



PAYING IT FORWARD:  
INVESTING IN  
**SUSTAINABLE  
MOBILITY**

**UCLA**

The 26th Annual  
Lake Arrowhead Symposium  
October 16-18, 2016

**EVENT  
PROGRAM**



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# The UCLA Lake Arrowhead Symposium on the Transportation - Land Use - Environment Connection

Supporting knowledge exchange and executive education for over 25 years.



# Background

The UCLA Lake Arrowhead Symposium on the *Transportation-Land Use-Environment* Connection is an annual invitation-only event attended by 125 planners, policymakers, senior policy analysts, business executives, elected officials, and university faculty from around the country. The Symposium was founded as a retreat where cross-cutting planning and policy ideas spanning land use, transportation, and the environment could be discussed among a diverse group of public officials, practitioners, and experts.

The program is curated by the Lewis Center for Regional Policy Studies and the Institute of Transportation Studies, two of the leading public policy and urban planning research centers in the UCLA Luskin School of Public Affairs. The 2.5-day event, now in its 26th consecutive year, is cited by many as one of the most valuable and unique conference experiences they've ever attended.

In the past, the Symposium has addressed a multitude of important issues including:

- *Planning for Change; From Fragile to Agile (2015)*
- *Resilient Cities and Regions (2014)*
- *Smart Technologies: Smart Policies (2013)*
- *Financing the Future (2012)*
- *Energy Policy (2011)*
- *Infrastructure Investment for Sustainable Growth (2010)*

We hope to continue this tradition of excellence and innovation this year.

If you would like more information about the Symposium or past events, please visit:

[www.uclaarrowheadsymposium.org](http://www.uclaarrowheadsymposium.org)



# Host Organizations

## **UCLA Lewis Center for Regional Policy Studies**

The UCLA Lewis Center advances research solutions for California’s urban and regional challenges. Founded in 1988 as a research center of the UCLA Luskin School of Public Affairs, we are dedicated to the interdisciplinary study and understanding of urban and regional policy issues affecting California. We support high-quality scholarly research, offer public programs and events, conduct a wide range of research studies, and provide accessible publications of our research findings. We strive to make our research and activities accessible and responsive to policymakers, opinion leaders, public officials, and the general community.

## **UCLA Institute of Transportation Studies**

The UCLA Institute of Transportation Studies (ITS) is one of the leading transportation policy research centers in the U.S. The ITS works closely with and is generously funded by two organizations—the UCLA Lewis Center for Regional Policy Studies and the University of California Center on Economic Competitiveness in Transportation (UCCONNECT). Each year dozens of ITS faculty, students, and research staff collaborate on a wide array of transportation policy and planning studies, ranging from an analysis of the travel trends and transportation needs of immigrants and low-income workers, to the testing and evaluation of innovative fare programs to increase public transit use.

## **UCLA Luskin School of Public Affairs**

At the convergence of the fields of social work, urban planning, and policy-making, the UCLA Luskin School of Public Affairs identifies and develops emerging areas of research and teaching and cultivates leaders and change agents who advance solutions to society’s most pressing problems. Faculty of the UCLA Luskin School of Public Affairs are actively engaged in research that address pressing national and regional issues including immigration, drug policy, prison reform, health care financing, transportation and the environment, national security, economic development, and an aging U.S. and world population.

## **Symposium Co-Organizers**



**MADELINE BROZEN**  
Associate Director  
Lewis Center for Regional Policy Studies  
Institute of Transportation Studies  
UCLA Luskin of Public Affairs



**JOHN GAHBAUER**  
Research Consultant  
Lewis Center for Regional Policy Studies  
Institute of Transportation Studies  
UCLA Luskin of Public Affairs



**DR. BRIAN TAYLOR**  
Director  
Lewis Center for Regional Policy Studies  
Institute of Transportation Studies  
UCLA Luskin of Public Affairs



# Venue Map

## UCLA LAKE ARROWHEAD CONFERENCE CENTER



**UCLA**  
LAKE ARROWHEAD  
CONFERENCE CENTER

P.O. Box 160 • 850 Willow Creek Road  
Lake Arrowhead, CA 92352  
(909) 337-2478  
LakeArrowhead.ucla.edu

# Arrowhead: What's Around

## UCLA LAKE ARROWHEAD CONFERENCE CENTER

*Get away and get inspired!*

P.O. BOX 160, 850 WILLOW CREEK ROAD, LAKE ARROWHEAD, CA 92352 T: (909) 337-2478  
F: (909) 337-1030 E: UCLALAKEARROWHEAD@HA.UCLA.EDU W: LAKEARROWHEAD.UCLA.EDU

## THINGS TO DO & THINGS TO KNOW...

### PLAY:

- **Basketballs** — Basketballs available at the Front Desk for check-out — play on our two half-courts
- **Board Games** — Located at the Front Desk — honor system for borrowing
- **Bocce Ball** — Play Bocce on the lawn; check out equipment at the Front Desk
- **Golf** — Enjoy our putting green — putters and golf balls available at the Front Desk for check-out
- **Horseshoes** — Available at the Front Desk for check-out
- **Sand Volleyball** — Volleyballs available at the Front Desk for check-out
- **Shuffleboard** — Equipment available at the Front Desk for check-out — shuffleboard is located outdoors next to Iris meeting room
- **Tennis** — Tennis balls and rackets available at the Front Desk for check-out
- **Other** — Footballs, soccer balls and Frisbees can be checked out from the Front Desk

### SEE THE SIGHTS:

- **Walk the Lake** — Trail maps are available at the Front Desk
- **Zen Deck** — Located on the upper edge of the property with the best view of the Lake!

### RELAX OR WORKOUT:

- **Fitness Center** — State-of-the-art equipment with 24/7 access with your room key
- **Indoor Hot Tub** — Relax in our indoor, fireside and hot tub (adjacent to the swimming pool)
- **Swimming Pool** — Open from mid-May to mid-October

### MAIN LODGE:

- **The Main Lodge** — Opens daily at 6:00 a.m. and closes at midnight
- **Coffee Service** — Complimentary coffee and tea service available daily in the lobby
- **Front Desk** — Staffed daily from 7:00 a.m. to midnight
- **Fruit Bowl** — Complimentary whole fruit available daily in the lobby
- **Ice** — Ice machines located in the laundry room and outside the Tavern
- **Laundry Room** — Machines located across from the Iris meeting room. Accessible with room key.
- **Overnight Shift** — We are staffed 24 hours a day — for assistance, please dial '0'
- **Vending Machine** — Snacks available in the vending machines outside the Tavern

### MEALS:

*Dining bell indicates the start of each meal* *Note: please disregard. Meals will be served according to the program schedule.*

- **Breakfast** — Breakfast buffet from 8:00 to 9:00 a.m.
- **Lunch** — Lunch buffet from 12:00 to 1:00 p.m.
- **Dinner** — Four-course served dinner begins at 6:30 p.m.

### WI-FI AND BUSINESS CENTER:

- **Copies/Printing** — See Front Desk for assistance
- **Laptop Usage** — Laptops available for check-out at the Front Desk
- **Wi-Fi** — Complimentary wireless Internet throughout the property

# PAYING IT FORWARD: INVESTING IN SUSTAINABLE MOBILITY

Our systems of transportation finance have grown less predictable, and sustainable, than in decades past, while mandates for more environmentally sustainable transportation systems have increased. Yet planning intelligently for more efficient, effective, and equitable transportation systems will require more sustainable systems of transportation finance. Accordingly, this link between sustainable finance and sustainable outcomes is the focus of the 2016 UCLA Lake Arrowhead Symposium from Sunday afternoon, October 16 through Tuesday morning, October 18, 2016.

Over the past quarter century, our transportation systems have become more variegated and complex, especially as they have become increasingly multimodal and linked to strategies for improving land use. At the same time, our methods for paying for building and sustaining transportation projects have also multiplied, but in more stochastic, project-focused ways antithetical to integrated systems approaches to transportation. Stronger environmental mandates not only pit newer, greener projects against “legacy” ones that have waited years in the pipeline, but also encourage even more complex, multi-faceted, integrative strategies that further underscore the need for new financial means for building and sustaining them.

A growing cleft between short-term finance and long-term planning has created enormous challenges for public officials who seek to strategically manage land use, transportation systems, and environmental policy on behalf of the private firms and residents who are their customers. Big-ticket, capital projects win both headlines and funding, while support and funds flag for existing systems’ operation and upkeep. The shortage of funding for operations, and especially maintenance is a serious and growing problem that could have catastrophic consequences for future generations.





# Symposium At-A-Glance

## Sunday, October 16

Noon - 1:30 PM	Optional Lunch (a la carte ticket)	FLR
1:30 - 2:00 PM	Welcome and Program Introduction	PVR
2:00 - 3:30 PM	<b>A brave new world: Transitioning to new funding environments</b>	PVR
3:30 - 4:00 PM	Break	--
4:00 - 5:30 PM	<b>Capacity without concrete: Making transportation projects financially sustainable and cost-effective through pricing, policy, and technology</b>	PVR
5:30 - 6:30 PM	Check-in and reception	LVR
6:30 - 8:00 PM	Dinner	DR
8:00 - 9:30 PM	<b>What to do when the well runs dry: Cap &amp; Trade and the implications of stop-and-go transportation funding</b>	PVR

## Monday, October 17

7:45 - 8:30 AM	Breakfast	DR
8:30 - 10:00 AM	<b>Sustainable ports: Financially green <i>and</i> environmentally green?</b>	PVR
10:00 - 10:30 AM	Break	--
10:30 - 12:00 PM	<b>Getting more bang-for-the-buck from public transit investments</b>	PVR
12:00 - 1:30 PM	Lunch	DR
1:30 - 3:00 PM	<b>Ready or not: Autonomous and connected vehicle planning and policy</b>	PVR
3:00 - 5:30 PM	Free Time	--
5:30 - 6:30 PM	Reception	LVR
6:30 - 8:00 PM	Dinner	IR
8:00 - 9:30 PM	<b>From budget line to train line: How high-speed rail is faring in California</b>	PVR
9:30 - 11:00 PM	Informal Reception	LVR

## Tuesday, October 18

7:45 - 8:30 AM	Breakfast	DR
8:30 - 10:30 AM	<b>Local heroes: Strategies for more sustainably financed communities</b>	PVR
10:30 - 11:00 AM	Break	--
11:00 - 12:00 PM	<b>Concluding reflections and group discussion</b>	PVR
12:00 - 1:30 PM	Concluding Lunch	DR

FLR = Front Living Room (Lobby)   PVR = Pine View Room   LVR = Lake View Room   IR = Iris Room   DR = Dining Room

SUNDAY  
OCTOBER 16  
2:00 - 3:30 PM

## A brave new world: Transitioning to new funding environments

As transportation systems are looked to as a solution for achieving sustainability goals, the funding for them has become less certain, more capital-focused, and more contingent on the construction of specific (often politically chosen) projects. The once predictable “pipeline” funding—centered on fuel taxes—for construction, operations, and maintenance has eroded, with the knock-on effect of precluding agencies from borrowing at current ultra-low interest rates. To fill the gap, local sales tax-funded initiatives (such as Measure R) have proved increasingly popular and successful but their focus on specific projects to generate voter interest makes them liable to build more than can be maintained with available funds. This increased focus on individual projects also represents a significant shift away from systems-level planning in the public sector just as disruptive technology from the private sector shows its greater promise. Presentations in this panel will discuss these funding trends and their implications for both the future and the sessions that follow.

**Moderator: Dr. Asha Weinstein Agrawal, Mineta Transportation Institute**

### Old rules, new roles? The evolving new federal role in US surface transportation finance



**SUSAN BINDER**  
Senior Associate,  
Cambridge Systematics

Susan Binder’s distinguished Federal career includes serving on the majority staff of the Senate Committee on Environment and Public Works from 2008 to 2010 as well as on the House Public Works and Transportation Committee during the passage of ISTEA. Binder holds extensive experience in the public sector in transportation programs, management, policy, finance, economics, and legislation.

### LOST in transition: The rise of Local Option Sales Taxes for transportation and their implications for the future



**DR. MICHAEL MANVILLE**  
Assistant Professor,  
UCLA Luskin School of Public Affairs

Michael studies transportation, land use and local public finance. His research has been published in a variety of transportation and planning journals, including the Journal of the American Planning Association, the Journal of Planning Education and Research, Urban Studies, and Transport Policy. Michael holds an MA and a PhD in Urban Planning from UCLA.

### New directions for finance at the federal, state, and local levels: Where do we go from here?



**DR. JOSHUA SCHANK**  
Chief Innovation Officer,  
LA Metro

Joshua L. Schank is the first Chief Innovation Officer at LA Metro in the Office of Extraordinary Innovation (OEI). The role of this office is to champion new ideas to improve mobility in LA County. OEI is also responsible for LA Metro’s Public Private Partnerships, and strategic planning. Prior to joining LA Metro, Dr. Schank was President/CEO of the Eno Center for Transportation. Dr. Schank holds a PhD in Urban Planning from Columbia University. Joshua is an advisory board member for the UCLA Institute of Transportation Studies.

SUNDAY  
OCTOBER 16  
4:00 - 5:30 PM

## Capacity without concrete: making transportation projects financially sustainable and cost-effective through pricing, policy, and technology

Elected officials are under constant pressure to “fix traffic.” But almost all ways to do this meet with considerable resistance: adding more roads is expensive and strongly opposed by some; expanding public transit increases options to being stuck in traffic, but is also expensive and limited in effectiveness; road and parking pricing show considerable promise in reducing delays, but get cool to hostile receptions in most quarters. The presentations in this session will examine some of the latest efforts to increase the efficiency and capacity of our street and highway systems without new construction, through new roadway tolling, road user charges, and alternatives for providing access and trip-making. What revenue these programs can generate, what they cost, and who will pay (and how) will be central questions in this panel.

**Moderator: Kathleen McCune, LA Metro**

### Charging ahead: Using roadway tolling to increase effective capacity



**PATTY RUBSTELLO**  
Assistant Secretary, Toll Division,  
Washington State Department of  
Transportation

Patty was the Project Manager on the state’s first High Occupancy Toll (HOT) Lanes on SR 167, and the Director of Toll Systems Development & Engineering on the I-405 express toll lanes launch. She currently oversees Washington’s four toll facilities, and upcoming toll projects. Patty has worked for WSDOT for over 20 years in construction, design, traffic operations and tolling.

### Stepping on the gas tax: An update on the California Road User Charge Pilot program



**DR. MARTIN WACHS**  
Distinguished Professor Emeritus,  
UCLA Department of Urban  
Planning

Martin teaches and conducts research in Urban Planning at UCLA. He is a member of the Technical Advisory Committee for the California Road Charge Pilot Program and of the Peer Review Group for the California High Speed Rail Program. He chairs an international jury to select a winner in the Design and Deliverability Competition for a new Port Authority Bus Terminal in Manhattan.

### Measuring what matters: Using accessibility and trip-making to provide more efficient access to destinations without new construction



**DR. ERIC SUNDQUIST**  
Managing Director,  
State Smart Transportation Initiative

Eric Sundquist has organized a community of practice that includes many of the nation’s most forward-thinking DOT CEOs, and he has led numerous technical assistance efforts, including an innovative project to assess tripmaking in order to reduce SOV demand in Virginia, and a two-year hands-on review of transportation practice and policy in California. He holds a PhD in city and regional planning from Georgia Tech.

SUNDAY  
OCTOBER 16  
8:00 - 9:30 PM

## What to do when the well runs dry: Cap and trade and the implications of stop-and-go transportation funding

Uncertainty in future revenue sources is a significant challenge for the capital planning of transportation projects. The creation of a market for trading carbon credits is providing California with a major opportunity to reduce emissions and generate revenue for investing in new sustainability opportunities. The recent underwhelming auction results, at which buyers purchased only 2% of available credits, raises fresh questions concerning the capital planning of projects that rely on funding from the program (including affordable housing and California high speed rail). Meanwhile, reflecting a structural deficit, the 2016 California State Transportation Improvement Plan (STIP) may see the unprecedented removal of projects funded in the 2014 STIP.

**Moderator: Juan Matute, UCLA Institute of Transportation Studies**

### Mind the gap: Expecting the unexpected from cap and trade program revenues



**DR. J.R. DE SHAZO**  
Director,  
UCLA Luskin Center for Innovation

J.R. has launched initiatives in electric vehicles, sustainable energy, climate change and water policy. He is Professor and Vice Chair of the UCLA Department of Public Policy, where he is an expert in environmental health, economics, public finance, and organizational governance. He also holds appointments in Urban Planning and Civil and Environmental Engineering. He holds a Ph.D. in Urban Planning from Harvard University and a M.Sc. in Economics from Oxford University.

### Between a rock and a hard place: Identifying criteria to remove projects in response to funding issues



**ANNE MAYER**  
Executive Director,  
Riverside County Transportation Commission

Prior to joining RCTC as Deputy Executive Director in 2005, Anne was the District 8 Director for the California Department of Transportation. As District Director, she was responsible for management of the state highway system in San Bernardino and Riverside counties. Mayer, who holds a civil engineering degree from Michigan State University, has over 28 years of experience in the public works field.

### Financing sustainable transportation: A view from Sacramento



**RICHARD BLOOM**  
Assemblymember,  
50th District, California State Assembly

Prior to the California State Assembly, Richard served 13 years on the Santa Monica City Council as Mayor and Mayor Pro Tempore. After his election, Richard was appointed to the Chair of the Assembly Budget Subcommittee on Resources and Transportation. As Chair, he promoted smart, sustainable planning that expands affordable housing and reduces traffic congestion and commute times. Richard holds a B.A. in Communication and Public Policy and a Juris Doctorate from Loyola Law School. Richard is an advisory board member for the UCLA Institute of Transportation Studies.



MONDAY  
OCTOBER 17  
8:30 - 10:00 AM

## Sustainable Ports: Financially Green *and* Environmentally Green?

Seaports are among local governments' most significant and most contested assets. They generate economic benefits over broad geographic areas, but tend to spatially concentrate environmental costs — in the form of noise, emissions, traffic, and safety — adjacent to them, in corridors leading to and from them. Improvements to reduce the ports' environmental footprint can come at the cost of losing traffic to other increasingly competitive ports, routes, or modes, with the potential effect of greater emissions over the supply chain. The presentations in this panel will explore how both the state, with its sustainable freight action plan, and port-owning cities can more systematically evaluate the tradeoffs between economic development and environmental externalities.

**Moderator: Jolene Hayes, Cambridge Systematics**

**A change in tack:  
The evolving federal and state  
role in ports' financial and  
environmental operations**



**JOHN YOUNG**

Director of Freight and Surface  
Transportation Policy, American  
Association of Port Authorities

John's responsibilities cover freight and surface transportation policy issues, as well as port security and the Department of Commerce's supply chain initiative. As a legislative director in the U.S. Congress for two members on the House Transportation and Infrastructure Committee, he worked on numerous transportation issues ranging from the reauthorization of SAFETEA-LU and MAP-21, to aviation, Coast Guard, port security and water policy issues.

**High fees, low sails:  
Harbor taxes, shipping diversions,  
and what to do about Canada**



**RICK CAMERON**

Managing Director of Planning and  
Environmental Affairs,  
Port of Long Beach

Rick oversees the Planning and Environmental Affairs Bureau that includes Environmental Planning, Master Planning and Transportation Planning. He joined the Port in 1996 as an Environmental Specialist, was promoted to Manager of Environmental Planning and named Director of the newly-created Division of Environmental Planning in 2007. Cameron has a bachelor's degree in urban and regional planning from California State Polytechnic University, Pomona.

**Technology and fiscal  
incentives to reduce  
truck-related emissions**



**DR. MATT BARTH**

Yeager Families Professor,  
UC Riverside College of Engineering

Matt is part of the intelligent systems faculty in Electrical Engineering and also serves as the Director for the Center for Environmental Research and Technology (CE-CERT). He received his B.S. degree in Electrical Engineering/Computer Science from the University of Colorado in 1984, and M.S. (1985) and Ph.D. (1990) degrees in Electrical and Computer Engineering from the University of California, Santa Barbara.

MONDAY  
OCTOBER 17  
10:30 - 12:00 PM

## Getting more bang-for-the-buck from public transit investments

Even as many public transit agencies are in the midst of major capital expansion projects, they often struggle to fund operating and maintenance costs. Whether rail transit systems are in need of refurbishment to maintain a state of good repair, restructuring to accommodate new passenger usage patterns, or expansion to serve growing suburban areas, capital improvement demands overshadow operational funding needs. Meanwhile, large private companies are advancing “disruptive” technologies, presenting new challenges to transit’s traditional business model and *raison d’être*. Against this backdrop, this session will examine the latest on initiatives to increase the cost-effectiveness of transit service to attract riders, improve revenue and remain competitive in a changing urban transportation market.

**Moderator: Madeline Brozen, UCLA Institute of Transportation Studies**

### Going green or in the red? Trends in transit investment and use



**DR. STEVE POLZIN**  
Director, Mobility Policy Research,  
University of South Florida

Prior to his position at USF, Steve was the manager of Systems Planning for the Dallas Area Rapid Transit. Dr. Polzin received his BSCE in Civil and Environmental Engineering from the University of Wisconsin, his MSCE in Urban Systems Engineering from Northwestern University and his Ph.D in Civil Engineering from Northwestern University.

### Re-imagining Houston’s transit system to increase ridership without increasing costs



**KURT LUHRSEN**  
Vice President of Planning,  
Houston METRO

Kurt oversees short and long-range service planning, system and environmental planning, ridership analysis and reporting, emergency evacuation planning and coordination, and fixed route scheduling. Kurt holds a Bachelor of Arts in Urban Studies & Planning from UC San Diego and a Master of Arts in Urban Planning from UCLA. Kurt is an advisory board member for the UCLA Institute of Transportation Studies.

### Exploring new business models for transit agency/private sector collaborations to attract more passengers



**EMILY CASTOR**  
Director of Transportation Policy,  
Lyft

As a member of the original Lyft team, Emily has been on the front lines of ridesharing policy since the birth of the industry. She leads Lyft’s partnerships with transportation agencies across the United States, integrating Lyft as a last-mile connection to public transit and a viable alternative to car ownership. Emily started her career as a transportation policy aide for a U.S. Congresswoman and later served as a financial advisor for municipal infrastructure projects. Emily is an advisory board member for the UCLA Institute of Transportation Studies.

MONDAY  
OCTOBER 17  
1:30 - 3:00 PM

## Ready or not: Autonomous and connected vehicle planning and policy

Autonomous vehicles are on the minds of many planners, policy makers, engineers, technologists, not to mention the general public. While the technology has transformative potential, its unintended and secondary consequences are also a concern. A desire to shape the field and standardize infrastructure through government regulation and careful planning competes with the stochastic nature of technology development. This panel explores the considerations of planning for autonomous vehicles in the short term, strategies for planning for the long term, and discusses how and why those approaches differ.

**Moderator: Chris Ganson, Governor's Office of Planning and Research**

### Planning streets today for connected and autonomous vehicles tomorrow



**RANDY IWASAKI**  
Executive Director,  
Contra Costa Transportation  
Authority

With expertise in intelligent transportation systems, Randy is a passionate advocate for using technology to redefine mobility, and is an internationally in-demand speaker on the subject. Under his leadership, CCTA has established the largest connected and autonomous vehicle testbed at the former naval station in Concord, California. He is responsible for directing Congestion Management activities for the county, in addition to the overall management of the Authority.

### Truck transformers: Can AV technology green the truck fleet and improve driver recruitment?



**STEPHEN BOYD**  
Founder and VP External Affairs,  
Peleton Technologies

Steve has built and managed organizations and initiatives in the private and public sectors for more than 20 years. He has served as an Assistant Press Secretary in the White House and a Producer at the PBS News Hour. Steve was a co-founder of the Clean Economy Network (now merged with the Advanced Energy Economy association). Steve holds a Biology/Environmental Science degree from Pennsylvania State University and studied International Business and Finance at the University of Manchester (UK).

### AV ownership models: Implications for vehicle miles traveled, gas tax revenue and land use



**DR. JOAN WALKER**  
Professor of Civil & Environmental  
Engineering, UC Berkeley and  
Co-director of the Center for Global  
Metropolitan Studies

Prior to UC Berkeley, Joan was Director of Demand Modeling at Caliper Corporation and on the faculty at Boston University. She received the Presidential Early Career Award for Scientists and Engineers (PECASE) and is the Chair of TRB's Committee on Transportation Demand Forecasting (ADB40). She received her BS from UC Berkeley and MS/PhD degrees from MIT.

MONDAY  
OCTOBER 17  
8:00 - 9:30 PM

## From budget line to train line: How high-speed rail is faring in California

Recent voter-approved funding initiatives have enabled such ambitious projects as California's high-speed rail, the biggest commitment to the state's transportation infrastructure in decades. By necessity, such projects begin with vague plans; with their continued development comes more information on their costs and benefits, both financial and environmental. Voter mandates and fiscal-source requirements encourage path dependency even as costs rise, financial outlooks change, or things happen. Presentations in this panel dive deep into the workings, outlook, and effects of the California High-Speed Rail project, and a moderated panel discussion considers what the project says about our process of visioning, implementing, and paying for large public infrastructure projects.

**Moderator: Dr. Martin Wachs, UCLA Department of Urban Planning**

### California high-speed rail: A transportation process, not project



**LOU THOMPSON**  
Principal,  
Thompson, Galenson & Associates

Lou is a consultant on rail policy issues worldwide. He previously worked in the Budget and Policy Offices of US DOT. He was the Associate Administrator of the Federal Railroad Administration for Northeast Corridor Improvement Project, Federal Assistance Programs and Policy Development. He was the World Bank's Railways Adviser reviewing all Bank railway lending. During his time at the HSR Peer Review Group, he has been the Chairman reporting to the Legislature.

### What's at stake?: Who wins and who loses when the train comes to town



**DR. DEIKE PETERS**  
Assistant Professor,  
Environmental Planning and Practice  
Soka University

Deike's experience combines over 20 years of policy advocacy and consulting for major international institutions such as UN Habitat and the World Bank with as well as a career in academia. As an avid urbanist and urban planner, she believes in the importance of "getting cities right." Recently, her research has focused on controversial urban megaprojects, especially the successful (re-) development and (re-)design of major rail stations. She is an advocate for making cities more bicycle- and pedestrian-friendly for people of all ages and backgrounds.

### Making the most of high-speed rail in California



**ERIC EIDLIN**  
Community Planner,  
Federal Transit Administration

At FTA, Eric is the Community Planner and Sustainability Lead. He is the point-of-contact for a number of federal interagency initiatives, including the HUD/DOT/EPA Partnership for Sustainable Communities and the White House's Strong Cities Strong Communities Initiative. Eric holds a master's degree in urban design from the University of Toronto and a master's degree in urban planning from the University of California, Los Angeles.



TUESDAY  
OCTOBER 18  
8:30 - 10:30 AM

## Local heroes: Strategies for more sustainably financed communities

The growing role of local governments in meeting emissions targets and environmental goals, whether by their land use, infrastructure, or policy decisions, seems all but confirmed by US DOT's decision to make cities the focal point of their recent initiative to "fully integrate innovative technologies...into [the] transportation network." At the same time, many local governments find themselves managing increasingly aging infrastructure and "legacy" development patterns that pose challenges for achieving their sustainability goals, while also facing vicissitudes in federal and state funding. What are some examples of winning strategies to adapt to this new funding environment? What are some examples of good public investments that return a public benefit and are financially sustainable? These presentations will explore what sustainability strategies local governments can adopt in an era of "less is more."

**Moderator: Dr. Rick Willson, Cal Poly Pomona**



### Changing course in Seattle:

#### Lessons learned from failing and succeeding at voter approved tax measures

**GENESE ADKINS** Chief of Staff, Seattle Department of Transportation

Genesee she oversees government relations and communications efforts and serves as the primary point of contact for the mayor's office at SDOT. She has worked on transportation policy, projects, and financing for more than 17 years between Washington, DC and Washington state, including 14 years as a full-time lobbyist in Olympia for the University of Washington, King County, Seattle, and non-profit transportation and land use advocacy organizations.



### Columbus and the new world of multi-party partnerships for funding pilot projects and infrastructure improvements

**PAUL MOORE** Principal, Nelson\Nygaard Consulting Associates

Paul is a Principal at Nelson\Nygaard, an internationally recognized transportation firm. He is a former Principal and Vice President at AECOM. Paul has 25 years of experience in developing major transportation and transit planning projects, small area planning and redevelopment studies, and livable transportation solutions for Pittsburgh, Atlanta, and Omaha, among others. Mr. Moore has a BS from the Georgia Institute of Technology.



### Using increasing land values to fund transportation

**VIKTORIYA WISE** Chief of Staff, Sustainable Streets Division, San Francisco Municipal Transportation Agency  
Prior to SFMTA, Viktoriya spent 10 years at the San Francisco Planning Department in various roles including as the Deputy Director of Environmental Planning Division and the Senior Planner of the Transportation Team working on a variety of Transportation Impact Studies. She previously spent several years in the private sector as an Assistant Project Manager for CEQA and NEPA review. Viktoriya has also served on the San Rafael Planning Commission since 2009 and prior to that was a member of the Design Review Board.



### Response: What impact fees look like from the developers' point of view

**MOTT SMITH** Co-founder and Principal, Civic Enterprise

Mott is a founding board member of the California Infill Builders Association and adjunct faculty in USC's Master of Real Estate Development Program. Earlier, he was the Acting Director of Planning for the L.A. Unified School District after serving as founding Executive Director of New Schools-Better Neighborhoods. He also worked as editor/business manager of The Planning Report. He received a Master of Real Estate Development from USC and a BA in Linguistics from UCLA.

TUESDAY  
OCTOBER 18  
11:00 - 12:00 PM

## Concluding reflections and group discussion

This session brings together two leaders to reflect on the individual themes within the symposium and connect the lessons across the various panels. The speakers will opine on how can planners and policymakers take the themes back to their daily work. During this closing panel, we invite all participants to provide their reflections on the symposium to the group.



**THERESE McMILLIAN Chief Planning Officer, LA Metro**

Therese provides executive leadership for Metro's planning, grant funding, and real estate functions. Key initiatives include development of the agency's recent transportation sales tax ballot Measure M and the countywide long range plan. Prior to joining LA Metro, Therese served as Acting Administrator for the Federal Transit Administration (FTA) of the US Department of Transportation. Therese is also an advisory board member for the UCLA Institute of Transportation Studies.



**DR. BRIAN TAYLOR Director, UCLA Institute of Transportation Studies, UCLA Lewis Center for Regional Policy Studies**

Dr. Taylor is a professor of urban planning and his research centers on transportation policy and planning. He explores how society pays for transportation systems and how these systems in turn serve the needs of people who – because of low income, disability, location, or age – have lower levels of mobility. Topically, his research examines travel behavior, transportation economics & finance, and politics & planning. He was recently named one of the Top Ten Academic Thought Leaders in Transportation by the Council of University Transportation Centers and the Eno Center for Transportation.



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