

Assembly

April 25, 2014 | Waldorf-Astoria, New York



Regional Plan Association

Regional Plan Association is America's oldest and most distinguished independent urban research and advocacy group. RPA works to improve the economic competitiveness, infrastructure, sustainability and quality of life 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. For more information visit, www.rpa.org.

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*Member of Executive Committee

Welcome to the RPA Assembly

We are so pleased to have you join us today as we share some initial work on the Fourth Regional Plan. When we launched this project a year ago, we set out to learn how residents, businesses and institutions in the region were faring nearly two decades since we developed the region's last comprehensive, long-range plan. We have heard from experts and community members, conducted in-depth focus groups and spent months analyzing data from dozens of sources to develop a detailed picture of our 31-county, tri-state region.

The report that we are unveiling today, *Fragile Success: Taking Stock of the Tri-State Region*, reveals a region that, despite its undeniable advances in safety, public health and jobs, faces both longstanding and emerging problems including persistent poverty and unequal access to jobs and education, soaring living costs and a growing threat from climate change.

We discovered, for example, that more than a quarter of our region's power-generating capacity is vulnerable to flooding today. By 2050, that share will rise to over half. We learned that the median household income has dropped by 4% since 1990 as housing costs have skyrocketed. Today, nearly four in 10 households in the metropolitan region spend more than a third of their income on housing.

And in a sharp departure from patterns that stretch back to World War II, our suburban areas are losing ground to New York, as poverty rates rise faster, construction lags behind and job growth fails to keep pace.

What will New York City and the tri-state metropolitan region look like 25 years from now? Will the lives of residents have improved? The research that we are presenting today creates a foundation for studying current and emerging trends so that the region can plan effectively for the future. The policy choices that we make now will influence how we live and work, how our children learn, where we go, how we get there and what we do for fun. It is vital that we make these decisions thoughtfully, armed with deep knowledge and the goal of the success of future generations.

Unless we maintain and improve our infrastructure – not just roads, bridges and subways but also power grids and digital networks – the region will struggle to support the types of jobs and work arrangements that will exist in the coming decades.

If we can't find new ways to provide public services more effectively, the cost of living will increase and we will pay higher taxes and struggle to compete with other regions and nations.

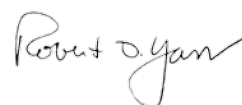
And if we don't reform our public-sector institutions, confidence in them will deteriorate, and they will remain prone to scandal, saddled with debt and riddled with inefficiencies.

At RPA, we are excited to be working on a vision for the region that seeks to leverage our vast advantages to shape a fair, prosperous and sustainable future for all residents. But this effort won't be successful without input from you and many others throughout the region. Please take some time today to share your ideas with us, by participating in a panel discussion, stopping by our "Big Ideas" table or reaching out to us over the course of our research and planning work to ask questions and offer suggestions.

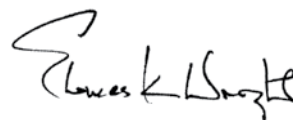
On behalf of the staff and Board of Directors of Regional Plan Association, we look forward to working with you as we build upon this work to chart a course for the future of the tri-state region.



Elliot G. Sander, Chairman



Robert D. Yaro, President



Thomas K. Wright, Executive Director

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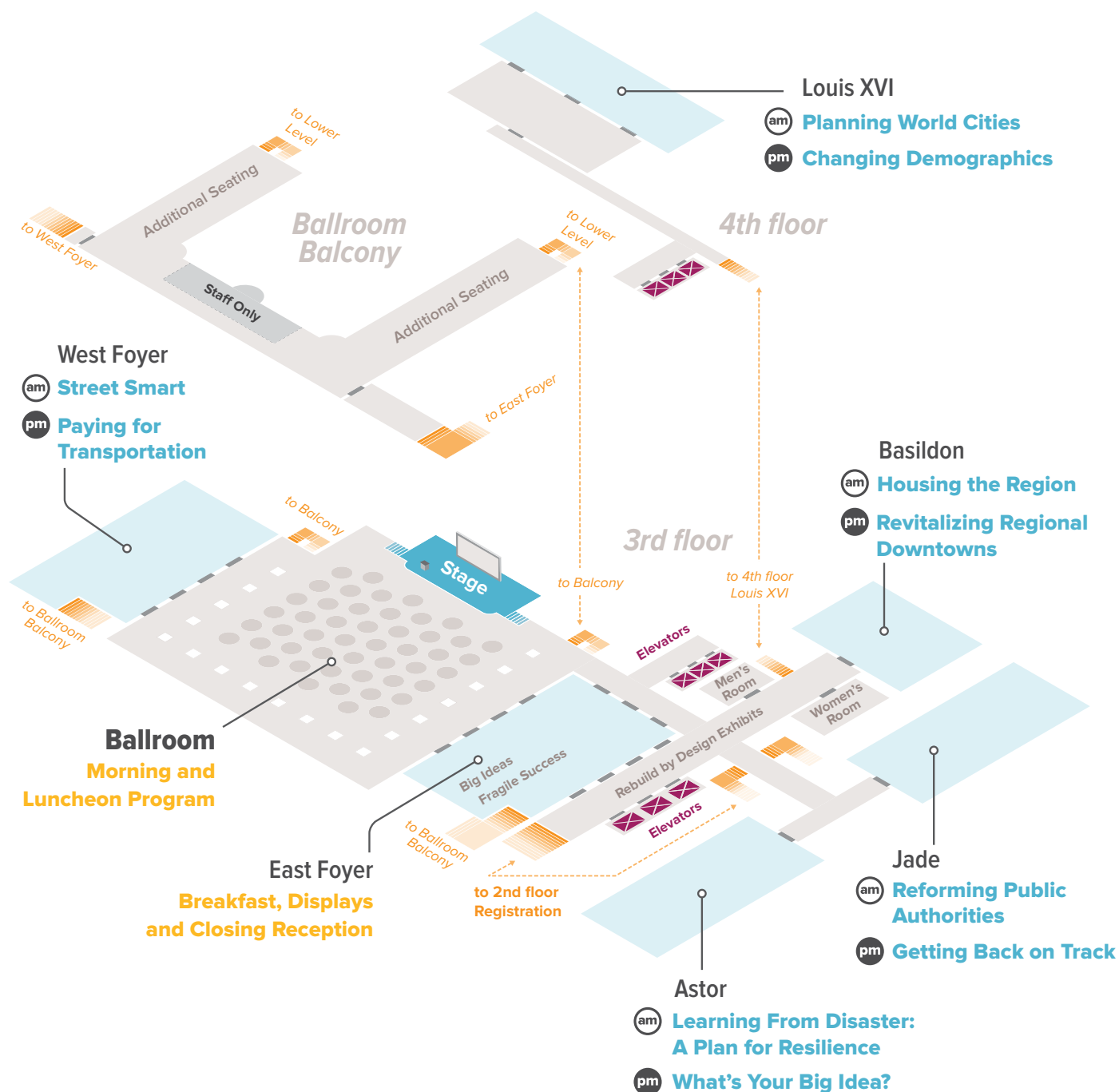
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Agenda

Friday, April 25, 2014
Waldorf-Astoria

Things to do

Explore interactive maps and charts from our new report, *Fragile Success*

East Foyer

To chart a course for the region's future, it is vital that we have a deep understanding of where we stand today. Over the past few months, RPA took an unprecedented look at our economy, sustainability and governance. Stop by one of the workstations in the East Foyer to explore interactive maps and charts that reveal some startling trends about the direction the region is headed.

Share your big ideas for the Fourth Regional Plan on the big board

East Foyer

Calling all big thinkers! Come share your ideas for the Fourth Regional Plan with RPA at the ***What's Your Big Idea*** afternoon breakout session in the Astor Room, post it on one of the big boards in the East Foyer or tweet it to us **@RegionalPlan #4thPlan**.

See the final proposals from the Rebuild by Design competition

Silver Corridor

The final design proposals from the 10 interdisciplinary teams that participated in ***Rebuild by Design***, the regional competition that harnessed innovative design and planning to build resiliency in the Sandy-affected region – will be on display in the Silver Corridor all day.

8:00 AM – 8:30 AM

Breakfast & Registration

In the East Foyer

8:30 AM – 10:00 AM

Morning Program

In the Ballroom

Welcome

Juliette Michaelson, Vice President for Strategy, Regional Plan Association

Thomas K. Wright, Executive Director, Regional Plan Association

Keynote Address

Hon. Christopher S. Murphy
U.S. Senator for Connecticut

A Conversation with the Senator

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

Fragile Success: Taking Stock of the New York Metropolitan Region

Paul E. Francis, Distinguished Senior Fellow, The Frank J. Guarini Center on Environmental & Land Use Law, New York University School of Law; Co-Chair, RPA Fourth Regional Plan Committee

Thomas K. Wright, Executive Director, Regional Plan Association

Greg Clark, Co-Chair, RPA World Cities Regional Planning Committee

10:15 AM – 11:45 AM

Morning Sessions

See program for session descriptions

Learning From Disaster: A Plan for Resilience (*Astor*)

Housing the Region (*Basildon*)

Planning World Cities (*Louis XVI*)

Reforming Authorities (*Jade*)

Street Smart (*West Foyer*)

12:00 PM – 12:45 PM

Lunch

In the Ballroom

12:45 PM – 2:15 PM

Luncheon Program

In the Ballroom

Introduction

Susan Chapman-Hughes, Senior Vice President, Account Development, Global Corporate Payments–Americas, American Express; RPA Board Member

Opening Remarks

Hon. Bill de Blasio
Mayor of New York City

Creating a Plan for the Region

Elliot G. Sander, President & CEO, HAKS Group; Chairman, Regional Plan Association

Robert D. Yaro, President, Regional Plan Association

Xavier de Souza Briggs, Vice President of Economic Opportunity & Assets, Ford Foundation

Rohit T. Aggarwala, Principal, Bloomberg Associates; Co-Chair of RPA Fourth Regional Plan Committee; RPA Board Member

Juliette Michaelson, Vice President for Strategy, Regional Plan Association

2:30 PM – 4:00 PM

Afternoon Sessions

See program for session descriptions

What's Your Big Idea? (*Astor*)

Changing Demographics (*Louis XVI*)

Getting Back on Track (*Jade*)

Paying for Transportation
(*West Foyer*)

Revitalizing Regional Downtowns (*Basildon*)

4:00 PM – 5:00 PM

Closing Reception

Cocktails in the East Foyer



am

Morning Sessions

10:15 AM – 11:45 AM

Astor

Learning From Disaster: A Plan for Resilience

In the wake of Hurricane Sandy, planners, architects and scientists have been exploring how we can change the way we think about severe weather and climate change in our vulnerable coastal region. What did Rebuild by Design – the regional competition that harnessed innovative design and planning to build resiliency in the Sandy-affected region – teach us about managing current and future risks? How can RPA's next Regional Plan pick up where Rebuild by Design leaves off? This session also will feature a report being released by the Lincoln Institute of Land Policy, *Lessons From Sandy: Federal Policies to Build Climate-Resilient Coastal Regions*, on what changes are needed in federal policy to build a more climate-resilient region.

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

The Honorable Bill Finch, Mayor, City of Bridgeport

Henk Ovink, Dutch Government Liaison to U.S. Department of Housing and Urban Development; Principal, Rebuild by Design

Robert J. Pirani, Senior Fellow for Environment & Energy, Regional Plan Association

Kellie Terry-Sepulveda, Executive Director, The Point Community Development Corporation

Gena Wirth, Associate, SCAPE/ Landscape Architecture

Jade

Reforming Public Authorities

With the public losing faith in the region's fractured and dysfunctional government agencies, it is time to rethink the institutional frameworks and explore alternative ways of organizing ourselves politically. New governance models can help prevent scandals, but more importantly, ensure better investments and policies for the entire region.

Moderator: Lynne Sagalyn, Director of The Paul Milstein Center for Real Estate, Columbia University; RPA Board Member

Carol Kellermann, President, Citizens Budget Commission

Christopher O. Ward, Executive Vice President, Dragados USA

The Honorable John Wisniewski, Assemblyman, New Jersey State Legislature

Thomas K. Wright, Executive Director, Regional Plan Association

Street Smart

New York City's Vision Zero policy sends a clear signal to drivers, taxis, trucks and others: Safety trumps the need for speed. This discussion will explore how we can allocate limited space to different modes of transportation, and how we can make our streets more livable in New York City and throughout our region.

Moderator: **Milton Puryear**, Co-Founder, Brooklyn Greenway Initiative; RPA Board Member

The Honorable Brad Lander, Council Member, City of New York

Robert Lane, Senior Fellow for Urban Design, Regional Plan Association

Gary Toth, Director of Transportation Initiatives, Project for Public Spaces

The Honorable Dawn Zimmer, Mayor, City of Hoboken

Housing the Region

Housing is failing to keep up with demand, high costs are hitting lower-income households hard and racial segregation continues to limit housing choice and economic mobility for many residents. Each of these problems is challenging in its own right. Can we address all three simultaneously?

Moderator: **Xavier de Souza Briggs**, Vice President of Economic Opportunity & Assets, Ford Foundation

Vicki L. Been, Commissioner of Department of Housing Preservation and Development, City of New York

Erin Boggs, Executive Director, Open Communities Alliance

Christopher Jones, Vice President for Research, Regional Plan Association

Darryl C. Towns, Commissioner/ CEO of Homes & Community Renewal, State of New York

Jon R. Vogel, Vice President of Development, AvalonBay Communities

Planning World Cities

Developing regional plans needs to be based on past experience and best practices. How are regional plans created around the world? Which regions are producing the most innovative plans? What can RPA learn from and what can RPA teach to the rest of the world about regional planning?

Moderator: **Greg Clark**, Co-Chair, RPA World Cities Regional Planning Committee

Don Chen, Senior Program Officer, Ford Foundation

Abha Joshi-Ghani, Director for Knowledge Exchange & Learning, The World Bank Institute

Martin Powell, Head of Urban Development, Global Centre of Competence for Cities, Siemens

Robert D. Yaro, President, Regional Plan Association

Sponsor _____

SIEMENS




pm

Afternoon Sessions

2:30 PM – 4:00 PM

Astor

What's Your Big Idea?



After the first year of research that explored the state of the region, RPA will share some potential projects, policies and initiatives that might be included in the next Regional Plan. Experts from a range of fields also will present their suggestions for tackling some of our toughest challenges, and we'll end with small group discussions follow with opportunities for others to present their big ideas.

Moderator: **Ricardo Gotla**, Director of Engagement, Regional Plan Association

Presenters:

Projjal Dutta, Director of Sustainability, Metropolitan Transportation Authority


Damon Rich, Planning Director and Chief Urban Designer, City of Newark

Peggy Shepard, Executive Director, WE ACT for Environmental Justice

Eileen Swan, Policy Manager, New Jersey Conservation Foundation

Jade

Getting Back on Track



The Northeast Corridor is at a crossroads. Current passenger rail service and future travel growth are at risk due to severe train congestion and the deterioration of the Northeast Corridor's aging infrastructure. Major investments are needed to restore its rail infrastructure to a state of good repair, and upgrade and expand it for the 21st century, particularly in the New York region, where the vast majority of trips on the corridor begin or end. This panel will discuss the importance of investing in the Northeast Corridor's infrastructure and explore strategies for moving these critical projects forward.

Moderator: **Michael Sweeney**, Senior Vice President of Northeast Division and Southern District Leader, HNTB Corporation; RPA Board Member

Joseph H. Boardman, President & CEO, Amtrak

Karen Rae, Deputy Secretary of Transportation, State of New York

Polly Trottenberg, Commissioner, New York City Department of Transportation

Robert D. Yaro, President, Regional Plan Association

Paying for Transportation

As the region's population grows, transportation infrastructure needs to be upgraded and expanded. But declining gas tax revenue, decreasing financial support from the federal government and the impact of the most recent recession have constrained traditional sources of funding for transportation projects. What are the most innovative yet practical ways to pay for the transportation projects that will help to support the future growth of our region?

Moderator: **Sotiris A. Pagdadis**, Principal, PwC; RPA Board Member

Richard Barone, Director of Transportation Programs, Regional Plan Association

Emil H. Frankel, Visiting Scholar, Bipartisan Policy Center; Senior Fellow, Eno Center for Transportation; and Independent Consultant; RPA Board Member

John H. Ma, Chief of Staff to the Executive Director, Port Authority of New York & New Jersey

Samuel I. Schwartz, President, CEO & Founder, Sam Schwartz Engineering; RPA Board Member

Margaret Tobin, Executive Director of New York Works Task Force, New York State Governor's Office

Revitalizing Regional Downtowns

Hear from mayors along with other experts on what local cities are doing to promote a network of sustainable and equitable centers throughout the region. This panel will explore what the two regional initiatives funded by the federal Partnership for Sustainable Communities taught us about the New York region and how those lessons can be incorporated into RPA's next regional plan.

Moderator: **Holly Leicht**, Regional Administrator for New York/New Jersey, U.S. Department of Housing & Urban Development

Joel P. Ettinger, Executive Director, New York Metropolitan Transportation Council

Robert Freudenberg, Director of New Jersey, Regional Plan Association

The Honorable Steven M. Fulop, Mayor, City of Jersey City

The Honorable Toni Harp, Mayor, City of New Haven

F. Carlisle Towery, President, Greater Jamaica Development Corporation

Changing Demographics

The region's population is aging and becoming more diverse, baby boomers are retiring, millennials are coming of age, immigration patterns are shifting and families are shrinking. How are these trends affecting the demand for housing, transportation and other goods and services? How are they influencing business workforce decisions? And how do they affect existing racial disparities and growing income inequality?

Moderator: **Peter J. Miscovich**, Managing Director of Strategy + Innovation, JLL; RPA Board Member

Christopher Jones, Vice President for Research, Regional Plan Association

M. Leanne Lachman, President, Lachman Associates

Paul Taylor, Executive Vice President for Special Projects, Pew Research Center

Biographies



Rohit T. Aggarwala, Principal, Bloomberg Associates; Co-Chair of RPA Fourth Regional Plan Committee; RPA Board Member

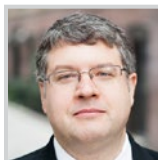
Rohit T. “Rit” Aggarwala is Special Advisor to the President of the C40 Cities Climate Leadership Group Board of Directors; Principal at Bloomberg Associates; and a Professor of Practice in International and Public Affairs at Columbia University.

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 was a consultant with McKinsey & Company from 2002 to 2006, and started his career in 1994 when he served as Special Assistant to the Deputy Administrator of the Federal Railroad Administration.

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; as a member of the board of Regional Plan Association; and as a member of the strategic advisory council of New World Capital, a New York-based private equity firm that focuses on the green sector.



Richard Barone, Director of Transportation Programs, Regional Plan Association

Richard Barone is RPA’s principal research and policy planner for transportation. Since joining RPA in 2007 as a Senior Transportation Planner, he has been charged with advocating RPA’s mobility campaign, enhancing RPA’s technical mapping and transportation data repository, and is the subject matter expert on freight/logistics, urban transportation systems, and aviation. During the past year Richard has taken a leading role in studies on Goods Movement through I-278 in NY and NJ and the on The Future of the New York Region’s Airports. He has co-authored Tomorrow’s Transit, a major study recommending over 40 potential transit improvements in the New York region. Richard was a participant in the I-95 Corridor Coalition’s 2008 Freight Academy, a one-week immersive training on all facets of the region’s

freight system. Richard was one of four 2006-2007 recipients of the September 11th Memorial Program for Regional Transportation Planning. The award was a one-year academic scholarship and paid internship at the New York Metropolitan Transportation Council (NYMTC). While at NYMTC Richard was exposed to regional planning and federal transportation funding processes and was tasked with several projects as part of the technical group. He received his Master of Science in Urban Planning from Columbia University and a Bachelor of Science in Labor and Industrial Relations from the Pennsylvania State University.



Vicki L. Been, Commissioner of Department of Housing Preservation and Development, City of New York

Vicki Been is responsible for leading the nation’s largest municipal housing agency and is charged with creating and implementing Mayor Bill de Blasio’s Five Borough Housing Plan, a bold initiative to create or preserve 200,000 affordable homes and apartments over 10 years. Prior to her appointment as HPD Commissioner, Ms. Been was Director for NYU’s Furman Center for Real Estate and Urban Policy, where her work focused on the intersection of land use, urban policy and affordable housing and addressed such issues as how to build more resilient and inclusive communities, how zoning regulations shape development patterns, and the fairness and effectiveness of foreclosure responses such as mortgage modifications. She also served as the Boxer Family Professor of Law at NYU School of Law and Affiliated Professor of Public Policy of the NYU Wagner Graduate School of Public Service.



Hon. Bill de Blasio, Mayor, City of New York

Mayor Bill de Blasio is the 109th Mayor of New York City. From his early days as a young City Hall staffer, to serving on his local school board, to his most recent position as Public Advocate for the City of New York, Bill de Blasio has spent his life fighting to ensure that every New Yorker - in every neighborhood throughout our five boroughs - gets a fair shot.

Together with his wife Chirlane, Bill is the proud parent of Chiara, a college sophomore, and Dante, a high school junior. Having raised their children in Brooklyn and

sent them to New York City public schools, Bill and Chirlane understand firsthand the fundamental role parents and teachers share in educating the next generation - and of the importance of providing equal educational opportunities in all neighborhoods.

After graduating from NYU, Bill studied at Columbia University's School of International and Public Affairs. He began his career in public service as a junior staffer for New York City's first African-American mayor, David N. Dinkins, and later became an assistant for community affairs at City Hall.

In 1997, Bill moved to the U.S. Department of Housing and Urban Development, working as Regional Director under then-Housing Secretary Andrew Cuomo, as New York and New Jersey's highest-ranking official in the department. At HUD, he crisscrossed the Tri-State region, gaining a critical understanding of the diverse communities that make up the New York metropolitan area. As regional director, Bill fought for increased federal funding for affordable homes and expanded housing services for senior citizens.

In 1999, Bill joined District 15's School Board in Brooklyn, where he championed early childhood education and parental involvement and expanded pre-K programs, helping his district become the first to cap first grade class sizes.

In 2000, Hillary Clinton asked Bill to manage her historic campaign for the U.S. Senate. Working at the head of a vast grassroots operation, he helped re-introduce Mrs. Clinton to New Yorkers and deliver her message about prioritizing children and families, securing her a decisive victory in a highly competitive campaign.

Two years later, Bill started his service on the New York City Council, representing the diverse Brooklyn neighborhoods of Park Slope, Sunset Park, Boro Park, Carroll Gardens, Cobble Hill, Windsor Terrace, Red Hook, and Kensington.

In his eight years on the City Council, Bill focused his efforts on improving public education, engaging parents, expanding affordable housing, and protecting New York's middle-class and working poor. He wrote landmark tenants' rights legislation to protect affordable housing and end landlord discrimination for everyday New Yorkers. Bill also was a vocal advocate for services designed to support fragile families and vulnerable children. After the tragic death of seven-year-old Nixzmary Brown in 2006, he

investigated the case as Chair of the Council's General Welfare Committee, holding four hearings examining the City's role in fighting child abuse.

In 2010, Bill was sworn in as New York City Public Advocate, the second-highest citywide elected office. As Public Advocate, Bill launched the "NYC Worst Landlords Watchlist" to publicly identify landlords who took advantage of everyday New Yorkers, pressing them to improve building maintenance and upkeep. Bill made his voice heard across our city as a forceful advocate for stronger representation and services for the millions of workers who are the foundation of New York City's economy.

As mayor, Bill is committed to making sure every child gets a great education, protecting our streets and our communities, and building a city where New Yorkers from all five boroughs can start businesses, raise their families, and afford to live in their own neighborhoods.



Joseph H. Boardman, President and CEO, Amtrak
Joseph H. Boardman became Amtrak President and Chief Executive Officer in November 2008. He has been in the transportation industry for more than 40 years with experience on the local, state and federal levels, including his own transportation management company.

Under his leadership, Amtrak has improved its operating and financial performance and is building the equipment, infrastructure and organization needed to ensure strong growth continues. The company is investing in projects to enhance the passenger experience, support its national network and provide the U.S. a global competitive advantage.

Before joining Amtrak, he was Federal Railroad Administrator, Commissioner of the New York State Department of Transportation and held leadership positions at the Transportation Research Board and at the American Association of State Highway and Transportation Officials.



Erin Boggs, Executive Director, Open Communities Alliance
Erin Boggs is the Executive Director of Open Communities Alliance, a new Connecticut-based civil rights organization promoting access to opportunity and housing choice with

the help of an urban-suburban interracial coalition. Prior to launching the Alliance, Ms. Boggs was Deputy Director of the Connecticut Fair Housing Center and Staff Attorney and Interim Legal Director of the CT ACLU, where she litigated fair housing cases. At the Connecticut Fair Housing Center, Ms. Boggs dedicated a major portion of her time to developing materials and messaging about the impact of segregation on access to opportunity for people of color in Connecticut. Partnering with the Kirwan Institute for the Study of Race and Ethnicity, Ms. Boggs assisted with the development of a means to assess and map "opportunity" - a census-tract-level assessment of neighborhood quality including data on poverty, crime, and educational achievement. This work has begun to influence housing policy - reshaping the conventional wisdom on affordable housing placement.



Susan E. Chapman-Hughes, Senior Vice President, U.S. Account Development, Global Corporate Payments, American Express; RPA Board Member

In November 2013, Susan Chapman-Hughes was named Senior Vice President, U.S. Account Development - Global Corporate Payments (GCP). In her new role, Susan is responsible for leading and managing GCP's U.S. and multinational customers representing \$43 billion in annual charge volume. With over 1,500 customers, the team partners with clients to deliver innovative payment programs.

Prior to joining GCP, Susan led the Global Real Estate and Workplace Enablement group for the company. Her responsibilities included leading Real Estate Strategy and Operations, Workplace Experience and Health and Safety in support of the American Express portfolio of over 62,000 employees in 41 countries. She led creation of "Bluework", an industry leading, award winning, innovative workplace transformation initiative. In 2012, Bluework received the Chairman's Award for Innovation - Top Innovators Prize, a first for real estate. She serves as the Executive Sponsor for the Company's BlueEn Network. An employee resource group focused on flexible virtual workers. She has also served on the leadership teams of the American Express

Women's Network and the World Monuments Fund Watch List Advisory Committee (WLAC).

As an experienced global executive, Ms. Chapman-Hughes has led various organizational business transformation and growth efforts in Fortune 500 companies including Citigroup and Level 3 Communications.

In addition to her professional roles, Ms. Chapman-Hughes is committed to volunteer work for non-profit community development organizations across the United States and remains an active mentor to young people in her community. Her volunteer work includes serving on many boards including The National Trust for Historic Preservation, The Regional Plan Association of New York (RPA), Leadership Education and Development (LEAD), A Better Chance, Girls Inc. and the NYU Schack Institute of Real Estate Advisory Board.

Ms. Chapman-Hughes has received numerous awards for her achievements. In 2013, she was named to the Griot 100 list by Griot.com/NBC Universal and as one of the "100 Most Creative People in Business" by Fast Company.

Ms. Chapman-Hughes holds a Master of Business Administration in Real Estate and Urban Land Economics from the University of Wisconsin-Madison. She also holds a Master of Regional Planning from The University of Massachusetts-Amherst and a Bachelor of Science in Engineering from Vanderbilt University.

Ms. Chapman-Hughes resides in New York with her husband.



Don Chen, Senior Program Officer, Ford Foundation

Don Chen works on reforming the rules that shape municipal and regional growth by pursuing integrated approaches to affordable housing, public transportation, land use and community planning. His grant making supports institutions working to reduce poverty and provide economic opportunities for low-income people through equitable development in U.S. metropolitan areas.

Don joined the Ford Foundation in 2008. Previously he was the founding executive director and CEO of Smart Growth America, where he led efforts to create the National Vacant Properties Campaign and the Transportation for America Campaign, and orchestrated a merger with the Growth Management Leadership Alliance.

He co-authored "Growing Cooler: The Evidence on Urban Development and Climate Change" (Urban Land Institute, 2008) and "Once There Were Greenfields: How Urban Sprawl Is Undermining America's Environment, Economy and Social Fabric" (Natural Resources Defense Council, 1999) and also wrote "The Science of Smart Growth," which appeared in Scientific American (December 2000).

He was a founding board co-chairman of the Environmental Leadership Program, and served on the boards of West Harlem Environmental Action and Grist magazine. Don has a master's degree from the Yale University School of Forestry & Environmental Studies and a bachelor's degree in political science from Yale.



Greg Clark, Co-Chair, RPA World Cities Regional Planning Committee

Greg Clark is an advisor, advocate, and mentor on city and regional development and reform. He works with public and private leadership in global cities, global firms, global organisations, and at global events.

Trained as an Economist, Social and Political Scientist, City & Regional Planner at Cambridge University, UK, Columbia University, NYC, and London School of Economics. He is a Harkness Fellow and author of ten books and numerous reports and papers on cities and business development issues. He has won various international prizes for his work on cities and urban/metropolitan development. He regularly chairs summits and congresses on city / regional and investment / development issues and acts as a mentor and moderator for leadership and strategy forums and boards. He is currently moderator of the World Mayors Forum, The Moscow Urban Forum, The EU Mayors Think Tank, and The World Bank City Leadership Initiative.

He was previously Chairman of British BIDs (2010 to 2014), a Commissioner on the West End Commission (2012-2013) and Member of the Promote London Council (2009/2011). From 2008 to 2014 he was chairman of the International Advisory Board of the Sao Paulo Strategic Plan and International Advisor on the Metropolitan Strategic Plans of Barcelona, Gauteng/Johannesburg, Turin, Western Cape/Metro Cape Town, and Auckland. He has led 28 Reviews of City and Region development for the OECD.

From 1988 to 2006 he held a range of managerial roles including: Lead Advisor on City & Regional Development, Office of the Deputy Prime Minister, UK Government, Executive Director of Strategy and Communications, London Development Agency, Managing Director, Economic Development, at Greater London Enterprise, Chief Executive of the London Enterprise Agency, and International Programmes Director at the London Docklands Development Corporation. Previously Member of The Boards of the International Economic Development Council and the European Association of Development Agencies.



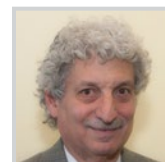
Projjal K. Dutta, Director of Sustainability, Metropolitan Transportation Authority

Projjal K. Dutta is the Metropolitan Transportation

Authority's first ever Director of Sustainability. He has two primary responsibilities: 1) To reduce the environmental footprint of the MTA and 2) to verifiably measure the carbon benefits that accrue to the region, due to the MTA. In a carbon-constrained future, this could generate resources.

Projjal was instrumental in the measurement and verification of MTA's carbon footprint, and its registration with the Climate Registry. He has played a leadership role in the transit industry's effort to quantify its carbon benefits. He has lectured and written extensively on the subject of 'carbon avoidance'; including at Harvard, Yale and Columbia Universities.

Projjal has more than twenty years of experience in projects ranging in scale from urban to residential, with a particular emphasis on sustainable design. Before joining the MTA, he worked as a sustainable architecture consultant. His graduated from MIT, which explored the construction of low-cost housing from waste packaging, was adjudged the "Best Thesis". His built projects have been featured in publications in the U.S. and abroad.



Joel P. Ettinger, Executive Director, New York Metropolitan Transportation Council

Joel P. Ettinger was appointed Executive Director of the New York Metropolitan Transportation Council (NYMTC) in March 2005. NYMTC is a regional council of governments that is the MPO for New York City, Long Island and

the lower Hudson Valley. Prior to joining NYMTC, he was Regional Administrator for the FTA in Chicago, overseeing the Federal transit program in Illinois, Indiana, Minnesota, Michigan, Ohio and Wisconsin.

Joel is a native New Yorker. He received his Bachelor of Civil Engineering degree from the City College of New York and a Master of Science in Transportation Planning from Northwestern University. Joel and his wife, Gail, live on the upper west side of Manhattan.



Hon. Bill Finch, Mayor, City of Bridgeport

Mayor Finch has long been an advocate for programs, legislation, and organizations that promote green living and green business in the state of Connecticut. As a State Senator, Mayor Finch served as chair of the Environment Committee where he fought for clean water funds, expansion of the bottle bill, and brownfield cleanups. In his first year in office, Mayor Bill Finch signed an Executive Order to promote sustainability in the Park City. The Mayor then assembled a team of 100 volunteers who worked tirelessly for 18 months to compile the BGreen 2020 initiative, which serves as a "Greenprint" for the City's overall vision for sustainability. Among the programs included in the BGreen2020 Initiative are solar leasing of rooftops, a comprehensive energy plan, and a Parks Master Plan. Mayor Finch's goal is to make Bridgeport the greenest city in New England and have it serve as a model for other cities in the region.



Paul E. Francis, Distinguished Senior Fellow, The Frank J. Guarini Center on Environmental & Land Use Law, New York University; Co-Chair of RPA Fourth

Regional Plan Committee; RPA Board Member

Paul Francis is a Distinguished Senior Fellow of the Guarini Center on Environmental and Land Use Law. He was previously the Director of Agency Redesign and Efficiency and the Vice-Chair of the Spending and Government Efficiency (SAGE) Commission under Governor Andrew Cuomo of New York. He completed his State service when the SAGE Commission issued its final report on February 12, 2013. Before enter-

ing the Cuomo administration, Paul served as the Policy Director in Governor Cuomo's 2010 gubernatorial campaign.

Paul was the Chief Operating Officer of the Financial Products Division of Bloomberg L.P., the world's leading provider of financial data and analytics, from September 2008 until May 2010, when he joined the Cuomo campaign. Paul was responsible for the business planning function in the Financial Products Division in addition to various operational and business development assignments.

Paul served as Governor Eliot Spitzer's Budget Director during 2007 and became the Director of State Operations in January 2008, a position he continued to hold under Governor David Paterson until the end of the 2008 legislative session. During 2005-2006, Paul was the Policy Director for the Spitzer 2006 gubernatorial campaign and the gubernatorial transition.

Before entering politics and government, Paul spent 25 years in the private sector. He practiced law for two large New York firms – Shearman & Sterling and Skadden, Arps, Slate, Meagher & Flom – from 1980-1986. In 1986, he joined the investment banking division of Merrill Lynch & Co. as an associate. He left Merrill Lynch as a Managing Director in 1993 to become the Chief Financial Officer of Ann Taylor Stores Corporation. In 1997, Paul became the sixth employee and founding Chief Financial Officer of Priceline.com. He led Priceline's IPO and helped to build the business into a leading e-commerce company. From 2001-2004, Paul was the Managing Partner of the Cedar Street Group, a venture capital firm that invested in early stage technology companies.



Emil H. Frankel, Visiting Visiting Scholar, Bipartisan Policy Center; Senior Fellow, Eno Center for Transportation; and Independent Consultant;

RPA Board Member

Emil H. Frankel is a Visiting Scholar at the Bipartisan Policy Center, Senior Fellow at the Eno Center for Transportation, and an independent consultant on transportation policy and public management issues.

Frankel served as Assistant Secretary for Transportation Policy of the U.S. Department of Transportation. Appointed by President George W. Bush, Frankel played a key role in the coordination and development of

the Administration's proposal to reauthorize the federal highway, transit, and highway safety programs. He also served as Commissioner of the Connecticut DOT from 1991 to 1995, and founding Vice Chair of the I-95 Corridor Coalition.

Frankel received his Bachelor's Degree from Wesleyan University, his LL.B. from Harvard Law School, and was a Fulbright Scholar at Manchester University. He is now a Trustee Emeritus at Wesleyan University.



Robert Freudenberg, Director of New Jersey, Regional Plan Association

Robert Freudenberg is RPA's New Jersey Director and oversees the NJ office in Princeton where he coordinates RPA's New Jersey Committee and manages the state program with a focus on sustainability planning and policy. Robert applies sustainability principles to his project management work, which includes downtown revitalization, TOD, regenerative design, natural resources stewardship, coastal planning, and parks & recreation initiatives. Current project work in New Jersey includes creating a neighborhood plan for East Camden, developing land use and economic profiles for communities along Union County's Route 28 corridor, partnering with the HUD North Jersey Sustainable Communities Consortium, working to implement regenerative practices in the New Jersey Highlands and providing technical assistance to the City of Newark. Robert is also the Acting Director for RPA's Long Island Program where his most recent work focused largely on TOD planning in downtowns, co-authoring the 2010 LI Index Places to Grow report; partnering with the firm Moule & Polyzoides to prepare the Village of Freeport's Downtown Master Plan; and working with Senior Fellow Rob Lane to write a Downtown Revitalization Plan for the Village of Lynbrook. Additionally, Mr. Freudenberg co-managed the LI 2035 Visioning Initiative and ran the 2008 Long Island Regional Design Institute at Adelphi University. Prior to joining RPA, Mr. Freudenberg was selected as a 2004 NOAA Coastal Management Fellow by the New Jersey Department of Environmental Protection. Working for the DEP's Office of Policy, Planning and Science, he developed and delivered place-based educational community workshops designed to increase awareness of state policies at the local level. Mr. Freudenberg holds a Master of Public

Administration in Environmental Science and Policy from Columbia University's School of International and Public Affairs and a BS in Environmental Biology from SUNY College of Environmental Science and Forestry. He currently serves on the Board of Downtown New Jersey.



Hon. Steven M. Fulop, Mayor, City of Jersey City
Mayor Steven M. Fulop, 37, a democrat, is the 49th and current Mayor of

Jersey City, having served since winning a victory in 2013 over his three term incumbent opponent.

Upon graduation from college, he worked for years in financial services at Goldman Sachs, and in the wake of September 11 joined the Marines and was deployed to Iraq.

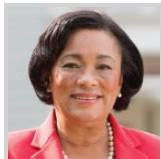
Prior to becoming mayor, he established himself as an independent voice in democratic politics for eight years as the Councilman of Jersey City's Ward E.

Originally from Edison, NJ, he is a triathlete, son of Holocaust survivors, and a proud first-generation American. He has his MA in Public Administration from Columbia University, an MBA from NYU's Stern School, and completed his undergraduate degree at Binghamton University.



Ricardo Gotla, Director of Engagement, Regional Plan Association

Ricardo Gotla is RPA's director of public engagement. He works with a wide range of constituents in the civic, business and government sectors to generate awareness and seek input on RPA's Fourth Regional Plan. Ricardo joined RPA in 2014 from the New York League of Conservation Voters, where he led the organization's government relations and policy efforts. Building on strategic relationships with decision makers, business and nonprofit leaders, Ricardo drove the passage of sustainability legislation and advanced environmental policies on the local and state level. Ricardo received a B.A. in politics from the University of California, Santa Cruz, and an M.S. in urban policy from Milano, The New School.



Hon. Toni Harp, Mayor, City of New Haven

An abiding commitment to social justice steers New Haven Mayor Toni

Harp's career in public service. Over time she earned a reputation as "the conscience of the Senate" at the Connecticut state Capitol. Her drive for inclusiveness, equality, and integrity is the byproduct of resonant, across-the-board life experiences.

Toni's career in elected office began as a member of New Haven's Board of Aldermen; she then served 21 years as state senator.

Throughout her distinguished tenure, Toni's signature issues have never wavered:

- Full access to affordable healthcare, regardless of ethnic, cultural, or economic differences.
- A responsive and effective public safety network working hand-in-hand with an equitable criminal justice system.
- Maximizing opportunity for each individual student through public education, with particular emphasis on early childhood learning and development of reading skills.
- Job creation and economic opportunity so residents enjoy the rewards and responsibilities of employment.

Toni Harp has lived in New Haven for more than 40 years. She is the proud mother of three grown and accomplished children—Djana, Jamil, and Matthew.

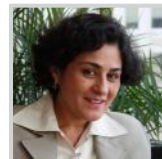


Christopher Jones, Vice President for Research, Regional Plan Association

Christopher Jones directs economic, housing, trans-

portation and urban development research for Regional Plan Association. Since joining RPA in 1994, he has led several multi-disciplinary initiatives to improve economic, social and environmental conditions in the New York-New Jersey-Connecticut region. Most recently, he managed a collaborative effort leading to a \$3.5 million federal Sustainable Communities Regional Planning Grant on behalf of 17 cities, counties and planning organizations in New York and Connecticut. He has authored several reports and articles on regional development and urban policy, including a comprehensive analysis of metropolitan housing, development alternatives for Manhattan's Far West Side, downtown revitalization on Long Island, property tax reform in New Jersey, and the Economy and

Workforce chapters of RPA's Third Regional Plan. Prior to joining RPA, Mr. Jones was the Special Assistant to the Deputy Mayor for Planning and Development in New York City.

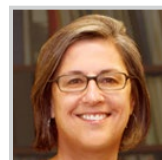


Abha Joshi-Ghani, Director for Knowledge & Thematic Learning, The World Bank Institute

Abha Joshi-Ghani is the Director for Knowledge Exchange and Learning (WBIKL) at the World Bank Institute. Until recently she headed the World Bank's Global Urban Development Practice where she oversaw the World Bank's work on Urban Policy and Strategy and Knowledge and Learning. She is also the Head of the Global Urbanization Knowledge Platform, a multi-partner initiative of the World Bank. She led the World Bank's Urban Strategy in 2010.

Ms. Joshi-Ghani is the Chair of the Global Agenda Council on Urbanization of the World Economic Forum. She is also the co-editor of the forthcoming book "Rethinking Cities" with Professor Edward Glaeser. She has worked primarily on infrastructure finance and urban development at the World Bank. Her regional experience in the World Bank includes South and East Asia, Africa and the Middle East.

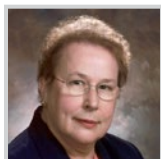
She holds an M.Phil from Oxford University, UK and a Masters from Jawaharlal Nehru University in New Delhi and a Bachelors from Lady Sri Rama College, Delhi University.



Carol Kellermann, President, Citizens Budget Commission

Carol Kellermann is President of the Citizens Budget Commission. Kellermann has over 25 years experience in leadership positions in non-profit, philanthropic, and government settings. She has served as Interim Executive Director of the Alliance for Young Artists and Writers and PENCIL, Inc., and as a consultant to City University of New York, where she initiated a pilot program to improve graduation rates and job outcomes at CUNY's six community colleges. As Executive Director and CEO of the September 11 Fund she oversaw the \$500+ million charitable fund, which provided grants and assistance for the short and long term needs of victims of the September 11th attacks. Prior to that, she was Executive Director of

Learning Leaders, the oldest and largest volunteer program in the New York City public schools. Kellermann has been chief of staff to then Congressman Charles E. Schumer and held various executive positions in New York City government, including Deputy Commissioner of the NYC Department of Finance. She holds degrees from Harvard Law School and Harvard College.



M. Leanne Lachman, President, Lachman Associates

M. Leanne Lachman is President of Lachman Associates, an independent real estate consulting firm serving private and institutional investors. She is an Executive-in-Residence at Columbia University's Graduate Business School and serves on the boards of Liberty Property Trust and Lincoln National Corporation.

Ms. Lachman's research interests range from low- and moderate-income housing policy and the importance of the underground economy to long-term demographic patterns and urban redevelopment. Her most recent monographs, coauthored with Deborah L. Brett and published by the Urban Land Institute (ULI), are *Generation Y: Shopping and Entertainment in the Digital Age* and *Generation Y: America's New Housing Wave*.

She was awarded her B.A. from the University of Southern California and her M.A. from Claremont Graduate University.



Hon. Brad Lander, Council Member, City of New York

Brad Lander is a New York City Council Member representing Brooklyn's 39th District, and a leader on issues of affordable housing, livable communities, the environment, and public education. Named one of "Today's Social Justice Heroes" by The Nation magazine, Lander is co-chair of the Council's Progressive Caucus and was one of the first council members to bring "participatory budgeting" to his district, giving residents the power to decide which projects to support with their tax dollars. Prior to serving in the City Council, Brad directed the Pratt Center for Community Development and the Fifth Avenue Committee, a nationally-recognized community development organization.



Robert Lane, Senior Fellow for Urban Design, Regional Plan Association

Rob Lane, an architect and urban designer, is a senior fellow for urban design at RPA. He directs the regional design program, which is devoted to improving the metropolitan landscape through research and place-based planning and design interventions. Mr. Lane's current and recent past work focuses on the relationship between transit, land use and urban design and emphasizes public participation and communication through visual techniques. Projects include the Newark Vision Plan, the Far West Side Redevelopment Alternatives Study and the Civic Alliance community design workshop for the re-building of Lower Manhattan after the 9/11 attacks. Currently, he is co-managing RPA's participation in the Rebuild by Design initiative, in partnership with the Institute for Public Knowledge, the Municipal Art Society and Van Alen Institute.

Before coming to RPA, Lane was an associate at Kohn Pedersen Fox Architects, PC. Mr. Lane received his bachelor of arts from Cornell University and a master of architecture from Columbia University.

Lane was a Loeb Fellow at Harvard University's Graduate School of Design during the 2008-09 academic year. Lane was recently a fellow at the Design Trust for Public Space for the *Making Midtown* initiative.



Holly Leicht, Regional Administrator for New York/New Jersey, U.S. Department of Housing & Urban Development

Holly Leicht was appointed HUD Regional Administrator (RA) for New York and New Jersey in January, 2014 by Secretary Shaun Donovan. As RA, Holly oversees \$6 billion in HUD funding, programs and activities in both states, as well as managing Field Offices in Buffalo, Albany, and Newark. In addition to ensuring that HUD provides safe, decent, and affordable housing to individuals and families, Holly also closely monitors the implementation of the Hurricane Sandy Rebuilding Task Force recommendations, designed to create a path towards long-term, resilient rebuilding.

Prior to her appointment, Holly was the Executive Director of New Yorkers for Parks (NY4P), a research-based advocacy organization championing quality public spaces for all New Yorkers. During her tenure, NY4P

worked closely with the New York City Housing Authority (NYCHA) to assess and improve its open spaces, including analyzing and making recommendations for NYCHA-owned public spaces in Mott Haven, as part of a HUD Choice Neighborhoods transformation plan.

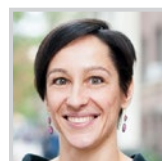
From 2004 to 2011, Holly held multiple positions at the NYC Department of Housing Preservation and Development, most recently as Deputy Commissioner for Development. She oversaw Mayor Bloomberg's New Housing Marketplace Plan to build and preserve 165,000 units of housing. Prior to that, Holly was Director of Planning at the Lower Manhattan Development Corporation, and the Menapace Fellow of Urban Land Use Law and Director of Design, Planning and Advocacy at the Municipal Art Society, where she co-directed Imagine New York. She grew up in St. Louis and graduated magna cum laude from Yale College and cum laude from Northwestern University School of Law.



John H. Ma, Chief of Staff to the Executive Director, Port Authority of New York & New Jersey

John Ma is the Chief of Staff to the Executive Director at the Port Authority of New York & New Jersey. Immediately prior to joining the Agency in November 2011, he was the Executive Director of the New York City Industrial Development Agency, an arm of the NYC Economic Development Corporation. John was formerly a Managing Director at Goldman, Sachs & Co., where he advised on transportation and infrastructure transactions.

He has a J.D. from Yale Law School and an A.B. from Harvard College. John lives in Brooklyn with his wife and two children.



Juliette Michaelson, Vice President for Strategy, Regional Plan Association

As Vice President for Strategy at Regional Plan Association, Juliette Michaelson is managing RPA's Fourth Regional Plan. The plan, to be released in 2016, will provide a blueprint for the region's growth, sustainability, good governance and economic opportunity for the next generation. Juliette is leading the ambitious research and public engagement effort necessary to identify the plan's

recommendations and build the network of constituents who will help carry them out over 25 years.

Juliette has overseen a number of projects at RPA, including the creation of a network of transit-agency executives from around the world. She is also the author of two landmark reports that quantified how much transit service improves home values near train stations. Prior to joining RPA, Juliette worked at Project for Public Spaces, where she managed a range of outreach, education and training programs to help municipalities and state departments of transportation work together and make concordant land use and transportation decisions. Juliette received a Bachelor of Arts in Political Science from Princeton University and a Master's in Urban Planning from Columbia University.



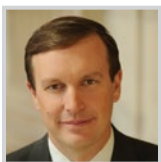
Peter Miscovich, Managing Director of Strategy + Innovation, JLL; RPA Board Member

As Managing Director with Jones Lang LaSalle (\$4 Billion Global Real Estate Advisory and Investment Firm) – Peter develops innovative Business Strategies and Workplace Transformation solutions for the firm's Global 100 clients. He is considered an industry expert in the areas of Emerging Technologies and Workplace Innovation.

Peter has been recognized as a global thought leader by Accenture, The Brookings Institute, The Conference Board, CORENET Global, The Rockefeller Foundation, The Urban Age Institute, The Urban Land Institute and The Woodrow Wilson Center.

Peter serves on the Boards for the Regional Plan Association (RPA) and the CERES Presidents Council as well as serving as Chair and Trustee for The Garrison Institute – all leading organizations focused upon systemic transformation and social change.

As a former Partner with PricewaterhouseCoopers (PwC) Global Advisory practice – he earned his Executive Credentials from the MIT Sloan Business School and his Civil Engineering Degrees from the University of Arizona.



Hon. Christopher S. Murphy, U.S. Senator for Connecticut

Senator Christopher S. Murphy is the junior United States Senator for Connecticut. Elected

in 2012, Murphy serves on the Health, Education, Labor, and Pensions (HELP) Committee, the Foreign Relations Committee, and the Joint Economic Committee.

Prior to his election to the U.S. Senate, Murphy served Connecticut's Fifth Congressional District for three terms in the U.S. House of Representatives. The Fifth District includes the towns of Danbury, Meriden, New Britain, Torrington, and Waterbury. During his three terms, Murphy served on the Foreign Affairs Committee, the Committee on Oversight and Government Reform, the Energy and Commerce Committee, and the Committee on Financial Services.

Before his service in the U.S. Congress, Murphy served for eight years in the Connecticut General Assembly. He spent four years representing Southington and the 81st district in the House, and then spent four years representing the 16th Senatorial District, which includes the towns of Waterbury, Wolcott, Cheshire and Southington. While in the Senate, he served as the Chairman of the Public Health Committee.

Senator Murphy grew up in Wethersfield, Connecticut, and attended Williams College in Massachusetts, graduating with honors and a double major in history and political science. In 2002, he graduated from UConn Law School in Hartford, Connecticut. He practiced real estate and banking law from 2002-2006 with the firm of Ruben, Johnson & Morgan in Hartford.

On August 18, 2007, Murphy married Cathy Holahan, an attorney. They have two sons named Owen and Rider.



Henk Ovink, Dutch Government Liaison to U.S. Department of Housing and Urban Development; Principal, Rebuild by Design

Henk WJ Ovink is senior advisor for Secretary Shaun Donovan of HUD in his role as Chair of the Hurricane Sandy Rebuilding Task Force. He is responsible for the long term planning strategy and the Task Force legacy process, Rebuild by Design and the regional resilience science center and works with the infrastructure and strategy teams. Before joining the Task Force, Ovink was both Director General of Spatial Planning and Water Affairs and Director National of Spatial Planning for the Ministry of Infrastructure and the Environment in the Netherlands. As Director General he was responsible for the national policy, the na-

tional legal frameworks, the long term strategy, investments, programs and projects for water affairs and national spatial planning in the Netherlands. Ovink teaches at Harvard GSD, Columbia GSAPP, UK School of Design, TU Delft and the University of Groningen. He is member of the advisory boards of the The Berlage Institute, the UK School of Design, Delft University of Technology Faculty of Architecture, Master City Developer Rotterdam and chair of the research program on Strong Cities. Ovink initiated the research program Design and Politics, the connecting chair Design and Politics at the TU Delft and a series of publications with 010 Publishers, called 'Design and Politics'.



Sotiris A. Pagdadis, Partner, PwC; RPA Board Member

Dr. Sotiris Pagdadis is a Principal at PwC where he leads the State and Local Government initiatives for the Firm's Capital Projects and Infrastructure Practice. He has over 25 years of experience consulting with top executives in public and private sector infrastructure management.

Throughout his career, he has helped clients manage the complexities associated with the capital development of mega-projects, providing strategic support in procurement selection, managing risk, establishing the right public-private partnership, project financing, and managing stakeholder expectations. His track record includes work in 23 countries around the world.



Robert J. Pirani, Senior Fellow for Environment & Energy, Regional Plan Association

Robert Pirani is the Program Director for the New York – New Jersey Harbor & Estuary Program (HEP) at the Hudson River Foundation, and a Senior Fellow at RPA. HEP is a collaboration of government, scientists, and the civic sector that helps protect and restore the Harbor's waters and habitat. It is one of 28 such programs around the country authorized under the Clean Water Act.

Prior to joining the Foundation, Mr. Pirani was Regional Plan Association's Vice President for Energy and Environment. He played a leading role in a series of park and open space campaigns include the creation of a Federal-New York City partnership to

jointly manage 10,000 acres around Jamaica Bay; creation of 14 mile Brooklyn Waterfront Greenway; the no-cost federal transfer of Governors Island to New York and the National Park Service for park purposes; protection of 70 acre Arlington Marsh on Staten Island; acquisition of 18,000 acre Sterling Forest State Park; and passage of the federal Highlands Conservation Act and Long Island Sound Stewardship Act and the New Jersey Highlands Water Protection and Planning Act. Mr. Pirani's work has been honored by the Environmental Advocates of New York, the President's Advisory Council on Historic Preservation/National Trust for Historic Preservation, and The New York Harbor School Foundation.



Martin Powell, Head of Urban Development, Global Centre of Competence for Cities, Siemens

In this role, Martin works with City Leadership across the globe and providing expert advice and support to help ensure cities can meet economic, social and environmental targets. Martin was previously the Mayoral Advisor on the Environment to the current Mayor of London, Boris Johnson, responsible for policy development for Energy and Climate Change, Adaptation, Water, Air Quality and Waste. He was also Director of Environment at the London Development Agency, the Mayor's agency for economic development in London where he had responsibility for delivery of the agency's Environmental Programs.

Martin was Managing Director of Cambridge Management & Research, an organization working with a number of cities and a Special Advisor to the C40 Cities Climate action group, Chaired by then-Mayor of New York, Michael Bloomberg. Martin speaks extensively on the topic of future cities and the economic models of delivering solutions at scale and the city governance required to deliver these solutions. He is a contributing author to the Wiley Guide to Project Management and Project, Program & Portfolio Management also published by Wiley. He has also presented for NBS Learning Channels.



Milton Puryear, Co-Founder, Brooklyn Greenway Initiative; RPA Board Member

Milton Puryear is one of three founders of Brooklyn Greenway Initiative (BGI), formed in 2004 to create and maintain the proposed 14-mile Brooklyn Waterfront Greenway. Milton manages project development. The goal of the greenway is to connect Brooklyn's waterfront communities that are divided by transportation infrastructure and poorly served by public transit, but are experiencing rapid growth. The greenway is making non-motorized commuting accessible to thousands of people who live or work along the waterfront. It is also bringing healthful active recreation within walking distance to a half million Brooklyn residents and to provide a non-motorized transportation option that connects Brooklyn's waterfront communities with the Manhattan and Queens greenway systems. The greenway is configured to have separate paths for bikes and pedestrians, to be physically separated from traffic, landscaped and continuous. BGI is working to include stormwater infrastructure that will remove much of Brooklyn's East River sub watersheds from the City's combined sewer system and improve flood resilience and to create new open spaces where it can restore native plant communities.

Milton is the project manager for the restoration of the Mill River and the creation of Mill River Park & Greenway in Stamford CT where two dams have been removed, the river channel reconstructed, salt marshes restored and several acres of invasive plants replaced by native species. River herring are being reintroduced and 12 acres of the planned 28-acre park were opened to the public in May 2013. The \$100 million project includes major green infrastructure features and is changing the downtown flood map lowering 100-year flood elevations by two and a half feet.

During the 1980s, Milton ran a small investment banking firm focused on early stage companies. In the 1990s his company NOVAREsearch provided research to institutional money managers.



Karen Rae, Deputy Secretary of Transportation, State of New York

Karen Rae joined Governor Andrew M. Cuomo's administration as Deputy Secretary for

Transportation on November 15, 2011. Over her 35 years, she has worked at the federal, state, and local levels managing multiple transit agencies.

In her current role she is charged with overseeing and coordinating budget, policy and the Governor's initiatives within the New York State DOT, Thruway/Canal Corporation, MTA, Port Authority of NY/NJ, NYS Bridge Authority and DMV.

Ms. Rae has been directly involved in representing Governor Cuomo during the passage of New York State's first Design/Build legislation, coordinating transportation agencies efforts to expedite environmental review and procurement of the Tappan Zee Bridge project. She played an integral role in the Governor's effort to secure \$1.6 billion TIFIA loan for the Bridge.

Prior to joining the Cuomo Administration, 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.

In Pennsylvania as Deputy Secretary of DOT she led the creation of a streamlined, performance-based funding program for transit.

In Virginia as Director of Rail and Public Transportation she led the effort to successfully negotiate a Public/Private partnership agreement and secured authorization to advance the first phase of the Dulles Rail Project. She has also served as director or general manager of transit systems in Austin, Texas, Glens Falls, New York and Buffalo, New York.

She was named WTS International Woman of the Year in 2010.



Damon Rich, Planning Director and Chief Urban Designer, City of Newark

Damon Rich is the Director of the Newark Planning Office (NPO), where he works to make Newark a prosperous, walkable, and environmentally just city. Under his leadership, the NPO's achievements have included completing the city's first riverfront parks, launching the Newark Public Art Program, and drafting the first comprehensive update to the city's zoning regulations in over 50 years.

Prior to this his positions included founder and Executive Director of the Center for Urban Pedagogy (CUP), a nonprofit

organization dedicated to improving public participation in planning and design, and Chief of Staff for Capital Projects at New York City Parks. He was a Loeb Fellow at the Harvard University Graduate School of Design for 2006-2007. Damon has taught architecture and planning at schools including Harvard University, Cooper Union, and Syracuse University. His work represented the United States at the 2008 Venice Architecture Biennale, and has been exhibited internationally.



Lynne B. Sagalyn, Director of The Paul Milstein Center for Real Estate, Columbia University; RPA Board Member

Lynne B. Sagalyn is the Earle W. Kazis and Benjamin Schore Professor of Real Estate Development at Columbia Business School where she is director of the Paul Milstein Center for Real Estate and the MBA Real Estate Program. Professor Sagalyn has also held appointments at the University of Pennsylvania in both the School of Design and the Wharton School.

An expert in real estate development and finance, Sagalyn has published extensively on a broad range of issues in the fields of real estate, urban development, and public/private partnerships. She is widely known for her research on public/private partnerships and city building. Her recent work includes *Times Square Roulette: Remaking the City Icon* (MIT Press, 2001), and essays on the political fabric of design competitions and the politics of the Kelo [eminent domain] backlash. She is currently working on a series of essays on the politics of rebuilding of the World Trade Center.



Elliot G. Sander, President & CEO, HAKS Group; Chairman, Regional Plan Association

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.

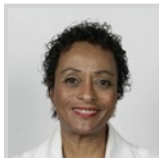


Samuel I. Schwartz, President, CEO & Founder, Sam Schwartz Engineering; RPA Board Member

Sam Schwartz is CEO of Sam Schwartz Engineering, a firm that specializes in transportation planning and engineering. He also writes the twice-weekly "Gridlock Sam" column in the New York Daily News. He introduced the word "gridlock" into the lexicon during the 1980 NYC Transit strike.

A former NYC Traffic Commissioner he is expert at getting people out of their cars and into other forms of transportation.

He began his transportation career as a NYC cab driver. He has a Bachelor of Science in Physics from Brooklyn College and a Master of Science in Engineering from the University of Pennsylvania.



Peggy Shepard, Executive Director, WE ACT for Environmental Justice

Peggy Shepard has successfully combined grassroots organizing, environmental advocacy and environmental health research to become one of the most highly respected environmental advocates in the country today. She has been a pioneer for advancing the perspective of environmental justice in urban communities to ensure that the entitlement of clean air, water and soil extends to all people and communities. A leader within New York City and the national Environmental Justice Movement, she is co-founder and executive director of WE ACT For Environmental Justice (WE ACT), based in West Harlem,

which has a 24-year history of affecting environmental and environmental health policy and practice locally and nationally.



Xavier de Souza Briggs, Vice President of Economic Opportunity & Assets, Ford Foundation

Xavier de Souza Briggs is an author, commentator, educator, and researcher, as well as a veteran manager and policy adviser.

Briggs spent January 2009 to August 2011 on public service leave from the MIT faculty, appointed by President Obama to serve as Associate Director of the Office of Management and Budget in the White House. There, he oversaw a wide array of policy, budget, and management issues. A former community planner, Briggs' award-winning research and teaching are about economic opportunity, effective democracy and governance, and racial and ethnic diversity in cities and metropolitan regions.



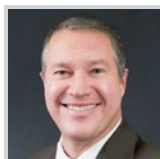
Eileen Swan, Policy Manager, New Jersey Conservation Foundation

Eileen joined NJCF in September 2012 to work on specific policy projects. From April 2007 to April of 2012 she was the Executive Director for the New Jersey Highlands Council. During her tenure the Council drafted, adopted and started the successful implementation of the Highlands Regional Master Plan to protect the waters supplies for over 5 million New Jersey residents. Prior to that she was the Executive Director of the Office of Smart Growth serving the State Planning Commission.

Eileen brings to her policy work the perspective of an elected official. As committee woman and Mayor in Lebanon Township for six years Eileen led the municipal efforts to preserve Open Space and Farmland. She was the first Mayor to partner with the New Jersey Water Supply Authority to preserve lands in the watersheds that supply water to the Spruce Run Reservoir.

Eileen served the state as a member of the Highlands Task Force, the New Jersey Environmental Infrastructure Trust, and was co-chair of Governor Corzine's Environmental Transition Team.

She worked with NJCF in the past promoting Garden State Greenways and on land preservation in Bedminster and Tewksbury Townships.



Michael Sweeney, Senior Vice President of Northeast Division and Southern District Leader, HNTB Corporation; RPA Board Member

Michael Sweeney has more than 25 years of experience with transit, transportation and construction design and management programs in the Northeast and throughout the United States. He is responsible for driving the operation of HNTB's offices in New York, New Jersey and Pennsylvania, playing a central role in strategic planning, quality control, risk management, recruitment and market diversification. HNTB has been a leading national infrastructure firm since 1914 and opened its first New York City office in 1922. It now employs approximately 400 professionals in multiple offices across the region.

Some of Sweeney's previous project work includes serving as chief engineer for the new Long Island Rail Road terminal in Grand Central Terminal, part of the \$7.3 billion East Side Access project, and as project executive for the \$180 million rehabilitation of the Times Square subway station, the busiest station complex in New York City Transit's system.



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

Marilyn Taylor is Dean of the School of Design and Paley Professor at the University of Pennsylvania. At PennDesign, Dean Taylor leads seminars and studios that advance transportation and infrastructure as catalysts of quality of life and economic vitality for cities and regions around the world. Prior to PennDesign, Marilyn Taylor spent more than thirty years as partner, architect and urban designer at Skidmore Owings & Merrill LLP where she led the firm's practices in airports, transportation, and urban design, also serving as its first Women Chairman. She is internationally known for her distinguished and passionate involvement in the design of large-scale urban districts, transportation projects, and civic initiatives. She has been elected as a Rockefeller Fellow of the Partnership for New York City, President of the American Institute of Architects NYC Chapter, Chairman of the AIA City and Regional Planning Committee, Chairman of the New York Building Congress, and

President of the Forum for Urban Design, as well as a member of visiting committees of the Harvard Graduate School of Design and the Architecture program at MIT. She is a board member of the Regional Planning Association, the Forum for Urban Design, and the Delaware River Waterfront Corporation, as well as a Housing Commissioner of the Bipartisan Policy Center in Washington, DC. She also serves as a Trustee of the Urban Land Institute, where she was the first architect and first woman to serve as Worldwide Chairman.



Paul Taylor, Executive Vice President for Special Projects, Pew Research Center

Paul Taylor is the executive vice president of special projects at the Pew Research Center, where he oversees demographic, social and generational research. Taylor is the author of *The Next America*, a new book examining generations and the country's changing demographics. From 1996 through 2003, he served as president and board chairman of the Alliance for Better Campaigns. Before that, he was a newspaper reporter for 25 years, the last 14 at *The Washington Post*, where he covered national politics and served as a foreign correspondent. From 1992-1995, he was the Post's bureau chief in South Africa and reported on the historic transformation from apartheid to democracy. He also covered four U.S. presidential campaigns. Taylor is also the author of *See How They Run* (Knopf, 1990) and co-author of *The Old News Versus the New News* (Twentieth Century Fund, 1992). He twice served as the visiting Ferris Professor of Journalism at Princeton University, in 1989 and 1995. He graduated in 1970 with a bachelor's in American Studies from Yale University. Taylor has lectured at numerous colleges and frequently discusses Pew Research studies in print and broadcast media.



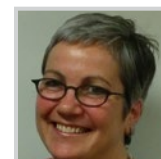
Kellie Terry-Sepulveda, Executive Director, The Point Community Development Corporation

A native daughter of the Bronx, Kellie was born and raised in Highbridge where she first discovered the power of community organizing. At age 11, Kellie joined the Take Charge be Somebody youth group and learned the foundation of civic engagement from experienced men-

tors, including her parents, as well as youth leaders from the community. In 2000, Kellie graduated Cum Laude from Holy Cross College, as a member of the National Jesuit Honors Society and the National Political Science Honor Society.

Following a strong desire to serve young people from her own community, Kellie returned to the

Bronx in 2002 and found her way to THE POINT CDC. Since 2004, Kellie has served as Executive Director and oversees organizational development, fundraising, environmental justice campaigns and community development projects for the agency. During her time at THE POINT, Kellie has completed the Executive Leadership Development Program with Columbia University's Institute for NonProfit Management, The We Are The Bronx Fellowship Program and has received recognition for her work from institutions such as *El Diario* and The Bronx Chamber of Commerce and The New York City Council. She is currently a candidate for a Masters Degree in Urban and Regional Planning at Pratt Institute. Kellie also serves as The Board Chair of The New York City Environmental Justice Alliance and The Bronx River Alliance.



Margaret Tobin, Executive Director of New York Works Task Force, New York State Governor's Office

Margaret Tobin is the CFO of the Empire State Development Corporation. She joined the Cuomo administration as the Executive Director of the New York Works Task Force in 2012 to overhaul capital investment. At the Hudson River Park Conservancy she led the successful development of the first new park in NYC in a generation, negotiating the lease for Chelsea Piers Sports & Entertainment Complex. While at Vornado Realty Trust and Thor Equities, she developed more than 60 projects in office, hotel, retail, and mixed use developments. She earned an M.B.A. from Stanford University, and an A.B. in American History from Vassar College.



Gary Toth, Director of Transportation Initiatives, Project for Public Spaces

Gary Toth has substantial expertise in transportation, particularly with Complete Streets imple-

mentation, Livable Street Design and the integration of transportation and land use planning.

Gary Toth has helped communities, environmental interests and transportation agencies collaborate during his 41 year career as a transportation engineer. He was instrumental in the creation of the Smart Transportation Guide for Pennsylvania and New Jersey, an overlay to each state's design manuals that foster use of transportation to support Livability and Complete Streets outcomes and was part of the team that created the Model Street Design Manual for Living Streets. He summarized his insight in a 2009 book – the Citizen's Guide for Engaging Transportation Professionals.

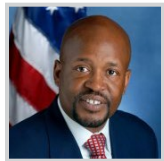


F. Carlisle Towery,
President, Greater Jamaica
Development Corporation
Carlisle Towery is chief
executive officer of

Greater Jamaica Development Corporation (GJDC), the private non-profit organization that has, since 1967, led in the pioneering public-private partnership efforts for rebuilding and revitalizing the central business district of Jamaica, Queens.

Born in Alabama, Mr. Towery attended Antioch College, earned a B.S. in Architecture from Auburn University and a M.S. in Architecture from Columbia University's Graduate School of Architecture and Planning. He served as an Instructor, then Associate Professor, at Columbia's Graduate School.

From 1965 through 1971, he was on the staff of Regional Plan Association where he helped prepare planning and development analyses for the Lower Hudson valley, for downtown Jamaica, and participated in RPA's Urban Design Manhattan report.

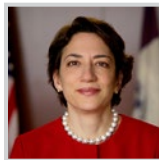


Darryl C. Towns, Commissioner/CEO of Homes & Community Renewal, State of New York

In 2011, Darryl C. Towns was appointed by Governor Andrew M. Cuomo to lead New York State Homes and Community Renewal (HCR) as Commissioner/CEO. HCR includes all the state's integrated housing and community renewal agencies and programs and implements the Governor's bold housing and community renewal agenda. As the Commissioner of the State's integrated housing and community renewal agencies and programs, Mr. Towns is

charged with the application and execution of the Governor's new House NY Program, an unprecedented \$1 billion investment over the next five years to create and preserve more than 14,000 housing units. This investment augments HCR's annual base funding to administer more than \$1.5 billion to expand affordable housing opportunities and build strong communities.

Prior to his appointment, Commissioner/CEO Towns served in the New York State Assembly for 18 years, where he chaired the Banking Committee as well as the Black, Puerto Rican, Hispanic & Asian Legislative Caucus.



Polly Trottenberg,
Commissioner, New York
City Department of
Transportation

Ms. Trottenberg is the Commissioner of the New York City Department of Transportation. Trottenberg oversees 4,500 employees who maintain a state of good repair on 6,000 miles of streets, one million street signs, 315,000 street lights and 12,700 signalized intersections. Her team also operates the Staten Island Ferry and manages 789 bridges.

She previously served as the Under Secretary of Transportation for Policy under President Obama and as the Assistant Secretary for Transportation Policy. She was the Executive Director of Building America's Future and served as a legislative aide for Senator Charles Schumer, Senator Daniel Patrick Moynihan, and as the Deputy Chief of Staff and Legislative Director for Senator Barbara Boxer.

Ms. Trottenberg graduated from Barnard College and received her Master's in Public Policy from the Kennedy School of Government.



Jon R. Vogel, Vice
President of Development,
AvalonBay Communities

As Vice President of Development with AvalonBay in its New York and New Jersey regions, Jon has over 15 years of experience in multi-family and mixed-use development. Since joining AvalonBay in 2004, Jon has served in a principal role in managing the design and entitlements for Avalon Lyndhurst, Avalon Tinton Falls, Avalon West Long Branch, Avalon Somerset, and Avalon at Wesmont Station in New Jersey, and Avalon West Chelsea and AVA High Line in New York

City. Before joining AvalonBay, Jon worked with Jonathan Rose Companies developing affordable housing and the Stone Barns Center for Food & Agriculture. Jon was previously General Counsel for the New York City Housing Partnership and a real estate attorney with Willkie Farr & Gallagher. Jon received his J.D. from New York University School of Law and his A.B. in Economics from Duke University.



Christopher O. Ward,
Executive Vice President,
Dragados USA

Christopher O. Ward, son
of former Amherst College

President and Princeton Professor John William Ward, is Dragados USA's Executive Vice President for Major Projects. Mr. Ward is responsible for the expansion of the company's design-built and P3 transportation markets, as well as the entry of Dragados USA into new energy and technology markets. Prior to joining Dragados USA, Mr. Ward served as Executive Director of The Port Authority of New York and New Jersey, leading the development of the World Trade Center, implementing creative engineering solutions and strict construction milestones to advance the rebuilding effort. Prior to his service at the Port Authority, Mr. Ward spent much of his professional career in service to the City of New York in various capacities, such as Senior Vice President for Transportation and Commerce at the Economic Development Corporation, Assistant Commissioner at the Department of Telecommunications and Energy, and Director of Research at the Department of Consumer Affairs. He served as Commissioner of the Department of Environmental Protection for Mayor Bloomberg's first term. Mr. Ward holds a Master of Theological Studies from Harvard University's Divinity School and Bachelor of Arts from Macalester College.



Gena Wirth, Associate,
SCAPE/ Landscape
Architecture

Gena Wirth is a designer, urban planner, and horticulturalist. She pulls from her interdisciplinary training to create ecologically rich and culturally relevant landscapes from the infrastructural scale to the site level. She holds a Master of Landscape Architecture and Master of Urban Planning from the Harvard University Graduate School of Design. Gena serves as a project manager and lead designer

for office projects that bridge research and practice, such as the Columbia University Medical and Graduate Education Building Landscape, Town Branch Commons in Lexington, KY, Academy, Petrochemical America (Aperture Foundation, 2012), and the Museum of Modern Art exhibition Oyster-ecture. Further, Gena is an integral part of the project team which is working with the EDC to find sustainable solutions to help prevent the next super storm from damaging New York. She has taught landscape at the Columbia University Graduate School of Architecture, Planning, and Preservation and Harvard GSD Career Discovery. Her independent research includes a study of the hydro-infrastructure of the Colorado River Basin as a recipient of the Charles Eliot Traveling Fellowship in 2009.



Hon. John S. Wisniewski,
Assemblyman, New Jersey
State Legislature

Democrat John S. Wisniewski, of Sayreville, was first elected to the New Jersey General Assembly on November 7, 1995.

Born June 28, 1962, Mr. Wisniewski received his Bachelor of Arts in English and economics from Rutgers University; and his Juris Doctor from Seton Hall University School of Law. Mr. Wisniewski is a lawyer in private practice.

Mr. Wisniewski and his wife, Deborah, have three daughters: Emily, Sarah and Rachel.

Mr. Wisniewski represents the 19th Legislative District, which includes the Middlesex County municipalities of Carteret, Perth Amboy, Sayreville, South Amboy and Woodbridge.



Thomas K. Wright,
Executive Director, Regional
Plan Association

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 oversees the day-to-day operations of RPA and coordinates activities with the Board of Directors. Previously, he was deputy executive director of the New Jersey Office of State Planning, where he coordinated production of the New Jersey

State Development and Redevelopment Plan (2001). From 1991 to 1993, he was coordinator of the award-winning Mayors' Institute on City Design, sponsored by the National Endowment for the Arts.

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. 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. He is a member of the Board of Directors of the Arts Council of Princeton and Places Journal, and serves on the Advisory Committee for the J. Max Bond Center on Design for the Just City at the City College of New York. He resides in Princeton, N.J., with his wife, Cameron Manning, and three daughters.



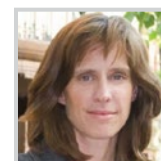
Robert D. Yaro, President,
Regional Plan Association

Robert D. Yaro is President of Regional Plan Association, the nation's oldest independent metropolitan policy, research, and advocacy group. RPA promotes the livability, vitality and sustainability of the New York metropolitan region.

Yaro led development of and co-authored RPA's Third Regional Plan, A Region at Risk, and has authored and co-authored numerous papers on articles on planning and infrastructure for the five boroughs and the metropolitan region. He founded and co-chairs America 2050, RPA's initiative to create a national development and infrastructure plan. He has worked for years to protect important landscapes and develop parks and public spaces in New York and New England.

Yaro is a member of Mayor Michael Bloomberg's Sustainability Advisory Board, which helped prepare PlaNYC 2030, and of New York City's Waterfront Advisory Committee. Governor Andrew Cuomo appointed him to the New York Works Task Force, which is developing a long-range infrastructure investment strategy for New York State. He is co-chair of the Empire State Transportation Alliance, on the board of the Forum

for Urban Design, and an honorary member of the Royal Town Planning Institute. Yaro holds a Master's in City and Regional Planning from Harvard University and a Bachelor's in Urban Studies from Wesleyan University. In addition to leading RPA, Yaro is Professor of Practice at the University of Pennsylvania and has consulted on city and regional planning issues across the U.S. and in Europe, China, Japan, Turkey, and North Africa.



Hon. Dawn Zimmer,
Mayor, City of Hoboken

Dawn Zimmer became the first woman to serve as 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. Hoboken is home to Corner Cars, the first on-street, city-wide car sharing program in the country. In 2011, Hoboken was recognized as a Gold Walk-Friendly Community and in 2012 was recognized as a Bike Friendly Community. Hoboken is partnering with Jersey City and Weehawken to launch a regional next-generation bike share system in the summer of 2014.

Mayor Zimmer is a member of President Obama's Task Force on Climate Preparedness and Resilience.



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For over 25 years, our planners, designers, and engineers have worked to make the tri-state region more sustainable, resilient, and competitive. Our deep and broad understanding of the local built environment allows us to conceive, design and implement effective solutions to benefit our region. As proud partners of the RPA for a variety of initiatives, we look forward to the Fourth Regional Plan and the legacy it will create for generations to come.



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