

75 YEARS OF DRIVING CHANGE

A Commemorative Publication



IBTTA
International Bridge, Tunnel and Turnpike Association

in association with





ANNUAL MEETINGS

1933	Camden, New Jersey
1934	Cincinnati, Ohio
1935	Huntingdon, West Virginia
1936	San Antonio, Texas
1937	Pensacola, Florida
1938	Old Point Comfort, Virginia
1939	St. Louis, Missouri

PRESIDENTS

Dr. D.B. Steinman **1933**
Robinson and Steinman, Consulting
Engineers, New York City

A. Clifford Shinkle **1934-35**
President, Covington & Cincinnati
Bridge Company, Cincinnati, Ohio

Aurhur A. Niessen **1936**
Vice President, Bear Mt.-Hudson
River Bridge Company, New York City

W.L. Ingerlick **1937**
Manager, Huntingdon & Ohio Bridge
Company, Huntingdon, West Virginia

John W. Beretta **1938-39**
J.W. Beretta Engineers, Inc., San
Antonio, Texas

THE TROUBLED 30s



The International Bridge Tunnel & Turnpike Association, which began life in 1932 as the American Toll Bridge Association (ATBA), was born into difficult and troubled times. The Great Depression (heralded by the Stock Market Crash of 1929) gripped the North American continent and affected economies around the world.

A severe drought in the summer of 1930 ravaged America's agricultural heartland, beginning in the summer of 1930. Automotive sales declined to below the levels of 1928. A steady decline set in which reached bottom by March, 1933. This produced the greatest long-term market declines by any measure and erased billions of dollars in assets.

In 1939, the first tolls were collected on the Merrit Parkway, Connecticut. Within a year, the 10 cent per vehicle toll had provided an income of around \$487,000 from nearly five million vehicles. That income, less operating costs of \$52,000, was used to construct the Wilbur Cross Parkway to Hartford, Connecticut

Among the thousands of business which crashed, it's hardly surprising that several toll bridges in private hands were in bankruptcy through lack of revenue.

In 1932, of the 322 toll bridges in the United States, nearly two-thirds were owned privately, worth a total value of approximately half a billion depressed dollars.

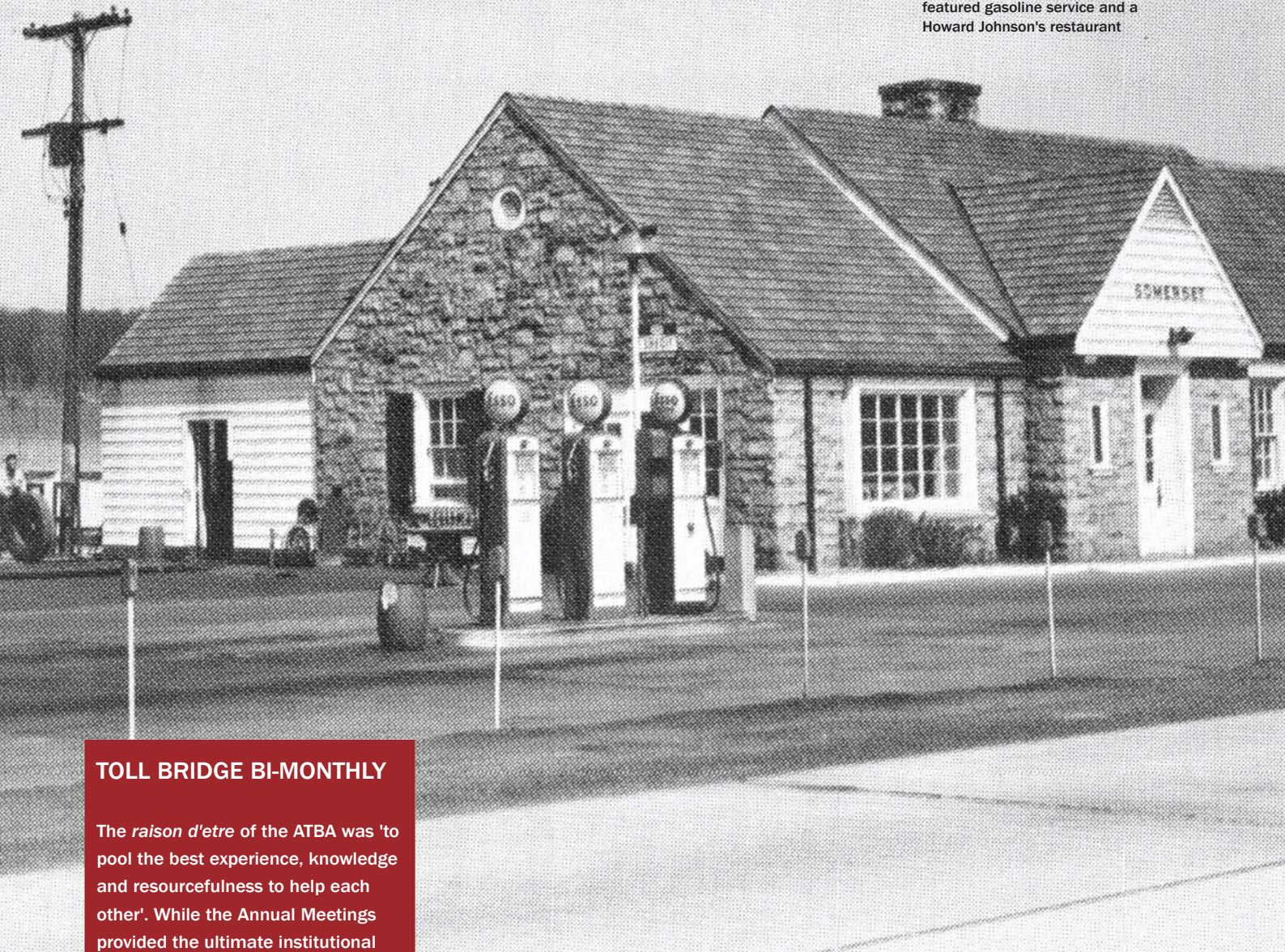
The American Toll Bridge Association came into being in early 1932 and, by May of that year, it published the first issue of *Toll Bridge Bi-Monthly*. Conceding that the membership was small, it urged existing members to assist in recruiting others to the Association.

The September issue of *Toll Bridge Bi-Monthly*, which listed a total of 36 members, carried a President's Message from Dr. D.B. Steinman, the foremost US bridge architect and engineer with offices in New York where many of the initial formation meetings of the Association took place.

"This organisation is designed to be a medium for pooling the best experience, knowledge and resourcefulness of its members for the benefit of all. Through respective committees, the various problems of toll bridge operation will be studied, and the resulting ideas and recommendations will be made available to the entire membership. The exchange of advice and experience on a single item may save many thousands of dollars in the cost of operation of toll bridges," Steinman wrote to the members.

The American tolling industry's association, such as it was in the early 1930s, certainly needed its initially small membership to work together and help each other.

The world's first toll road service plaza, on the Pennsylvania Turnpike, featured gasoline service and a Howard Johnson's restaurant



TOLL BRIDGE BI-MONTHLY

The *raison d'être* of the ATBA was 'to pool the best experience, knowledge and resourcefulness to help each other'. While the Annual Meetings provided the ultimate institutional expression of this, Toll Bridge Bi-monthly was crucial in keeping widely dispersed members informed. The first issue was published on 1 May 1932 and the subsequent issues that year played no small part in gaining new members and enabling the first Annual Meeting of the Association to take place.

And, notwithstanding the dire economic times of recession and hardship, the future did actually appear bright.

A financial report from *Moody's 1932 Manual of Public Utilities* noted that the great expense of constructing transportation facilities was creating a trend toward building them as toll structures. *Moody's* foresaw potential investment in toll bridges of at least \$1.5 billion, despite failures and traffic declines.

Plans were being discussed for new and ambitious projects, such as a bridge across Raritan Bay in New Jersey, two across the Rio Grande between the United States and Mexico, and the proposed Golden Gate Bridge, in California, which has become such an iconic and instantly recognisable symbol of America.

However, any optimism from private toll bridge operators for the future was short-lived.

US Government loans, which were initially available to the private sector, dried up. The Reconstruction Finance Corporation, a Depression-era body set up by the Federal government, with its strong bias toward public financing, began to offer loans to public bodies only. Even worse, in terms of a future for the fundamental principle of tolling, in some cases loans were made to purchase the assets of a private toll bridge company on behalf of a city or county government, with the stipulation that the bridge was to become toll-free when the loan was repaid.



THE TROUBLED 30s

This trend was repeated all across the US, as state legislatures authorised bond issues to buy toll bridges across certain waterways. While a few states sought to protect bridge owners, other states built parallel free bridges which soon drove competing toll bridges into bankruptcy.

Yet, as P.K. Schulyer, President of the Federal Bridge Company, Washington, DC, and the first secretary of the American Toll Bridge Association, told the 45 delegates at the first Annual Meeting in 1933, the rapid growth of motor vehicle use had caused a sudden demand for transportation facilities to be created, “and highway bridges have been the result of this demand in many cases”.

He acknowledged that, at first glance, it would appear advantageous and desirable to have these bridges constructed and operated free of charge. However, Schulyer told delegates, the larger and more expensive of these bridges should be constructed and operated as toll structures. “By so doing, instead of the general public being taxed to construct the bridge, the tax is directly upon the user of the facility provided.” The inescapable logic of that simple statement has not diminished in the

75 years since it was made and it remains just as relevant today.

It was not an argument that cut any ice outside the toll bridge industry. Although bridge owners sought relief in the courts and legislatures to prevent public taking of their properties, by 1936 the trend was too strong.

Throughout the 1930s, the ATBA successfully fulfilled its intent of pooling “the best experience, knowledge and resourcefulness to help each other”. And it went further. Surveys undertaken by the Association among members revealed wide variations in facility insurance rates, ranging from 24 cents to \$3.75 per \$100 of coverage.

It took over nearly five years of concentrated effort by the ATBA Insurance Committee, working with insurance companies on behalf of the

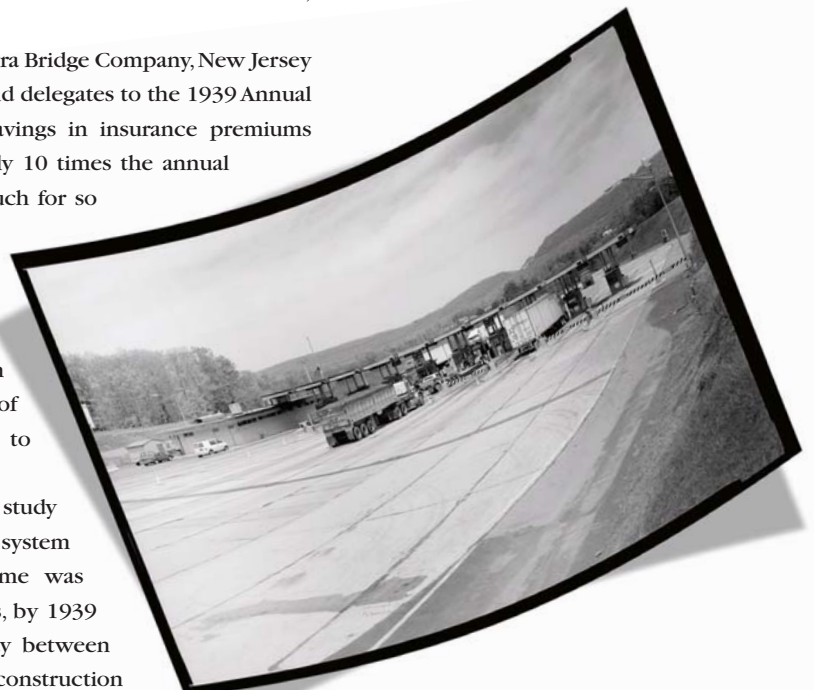
membership, to obtain more uniform rates. Indeed, it achieved a new insurance form, which became known as the ABTA Policy.

As Arthur A. Niessen, General Manager, Tacony-Palmyra Bridge Company, New Jersey and 1938-39 Chairman of the Insurance Committee, told delegates to the 1939 Annual Meeting in St. Louis, Missouri, members reported savings in insurance premiums amounting to more than \$37,000, “which is practically 10 times the annual dues paid by our members. Where can you get so much for so little?” he asked. “As I have said previously, if the ATBA had accomplished nothing other than saving our members in insurance premiums, that would be sufficient to justify our existence.”

As the decade closed, outside of an industry, and an association, focused on bridge tolling, the winds of change, that would eventually transform both, began to blow strongly.

Federal highway planners released a preliminary study calling for a \$12 billion transcontinental highway system composed of super toll roads. Although the scheme was opposed by several national and regional motor clubs, by 1939 work was well under way on the first superhighway between Pittsburgh and Harrisburg, one of the largest Reconstruction

In the case of the Golden Gate Bridge which opened in 1937, tolls didn't just provide a means of crossing San Francisco Bay – they created an internationally recognised and enduring American icon



THE TROUBLED 30s

Finance Corporation-funded “investment loan” projects. US President Franklin D. Roosevelt, watching the outbreak of war in Europe, let it be known that he favoured extension of the Turnpike to Philadelphia as a Defense Highway link between steel mills in the west of the state and shipyards along the Delaware River.

The first tolls were collected on the state-owned Merrit Parkway in Connecticut, following action in the state legislature. By the end of the first year of tolling, 4,892,500 vehicles had passed through the toll booths, providing a gross income, from the 10 cent per vehicle toll, of some \$487,000. Operating costs were \$52,000 and the balance was used exclusively to defray construction costs of connecting Wilbur Cross Parkway to the north toward Hartford.

In Westchester County, New York, tolls were contemplated on existing parkways as a means of bailing out overloaded county treasuries and undertaking much-needed road improvements.

The pendulum had begun to swing back in favour of a tolling industry that could not only provide much-needed infrastructure, but also operate and maintain it.

THE FATHER OF THE IBTTA

Dr. David Bernard Steinman (1886-1960) can rightly be called the Father of the IBTTA. It was largely his vision and determined work that saw the establishment in 1932 of the American Toll Bridge Association, which became the IBTTA in 1964. He was Acting President leading up to the new organisation's first Annual Meeting in New Jersey in 1933, which was attended by 45 people and at which he

was elected as its first President.

Steinman, acknowledged as the foremost designer of bridges in the US, was also involved in the design of bridges for Brazil, Canada, England, Haiti, Iraq, Italy, Korea, and Puerto Rico. The Mackinac Bridge (Michigan) is regarded as one of his best designs.

In addition to being one of the foremost bridge designers of his day, Steinman also epitomised the American

dream. He was born in Brooklyn, New York, of Lithuanian parents, one of seven children. His father was a factory worker and because his family had little money, Steinman worked to educate himself. He graduated *Summa Cum Laude* from the City College of New York and won a PhD in Civil Engineering from Columbia University. Steinman's company, Robinson Steinman, is now part of the Parsons Group.



The Mackinac Bridge, regarded as one of Steinman's best designs (left).
Dr. David Bernard Steinman (below)



THE DIFFICULT 40s

The Public Roads Administration of the US Federal Works Agency found, in mid-August 1940, that there were 241 US toll bridges and five toll tunnels in operation, of which 142 bridges and three tunnels were still owned by private companies. With war already raging in Europe, the United States was mobilising men and munitions. The ATBA President, S.P. Price of the Vicksburg Bridge Company, Mississippi, reluctantly announced that Annual Meetings would be suspended for the duration of the war. This had a profound effect on the Association.



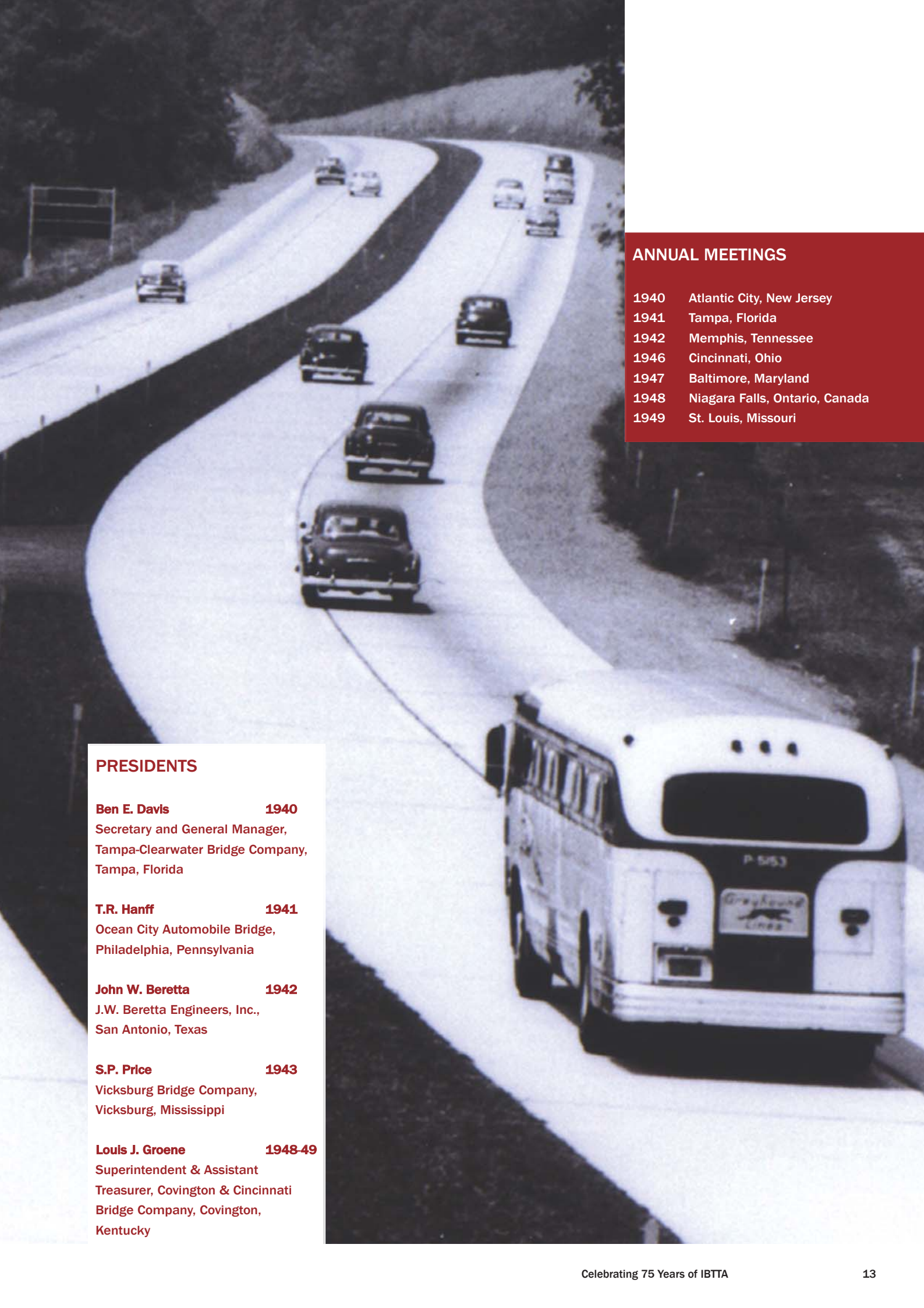
Up to that point, in addition to the Annual Meeting, the ATBA held a semi-annual meeting. Officially it was a meeting of the Board of Directors, held either in Washington or Philadelphia, but all members were invited to attend and they did. Indeed, attendance approximated to the numbers at an Annual Meeting.

Starved of the opportunity of getting together for several years, the Association lost some of its vigour and momentum. Meanwhile, members were facing trying times. The effect of gasoline rationing, which began on 15 May 1942 and was further extended twice in 1943, was catastrophic to some toll bridges. The ATBA began collating and sharing traffic figures to compare conditions from coast to coast.

But revenues bounced back promptly when rationing was suspended towards the end of 1945. By November 1945, turnpike traffic was up 113 per cent over the previous 12-month period and 72 other toll facilities showed sizable gains in passenger car traffic as family vehicles came out of mothballs.

In October 1946, the Association held its first Annual Meeting since 1942, returning to Cincinnati, Ohio. Members talked about refinancing to refurbish their decks and structures. There was great interest in opportunities for building toll roads in many states, to respond to the pent-up demand for autos and personal mobility. ABTA leaders complained that members were too busy in their own endeavours to devote time and thought to Association business, where cohesive policy decisions were needed.

The 1947 and 1948 Annual Meetings pleaded with the members to better support the Association.



ANNUAL MEETINGS

1940	Atlantic City, New Jersey
1941	Tampa, Florida
1942	Memphis, Tennessee
1946	Cincinnati, Ohio
1947	Baltimore, Maryland
1948	Niagara Falls, Ontario, Canada
1949	St. Louis, Missouri

PRESIDENTS

Ben E. Davis **1940**
Secretary and General Manager,
Tampa-Clearwater Bridge Company,
Tampa, Florida

T.R. Hanff **1941**
Ocean City Automobile Bridge,
Philadelphia, Pennsylvania

John W. Beretta **1942**
J.W. Beretta Engineers, Inc.,
San Antonio, Texas

S.P. Price **1943**
Vicksburg Bridge Company,
Vicksburg, Mississippi

Louis J. Groene **1948-49**
Superintendent & Assistant
Treasurer, Covington & Cincinnati
Bridge Company, Covington,
Kentucky

The American Toll Bridge Association

is an association of owners and operators of toll bridges and individuals and organizations having an interest in toll bridges. Its purposes are to constitute a medium through which ideas of mutual interest and benefit to the members may be in exchange, to study matters pertaining to toll bridges by means of committees, to collect statistics for the benefit of its members, to publish useful papers and information in Proceedings and a Bi-Monthly magazine and to hold an Annual Meeting for the interchange of information.

Giving the keynote address at the 1947 Annual Meeting, held in November in Baltimore, Maryland, William B. Griffin, Manager of the Charter Oak Bridge, Hartford Bridge Commission, Connecticut, challenged attendees thus: "Our committee setup, as it has been established for a long period of time, is valuable only if our committees function."

A year later, at the 1948 Annual Meeting held in Ontario, Canada, Marvin E. Holstad, Davenport Bridge Commission, Davenport, Iowa, went over the same ground in a presentation entitled *What the American Toll Bridge Association should mean to you*.

He conceded that, during the war years, the ATBA had lost a good deal of ground. "I believe that committees either have not been appointed or they have been appointed too late to function properly," Holstad said.

Just as William B. Griffin had pleaded with the members to improve their input a year before, Holstad made a fresh appeal.



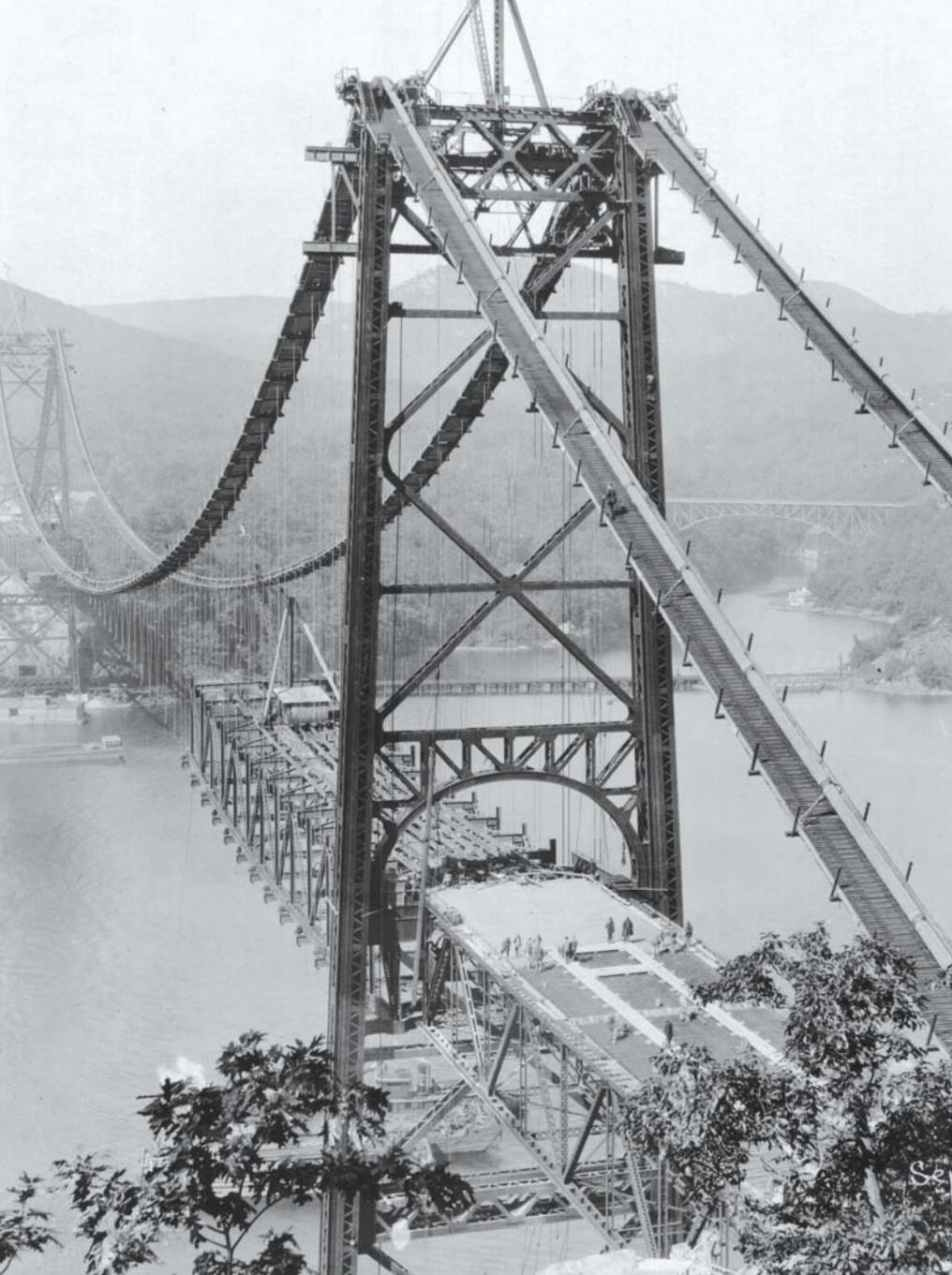
"Our Secretary, (William A. Codd, State Roads Commission of Maryland) has done a marvellous job but he is sorely handicapped by not receiving the cooperation he deserves from the members. When he sends out inquiries and questionnaires, the least we can do is to send him the information he requests."

At the same meeting, when discussions began about the venue for the 1949 Annual Meeting, ATBA Director T.R. Hanff grumbled. "I wish that we had a little better attendance here this morning. It is those who are not present who complain the most when they don't like the place we have selected," he said.

Despite these insights into dysfunction and discord, the ATBA was still a formidable organisation. Its members represented an industry with a capital investment of over \$2 billion and a gross income in excess of \$100 million. Of the approximately 160 toll facilities in the US in 1947, 67 were members of the ATBA. However, analysis of members' facilities showed that the Association represented close to 75 per cent of the gross revenue of the entire US toll industry.

And it was an industry that was changing. State legislatures throughout the US studied toll road bills, forming commissions and authorities to build, with bond dollars, a network of super-roads that meagre tax dollars could not afford. By the late 1940s extensive turnpike construction was underway or was planned in more than a dozen states.

At the national level, however, opposition was developing to the toll road movement. The Federal Government and several major highway user organisations



THE DIFFICULT 40s

“

THE BUILDING OF PRIVATE TOLL
BRIDGES IS NOW NOT IN DEMAND
AND IS ALMOST OUTLAWED

”

– CHARLES MCCAMIC

argued against more toll roads on the grounds that the motorist “would pay more to get less”, since he would be required to pay for debt service. Some critics even attacked the demonstrated safety of limited access dual toll highways, although they could not make a case.

At the November 1949 Annual Meeting held in St. Louis, Missouri in 1949, the ATBA undertook a major effort to regenerate and refocus. Since the membership now included owners of tunnels, toll roads and even ferries, it was felt that the name, American Toll Bridge Association, was

outmoded. Indeed, as Charles McCamic,

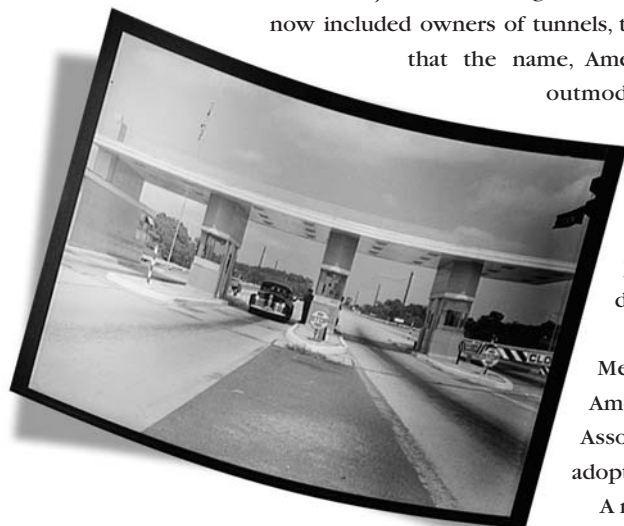
President of the Interstate Bridge Company, Bellaire, Ohio, pointed out, because of increasingly onerous regulations and laws, “the building of private toll bridges is now not in demand and is almost outlawed”.

An agenda item for the Annual Meeting was “Proposed by-laws of American Bridge, Tunnel and Turnpike Association, Inc., and discussion on adoption”.

A new era, and a new decade, beckoned.



Charles McCamic



ANNUAL MEETINGS

1950	Boston, Massachusetts
1951	San Francisco, California
1952	Detroit, Michigan
1953	New York, New York
1954	McAllen, Texas
1955	Atlantic City, New Jersey
1956	Wichita, Kansas
1957	Chicago, Illinois
1958	Richmond, Virginia
1959	Kansas City, Missouri

PRESIDENTS

Billings Wilson **1950**
Port of New York Authority, New York

James E. Ricketts **1951**
Golden Gate Bridge and Highway
District, San Francisco, California

Charles M. McCamie **1952**
Interstate Bridge Company,
Wheeling, West Virginia

Harry Taylor **1953**
Triborough Bridge & Tunnel
Corporation, Detroit, Michigan

Roy Clippinger **1954**
White County Bridge Commission,
Carmi, Illinois

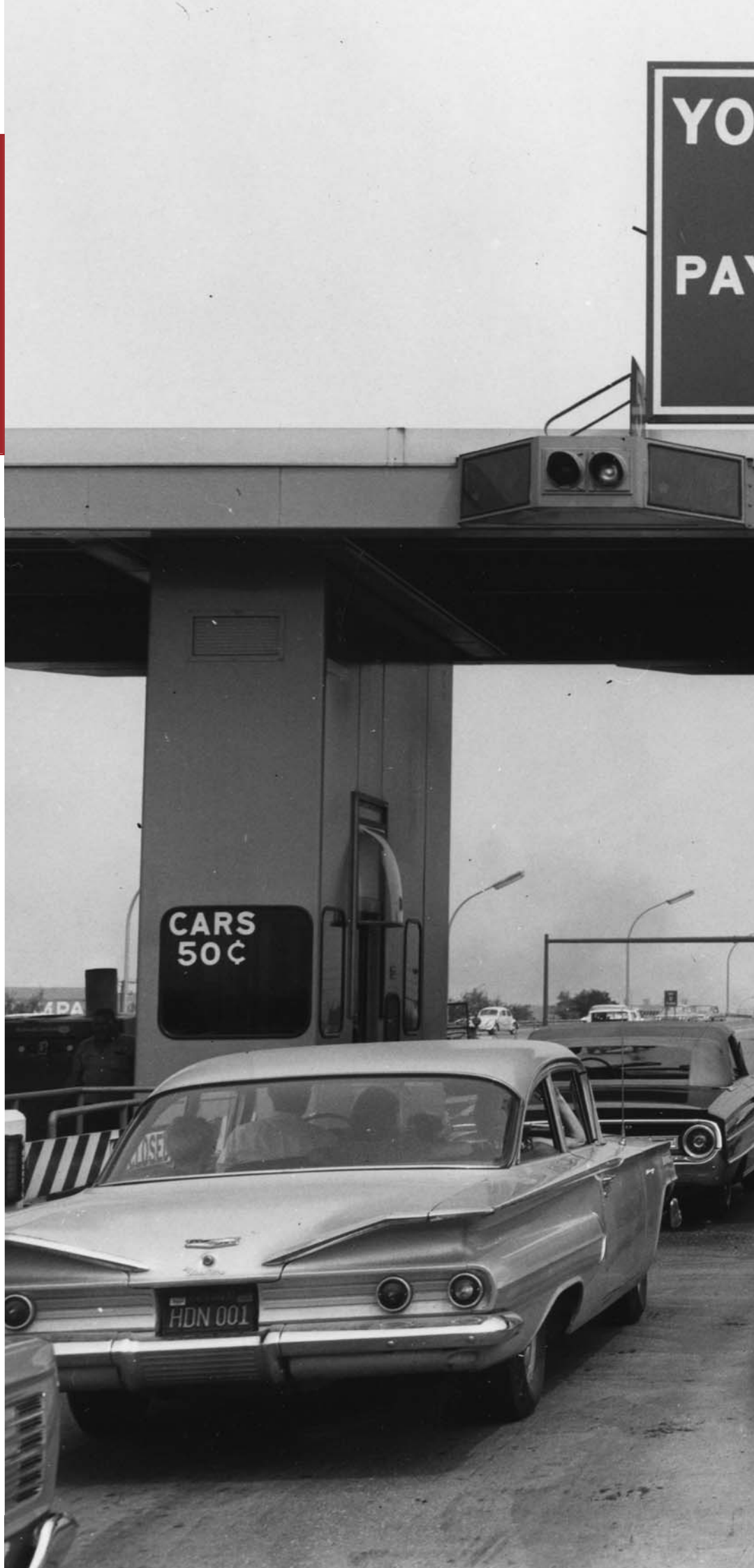
C. Ellison Kaumayer **1955**
Niagara Falls Bridge Commission,
Niagara Falls, Ontario, Canada

Albert J. Wedeking **1956**
Indiana Toll Road Commission,
Indianapolis, Indiana

Weldon H. Heyburn **1957**
Delaware River Port Authority,
Camden, New Jersey

D. Louis Tonti **1958**
New Jersey Highway Authority, Red
Bank, New Jersey

E. Bert Collard **1959**
Leavenworth Centennial Bridge
Commission, Leavenworth, Kansas





YOUR TAX DOLLARS
DO NOT
PAY FOR THIS TUNNEL
TOLLS DO

THE ACTIVE 50s

On 5 April 1950, the American Bridge, Tunnel and Turnpike Association was incorporated, embracing the original ABTA, early toll road engineering groups and newly formed state commissions and authorities.

There were 12 directors, an executive committee of four, as well as a President, Vice-President, Secretary and Treasurer, all of them volunteers.

New bylaws saw the establishment of 12 standing committees.

The ABTTA was ready to embrace the challenges of the 1950s. The newly constituted Association's first President, Billings Wilson, Port of New York Authority, New York, was optimistic about the potential of the tolling industry at the Annual Meeting held in Boston, Massachusetts, in September 1950.

"The understandable dearth of public works during the last World War has left us 10 years behind on our national construction programme and we are confronted with inadequate and overcrowded highways. Considerable financial muscle is needed.

"Public policy is veering rapidly from the fully tax-supported highway to the pay-as-you-use type of facility for the more widely beneficial types of modern highway improvements. This places the burden fairly on the user – with the out-of-state motorist contributing his proper share," Wilson said. He reported that some 15 states had authorised studies for, or had actually started work on, \$1.5 billion of highway toll facilities ranging from individual bridges to turnpikes several hundred miles long.

"In the face of this showing, perhaps the time has come for the Bureau of Roads to reconsider its policy – now adverse to toll facility construction with the assistance of Federal aid – and recommend to Public Works Administration the allocation and grant of public aid funds to publicly owned highway facilities that produce toll income."

It was a forlorn hope. Nevertheless, the toll road movement prospered at the state level. By 1956, when the Federal Interstate and Defense Highway Act was passed, there were 2,262 miles of toll roads in 14 states.

The ABTTA prospered too. Receipts and disbursements increased by almost 50 per cent between 1951 and 1953. The Association was attracting an increasing number of turnpike members and aligning itself to serve their needs. But there was a limit to what an organisation run entirely by volunteers could achieve. In 1954, J. Allyn Stearns, Westchester County Park Commission, White Plains, New York and Secretary of the

THE ACTIVE 50s

association for many years, was given the green light to establish a permanent office and employ staff.

In Stearns's own words to the membership at the January 1955 Annual Meeting in Atlantic City, New Jersey, a modern but unpretentious headquarters office was opened in Room 701, Northcourt Building, White Plains, New York.

"This is convenient to my office in the Westchester County Park Commission in the County Office Building. We have installed excellent furniture and equipment at reasonable cost," he said.

"Currently, we have a full-time stenographer and part-time accounting and other clerical help as required or obtainable. Under the proposed budget, we hope to employ one, and possibly two, additional persons. This will enable us to properly service the steadily increasing requests we have received from members since opening the office."

Gone were the days when the Association's records were shipped in steamer trunks from one President to the next! And, with staff (which had grown to four people by 1957) the ABTTA could achieve more for its members.

In 1956, the first Spring Workshop, which would quickly become an institution, was held in Miami Beach, Florida. The Association now provided two forums a year which allowed members to get together to pool knowledge and share best practise on a variety of issues.

Since its inception in 1933 the Association had always been international, counting among its members facilities on both sides of the Mexican and Canadian borders. However, in 1958, the ABTTA became truly international when Auckland Harbour Bridge Authority, New Zealand, joined the Association as an active facility member. A year later, Società Concessioni E Costruzioni Autostrade, Rome, Italy, also joined as an active member.

'Active' was the operative word for Italy joining the Association, as can be judged from a presentation at the 1959 Annual Meeting in Kansas City, Missouri, at which Dr. Sergio De Amicis, Vice President of Autostrade, gave a presentation entitled *Operations on Italian Toll Highways*.

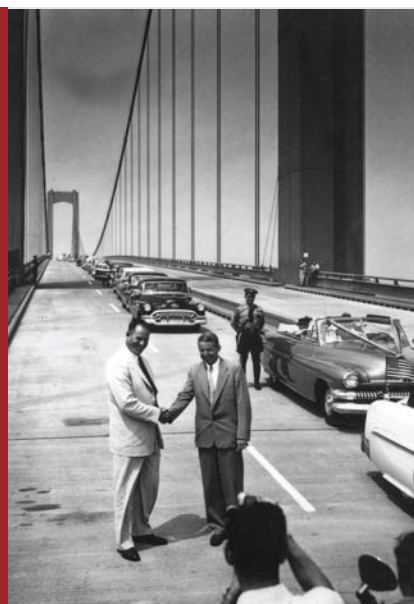
Italy was planning and developing tolling projects of a kind then unknown in Europe, with a concessionaire financing system that would quickly be adopted by other European countries including France, Portugal and Spain.

A 150-mile section of the Milan-Turin toll highway had already opened, for which "the most up-to-date methods of operation were thought necessary".

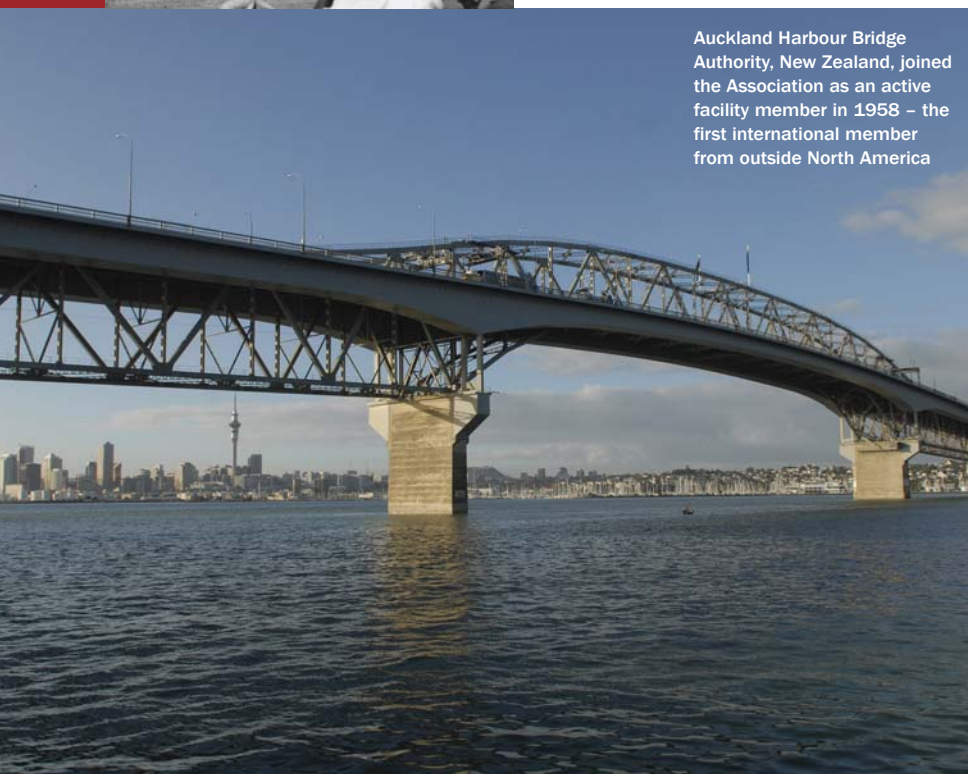
"But these are not novelties to you," Dr. Sergio Amicis told members of the ABTTA, explaining that the company had used the Association to define its whole approach to the tolling concept.

"We adopted almost completely the American criteria, taking as a pattern the New York Thruway and the New Jersey and Kansas Turnpikes," he said, with plans being adapted to the particular requirements of Italy's new highway, and above all, its traffic.

The American Bridge Tunnel and Turnpike Association had a wider role to fulfil - to become the globally recognised worldwide alliance of toll operators and associated industries that would provide a forum for sharing knowledge and ideas to promote and enhance toll-financed transportation services.



Auckland Harbour Bridge Authority, New Zealand, joined the Association as an active facility member in 1958 - the first international member from outside North America



THE SUCCESSFUL 60s

Facing up to the challenges of a new decade and a new role on the international stage, the ABTTA had to implement wide-scale changes. There was huge activity and output for members from the White Plains, New York headquarters but the Association lacked a full-time person to head up the operation, implement policy and to follow up on membership opportunities both in the US and abroad.

In 1961, a search committee undertook a nationwide canvass for an Executive Director and selected W.A. 'Bill' Rusch, an experienced urban planner and former staff director of the National Committee on Urban Transportation. For over two decades, he guided the Association through its greatest period of growth and accomplishment.

The Association's headquarters were moved to Washington, DC, close to the centre of action, and dues were raised to provide adequate operating funds for the new office and staff. The basic dues structure was shifted from a 'facility cost' basis to a 'toll revenue' basis.

Another important reorganisation focused on committees. For over a decade, these all had 'split personalities', with bridge and road subcommittees acting independently, each ploughing its own furrow. In 1963 they were organised into functional committees, covering common areas of interest, such as maintenance, operations, finance, administration and public relations. This move effectively closed the remaining gap between bridge and road representatives, creating greater unity and focus.

Along with other changes, the ABTTA was a more efficient and effective organisation as it convened the 1964 Annual Meeting in Atlantic City, New Jersey. By the end of that meeting, ABTTA had become the International Bridge, Tunnel and Turnpike Association, through action of the Board of Directors, ratified by the convention delegates.

In 1965, Portugal's Tagus River Bridge became a member, and the following year the Société des Autoroutes de la France and the Cross-Harbour Tunnel in Hong Kong,



ANNUAL MEETINGS

1960	New York, New York
1961	Philadelphia, Pennsylvania
1962	San Francisco, California
1963	Montreal, Quebec, Canada
1964	Atlantic City, New Jersey
1965	Bal Harbour, Florida
1966	New York & Rome, Italy
1967	Louisville, Kentucky
1968	Chicago, Illinois
1969	New Orleans, Louisiana

PRESIDENTS

Holden A. Evans, Jr., 1960

New York State Thruway Authority,
Elsmere, New York

Frank J. Horthy, 1961

Delaware Interstate Highway Division,
New Castle, Delaware

John Pershing, 1962

The Richmond-Petersburg Turnpike
Authority, Richmond, Virginia

James Adam, 1963

Golden Gate Bridge and Highway
District, San Francisco, California

Lawrence A. Rubin, 1964

Mackinac Bridge Authority,
Michigan

Charles H. Taylor, 1965

The Port of New York Authority, New York

L.W. Newcomer, 1966

Kansas Turnpike Authority,
Wichita, Kansas

W.D. Hoback, 1967

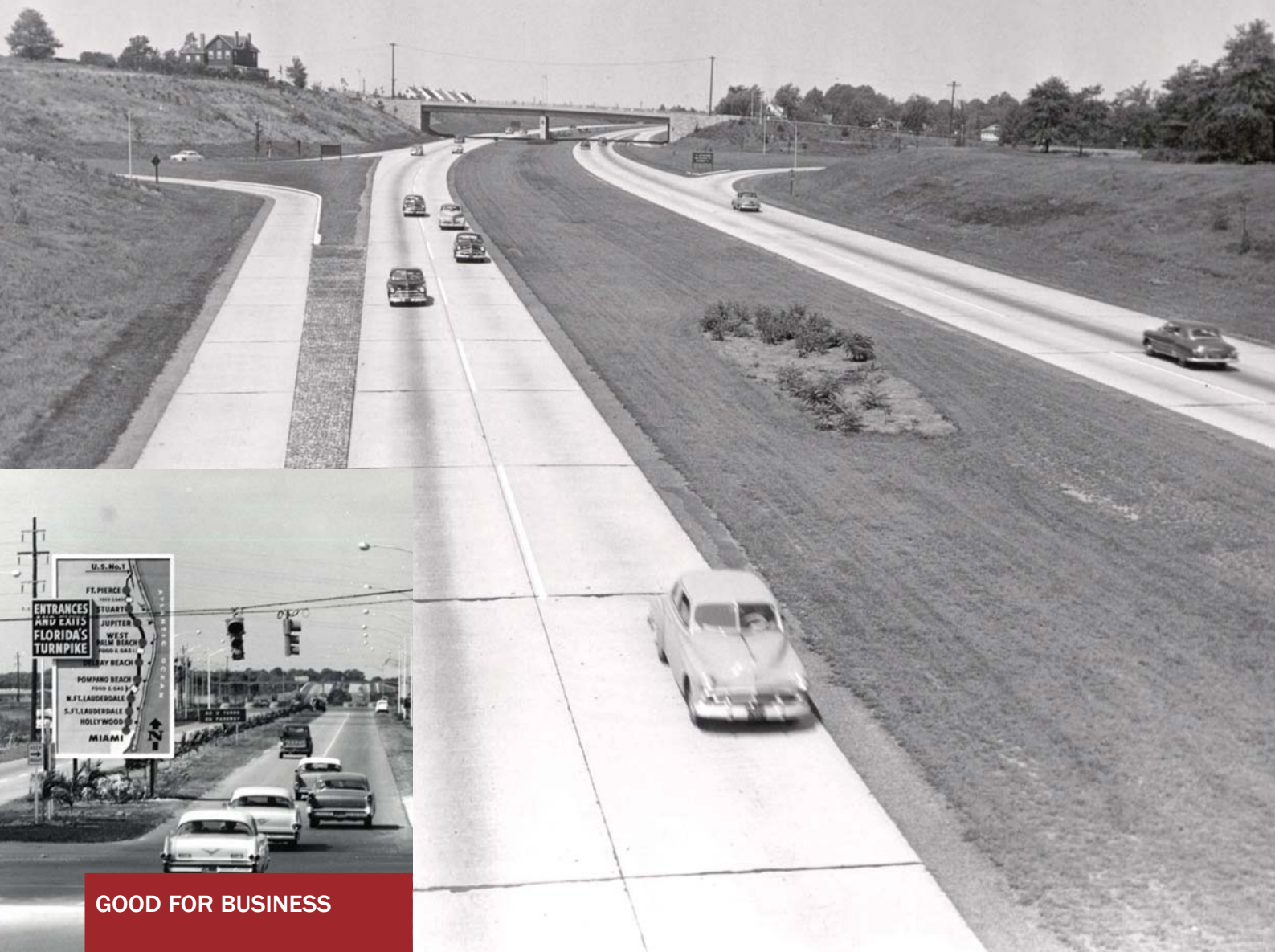
Oklahoma Turnpike Authority,
Oklahoma City, Oklahoma

W. Grant Mitchell, 1968

Director of Operations of the
Pennsylvania Turnpike Commission

Robert A. Tillett, 1969

Indiana Toll Road Commission,
South Bend, Indiana



GOOD FOR BUSINESS

"Good highways are good for business, for the people of Illinois and America. They are the lifeline of our rapidly expanding economy. Good highways are expensive to build and maintain. But losses to the economy due to inadequate highways are much more costly."

– Norbert J. Johnson, Director, Department of Public Works and Buildings, State of Illinois, speaking to the 1967 IBTTA Annual Meeting, in Chicago.

which was still seven years away from its opening day ceremony, also joined.

1966 was the year that the IBTTA demonstrated its international status by staging a novel 'split' Annual Meeting, which convened first in New York City, adjourned and reconvened in Rome, Italy. More than 300 members attended both sessions. Sergio de Amicis, Autostrade's principal representative within the IBTTA, became the first member of the Association's Board of Directors from outside continental North America.

In 1968, continuing to embrace its growing international mission, IBTTA Second Vice President, Frank V. Summers, Director of Operations of the Pennsylvania Turnpike Commission, was invited to spend a week in Puerto Rico to give officials the benefit of his experiences in building and operating toll roads. Shortly thereafter, officials from Puerto Rico spent several days at the Pennsylvania Turnpike, as well as the Garden State Parkway, to learn more about the construction and operation of such roads.

In that same year, the association attracted its first toll member in the Pacific area, the Corporation for Construction and Development of the Philippines, which was authorised and chartered in 1967 to finance and carry out public works construction. Its first project was the toll-financed Manila North Expressway, followed by the Manila South Expressway and other very successful toll ventures.

As W. Grant Mitchell, Executive Secretary, Thousand Islands Bridge Authority and President of the Association at the 1968 Annual Meeting, held in Chicago, Illinois, told

delegates, "Proposals for the construction of new roads or bridges financed by the toll system are being developed in almost every country of the Western World. But the interest does not stop there. Our Association contacts include countries in the Middle East, India, Southeast Asia and South America. We hope their plans are successful and we look forward to their membership with us."

Although Mitchell added that, in the US, toll facilities were being expanded and new ones planned, the decades-old dislike of toll roads by the Federal Government came in for scathing criticism at that 1968 meeting. At a time when transportation needs were soaring, the Federal Government made cutbacks, in 1966 and twice in 1968, to the Interstate highway construction programme, which was already significantly behind schedule, to hold down its overall deficit. Against this background, instead of seeking to work with the tolling industry, it beggared the belief of delegates that Section 28 of the Federal-Aid Highway Act of that year, as passed by the US Congress, "prohibits any further toll road construction on the routes of the Interstate System unless the Secretary finds that the construction of such a road as a toll facility, rather than a

THE SUCCESSFUL 60s



President John F. Kennedy dedicates toll roads in Maryland and Delaware in November 1963

toll-free facility, is in the public interest".

The tolling industry in the US was a booming, world-respected movement that was successful despite the biased will of the Federal Government. Donald R. Bonniwell, Chairman of the Illinois State Toll Highway Commission, challenged the assembled members. "We have to get our own legislature in our own state in the mood to accept and understand the toll picture. We have to get the people in Congress to do so. We have to have some impact on the Department of Transportation in Washington," he said.

Although it would take several years to achieve, the IBTTA rose to the challenge and succeeded in having a whole raft of anti-toll laws repealed. Before that, however, the IBTTA and the world would face an unexpected crisis.



Toll plaza at Flury-en-Bière, France



A section of the Autostrade near Genoa, Italy



PRESIDENTS

Franklin V. Summers **1970**
Director of Operations, Pennsylvania
Turnpike Commission, Harrisburg,
Pennsylvania

William J. Miller, Jr. **1971**
Executive Director, Delaware
River and Bay Authority, Delaware,
New Jersey

John T. Driscoll **1972**
Chairman and General Manager,
Massachusetts Turnpike Authority,
Boston, Massachusetts

E.R. Foley **1973**
Chief Engineer, Division of Bay Toll
Crossings, California Toll Bridge
Authority, San Francisco, California

William J. Flanagan **1974**
Executive Director, New Jersey
Turnpike Authority, New Brunswick,
New Jersey

Phillip B. Lee **1975**
Deputy Executive Director,
New York State Thruway Authority,
Albany, New York

Lawrence J. Lewis **1976**


Howard M. Rely **1977**
Texas Turnpike Authority, Texas

Jorge Masla Mas-Baga **1978**
Director General, Autopistas Concesionaria
Espanola, Barcelona, Spain

Roy G. Lancaster **1979**
President, Detroit International
Bridge Company, Detroit, Michigan

ANNUAL MEETINGS

1970	Montreal, Quebec, Canada
1971	Barcelona, Spain
1972	San Francisco, California
1973	Miami Beach, Florida
1974	Houston, Texas
1975	Paris, France
1976	Seattle, Washington
1977	Detroit, Michigan
1978	San Francisco, California
1979	New Orleans, Louisiana



CRISIS IN THE 70s

The new decade began positively for the IBTTA and its members. A few months earlier, as a result of increased Association membership, the IBTTA's Board of Directors was enlarged to give representation to new and vigorous leaders around the world. In 1969, expansion of the Board was accompanied by creation of the Past Presidents' Advisory Council. Prior to this time, all past presidents served as *ex officio* board members, with authority to participate in board discussions but not to vote.

The new Council was envisioned as a support group that could be called on by the Association leadership to study knotty problems and recommend courses of action, so its formation was timely in light of what would happen. The Immediate Past President was designated as Chairman of the Council and liaison with the Board.

Internationally, the Association's reputation and the benefits of membership were growing. The construction of toll roads in Japan, first authorised in 1952 by special legislation, eventually resulted in the establishment of Nihon Doro Kodan (Japan Highway Public Corporation) in 1956. The company, which immediately undertook an enormous toll road and bridge construction programme, became an active member in 1970. By 1980, Japan had 2,860km of auto routes open to traffic, 2,555km under construction and 2,158 in the planning stage, a total of 7,600km.

With the entry of the first of many Spanish autopistas into the IBTTA in the mid-1960s, the desirability of a full, free-standing Annual Meeting in Western Europe was evident. The first invitation to host a meeting came from Autopistas Concesionaria Espanola, S.A., in Barcelona. It was held in October 1971 with excellent attendance, and did much to increase European interest in the Association and its programmes.

At the beginning of the 70s, it's unlikely that the acronym OPEC registered with many people, including IBTTA members, as something that would have a huge impact on their lives.

In 1973, however, when OPEC imposed an oil embargo against the US, Western Europe and Japan, it caused a crisis which had an immediate and devastating effect on

CRISIS IN THE 70s

economies around the world. By 1974, the price of oil quadrupled and caused an energy crisis. Plans for fuel rationing, aimed at curbing motoring, were drawn up in many countries.

The OPEC challenge and resultant energy shortage both occurred in late November 1973, with the first gas-less weekend coinciding with IBTTA's Annual Meeting in Miami Beach, Florida. Toll road members in America and Europe were directly affected as use, and revenues, were affected. Reductions of speed limits and limitations of gasoline supplies on and off toll roads caused many anxious moments over the next few months. Most toll facilities were able to convince government leaders that their 24-hour-per-day, never-close service stations needed special supply treatment in order to survive and serve the driving public during the crisis.

Gradually, the worst of the crisis subsided and internally the Association adjusted to meet changing world highway conditions, again expanding the Board, from 12 to 15 members, and increasing dues for the first time since 1962. Recognising the importance of members outside North America, the new office of Vice President for

International Affairs was created. This post was first taken by Jorge Masia Mus-Baga, Director General of Spain's Autopistas, who had initiated the Barcelona meeting three years earlier. At the IBTTA's Annual Meeting in Detroit, Michigan, in 1977, Masia became the first European President of the IBTTA, serving with distinction during 1978.

Another landmark convention held in Europe was the 43rd Annual Meeting in 1975, attended by over 500 people from four continents. This meeting in Paris, France, was addressed by the Chief Highway Executive of France, Michel Fève and by US Federal Highway Administrator, Norbert T. Tiemann. The elegant conclave concluded with a stunning banquet in the Hall of Battles in the Palace of Versailles, an unforgettable event in Association history.

In 1977, IBTTA enlisted the research skills of one of its associate members, Wilbur Smith Associates, to help prepare a document outlining the consequences of long-standing US Federal highway policy on toll facilities. It pointed out the need for Congressional action to allow certain toll roads to continue to operate after their bonded indebtedness had been paid off. The report was

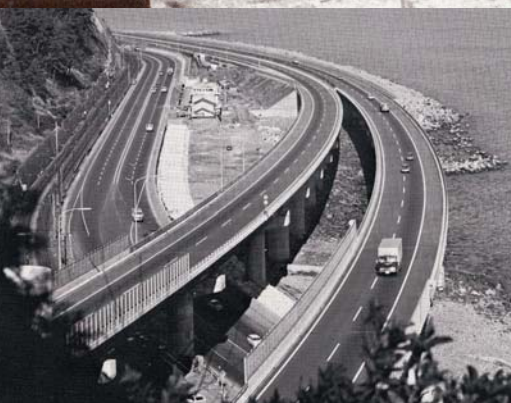
submitted to the House Public Works and Transportation Committee by then-President Howard M. Reily, of the Texas Turnpike Authority, and a group of toll road executives whose facilities were involved in the proposed legislation. The effort proved successful, leading to revised Federal treatment of toll roads in the states of Indiana and Maine in subsequent Federal highway measures, and to more open relationships with Congress and the Administration.

It was a first, small step in the IBTTA's long-running efforts to win over the Federal Government to the benefits of toll financing. It would take many more years of concerted effort, but the IBTTA was determined that the new decade would see that small victory turned into something more substantial.



1975 ANNUAL MEETING

An unforgettable event in the IBTTA's history. The 1975 Annual Meeting, was held in Paris, France. Attended by over 500 delegates from four continents, it concluded with a stunning banquet in the Hall of Battles in the Palace of Versailles. Pictured above, US Federal Highway Administrator Norbert Tiemann, IBTTA President Phillip Lee, and Director François Collaveri, are presented with medals by the Prefect of Paris.



By the end of the 1970s, Japan had 2,860km of auto routes open to traffic, 2,555km under construction and 2,158 in the planning stage, a total of 7,600km. Picture is the Tomei Expressway in Shizouka

THE CONVINCING 80s

The IBTTA welcomed its second European chief executive in 1980, as Dr. Vito Rocco, of the Italian Autostrade Association (AISCAT), ascended to the Presidency at the conclusion of the 48th Annual Meeting in Tarpon Springs, Florida. It's worth noting his comments, a year later, in his President's address to the 1981 Annual Meeting, in Honolulu, Hawaii, when he revealed the value of the Association to tolling operations outside the US.



"About 25 years ago, when we in Italy looked to American toll agencies for guidance, our programme was in the initial construction stages and the knowledge and experience provided by members of what was then the ABTTA was of great value to our companies. Their counsel and advice served to plan and develop our projects so they would provide quality highways and services then unknown in Europe. We were very grateful for the help. Of course, now it is the IBTTA, with members in 18 countries having a distinct international character and undisputed prestige in the transportation world," Dr. Rocco said.

European participation was further enhanced at that 1981 meeting by the election of Roger Ginocchio, from France's Société des Autoroutes Paris-Normandy, as Second Vice President, on his way to being elected IBTTA President in 1984.

And indeed, that Annual Meeting was in itself part of the next major expansion of the association – into the Pacific. The venue was chosen in recognition of the growth of the toll industry throughout the region, including the phenomenal toll construction programme being implemented by Japan; the outstanding success of the Cross-Harbour Tunnel in Hong Kong; the unique agrarian-based toll road networks from farm to market in Korea and Taiwan; and the ongoing progress of toll facilities in New Zealand, Australia, Indonesia and Malaysia.

Underlining the increasing international participation and membership, the Hawaii meeting was attended by representatives from 14 countries; of 13 presentations made during the meeting, seven were from delegates from outside the US.



Dr. Vito Rocco



Roger Ginocchio



ANNUAL MEETINGS

1980	Tarpon Springs, Florida
1981	Honolulu, Hawaii
1982	Montreal, Quebec, Canada
1983	Baltimore, Maryland
1984	Venice, Italy
1985	Boston, Massachusetts
1986	Chicago, Illinois
1987	Halifax, Nova Scotia, Canada
1988	San Francisco, California
1989	Palma de Mallorca, Spain

PRESIDENTS

Stanley J. Britton **1980**
Secretary-Treasurer, Massachusetts
Turnpike Authority, Boston,
Massachusetts

Vito Rocco **1981**
Executive Secretary, Autostrade
Concessioni e Costruzioni Autostrade,
S.p.A., Rome, Italy

K.C. Pearson **1982**
Massachusetts Port Authority, Boston,
Massachusetts

Dale W. Luehring **1983**
Golden Gate Bridge and Highway
District, San Francisco, California

Roger Ginocchio **1984**
Societe des Autoroutes
Paris-Normandy, France

R. D. Fogo **1985**
Chief Engineer-Manager, Kansas
Turnpike Authority, Wichita, Kansas

Jose Luis Ceron **1986**
President, ASETA, Madrid, Spain

John R. Woodruff **1987**
Chief Engineer, Delaware River Port
Authority, Camden, New Jersey

Robert J. Farrell **1988**
General Counsel, New York State
Thruway Authority, Albany, New York

Allan V. Johnson **1989**
Executive Director and Assistant
Secretary-Treasurer, Ohio Turnpike
Commission, Berea, Ohio

THE CONVINCING 80s

On its 50th anniversary in 1982, Association leaders could look back with some satisfaction on a half century of progress, despite some blips, in bringing people closer together. The Association had remained true to Dr. D.B. Steinman's vision of half a century before: "This organisation is designed to be a medium for pooling the best experience, knowledge and resourcefulness of its members for the benefit of all. Through respective committees, the various problems of toll bridge operation will be studied, and the resulting ideas and recommendations will be made available to the entire membership."

Members throughout the world could take pride in the part they had played in creating the numerous highway innovations, some technical, some psychological, that were pioneered on their facilities. These included the development of changeable message signs; CCTV traffic monitoring of bridges and tunnels; automatic vehicle identification systems for speeding traffic through toll plazas; emergency motorist services; exclusive bus lanes; the introduction of roadside food and motor service plazas for motorists' convenience; the 'dual-dual' concept separating passenger car and



A new member in 1985 was the Humber Bridge Board, England. When the bridge was opened by HRH Queen Elizabeth II in 1981, (inset) it was the largest suspension bridge in the world

commercial traffic; the 'bare pavement' philosophy of winter maintenance aimed at removing snow and ice at the earliest possible moment from the roadway; and intensified police surveillance and patrol policies aimed at saving lives and protecting property.

But basking in past achievements was a fleeting thing for the IBTTA.

As Vito Rocco told the meeting, new challenges faced the industry. "While our Association is strong, general economic conditions in many parts of the world are not favourable. In the early days of our industry we were able to enjoy the growth of traffic and revenues each year. Financial obligations were easily met, and we were confident that our prospects were excellent and assured for years to come.

"NO MORE! The energy shortage, rising prices, inflation, labour problems, international friction and an uncertain worldwide economic climate have placed us all in a more defensive position."

It was back to business for the IBTTA and a major target of efforts was to convince the US Federal Government to change its policy towards toll roads. And, whereas in the past the Association had often been a lone, and ignored, voice, its extensive outreach activities with other organisations began to pay dividends.

For instance, the American Association of State, Highway and Transportation Officials (AASHTO) put into effect some 45 policy changes in mid-1985. Among these was an encouraging step toward endorsement of toll financing, which AASHTO had not recognised in the past.

AASHTO now urged the Federal Government to modify its toll position to permit the use of Federal-aid funds on toll roads, as well as on bridges and tunnels. Moreover, it passed a policy resolution urging that certain sections of the Interstate highway system on which maintenance and operating costs are extremely high, be allowed to impose tolls, even though they were built with Federal-aid user fees, so that adequate maintenance and operations could be assured.

Nor was it just AASHTO who were beginning to see the value of road tolls.

As R.D. Fogo, Chief Engineer-Manager, Kansas Turnpike Authority, Wichita, Kansas, reported to the October, 1985 Annual Meeting in Boston Massachusetts, the tide had begun to turn:

“The year in general has been marked by a quickening of interest in toll facilities as an alternative to other user fee methods of paying for highways,” Fogo told delegates in his President's address. “We have seen in the past six months endorsement of the toll idea by the National Governors Association, the National Council of State Legislatures, the National Association of Regional Councils, the American Public Works Association, the National League of Cities, the National Association of Counties and a host of other influential highway organisations. Even the policy positions of traditional highway user groups, heretofore lukewarm and often hostile to the toll principle, are moderating.”

For Fogo, in 1985 an important measure of success of the IBTTA was the way in which it strengthened its ties with the International Road Federation, with Western and Central European highway groups and, in the US, with AASHTO, the American Trucking Association and the Highway Users Federation.

“We have seen our toll philosophy win widespread endorsement from many groups and from many governments, at home and abroad, some of whom were indifferent to the toll principle. This industry, it appears, has come of age,” Fogo concluded, conceding that there was still much to be done.

And it was being done.

Legislation along the lines advocated by the IBTTA and AASHTO was successfully introduced into Congress, and was also favourably received in the Senate.

At the 1986 Annual Meeting in Chicago, Illinois, IBTTA President, Jose L. Ceron, Asociacion de Sodiedades Espanolas Concesionarias de Autopistas, Tuneles, Puentes y Vias de Peaje (ASETA), Madrid, was able to report two small victories.

“

THE YEAR IN GENERAL HAS
BEEN MARKED BY A
QUICKENING OF INTEREST IN
TOLL FACILITIES AS AN
ALTERNATIVE TO OTHER USER
FEE METHODS OF PAYING
FOR HIGHWAYS

”

— R.D. FOGO





Jose L. Ceron

The Association's Governmental Relations Committee had been very active in two important areas. Congress had previously addressed the subject of toll bridge rate deregulation and the US Senate had twice passed legislation that would have removed Federal oversight authority for toll bridge rate regulation.

"Our Association was successful in including in the Highway Reauthorisation Bill a provision to remove toll bridge rate regulation, providing that toll rate increases are just and reasonable," Ceron could tell members.

Those two victories had taken eight years of effort by the IBTTA to achieve. What few could predict was that these achievements were a milestone. They represented the beginning of the end of Federal opposition to the principle of tolling and thereafter the successes came fast.

It's interesting to note that at this point that the IBTTA did not directly lobby legislators. Instead, the Association monitored legislation very closely and carefully, as it had been doing for decades, and kept members informed for them to battle with state legislatures and their Federal Congressmen and Senators.

Nevertheless, even under this system, in 1987, President John R. Woodruff, Chief Engineer, Delaware River Port Authority, Camden, New Jersey, was buoyant as he reported to delegates at the Annual Meeting in September in Nova Scotia, Canada, substantial success in convincing the Federal Government on toll financing.

"The success we enjoyed with the passage of the toll amendments in the new Highway Act was directly attributable to the intervention of our members with the Congressmen and Senators," Woodruff said.

And what a success!

The Highway Bill enacted in 1987 signalled a significant change in over 70 years of US highway policy, which prevented states from building toll-financed roads with Federal funds. A pilot programme – the first Federally assisted toll road programme in US-history – was established to allow nine state and local governments, some of whom had no experience with toll facilities, to build toll road projects with Federal-aid highway funds.

For the IBTTA, the success of the nine projects would clearly provide the impetus for greater reliance on toll financing in national and local highway programmes. Consequently, the Association, with its vast experience and proven track record of helping new tolling projects around the world, set up a special task force and weighed in. It offered direct help to officials responsible for the pilot projects and worked closely with them to ensure that the story of their success reached the halls of Congress and the corridors of the Department of Transportation.

However, the IBTTA wasn't prepared to sit back and wait years for pilot projects, with a lot of strings and regulations attached, to be successful before pressing home the advantage that toll financing provided. The Federal Government had not been completely convinced to embrace the principle of toll-financed roads, but it had reacted to mounting pressure by allowing pilot programmes. Nevertheless, the momentum was building.

As John Woodruff pointed out, in addition to the Federal pilot programme, "a number of state and local governments are giving serious consideration to toll financing of their roads, bridges and tunnels".

Within a year, in addition to the nine pilot projects, a total of 30 states and local governments were planning or building well over 800 miles of toll-financed facilities, and, as Robert J. Farrell, President, confidently predicted, "we expect that number to grow".

For the US tolling industry members of the IBTTA, the last few years of the 1980s had been a fast-moving period in achieving the substantial, concrete successes in its decades-old battle with the Federal Government. Now the Association changed its posture to maximise the gains.

Instead of just monitoring planned legislation, advising members and leaving them to lobby their congressmen and senators, the IBTTA embarked on a direct lobbying campaign that would, in the early years of the 1990s, change the face of tolling in the US forever.



John R. Woodruff

STEPHEN SCHOLLAY

Attending the Annual Meeting (1985) was Stephen Schollay from the Gateway Bridge in Brisbane Australia. He was there en route to a training period with the Port Authority of New York and New Jersey, and returned to Australia as General Manager of the Bridge as construction commenced on 5 June, 1980. It was officially commissioned on 11 January 1986.

In the meantime, as Allan V. Johnson, Executive Director and Assistant Secretary-Treasurer, Ohio Turnpike Commission, told delegates in his President's address at the October 1989 Annual Meeting, "Samuel K. Skinner, the new US Secretary of Transportation, cites toll financing as a tool for supporting future highway development almost every chance he gets."

The 1989 meeting at which Johnson made those comments was held in Palma de Mallorca, Spain, underlining the fact that, although the Association was battling away on changing the attitudes of the US Federal Government, it was still very actively focused on its international membership and operating as a global force. Indeed, in 1988, active members from Portugal, South Africa, Norway, and China joined. A year later, new Active Members joined from facilities in England, Mexico, Hong Kong, Ireland and Malaysia as well as the US.

However, an area of focus that would define the IBTTA and its role in the vanguard of the global tolling movement was waiting to be tackled at the beginning of the 1990s. It was an area that would gain huge impetus throughout the decade and



Allan V. Johnson

THE CONVINCING 80s



directly change the global tolling industry.

It was prefaced when Allan Johnson advised delegates at the Palma de Mallorca meeting that the Association's AVI Task force was planning a symposium on the use of automatic vehicle identification technology for toll collection.

Though few members realised the significance of where that would lead, and how profoundly it would affect their operations, the age of electronic tolling had arrived.

THE ELECTRONIC 90s

New heights of achievement, unsurpassed in its history, beckoned for the IBTTA just a few months into the 1990s.

On the US legislative front, in March 1990, President George H.W. Bush and Secretary of Transportation Samuel K. Skinner unveiled a new National Transportation Policy that called for much greater use of tolls in both private and public ventures in the US. The administration hoped to use the policy to shape a long-term national highway programme for the following 30 years. The 1956 legislation, which had created the Interstate programme that was to have killed off the tolling industry, was due to expire the following year.

The IBTTA redoubled its lobbying efforts. Under the Presidency of Henri Cyna, COFIROUTE, France, the association created a public awareness programme to seize what was clearly a unique opportunity to advocate greater use of toll financing in the US national highway programme.

Demonstrating how quickly it could grasp opportunities, a month after the Bush/Skinner announcement, the IBTTA created the Government Affairs Task Force and added a full-time Director of Government Affairs to its staff.

The Association testified before the transportation panel of the House Public Works and Transportation Committee shortly after the new policy was announced, and received a very understanding and open-minded reception from a Committee that had never looked favourably on toll financing.

In June 1991, the IBTTA had what was undoubtedly one of its finest hours. Determined not to let the opportunity slip, and to target the maximum number of legislators, policy makers, advisors and so on, the Association organised a “fly-in”.

It was a huge logistical undertaking. Some 40 members were flown to Washington, DC, for an intensive day-and-a-half of lobbying. A whole series of meetings was arranged with individual Congressmen and Senators, leaders in transportation, and representatives from each member's home state, to press home the toll financing message.

The substantial logistical effort of the IBTTA in organising the fly-in was worthwhile. As 1991 President, George P. Zilocchi, Deputy Executive Director, New



ANNUAL MEETINGS

1990	Pittsburgh, Pennsylvania
1991	Dallas, Texas
1992	New Orleans, Louisiana
1993	Paris, France
1994	Orlando, Florida
1995	New York, New York
1996	Rome, Italy
1997	Denver, Colorado
1998	Houston, Texas
1999	Halifax, Nova Scotia, Canada

PRESIDENTS

Henri Cyna COFIROUTE, France	1990
George P. Zilocchi New Jersey Highway Authority, New Jersey	1991
Ronald J. Delaney Detroit and Canada Tunnel Corporation, Michigan	1992
Anthony J. Barber The Port Authority of New York and New Jersey, New York	1993
Russel I. Wilcox Thousands Island Bridge Authority, New York	1994
Franco Schepis Autostrade Concessioni e Costruzioni Autostrade, S.p.A., Rome, Italy	1995
Carney J. Camplon General Manager, Golden Gate Bridge, Highway and Transportation District, San Francisco, California	1996
Lisa C. Callahan Public Relations Director, Kansas Turnpike Authority, Wichita, Kansas	1997
James K. Brookshire, Jr. Executive Director, Chesapeake Bay Bridge & Tunnel District, Cape Charles, Virginia	1998
Mary Jane O'Meara Director, Tobin Memorial Bridge, Boston, Massachusetts	1999

THE ELECTRONIC 90s



This picture encapsulates what was an outstanding personal memory during George P. Zilocchi's tenure as IBTTA President in 1991 when, along with his son, Jason, and wife Claudia, he met Pope John Paul II. The meeting happened during a stop in Rome, as a guest of Autostrade, as Zilocchi was on his way to represent the IBTTA at ASECAP (the European Association of Tolled Motorway, Bridge and Tunnel Concessionaires) annual meeting in Lisbon, Portugal

Jersey Highway Authority, Garden State Parkway, New Jersey, was able to report to the membership, "Our lobbying efforts led to the large-scale repeal of more than 70 years of Federal opposition to toll financing in the US. A new highway programme was signed into law on December 18th and included all of the toll provisions for which the IBTTA actively lobbied."

Zilocchi promised that the IBTTA would now play an active role in providing for successful implementation of new toll legislation, and that it planned to work closely with the US Department of Transportation in developing regulations to govern the use of the new toll provisions, as well as to provide any technical corrections needed.

A new era for the toll industry in the US had begun. So too had a new era for the global industry, and it was led in no small part by the IBTTA. It began in June 1990.

As Neil Schuster, IBTTA Executive Director (1987-2002), recalls, in the late 1980s a handful of forward-looking members pointed to emerging new technologies, particularly in the areas of Electronic Toll Collection (ETC) and traffic management. What impact might these have on the industry? Where would this technology lead? How is it going to work? These were some of the questions beginning to be asked by members.

The Association responded and pursued a wide range of activities to inform toll agencies about developments, doing what it has always done best and sharing ideas and knowledge among its members.

In 1990, it formed the Electronic Toll & Traffic Management (ETTM) Task Force, chaired by Carney J. Campion, General Manager of the Golden Gate Bridge, San Francisco, who subsequently became IBTTA President in 1996.

The enormous potential of ETTM was quickly recognised by the membership.

In June 1990, the IBTTA held a record-breaking international symposium and trade show on toll collection technology in New York which set the stage for future efforts. Nearly 500 delegates, the Association's largest meeting ever, met from 15 countries to discuss a broad range of ETTM technologies.

Two years later in June 1993, when IBTTA held its Second International Symposium on ETTM technology, a record crowd of some 250 international delegates and guests gathered in New York. That conference covered ETTM developments from a variety of viewpoints: operations, toll collection, auditing, marketing, and government policy. Some 80 speakers gave both general and technical presentations, and 35 exhibitors displayed their technologies.


New programmes introduced during 1993 included an IBTTA toll collector customer service training programme; a concession and marketing forum for toll agencies to exchange information and the introduction of an innovative awards programme to recognise toll agencies furthering the aims of the industry through creative, innovative and positive initiatives.

In his President's Address to the 1993 Annual Meeting in Paris, France, Anthony J. Barber, The Port Authority of New York & New Jersey, concluded his report with an upbeat message. "The future of toll financing, and the Association's future, are both bright," he said.

A year later, Russel I. Wilcox, Executive Director of the Thousand Islands Bridge Authority, New York, was equally upbeat in his President's address, as he reflected on a year of substantial activity and achievement. 23 new members from eight different countries had joined the Association that year and there were now 32 Sustaining Members, a record for the IBTTA.

The focus was still on ETTM. "Toll agencies continue to make great strides in using ETTM, and the IBTTA maintains an active programme to help highway officials learn about developments in electronic toll collection and traffic management technology. We also represent the toll industry in various standard-setting efforts, and in related matters," Wilcox said. Other activities included participation in several ITS America projects, staging an ETTM conference for toll agency officials, as well as scheduling numerous highway technology presentations.

"ETTM will remain a high priority for the Association as we move into the new year," Wilcox promised.



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And it did. More than 1,200 toll agency officials from 25 countries gathered in New York in 1995 for the IBTTA's combined Annual Meeting & Exhibition and International ETTM Symposium. A Second Annual ETTM Workshop was also held that year as well as a meeting of IBTTA's ETTM working groups which studied vehicle classification systems and signage as well as exploring possible standards for toll agencies in these areas.

The Association also became more proactive in 1995, under the Presidency of Franco Schepis, Autostrade, Rome, Italy. A consumer and media awareness programme was implemented to help members communicate toll financing benefits to the public, media and legislators. A commercial carrier marketing programme was also launched to open a dialogue with trucking industry executives worldwide and educate them on the benefits of using toll roads.

In his President's address to the 1995 Annual Meeting, Franco Schepis reflected on the greater international strength of the IBTTA. "In the past 30 years, six European presidents have led the Association; we have held eight successful Annual Meetings outside the US; and seven of our 25 board members represent toll agencies outside the US.

"The great seal of the United States contains the phrase *e pluribus unum* – out of many, one. The IBTTA's success lies in that philosophy; we have moved our industry forward by working together and speaking as one voice," Schepis said.

For President Carney J. Campion, General Manager, Golden Gate Bridge, San Francisco, and also for the IBTTA's Washington headquarters, 1996 was a year of strengthening the organisation.

One of Campion's goals at the beginning of the year was to enhance international programmes through an international task force he set up to look at ways of attracting new members from around the world. He focused also on giving "existing members the benefits of the best the IBTTA has to offer".

As Campion told the 1996 Annual Meeting in Rome, Italy, "One of my priorities was to ensure that all of the IBTTA's programmes – our meetings, publications, legislative activities, research projects and technology efforts – were targeted to meet member needs."

Meanwhile, Executive Director Neil Schuster reported that better use of technology was being made to improve IBTTA publications, to manage meetings and to communicate with members. "We expanded our library space in 1996 and reorganised our collection of information, and we are making changes to a number of our statistical reports and surveys to better reflect the industry's need and use of our materials," Schuster said.

1997 was a watershed year for the IBTTA. Lisa C. Callahan, Public Relations Director, Kansas Turnpike Authority, became the first female President in the Association's 65 year history. It was a very forward-

looking presidency that initiated a new focus for the Association for several years to come.

Her first action as President was to create a public/private task force to look at the changing nature and needs of toll agencies around the world, and in particular the growing role of the private sector in developing toll facilities. As Callahan stated, it was no longer sufficient to be ready and prepared to face the future. "We must do more. We must create the future, not merely face it," she said in her inaugural address to the members on her election. "Our greatest challenge will be to blend the self interests of public authorities, the private partnerships and vendors," she added.

The Task Force met throughout 1997, moulding a new mission statement for the Association, examining member definitions, discussing the Association's long-range plan, and focusing on some of the most difficult issues it faced. As Callahan concluded her term as President, she reported significant progress on what would continue to be a focus by successive presidents to the end of the decade and into the new millennium.

President James K. Brookshire, Jr., Executive Director, Chesapeake Bay Bridge & Tunnel District, Virginia, took the baton from Callahan and, during his presidency, in November 1998 the IBTTA formulated its first ever long-range strategic plan. As he told members attending the 1998 Annual Meeting in Houston, Texas, "This plan, when fully developed, will give us direction in the future as we address the ever-changing needs of our Association."

Meanwhile, focus remained on electronic tolling, with one of the Association's most successful ETC workshops, attracting 210 delegates and guests from 75 different organizations, being staged in June that year.

Mary Jane O'Meara, Director, Tobin Memorial Bridge, Boston, Massachusetts, became the second woman to hold the office of President and led the Association in the final year of the decade. She too continued the thrust of the previous two presidents in looking to create the future, not just face it.

In so doing, O' Meara's presidency underscored two historical strengths of the IBTTA. As she pointed out, throughout the Association's history each President built on what had been achieved by his other predecessor to navigate the challenges faced by the organisation and its members.

She also highlighted another unique IBTTA strength, when compared with other trade organisations, and one which had existed right from the Association's first beginnings in 1932.

"Our active facility members do not compete with each other. Consequently, we have always readily shared information, and not just about the things that were successful. Members will frankly reveal initiatives they have tried which have not been as successful as envisaged, so that others can benefit and not make the same mistakes," O'Meara said.

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THE NEW CENTURY

Under the presidency of Luis Ferreiro, Managing Director, Autopistas Del Mare Norstrum, Madrid, Spain, the IBTTA marked Millennium Year 2000 with two major initiatives, the first designed to counter objections to toll financing from the driving public. Its Government Affairs Task Force engaged consultants Linda M Spock Consulting and Dan Greenbaum to research and respond to regularly voiced arguments that:

- opposed new toll systems;
- challenged efforts to raise tolls at existing facilities; and
- called for elimination of tolls.



The resulting *Facts and Myths About Tolls*, published in 2001 and summarised in the IBTTA's 2001 Annual Report, gave the facts needed to respond effectively. Written in a deliberately low-key style, with each statistic or reference documented, it also aimed to serve as a basic tool for informing those unfamiliar with toll financing.

The second initiative set out to produce a draft performance specification for ETC. IBTTA's ETC Performance Specification Task Force arose from dissatisfaction, after a decade of discussions, with the prevailing standard-setting activities for Dedicated Short-Range Communications (DSRC) systems operating in the 5.8-5.9 GHz range. The first draft appeared in January 2001, and the Task Force completed and published its *ETC Requirements* document in 2003.

This project, said President Paul E Violette, Executive Director, Maine Turnpike Authority, Portland, Maine, embodied "the transformation of IBTTA", coming at an "opportune time" when "technology knows no borders".

In January 2002, under the presidency of Harold W. Worrall, Executive Director, Orlando-Orange County Expressway Authority, Orlando, Florida, the IBTTA welcomed new Executive Director Pat Jones following the December 2001 departure of Neil Schuster, who left to become Executive Director of ITS America.

The Association's Awards Task Force completely revamped the IBTTA's Toll Excellence Awards programme by establishing five separate categories: Administration, Customer Service, Operations, Social Responsibility and Technology. It also set up new 'Criteria for Excellence', which culminated in the creation of the overall President's



Paul E Violette



Harold W. Worrall





PRESIDENTS

Luis Ferreiro **2000**
Managing Director, Autopistas
Del Mare Norstrum, (S.A.C.E.)
Madrid, Spain

Paul E Violette **2001**
Executive Director, Maine Turnpike
Authority, Portland, Maine

Harold W. Worrall, PhD, PE **2002**
Executive Director, Orlando-Orange
County Expressway Authority,
Orlando, Florida

Vincent L Lionetti **2003**
South Jersey Transportation
Authority, Hammonton, New Jersey

Jean-François Poupinel **2004**
Director and Honorary Chairman,
COFIROUTE, France

Stephen F Mayer PhD, PE **2005**
Special Consultant, Seaway
International Bridge Corporation,
Ontario, Canada

Santiago Corral **2006**
Chief Executive Director, Autopista
Vasco-Aragonesa CESA, Spain

James L. Ely **2007**
Chief Executive, Florida's Turnpike
Enterprise, Ocoee, Florida

ANNUAL MEETINGS

2000	Madrid, Spain
2001	Boston, USA
2002	San Francisco, USA
2003	Paris, France
2004	Philadelphia, USA
2005	Cleveland, USA
2006	Dallas, USA
2007	Vienna, Austria

Award for Excellence, to recognise the best among the world's toll agencies.

At the political level, the IBTTA's Government Affairs Task Force developed a series of positions representing the concerns of all US toll agencies and distributed them to Capitol Hill. These efforts built on earlier work in developing informational tools (such as *Facts & Myths about Tolls*), highlighting the value of toll financing as a means of improving transportation services at national, state and local levels.

In September 2002, the Board of Directors unanimously approved a new strategic plan, to follow that of 1998-2001, and established a Strategic Plan Fund to pay for four vital initiatives:

1. To improve the industry's image and bridge the gap between the often-positive public attitude toward tolling and the often-negative perceptions of politicians. To effect this, the IBTTA created a new Advocacy Council, charged to conduct outreach to key transportation organisations, develop and disseminate educational materials to support the positive value of tolling, carry out a long-term public relations campaign, and coordinate an educational programme for politicians.

SALIENT POINTS FROM *FACTS AND MYTHS ABOUT TOLLS*

MYTH: Tolls represent double taxation.

FACT: As the US Department of Transportation's 1968 *Highway Needs Report* to Congress states: "The toll road user pays a toll and also pays taxes on fuel consumed while travelling on the toll road. But this is not truly double taxation, since the fuel taxes paid are applied to other highways."

MYTH: Tolls facilities cause/increase traffic congestion.

FACT: A traditional staffed toll lane typically processes 300-350 vehicles per hour while ETC lanes can handle from 1,000 to 1,800 vehicles per hour.

MYTH: Tolls should be eliminated when the initial bonds have been paid off.

FACT: The economic reality is that ongoing expenditures are required to continue operating a facility no matter what, independently of how it is initially funded.

MYTH: Elimination of tolls would be beneficial.

FACT: Historically, independent or public consideration of possible toll removals from specific facilities has often concluded that tolls should be retained.



2. To expand IBTTA's communication links with members and create a comprehensive database of toll industry information. This involved redesigning the IBTTA website and creating a dedicated Global Database Work Group, to develop a database aimed at:

- satisfying members' desires for the IBTTA to become the leading source of information on the toll industry;
- helping advance IBTTA's membership development goals by identifying potential toll operator members around the world;
- serving as a valuable tool for associate and sustaining members interested in providing goods and services to the industry.

3. To increase the IBTTA's influence on US Federal legislation affecting the toll industry. In August that year, it approved a formal position paper on the reauthorisation of the Transportation Equity Act for the 21st Century (TEA-21), the US Federal-aid highway programme. It put the paper, which outlined toll industry positions on transportation facility security, innovative financing, environmental streamlining and value pricing, in the hands of every member of the US Congress, key Congressional staff and other leaders in the transportation community. The paper proved highly influential and highly beneficial to the industry.

4. To grow the IBTTA's membership, under the direction of a new Membership Task Force. In November, the IBTTA began working with the US Department of Transportation and ITS America to organise toll and transportation industry

stakeholders to respond to the US Federal Communication Commission's 15 November release of a Notice of Proposed Rulemaking (NPRM). This pertained to the licensing and technical rules for Dedicated Short-Range Communications (DSRC) in the 5.850-5.925GHz range, and represented a critical juncture for the toll industry and its efforts to create national DSRC interoperability based on open protocols.

The IBTTA had been participating in the communications standards work – guided by the American Society for Testing and Materials (ASTM)-led 5.9GHz DSRC Standards Writing Group – for over two years, and fed its *ETC Requirements* document into the process. Following up this document, the IBTTA gave priority to ensuring the interoperability of next-generation tolling solutions.

Its Board of Directors gave support to the incorporation of OmniAir Consortium Inc., a non-profit collaboration between IBTTA members and other toll industry stakeholders. Aimed at promoting awareness of, and growth in, next-generation 5.9GHz telematics services, OmniAir went on to set up Certification and Electronic Payment System (EPS) Application Committees.

2003 saw implementation of the IBTTA's new Strategic Plan in full swing, with substantial progress being made on all of the primary objectives. President Vincent L. Lionetti, South Jersey Transportation Authority, Hammonton, New Jersey, initiated a major thrust to "bridge the gap" between public and political perceptions about the value of tolling, and so expand the IBTTA's influence in the public policy arena. For tolling to be given fair consideration in the highway finance debate, the IBTTA recognised that it had to show politicians that their often-held negative perceptions did not typically coincide with the public viewpoint.

To accomplish this, the IBTTA sought to:

1. Educate decision-makers. Government affairs staff authored a feature article published in the Winter 2003 issue of the *Journal of Transportation Law, Logistics and Policy*. This comprehensive review of the history and value of toll-financed transportation systems reached an audience of lawyers, scholars, professionals and government officials with specific interests in improved highway infrastructure.

2. Coordinate key messages. In the Fall of 2003, the IBTTA retained a public affairs consultant to launch an image campaign for the toll industry, and maximise every opportunity to make an effective case to the media, key opinion leaders and politicians. By December, a monitoring system had been developed to identify media stories on toll issues, and complete a comprehensive list of 220 relevant reporters.

3. Advocate tolling solutions. The IBTTA took every opportunity to convey the importance of tolling in solving the transportation finance crisis. It briefed in strategic settings such as US National Press Club transportation table lunches, the American Road & Transportation Builders Association (ARTBA) Intermodal Design Opportunities Conference, the US Transportation Research Board International Symposium on Road Pricing, and a tolling technology and transportation conference in Seattle.

Reflecting heightened transportation security concerns, the IBTTA also expanded its meeting schedule to host a Critical Infrastructure Security Symposium in Washington, DC, which some delegates said was the best IBTTA event they had ever attended.

Meanwhile, the IBTTA recognised that in order to grow it had to expand its membership outside the US. At its 2003 Annual Meeting in Paris, France, its Board of Directors approved the creation of a Joint Task Force bringing together the IBTTA and ASECAP, the European Association of Tolerated Motorway, Bridge and Tunnel Concessionaires.

With Jean-François Poupinel, Director and Honorary Chairman, COFIROUTE, France, as President, the IBTTA dedicated 2004 to 'Spreading the Word' and advancing its message of the benefits of tolling to lawmakers, policymakers, the public and the media. This reflected unprecedented interest resulting from increasing demand for new sources of highway funding, coupled with profound advances in technology that had made tolling more appealing to politicians and the general public.

In March, it organised its first Transportation Finance Summit, in Washington, DC, which attracted over 350 delegates, guests and exhibitors from 20 countries, and

THE NEW CENTURY



Jean-François
Poupinel

provided the opportunity for useful collaboration with the American Association of State Highway & Transportation Officials (AASHTO). The IBTTA also launched *Tollways*, a new peer-reviewed journal dedicated to becoming an agenda-setting publication.

In April, work began on a new three-year business plan, designed to build the IBTTA's strategic capability to become:

- THE advocate for the toll industry;
- THE central clearinghouse for relevant knowledge and information about the toll industry; and
- THE leader in producing high quality meetings and educational experiences.

The IBTTA also took a major step toward 'going global' when it signed a Memorandum of Understanding (MoU) with ASECAP, as a formal commitment to work together in the interest of members, exchange information, coordinate actions and organise joint events between the two, the first cooperative venture being a 2005 International Transportation Finance Summit in Nice, France.

In 2005, as a new public consensus emerged on transportation priorities, US



SAFETEA-LU VICTORIES

- A new Express Lanes Demonstration Project, limited to 15 projects in fiscal years 2005-9. (All tolls collected must use ETC).
- Funding for a Value Pricing Pilot Programme.
- A new pilot programme that will permit one or more states to collect tolls on a highway, bridge or tunnel in the Interstate Highway System for the purpose of constructing interstate highways.
- Continuation of a three-state Interstate Reconstruction Pilot Programme.
- Allowing states to permit single-occupancy vehicles to use HOV lanes subject to payment of a toll (HOT lanes).

President George W. Bush finally signed into law, as a new Federal highway funding programme, the Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU). This Act included five significant victories for the tolling industry.

At its second annual US Transportation Finance Summit in November, the IBTTA challenged US Federal, state and local government leaders to consider tolling as an option for every future road project. The event brought together hundreds of transportation policymakers and industry officials to consider issues including:

- the role of public-private partnerships;
- the role of private capital;
- the use of tax-exempt financing, and
- ways to gain public acceptance for new ideas in transportation finance.

Responding to its year theme of 'Leadership and Learning,' the IBTTA asserted its leadership role in public education on the urgency of change in transportation finance by:

- convening its first-ever Future Forum, which brought together experts in tolling, financial services, technology, government, shipping and academic research;
- starting data collection for the first-ever comprehensive toll industry data warehouse, launched in 2006; and
- expanding *Tollways*, in which US Secretary of Transportation Norman Y. Mineta explored new ideas in transportation finance.

The year 2005, under the presidency of Stephen F. Mayer, Special Consultant, Seaway International Bridge Corporation, Ontario, Canada, also witnessed growing interest by policymakers and the general public in the work of the US National VII (Vehicle Infrastructure Initiative) Coalition. The IBTTA confirmed its commitment to work with the Coalition, and private- and public-sector and advocacy organisations, to promote new technologies for enabling roadside-to-vehicle data transmission, aimed at improving vehicle safety, easing traffic flows and – by making payment easier – promoting broader public acceptance of tolling.

2006, with Santiago Corral, Chief Executive Director, Autopista Vasco-Aragonesa CESA, Spain, as President was a particularly active year for the IBTTA.

In March, the Association held its first-ever Transportation Improvement Forum. At this key event, Corral concluded that: "We know what the problems are. And we know how to solve them. What's missing is political will. In the final analysis, we recognise that we must pay for the transportation improvements that are necessary to promote the economic growth, jobs and productivity that are hallmarks of our society. In short, we must invest.

"We must learn to embrace the full range of investments to keep our transportation systems strong. We must be open not only to the traditional forms of road funding, such as fuel taxes, property taxes and local option sales taxes, but also tolling, VMT (vehicle miles travelled fees) and road pricing. The road ahead is full of opportunity. We now need the political will to allow our communities to take advantage of those opportunities."

By producing a strong and well thought-out report on the Forum, the IBTTA helped steer US Government transportation officials in the right direction at the first field hearing by the National Surface Transportation Policy and Revenue Study Commission, an outgrowth of SAFETEA-LU.

The IBTTA co-hosted the field hearing with the American Public Transportation Association (APTA), the Intelligent Transportation Society of America (ITSA) and the Texas Department of Transportation (TxDOT). As a result, it earned recognition as an honest broker of expertise and knowledge, and as a hands-on, sleeves-up partner in meeting the world's surface transportation needs in the 21st century.

Internationally, the IBTTA brought the global tolling world closer together by hosting a 'Technology Workshop: South America' in Santiago, Chile. The largest such event in its history, this set a very successful precedent for future meetings and workshops in South America.

Another major milestone was the launch of the IBTTA's Toll Information Clearinghouse. This aims to provide IBTTA members with valuable information designed to strengthen the quality of their operations, thus serving their customers better and advancing the public interest in a stronger, more flexible and more efficient transportation network.

The accompanying Toll Information Report/Directory, based on surveys carried out between January and April 2006 and augmented with exhaustive research by IBTTA staff, showed among other things that:

- IBTTA member agencies generated nearly \$25 billion in revenue during 2005;
- IBTTA members service more than 20 billion vehicles annually;
- nearly 90 percent of IBTTA members provide ETC; and
- a majority (59 percent) of IBTTA members are publicly owned or government-run entities.

The IBTTA wrapped up the year by hosting, in December, its annual US Transportation Finance Summit in Washington, DC. Participants left with a deeper understanding of transportation funding problems in the US, and a better appreciation of the specific challenges looming in the battle to turn these around. To quote 2007 President James L. Ely: "Our nation's surface transportation system is in crisis. A serious lack of funding, deteriorating infrastructure and rising congestion threaten America's economy and our status as a world leader."

THE NEW CENTURY



Stephen F. Mayer

“
WE KNOW WHAT THE
PROBLEMS ARE. AND WE
KNOW HOW TO SOLVE
THEM. WHAT'S MISSING
IS POLITICAL WILL
”
– SANTIAGO CORRAL



Santiago Corral



James L. Ely





REFLECTIONS ON THE FUTURE

by Pat Jones

This article is supposed to be about the future of the toll industry and the International Bridge, Tunnel and Turnpike Association. We'll get to that, but first we'll start with a story – a true story.

ENTERING THE FIRE

Some years ago, on a blisteringly hot day in southern California, a team of professional firefighters struggled to contain a blaze in a forested area that had burned out of control for several days. In the process of scouting the best routes of attack and escape, several members of the team became separated from their comrades. One small group consisted of the team leader and two or three less experienced fighters. All at once, they realised that they would soon be engulfed in flames if they did not take immediate action.



Pat Jones

The less experienced fighters wanted to retreat; their leader urged them to stay but they fled on foot to try and seek safety. Their leader took the bold and unconventional step of entering the flames in order to save himself. Striking a match, he threw it into the underbrush. Within seconds, a small circle of grass had burned completely and the leader immediately jumped into the circle. Having removed the fuel from the path of the larger, oncoming blaze, the leader fell to the ground and protected himself as best he could.

Before long, the quickly advancing blaze leapt over the spot where the leader lay and he survived; all of his companions who departed perished in a wall of flames a short distance away.

This story and eight others appear in a fascinating book entitled *The Leadership Moment: Nine True Stories of Triumph & Disaster & Their Lessons for Us All* by Michael Useem.

The story about the firefighters could be considered both a disaster and a triumph. It was certainly a disaster because several team members

perished in the fire. In another part of the narrative we learn that this particular team and leader had not worked together for very long. The leader was also somewhat reticent about sharing his plans and thoughts with his subordinates. The lack of experience of working as a team and less-than-adequate communication skills both contributed to the death of the other firefighters. On the other hand, you might consider the actions taken by the leader to be something of a triumph. In a moment of grave crisis, he kept calm and invented a new way to escape a quickly advancing wall of flame. His very elegant solution was literally to enter the fire before the deadly flames reached him. He drew upon years of experience fighting fires to invent a completely novel solution, a solution that was both bold and untested but also completely appropriate for the circumstances. He entered the fire to escape it.

I hope that none of us ever has to confront an advancing wall of flame and be forced to make a split-second decision about survival. But, on a daily basis,

REFLECTIONS ON THE FUTURE

all of us do face difficult choices and make decisions, well grounded in experience, that lead to the survival or perhaps even the triumph of our organisations and the people we serve. This is what the leadership moment is about. It is about tapping into the wellspring of experiences that reside in us and using intuition and trained initiative to create novel solutions to challenges and even crises that we have never faced before.

A LOOK BACK

The IBTTA and the toll industry have regularly faced and embraced the leadership moment in our 75 year history. From our founding as the American Toll Bridge Association in 1932 to our annual meeting in Vienna 75 years later, we have faced tremendous challenges and seized important opportunities.

The founding of the IBTTA in the midst of the Great Depression brought together toll bridge operators to pool the best experience, knowledge and resourcefulness to help each other.

During the Second World War, IBTTA members faced both challenges and opportunities.

The rationing of raw materials and fuel meant less travel and lower toll revenues for the members. But the war effort also stimulated interest in creating a transcontinental transportation system that could help mobilise American military might in the event of war. One example of this was the creation of the Pennsylvania Turnpike. US President Franklin D. Roosevelt, for instance, let it be known that he favoured extension of the Turnpike to Philadelphia as a Defense Highway link between steel mills in the west of the state and shipyards on the Delaware.

The oil shortages of 1973-74, brought about by OPEC's dramatic increase in fuel prices, created the first gas-less weekend which coincided with the IBTTA's Annual Meeting in Miami Beach, Florida. Toll road members in America and Europe were directly affected as use, and revenues, were hit and many anxious months followed. But most toll facilities were able to convince government leaders that their 24-hour-per-day, never-close service stations needed special supply treatment in order to survive and serve the driving public during the crisis.

A perennial challenge that has faced IBTTA throughout its history is to educate public officials about the need for tolling and to convince them not to pass anti-toll legislation. This is one public affairs challenge that is not likely to go away for some time.

FORCES OF CHANGE

All of these challenges and opportunities have been leadership moments for the IBTTA. If it is possible for an entire industry to experience a leadership

moment, I believe the toll industry faces one right now. Globally, public officials and governments are searching for funds to pay for new highways and to maintain or improve the ones they already have. The demand for highway funds everywhere is huge and growing. At the same time, the widespread use of new technologies has made it easier for governments and their partners to institute tolling in ways that make it less disruptive to the motoring public. The combination of these two circumstances has resulted in a noticeably more positive public attitude toward tolling than ever before.

All over the world we see heightened interest in creating new toll facilities, in road pricing and in open road tolling. For instance, in the last few years, four separate concessionaires have come together in Santiago, Chile, to create a fully integrated, electronic open road tolling system in an urban setting. In Austria, the government-owned motorway company known as ASFINAG recently created a fully electronic free-flow truck charging system that covers the entire country's motorway network. In Germany, the Transport Ministry, using a different technological solution, has created a national truck tolling network under the auspices of TollCollect. In India, the National Highways Authority is in the process of 'four-laning' more than 24,000km of interurban highways in the Golden Quadrilateral and converting these roads to tolling. And as China prepares for the Summer Olympic Games in 2008, it is building thousands of miles of new motorways, many of them tolled, to support the mobility of its people and a rapidly growing economy.

These are just a few examples of the explosive growth that is happening in tolling all over the world. To leverage these developments and this growth, we need an association that is nimble, agile and flexible.

STRATEGY AND THE BUSINESS PLAN

Three years ago, in September 2004, the IBTTA Board of Directors adopted a business plan to guide the Association for the years 2005-2007. We said at the time that we wanted to position the IBTTA and its members to exploit trends that will see tolling emerge as one of the most important forces in highway finance and operations around the world.

The business plan noted two key forces at work in the environment: the increasing demand for new sources of highway funding to promote mobility and reduce congestion; and profound advances in technology that make tolling more appealing to politicians and the general public.

Given the convergence of these forces, the plan said, the IBTTA must seize the opportunity to assert its role as the pre-eminent authority on tolling and a



leader in promoting long-term solutions to major challenges like the transportation financing crisis in America and the world.

The business plan adopted in 2004 was prophetic. Together we have achieved significant gains for the members of the IBTTA and the toll industry. Under the guidance of the business plan over the last three years, we have:

- positioned IBTTA as a thought leader on transportation and as a serious player in the debate over transportation policy in the US;
- created the most comprehensive database on toll facilities in the world and positioned the IBTTA as the authoritative source on tolling; and
- strengthened the IBTTA's ability to create meetings and develop profound educational experiences for tolling professionals.

Now we're developing a new business plan for 2008-2010 that builds on the current plan. While this new plan is not a significant departure from the last one, neither is it about resting on past success. Through this new strategic business plan, we intend to:

- consolidate the gains we've made over the last three years;
- build up the IBTTA's ability to develop vital information assets and perform robust analysis of the role of user-financed transportation in the public policy process; and
- serve the current and future membership of IBTTA through the highest quality educational experiences and other opportunities for information exchange.

In advancing this plan, we acknowledge an important paradox: change is certain and 'certainty' is changing. We further acknowledge that:

- the forces driving change in the toll industry are growing and the rate of change is increasing;
- financing and transportation services are inseparable partners;
- road user charging could be reinvented in the next 5 to 10 years;
- tomorrow will be different and our challenge is to stay relevant; and
- the IBTTA needs to be at the forefront of the transportation (financing) debate – a leader supporting member needs.

We will need the help and support of the entire IBTTA membership and the toll industry to realise the vision of our new business plan. Through this plan, we hope to advance several key objectives:

1. *Position IBTTA as the thought leader on user financed transportation.* How people think about transportation in general and tolling in particular is changing rapidly. And while the IBTTA is a small organisation, we have the opportunity to be one of

the most influential in shaping the debate about the future of transportation. Our peer-reviewed journal *Tollways* will continue to play a major role in advancing the IBTTA's thought leadership role and in serving as a catalyst to the thought leadership of others within tolling and the transportation community.

2. *Strengthen our meetings and educational offerings.* We have used the last three years to hone our skills in organising meetings and educational experiences for the toll industry. Over the next three years, we will build on that solid foundation to create:

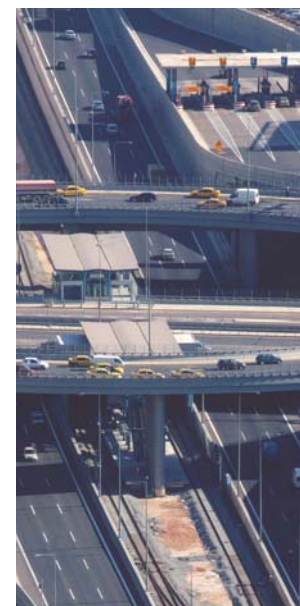
- better content by developing and retaining subject matter experts and cultivating more diverse presenters;
- bigger and more diverse audiences through partnerships with allied organisations; and
- more international perspectives and participation.

3. *Enhance our data warehouse and related information products.* The data warehouse is the foundation for a host of products and services for our members. Now we focus on expanding the data collection to include more operators covering a wider geographic area. We also work to improve the ability of our members to drill down into the data to obtain answers to their most important questions. Over the next three years, we will work to:

- strengthen the core products;
- develop an expanded research arm;
- differentiate free versus for fee products; and
- develop products to support individual member marketing efforts.

4. *Invest in the staff and technology needed to better serve the members.* We have a highly motivated, talented and energetic staff that is committed to the membership and mission of the IBTTA and functions as a team. Nowhere is the dedication of staff more apparent than in the results it has delivered over the past three years. To do more and offer more programmes and services to members, we need more resources including people, technology and systems. We intend to add these resources in a prudent and efficient way.

5. *Bring clarity to our identity as an international organisation.* The IBTTA is in the process of building a solid footprint in Latin America. The successful Technology Workshop in Santiago de Chile in November 2006 and the planned *Toll Road Summit of the Americas* in Argentina in March 2008 are solid steps in the right direction. We recognise that some members hesitate to consider planning a meeting outside the United States because of the challenges it presents to some American travellers. Yet the primary audience for any meeting must of necessity focus on the people in the country or



REFLECTIONS ON THE FUTURE

region where that meeting is held. So in the years to come, we will encourage all leaders within the IBTTA to seriously consider what it means to be an international organisation and the implications of meeting site selection decisions not only on Americans but on all IBTTA members.

6. Move towards a strategic governance model.

The members of the IBTTA's Board of Directors are individually and collectively some of the most accomplished and effective leaders in the toll industry. Together they possess hundreds of years of experience in public and private sector management and operations. Coming together to perform as a cohesive governing board is a critical factor in the IBTTA's future success. Effective governance is an important issue because it affects the direction of the association. We believe the performance of the IBTTA – including staff and volunteers – is directly linked to the effectiveness of the Board of Directors. To the extent that the Board performs as a cohesive governing body – focusing on strategic mega-issues and the future of the industry – then the performance of staff and the organisation will increase as well.



THE ROAD AHEAD

In 2008, the IBTTA will continue to advance the common business interests of the toll industry under the theme 'Connecting People, Place and Ideas'. This defines what the IBTTA is all about. Our mission is to provide a forum for sharing knowledge and ideas to promote and enhance toll-financed transportation services. We do this through the many activities in which the IBTTA is involved. We do it through advocacy and data analysis. We do it through publishing our premier peer-reviewed journal *Tollways* and many other publications. And we do it especially through the many substantive meetings and workshops we host throughout the year.

The IBTTA is a stronger, more resilient and nimble organisation now than it has been at any other time in its history; 75 years have taught us a great deal. As we step into the future, we recognise the enormous contributions of those who have gone before us. We celebrate their grit and perseverance, their energy and talent. And we internalise the qualities of flexibility and agility that made them so successful.

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