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**Big** Plans • **Bold** Innovations • **Bright** Future

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**Program**

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**22nd Annual Regional Assembly**

Friday, April 27, 2012  
Waldorf-Astoria, New York

*sponsored by*

**SIEMENS**



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**NY** 4 Irving Place, 7th floor  
New York, NY 10003  
212.253.2727

**NJ** 179 Nassau Street, 3rd floor  
Princeton, NJ 08542  
609.228.7080

**CT** Two Landmark Square, Suite 108  
Stamford, CT 06901  
203.356.0390

**Regional Plan Association** is America's oldest and most distinguished independent urban research and advocacy organization. RPA works to improve the infrastructure, economic competitiveness and sustainability of the New York- New Jersey-Connecticut metropolitan region. A cornerstone of our work is the development of long-range plans and policies to guide the growth of the region. Through our America 2050 program, RPA also provides leadership in the Northeast and across the

U.S. on a broad range of transportation and economic-development issues. RPA enjoys broad support from the business, philanthropic, civic and planning communities.

For more information about Regional Plan Association, please visit [www.rpa.org](http://www.rpa.org).

# Welcome



April 27, 2012

Dear 2012 Regional Assembly participants,

Welcome to RPA's 22nd annual Regional Assembly, "Big Plans, Bold Innovations, Bright Future."

As we emerge from the biggest global financial crisis in 80 years, we have entered an era when government, civic and business leaders have begun to take a more comprehensive approach to developing a vision for our region. Infrastructure, governance, economic development, environmental sustainability and economic opportunity, once thought of as separate disciplines, are now viewed as essential components of every project and planning strategy.

We chose the theme for this year's Assembly because of our belief that a holistic outlook is key to the metropolitan region's continued success. Cities and regions that thrive in the 21st century will be those that embrace their future by planning for the changing needs of their citizens. As globalization and technological change accelerate, our communities must transition from isolated to connected; disposable to sustainable; sprawling to compact; and segregated to diverse.

RPA's work with our partners over the past year has embodied that belief. We co-lead the Sustainable Communities Initiative, an unprecedented collaboration of 17 cities, counties and regional organizations in New York and Connecticut working together to plan and implement sustainable and equitable development around transit in the region. RPA recently released a groundbreaking report on large landscape conservation in the Northeast demonstrating that conservation needs to be approached at the regional level in order to ensure that wildlife, water, farms and forests are protected for future generations. RPA has been convening groups of planners, designers, technologists and public officials to explore how to harness information technology in ways that would make cities more efficient. And our work studying opportunities for multi-use transportation, energy and broadband corridors in places like New York State sets forth a framework for the economically and environmentally sustainable use of resources.

Today's Regional Assembly will focus on how innovative, inclusive ideas can foster the region's success, and the challenges of

putting those ideas into practice. We will look at how universities are becoming the cornerstones of economic development, as illustrated by Cornell's plans for a science campus on Roosevelt Island. We will hear from leaders of some of the world's biggest transit systems, to learn how their cutting-edge strategies could guide investment here. And we will consider whether the housing market is meeting the population's changing needs and preferences.

Finally, we will showcase how technology is changing how communities plan and evolve. Public outreach used to mean newspaper notices and meetings. Now it means making data available to the public in real time, engaging social networks and making use of collaborative planning forums to establish community priorities. For this year's Assembly, we have partnered with MindMixer, an online town-hall system, to better engage Assembly participants and the general public on the changes they would like to see in our region. Visit [ideas.regionalassembly.org](http://ideas.regionalassembly.org) to contribute to the discussion.

On behalf of the staff and Board of Directors of Regional Plan Association, we would like to thank you for joining us as we explore new paths for our city, our three states and our counterparts nationally and across the globe.

Elliot G. Sander, Chairman

Robert D. Yaro, President

Thomas K. Wright, Executive Director

**Our interactive site** [ideas.regionalassembly.org](https://ideas.regionalassembly.org)

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# The Day's Agenda

8:00 AM – 8:30 AM

## Breakfast and Registration

8:30 AM – 11:15 AM

## Morning Program

### City-Building in the 21st Century

Welcome and Introduction

**Thomas K. Wright**, Executive Director, RPA

Panel Discussion

Moderator: **Rohit Aggarwala**, Special Advisor to the Chair, C40 Cities Climate Leadership Group; Member, RPA Board

**Susan Chapman**, Senior Vice President, Global Real Estate and Workplace Enablement, American Express; Member, RPA Board

**Bjarke Ingels**, Partner, Bjarke Ingels Group

**Michael Littlejohn**, Vice President, IBM Smarter Cities

**The Honorable Robert K. Steel**, Deputy Mayor for Economic Development, City of New York

### The Future of Transportation: Opportunities and Obstacles

Welcome and Introduction

**Robert D. Yaro**, President, RPA

Panel Discussion

Moderator: **Marilyn J. Taylor**, Dean, University of Pennsylvania School of Design; Member, RPA Board

**Anthony R. Coscia**, Partner, Windels Marx Lane & Mittendorf; Member, Amtrak Board of Directors; Member, RPA Board

**Joseph J. Lhota**, Chairman & CEO, New York Metropolitan Transportation Authority

**Janette Sadik-Khan**, Commissioner, New York City Department of Transportation

**Anthony E. Shorris**, Senior Vice President, Vice Dean and Chief of Staff, NYU Langone Medical Center; Member, RPA Board

**James S. Simpson**, Commissioner, New Jersey Department of Transportation

### Keynote Address

**The Honorable Michael R. Bloomberg**, Mayor, City of New York

11:15 AM – 12:30 PM

## Morning Sessions

**Economic Development:** Universities and the Future of Cities

**Energy:** Creating Resilient Cities

**Global View:** Transit in Other World Cities

**Real Estate:** Building Great in Tough Times

**Building Around Rail:** Lessons From London

See next page for session descriptions and speakers

12:30 PM – 2:30 PM

## Luncheon Program

### Presentation of RPA's Lifetime Leadership Award

**Christopher J. Daggett**, President & CEO, Geraldine R. Dodge Foundation; Vice Chairman, RPA Board; Co-Chairman, RPA New Jersey Committee

**Elliot G. Sander**, President & CEO, HAKS Group Inc.; Board Chair, RPA

**Robert D. Yaro**, President, RPA

Honoree

**The Honorable James J. Florio**, Former Governor of the State of New Jersey; Vice Chairman, RPA, Co-Chairman, RPA New Jersey Committee

### Sponsor's Address

**Roland Busch**, Member of the Managing Board, Siemens, and CEO, Sector Infrastructure & Cities

### Keynote Address

**Abha Joshi-Ghani**, Sector Manager, Urban Development and Local Government Unit, Finance, Economics and Urban Development Department, World Bank

2:30 PM – 3:45 PM

## Afternoon Sessions

**Planning for 2050:** Are We Building the Right Housing?

**World Cities:** Best Practices for Urban Development

**Streets:** Cars vs. Bicycles vs. Pedestrians:

Can They Learn to Live Together?

**Where's the Money?:** Strategies to Fund

Transportation in the 21st Century

See next page for session descriptions and speakers

4:00 PM – 5:00 PM

## Reception

Sponsored by



# Breakout Sessions

 Louis XVI

## Economic Development

### Universities and the Future of Cities

The development of a Cornell-led technology center on Roosevelt Island signals that New York is betting that part of its economic future lies in university-linked innovation hubs. In New Haven, the city and Yale are bringing new innovations to a partnership that is reshaping the city's future. We will learn more about the Cornell plan, the New Haven-Yale partnership and implications for other university-led economic-development strategies.

Moderator \_\_\_\_\_

**Maxine Griffith**, Executive Vice President for Government and Community Relations, Special Advisor for Campus Planning, Columbia University; Vice Chairman, RPA Board; Co-Chairman, RPA New York Committee

Speakers \_\_\_\_\_

**Lance Collins**, Dean of Engineering, Cornell University

**The Honorable John DeStefano Jr.**, Mayor, City of New Haven

**Seth Pinsky**, President, New York City Economic Development Corporation

**Simon Willis**, Vice President, World Wide Public Sector, Internet Business Solutions Group, Cisco Systems Inc.

 Jade

## Building Around Rail

### Lessons From London

With the nation's most robust transit system, the cities of the Northeast are connected unlike any others in the nation. This panel will look at forging an economic-development strategy for communities along the Northeast Corridor and other major transit routes, one that links residents to job opportunities, employers to a wider labor market and communities to services and amenities. We also will examine how the U.K. has capitalized on similar opportunities. Over the past three decades, Greater London has been transformed by major transportation investments and coordinated urban regeneration projects. We'll hear about their work and discuss the potential for communities in our region.

Moderator \_\_\_\_\_

**Robert D. Yaro**, President, RPA

Speakers \_\_\_\_\_

**Martin Buck**, Commercial Director, Crossrail Ltd.

**Caren S. Franzini**, Chief Executive, New Jersey Economic Development Authority

**Peter James Heath**, Technical Director, U.K., Atkins Global

**Karen Rae**, Deputy Secretary for Transportation, New York State

**James D. Redeker**, Commissioner, Connecticut Department of Transportation

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 Basildon

## Real Estate

### Building Great in Tough Times

Developers say that it is harder than ever to get large projects moving in this era of funding uncertainties and high construction costs. We will hear from civic leaders and developers on how great projects can succeed despite myriad challenges, from disruptions in financing to regulation to shifts in demand, and what the region should do to encourage excellence.

Moderator \_\_\_\_\_

**Julia Vitullo-Martin**, Director, Center for Urban Innovation, RPA

Speakers \_\_\_\_\_

**Vishaan Chakrabarti**, Marc Holliday Associate Professor of Real Estate and Director of the Real Estate Program, Graduate School of Architecture, Planning & Preservation, Columbia University; Partner, SHoP Architects

**Douglas Durst**, Chairman, Durst Organization; Vice Chairman, RPA Board

**Rosanne Haggerty**, President, Community Solutions

**Fred Harris**, Executive Vice President for Development, New York City Housing Authority

am Astor

## Global View

### Transit in Other World Cities

From São Paulo to Singapore, most world cities have large, growing and increasingly sophisticated transit systems. Chief executives from some of the world's biggest transit agencies will discuss their successes and challenges in planning, technology, design and governance. In addition to offering insight into the state of transit among New York's competitors, the discussion will help inform what transit investments should be made in the tri-state region.

Moderator \_\_\_\_\_

**Elliot G. Sander**, President & CEO, HAKS Group Inc.; Board Chair, RPA

Speakers \_\_\_\_\_

**Lew Yii Der**, Group Director Corporate Planning and Research, Singapore Land Transport Authority

**Joseph J. Lhota**, Chairman & CEO, New York Metropolitan Transportation Authority

**Anders Lindström**, Managing Director, Stockholm Public Transport

**Elaine Seagriff**, Head of London-wide Policy and Strategy, Transport for London

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am West Foyer

## Energy

### Creating Resilient Cities

On our current trajectory, by 2050, cities will be reliant on massive amounts of dirty energy to power their economies and accommodate their growing populations. What are the most promising scalable clean-energy, efficiency and smart-grid investments that will enable cities and regions to better withstand changes in population, climate, price and fuel supply?

Moderator \_\_\_\_\_

**Geraldine Smith**, General Environmental Counsel and Managing Director, Environment for Public Service Enterprise Group, Inc.

Speakers \_\_\_\_\_

**Mary Barber**, Campaign Director, New York Region, Environmental Defense Fund

**Dylan Hixon**, President, Arden Road Investments; Member, RPA Board

**Joseph G. McGee**, Vice President for Public Policy and Programs, The Business Council of Fairfield County; Member, RPA Connecticut Committee

**Alison Taylor**, Vice President, Sustainability - Americas, Siemens Corporation

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**PSEG**

*We make things work for you.*

pm Louis XVI

## Planning for 2050

### Are We Building The Right Housing?

America's population is growing and changing, with smaller family sizes and lower rates of homeownership. There also are signs of a growing preference for multi-family dwelling units in mixed-use, walkable communities. Yet our housing markets and land-use regulations are still dominated by a single-family model of habitation. Hear from demographers and developers about how changing demographics are driving demand for different housing types than in the past and how this demand is being met (or not met) across the nation and in the tri-state region.

Moderator \_\_\_\_\_

**Petra Todorovich**, Director, America 2050, RPA

Speakers \_\_\_\_\_

**Dowell Myers**, Professor of Urban Planning and Demography, University of Southern California

**Peter S. Reinhart**, Director, Kislak Real Estate Institute, Monmouth University

**Fatima Shama**, Commissioner, Mayor's Office of Immigrant Affairs, City of New York

pm Jade

## World Cities

### Best Practices for Urban Development

What transformational thinking is required for cities to modernize infrastructure, increase efficiency and improve services for the people they serve while competing on the global landscape for investment, ideas and talent? This discussion will explore what the region can learn from cities across the world about how better planning and governance can be used to promote economic, environmental and social goals.

Moderator

**Greg Clark**, Global City Advisor

Speakers

**Armando Carbonell**, Chair, Department of Planning and Urban Form, Lincoln Institute of Land Policy

**Caswell F. Holloway**, Deputy Mayor of Operations, City of New York

**Abha Joshi-Ghani**, Sector Manager, Urban Development and Local Government Unit, Finance, Economics and Urban Development Department, World Bank

pm Basildon

## Streets

### Cars vs. Bicycles vs. Pedestrians: Can They Learn to Live Together?

New York, New Jersey and Connecticut all have adopted policies to build streets that are safer and more welcoming, incorporating such features as separated bike lanes, new sidewalks and better road signage. In New York City, the results have been dramatic: miles of new bike lanes and greenways that have doubled of the number of bicyclists. But some neighborhood groups and local businesses have pushed back on many of these improvements. Can urban centers balance competing demands and values for streets to improve mobility, public space and climate?

Moderator

**Trent Lethco**, Leader, Americas Transport Consulting, ARUP; Member, RPA Board and New York Committee

Speakers

**Jon Orcutt**, Policy Director, New York City Department of Transportation

**The Honorable Thomas M. Roach**, Mayor, City of White Plains

**Samuel Schwartz**, President & CEO, Sam Schwartz Engineering

**The Honorable Dawn Zimmer**, Mayor, City of Hoboken

pm Astor

## Where's the Money?

### Strategies to Fund Transportation In the 21st Century

Greater fuel efficiency and flat driving demand have driven down gasoline tax revenue, jeopardizing the funding needed to maintain and improve our nation's infrastructure. With little political support for raising gas taxes and government at all levels facing financial strains, the panel will look at options for funding infrastructure in the coming years. How much responsibility should state and local government assume for funding transit? Do such funding options as higher fares and tolls, private-public partnerships or congestion pricing/mileage tolling make sense?

Moderator

**Michael R. Fleischer**, Associate Vice President, HNTB; Member, RPA Board

Speakers

**The Honorable Earl Blumenauer**, Congressman, Oregon's 3rd District, Ways and Means Committee

**Ronald Epstein**, Chief Financial Officer, New York State Department of Transportation

**Janet Kavinoky**, Director, Transportation Infrastructure, U.S. Chamber of Commerce

**David Yale**, Deputy Executive Officer, Countywide Planning and Development, Los Angeles Metro

**Jeffrey M. Zupan**, Senior Fellow, RPA



# Biographies



**Rohit T. Aggarwala**, Special Advisor to the Chair, C40 Cities Climate Leadership Group; Member, RPA Board

Rohit T. “Rit” Aggarwala is Special Advisor to the Chair of the C40 Cities Climate Leadership Group, and Environmental Program Lead at Bloomberg Philanthropies. Rit was the Director of Long-Term Planning and Sustainability for New York City from 2006 to 2010. In that capacity, he led the development and implementation of Mayor Bloomberg’s long-term plan for New York City, PlaNYC: A Greener, Greater New York. Rit holds a BA, MBA, and PhD (U.S. History) from Columbia University, and an MA in History from Queen’s University in Canada. He serves as a trustee of St. Stephen’s School in Rome, Italy; is a member of the board of the Regional Plan Association; is a lecturer in Urban Studies at Stanford University; and is a member of the strategic advisory council of New World Capital, a New York-based private equity firm that focuses on the green sector.



**Mary Barber**, Campaign Director, New York Region, Environmental Defense Fund

Mary Barber is the campaign director for the New York region for Environmental Defense Fund (EDF) where the focus is energy and clean air.

Mary currently leads EDF’s work scoping smart grid development in New York City and other high density urban settings. She also leads the Energy Program’s energy efficiency measurement and verification (M&V) and financing efforts and the NYC clean heat campaign, which seeks to phase out the use of dirty heating oil throughout the city.

She is responsible for day-to-day oversight of legislative and policy campaigns in the New York State Legislature, New York City council and other decision-making bodies and also leads nationally-focused projects.

Mary has extensive experience in New York City government and nonprofit management. She served as chief of staff for a New York City Council Member, where she directed policy and legislative work. Following the City Council, Ms. Barber was the director of operations and external relations for a human services agency managing budget, development and government relations.



**The Honorable Michael R. Bloomberg**, Mayor, City of New York

Michael R. Bloomberg was elected the 108th Mayor of the City of New York in 2001. He began his career in 1966 at Salomon Brothers, and after being let go in 1981, he began Bloomberg LP, a start-up financial news and information company that now has more than 15,000 employees around the world.

As Mayor, Bloomberg has cut crime by 35 percent, revitalized the waterfront, implemented ambitious public health strategies, including the successful ban on smoking in restaurants and bars, and expanded support for arts and culture. His education reforms have driven graduation rates up by 40 percent since 2005.

The Mayor’s economic policies have helped New York City avoid the level of job losses that many other cities experienced during the national recession. And since October 2009, New York added twice as many private sector jobs as the next ten largest U.S. cities combined.

Mayor Bloomberg attended Johns Hopkins University and Harvard Business School, and is the father of two daughters, Emma and Georgina.



**The Honorable Earl Blumenauer**, Congressman Representing Oregon’s Third District, Ways and Means Committee

A lifelong resident of Portland, Oregon, Congressman Earl Blumenauer has devoted his entire career to public service.

Elected to the US House of Representatives in 1996, Mr. Blumenauer has created a unique role as Congress’ chief spokesperson for Livable Communities: places where people are safe, healthy and economically secure. From 1996 to 2007, he served on the Transportation and Infrastructure Committee, where he was a strong advocate for federal policies that address transportation alternatives, provide housing choices, support sustainable economies and improve the environment. He was a member of the Foreign Affairs Committee from 2001 to 2007 and vice-chair of the the Select Committee on Energy Independence and Global Warming from 2007 to 2010. He is currently a member of the Ways and Means Committee and the Budget Committee.

Congressman Blumenauer’s academic training includes undergraduate and law degrees from Lewis and Clark College in Portland.



**Martin Buck**, Commercial Director, Crossrail Ltd.

Martin Buck was appointed as Crossrail Ltd’s Commercial Director in July 2009.

Working directly with Chief Executive Andrew Wolstenholme, Martin leads Crossrail’s commercial function, with responsibility for developing and implementing Crossrail’s commercial and procurement strategies and processes, and leading negotiations of all major Crossrail commercial contracts.

Martin was previously a project director with Partnerships UK where he managed activities in the transport sector. As a founder member of the Treasury Taskforce (predecessor of Partnerships UK) Martin participated in many of the largest and most complex projects in the transport sector.

From 2005 to 2008 Martin was seconded from Partnerships UK to Crossrail as Commercial Director



**Dr. Roland Busch**, Member of Managing Board, Siemens AG; CEO, Infrastructure & Cities Sector (Global)

Dr. Roland Busch is responsible for executive management of the newly-created Siemens Infrastructure & Cities Sector globally. He also has executive oversight of the Asia-Pacific region for Siemens AG. The Infrastructure & Cities (IC) Sector offers sustainable technologies for metropolitan areas and their infrastructures. Its offerings include integrated mobility solutions, building and security technology, power distribution, smart grid applications, and low- and medium-voltage products.

Dr. Busch joined Siemens AG in 1994, starting in the Corporate Research and Development Department and moving through various positions developing expertise in the areas of automotive, transportation and internal processes and management. His recent executive posts have included heading up Siemens’ Infotainment Solutions Division, president and CEO of Siemens automotive for Asia Pacific, and heading the Mass Transit division for the Transportation Systems Group. His most recent position was Head of Corporate Strategies for Siemens AG in Munich.



**Armando Carbonell**, Chair, Department of Planning and Urban Form, Lincoln Institute of Land Policy

Armando Carbonell, Senior Fellow and Chairman of the Department of Planning and Urban Form, is an urban planner. His areas of expertise include city and regional planning, property rights and regulation,



and land use and the environment. He also teaches planning at Harvard University and the University of Pennsylvania. Prior to his appointment to the Lincoln Institute of Land Policy, Carbonell was the founding Executive Director of the Cape Cod Commission, a regional planning and land use regulatory agency. He is a member of the American Institute of Certified Planners. Carbonell received his A.B. degree from Clark University and was a Doctoral Fellow at the Johns Hopkins University and a Loeb Fellow at Harvard University.

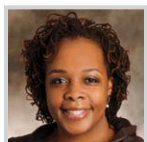


**Vishaan Chakrabarti**, Marc Holliday Associate Professor of Real Estate and Director for the Real Estate Program, Graduate School of Architecture, Planning & Preservation, Columbia University; Partner, SHoP Architects

Vishaan Chakrabarti is the Holliday Professor of Real Estate and the Director of the Center for Urban Real Estate at Columbia University's Graduate School of Architecture, Planning & Preservation. Under Chakrabarti's direction, the Real Estate Development program focuses on smart growth policies locally, nationally, and globally. Chakrabarti is also a partner at SHoP Architects, where he advances large-scale projects worldwide.

Prior to joining Columbia and SHoP, Chakrabarti oversaw planning and design for the Related Companies. As Director of the New York Department of City Planning's Manhattan Office, Chakrabarti achieved major rezonings that have begun to reshape western Midtown Manhattan and directed the city's design response to the post-9/11 reconstruction of Lower Manhattan.

Chakrabarti holds a Master of Architecture from the University of California at Berkeley, a Master of City Planning from the Massachusetts Institute of Technology, and dual Bachelors' degrees in Art History and Engineering from Cornell University.



**Susan E. Chapman**, Senior Vice President, Global Real Estate and Workplace Enablement, American Express; Member, RPA Board

Ms. Chapman is responsible for global real estate operations supporting the American Express portfolio of over 65,000 employees in 41 countries. She is currently working across the portfolio to transform the workplace to ensure it is fully enabled to support the company's growth. Prior to joining American Express, Ms. Chapman served as Global Chief Administrative Officer for Citi Realty Services, a division of Citigroup, Inc., and co-led the corporation's real estate strategy around Citi's \$50 billion commitment to climate change. Ms. Chapman holds an MBA from the University of Wisconsin-Madison and a Master of Regional Planning from The University of Massachusetts. Her volunteer work includes serving on many

boards including the Executive Leadership Foundation, the National Trust for Historic Preservation, Leadership Education and Development, A Better Chance and the NYU Schack Institute of Real Estate Advisory Board.



**Greg Clark**, Global City Advisor

Greg Clark is a trusted advisor, mentor, and commentator on city and regional development. He has helped to develop

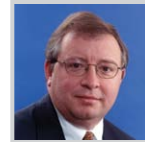
numerous city and metropolitan strategic plans. He was Director of Strategy Development for Greater London from 2000 to 2004 playing a leading role in the development of London's Economic, Spatial, and Environmental Strategies. He has also worked with leaders from more than 100 cities and metropolitan regions through workshops and seminars on issues of strategic planning. Since 1998 has undertaken OECD reviews in 27 cities around the world. He has been a strategy advisor to more than 20 cities in 5 continents and has led international city networks & projects on city leadership, openness and migration, urban investment, long term strategic planning, economic strategy, and city branding. Trained as an Economist, Political Scientist, Facilitator, and Mentor. Cambridge University, UK, Columbia University, NYC, London School of Economics, UK.



**Lance R. Collins**, Joseph Silbert Dean of Engineering, Cornell University

Lance R. Collins is the Joseph Silbert Dean of Engineering at Cornell University. Prior to that, he served as the S. C. Thomas Sze Director of the Sibley School of Mechanical and Aerospace Engineering from 2005 to 2010. He joined Cornell in 2002, following 11 years on the Chemical Engineering faculty at Pennsylvania State University. Over the past year, Collins was part of the Cornell leadership team that won the bid to partner with New York City to build a new campus focused on innovation and commercialization in the tech sector on Roosevelt Island. Collins' research combines simulation and theory to investigate a broad range of turbulent flow processes, including the motion of aerosol particles in turbulence, mixing and chemical reactions in turbulent flames, turbulent breakup of drops and drag reduction due to polymer additives. He is a fellow of the American Physical Society, chairs the US National Committee on Theoretical and Applied Mechanics and serves on the Division on Engineering and Physical Sciences, the latter two committees operating under auspices of the United States National Academies.

Professor Collins earned his B.S.E. in 1981 at Princeton University and his M.S. in 1983 and his Ph.D. in 1987 at the University of Pennsylvania, all in Chemical Engineering.



**Anthony R. Coscia**, Partner, Windels Marx Lane & Mittendorf; Member, Amtrak Board of Directors; Member, RPA Board

Mr. Coscia is a Partner and Executive Committee member of Windels Marx Lane & Mittendorf, LLP, one of the New York region's oldest law firms. His practice focuses on corporate and real estate matters, with a concentration on the financial elements of these transactions. He regularly advises financial institutions, investors, infrastructure funds, private equity firms, developers, not-for-profit organizations and investor owned utilities. He also has specific experience in the area of redevelopment finance and has worked extensively on infrastructure development projects.

Mr. Coscia served as Chair of the New Jersey Economic Development Authority from 1992 to 2003, served on the board of the Port Authority of New York and New Jersey from 2003 to 2011, and in June 2010 was appointed to the Board of Directors of National Railroad Passenger Corporation (Amtrak). He is a director of Sun Bancorp Inc. and serves as a trustee of the New Jersey Community Development Corporation. Mr. Coscia is a member of The Partnership for New York City, Georgetown University Board of Regents, and the Regional Plan Association.



**Christopher J. Daggett**, President & CEO, Geraldine R. Dodge Foundation; Vice Chairman, RPA Board; Co-Chairman, RPA New Jersey Committee

Chris Daggett is the President and Chief Executive Officer of the Geraldine R. Dodge Foundation, a private foundation based in Morristown, New Jersey. He has been a respected leader in New Jersey's nonprofit world for nearly 20 years, serving on a number of boards, including the Schumann Fund for New Jersey, Regional Plan Association, and The Trust for Public Land.

Chris Daggett has served as Deputy Chief of Staff to the Governor of New Jersey (1982-1983), Regional Administrator of the USEPA (1984-1988), and Commissioner of the NJDEP (1988-1989), and was an independent candidate for governor in 2009. For six years he was a managing director of the investment firm William E. Simon &, and since 1996 he has operated a brownfields development company. Just prior to coming to the Dodge Foundation, he was a Principal with JM Sarge, Inc. (JMS), an environmental consulting and management firm.

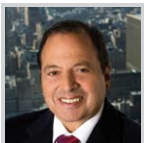
Chris holds an undergraduate degree from the University of North Carolina at Chapel Hill and a Doctorate in Education from the University of Massachusetts at Amherst.



**The Honorable John DeStefano, Jr.,**  
Mayor, City of New Haven

John DeStefano Jr. has served as Mayor of the City of New Haven since 1994. During his tenure, Mayor DeStefano has worked hard to make New Haven a welcoming and open community that promotes economic and social mobility for all. Mayor DeStefano has worked with residents across the city to advance the academic success of public school children through School Change, to transform the city center into a strong job and tax generator, and to strengthen neighborhoods through community policing, support for youth, and access to safe and affordable housing. New Haven public schools now offer the largest inter-district magnet program in the state with free pre-kindergarten classes, state of the art technology and libraries. In its first year, New Haven Promise provided 115 students with college scholarships, and has already begun to instill college aspirations in the youngest of students.

Despite the global recession, New Haven is experiencing one of the largest building booms in its history. Under Mayor DeStefano's leadership, the City center has undergone a dramatic transformation and has emerged as a national center for life and biosciences.



**Douglas Durst,** Chairman, Durst Organization; Vice Chairman, RPA Board

Douglas Durst is chairman of The Durst Organization, which he joined following study at the University of California-Berkeley and New York University. He learned the business from his father, Seymour, and uncles, Roy and David.

Together with his cousin Jody, Durst built the nation's first sustainable skyscraper, 4 Times Square, and the LEED Platinum Bank of America Tower at One Bryant Park. Today, The Durst Organization owns, manages, and operates 13 million square feet of commercial and 2 million square feet of residential space—and oversees development, management and leasing of One World Trade Center.

RPA vice-chair Durst is co-chair of Friends of Hudson River Park and a director of the Real Estate Board of New York, The Graduate Center of City University Foundation, The New School, The Trust for Public Land, and Project for Public Spaces.

Long an environmental activist, Durst created one of New York's largest organic farms.



**Ronald L. Epstein,** Chief Financial Officer, New York State Department of Transportation

In January 2009, Ronald L. Epstein was named Chief Financial Officer for the New York State Department of Transportation. As CFO, Mr. Epstein has five primary responsibilities: manage development of the Department's

annual budget process; develop resource estimates in support of multi-year financing plans; manage resource allocations within the Department; provide financial policy advice to the Commissioner of Transportation; and ensure fiscal accountability within the Department.

Mr. Epstein has been actively engaged in the federal surface transportation authorization and annual appropriation process for the past 17 years, working extensively with the American Public Transportation Association and the American Association of State Highway and Transportation Officials, where he was recently honored as the recipient of the 2011 AASHTO President's Transportation Award for Public Transportation.

Ronald L. Epstein earned a B.A. from the State University of New York at Cortland and an M.A. in Political Science from the State University of New York at Binghamton.



**Michael Fleischer,** Associate Vice President, HNTB; Member, RPA Board

Michael Fleischer is currently an Associate Vice President and New York Metro Leader for HNTB Corporation, focusing on emerging opportunities and trends in the transportation market. With more than 15 years of executive experience in the transportation industry, he previously served as Executive Director for the New York State Thruway Authority where he managed the day-to-day operations of the Authority. Michael developed and delivered a fully-financed, multi-year capital improvement program to maintain and improve the Thruway's road and bridge conditions and maintain high levels of safety and service.

Michael received his Juris Doctorate in Law from Western New England School of Law and a BA in Government from Hamilton College. He also currently serves on the Board of Regional Plan Association.



**The Honorable James J. Florio,** Partner, Florio Perrucci Steinhardt and Fader, LLC; Vice Chairman, RPA Board; Co-Chairman, RPA New Jersey Committee

Mr. Florio entered public service in 1969 after serving in the navy and receiving his Juris Doctor from Rutgers University Law School. He served three terms in the New Jersey General Assembly and represented the 1st District of New Jersey in the U.S. House of Representatives from 1974 through 1990. While in Congress, Mr. Florio authored the Comprehensive Environmental Response Compensation and Liability Act, our nation's primary program for cleaning up hazardous waste sites. As Chairman of the House subcommittee with jurisdiction over environmental matters, he was involved in the drafting or passage of virtually every major piece of federal environmental legislation.

As governor of New Jersey from 1990 through 1994, he was responsible for signing into law the Clean Water Enforcement Act, the Quality Education Act, a landmark welfare reform package, a health care cost reduction program and the nation's toughest assault weapons ban.

Mr. Florio is Founding Partner of the law firm of Florio Perrucci Steinhardt and Fader, LLC based in Phillipsburg, NJ, and was founder and CEO of XSPAND, an asset management company. Mr. Florio is a University Professor Emeritus for Public Policy and Administration at the Edward J. Bloustein Graduate School of Public Policy and a Senior Fellow at The John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey.



**Caren Franzini,** Chief Executive Officer, New Jersey Economic Development Authority

Ms. Franzini has been CEO of the New Jersey Economic Development Authority (EDA) since 1994. The EDA finances small and mid-sized businesses, administers tax incentives for job growth, revitalizes communities through redevelopment initiatives, and supports entrepreneurial development through training and mentoring programs. In 2010, the EDA's assistance and incentives totaled \$567 million, supporting more than \$1.4 billion in public/private investment and creating an estimated 5,200 new jobs.

Ms. Franzini serves as Chair of the state's Urban Enterprise Zone Authority, Vice Chair of the NJ Schools Development Authority, and President of the Corporation for Business Assistance in NJ. She is a member of the Board of Directors and is past president of the National Council of Development Finance Agencies. She was recently appointed as a Member of the State Planning Commission.

Ms. Franzini holds a B.A. in Urban Studies from UPenn and a Master of Business Administration degree from the Wharton School at UPenn.



**Maxine Griffith,** AICP, Executive Vice President for Government and Community Affairs, Special Advisor for Campus Planning, Columbia University; Vice Chairman, RPA Board; Co-Chairman, New York Committee

Maxine Griffith is Executive Vice President for Government and Community Affairs and Special Advisor for Campus Planning at Columbia University. She is a member of the leadership team planning for and implementing the University's 17-acre, \$6 billion campus expansion.

Prior to Columbia, Griffith was Executive Director, of Philadelphia's City Planning Commission and Deputy Mayor for Strategic Planning. She served for six years on the New York City Planning Commission, and was HUD's Assistant Deputy Secretary during



the Clinton Administration. Griffith was also principal of Griffith Planning & Design, a firm providing planning, design and development services.

Maxine Griffith is currently on the boards of the Architectural League of New York, the Regional Plan Association, and SEEDS, an organization supporting schools and libraries in West Africa. She holds a Master of Architecture degree from the University of California, Berkeley, and has taught urban design and planning at Columbia, NYU and the University of Pennsylvania.



**Rosanne Haggerty**, President, Community Solutions

Rosanne Haggerty is President of Community Solutions, a national not-for-profit organization that helps communities save lives and money by transforming their response to vulnerable people. Haggerty also founded New York-based Common Ground and built it into a leader in developing supportive housing: affordable apartments linked to health, mental health and employment services. Common Ground is credited with ending chronic homelessness in Times Square.

CS brings tested innovations in reducing homelessness and improving housing and service connections to a national scale, and devises new products and programs to prevent homelessness and integrate housing and services. CS designed and leads the 100,000 Homes Campaign to house 100,000 chronically homeless and medically vulnerable individuals and families by July 2014.

Haggerty is a 2001 MacArthur Foundation Fellow, an Ashoka Senior Fellow, and a Hunt Alternatives Fund Prime Mover.



**Frederick S. Harris**, Executive Vice President for Development, New York City Housing Authority

Fred Harris is Executive Vice President for Development at the New York City Housing Authority, the nation's largest provider of affordable housing. He leads development of mixed-use and mixed-income housing on NYCHA-owned land—with proceeds to be reinvested in preserving public housing.

Before coming to NYCHA, Harris was Senior Vice President for Development for AvalonBay Communities, where he oversaw development of 5,330 apartments (\$1.89 billion).

Having served on the boards of the Real Estate Board of New York and the New York University School of Law Alumni Association, Harris now serves on advisory boards for NYU's Furman Center for Real Estate and Urban Policy and the Trust for Public Land. He is a trustee of Brooklyn Hospital and teaches at Columbia University's Center for Urban Real Estate.

Harris holds a Bachelor's degree from Williams College, a Master's degree in transportation planning and engineering from Polytechnic University, and a law degree from NYU.



**Peter James Heath**, Technical Director, U.K., Atkins Global

Peter Heath is an architect and planner and Atkins Design Director, specializing

in the improvement of cities and their urban realm. His 25-year career in the public and private sectors, based in London, has focused on the importance of the spaces between buildings, with major projects developed from inception to completion, in design roles leading multidisciplinary teams. In the 1980s he helped direct the redevelopment of suburban town centers, with new shopping center facilities reinforcing main streets with traffic-managed, landscaped spaces and rail station improvements. In the 1990s he led the pedestrianization of London's cinema center, Leicester Square. In the 2000s he led the transformation of London's historic Trafalgar Square and Whitehall government precincts into safe, attractive, cultural, working heritage assets. He is currently implementing the strategy of redefining London to receive 2012 Games visitors, via rail, underground and bus networks and future Crossrail station integration.



**Dylan Hixon**, President, Arden Road Investments; Member, RPA Board

Dylan manages a diversified portfolio public and private investments at Arden Road. He also serves as a Director of Hixon Properties Inc., a real estate development firm in San Antonio, Texas, and sits on the Boards of several other private companies in industries ranging from Technology to Agriculture. Previously, he worked for many years as a mechanical engineer in diverse areas including applied research on combustion systems, and motion picture visual effects technology. He is the author of several technical papers and four patents. Dylan serves on the advisory boards of Caltech's Resnick Institute for energy research, and the Yale School of Forestry and Environmental Studies. He is a Trustee of Harvey Mudd College in Claremont, California, and the Calhoun School in New York City.

Dylan holds a Bachelor's Degree from Yale University, and a Master's Degree in Mechanical Engineering from the California Institute of Technology. He lives in New York City with his wife and two sons.



**Caswell F. Holloway**, Deputy Mayor of Operations, City of New York

Mayor Michael R. Bloomberg appointed Cas Holloway Deputy Mayor for

Operations on August 4, 2011. As Deputy Mayor, Cas oversees 11 mayoral agencies and offices and assists the Mayor in overseeing the Police Department, Fire Department, Office of Emergency Management, Office of Management and Budget, and the Office of Labor Relations. From January 1, 2010 until his appointment as Deputy Mayor, Cas served as the Commissioner of the New York City Department of Environmental Protection. To implement PlaNYC, Cas appointed DEP's first Deputy Commissioner for Sustainability, created an energy team to develop the next generation of distributed generation investments, reorganized DEP's capital projects division, and initiated Water for the Future, a \$2 billion package of investments that will repair leaks in the Delaware Aqueduct and ensure the reliability of the City's water supply for years to come. He graduated cum laude from Harvard College and with honors from the University of Chicago Law School.



**Bjarke Ingels**, Partner, Bjarke Ingels Group

Bjarke Ingels started BIG-Bjarke Ingels Group in 2006 after co-founding PLOT

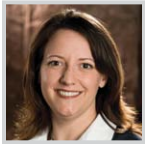
Architects in 2001 and working at OMA in Rotterdam. Through a series of award-winning design projects and buildings, he has created an international reputation as a member of a new generation of architects that combine shrewd analysis, playful experimentation, social responsibility and humor. His designs have been awarded the Golden Lion at the Venice Biennale, the Forum AID Award, the World Architecture Festival Housing Award, and the MIPIM Residential Development Award. Recently, Bjarke was rated as one of the 100 most creative people in business by Fast Company magazine and named Wall Street Journal's Architectural Innovator of 2011. Bjarke has been active as a Visiting Professor at Rice, Columbia, and Harvard University and is currently a Visiting Professor at the Yale University School of Architecture.



**Abha Joshi-Ghani**, Sector Manager, Urban Development and Local Government Unit, Finance, Economics and Urban Development Department, World Bank

Abha Joshi-Ghani heads the Urban Development and Local Government Unit in the Finance, Economics and Urban Development Department. She oversees the World Bank's work on Urban Policy and the Knowledge and Learning practice of the Bank in the Urban Sector. The unit provides advisory services to the Bank's regional departments

and clients on key urban themes such as urban housing and land, urban planning, management and municipal finance, urban environment, cities and climate change, urban poverty, cultural heritage and sustainable tourism development and local and city economic development. Ms. Joshi-Ghani joined the World Bank in 1992 and has worked primarily on infrastructure finance and urban development. Her experience in the Bank includes countries in Africa, South and East Asia and Middle East and North Africa. She holds an M.Phil from Oxford University (GB) and an MA in Sociology from Jawaharlal Nehru University (IN).



**Janet F. Kavinsky**, Executive Director, Transportation & Infrastructure, U.S. Chamber of Commerce

Janet F. Kavinsky is a nationally recognized expert in transportation policy, funding, and finance and leads the U.S. Chamber's efforts related to maintaining, modernizing, and expanding transportation and infrastructure. Kavinsky was honored by the Journal of Commerce as one of the 10 "most influential people in transportation" in 2010. She is the primary Chamber spokesperson on transportation and infrastructure issues with extensive national, regional, and local media exposure on TV and in print and social media.

Before coming to the Chamber, Kavinsky served as project director for business development and transportation finance at the American Association of State Highway Transportation Officials, as a consultant at the California Department of Transportation, and as special assistant to the secretary at the U.S. Department of Transportation.

Kavinsky received her bachelor's degree in political economy from the University of Wyoming, where she was a Harry S. Truman Scholar. She earned a master's degree in business administration from the Stanford University Graduate School of Business.



**Trent Lethco**, Leader, Americas Transport Consulting, ARUP; Member, RPA Board and New York Committee

Trent Lethco currently serves as an Associate Principal leading Arup's New York Integrated Planning Team. He has over 15 years of experience working in partnership with communities in New York and throughout the world solving some of their most vexing issues. Trent's strengths lie in his ability to articulate the connections between land use and transportation policy to bring about economic, social and environmental sustainability. His work is focused around sustainable urban growth, urban mobility, and smarter cities. In partnership with his colleagues at Arup, he and the Integrated Planning team are developing mobility and information system concepts that

fuse information technology with light, sound and art to create smarter streets and new urban experiences.

In addition to his responsibilities at Arup, Trent teaches at Columbia University in the Urban Design Studio and he speaks around the world on issues that affect our cities.



**Lew Yii Der**, Group Director, Corporate Planning and Research, Land Transport Authority, Singapore

Lew Yii Der is the Group Director of the Corporate Planning and Research Group in the Land Transport Authority, Singapore. His current portfolio includes spearheading the corporate development and strategic research, and expanding the research and training capacity of the LTA Academy. Mr. Lew has been with the LTA since its formation in 1995, holding various management positions. He holds a first class honours degree in Civil Engineering from the National University of Singapore and a Masters in Public Management from the Lee Kuan Yew School of Public Policy.



**Joseph J. Lhota**, Chairman & CEO, New York Metropolitan Transportation Authority

Joe Lhota was nominated by Governor Andrew Cuomo and confirmed by the New York State Senate as the Chairman and Chief Executive Officer of the Metropolitan Transportation Authority in January 2012.

Mr. Lhota has extensive experience in both the private and public sectors. Before joining the MTA, he served as executive vice president for The Madison Square Garden Company where he was responsible for the development and execution of company-wide human resources strategies, government affairs, information technology, facilities and real estate, and an array of corporate services.

Prior to MSG, Mr. Lhota was an executive vice president of Cablevision Systems Corporation. He was Deputy Mayor for Operations in the administration of Mayor Rudolph W. Giuliani. Before being appointed deputy mayor, Mr. Lhota was the city's budget director, managing the city's \$36 billion operating budget and \$45 billion capital budget.

Mr. Lhota is a cum laude graduate of Georgetown University and received his M.B.A. from the Harvard Business School.



**Anders Lindström**, Managing Director, Stockholm Public Transport

Anders Lindström has a background in the Swedish Armed Forces and finished as Lieutenant General. Anders has among other things, served

as the first Swedish liaison officer at Central Command Florida during the war in Afghanistan and ISAF's establishment.

Anders has also been head of Sweden's international force and has regularly visited Sweden's priority areas in the Balkans, Middle East, Africa, Asia, and Afghanistan.

Over the past decade Anders has been engaged and partly responsible for great transformations in Sweden's Armed Forces.

Since January, Anders has been the President for the companies responsible for public transport on land and at sea in Stockholm County.



**Michael Littlejohn**, Vice President, IBM Smarter Cities

Michael Littlejohn has significant senior leadership experience in the Professional Services, IT Services, and Training and Human Capital Services sectors. Currently, Michael is Vice President, IBM, Strategy and Business Development for Smarter Cities/Smarter Government.

Michael's team is focused on developing, selling, and delivering solutions that help governments solve their most pressing issues across the missions of a city. Issues that involve public safety, education, health care, transportation, infrastructure, energy, water, and social services.

With IBM since 1997, Michael's previous roles include Practice Leader for Human Capital Consulting; General Manager of IBM Learning; and VP of Internal Transformation Consulting. Immediately prior to joining IBM, Michael was a Managing Director at Price Waterhouse for organizational transformation and change management.

Michael has a B.S. degree from Cornell University (Computer Science and Business). He serves on the boards of three not-for-profit organizations and is also a member of the Cornell University Council. He resides in Westchester County, NY.



**Joseph J. McGee**, Vice President, Public Policy and Programs, The Business Council of Fairfield County; Member, RPA Connecticut Committee

Joseph J. McGee is Vice President, Public Policy and Programs, The Business Council of Fairfield County, and has worked extensively with the business community, civic organizations and government officials in the areas of economic development, infrastructure finance and energy conservation.

Mr. McGee recently served as Co-Chairman of Governor Malloy's Two-Storm Panel, focusing on the state's response to the impact of severe weather events, the risk of climate change and the resiliency of Connecticut's electrical grid. He had previously served as Co-Chairman of the Policy Committee for Governor Dannel Malloy's Transition Committee.



Before joining The Business Council of Fairfield County, Joe was Commissioner of the Connecticut Department of Economic Development, Chairman of the Connecticut Development Authority and Chairman of Connecticut Innovations, Inc. from 1990-1994. He served as Vice President at People's Bank between 1979 and 1990. Prior to joining People's Bank, he served as Staff Director for Congressman Stewart McKinney in Washington, D.C. from 1971 to 1978.



**Dowell Myers**, Professor of Urban Planning and Demography, University of Southern California

Dowell Myers is a professor in the Sol Price School of Public Policy at the University of Southern California. He is an urban demographer and urban planner who integrates demographic data (census, surveys, and projections) with housing, urban planning, and public opinion. He is the author of "Aging Baby Boomers and the Generational Housing Bubble" and "Demographic Forces and Turning Points in the American City." Myers holds graduate planning degrees from University of California-Berkeley and M.I.T.



**Jon Orcutt**, Policy Director, New York City Department of Transportation

Jon Orcutt is the Policy Director at the New York City Dept. of Transportation. He has contributed to transportation policy-making reform in New York City and the New York metropolitan area for nearly 20 years. Prior to joining NYCDOT in 2007, he served as executive director of both Transportation Alternatives and the Tri-State Transportation Campaign. Jon oversaw development of NYC DOT's new strategic plan and has been a leader of the team that has delivered major street design and other transportation innovations in NYC over the past five years.



**Seth W. Pinsky**, President, New York City Economic Development Corporation

Seth W. Pinsky was appointed President of the New York City Economic Development Corporation by Mayor Michael R. Bloomberg in February 2008, seven months before the collapse of Lehman Brothers ushered in one of the most significant economic downturns in generations. Since then, Seth has responded to the crisis by re-evaluating the agency's strategy, seeking to position the City as the global center for innovation in the 21st century. Seth's efforts have included new programs aimed at helping existing city industries transition to new business models and attracting cutting-edge industries. Seth has helped to negotiate the City's involvement in some of the most complex development projects in recent years, including the World Trade

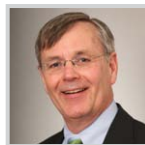
Center, the acquisition of Brooklyn Bridge Park and Governor's Island, and most recently, the creation of an applied science and engineering campus on Roosevelt Island.

Prior to joining NYCEDC, Seth was an associate at the law firm of Cleary Gottlieb, Steen & Hamilton and a financial analyst at James D. Wolfensohn Incorporated. Seth is a graduate of Columbia College and Harvard Law School.



**Karen Rae**, Deputy Secretary for Transportation, New York State

Karen Rae, a nationally recognized transportation expert with over 35 years of experience, joined Governor Andrew M. Cuomo's administration as Deputy Secretary for Transportation in November, 2011. Ms. Rae is charged with overseeing and coordinating budget, policy and the Governor's initiatives within the New York State Department of Transportation, State Thruway/Canal Corporation, Metropolitan Transportation Authority, Port Authority of New York and New Jersey, and NYS Bridge Authority. Previously, Ms. Rae served as Deputy Administrator of the Federal Railroad Administration in the Obama Administration, where she managed the federal high speed rail initiative and developed national freight and passenger rail policy. Prior to that, Ms. Rae had served as Deputy Commissioner of Policy and Planning at the New York State Department of Transportation, Deputy Secretary of the Pennsylvania Department of Transportation, and Director of the Virginia Department of Rail and Public Transportation.



**James P. Redeker**, Commissioner, State of Connecticut Department of Transportation

James P. Redeker was named Commissioner of the Connecticut Department of Transportation by Governor Dannel P. Malloy in 2011. He is responsible for overseeing highway operations and maintenance, capital project design and construction, public transportation, Bradley International Airport and five general aviation airports, and ports.

Mr. Redeker joined CTDOT after a 30-year career with NJ TRANSIT. His experience there included strategic planning and policy, capital programming, planning, transit-oriented development, paratransit operations, and information technology.

In addition to his responsibilities at CTDOT, Mr. Redeker is a board member of the newly formed Connecticut Airport Authority, a member of the Northeast Corridor Commission and the Compact of Northeast States, the president-elect of NASTO (Northeast Association of State Transportation Officials), and a member of the board for the UCONN School of Engineering.

Jim Redeker received a Bachelor's Degree in Engineering Science and a Master's in Civil Engineering from the New Jersey Institute of Technology.



**Peter S. Reinhart**, Director, Kislak Real Estate Institute, Monmouth University

Peter S. Reinhart, Esq. is the Director of the Kislak Real

Estate Institute at Monmouth University in West Long Branch, New Jersey. Monmouth University's Real Estate program is the only university real estate degree program in New Jersey. He was the Senior Vice-President and General Counsel for Hovnanian Enterprises, Inc. for 33 years before joining Monmouth University full-time in 2011. He is the Chair of New Jersey Future, Chair of Community Foundation of New Jersey, Chair of Meridian Hospital Corporation, and a former President of the New Jersey Builders Association. He also served on the Council on Affordable Housing from 1993 to 2004 and a member of the Site Improvements Advisory Board. He is an honors graduate of Rutgers Camden Law School and Franklin and Marshall College.



**The Honorable Thomas M. Roach**, Mayor, City of White Plains

Thomas M. Roach was elected Mayor of White Plains in March 2011 after serving on the White Plains Common Council for nine years. During his first few months as Mayor, he expanded the use of multi-space meters in city garages and the implementation of "pay by cell" technology citywide. He is now developing a technology and communications plan to make government more easily accessible, and is working with private sector partners to create innovative solutions to attract and retain businesses and develop green initiatives to make city projects more sustainable. Mr. Roach has practiced law for 24 years. He has served as a Member of the Westchester County Healthy Air Task Force, Bronx River Watershed Committee and the Westchester County Global Warming Task Force, as well as numerous other community organizations. Born in White Plains, he now lives with his wife and sons in the Westminster Ridge neighborhood.



**Janette Sadik-Khan**, Commissioner, New York City Department of Transportation

Janette Sadik-Khan has served as the Commissioner of the New York City Department of Transportation since her appointment by Mayor Michael R. Bloomberg in April of 2007. Her strategic planning emphasizes safety and improved mobility as DOT works to better balance the City's transportation network and improve the look and feel of the public realm. Under Sadik-Khan's leadership, DOT is using data



and technology to improve the way city streets function, including Midtown in Motion—which allows real-time traffic control in Manhattan's most congested district—and signal priority for Select Bus Service. DOT has also become a leader in the use of new media, both city-wide and nationally. The agency has launched several interactive project websites to expand its public outreach, and also engages New Yorkers through crowdsourcing and wide adaption of social media sites, including Facebook, Twitter, YouTube, Flickr, Tumblr and Foursquare.

Sadik-Khan holds a B.A. in Political Science from Occidental College, where she serves on the Board of Trustees, and a law degree from Columbia University School of Law.



**Elliot G. Sander**, President & CEO, HAKS; Chairman, RPA

Elliot "Lee" G. Sander, President & CEO joined HAKS with over 30 years' experience successfully delivering world-class infrastructure programs and projects, particularly in the field of transportation. He is responsible for directing HAKS' national and international offices as well as daily operations. Lee previously served as CEO of the Metropolitan Transportation Authority of New York and Commissioner of the NYCDOT, as well as Senior Transportation Advisor to the Mayor of the City of New York.

Lee also served in other senior level public sector positions, including Director of Transit for the NYS Department of Transportation; General Manager, (Manhattan Division), Department of Buses, NYC Transit; Deputy Commissioner, New York State Division of Housing and Community Renewal; and Executive Director of Traffic Operational Services and Director of Parking, NYCDOT.

Lee is Chairman of the Regional Plan Association; he also serves on the Board of the National Express Group, the Board of the Greater Jamaica Development Corporation, and the Board of Trustees of the Leo Baeck Institute.

Mr. Sander holds a Bachelor of Science in Foreign Service from Georgetown University.



**Samuel Schwartz**, President & CEO, Sam Schwartz Engineering

Mr. Schwartz is CEO of Sam Schwartz Engineering, a transportation engineering firm. He also writes a column on traffic for The New York Daily News and blogs for Engineering News Record and the Public Broadcasting System.

Mr. Schwartz, a former NYC Traffic Commissioner, specializes in creative problem-solving for seemingly intractable situations. He is expert at getting people out of their cars and into other forms of transportation. He is also proficient at moving those people who remain in their cars more swiftly and safely. Mr. Schwartz has created many win-win-

win situations whereby traffic moves better, pedestrians are safer and the community gains more sidewalk and green space. He's been called an Urban Alchemist for making grass grow from asphalt.

Mr. Schwartz received his Bachelor of Science degree in Physics at Brooklyn College and a Master of Science degree in Civil Engineering at the University of Pennsylvania.



**Elaine Seagriff**, Head of London-wide Policy and Strategy, Transport for London

Elaine Seagriff is Head of London-wide Policy and Strategy for Transport for London. Apart from a brief spell in California working on light rail and strategy, she has worked in the planning and provision of transport in London for around 20 years, covering major urban development, evaluation and monitoring of major investment projects, area-wide strategies for central, inner and outer London, integration of transport and land use planning policies and the development of all aspects of strategic policy. More recently she has focused on the development and execution of the Mayor's Transport Strategy and the transport elements of the Mayor's spatial development strategy, which set out long-term challenges and agreed goals and sets policy priorities and the vision for the transport system for the next 20 years. She leads the implementation of the Mayor's Transport Strategy for TfL through strategic policy development, working across TfL's range of modes and with key stakeholders, with a focus on policies to support the continued sustainable development of London.



**Fatima A. Shama**, Commissioner, New York City Mayor's Office of Immigrant Affairs

Mayor Michael R. Bloomberg appointed Fatima A. Shama as Commissioner of the Mayor's Office of Immigrant Affairs in August 2009. Commissioner Shama had previously served as Senior Education Policy Advisor in the Mayor's Office. Prior to joining the Bloomberg Administration in 2006, Ms. Shama served for four years as Executive Director of the Greater Brooklyn Health Coalition. Ms. Shama earned a Bachelor of Arts from Binghamton University and a Masters of Public Administration from Baruch College's School of Public Affairs Executive Program.



**Anthony E. Shorris**, Senior Vice President, Vice Dean and Chief of Staff, NYU Langone Medical Center; Member, RPA Board

Anthony E. Shorris is currently Senior Vice President, Vice Dean, and Chief of Staff of the NYU Langone Medical Center, a 17,000 person organization composed of NYU's School of Medicine and its teaching

hospitals. Mr. Shorris joined NYU Langone after having served as Director of the Rudin Center for Transportation Policy and Management at NYU's Wagner Graduate School of Public Service. Prior to that, he served as the Executive Director of the Port Authority of New York and New Jersey. He has also served as Chief Operating Officer and Executive Vice President of Healthfirst, the nonprofit managed health care organization. His other public service includes appointments as Commissioner of Finance for the City of New York, Deputy Chancellor for Operations of the NYC Department of Education, and Deputy Budget Director of the City of New York. Mr. Shorris is a graduate of Harvard College and the Woodrow Wilson School of Public and International Affairs at Princeton University.



**James S. Simpson**, Commissioner, New Jersey Department of Transportation

In his capacity as Commissioner, Jim serves as Chairman of NJ TRANSIT, the New Jersey Turnpike Authority, the South Jersey Transportation Authority and the Transportation Trust Fund Authority overseeing a total of 17,000 employees, more than \$3.6 billion in annual capital funds and over \$3.5 billion in annual operating revenue. He also serves on the Motor Vehicle Commission Board and the State's three Metropolitan Planning Organizations' Boards. Jim served President George W. Bush as Administrator of the Federal Transit Administration and was Chairman of the St. Lawrence Seaway Prior to serving the Bush Administration, Jim spent a career as Chairman and CEO of an international transportation company. Jim is a pilot rated for Jet aircraft and is married with four children.



**Geraldine Smith**, General Environmental Counsel and Managing Director, Environment for Public Service Enterprise Group, Inc.

As General Environmental Counsel and Managing Director, Environment, Geraldine Smith directs the environmental legal practice at Public Service Enterprise Group Inc., a diversified energy company whose family of companies include one of the largest combined electric and gas companies in the United States and a leading independent power producer with approximately 13,500 megawatts of electric generating capacity in the Northeast. In that role, Gerry provides legal advice and guidance to PSEG and its subsidiaries with respect to matters including compliance with federal and state environmental laws, permitting, enforcement, site remediation, environmental cleanup, and environmental aspects of corporate acquisitions, divestitures and real property transactions. Gerry is also responsible for developing and implementing corporate environmental policy, working with lines of

business, public affairs and external stakeholders to identify and manage risks and maintain and enhance business value and growth.

Gerry is a summa cum laude graduate of Wesleyan University, and received her J.D. from New York University School of Law.



**The Honorable Robert K. Steel**, Deputy Mayor for Economic Development, City of New York

Robert K. Steel was appointed Deputy Mayor for Economic Development for The City of New York by Mayor Michael R. Bloomberg in June 2010. He is the former President and CEO of Wachovia and served on the Board of Wells Fargo, with whom Wachovia merged. He previously served as Under Secretary for Domestic Finance at the U.S. Treasury; taught at the John F. Kennedy School of Government at Harvard; and spent nearly thirty years with Goldman Sachs, retiring in 2004 as Vice Chairman. He chairs the Board of the Aspen Institute. Through the Pew Task Force on Financial Reform, he advised members of the U.S. Senate and House on economic matters. He also serves on the FDIC Advisory Committee on Economic Inclusion, improving low-income consumers' access to the financial mainstream. He is a member of the Board of Directors of the Hospital for Special Surgery and is the former Chairman of the Board of Directors of The After-School Corporation. Steel has served as Chair of the Board of Duke University, where he received a B.A. He currently serves on the Duke Global Health Institute Board of Advisors. He earned his M.B.A. at the University of Chicago. Steel lives in New York City with his wife; they have three daughters.

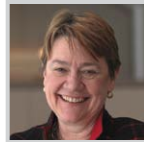


**Alison Taylor**, Vice President, Sustainability-Americas, Siemens Corporation

Alison Taylor is Vice President, Sustainability-Americas. In this position, she is responsible for driving the sustainability program for the Americas and acting as a resource for sustainability initiatives across Siemens' business sectors. As Siemens expands its sustainability initiatives, Alison will also be creating and participating in sustainability initiatives to advance knowledge, skills, tools and capabilities company-wide.

In her previous role as Director, Government Affairs, Taylor represented Siemens' position on environmental issues with Congress and the Executive Branch. She developed and promoted legislation and worked with various operating companies within Siemens to develop positions and projects on environmental topics like air quality, emissions, water quality, industrial pollution and climate change.

Ms. Taylor graduated from Duke University with an undergraduate degree in biology, and the University of Denver with a juris doctorate degree.



**Marilyn J. Taylor**, Dean, University of Pennsylvania School of Design; Member, RPA Board

Professor Marilyn Jordan Taylor became the Dean of the School of Design, University of Pennsylvania in 2008. She is internationally respected as a distinguished thinker in urban design, and as a female pioneer in the fields of architecture, planning, and construction.

As a former partner in urban design and transportation at Skidmore Owings & Merrill LLP and the first woman to serve as chairman, she is well-known for her innovative and passionate involvement in the design of large-scale urban projects, airports and transportation systems, and civic initiatives. In over 35 years with the firm, she has led many of the firm's largest and most complex projects around the world. She was also both the first architect and the first woman to serve as chairman (2005-07) of the Urban Land Institute, a non-profit research and educational institution where she championed a renewed focus on cities, sustainable communities, and infrastructure investment.



**Petra Todorovich**, Director, America 2050, RPA

Petra Todorovich is director of America 2050, a program of Regional Plan Association devoted to developing an infrastructure plan and growth strategy for America in the 21st century. Todorovich oversees America 2050's research, advocacy, and planning, in partnership with the Lincoln Institute of Land Policy and foundation supporters, the Rockefeller Foundation and Sordana Foundation. She is currently leading a research and advocacy program on high-speed rail in America and is a frequent speaker on the topics of transportation policy, megaregions, and national planning. Previously, Todorovich directed Regional Plan Association's Region's Core program and coordinated the Civic Alliance to Rebuild Downtown New York, a network of organizations that came together shortly after 9/11 to promote the rebuilding of the World Trade Center site and Lower Manhattan. Todorovich is also an Assistant Visiting Professor at the Pratt Institute, received a B.A. from Vassar College, and a Masters in City and Regional Planning from Rutgers University.



**Julia Vitullo-Martin**, Director, Center for Urban Innovation, RPA

Julia Vitullo-Martin is a Senior Fellow at the Regional Plan Association and Director of the Center for Urban Innovation. Her work focuses on development issues such as planning and zoning, housing, waterfront development, environmental review, building and fire codes, and historic preservation. She has been widely published in newspapers and magazines, including the Wall Street Journal, the New

York Times, the New York Post, the New York Daily News, Monocle, Forbes, and Fortune, as well as academic journals. She has authored and edited three books, including *Breaking Away: The Future of Cities*. Before joining RPA she was a Senior Fellow and Director of the Center for Rethinking Development at the Manhattan Institute, Senior Fellow and Director of the Citizens Jury Project at the Vera Institute of Justice, Managing Editor for the Mayor's Commission on New York City in the Year 2000, and Executive Director of the Citizens Housing and Planning Council.



**Simon Willis**, Vice President, World Wide Public Sector, Internet Business Solutions Group, Cisco

Simon Willis is vice president of the Cisco Internet Business Solutions Group. IBSG works with many of the world's leading companies and governments to help them become more effective through changed business processes and intelligent technology deployment.

Willis came to Cisco after 15 years of work in government and e-business. He has held various senior management and policy positions in the UK government including private secretary to Minister of State, head of operational reform at the Department of Social Security, head of pensions equalization and Chief Executive of a national disability agency. He ran the Financial Crime Branch at the UK Treasury and also headed numerous UK delegations to the EU, UN and OECD. After leaving government he worked for a large systems integrator where he worked mainly on transformational ebusiness projects in the financial services area.

Simon is an Australian who has a first class degree in Politics, Philosophy & Economics from Balliol College Oxford. He is married and has four children.



**Thomas K. Wright**, Executive Director, RPA

Tom Wright is Executive Director of Regional Plan Association. He has steered many of the organization's key initiatives, including the Draft Vision Plan for the City of Newark (2006) and A Region at Risk: The Third Regional Plan for the New York-New Jersey-Connecticut Metropolitan Area (1996). Mr. Wright also oversees the day-to-day operations of RPA and coordinates with the 83-member Board of Directors.

Mr. Wright lectures widely on growth management and regional planning. He is a visiting lecturer in public policy at Princeton University's Woodrow Wilson School of Public and International Affairs. He has taught at the Columbia University Graduate School of Architecture, Planning and Preservation; the Lincoln Institute of Land Policy; and the New Jersey Institute of Technology School of Architecture.



Previously, he was Deputy Executive Director of the New Jersey Office of State Planning, where he coordinated adoption of the New Jersey State Development and Redevelopment Plan (2001). From 1991 to 1993, he coordinated the award-winning Mayors' Institute on City Design, sponsored by the National Endowment for the Arts.

Mr. Wright received a Bachelor of Arts in history and a certificate in American Studies from Princeton University, and a Master of Science in Urban Planning from Columbia University.



**David Yale**, Deputy Executive Officer, Countywide Planning Department, Los Angeles County Metropolitan Transportation Authority

David Yale is the Deputy Executive Officer of Regional Programming for the Countywide Planning Department of the Los Angeles County Metropolitan Transportation Authority (Metro). He is responsible for transportation programming and long range financial forecasting for the regional transportation system in Los Angeles County. Mr. Yale's focus has been local solutions to diminishing State and Federal transportation funds, including the development of the Expenditure Plan for Measure R, Metro's ½ cent sales tax proposal recently approved by over two thirds of LA County voters. He is responsible for development of the multi-billion dollar Los Angeles County Transportation Improvement Program and the financial planning used for Metro's \$150 billion Long Range Transportation Plan.

David Yale possesses a Master's Degree in Urban Planning from the UCLA Graduate School of Architecture and Urban Planning and a Bachelor of Arts Degree in Political and Environmental Studies from Pitzer College in Claremont, California.



**Robert D. Yaro**, President, Regional Plan Association

Robert D. Yaro is the President of Regional Plan Association, America's oldest independent metropolitan policy, research and advocacy group. Based in Manhattan, RPA promotes plans, policies and investments needed to improve the quality of life and competitiveness of the New York Metropolitan Region, America's largest urban area. Mr. Yaro Co-chairs the Empire State Transportation Alliance and the Friends of Moynihan Station, and is Vice President of the Forum for Urban Design. He serves on Mayor Bloomberg's Sustainability Advisory Board, which helped prepare PlaNYC 2030, New York City's new long-range sustainability plan.

Since 2001 Mr. Yaro has been Professor of Practice in City and Regional Planning at the University of Pennsylvania. He also taught at Harvard University and the University of Massachusetts.

He holds a Masters Degree in City and Regional Planning from Harvard University and a Bachelors Degree in Urban Studies from Wesleyan University.



**The Honorable Dawn Zimmer**, Mayor, City of Hoboken

Dawn Zimmer became the first female mayor of Hoboken in 2009. Prior to that, she served as a Councilwoman after becoming involved in civic life as an advocate for park space. Under her watch, Hoboken is transitioning from a car-centric city into a nationally-recognized leader in progressive transportation initiatives. Through a public-private partnership, Hoboken is home to Corner Cars, the first city-wide, on-street car sharing program in the country. The city is dramatically expanding its bicycle infrastructure with its first bike repair station, dozens of new bike racks, miles of additional bike lanes, and plans for a bike-sharing program. In 2011, Hoboken was recognized as a Gold Walk-Friendly Community.



**Jeffrey M. Zupan**, Senior Fellow, RPA

Jeffrey Zupan serves as the Senior Fellow for Transportation for Regional Plan Association. He has a wide range of experience in transportation planning in the New York metropolitan area, gained during his 40 years in the field. He has led RPA's work in all facets of transportation planning and policy since 1990.

From 1969 to 1980 Mr. Zupan was Chief Planner at RPA. During that period, he co-authored three major books, *Urban Rail in America*, *Public Transportation and Land Use Policy*, and *Urban Space for Pedestrians*. Between his two stints at RPA, Mr. Zupan was Director of Planning for NJ TRANSIT for ten years, where he directed the formulation and evaluation of that agency's "new initiatives" program which directly led to over \$2 billion of transit investments.

Zupan is lead author of "Upgrading to World Class: the Future of the New York Region's Airports," RPA's recently released long-range airport planning study.



# REGIONAL PLAN ASSOCIATION



We're looking for  
your ideas about  
our region and  
how we can  
make it better.

##### LET THE IDEAS BEGIN! #####



[ideas.RegionalAssembly.org](https://ideas.RegionalAssembly.org)

# An Online Town Hall

sponsored by  
Regional Plan Association

Share your ideas at  
[ideas.regionalassembly.org](http://ideas.regionalassembly.org)

The challenges of the 21st century require new ways of thinking about planning and infrastructure, governance, economic development and social equity. The tri-state region is witnessing exciting advances in these areas, as well as obstacles that threaten its competitiveness.

As Regional Plan Association welcomes you to its annual Regional Assembly on April 27, we would like to know how you think the New York-New Jersey-Connecticut region could be made better. Are we building the right housing for the region? What transportation systems or new technologies should we focus on? What are the most promising clean-energy investments that our cities should make? What can we learn from other world cities?

To encourage a dialogue about the issues, RPA has created an interactive website hosted by Mind-Mixer, where you can weigh in with ideas and respond to questions about the future of the region. Signing up is easy, and free. We will be discussing your input at the Regional Assembly and in our research going forward. So take a look, and let us know what you think.

Join us April 27 for Regional Assembly 2012! | See How It Works.

## The Future of the New York Metropolitan Region

Welcome to the interactive town hall for Regional Plan Association. We have organized some questions that are related to topics we will be exploring on April 27 at our annual Regional Assembly. Please take a look and share your ideas about the region and how we can make it better. Let's get people talking! Share this with other planning enthusiasts!

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**Big Plans Bold Innovations Bright Future**  
RPA's 22nd Annual Regional Assembly  
New York  
April 27, 2012

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**PROJECT DETAILS**

- >> About the Project
- >> Who's Listening?
- >> Rewards Available
- >> RPA Website
- >> Regional Assembly

**LEADERBOARD**

- 1 Anthony T1
- 2 Richard M2
- 3 Steven R1
- 4 Amanda K
- 5 M G2
- 06 Mark S4
- 07 Andrew G
- 08 Julia V

**LATEST IDEAS**

- >> A Cap and Trade Market for Taxi Honks
- >> Legalize Secondary Units, or Granny Flats.
- >> WiFi in stations and on trains

Search Ideas

**A message from the president of Regional Plan Association.**  
Watch this brief introduction from Bob Yaro.  
WATCH VIDEO

**FEATURED IDEA SUBMISSION**

**What can we learn about transit from other big cities?**  
From São Paulo to Singapore, most world cities have growing and increasingly sophisticated transit systems. Leading cities have prioritized things such...  
**Submit Your Ideas** 73 Days Remaining 10 Ideas Submitted

**Topics** Sort by RANDOM NEWEST POPULAR

**Would you be willing to pay higher fares or taxes in exchange for more frequent bus and subway service?**  
APR 10 - MAY 30, 2012 IDEA SUBMISSION 0 IDEAS JOIN NOW

**How do we make big cities better places to live and work?**  
MAR 21 - MAY 30, 2012 IDEA SUBMISSION 3 IDEAS JOIN NOW

**Are we building the right housing?**  
IDEA SUBMISSION 4 IDEAS JOIN NOW

Big Ideas

If you could change one thing about the New York-New Jersey-Connecticut region, what would it be?

Current Ideas

**Regional Funding**

Congestion pricing and highway tolls.  
A Cap and Trade Market for Taxi Honks  
Integration of Suburban Areas  
Rooftop Food Gardens

Cars vs. Bicycles

How can urban centers balance competing demands for street space from cars, bikes and pedestrians?

Real Estate  
**What should be done to enable real estate projects in tough economic times?**  
Current Ideas  
Standardize, Incentivize and Ease the Development Process  
Tax the Tourist!  
Invest in Schools in Target Areas



# RPA's Lifetime Leadership Award



Regional Plan Association is proud to present

## The Honorable James J. Florio

with the 2012 Lifetime Leadership Award for his extraordinary record of public service in the U.S. Congress, as New Jersey governor and as chair of the New Jersey Pinelands Commission.

Political science professors tell us that the governor of New Jersey is one of the most powerful in the nation, with line-item vetoes, strong appointment powers and other perks that consolidate state functions. Until the office of lieutenant governor was established three years ago, the only other statewide offices were the two U.S. senators.

But New Jersey voters are fickle, and the crown of state rarely sits easily on the heads of our governors. The last two elected to office have been one-term executives. The last time a sitting governor had an easy re-election campaign was Tom Kean — back in 1985. During bicentennial celebrations in 1976, Gov. Brendan Byrne was famously asked what he thought of the fact that New Jersey's governor in 1776 was Benjamin Franklin's illegitimate son.

"I think it was much easier being governor," Byrne replied, "if you started out as a bastard from the very beginning."

At Regional Plan Association, we have long admired one particular governor of New Jersey who has demonstrated extraordinary leadership in public service. That's why RPA's Lifetime Leadership Award will be presented at the Regional Assembly on April 27 to James Florio, who has served New Jersey and the region as governor, congressman, environmentalist, advocate, attorney and statesman.

Living in New Jersey in the 1970s and 1980s, you knew who Jim Florio was. A Brooklyn native, boxer and naval officer from South Jersey, he became the state's champion in Congress. Problems that other Washington politicians shied away from — cleaning up contaminated sites or protecting the Pinelands against rampant development — became his signature issues. His colleagues in Congress say that without him, there never would have been a Superfund law, which has identified

209 severely contaminated sites in New Jersey, New York and Connecticut and created a path to cleaning them up.

As a politician, Florio has always been persistent and bold. Elected governor on his third try in 1989, he then took the difficult step of raising taxes to close an enormous budget gap. This probably cost him a second term, but it also addressed the difficult issue of providing adequate education to the state's urban residents. He also signed an executive order creating the Highlands Trust Advisory Board, which together with his leadership on the Pinelands has helped protect almost one million acres of land and water.

After leaving Trenton, he continued to serve. He chaired the Pinelands Commission from 2002 to 2005, and he teaches public policy to students at Rutgers University's Bloustein School. Since 1998, Gov. Florio has served as vice chairman and co-chair of RPA's New Jersey Committee, leading our efforts to redevelop our cities and communities, build sensible mass transit, address the threat of climate change and preserve our natural landscapes.

As the late Sen. Ted Kennedy said when awarding him the John F. Kennedy Profile in Courage award in 1993, "Jim Florio's career in public life is a textbook example of the saying that one person with courage makes a majority."

No one has ever doubted Jim Florio's courage. Please join us on April 27 at the Waldorf-Astoria in New York City to thank Gov. Florio for a lifetime of achievements in public service.

— Thomas K. Wright,  
Executive Director, RPA



**THE SENATE AND GENERAL ASSEMBLY**  
STATE HOUSE, TRENTON, N. J.

**JOINT LEGISLATIVE RESOLUTION**

By Senate President SWEENEY, Assemblyman BURZICHELLI and Assemblywoman RILEY

**WHEREAS,** The Senate and General Assembly of the State of New Jersey are pleased to join the Regional Plan Association in saluting and commending the Honorable James J. Florio, highly esteemed within the Garden State community, as the recipient of its 2012 Lifetime Leadership Award; and,

**WHEREAS,** This prestigious accolade will be presented during the Association's Twenty-Second Annual Regional Assembly at the Waldorf-Astoria in New York on April 27, 2012; and,

**WHEREAS,** A veteran of the United States Navy and graduate of Rutgers University Law School, James J. Florio Esq. served with distinction as a United States Congressman for fifteen years, as Governor of the State of New Jersey, and as Chair of the New Jersey Pinelands Commission; and,

**WHEREAS,** James J. Florio, who is a founding partner and practicing attorney with the law firm of Florio, Perrucci, Steinhardt, and Fader, has lent his expertise as a Professor for Public Policy and Administration at the Edward J. Bloustein School at Rutgers University, as a member of the New Jersey Health Care Quality Institute Board of Directors, and as Vice Chair of the Regional Plan Association Board of Directors and Co-Chair of its New Jersey Committee; and,

**WHEREAS,** An array of awards and honorary degrees bears witness to the outstanding accomplishments of James J. Florio, and attests to the high regard in which he is held by his peers and colleagues; and,

**WHEREAS,** By repeatedly demonstrating a devotion to helping others, James J. Florio has earned the respect and admiration of all who know him, and has set a standard for public service toward which others might strive; and,

**WHEREAS,** The strength and success of the State of New Jersey and the effectiveness of our American society depend, in great measure, upon dedicated individuals such as James J. Florio, who use their time and considerable talents for the common good; now, therefore,

*Be It Resolved by the Senate and General Assembly of the State of New Jersey:*

That this Legislature hereby salutes and commends James J. Florio, pays tribute to his meritorious record of service, leadership, and commitment, and extends sincere best wishes for continued success in all future endeavors; and,

*Be It Further Resolved,* That a duly authenticated copy of this resolution, signed by the Senate President and the Assembly Speaker and attested by the Senate Secretary and the Assembly Clerk, be transmitted to the Honorable James J. Florio.

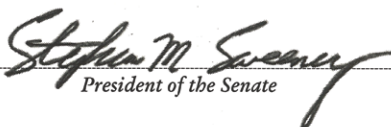
Attest:



Kent M. Hicks  
Secretary of the Senate



Dana M. Burley  
Clerk of the General Assembly

  
President of the Senate

  
Speaker of the General Assembly

## CHRISTINE TODD WHITMAN

April 4, 2012

Thomas Wright  
Executive Director  
Regional Plan Association  
4 Irving Place, 7th Floor  
New York, NY 10003

Dear Mr. Wright:

I am disappointed that I cannot join you in person today to honor my predecessor, Governor Jim Florio.

It is no secret that Gov. Florio and I have disagreed on plenty of issues, but despite our differences, I have never doubted his firm desire to serve the public. He is certainly deserving of your Lifetime Achievement Award, and I send him my sincere congratulations.

Gov. Florio and I share a passion for environmental protection, and I particularly admire his work in that field. Whether through his authoring of the Superfund law as a Congressman, his signing of the Clean Water Enforcement Act as governor, or his Chairmanship of the Pinelands Commission more recently, Gov. Florio has consistently been a defender of the lands we hold dear.

Of course, Gov. Florio's service to New Jersey and the nation goes beyond his environmental work; his impact on education, welfare reform, and health care, among other areas, will be felt for years to come.

Gov. Florio has faithfully served New Jersey and the nation over more than four decades of public service. It is my pleasure to congratulate him on his latest achievement as he receives the Regional Plan Association's Lifetime Achievement Award.

Sincerely,

A handwritten signature in black ink, appearing to read "Christine Whitman", with a stylized flourish at the end.

Gov. Christine Todd Whitman

**Congressional**



**Proclamation**

Hon. Robert E. Andrews  
United States House of Representatives  
First District, New Jersey

**Whereas**, *The First Congressional District of the great State of New Jersey honors Governor James J. Florio, Founding Partner of the law firm Florio, Perucci, Steinhart and Fader, Vice Chairman of RPA's Board of Directors and Co-Chairman of RPA's New Jersey Committee; and Whereas, on April 27<sup>th</sup>, 2012 the Regional Plan Association will honor Governor Florio with the RPA's 2012 Lifetime Achievement Award at the 22<sup>nd</sup> Regional Assembly; and Whereas, Governor Florio is a veteran of the U.S. Navy, serving four years active duty and 18 years in the Active Naval Reserves, retiring with the rank of Lieutenant Commander in 1975; and Whereas, Governor Florio, a graduate of Trenton State College, Columbia University and Rutgers University Law School in Camden, authored the Comprehensive Environmental Response Compensation and Liability Act as well as signing the Quality Education Act, the Clean Water Enforcement Act and the nation's toughest assault weapons ban; and Whereas, Governor Florio served as Chairman of the Board of Directors of the Federal Home Loan Bank of New York and as Chairman of the Pinelands Commission in New Jersey; and Whereas, Governor Florio is currently on the Board of Directors of the NJ Health Care Quality Institute.*

**Now therefore**, *Be it Known that the undersigned Member of the United States Congress, the Honorable Robert E. Andrews of the First Congressional District of New Jersey, hereby honors Governor Jim Florio in recognition of the Regional Plan Association's 2012 Lifetime Achievement Award.*

United States House of Representatives  
First District, New Jersey





*Thomas H. Kean*

April 27, 2012

Dear Jim,

Congratulations on a very well deserved award. From our days together in the legislature you have always lead in efforts to take our state and country to a better place.

I particularly benefited as Governor since we spent more money from the superfund than any other state in the country. All that clean up would not have been possible without your sponsorship of the superfund law in Congress.

You have my sincerest congratulations. I know that you will continue your work to benefit us all in New Jersey and the nation.

All the best,

A handwritten signature in dark ink, appearing to be "TK", located below the typed name "All the best,".





*State of New Jersey*

THE PINELANDS COMMISSION

PO Box 359

NEW LISBON, NJ 08064

(609) 894-7300

CHRIS CHRISTIE  
Governor

KIM GUADAGNO  
Lt. Governor

Nancy Wittenberg  
Executive Director

April 10, 2012

Dear Governor Florio:

On behalf of the New Jersey Pinelands Commission, I want to congratulate you for being chosen as a most worthy recipient of the Regional Plan Association's Lifetime Achievement Award.

Through decades of public service, you demonstrated an unwavering commitment to safeguard our nation's environment. Absent your efforts to write and shepherd the approval of the National Parks and Recreation Act of 1978, the 1.1-million-acre Pinelands and its world-class ecosystem might not still exist. The subsequent passage of the state Pinelands Protection Act and the creation and implementation of the Pinelands Comprehensive Management Plan have preserved, protected and enhanced this natural, cultural and historic jewel for current and future generations. All New Jerseyans can take pride in this remarkable achievement, which would not be possible without your tremendous courage, skill, wisdom and foresight.

Congratulations again on this well-deserved honor.

Sincerely,

Mark S. Lohbauer,  
Chairman  
New Jersey Pinelands Commission



[www.nj.gov/pinelands](http://www.nj.gov/pinelands)

General Information: [Info@njpines.state.nj.us](mailto:Info@njpines.state.nj.us)

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**The Pinelands -- Our Country's First National Reserve and a U.S. Biosphere Reserve**

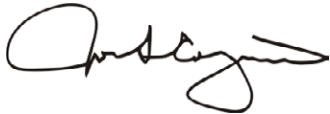
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JON S. CORZINE

April 12, 2012

Few leaders have shown the courage of conviction, intelligence, and vision that Governor Florio brought to his service as Governor and in Congress. We should celebrate that courage!

Congratulations,

A handwritten signature in black ink, appearing to read 'Jon Corzine', with a stylized, flowing script.

Governor, Jon S. Corzine



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON, D.C. 20460

APR 17 2012

THE ADMINISTRATOR

The Honorable James J. Florio  
Senior Partner  
Florio, Perrucci, Steinhardt & Fader, LLC  
235 Frost Avenue  
Phillipsburg, New Jersey 08865

Dear Governor Florio:

On behalf of everyone at the U.S. Environmental Protection Agency, I take great pleasure in offering my warmest congratulations as the Regional Plan Association honors you with its coveted Lifetime Leadership Award in recognition of your outstanding public service.

As a proud New Jerseyan and longtime public servant who shares your devotion to environmentalism, I have a special appreciation for your remarkable leadership and relentless efforts to protect our land, air, water and other precious natural resources from pollution that also threatens public health and to improve the quality of life in the Garden State and across America.

Courage, unflinching determination and hard work are the hallmarks of your impressive career of service that will enable millions of Americans to lead healthier, more productive lives for generations to come. Indeed, you deserve gratitude for many substantive accomplishments, including shaping landmark legislation that preserved New Jersey's unique and cherished Pinelands, authoring the Comprehensive Environmental Response, Compensation and Liability Act of 1980 to tackle the daunting challenge of cleaning up abandoned hazardous-waste sites, and signing into law New Jersey's Clean Water Enforcement Act.

Your unwavering commitment to a cleaner, greener environment is an inspiration to those of us who are working every day to sustain the major environmental victories we have attained during the EPA's 41-year history and to build upon them.

I join your colleagues and friends at the Regional Plan Association in celebrating your distinguished leadership and your exceptional record of achievement, and I wish you all the best in the coming years.

Sincerely,

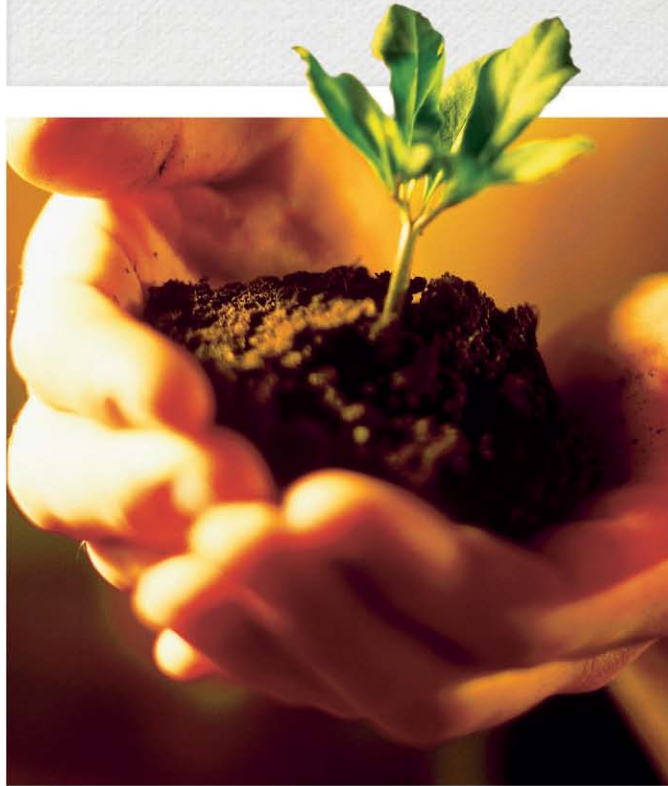
A handwritten signature in blue ink, which appears to read "Lisa P. Jackson", is written over a circular stamp that contains the text "UNITED STATES ENVIRONMENTAL PROTECTION AGENCY".

Lisa P. Jackson

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## Stronger together

When people express themselves they enrich all our lives. By partnering for the common good we can achieve uncommon results. We proudly sponsor the Regional Plan Association.



The Siemens logo is displayed in a teal, sans-serif font within a white rectangular box. The background of the entire advertisement is a photograph of a city street scene in San Diego, featuring modern buildings, palm trees, and a red light rail train. In the foreground, two women are walking; one is wearing a black dress and the other a black top with a red shawl. A man with a backpack is also visible. A traffic light is in the upper right corner.

SIEMENS

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In San Diego, our light rail system is getting commuters home faster. We're powering a neighborhood in Anaheim with a substation that stays out of sight. And in Houston, we're helping a hospital care for the youngest generation. All across the country, Siemens is helping cities become

the kinds of places where both people and businesses can thrive. Somewhere in America, our team of more than 60,000 employees spends every day creating answers that will last for years to come.

[siemens.com/answers](http://siemens.com/answers)

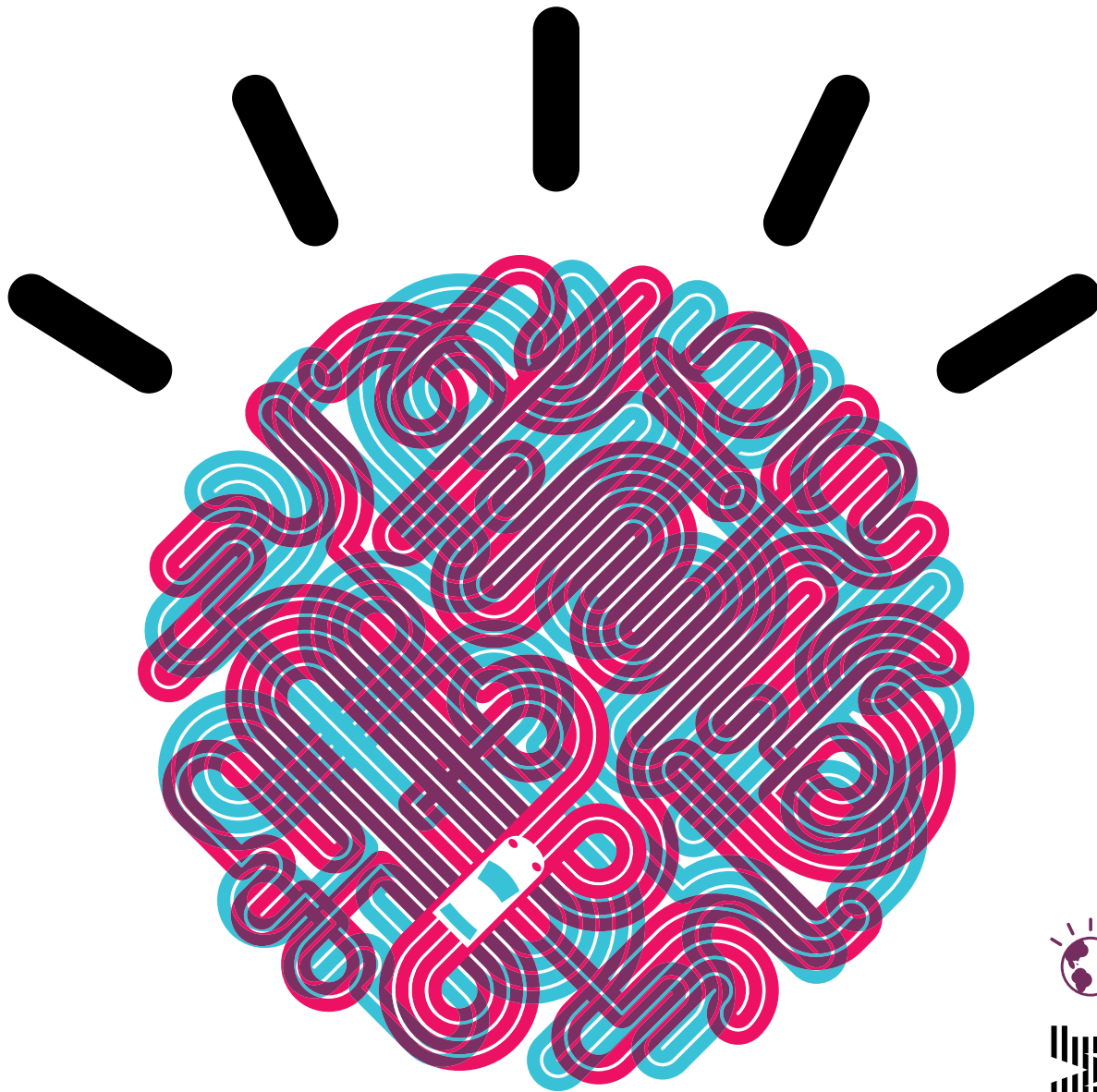
Every year people burn  
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Let's build a Smarter Planet.

IBM is a proud sponsor of the Regional Plan  
Association's 22<sup>nd</sup> Annual Regional Assembly.

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Executive Vice President

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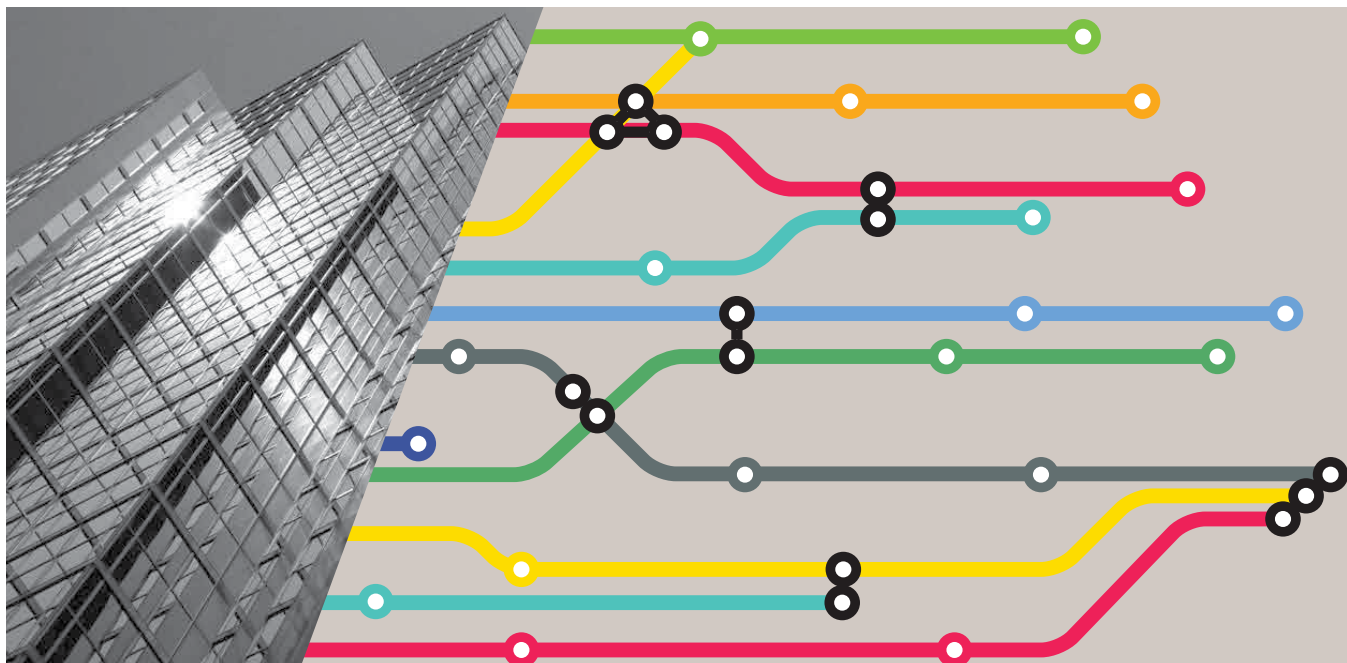
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Congratulations to  
**The Honorable James J. Florio**  
recipient of the prestigious  
RPA Lifetime Leadership Award.

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Photo: Michael Maheshi, Port Authority of NY & NJ

As a global provider of professional support services, AECOM is a leader in all of the key markets we serve, including transportation, facilities, environment, energy, water and government.

We congratulate the Honorable James J. Florio, this year's recipient of the Regional Plan Association's Lifetime Leadership Award.

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Goldman Sachs  
is a proud sponsor of the  
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HNTB CONGRATULATES  
**Governor Florio**  
 on receiving the Regional Plan  
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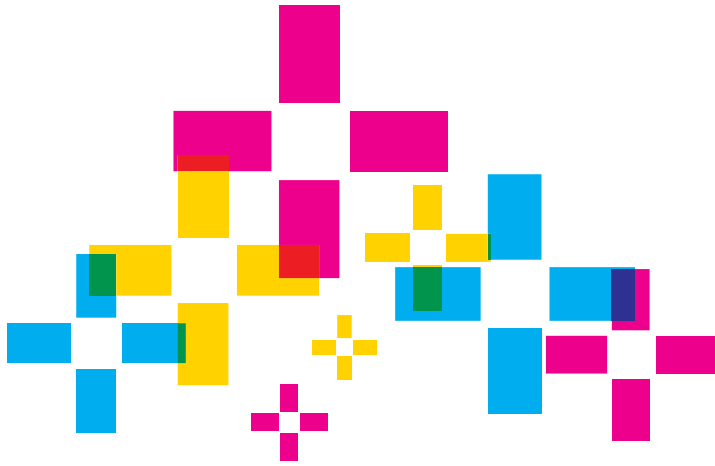
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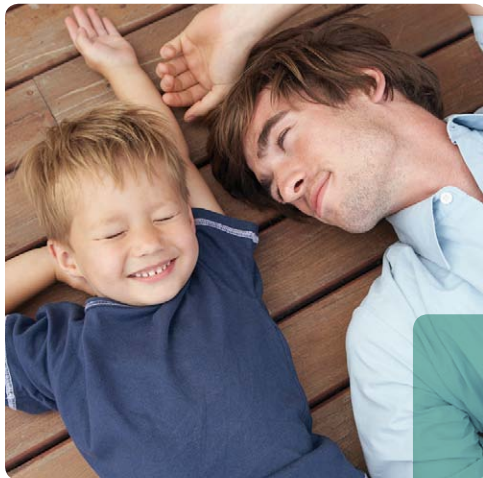
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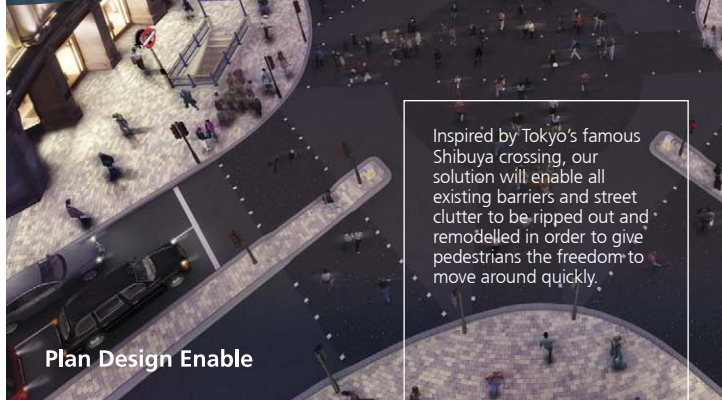
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## CONGRATULATIONS.

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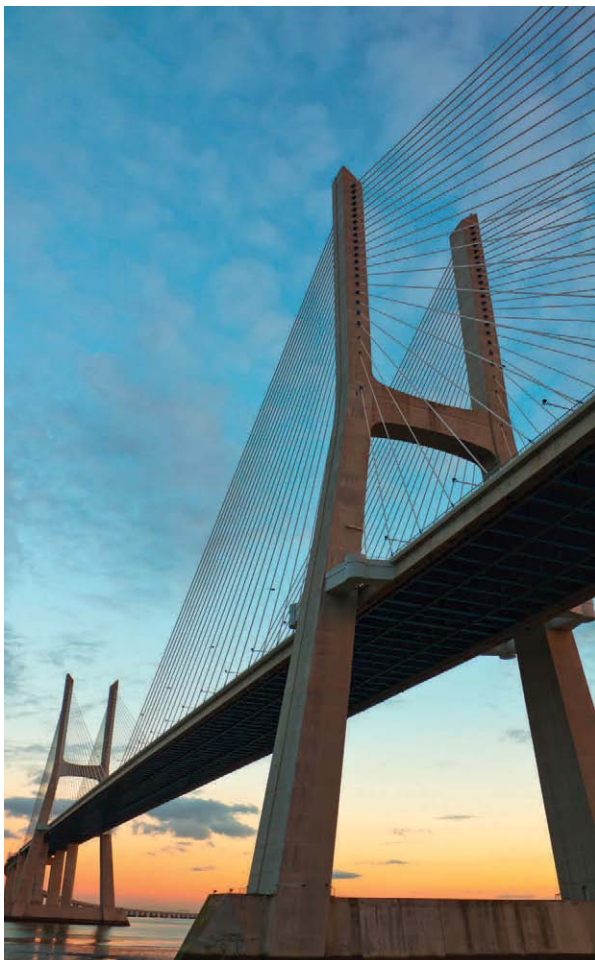
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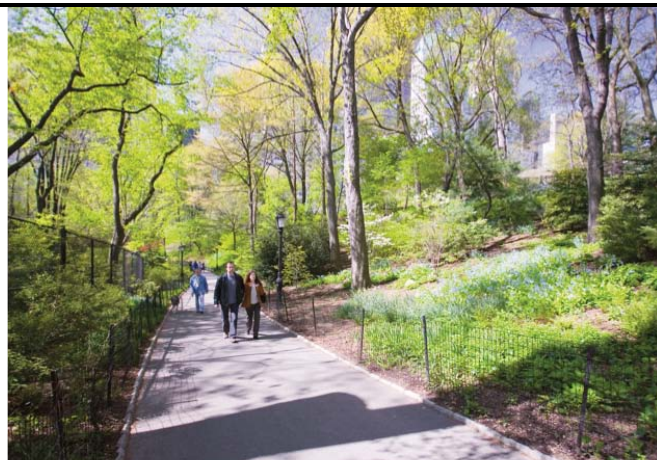
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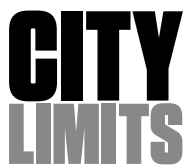
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