



As a friend and business partner of Norman for 25-plus years, I wanted to take a few moments to share a few exciting updates on the work that the team has been engaged in to ensure that his legacy lives on. We have been blessed by the energy and well-wishers Norm has cultivated over his years of dedication to building infrastructure globally, and I am happy to share some of our progress with you and count on your support moving forward, carrying on the vision of **Infrastructure as a Public Good** and an engine for progress.

Under the umbrella of [The Strategic Infrastructure Performance Institute](#), founded by Norman to work as a non-for-profit to further public sector performance of infrastructure assets, Gordon Arbuckle and I led a team to successfully finalize and continue to prove the New American Model for funding infrastructure, with effective projects in Ohio and West Virginia. The OH-30 project, in particular, has made great strides with the leadership and vision of State Senator Schuring, and we believe it will be an important harbinger for what's to come in [US and Global infrastructure development](#).

At the beginning of the previous Administration, Norman established **Blueprint 2025** in order to promote policies which will restore the U.S.' position as the nation with the World's best and most advanced infrastructure and open the way for the infrastructure of the 21st century. To advance this purpose, BP 2025 has continuously engaged with the network of infrastructure experts developed through the decades of CG-LA Leadership Forums to develop and submit detailed comments and recommendations on critical infrastructure issues. Each year, the ten most important of these have been consolidated into Blueprint 2025's Infrastructure Policy Recommendations. The [Draft Recommendations for 2023](#) have been developed based on our 22/23 experience and inputs from the network. Your advice on them is highly valued and will be carefully considered. Please click on the link, write to us or call either of the undersigned and/or respond directly to us. We look forward to your response and thanks so much for taking the time to share your thoughts.

Finally, We have re-cast a world-class [senior team](#) and continue to make strides on key infrastructure projects globally, with an emphasis on greener and sustainable initiatives, digitization and electrification, in collaboration with leading technology, finance and engineering companies as well as with thought leadership from the [Autonomy Institute](#). Our research is back on track, so stay tuned for this year's Top 100 projects and much more. We continue to push community engagement by promoting and speaking at critical infrastructure events and our signature gatherings will be coming back early next year. Our next engagement is at the [Highways USA Forum](#) in Dallas on the 5th of October; and of course, wanted to invite you to meet us there if your schedule permits.

There is a lot more to catch up on but wanted to give you some colour as to the progress over the past several months and will continue to keep you informed on our progress. We, as always, count on you for your organization's continued support and guidance.

Our best,

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