic development strategy focused on spurring innovation & technology & tie it to the strategy focused on the green economy.	1	0
	Support & enhance the quality and quantity of R&D work done in the region.	8	15
	Support the transfer of innovations and technologies developed in the region's universities to market applications.	0	0
	Develop & implement a global branding campaign portraying the region as a place that supports innovation and creativity.	3	0
	Capitalize on the investment made in biotechnology in the Innovation Crescent by connecting it to the world class info- and nano-technology work being done at Georgia Tech.	0	0
Education	Ensure that all schools have math and science teachers who have certifications in those fields of education.	0	0
	Elevate the profile and "coolness" of math and science classes in elementary and high schools.	2	0
	Increase awareness of educational and career opportunities in innovation and technology fields to include entrepreneurship.	6	4
	Promote non-traditional math and science degree program through community colleges and technical schools.	0	0
Security	Offer "Identity Security" courses in school the way driver's education classes are offered.	0	0
	Pair senior centers with the continuing education departments at colleges and universities to offer "Identity Security" courses at the centers.	0	0

	Ensure that the regional All Hazards Council is considering the region's telecommunications network and the supporting power grid in its critical assets inventories and protection planning.	2	0
Infrastructure and Community Planning	Continually expand the breadth and quality of the information technology capacity of the region.	7	2
	Continually improve the amount, variety, and quality of data about the region as well as the software systems that employ this data to support decisions about the social, economic, and environmental systems of our region.	1	0
	Invest in Intelligent Transportation Systems (ITS) to improve the efficiency of the region's transportation network.	0	0
	Employ advanced internet technologies to better engage the region's citizenry around decisions about the region's future.	0	0
Ethics and Leadership	Encourage the development of cross-disciplinary curriculum at the undergraduate and graduate levels that address the intersection of technology/engineering, public policy, and ethics.	6	0
	Weave the topic of technology into trainings for elected officials.	0	0
	Encourage briefings on technological progress for regional and state leadership.	0	0

*short term, not long term. Task as opposed to vision oriented.

Megaregion

In the year 2060, the Atlanta region continues to be a primary driving force in the development of the southeastern United States, as its success becomes ever more intertwined with that of the other urban areas in an increasingly well-defined Piedmont Atlantic Megaregion. The leadership of the Atlanta region works to foster partnership and collective action with state and local leaders throughout the PAM region to balance economic, environmental and social needs against one another at the metropolitan and megaregional scales. PAM becomes a place of intraregional cooperation on issues critical to the success of its constituent cities and regions.

	Group suggested addressing poverty issues as an additional action item.	Table Vote	Final Full Group Vote
Economic Vitality 1 and 3 together	Revive the Southeastern Economic Alliance (SEA) which was a coalition of 13 chambers of commerce from across six Southeastern states.	9	9
	Work through the SEA to convene a megaregional economic forum to craft an economic identity for the region.	0	0
	Establish a megaregional economic development and cooperation planning process to create a brand for PAM and identify the sectors of the global economy in which the region wants to compete as a unit.	See #1 above	See #1 above
Education Coordinated Research activities Combined with below = 7	Create a PAM scholarship program to ensure any PAM high school student with a minimum GPA can receive a scholarship to any college within PAM.	0	0
	Lean on universities in PAM to facilitate discussions among political, civic and business leaders to create plans & strategies to bring PAM together.		
	Foster collaboration among PAM's universities as research and development centers to ensure that PAM leads the emerging global economy which is focused on innovation, technology, and knowledge.	7*	16
Environmental Sustainability	Fund PAM university research to better understand the interdependence of the human network and natural systems.		
	Create & continually adapt a comprehensive and integrated PAM-scale approach to natural system & human network management.	0	0

Consistency across states	Devise multi-jurisdictional approaches to environmental policies, programs and investments at the megaregional scale.	6	2
	Begin to rebuild natural systems that have been negatively impacted by the human network while emphasizing the conservation of our remaining undisturbed natural areas.	0	0
Infrastructure Go beyond just water	Work collectively to access federal funds to upgrade & expand PAM's transportation infrastructure emphasizing rail, sea and air ports and their connections to the rail network.	8	9
	Smart grid technology & distributed power generation should be deployed across PAM to reduce need for large investments in new power plants.	0	0
	Upgrade PAM's telecommunications infrastructure to keep pace with the global economy.	0	0
	Make a collective effort to identify, fund, and implement necessary upgrades, expansions and improved operating procedures for water (needs to go beyond just water) infrastructure.	2	0
Leadership and Cooperation	Establish an annual megaregional summit where state and local leaders from public, private, non-profit and academic sectors learn about the state of PAM and develop collective approaches to common problems.	5	10
	Establish an annual trip of PAM leaders to other megaregions across the globe for the purpose of learning how these regions work collaboratively to solve their environmental, economic and social problems.	0	0
Layered Needs Coordination	The Atlanta region needs to develop a clear picture of our needs, goals and objectives and where they may be in concert and conflict with those of other regions within PAM and PAM as a whole.	3	0
	The Atlanta region must work to develop consensus approaches to meeting collective needs and negotiate in good faith when our needs are not aligned with the rest of the megaregion.	0	0
	The Atlanta region must treat the other metro regions in PAM as partners and have genuine concern for their economic, environmental, and social sustainability.	0	0

Demography and Diversity

The Atlanta region will become a nationally recognized, 21st Century model of success - economically competitive and recognized for its educational excellence, environmental stewardship and civic action. Atlanta will be a globally-connected regional community that fully embraces diversity as its strength. The region will value opportunities for all to achieve their full potential regardless of race, color, religion, economic status, gender, ethnic or national origin, disability, sexual orientation or age.

		Table Vote	Final Full Group Vote
Civic Engagement	Create leadership programs focused on issues important to diverse neighborhoods & targeted at youth & people of diverse backgrounds.	5	7
	Diversify boards of civic organizations based on graduates from the leadership programs.	0	0
	Develop cultural tourism programs to introduce residents to the increasing diversity of the region's neighborhoods - elders and youth as tour guides.	0	0
	Create and execute a communications campaign aimed at identifying and debunking myths about racial, ethnic, and cultural groups	0	0
The	Create more public meeting spaces (parks and recreational areas) where people of	3	0

Environment	all ethnic backgrounds could interact.		
	Ensure the equitable distribution of parks and recreational facilities.	7	15
	Require environmental justice analyses (considering more than just race and poverty issues) on any public expenditure larger than a given amount.	0	0
Education Cultural competency, inclusiveness and training	Beginning in Pre-K, teach socio-cultural literacy and a second language multiple languages.	2	
	Diversity training for educators, students, school board, & PTA members community wide.	7	2
	Use schools after normal school hours as community centers or neighborhood meeting spaces.	0	0
	Offer parents of international students ESL and other assimilation courses in the evenings at public schools.	0	0
Housing	Preserve existing affordable housing, the Low-Income Housing Tax Credit.	0	0
	Ensure one-to-one replacement of public housing units.	0	0
	Enhance capacity to comprehensively plan for housing, transportation and education in an integrated way across all levels of government and the development community.	8	16
	Expand age-friendly as well as mix-income developments.	0	0
Technology	Mandate computer literacy from Pre-k to adulthood, making it a requirement to earn a high school diploma or GED.	0	0
	Expand the capability of community centers and libraries to act as technology hubs/cyber cafes.	0	0
	Create computer literacy programs specifically targeting senior and immigrant bilingual populations.	0	0
	Engage private sector in funding technological innovations in communities.	0	0
Transportation	Maintain affordability of transportation options as a key goal of the 21 st Century transportation system.	1	0
	Increase investment in alternative mode infrastructure such as transit, sidewalk and bike facilities.	0	0
	Increase TDM efforts such as education regarding alternative modes and how to use them.	0	0
	Better integrate the transit systems in the region.	0	0
	Develop sustainable funding sources for the development, operation and maintenance of the region's transportation system: inclusive of equity and civil engagement.	9	26

Land Use and Housing

The Atlanta region of 2060 will blend land uses such that a wide variety of housing is near employment, services, and recreational opportunities, integrating housing and daily destinations so that travel between them becomes easier, more efficient, and more economical. The region will place special emphasis on development in high-intensity centers and corridors distributed around the region and supported by a multi-modal transportation network that facilitates walking and biking within centers along with convenient transit and automobile access to the centers. Residential neighborhoods featuring housing that varies widely by type and price will surround these intensely developed centers and corridors and will be supported by neighborhood scale services, facilities and recreational opportunities serving all segments of our regional population.

		Table Vote	Final Full
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			Group Vote
Mixed Use in Centers and Corridors	Focus LCI funding on implementation of current LCI communities & connect it to a green economic development strategy.	0	0
	Create regional TDR program & tie it to implementing LCI plans.	2	0
	Help local agencies seek & write grants for innovative programs to generate development interest in LCI areas. Grants could include clean energy programs, energy efficiency programs, local food programs, recycling programs, etc.	0	0
	Link transit stations with LCI and Lifelong Community areas.	1	0
More Housing Types and Prices	Create a regional housing plan and implementation strategies.	4	2
	Draft & publicize sample "inclusionary housing" zoning ordinance.	0	0
	Create case studies of successful efforts to include affordable housing in communities.	0	0
	Hold additional design workshops such as the Lifelong Communities charrettes to help localities begin to visualize how new housing types can fit into their communities and create a continuum of housing choices to allow people to "age in place".	0	0
Suburban Redevelopment grouped	Leverage existing suburban infrastructure – roads, sewer, water, transit, etc. – to support redevelopment & population growth. (disincentives sprawl)	3	20
	Incentivize & document redevelopment of greyfields, brownfields & underutilized commercial strips into mixed-use centers & corridors.	3	
	Seek public-private-nonprofit partnerships to leverage grants focused on redevelopment plans and implementation activities to support sustainable, suburban developments.	0	0
Land Use and Transportation Linkages	Require transportation projects seeking federal funds to be supportive of regional goals and be part of a plan that links land use & transportation improvements, use LCI as a model.	8	38
	Establish TOD guidelines to identify desired densities, mix of uses & design standards. Tie guidelines to regional funding decisions to optimize transit investments.	2	0
	Secure additional transportation funding sources to ensure both capital and operating expenses are met.	1	0
	Enact an Adequate Public Facilities Ordinance to ensure the infrastructure is in place to accommodate the demands of new development.	2	0
Natural Resource Preservation	Create and implement initiatives to promote, preserve and protect green corridors, especially across jurisdictional boundaries.	0	0
	Support local farm initiatives, community gardens and other efforts.	1	0
	Require cluster/conservation subdivisions at the community's edge to transition to rural areas. At the same time, preserve agricultural viability by zoning for large agriculture-only districts.	0	0
Find New Measures of Success grouped	Find new measures of regional success		14
	Examples include: Housing & Transportation Affordability Index, Cost/Benefit of Sprawl, Health Impact Assessment, Jobs-to-Housing Ratios	8	

Leadership and education (Added by table)	Disincentivize sprawl: continue to educate local planning boards and communities on changing demographics, their impact on local zoning, and the benefits of new zoning formats and tools such as form-based codes, SmartCode and LEED-ND	2	
	Seek funding to assist local communities to update zoning codes and public works standards and regulations in accordance with the goals of 50Forward.		

Transportation

A thriving Atlanta region of the future will be supported by a safe, sustainable, multimodal, efficient, and intelligent transportation network of complete streets, regional transit and freight facilities, and interregional air, rail and roadway infrastructure, which will ensure the region’s continued growth and prosperity. Made possible by solvent funding mechanisms and increased regional cooperation, this system will provide fast and reliable linkages between people, goods and ideas while serving as the connective framework for sustainable growth, a healthier population, a cleaner environment, and better access to jobs and services for all of the region’s citizens.

		Table Vote	Final Full Group Vote
5 grouped	The Atlanta region should reach out to other regions of the state to identify areas of common interest and develop statewide consensus on solutions.	6	5
	Hold an annual leadership summit that engages a critical mass of locally elected officials, nonprofit leadership and business people to set priorities and identify implementation steps.	2	
Finance and Implementation	Create additional long-term revenue sources for the region’s transportation needs.	17	40
	End the all-or-nothing approach to implementation, scale large projects into manageable steps to more quickly begin construction.	0	0
	Create a tool to educate the general public & elected officials about the trade-offs of development decisions & infrastructure costs.	5	4
	Create incentives for cross-jurisdictional cooperation.	0	0
Modal Balance	Place heavy emphasis on maintaining & expanding the transit system and other non-auto modes.	3	19
	Improve taxi presence in the region, particularly at transit stations.	0	0
	Shift to <i>complete streets</i> thinking in building and retrofitting roadways.	1	0
	Establish more direct link between driving a car & the full cost of doing so by implementing mechanisms such as tolls, fees for mileage driven, and increased parking costs.	0	0
Land Use and Transportation Coordination	Better integrate transportation & land use decision making processes and decision makers, at all levels of government.	6	24
	Use zoning around transit stations to create transit-supportive land use mixes and densities.	0	0

	Ensure that affordable housing remains truly affordable by co-locating with transit.	0	0
	Improve the local street grid to create walkable, transit-oriented neighborhoods.	0	0
	Educate the public and local officials on the importance of school locations.	0	0
Commerce and Megaregions	Prepare for constraints at HJAIA by studying alternatives to meet demand for short-distance flights -- more airports & intercity rail.	0	0
	Acquire rights-of-way needed to implement Concept 3 & high speed rail connections in PAM.	1	0
	Plan and design the location of new and the improvement of existing intermodal yards and freight distribution centers.	1	0
	Invest in livability initiatives, such as sidewalks and transit to attract a creative, well-educated workforce.	2	0
Public Health and Safety	Combine TDM strategies with messaging about the public and individual health benefits of walking and bicycling.	0	0
	Implement stronger measures to deter speeding.	0	0
	Reduce commercial vehicle idling.	0	0
	Design & implement context sensitive solutions on new & existing roadways that better balance mobility of through vehicles with the safety of other users such as bicyclists and pedestrians.	1	0
Climate Change	Create and adopt a regional Climate Action Plan including a section on transportation-specific measures and strategies.	0	0
	Implement quick and easy GHG reduction strategies.	0	0
	Expand the use of ITS to reduce time spent in congestion & GHG emissions.	0	0
	Make the cost of driving more apparent to users by increasing parking fees, instituting VMT charges and PAYD (pay-as-you-drive) insurance so as to decrease the amount of driving and reduce congestion during peak periods.	1	0
	Support the transition to alternative fuels for both passenger and transit vehicles.	1	0

Energy

In 2060, Metropolitan Atlanta is a national leader in energy efficiency and clean energy, producing all of its energy from non-polluting, secure, renewable, and locally-based sources. Doing so is affordable, reliable, and a major economic driver for our region.

		Table 1	Table 2	2-Table Total	Final Full Group Vote
Regulations, Policies, and Political Leadership	Create a Regional Green Energy Plan to guide resource allocation & actions to create the infrastructure and regulatory framework for the clean and renewable energy sectors.	2	0	2	0
	Review current state & local regulations & policies that impact the types of energy	1	5	6	12

	sources and uses that can be undertaken in the Atlanta region, identifying those which are effective and those which aren't as well as regulatory gaps.				
	Work with the state legislature to make and strengthen policy that promotes energy efficiency & use of renewable energy sources.	2	3	5	4
	Pass local regulations, policies, and incentives that move the market towards energy efficiency and renewable sources.	0	4	4	0
Diversification of Sources	Focus on energy efficiency measures which alone can meet projected energy needs and would avoid the construction of any new power plants in the foreseeable future.	4	1	5	7
	Utilize local sources of renewable energy. The two most promising renewable energy sources for Georgia and the Atlanta region are solar and biomass.	2	0	2	0
Infrastructure	Formulate a regional decentralized energy system plan which would enable the production electricity at or near the point of use.	0	3	3	0
	Build a smart grid to monitor electricity flowing through the system, select the most reliable source of electricity based on current conditions, & make energy choices benefiting consumers.	0	0	0	0
	Amend local building standards to mandate that buildings be constructed to accommodate renewable energy technologies. For example, developers can construct "solar ready" buildings that include the structural supports and electrical wiring necessary to support solar panels.	1	3	4	0
Education and Consumer Empowerment	Offer "Energy 101" to policy makers so that they understand the elements of green energy systems & linkages of energy to other natural resources.	2	0	2	0
	Mandate sustainability & green energy curriculum in schools.	1	0	1	0
	Execute a communications campaign to educate consumers and policy makers about climate change, green energy, energy policies, & the impact of consumer behavior on our energy future.	4	4	8	18
	Develop green jobs training & professional education programs.	0	0	0	0
	Create a green energy business resource center to provide information about local markets to companies that want to adopt clean and renewable energy sources & energy efficient practices.	0	0	0	0

True Pricing and Funding	Enforce sub-metering in multi-family buildings; energy audits on buildings at the time of sale; and building-labeling requirements informing buyers of buildings' resource efficiency.	0	1	1	0
	Implement green procurement & investment policies in governments.	0	0	0	0
	Create innovative and sustainable funding mechanisms to develop green energy approaches that are themselves financially self-sustaining.	1	0	1	0
	Ensure lower-income groups have representation in the decision-making process so that energy policies and initiatives explicitly address impacts on the poor and other marginalized groups.	0	0		0
Research and Development	Develop and promote the region as a green energy center of excellence. The Advanced Technology Development Center of Georgia Tech could serve as a good partner in the effort by acting as a green business incubator for Georgia Tech students.	9	1	10	20
	Offer green energy scholarships. Local governments could establish renewable energy/energy efficiency "X Prize" for the Atlanta region and scholarship programs to fund graduate student energy efficiency/sustainability research at local colleges and universities.	0	0	0	0
Standards and Benchmarking	Create an annual report on the region's green energy efforts to focus political will, resource allocation, and general community support. The report should include well-researched and data-driven metrics and track annual performance to a baseline year. Moreover, the region should develop rigorous scorecards that can be used to compare metro Atlanta region to other comparable areas.	0	0	0	0

Community Health

The Atlanta region will be a national model for healthy people living in healthy places. The leadership of the Atlanta area will work to foster collaboration that maximizes local, state and national partnerships and investments in health. Policy, systems, and environmental change will support access to healthy food, walkable neighborhoods, plentiful greenspace, appropriate health services and meaningful civic engagement. These changes will be integrated and coordinated with land use, transportation, energy, education, economic and social policies to promote sustainable health improvement.

		Table Vote	Final Full Group Vote
Policy Integration	Create a community planning/design process where stakeholders from different disciplines including public health are required to interact.	5	28
	Conduct Health Impact Assessments (HIAs) as part of development and zoning reviews.	0	0
	Adopt best practices on how to foster collaboration across sectors, and across local, state, and federal agencies, to best integrate policies that promote health.	1	0
Civic Engagement	Create opportunities for peer support & use of lay health promoters to improve health.	0	0
	Work to ensure cultural competence in service delivery and messaging.	1	0
	Engage community members in volunteer service through dissemination of info on how to improve the health of the region.	0	0
	Give attention to “third places,” the social surroundings other than work and home that foster a sense of community and establish a sense of place for individuals within a community.	0	0
Leadership	Cultivate leadership among private, public and civic sectors on health issues by developing and using curricula to train leaders.	3	2
	Ensure diversity in leadership programs in order to provide necessary perspectives for implementation of any regional plan including community health plans.	0	0
Physical Environment	Conduct an environmental scan on current policies & practices related to the built environment and the impact of those policies and practices on the region’s public health.	1	0
	Identify and develop best practices for altering the physical environment to improve the region’s community health.	6	14
	Alter regional plans & programs to account for built environment impacts on community health.	2	0
	Review and suggest changes to zoning policies to make them more in line with the vision.	0	0
Education	Enact School Wellness policies across the region.	0	0
	Incorporate health knowledge, wellness & prevention in school curricula	2	0
	Mandate PE in all schools beginning in pre-kindergarten.	2	0
	Increase regional high school graduation rates to at least the national average.	5	3
	Engage school boards in promoting health stressing the link between physical activity and academic achievement.	0	0
	Provide a nurse and behavioral health services in every school in the region.	0	0
Health Promotion	Build coalitions across broad groups to reduce duplication of services and enhance coordination.	0	0
	Identify existing evidence-based health promotion programs and best practices and broaden them to serve communities in need.	2	0
	Promote communication between entities delivering health care and other social services.	1	0
	Identify food deserts in communities and incentivize access to food availability.	0	0
	Create grocery/farmer’s markets/vouchers for healthy food.	0	0

	Improve nutrition standards for school lunches.	0	0
	Engage in a broad-based health promotion campaign across multiple disciplines.	2	0
Metrics of Success	Develop set of indicators & targets for a healthy region & pursue baseline data measurement.	7	4
	Link indicators to work being done to better enable measurement of actual activities rather than changes which may be the result of unrelated actions.	0	0
	Secure funding to develop indicators as well as for ongoing data collection, measurement, and reporting.	0	0
	Find best practices from other states/regions that can be applied to the Atlanta region.	0	0
