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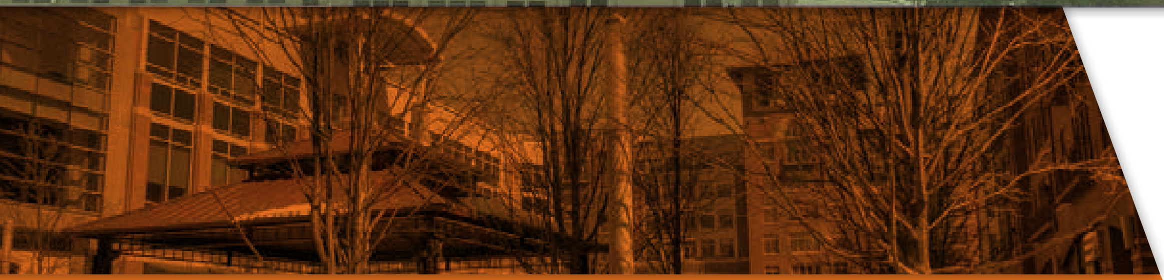

REGIONAL LEADERSHIP

Vision to Action

THE NEXT BIG IDEA FOR METROPOLITAN WASHINGTON

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ABOUT THE URBAN LAND INSTITUTE

ULI is a nonprofit research and education organization supported by its members. Founded in 1936, the Institute now has over 28,000 members in 95 countries, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service–including leading property owners, investors, advisors, developers, architects, lawyers, lenders, planners, regulators, contractors, engineers, university professors, librarians, students, and interns. ULI Washington is one of ULI's largest District Councils worldwide, with almost 1,800 members. ULI includes members from the real estate and business communities, both public and private, who share the commitment to responsible land use to sustain the growth and prosperity of the National Capital region. Members of the Urban Land Institute are automatically members of ULI Washington

Through District Council sponsored educational forums and events such as the annual Real Estate Trends conferences, Smart Growth programs, and project tours, through community outreach programs, and by providing industry expertise to community leaders, the opportunity to influence local land use policy continues to be the focus and achievement of ULI Washington. In the ULI fashion of offering an unbiased and non-partisan exchange on issues impacting the industry, District Councils provide the avenues for active dialogues between private industry, environmental organizations, and public agencies to help provide solutions to local and regional issues.

ABOUT THE *REGIONALISM INITIATIVE COUNCIL*

The Regionalism Initiative Council is one of two initiative councils began in 2010 by the ULI Washington District Council. The initiative councils were created to provide an opportunity for ULI Washington members to be part of a small group organized around a particular issue. The Regionalism Council is charged with implementing a goal of the ULI Washington Strategic Plan to make the district council the preeminent voice on regional issues in the national capital region.

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EXECUTIVE SUMMARY

On the afternoon of November 13, 2012, ULI Washington's Regionalism Initiative Council brought together more than 120 leaders from the public, private, and nonprofit sectors at the Columbus Club at Union Station—a fitting venue in a regional multimodal location—for a meeting on "Regional Leadership: Vision to Action." Subtitled "identifying the next big idea for metropolitan Washington," the invitation-only event explored the current state of the National Capital Region's competitive climate, as well as its strengths and opportunities to strengthen the regional economy and improve quality of life. Speakers representing local organizations seeking solutions for regional issues, the U.S. Department of Transportation, representatives from other regions that are engaging in regional collaboration, and former District of Columbia Mayor Anthony Williams addressed a broad range of ideas in individual presentations, panel discussions, and question-and-answer sessions.

Attendees represented a broad and balanced mix of leaders and included real estate developers; representatives from the federal government, local jurisdictions, transit and planning agencies, and nonprofit organizations; senior leadership of some of the region's largest companies; academics, and others. Approximately half came from the public sector and about half from the private sector; geographically, the District of Columbia, Maryland, and Virginia were almost equally represented.

Interactive audience polling after the two panel discussions took the pulse of the attendees, who answered questions about what actions would be most appropriate to continue to maintain the region's excellent quality of life and to keep the region competitive in attracting jobs and maintaining economic strength in today's global economy. The key findings from the interactive polling exercise are as follows (full polling results are in the body of this report):

1. A majority of respondents (41 percent) identified the presence of the federal government as the region's greatest competitive advantage and 28 percent identified the lack of a regional plan for economic growth as the biggest impediment to future job growth and economic competitiveness.

Panelist Steve Wray from the Philadelphia Economy League describes strategies underway in Greater Philadelphia.

2. Respondents said that a new reigonal program or strategy should be undertaken by an improved partnership between existing regional organizations.

3. The two transporation/infrastructure funding methods most likely to be supported by the respondents were a dedicated gas tax (49 percent) and vehicle miles traveled tax or fee (36 percent).

The following eight themes arose again and again through the afternoon's discussion, and clearly should be part of the Washington, D.C. metropolitan area's regionalism discussion in the future:

1. **RECOGNIZE AND ACCEPT NEW REALITIES.** While the federal government will remain an important presence in the regional economy, the metro area can no longer be viewed as a "one-company town."

2. **ENGAGE THE PRIVATE SECTOR.** Private sector leadership will be essential to moving beyond some of the region's larger issues that have, to date, seemed impossible to resolve.

3. **DO MORE WITH LESS.** Using existing resources wisely will be essential in this era of fiscal and economic constraints.

4. **BE CREATIVE AND AMBITIOUS.** Longstanding problems will require creative, ambitious solutions and game-changing ideas and strategies will be needed.

5. **SEEK OUT NEW FUNDING SOURCES.** Fewer federal and state dollars will be available to support regional efforts in the future—and those that are available will require participating jurisdictions and groups to put some of their own “skin in the game.”

6. **CREATE NEW PUBLIC/PRIVATE PARTNERSHIPS.** A multidisciplinary collaborative of local and regional groups must “own” any new plan in order to ensure its success. This collaborative must involve the buy-in of both public and private sector decision makers—as well as public and private funding.

The attendees were polled on a number of questions about the region’s economic competitiveness.

7. **RECOGNIZE THAT STATE AND JURISDICTIONAL BOUNDARIES ARE NOT IMPERMEABLE.** The metropolitan region is real—there are no uncrossable lines at state, county, or city borders. People move across these boundaries to work, live, learn, and play every day, and all regionwide efforts must recognize that the region’s jurisdictions are interconnected and interdependent.

8. **LEARN FROM PAST EXPERIENCES AND BUILD ON SMALL SUCCESSES.** The region has much to learn from its past successes and failures and must contuinue to apply those lessons to future efforts to unite the region.

INTRODUCTION

Pennsylvania Ave by Rob Shenk, Flickr

Over the past decade, many organizations have undertaken significant efforts to promote regionalism in the National Capital region. ULI Washington has been a pioneer in this area; its 2005 Reality Check workshop, held in partnership with several other local organizations, convened several hundred stakeholders to envision how the region would grow and was successful in forging consensus on where new employment centers and housing should be developed. Other efforts, including the Council of Governments' Region Forward initiative and the work of the 2030 Group, have made further progress toward envisioning a region that is more accessible, prosperous, sustainable, and livable.

The presentations and discussions at the Regionalism Initiative event represent an extension of these efforts as well as a new call to action, an attempt to begin identifying specific and potentially game-changing strategies and transformative approaches—the "next big idea"—for metropolitan Washington. In welcoming the group and setting the stage for the day, Doug Cooper, Chair of ULI Washington's Regionalism Initiative Council and Principal with Union Realty Partners, Inc., described how ULI Washington is well positioned to take a leadership role in this effort. In its 2011–2016 Strategic Plan, the district council made regionalism a top priority. The recently formed Regionalism Initiative Council is the main implementation mechanism to achieve this goal, and the Council's main objective is to advocate for a new approach to solving regional problems related to infrastructure, land use and economic growth.

Past efforts like Reality Check, COG's Region Forward initiative and the work of the 2030 Group have made progress toward envisioning a region that is more accessible, prosperous, sustainable and livable.

Cooper warned that while the regional economy has been fortunate to have the federal government as a perennial growth engine, this situation is not likely to continue, and the region now faces a new reality of fewer public and private sector jobs. No matter how the 2012 federal budget issues are resolved, it will not be business as usual.

He closed his introductory remarks by urging attendees to consider that many of the fiscal and budgetary challenges facing the region cannot be solved by traditional and conventional methods. The region is in a global competition for high-skilled workers and private sector employers, and its public and private sector leaders need to work together like never before to create and implement a strategy to successfully grow the regional economy.

This report presents an overview of the conference and highlights future actions to be undertaken by ULI Washington with the cooperation of other local nonprofit and business organizations in the region. To view the conference PowerPoint presentations, go to http://washington.uli.org/regionevent2012. If you would like to be involved in the next steps in regional cooperation, please email NCR@uli.org with your contact information and ideas.

THE REPORT

WHY REGIONALISM? THE FEDERAL GOVERNMENT PERSPECTIVE

In her keynote address, Polly Trottenberg, Acting Under Secretary and Assistant Secretary for Transportation Policy at the U.S. Department of Transportation (USDOT), spoke about what the Obama Administration and USDOT have been doing to promote regional transportation, as well as some of the challenges and opportunities the region now faces in the current post-election period. She described why USDOT believes that regionalism is so important and spoke about what the department has done and is doing to implement its various transportation initiatives.

FEDERAL TRANSPORTATION PROJECTS IN NATIONAL CAPITAL REGION 2010–2012

1. A $59 million TIGER grant to the Council of Governments project to improve bus service throughout the region
2. A $10 million TIGER grant to extend the Anacostia Riverwalk Trail into Maryland
3. Funding for the 11th Street Bridge Project, which is focused on reconstructing and reconfiguring the interchange of the Southeast/Southwest Freeway and the Anacostia Freeway over the Anacostia River in Washington, D.C.
4. The I-95 and Capital Beltway HOT lanes projects;
5. The South Capital Street Corridor project;
6. The Capital Bikeshare program, which now enables riders to take a bicycle from one of more than 175 stations in Washington, D.C., Arlington, and Alexandria, Virginia and return it to any other station;
7. The Purple Line project in Montgomery County, Maryland;
8. The Silver Line (Dulles Rail) project in Virginia.

Trottenberg focused on the challenges and opportunities that exist in today's climate of fiscal constraints and political challenges, noting that USDOT is focused on stretching its authority and funding as best it can to help regions achieve their transportation goals. Describing how the department is doing this in the local region, she mentioned several projects that have had or will make a significant impact on the region.

Trottenberg believes these projects have received federal funding for three reasons:

1. They showcase regionalism by demonstrating how municipalities can come together in partnership to get things done.
2. They involve communities that have some "skin in the game"; in other words, recipient communities are putting their own money into the project, along with that of the federal government, which causes them to think a little harder and design a little better.
3. They exemplify innovation and livability, meet a demand or a need, and are cost effective.

Looking to the future, Trottenberg noted that maintaining the existing transportation infrastructure—let alone expanding it where new capacity is needed—is going to be very difficult. While Congress, through MAP-21, maintained or slightly decreased funding for highways and transit for the next two years, it did expand programs in which recipients must eventually repay the federal government for funds they receive. In addition, new federal funding programs will require developing and using extensive performance measurement systems.

Trottenberg concluded her presentation by praising the Washington, D.C., region for being ahead of the rest of the nation with its strong leadership, political consensus (particularly on transportation), innovative transportation solutions, and willingness among the public and private sectors to partner and contribute to transportation projects.

Trottenberg noted that maintaining the existing transportation infrastructure—let alone expanding it where new capacity is needed—is going to be very difficult in the future.

THE CURRENT STATE OF REGIONALISM IN METRO D.C.

Following Trottenberg's keynote address, the first panel examined the existing framework for regional cooperation in the Washington, D.C., metropolitan area. Moderator Dr. Dean Bellas, President of Urban Analytics, Inc., began by explaining that the five panelists would provide a brief overview of all the hard work that has been done to date, while—most importantly—also offering their own unique perspectives and opinions on the future of regionalism in greater D.C..

Preparing for a Post-Federal Regional Economy

Fuller argued that the area's economy is regional, and that the whole is greater than the sum of its parts.

Dr. Stephen Fuller, Director of the Center for Regional Analysis at George Mason University, began his remarks by pointing out that economies are not defined by political boundaries. Noting that the metro area's markets are regional, national, and global, Fuller argued that the area's economy is regional, and that the whole is greater than the sum of its parts. Fuller also noted that the majority of jobs in the District of Columbia are filled by people who live in suburban Maryland and Virginia and that District residents increasingly work in the suburbs.

Accepting that reality, however, is only the first step in understanding the importance of a regional perspective. Fuller noted that the National Capital Region's economy is undergoing a major sea change. While its past growth had been driven by accelerated federal spending, few expect federal spending to grow in the coming years and this dependency has become the region's Achilles Heel. With federal spending slowing or even shrinking, the region—if it is to retain its economic vitality—needs to establish a new driver for its future economic growth, focus on its competitive advantages, and build on them.

These competitive advantages, Fuller noted, differ across the region. Each area has its own asset base, and the differences among them should be viewed as complementary, not competitive. These differences offer the region the basis for developing a diversified economy, one that is not overly dependent on the federal government sector. The region's potential remains strong, Fuller asserted, as it transitions into this new economy, which he expects to become a global business center with a strong federal underpinning. He listed three major challenges that the region faces as it undergoes this transition:

1. Securing a workforce of sufficient size and quality with appropriate skills to fill the region's job growth potential of approximately 950,000 net new jobs and 1.6 million replacement jobs (positions that will empty out during the next 18 years as baby boomers retire, in addition to normal turnover).

2. Securing a housing stock of sufficient number, with the appropriate mix of sizes, geographic distribution, and prices to accommodate this workforce. Ideally, this housing stock will be located in places that allow for reduced commute times and distances.
3. Providing the infrastructure, community services, and amenities needed to attract and retain workers and businesses.

Fuller concluded that these challenges require regional thinking and solutions, which in turn require regional leadership. Without regional leadership and regional thinking, the full potential of the regional economy cannot be achieved.

Helping Governments Build on Past Successes

David Robertson, outgoing Executive Director of the Metropolitan Washington Council of Governments (COG), followed Fuller, speaking optimistically about land use planning and cooperation from a government perspective. He noted that while it is appropriate for the region's leaders to challenge themselves to do more and to do better, they also should recognize and build on recent regional successes.

Among those successes, both large and small, Robertson counted the following:

» Region Forward is an Initiative that defines regional goals in land use; transportation; the environment, climate, and energy; the economy; housing; health and human services; education; and public safety, as well as indicators to measure progress. The Region Forward Compact was adopted by all 22 area jurisdictions; by signing the compact, they pledged to help advance its goals.

» A public/private partnership among the Greater Washington Board of Trade, COG, and the Federal City Council attracted $3 billion over ten years for the Washington Metro Area Transit Authority (WMATA) to invest in repairing/replacing elements of the


Rockville Town Center by Mr. T in DC, Flickr

region's long-neglected transportation infrastructure and improving transportation capacity.

- Another public/private partnership between COG and the Greater Washington Board of Trade examined issues of WMATA governance and recommended steps to improve the effectiveness of the Metro Board of Directors.
- The District of Columbia, Fairfax, Montgomery, and Prince Georges counties, through COG, have negotiated an update to the Blue Plains Intermunicipal Agreement, which essentially allocates who pays what for wastewater treatment capacity in the region.
- Capital Bikeshare was developed in multiple counties, providing a cross-jurisdictional transportation option.

Robertson added that the region still needs additional tools and resources to move it forward, and noted that these options will not necessarily come from the federal government. New public/private partnerships and new sources of revenue will be required to support the region's vision, because without them, the ideas in Region Forward will not become a reality.

Innovating, Working Together, and Learning from Each Other

Harriet Tregoning, Director of Planning with the Washington D.C. Office of Planning, built on Robertson's presentation to provide a broad perspective on successes to date. She began by reminding attendees how far the region has come in the past several decades. Today, there is much less cut-throat competition and unwillingness among jurisdictions to work with one another or learn from each other; local government leaders often are quick to work together and to learn from one another's successes. She also reminded the audience how unnatural it is for local governments to work together—yet they are doing so throughout the region, again and again.

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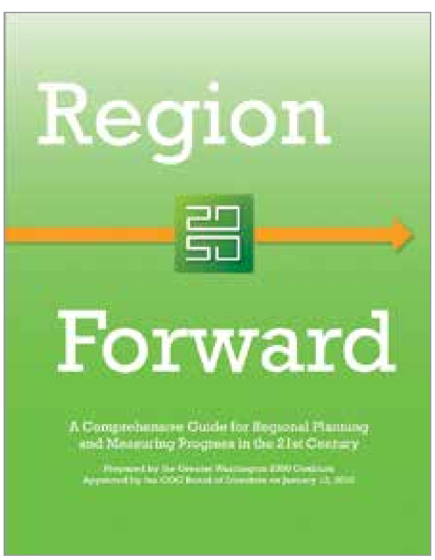
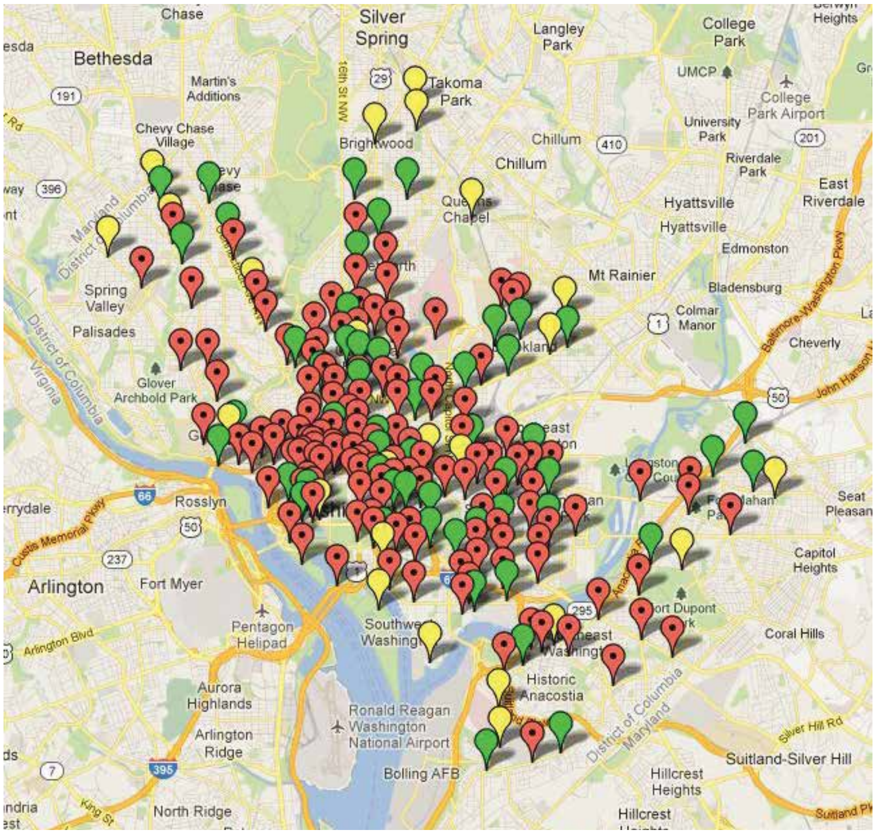




Red icons are existing Capital Bikeshare stations, green are first-tier priorities, yellow are second-tier priorities

Harkening back to the Capital Bikeshare story already shared by other speakers, Tregoning reminded the audience that the District's first bikeshare program was an abysmal failure, primarily because it was too small and was limited to a single jurisdiction. She described this as an example of "failing fast": learning a lesson from the failure, applying that lesson, and doing better the next time. The region must continue to innovate, she stressed, and that means trying things that may not work, then going on to "the next great thing." She cited the successes of the current Capital Bikeshare program, car2go (an electric car sharing program), and Parkmobile (a smart phone–based parking payment system) as examples of how the area has developed a reputation as an innovative, learning region.

Tregoning also pointed out how much the region's jurisdictions already have learned from one another's experiences in the areas of land use, transit-oriented development (TOD), urbanizing suburbia, job growth, and more. She commented that the region's true strength lies in its diversity, in the amount and variety of resources—including jobs, affordable housing, community colleges, and so forth—that are spread unevenly throughout the metro area, and stressed the importance of deploying those assets


Bikeshare on mall by Eric P, Flickr

on a regional basis. Doing so remains challenging, she added, noting, for example, that although community colleges in northern Virginia and suburban Maryland are enormously important institutions, they have not yet been knit together into the type of workforce development network that the region needs.

In closing, Tregoning described how important it is for the region's decision makers to think about how to make better use of the region's many resources, its capacity, and its assets, in different and more creative ways.

Moving the Region with Metro

Shyam Kannan, Managing Director for Planning at WMATA, began his presentation by asking attendees to imagine the region without Metro. Without this robust transit system—the second-busiest in the nation, serving 1.2 million riders per day—he asserted that the region would need 1,000 additional lane miles of roadways (the equivalent of another two Capital Beltways) and four to six additional river crossings. It also would see 1 million more car trips per day, resulting in a 25 percent increase in congestion that would cost the region $1.5 billion/year in decreased productivity.

Making the choice 35 years ago to build the region around rail and bus transit as well as roads, noted Kannan, was a fortunate decision, one that has benefited the region as a whole as well as the areas within a half-mile radius of Metrorail stations, which are now home to 54 percent of all jobs in the metro area and have attracted new jobs at a rate four times higher than the regional average over the past 10 to 15 years.

Silver Line construction by Thomas Cizauskas, Flickr

Looking to the year 2040 and beyond, WMATA has embarked on a strategic planning process designed to plan the transit system of the future. What will the region—and the Metro system—look like as we add 1.6 million new jobs and 1.5 million people? How will Metro continue to stitch together the various parts of this region? Kannan urged attendees to visit WMATA.com/momentum for more information about this process, and to engage with its online polling tool, WMATA.mindmixer.com, by answering a range of questions that will help the transit authority shape the system for the next 35 years.

Kannan listed five issues that he believes must be considered as this planning effort proceeds:

1. **METRO MUST FIGURE OUT HOW TO DEAL WITH ITS CAPACITY ISSUES.** While extensions of the system—including the Metrorail Silver Line in northern Virginia, planned bus rapid transit (BRT) investments in Montgomery County, and streetcar efforts in the District and Arlington County—are being planned and built, the core of the system is at or beyond capacity. More than three-quarters of all trips go through core Metrorail stations that are bursting at the seams.
2. N**EW TRANSIT SYSTEMS MUST BE INTEGRATED WITH METRO AND WITH EACH OTHER.** Planners, funders, and advocates for these systems must make sure that they are designed to work together, with a single farecard and platforms/bus stops properly located so that passengers can seamlessly transfer from system to system and/or from one mode to another.
3. **REGIONAL BALANCE ISSUES MUST BE ADDRESSED.** A fiscally sound and financially secure transit system requires a region with balanced housing and employment. Metrorail trains, for example, returning to Prince George's County from the District on weekday mornings should not be empty, while those traveling in the opposite direction are jam packed.
4. **SUCCESSFUL BRT SYSTEMS REQUIRE PHYSICALLY DEDICATED BUS LANES.** WMATA has been working to address this issue through its Metrobus Priority Corridor Network, but it needs to continue to involve its jurisdictional partners in creating dedicated lanes, for both existing bus routes and new BRT lines.
5. **METRO NEEDS A RELIABLE, SUSTAINED SOURCE OF FUNDING.** Unlike most of the nation's other transit systems, Metro has no dedicated, predictable funding stream. Funding is therefore the final and

METRO FACTS

» Metro is the second-largest rail, sixth-largest bus and fourth-largest paratransit service in the US.

» 54 percent of all jobs in the region are within a ½ mile of Metro stations and bus stops.

» $235 billion of property value is from land near rail stations.

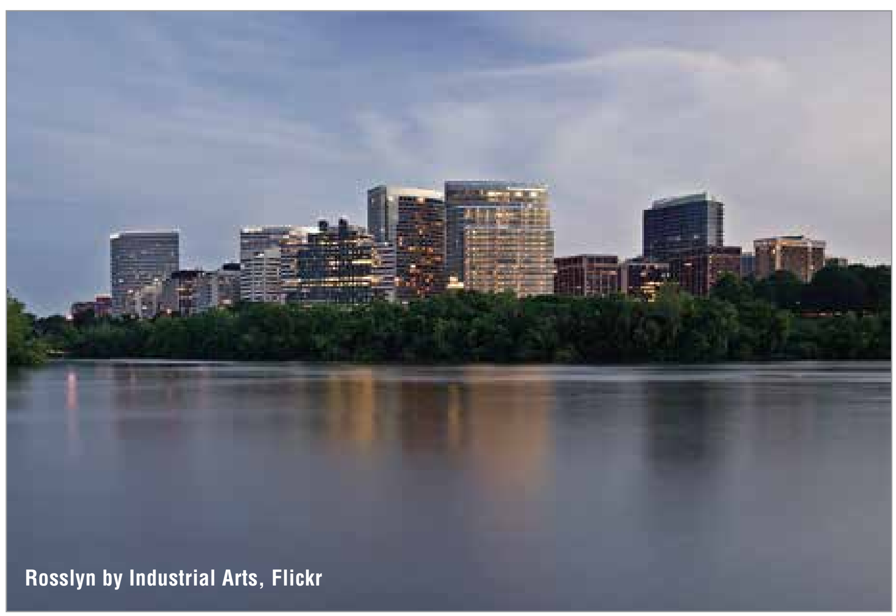
» Without Metro, congestion would increase 25 percent, costing over $1.5 billion annually.

» Land near rail stations represents 28 percent of the jurisdictions' property tax base but only 4 percent of their land biggest challenge that WMATA faces. The Metro system has become seriously degraded and—although WMATA is in the midst of a $6 billion effort to repair or replace broken escalators, purchase new equipment, and ensure that the entire system is returned to state-of-the-art condition—if the funding issue is not resolved, problems will recur. The region's leaders need to be thinking about establishing regional cooperation for a funding stream that allows WMATA to plan for these capacity and capital improvements, said Kannan in closing.

Making Better Use of Existing Resources

Jim Dinegar, President of the Greater Washington Board of Trade and the final speaker on this panel, focused on how the region can make the most of its existing assets. In a time of austerity, when there is precious little new money available, this makes more sense, he argued, than going after "the next shiny new object." Dinegar listed six examples of how the region can do this:

1. **STANDARDIZE APPLICATION PROCESSES.** At present, each jurisdiction in the region uses different forms for similar processes such as obtaining a business license or a building permit. Standardizing these, the way many universities throughout the country have done with their common application form, would make it easier and more efficient for companies to do business throughout the region.



Rosslyn by Industrial Arts, Flickr

2. **STANDARDIZE TAXICAB REGULATIONS.** Current regulations allow taxi drivers to take passengers across jurisdictional boundaries, but not to pick up new passengers for their return trip, creating massive inefficiencies and even more congested roadways. Regionwide regulations would result in a more energy efficient, sustainable cab system, as well as more profits for drivers and better service for passengers.

3. **STANDARDIZE PARKING METERS.** One system for the entire region would make street parking easier to pay for and use. It would benefit both drivers—who would not have to figure out each jurisdiction's system and/or call different phone numbers to find out if their meters have run out—and the jurisdictions, which could see revenues skyrocket.

4. **SYNCHRONIZE TRAFFIC LIGHTS AND CREATE MORE ONE-WAY STREETS, REGIONWIDE.** A regional effort is needed to maintain and improve residents' quality of life by enabling them to get to work and back home safely and more quickly. Better timing and synchronization of traffic lights should not end where one jurisdiction ends and another begins—it must be a regional effort, not a piece-by-piece one. Similarly, the District should accept that the federal government is not going to reopen Pennsylvania Avenue in front of the White House to traffic, and should adjust its traffic patterns accordingly, ideally making H and Eye streets one way in opposite directions.

5. **CREATE MORE EXPRESS LANES AND ENHANCE REVENUE.** The new Express Lanes on I-95 and the Beltway in Virginia are a start, and will zip people willing to carpool or pay a fee into Arlington and partway around the Beltway. But where the lanes end, those drivers will have to stop and sit in traffic with everyone else. The District and other jurisdictions should figure out how to carve out dedicated lanes for buses, for high-occupancy vehicles, and/or for people willing to pay to get where they're going more quickly.

6. **RETHINK THE DISTRICT OF COLUMBIA'S 1910 HEIGHT OF BUILDINGS ACT.** After more than 100 years, Dinegar believes it is time to take another look at height restrictions in D.C. Raising the height limit could help the District make more efficient use of space and remain competitive with areas like Rosslyn and Bethesda, where much taller buildings are going up. Taller buildings and more affordable housing in northern Virginia and suburban Maryland are putting the District at a competitive disadvantage; revising the Height Act would allow the District to make better use of its existing resources.

7. **MAKE THE MOST OF MAJOR RESOURCES IN MARYLAND.** The huge expansion of the National Security Agency's (NSA) cyber command center at Fort Meade and the ability of large ships to dock at the Port of Baltimore have the potential to create many new jobs.

Marc train by Matt Johnson, Flickr

8. **MAKE BETTER USE OF THE REGION'S COMMUTER RAILROADS.** Commuters coming into the District from Virginia and Maryland every morning on VRE and MARC trains, respectively, get off their trains and transfer to already congested Metrorail trains to get the rest of the way to their workplaces. People whose jobs were moved by BRAC from Arlington to Maryland—but who did not sell their homes, so are commuting from Virginia—need a better way to get to work; they cannot take MARC trains because those do not run back into Maryland in the morning. Creating a rail run-through would make their trips more efficient, take more cars off the roads, and result in a truly regional commuter rail system.

All of these examples, Dinegar proposed, would make better use of the region's existing assets. What they have in common, he noted, is that they require decision-makers to look at things differently and figure out how they can be made to work more efficiently. Some of these are big issues, he added, but they are not insurmountable.

Closing Messages

Overall, Bellas and the five panelists agreed that while the region still has a long way to go toward implementing regional solutions, there is good momentum; the sense of urgency is strong; and public and private sector leaders are talking with one another across jurisdictions as they focus on regional and subregional solutions. In closing, Bellas asked each panelist to identify a single major takeaway message for the audience. Fuller responded that the economy of the Washington metropolitan area is interdependent, and should be developed and marketed with that understanding. Robertson said the region should use small successes to set the stage for bigger ones, while Kannan responded that Metro needs a sustainable, reliable funding source. Dinegar reiterated that the region should make better use of what it has, and Tregoning pointed out that leaders of the incredibly asset-rich region should be correspondingly ambitious in what they set out to do together.

Leaders in this incredibly asset-rich region should be correspondingly ambitious in what they set out to do together.

Polling Results

Immediately after the panel presentations, attendees were asked to answer a series of multiple-choice questions about the region. Overall, their responses echoed the opinions expressed by the panelists. When asked what they believe to be the region's greatest competitive advantage, the largest group (41 percent) cited the federal government, while the next largest (33 percent) named the educated workforce; another 11 percent cited the public transit infrastructure. Asked to select the region's biggest impediment to future job growth and economic competitiveness from an economic perspective, participants' responses were more diverse; 28 percent cited "lack of a regional plan for economic growth," 21 percent chose "no sustainable funding source for transit," and 18 percent each cited "lack of economic diversity (the view of D.C. as a 'government town')" and "federal budget uncertainty." When asked to respond to the same question from a business perspective, they cited the region's "high cost of living" (29 percent), "lack of affordable housing" (22 percent), and "fragmentation of government leadership" (20 percent).

Finally, participants were asked to consider how these impediments should be addressed. Most (60 percent) said this should be done through a new regional program or strategy; 38 percent said it should be done through existing regional programs or strategies, while only 2 percent said it should be done individually by local jurisdictions. Yet participants also clearly believe that existing organizations have an important role to play in this process: when asked who should take the lead on addressing these issues, most (66 percent) said "an improved partnership between existing regional organizations."

ROUND 1: AUDIENCE POLLING RESULTS

A. What do you believe is the region's greatest competiive advantage?

1. Educated workforce: 33%
2. Employment opportunities: 4%
3. Concentration of educational institutions: 4%
4. Number of walkable urban places: 4%
5. Cultural and recreational opportunities: 3%
6. Federal government: 41%
7. Public transit infrastructure: 11%

B. From an economic perspective, what is the biggest impediment to future job growth and economic competitiveness in the National Capital Region?

1. No sustainable funding source for transit: 21%
2. Lack of economic diversity (view of DC as "government town"): 18%
3. Mismatch between workers skills and jobs available: 9%
4. Lack of a regional plan for economic growth: 28%
5. Federal budget uncertainty: 18%
6. Complex development and/or permitting processes: 6%

C. From a business environment perspective, what is the biggest impediment to future job growth and economic competitiveness in the National Capital Region?

1. Cost of doing business: 12%
2. Fragmentation of government leadership: 20%
3. Lack of broad and deep philanthropic support: 1%
4. Unbalanced growth throughout the region: 16%
5. Lack of affordable housing: 22%
6. High cost of living: 29%

D. How should these impediments be addressed?

1. Individually by local jurisdictions in the region: 2%
2. Through existing regional programs or strategies: 38%
3. Through a new regional program or strategy: 60%

E. Who should take the lead on addressing these issues?

1. An existing regional organization (COG, ULI, Board of Trade, etc): 6%
2. An improved partnership between existing regional organizations: 66%
3. A new regional organization or coalition that includes the private sector: 28%

THE NEXT BIG IDEA: GAME-CHANGING STRATEGIES FROM OTHER REGIONS

The next big idea to advance a regional agenda in the National Capital Region could be adapted, at least in part, from successful strategies adopted and implemented by other regions. The afternoon's second panel therefore brought together four speakers who are involved in developing and/or implementing such strategies in other parts of the nation.

Moderator and panelist Amy Liu, Senior Fellow at the Brookings Institution and Co-Director of its Metropolitan Policy Program, stressed that what is most important is that there be a "next big idea." No matter how one defines game-changing strategies, she added, that is the correct focus, because today's economic, political, and fiscal climates demand a departure from the status quo. Given the economic urgency and the need to act regionally, Liu and her fellow panelists spoke about what other regions are doing to undertake bold, large-scale regional efforts. Their insights can inform any emerging next-step catalytic efforts coming out of the Washington, D.C., metro area.

And, of course, it is not enough just to have great ideas, Liu pointed out. What is even more important is to have a regional civic infrastructure that jointly owns the plan, to ensure its success. Long gone, she continued, is the plan that belongs to one mayor, or one Chamber of Commerce. Instead, a new regional civic model is emerging.

The region's leaders have much to learn from the experiences of their counterparts elsewhere. Rather than starting from scratch and attempting to "reinvent the wheel," the area's decision makers should be thinking about how they can adapt some of these strategies, initiatives, and organizational structures to meet their region's unique assets and challenges.

Building a forward-leaning, globally competitive region will not happen by luck, or by assuming the region can ride out the recession, or by pursuing the same old strategies of "Starbucks, stadia, and stealing businesses."

Metropolitan Business Plans: A New Model for Regional Collaboration and Success

According to Liu, building a forward-leaning, globally competitive region will not happen by luck, or by assuming the region can ride out the recession, or by pursuing the same old strategies of "Starbucks, stadiums, and stealing businesses." Instead, she stressed, regions must act boldly and with intention to develop game-changing strategies that build on their market distinctiveness.

Liu went on to describe Brookings' Metropolitan Business Plan (MBP) Initiative, which was launched several years ago in an attempt to help metro areas do just that. A MBP, she explained, is an action plan for revitalizing a region's economy that is developed, owned, and implemented by local business leaders. It applies the market and operational discipline of a private sector business plan to an entire region. The MBP begins with a market assessment, which leads to a mission statement and a series of strategies. It then operationalizes several of those strategies; identifies what specific programs and services must be provided to implement each strategy; figures out how to provide those programs and services; and develops a set of performance metrics to monitor progress and inspire investor confidence.

Liu presented examples of initiatives now being implemented by two regions with MBPs, Northeast Ohio and greater Chicago. In Northeast Ohio—a 16-county region with four metro areas and a strong manufacturing base and top-tier research institutions, as well as an aging, shrinking workforce—one of the strategies regional leaders chose to pursue involved helping small and mid-sized manufacturers innovate in growth markets. The initiative it developed to pursue this strategy is called the Partnership for Regional Innovation Services to Manufacturers (PRISM); its mission is to help small and mid-sized manufacturers transition from making old-commodity products like steel, chemicals, and automotive products to entering emerging growth markets like biosciences and healthcare, clean technologies and energy, and electronics. After one year, PRISM has a dozen firms in its portfolio; together, these firms are targeting the development of 12 to 14 new products that are projected to generate $275 million in new revenue and 450 new jobs by the end of 2014.

The Chicago region, which completed its MBP in February 2012, already has announced a series of initiatives to address the ten strategies it identified. The most visible of these is the creation of the first-ever local infrastructure bank to finance catalytic, revenue-generating public infrastructure projects. Approved by the city council in April of 2012, the trust already has attracted $1.7 billion in tentative private sector commitments, the first of which will be aimed at the green retrofitting of government buildings.

Collaboration, Cooperation, and Success: The Metro Denver Approach

Randy Pye, former mayor of Centennial, Colorado, and a member of the Denver Metro Economic Development Corporation, continued the discussion by observing that regionalism efforts generally need some sort of catalyst; in Denver's case, that catalyst was the latest downturn in a longtime boom-and-bust cycle. He also noted that the private sector—not government—typically is the leader in regional collaboration efforts. Private sector sets the vision, he noted, because business leaders understand how the region needs to develop so that their businesses will succeed. Some of the local private sector groups that are playing a role in metro Denver include the Metro Denver Economic Development Corporation, the Denver Metro Chamber of Commerce, and ten subregional economic development agencies.

Randy Pye, from Denver, noted that the private sector—not government—typically is the leader in regional collaboration efforts.

Denver Union Station by Wally G, Flickr

Next comes government, which also has an important role to play. Local governments typically are at the forefront of the regionalism effort; the federal government's role also is significant, but the state government is much less involved. The Metro Mayors Caucus—which consists of 40 mayors who make decisions on a consensual basis—is the primary government group dealing with regionalism in the Denver area, followed by the much smaller Metro Area County Commissioners and the Denver Regional Council of Governments, the region's metropolitan planning organization (MPO).

All of these public and private sector organizations work within a framework of collaborative governing documents, including a code of ethics, the Mile High Compact, Metro Vision, and more. These specify how economic development groups, governments, and other entities work together across jurisdictions to ensure that their efforts benefit the entire region. This framework creates collaboration, not competition, among the region's economic development groups.

What all of that leads up to, according to Pye, is the Denver metro area's ability to fund regionwide initiatives without going to the local, state, or federal government for money. Instead, regional initiatives are funded by all of the region's citizens through cooperative taxing initiatives, including regional taxing districts that already have funded three sports venues (all located in the city of Denver), scientific and cultural facilities, and urban drainage and flood control efforts.

Pye went on to describe another major success that has been funded by a regional tax: the FasTracks initiative. Passed by voters in 2004, it used $4.3 billion in sales tax revenues to finance the first phases of a 119-mile light-rail system. Although the build out process (originally scheduled to be completed within ten years) has been delayed by the slow economy, Pye noted that about 70 to 75 percent of the system is expected to be built out within that ten-year timeframe, and the region continues to support the system. He cited the important roles played in this initiative by the business community (which set the vision for a light-rail system because it saw a need to connect the region's employment centers), the Metro Mayors Caucus (which supported the FasTracks concept and sales tax project even though the governor opposed it), and the Transit Alliance (a public/private coalition that took the lead in advocating for the system).

In closing, Pye cited several important lessons that metro Denver has learned about regionalism. Successful regionalism, he insisted, requires the following:

» **STRONG AND SUSTAINED PRIVATE SECTOR COMMITMENT.** Business leaders must stay engaged for the long run and place the prosperity of the region above their self-interests.
» **PLACE-BASED LEADERSHIP.** Leaders must help translate global issues into regional issues, so that people can work together to take action to address them.
» **MENTORS.** CEOs, mayors, and other leaders grow old and eventually retire; mentors must be cultivated to teach the next generation, to share what has been learned from the common regional experience and apply it to a new set of regional challenges.
» C**OMMUNICATION.** Leaders must communicate their regional messages to a larger constituency, with clear examples of how regional, collaborative action has made a real difference in real people's lives in real places.
» **PRAGMATISM.** Regionalism must be solution-oriented and not simply regionalism for its own sake.

Early Steps toward Building a World Class Greater Philadelphia

Steve Wray, Executive Director of the Economy League of Greater Philadelphia, noted that the catalyst for an expanded regional effort in his metro area was competing for the 2016 Olympics. While the region lost its bid, the effort did succeed in achieving cooperation among the three states, 14 counties, and over 350 governmental units that together make up the world's ninth-largest economy. Learning from the Olympic effort that deadlines are important motivators, the Economy League and World Class Greater Philadelphia (WCGP)—a business- and civic-led initiative to develop and advance a shared agenda for regional growth and opportunity—now are focusing on changes to be made by 2026, the 150th anniversary of the signing of the Declaration of Independence.

With the goal of sparking new ideas, developing strategies, and galvanizing action to make greater Philadelphia one of the most competitive regions in the world, the Economy League began the WCGP effort by spending about a year and a half reaching out to local leaders, conducting 17 roundtable events with about 1,200 participants in order to identify the most important issues the region needed to focus on to become world class. It then selected three major regional focus areas—education and talent development, business growth, and infrastructure—and has established partnerships with three other existing organizations—the United Way of Greater Philadelphia and Southern New Jersey, the CEO Council, and ULI Philadelphia, respectively—to establish goals, priority strategies, and actions in each of those areas.

In the area of education and talent development, for example, the goals are big and audacious. They include ensuring that every child in the region is properly prepared to start school and graduates from high school ready for college or a career; that greater Philadelphia becomes a national leader in postsecondary degree attainment and a magnet for international talent; and that the region's workforce skills adapt to and meet industry needs. The priority strategies being established to reach these goals include establishing a regional partnership focused on the entire development continuum (from pre-K to K–12 to community college, university, and the workforce); increasing the number of—and accessibility to—high-quality early education slots; and increasing student exposure to high-quality work-based experience and career-connected education. While it is still early in the process, the partnership already has taken some early actions and formed some collaborations. It is creating a business plan for a regional talent continuum partnership; using funds United Way received from musical recording artist Jay-Z's Labor Day Made in America festival to support early-stage strategy implementation; developing a campaign to standardize kindergarten readiness assessments across Pennsylvania; and continuing a degree and certificate attainment strategy focused on the existing Talent Dividend campaign.

Early actions in the business growth and infrastructure areas include a new, privately managed and matched venture fund recently launched by the city of Philadelphia (modeled after one in New York) that is expected to be the first in a series of regional startup funds that will enable local money to fuel startups and a growing startup community throughout the region, and a grant from ULI's Urban Innovation Fund (to ULI Philadelphia) that will enable the partnership to convene business executives, civic leaders, and issue experts to help create a global positioning strategy for infrastructure that will include short- and long-term approaches to enhancing global and national connections, improving regional mobility, developing signature destinations, and making energy and water systems more sustainable.

Wray closed his presentation with a list of four lessons learned from the regionalism effort in Greater Philadelphia:

1. **COLLABORATION.** Regionalism today is essentially the process of inventing new collaborative, cross-sector, long-term ways to approach the challenges of growth and opportunity.
2. **LONG-TERM FOCUS.** A long-term focus helps the effort to move beyond immediate obstacles and out of political cycles; agreeing that something needs to be done in 15 years helps one move past today's problems.
3. **A CONVENER.** A neutral, respected convener (either an individual or an organization) is crucial to success.
4. **COMMITMENT.** Partners committed to action are essential for implementation.

Game-Changing Strategies in Western New England's Knowledge Corridor

The final panelist of the day was Lyle Wray (no relation to Steve), Executive Director of the Hartford, Connecticut–based Capital Region Council of Governments. He described the work of the Knowledge Corridor Consortium, a group that includes three regional planning organizations in two states and was built on the foundation of a ten-year-old multisector, business-led collaborative, the Hartford-Springfield Economic Partnership. The consortium—which also includes eight municipalities, housing and community development organizations, educational institutions, and others—initially was funded by Northeast Utilities, which serves the entire western Massachusetts/north-central Connecticut area. The corridor—which runs along the Connecticut River valley and I-91 from north of Northampton, Massachusetts, to south of Berlin, Connecticut—is home to 1.6 million residents, more than 60 post-secondary educational institutions (including Yale University), and numerous major advanced manufacturing facilities.

The Knowledge Corridor Consortium's goals include supporting metropolitan and multijurisdictional planning efforts and livability through more transportation choices, affordable housing, and enhanced economic competitiveness. After articulating those goals, the group developed a series of indicators that it could use to measure progress and a simple list of four key elements—live, grow, connect, and prosper—with which it could get its message across to the entire community.

Wray stressed the importance of two elements of the consortium's work:

1. **STRATEGIC DOING.** Setting very specific goals and action plans is an essential start to identifying targets for very early, winnable, small victories. The consortium's aim was not simply to come up with yet another plan; it was to plan, do, learn, and do some more. It did this by setting early goals for action, some of which are now nearing fruition.

2. **RELIABLE AND UNDERSTANDABLE METRICS.** The consortium developed the Sustainable Knowledge Corridor Dashboard, a simple set of metrics presented in the form of a speedometer that anyone can easily understand—and that researchers and analysts can use to drill down into the details.

SUSTAINABILITY KNOWLEDGE CORRIDOR DASHBOARD

Setting very specific goals and action plans is an essential start to identifying targets for very early, winnable, small victories.

ROUND 2: AUDIENCE POLLING RESULTS

F. Which of the following strategies would you select for further consideration in our region?

1. Regional infrastructure bank: 22%
2. Regionally elected agency with planning/ taxing authority: 10%
3. Regional business plan for economic growth: 35%
4. Increased local taxes/fees dedicated to regional infrastructure improvements: 14%
5. Regional branding and marketing strategy: 7%
6. Allocating more infrastructure funding to denser transit-oriented locations: 12%

G. "My business or organization would likely participate in a future effort to study and/or implement the strategy I selected above."

1. Yes: 93%
2. No: 7%

H. In general, would you support or oppose some form of new taxes or fees for transportation/infrastructure in this region?

1. Support: 92%
2. Oppose: 8%

I. Which TWO transportation/ infrastructure funding methods would you be most likely to support?

1. Increased HOT, HOV lanes or road tolls: 23%
2. Dedicated gas tax: 49%
3. Dedicated other tax (sales, property, payroll, etc): 24%
4. Vehicle license fee: 4%
5. Vehicle miles traveled tax/fee: 36%
6. Increased transit fares: 3%
7. Assessment on development: 19%
8. Other: 12%

J. How likely is the region to continue its upward economic trajectory if it does not expand its investment in public transit?

1. Very likely: 3%
2. Somewhat likely: 27%
3. Somewhat unlikely: 40%
4. Very unlikely: 30%

The consortium's early successes include the following:

- Helping to secure funding for a $560 million bus rapid transit (BRT) program that is now 14 percent complete.
- Leveraging that transit investment by supporting a transit-oriented development (TOD) market analysis to present to developers and other decision makers in the first quarter of 2013, for both BRT and rail station sites.
- Working to integrate three sets of regional multisector plans, which are nearing completion.

Lessons for the National Capital Region

How can these strategies be applied to the National Capital Region? The area's suburbs need to come together in a regional way to drive private sector involvement, and also to attract employers by creating a new identity for the region that is not built solely on its identity as the nation's capital, commented Pye. The region's decision makers also need to make a sober, cold-eyed assessment of current realities—with real numbers—said Lyle Wray, something that can be very tough to do, but is an important first step. The second step, he added, is to articulate a set of common aspirational goals—what the region wants to become in the coming years and decades—and then have the tenacity to follow through.

One problem that must be overcome, suggested Washington Post columnist Robert McCartney during the Q&A session following the panelists' presentations, is the issue of states and jurisdictions competing for employers. Pye talked about how the Denver region's code of ethics helps avoid this problem, noting that all of the area's efforts to attract new businesses (with the exception of retail) are focused through the Metro Denver Economic Development Corporation, which sells the region first, then helps businesses identify the best location for them within it. Some economic development corporations within a region agree not to poach firms from one another, but instead work together to help companies solve any problems that may cause them to consider leaving the region, added Steve Wray. Like the Metro Denver EDC, the Hartford-Springfield Economic Partnership also promotes the whole region, noted Lyle Wray, but it still has the problem of "people stealing chickens." He quoted the comments of economist Alice Rivlin (who once chaired the District of Columbia Financial Responsibility and Management Assistance Authority), who has said that the region needs a "mutually assured destruction" pact on government incentives for employers. Nobody will ever unilaterally agree to do that, he added, so at some level leaders need to figure it out. One potential solution, Liu pointed out, may be seen in Kansas City, where local business leaders, responding to a very visible "border war" between the governors of Missouri and Kansas, are embarking on a unified regional economic strategy and agenda.

Finally, while the panelists agreed that the private sector must drive regional growth, they also noted that the federal government plays a unique role in the Washington, D.C., region—and that the region should leverage the federal sector as one of its valuable assets.

Polling Results

Following the Q&A session, attendees were asked to answer another series of multiple-choice questions. Asked which of five strategies they would select for future consideration by the region, the largest group (35 percent) chose "a regional business plan for economic growth"; another 22 percent selected "a regional infrastructure bank." Respondents clearly were ready to stand by those choices: 93 percent agreed that "my business or organization would likely participate in a future effort to study and/or implement" that strategy. Nearly as many (92 percent) said they would support some form of new taxes or fees for transportation/infrastructure in the region.

Finally, participants were asked to select the two transportation/infrastructure funding methods that they would be most likely to support. The most common responses involved taxes; 49 percent said "a dedicated gas tax," while 36 percent said "a vehicle miles traveled tax/fee." The two next common responses were "a dedicated other tax (sales, property, payroll, etc.)" and "increased HOT, HOV lanes, or road tolls" (tied at 24 percent). Participants also clearly believe that transit will remain an important element in the region's transportation infrastructure. When asked "how likely is the region to continue its upward economic trajectory if it does not expand its investment in public transit?", the majority (70 percent) responded either "somewhat unlikely" or "very unlikely" while only 30 percent said "somewhat likely" or "very likely."

A CALL TO ACTION

As a two-term mayor during a transformational growth period for the District of Columbia, closing keynote speaker Anthony Williams experienced firsthand the challenge of revitalizing a politically and demographically diverse region with policy issues that transcend city and state lines.

At the top of the list of issues facing the region are infrastructure and transportation funding, housing reform and job creation, and Williams stressed that these concerns require a regional solution. Yet longstanding competition among Maryland, Virginia, and the District remains a stumbling block to regional cooperation. Interstate political fragmentation is further complicated by antagonism among local and state leaders and the federal government in an area where federal intervention is intricately woven into the fabric of regional policy.

Longstanding competition among Maryland, Virginia, and the District remains a stumbling block to regional cooperation.

Despite these challenges to a unified Washington, Williams cautioned against a defeatist outlook in the ongoing struggle for regional cooperation. Much remains to be done, Williams said, but it is important to look back from time to time and celebrate periodic victories. Such victories—which have included a marked increase in regional investment and the realization of tangible infrastructure projects, like the revitalization of Metro—inspire optimism for the future of regional progress.

Moving forward, Williams echoed the words of earlier speakers and panelists by reiterating that regional success hinges on the creation of public/private partnerships. He cited the success of the New York City metro area as a case study for establishing such partnerships to foster interstate economic development. A combination of strong city leadership and cooperation among all three states (New York, New Jersey, and Connecticut) allowed the region to work with private interests to secure investments for regional planning and development. The key to the New York area's success, noted Williams, is a commitment to engaging the private sector.


Near GW Urban Street by Dewithas, Flickr

Williams pointed to tourism in Washington as an industry particularly affected by the underutilization of public/private partnerships. In spite of the draw that comes from being the nation's capital, metropolitan Washington has yet to embrace tourism as a region. The lack of a unified branding strategy and the inability of both local and federal governments to front-load investment into establishing a truly regional tourism effort has left the area without a powerful tourism engine. The missing piece in this puzzle, Williams said, is the private sector. Taking a cue from New York Mayor Bloomberg, Williams suggested that the area create public/private partnerships to underwrite regional tourism and development.

The takeaway message from Williams' closing remarks is that metropolitan Washington (in tourism and in other areas of regional development such as public services, transportation, and housing) cannot successfully prosper as a region without strong private sector involvement. Williams closed his address by challenging attendees to lead the charge in working with fellow leaders across state, political, and economic barriers to advance common regional interests.

In parting, Williams offered a memorable anecdote on personal leadership from Winston Churchill. During World War II, a soldier being awarded the Victorian Cross for heroic efforts in battle found himself awestruck by Churchill. When the soldier admitted to feeling humbled and awkward in Churchill's presence, the leader simply responded, "Then you can imagine how awkward I feel in yours." An unmistakable call to action, the story reiterated the theme of the day: public or private, local or federal, everyone is capable of and responsible for driving real change and achieving regional goals in metropolitan Washington.

NEXT STEPS

The afternoon's penultimate speaker was David Winstead, an attorney with Ballard Spahr, LLP, and former Public Buildings Commissioner at the U.S. General Services Administration and Maryland Transportation Secretary. Winstead commented that the audience's responses to the polling questions indicated their desire to stay engaged with the issue of regionalism. Clearly, he added, there is a need to identify and implement new strategies for solving regional problems with regional approaches and solutions.

Doug Cooper closed out the day by briefly touching on the Regionalism Initiative Council's plans to continue this process, to engage private and public sector stakeholders in moving the process forward.

CONCLUSION

The following themes arose again and again through the afternoon's discussion, and clearly will be part of the Washington, D.C., metro area's regionalism discussion, strategies, and action plans going forward:

1. **RECOGNIZE AND ACCEPT NEW REALITIES.** While the federal government will remain an important presence in the regional economy, the metro area can no longer be viewed as a "one-company town." It also must not be seen as a downtown surrounded by dependent bedroom suburbs; as Stephen Fuller pointed out, regional decision makers need to view it as a set of interdependent employment centers that must be developed and marketed with that understanding. States, counties, and municipalities must stop competing and begin cooperating to ensure that new projects and programs benefit the entire region.
2. **ENGAGE THE PRIVATE SECTOR**. Private sector leadership will be essential to moving beyond some of the region's larger issues that have, to date, seemed impossible to resolve. As Randy Pye noted, the private sector—not government—typically is the leader in regional collaboration efforts. Several speakers also emphasized how urgent it is to ensure that the private sector has a seat at—or at least near—the head of the table.
3. **DO MORE WITH LESS.** Using existing resources wisely also will be essential in this era of fiscal and economic constraints. As Jim Dinegar and other speakers pointed out, the National Capital Region has many valuable resources that could be made to work much more efficiently—with some creative thinking and collaboration.

4. **BE CREATIVE AND AMBITIOUS.** Longstanding problems will require creative, ambitious solutions. Game-changing ideas and strategies will be needed, Amy Liu stated, because the current economic, political, and fiscal climates demand a departure from the status quo.

5. **SEEK OUT NEW FUNDING SOURCES.** Fewer federal and state dollars will be available to support regional efforts in the future—and those that are available will require participating jurisdictions and groups to put some of their own "skin in the game," as Polly Trottenberg emphasized. And, as Shyam Kannan pointed out, the Metro system needs a reliable, sustained funding stream in order to plan for and make much-needed repairs and capital improvements. Overall, speakers agreed, the metro area will need to identify new ways to fund regionwide initiatives.

6. **CREATE NEW PUBLIC/PRIVATE PARTNERSHIPS.** As Liu commented, a regional civic infrastructure must "own" any new plan in order to ensure its success. This infrastructure must involve the buy-in of both public and private sector decision makers—as well as public and private funding. Steve Wray concurred, noting that regionalism today is essentially a process of inventing new collaborative, cross-sector, long-term approaches and partnerships.

7. **RECOGNIZE THAT STATE AND JURISDICTIONAL BOUNDARIES ARE NOT IMPERMEABLE.** As Lyle Wray noted, the metropolitan region is real—there are no uncrossable lines at state, county, or city borders. People move across these boundaries to work, live, learn, and play every day, and all regionwide efforts must recognize that the region's jurisdictions are interconnected and interdependent.

8. **LEARN FROM PAST FAILURES AND BUILD ON SMALL SUCCESSES.** Finally, as Tregoning pointed out, the region has much to learn from "failing fast": learning lessons quickly from past failures and applying those lessons to future efforts. David Robertson added that the region's leaders must recognize and build on their many recent successes—and leverage them into even more and bigger ones.

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