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**Assembly**  
April 21, 2017 | Grand Hyatt New York

@RegionalPlan #RPA2017



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# Welcome

We are thrilled to welcome you to Regional Plan Association's 27th annual Assembly. We're very excited about this special day, and honored to have former Vice President Joe Biden join us as our keynote speaker and as the first recipient of the John Zuccotti Award. Over the course of a 50-year career in public service, Joe Biden has been one of our nation's most influential and effective leaders. He has been an architect of America's foreign policy, a crucial voice on the expansion of economic opportunity and our greatest champion for Amtrak and the renewal of the country's aging infrastructure.

It is appropriate this year for us to recognize a leader from the nation's capital. New York and the communities around it have always led by example – building highways and railroads to move our people and goods, housing for our neediest and skyscrapers for our industry. We have made great strides to protect our watersheds and farmland, clean up our industrial shorelines and create healthy communities and the safest big city in the nation. And we welcome people from all over the world to help us create a more prosperous and fair society.

Today, with much more to do in all these areas, we need the federal government to continue to be a partner for us, sharing the cost of transit investments, helping us transition to a clean and renewable supply of energy, promoting healthy communities and demonstrating our principles of tolerance to the rest of the world.

In addition to a keynote address by Vice President Biden, today's program will showcase our research and emerging recommendations for *A Region Transformed*, a comprehensive, long-range plan for the metropolitan region that we will release later this year. A key component of the plan is a deep examination of whether our governing institutions, created many decades ago, are structured to meet the needs of a dynamic metropolitan region. You will hear more on that topic today from Rohit Aggarwala, the chief policy officer at Sidewalk Labs and the chair of this planning effort.

The regional plan, the fourth such initiative in our organization's nearly 100-year history, will include recommendations built on years of intensive research, analysis and civic engagement aimed at identifying how to sustain the region's success in the face of increasing global competition, climate change and an economy that shuts out too many residents and leaves others struggling to maintain their standard of living. We remain optimistic about the region's long-term prospects, but we know that its success will depend on making transformational change toward a more sustainable and inclusive future.

Since RPA's founding in 1922, a key to the success of the organization – and this great metropolitan region – has been the active participation of leaders from business, philanthropy and civic institutions to shape our plans and work with the public sector to see them carried out. In an increasingly complex world, the need for your participation is greater than ever. On behalf of the staff and board of directors of Regional Plan Association, thank you all for joining us today to do your part in building a healthier, fairer, more sustainable and prosperous region.



A handwritten signature in black ink, appearing to read 'Scott Rechler'.

**Scott Rechler, Chair**



A handwritten signature in black ink, appearing to read 'Thomas K. Wright'.

**Thomas K. Wright, President**

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# Grand Hyatt

109 E 42nd Street, New York, NY

4th Floor

## Ballroom Level

### Salon V

- am Designing an Inclusive Planning Process
- pm A Healthy Region Through Street Design

To 3rd & 2nd Floor

Women's Room

Registration

Coat Check

Elevators

To 3rd & 2nd Floor

Men's Room

Foyer

Breakfast, Exhibits & Closing Reception

Ballroom

Morning and Luncheon Program

Stage

2nd Floor

## Mezzanine Level

### Salon I

- am Crossing the Hudson
- pm Planning for the Transportation Revolution

Park Avenue Entrance

To 3rd & 4th Floor

Elevators

To Lobby

To 3rd & 4th Floor

### Regency

- am Facing Climate Change in the Meadowlands
- pm Bridging the City-Suburb Divide



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# Agenda

April 21, 2017

8:00 AM – 8:30 AM

## Breakfast & Registration

*In the foyer*

8:30 AM – 10:00 AM

## Morning Program

*In the ballroom*

### Welcome

**Tom Wright**,\* President, Regional Plan Association, @tkwrpa

### Building Big for Less

*Introduction*

**Scott Rechler**,\* Chairman & CEO, RXR Realty;  
Chair, Regional Plan Association, @ScottRechler

*Moderator*

**Julia Vitullo-Martin**, Senior Fellow, Regional Plan Association, @JuliaManhattan

*Speakers*

**Charles W. Moorman**, President and CEO, Amtrak

**Seth Pinsky**,\* Executive Vice President & Investment Manager, RXR Metropolitan Emerging Market Strategy, RXR Realty, @sethpinsky

**Thomas Prendergast**, Executive Vice President & Chief Strategic Officer, STV

**Denise Richardson**,\* Executive Director, GCANY

**Riz Shah**, Capital Projects & Infrastructure, US Public Sector Leader, PwC, @rizshah360

**Polly Trottenberg**, Commissioner, New York City Department of Transportation

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### Reforming Public Authorities

**Rohit Aggarwala**,\* Chief Policy Officer, Sidewalk Labs, @Rit\_Aggarwala

10:15 AM – 11:45 AM

## Morning Sessions

**Crossing the Hudson** (Salon I)

**Designing an Inclusive Planning Process** (Salon V)

**Facing Climate Change in the Meadowlands** (Regency)

12:00 PM – 12:30 PM

## Lunch

12:30 PM – 2:00 PM

## Luncheon Program

*In the ballroom*

### Introduction

**Tom Wright**,\* President, Regional Plan Association, @tkwrpa

### Chairman's Address

**Scott Rechler**,\* Chairman & CEO, RXR Realty;  
Chair, Regional Plan Association, @ScottRechler

### The John Zuccotti Award

*Presented by*

**Howard Milstein**, Chairman, President & CEO, New York Private Bank & Trust

### Keynote

### The Honorable Joe Biden

Vice President of the United States (2009-2017), @JoeBiden

2:15 PM – 3:45 PM

## Afternoon Sessions

**Planning for the Transportation Revolution** (Salon I)

**A Healthy Region Through Street Design** (Salon V)

**Bridging the City-Suburb Divide** (Regency)

4:00 PM – 5:00 PM

## Closing Reception

*Please join us for cocktails in the foyer.*

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# Morning Sessions

10:15 AM – 11:45 AM

## **Salon I**

### **Crossing the Hudson**

Hundreds of thousands of people cross the Hudson River every day on trains and buses that rely on a network of overcrowded, outmoded tunnels and transit hubs. How can we comprehensively plan for major changes to Penn Station, the Port Authority Bus Terminal, the trans-Hudson tunnels and other facilities and avoid pitting transit modes or geography against one another?

#### *Moderator*

**Paul Josephson**,\* Partner, Duane Morris

#### *Presentation*

**Tom Wright**,\* President, Regional Plan Association, @tkwrpa

#### *Speakers*

**Vishaan Chakrabarti**,\* Founder, Practice for Architecture and Urbanism, @VishaanNYC

**Hon. Robert Gordon**, State Senator, New Jersey Legislature, @BobGordon38

**Andrew Lynn**, Director, Planning and Regional Development Department, Port Authority of New York & New Jersey

**John Porcari**, Interim Executive Director, Gateway Program Development Corporation

**Polly Trottenberg**, Commissioner, New York City Department of Transportation

## **Salon V**

### **Designing an Inclusive Planning Process**

Rezoning, new development, urban planning and government policy all have the power to radically transform communities on the ground, and yet many local and state efforts fail to reach those most affected. How can government officials and private entities best facilitate meaningful participation in planning decisions? What are the tradeoffs to making current community engagement processes more open and inclusive? And how do we reach and empower communities which have been underrepresented in the planning process?

#### *Moderator*

**Xavier de Souza Briggs**, Vice President, Economic Opportunity & Markets, Ford Foundation, @xavbriggs

#### *Presentation*

**Melissa Kaplan-Macey**, Director, Connecticut, Regional Plan Association

#### *Speakers*

**Hon. Toni Harp**, Mayor of New Haven, @MayorHarp

**Purnima Kapur**, Executive Director, New York City Department of City Planning, @pukapur

**Anthony Marchetta**, Executive Director, New Jersey Housing Mortgage & Finance Agency

**Antonio Reynoso**, Council Member 34th District, New York City Council, @CMReynoso34

**Javier Valdés**, Co-Executive Director, Make the Road New York, @javierhvaldes

## **Regency (2nd Floor)**

### **Facing Climate Change in the Meadowlands**

The Meadowlands – home to more than 30,000 residents, Teterboro Airport, the Secaucus rail station, Giants Stadium, the American Dream entertainment project, thousands of industrial jobs and several critical roads and rail lines – could be nearly underwater with three feet of sea-level rise, a possibility as soon as 2080. What should be done to prepare for this reality?

#### *Moderator*

**Eugenie Birch**,\* Lawrence C. Nussdorf Professor of Urban Research, School of Design, University of Pennsylvania, @Genie\_Birch

#### *Presentation*

**Robert Freudenberg**, Vice President, Energy & Environment, Regional Plan Association, @RobFreud

#### *Speakers*

**Robert Ceberio**, President, RCM Ceberio

**Stephen Dilts**, New Jersey Office Leader, HNTB

**Debbie Mans**, Executive Director, NY/NJ Baykeeper

**Catherine Seavitt**, Principal, Catherine Seavitt Studio



# Afternoon Sessions

2:15 PM – 3:45 PM

## Salon I

### Planning for the Transportation Revolution

App-driven ride sharing is rapidly growing in the region, and autonomous vehicles are around the corner. Technology is already transforming our surface transit options and could continue to evolve into a multimodal, user-driven shared mobility system. How can cities embrace shared mobility and manage the effects of new technologies on congestion, curb management, the labor force and the public realm? What strategies should government employ to integrate autonomous technology into the larger public transportation system?

#### Moderator

**Trent Lethco**,\* Principal, Arup New York

#### Speakers

**Robin Chase**, Co-Founder & Former CEO, Zipcar, @rmchase

**Jessica Robinson**, Director, City Solutions, Ford Smart Mobility

**Bruce Schaller**, Principal, Schaller Consulting, @bruce\_schaller

**Matt Wing**, Communications Lead, Northeast, Uber @MatthewLWing

## Salon V

### A Healthy Region Through Street Design

Just 10 minutes of walking a day can lengthen a person's life by years, but the streets of today are designed primarily for cars, rather than for people. Good design principles and new technologies can help us create healthier streets, whether in busy commercial districts or suburban areas. This session will explore how streets can be designed to promote public safety and improve everyone's physical and mental health.

#### Moderator

**Jo Ivey Boufford, MD**,\* President, New York Academy of Medicine

#### Presentation

**Mandu Sen**, Program Manager, Regional Plan Association, @ManduNSen

#### Speakers

**Victor Calise**, Commissioner, NYC Mayor's Office for People with Disabilities, @NYCCalise

**Kate Fillin-Yeh**, Strategy Director, National Association of City Transportation Officials

**Ydanis Rodriguez**, Council Member 10th District, New York City Council, @ydanis

**Sharon Roerty**, Senior Program Officer, Robert Wood Johnson Foundation, @SharonRoerty

**Jeff Shumaker**, Director of Urban Planning and Design, Kohn Pederson Fox Associates

## Regency (2nd Floor)

### Bridging the City-Suburb Divide

New York City and the region's 781 other cities, towns and villages inhabit a common economy and environment, but feuds over funding, services and resources make it harder to tackle shared problems. What are the biggest challenges facing different parts of our region and how have their situations changed under the Trump administration? Are there new ways to collaborate to fund infrastructure, address climate change or solve our affordable housing crisis?

#### Moderator

**Mitchell Korbey**,\* Partner, Chair of Land Use & Zoning Group, Herrick Feinstein LLP, @MitchKorbey

#### Presentation

**Kate Slevin**, Vice President, State Programs & Advocacy, Regional Plan Association, @SlevinKate

#### Speakers

**Hon. Jun Choi**,\* CEO, Menlo Realty Ventures

**Jonathan Drapkin**, President & CEO, Hudson Valley Pattern for Progress

**Juanita James**, President & CEO, Fairfield County's Community Foundation

**Veronica Vanterpool**, Executive Director, Tri-State Transportation Campaign @Veevanterpool

# The John Zuccotti Award

for outstanding service to the New York metropolitan region



## The Honorable Joe Biden

Vice President of the United States (2009-2017)  
2017 John Zuccotti Award Recipient

Regional Plan Association is proud to present the inaugural John Zuccotti Award to Joe Biden, former Vice President of the United States.

Over the course of a nearly 50-year career in public service, Joe Biden has been one of the nation's most influential and effective leaders. He has been a crucial voice on the expansion of economic opportunity and our greatest champion for the renewal of the country's aging infrastructure.

Vice President Biden has helped to bring national attention to some of the largest challenges facing the New York metropolitan area, from the state of our railroads and airports to public health to critical social issues.

Thank you, Vice President Biden, for your service to the New York region and the country.

## About the Award

The John Zuccotti Award is RPA's highest award for leadership in the metropolitan region, named after John E. Zuccotti, a long-serving member of the RPA Board of Directors and Executive Committee.

The award recognizes a leader who has made extraordinary contributions to New York City and the metropolitan region. Honorees can be from both the private and public sectors, and are marked by their determination to improve their communities, their commitment to the public good, and their optimism and belief in our city and region. Through their words and actions, honorees have improved people's lives and helped make this region a better place for all its residents.

In his long career as a public servant and civic leader, John Zuccotti emulated these qualities. He held many public offices, including First Deputy Mayor of New York City (1975-1977) and Chair of the New York City Planning Commission (1973-1975), which left an indelible mark on many communities. He was a fierce advocate for the public interest, willing to contribute his wisdom and influence to fight for the future. But mostly, he loved this city and region, and shared his passion for it with everyone fortunate enough to become his friend.

The recipient of the Zuccotti Award is chosen by a distinguished selection committee, comprised of RPA's president, its chairman and Howard Milstein, President, Chairman and CEO of New York Private Bank and Trust and a longtime friend of John Zuccotti and RPA.



# Speakers

## Rohit Aggarwala\*

Chief Policy Officer, Sidewalk Labs

@Rit\_Aggarwala

Rohit T. “Rit” Aggarwala is Chief Policy Officer for Sidewalk Labs. Previously, he headed the sustainability practice at Bloomberg Associates, a philanthropic consulting firm that serves city governments. He is also an Adjunct Professor of International and Public Affairs at Columbia University, and co-chairs the Regional Plan Association’s Fourth Regional Plan for the New York metropolitan area. Rit served as Special Advisor to the Chair of the C40 Cities Climate Leadership Group from 2010-2013, guiding the organization’s strategic transformation into a global leader. During that period, he also developed the environment program at Bloomberg Philanthropies, which grew to a total of \$145 million in grants under his management.



## The Honorable Joe Biden

Vice President of the United States (2009-2017)

@JoeBiden

Joseph Robinette Biden, Jr., represented Delaware for 36 years in the U.S. Senate before becoming the 47th and current Vice President of the United States.

Joseph Robinette Biden, Jr., was born November 20, 1942, in Scranton, Pennsylvania, the first of four siblings. In 1953, the Biden family moved from Pennsylvania to Claymont, Delaware. He graduated from the University of Delaware and Syracuse Law School and served on the New Castle County Council. Then, at age 29, he became one of the youngest people ever elected to the United States Senate.

Just weeks after the election, tragedy struck the Biden family when Biden’s wife, Neilia and their one-year-old daughter, Naomi, were killed and their two young sons critically injured in an auto accident. Vice President Biden was sworn in to the U.S. Senate at his sons’ hospital bedside and began commuting to Washington every day by train, a practice he maintained throughout his career in the Senate.

In 1977, Vice President Biden married Jill Jacobs. Jill Biden, who holds a Ph.D. in Education, is a life-long educator and currently teaches at a community college in Northern Virginia. The Vice President’s son, Beau, was Delaware’s Attorney General from 2007-2015 and a Major in the 261st Signal Brigade of the Delaware National Guard. He was deployed to Iraq in 2008-2009. Beau passed away in 2015 after battling with brain cancer with the same integrity, courage, and strength he demonstrated every day of his life. The Vice President’s other son, Hunter, is an attorney who manages a private equity firm in Washington, D.C. and is Chairman of the World Food Program USA. And his daughter Ashley is a social worker and is Executive Director of the Dela-



ware Center for Justice. Vice President Biden has five grandchildren: Naomi, Finnegan, Roberta Mabel (“Maisy”), Natalie, and Robert Hunter.

As a Senator from Delaware for 36 years, Vice President Biden established himself as a leader in facing some of our nation’s most important domestic and international challenges. As Chairman or Ranking Member of the Senate Judiciary Committee for 17 years, then-Senator Biden was widely recognized for his work on criminal justice issues, including the landmark 1994 Crime Act and the Violence Against Women Act. As Chairman or Ranking Member of the Senate Foreign Relations Committee for 12 years, then-Senator Biden played a pivotal role in shaping U.S. foreign policy. He has been at the forefront of issues and legislation related to terrorism, weapons of mass destruction, post-Cold War Europe, the Middle East, and Southwest Asia.

As the 47th Vice President of the United States, Joe Biden continued his leadership on important issues facing the nation and has represented our country abroad, traveling over 1.2 million miles to more than 50 countries. Vice President Biden convened sessions of the President’s Cabinet, led interagency efforts, and worked with Congress in his fight to raise the living standards of middle class Americans, reduce gun violence, address violence against women, and end cancer as we know it.

## Eugenie L. Birch, FAICP\*

The Lawrence C. Nussdorf Professor of Urban Research, School of Design, University of Pennsylvania

@Genie\_Birch

Eugénie L. Birch, the Lawrence C. Nussdorf Professor of Urban Research, Department of City and Regional Planning, School of Design, University of Pennsylvania, is the founding co-Director, Penn Institute for Urban Research, and co-editor, Penn Press’s *The City in the 21st Century* series. Dr. Birch is a scholar and researcher on matters of urban revitalization in the US and abroad. Her publications include ten books, edited or authored, and more than 70 chapters, journal articles and reviews. Her most recent efforts include *Slums: How the Informal Real Estate Markets Work* (University of Pennsylvania Press, 2016) (co-edited with Susan Wachter and Shohana Chatteraj) and “A Midterm Report: Will Habitat III Make a Difference to the World’s Urban Development?” *Journal of the American Planning Association* (82:4 2016). She has overseen approximately \$10 million in research funding



## Jo Ivey Boufford, MD\*

President, The New York Academy of Medicine

Jo Ivey Boufford, MD, is President of The New York Academy of Medicine. Dr. Boufford is Professor Emeritus of Public Service, Health Policy and Management at the Robert F. Wagner Graduate School of Public Service



and Clinical Professor of Pediatrics at New York University School of Medicine. She is Co-Director of the National Program Office of the Robert Wood Johnson Foundation Health and Society Scholars Program. She served as Dean of the Robert F. Wagner Graduate School of Public Service at New York University from June 1997 to November 2002. Prior to that, she served as Principal Deputy Assistant Secretary for Health in the U.S. Department of Health and Human Services (HHS) from November 1993 to January 1997, and as Acting Assistant Secretary from January 1997 to May 1997. While at HHS, she served as the U.S. representative on the Executive Board of the World Health Organization (WHO) from 1994–1997.

## Xavier de Souza Briggs

Vice President, Economic Opportunity and Markets, Ford Foundation

@xavbriggs

Xavier (Xav) de Souza Briggs is vice president of the foundation’s Economic Opportunity and Markets program. He leads Ford’s work promoting economic fairness, advancing sustainable development, and building just and inclusive cities in the United States, Latin America, Africa, Asia, and the Middle East. He also oversees the foundation’s regional programming in China; Indonesia; and India, Nepal, and Sri Lanka. Previously, Xav was a professor of sociology and urban planning in the Department of Urban Studies and Planning at the Massachusetts Institute of Technology. He also served as head of MIT’s Housing, Community, and Economic Development Group. An award-winning author, commentator, and educator, he has led groundbreaking research in economic opportunity, democracy and governance, segregation, and racial and ethnic diversity in cities and metropolitan regions.



## Victor Calise

Commissioner, NYC Mayor’s Office for People with Disabilities

@NYCCalise

Commissioner Calise has served city government for over a decade and as Commissioner for the Mayor’s Office for People with Disabilities under two administrations. Victor is a deeply motivated leader dedicated to helping others with disabilities. As Commissioner, he sets disability policy, advises the Mayor and city agencies, creates partnerships and initiatives that better the lives of people with disabilities, advocates for the passage of legislation; and is the chair of the Accessibility Committee of the NYC Building Code. Under his leadership he is working to make New York City the most accessible city in the world in Transportation, Employment, Education and Access to city services and programs. Prior to leading MOPD, Victor joined the NYC Department of Parks & Recreation as the Americans with Disabilities Act (ADA) Coordinator.





### Robert Ceberio

**Founder & President, RCM Ceberio LLC**

Robert Ceberio is the founder and president of RCM Ceberio LLC, a strategic planning and management consulting firm assisting public and private entities in achieving their mission, goals, and objectives. He is an accomplished Chief Executive Officer with a distinguished record of success in managing land use planning, economic development, and environmental issues. Bob was the Executive Director of the New Jersey Meadowlands Commission for 9 years and spent more than 29 years in total at the Commission in various positions.



### Vishaan Chakrabarti\*

**Founder, Practice for Architecture Urbanism**  
**@VishaanNYC**

Vishaan Chakrabarti is the Founder of Practice for Architecture and Urbanism (PAU). His recent architectural proposal for Penn Station was broadly featured in the NY Times. He is also a professor at Columbia University's Graduate School of Architecture, Planning & Preservation (GSAPP), and is the author of *A Country of Cities: A Manifesto for an Urban America* (Metropolis Books, 2013). From 2012 to 2015, Vishaan was a principal at SHoP Architects where he co-led major architecture and urban design projects including the master plan and first building at the Domino Sugar site in Williamsburg as well as the master plan and first building at the Essex Crossing site at Seward Park, which together bookend the Williamsburg bridge in a new form of mixed use, mixed income urbanism.



### Robin Chase

**Co-Founder and former CEO, Zipcar**  
**@rmchase**

Robin Chase is a transportation entrepreneur. She is co-founder and former CEO of Zipcar, the largest carsharing company in the world; as well as co-founder and board member of Veniam, a vehicle communications company building the networking fabric for the Internet of Moving Things. Her recent book is *Peers Inc: How People and Platforms are Inventing the Collaborative Economy and Reinventing Capitalism*. Her current passion is working with cities to maximize the transformation possible with the introduction of self driving cars.

She sits on the Boards of Veniam, the World Resources Institute, and Tucows, and serves on the USDOT's Advisory Committee on Automated Transportation, the Dutch multinational DSM's Sustainability Advisory Board, as well as advisor to the French National Digital Agency.



### The Honorable Jun Choi\*

**CEO, Menlo Realty Ventures**  
Jun is CEO of Menlo Realty Ventures, an industrial real estate development firm focused on converting brownfield sites to modern warehousing. He has held leadership roles in business and government. Before entering real estate,



he served as Mayor of New Jersey's 5th largest municipality, Edison Township, where he led a good government movement to stabilize the city's finances, create jobs, improve public safety and build a stronger sense of community. Previously, Jun worked on education policy as Executive Director of a special statewide Task Force to improve NJ's student achievement performance metrics and at the US Office of Management and Budget. He currently serves as Chair of the Board of Trustees of NJ Policy Perspective, a policy and advocacy organization based in Trenton, and has served on numerous boards, including in a leadership role for the NJ League of Municipalities.

### Stephen Dilts

**New Jersey Office Leader, HNTB**

Stephen Dilts is HNTB's New Jersey Office Leader and is responsible for the firm's operations within the State. He has more than 15 years of local, state and federal experience in the transportation industry as an appointed and elected official and private sector consultant handling a broad and diverse range of executive oversight and management, strategic planning, tolling, asset management, program delivery, policy, intergovernmental and operational issues. Steve serves as President of the Intelligent Transportation Society (ITS) of New Jersey.



### Jonathan Drapkin

**President & CEO, Hudson Valley Pattern for Progress**

Jonathan Drapkin is President and CEO of Hudson Valley Pattern for Progress. At Pattern he has developed a portfolio of projects and assistance to the region in community and economic development. Under Jonathan's leadership Pattern has been recognized on numerous occasions including Orange County Association of Realtors Excellence in Innovation Award (2008), President's Award for analysis and leadership on the MTA Payroll Tax from the Orange County Chamber of Commerce (2009), President's Award for Service to the Rockland Business Association for analysis of the County's finances (2013) and Hudson River Housing's Community Builder Award (2014).



### Kate Fillin-Yeh

**Strategy Director, National Association of City Transportation Officials**

Kate Fillin-Yeh is Director of Strategy at NACTO, working on bike share, safety, and other policy issues. Kate has over a decade of experience in transportation policy and implementation. Prior to NACTO she worked at the New York City Departments of Transportation and of City Planning where she designed and implemented Citi Bike, the nation's largest and most heavily used bike share program. Also at NYCDOT, Kate was a lead author of Mayor de Blasio's Vision Zero Action Plan. Recent NACTO publications include *"Equitable Bike Share Means Building Better Places for People to Ride,"* the *NACTO Bike Share Station Siting Guide*, and the Next City op-ed, *"How We'll Know When We're Getting Bike Equity Right."*



### Robert Freudenberg

**Vice President, Energy & Environment, Regional Plan Association**  
**@RobFreud**

Robert Freudenberg is vice president of RPA's energy and environmental programs, leading the organization's initiatives in areas including climate mitigation and adaptation, open space conservation and park development, and water resource management. He oversees a comprehensive program of projects and policies to improve public health, quality of life, sustainable development and climate resilience in the New York-New Jersey-Connecticut metropolitan area. Rob works closely with other RPA staff to integrate these objectives with RPA's economic, transportation, land use, design and community development initiatives. Rob has been with RPA since 2006 and most recently served as New Jersey director, where he managed the state program with a focus on sustainability planning and policy.



### The Honorable Robert Gordon

**State Senator, New Jersey Legislature**  
**@BobGordon38**

Senator Bob Gordon (D-Bergen) is one of New Jersey's leading transportation policy experts and advocates. Gordon chairs the powerful Senate Legislative Oversight Committee, which has fought on a bipartisan basis to ensure construction of a new Port Authority Bus Terminal and the Gateway Rail Tunnel project, to push for the completion of Positive Train Control on NJ Transit trains in the wake of the fatal Hoboken crash, and to provide funding for expansion of the Hudson-Bergen Light Rail line to Englewood. He serves in the Senate Democratic Leadership as Majority Conference Chair. He has been the lead sponsor of Port Authority reform legislation, won a legislative battle to prohibit the state from forcing individuals with developmental disabilities in out-of-state placements to transfer back to New Jersey, and sponsored the law requiring the state to make quarterly pension payments. He served as mayor and councilman in Fair Lawn and in the state Assembly before being elected to the senate in 2007.



**The Honorable Toni Harp**  
**Mayor of New Haven**  
**@MayorHarp**

An abiding commitment to social justice steers Toni Harp's career in public service. Over time she earned a reputation as "the conscience of the Senate" at the Capitol. Her drive for inclusiveness, equality, and integrity is the by-product of resonant, across-the-board life experiences. Toni's public service in elected office began first as a member of New Haven's Board of Aldermen, and then for 21 years as state Senator for Connecticut's 10th District. Toni is now the first woman ever to serve as Mayor of New Haven; she is presently serving her second term. Toni Harp has lived in New Haven for more than 40 years and was the Homeless Service Director at the Cornell Scott Hill Health Center for more than 20 years.





**Juanita James**

**President and CEO, Fairfield County's Community Foundation**

Juanita T. James is President and CEO of Fairfield County's Community Foundation. Formerly, she was Chief Marketing & Communications Officer for Pitney Bowes Inc. Prior to Pitney Bowes, Juanita built a progressive 20-year career in the media and entertainment industry with Time Warner, Inc. and Bertelsmann, Inc. Ms. James is currently a Director of the Asbury Automotive Group, one of the nation's largest automobile retailers, and previously was a Director of the Rouse Company. She is also a member of the Board of Directors for Rockefeller Philanthropy Advisors; CF Leads; and the Connecticut Council for Philanthropy. In her community leadership role, she is a Corporator for First County Bank; a Trustee of Lesley University in Cambridge, MA, where she chairs the Academic Affairs Committee; and a Trustee Emerita of Princeton University.

**Paul Josephson \***

**Partner, Duane Morris**

Paul P. Josephson is a partner with the international law firm of Duane Morris LLP. He advises clients on a broad spectrum of matters, usually involving significant public interests or regulated by government agencies, including transportation and infrastructure; government contracting and administration; business permitting and licensing; economic incentives; development/redevelopment; condemnation and regulatory takings; environmental, energy, banking and insurance regulation; government ethics; and election and campaign finance. Mr. Josephson also manages public affairs, media relations and crisis communications for private and public clients. Mr. Josephson has served as Chief Counsel to the Governor and as Chief of Authorities for the State of New Jersey Office of the Governor, and as Director, Division of Law, for the State of New Jersey Office of Attorney General. He represented New Jersey on matters for more than 50 bi-state and state authorities, including the Port Authority of New York and New Jersey; Delaware River Port Authority; Delaware River and Bay Authority; New Jersey Transit; New Jersey Turnpike Authority; and the New Jersey Pinelands and Meadowlands Commissions.

**Purnima Kapur**

**Executive Director, New York City Department of City Planning**

**@pukapur**

Purnima Kapur is the Executive Director of New York City Department of City Planning (DCP). She oversees the Agency's five Borough offices as well as all Central Planning divisions. Working closely with the Chairman of the City Planning Commission, Ms. Kapur is a key advisor to the Deputy Mayor for Economic Development on planning, housing and economic development issues. Ms. Kapur leads the Department in its work program which includes promoting transit-oriented growth, housing production and affordability, economic development and



resilient and sustainable communities across the five boroughs. Currently she is overseeing DCP's five-borough Neighborhood Planning and housing initiatives, a key part of the Mayor's Housing Plan, as well as major economic development initiatives including the Greater East Midtown Plan. Prior to assuming this position she was Director of the Brooklyn Office of City Planning and Director of the Bronx Office before that. In these roles she led high priority and transformative projects including development in Greenpoint-Williamsburg, Downtown Brooklyn, Coney Island, Yankee Stadium and Port Morris.

**Mitchell Korbey\***

**Partner, Chair, Land Use & Zoning Group, Herrick**  
**@MitchKorbey**

Mitch Korbey is a partner, and chair of the firm's Land Use & Zoning Group. Mitch is an accomplished urban planner and land use attorney with more than 20 years of experience in private practice and government service. Prior to joining Herrick, Mitch served as Commissioner of the New York City Board of Standards and Appeals. Prior to that, he directed the Department of City Planning's Brooklyn office, and served as the deputy director of its Staten Island office. Mitch advises clients on a wide range of zoning and land use issues, including site acquisitions and assemblages, site development options, zoning lot mergers and development rights transfers.

**Melissa Kaplan-Macey, AICP, PP**

**Director, Connecticut, Regional Plan Association**

Melissa Kaplan-Macey leads RPA's research, planning and advocacy activities in Connecticut. An expert in land use planning and community engagement, Melissa has extensive experience in building collaborative relationships with community partners in order to leverage resources and create actionable policy. Prior to joining RPA, Melissa was principal of Collaborative Planning Studio and, previously, was a senior associate at BFJ Planning. Melissa is an adjunct professor in the urban planning program at New York University's Robert F. Wagner School of Public Service and is a member of the American Institute of Certified Planners.

**Jill Lerner\***

**Principal, Kohn Pedersen Fox Associates**

With over 35 years of design and management experience, Jill Lerner has led the design of numerous award-winning academic and institutional research facilities projects for public and private clients throughout the United States. As a Principal at KPF, she is responsible for all aspects of project management and design, and is the primary client contact during all phases—from initial programming and conceptual design through construction and project close-out. Academic facilities projects completed under Jill's direction include the Chapman Graduate School of Business at Florida International University, Huntsman Hall at the University of Pennsylvania's Wharton School of Business, and a new multi-use facility for New York University's



School of Law. Of note, she oversaw the KPF design teams responsible for the new Stephen M. Ross School of Business at the University of Michigan-Ann Arbor, and the Newman Vertical Campus mixed-use academic complex at City University of New York's Baruch College.

**Trent Lethco\***

**Principal, Arup New York**

Trent Lethco is a Principal and leader of Arup's Integrated Planning Group in New York. He has over 15 years of experience working in New York, Boston, Washington DC, Los Angeles, Chicago, and the San Francisco Bay Area. He has led transportation planning projects both large and small most of which emphasize multimodal transportation solutions and sustainable street designs. Trent's areas of specialization are Transit Oriented Development (TOD), multimodal corridor studies, downtown master plans, transportation policy, and funding issues. He also has extensive experience directing public involvement for projects involving multiple stakeholders.

**Andrew Lynn**

**Director of Planning and Regional Development Department, Port Authority of New York and New Jersey**

Andrew S. Lynn is the Director of the Planning and Regional Development Department at the Port Authority of New York and New Jersey, where he has worked since 2009. His projects at the Port Authority include planning for a new Midtown Manhattan bus terminal, development of new trans-Hudson rail tunnels, Moynihan Station, and initiatives to increase capacity of the PATH transit system. Before joining the Port Authority, he was Vice President at Madison Square Garden, Executive Director of the New York City Department of City Planning, Land Use Counsel to the New York City Council and Counsel to the New York City Charter Revision Commission.

**Debbie Mans**

**Executive Director, NY/NJ Baykeeper**

Debbie Mans has been Baykeeper and Executive Director since April, 2008. Prior to joining NY/NJ Baykeeper, Debbie was the Environmental and Energy Policy Advisor for Governor Jon S. Corzine. She was also appointed by Governor Corzine to the New Jersey State Planning Commission. Prior to working for the Governor, Debbie was the Policy Director at Baykeeper, a position she held from 2002 through 2006. Debbie is a graduate of The University of Michigan and holds a J.D. from Vermont Law School. Debbie is the Chair of the New Jersey League of Conservation Voters and on the Board of the New Jersey League of Conservation Voters Education Fund.



### **Anthony Marchetta** Executive Director, New Jersey Housing and Mortgage Finance Agency



Anthony L. Marchetta became the Executive Director of The New Jersey Housing and Mortgage Finance Agency on September 1, 2010. Mr. Marchetta has over 35 years of experience in both the public and private sector. Since his arrival at NJHMFA, Mr. Marchetta has instituted significant new programs, including the Multifamily Conduit Bond Program, Mortgage Backed Securities Program and the Supportive Housing Connection Program. He led the Agency to establish new meaningful policies in areas such as development cost containment and delinquent asset management procedures. Also, the Agency has been recognized by HUD for its smart growth and opportunity incentives in the federal Low Income Housing Tax Credits Qualified Allocation Plan, which has resulted in better locations of new tax credit projects. In addition, since 2012 he has led NJHMFA's response to Superstorm Sandy, which has deployed nearly \$750 million through several programs designed to stabilize Sandy-impacted towns and create thousands of new housing opportunities for those impacted by the storm. These combined efforts have generated a threefold increase in housing units financed by the NJHMFA since 2010. Prior to joining NJHMFA, Mr. Marchetta spent 25 years in the real estate development industry in the tri-state area.

### **Howard Milstein** Chairman, President & CEO, New York Private Bank & Trust



As the scion of a family of builders, Howard has particular expertise in large infrastructure projects. This was demonstrated in his Chairmanship of the New York State Thruway Authority, to which he was nominated by Governor Andrew Cuomo and unanimously confirmed by the New York State Senate in 2011. At NYSTA, he brought to bear a lifetime of private-sector experience and knowledge in large-scale development, initiating and leading a design-build process that saved New York nearly \$2 billion from the original cost estimates for replacing the Tappan Zee Bridge. Within 11 months after the Governor obtained design-build authorization, a contract was signed for the project, which had languished for more than a decade. Howard served as Chairman through 2014 and was recognized for his achievements with the Regional Plan Association's Lifetime Achievement Award in 2013. In addition to RPA, he has been recognized by the New York Building Congress, Associated Builders and Owners of New York, and Phipps Houses for his industry leadership and large scale developments.

In efforts to advance the field, Howard partnered with the Miller Center at the University of Virginia to provide a solid underpinning to infrastructure policy. The Milstein Symposium: New Ideas for a New American Century brought together elected officials with business leaders and content experts. In 2015, the Milstein Symposium took up the subject of: "Rebuilding America: Investing in Infrastructure, Investing in the Middle Class."

In 2016, Howard reinforced his activity in infrastructure policy by launching the Milstein Forums in partnership with the Regional Plan Association.

The Milstein Forums bring together private sector leaders with heads of institutions and public authorities with a mission to formulate and tackle solutions to enable transformation of the New York metropolitan area's infrastructure in preparation for the 4th Regional Plan.

Howard is currently Chairman, President and Chief Executive Officer of New York Private Bank & Trust and its operating bank, Emigrant Bank (the country's largest privately owned and operated bank.) He chairs and operates all the Milstein family's real estate companies. Howard is also founding Chairman of the merchant bank, FriedbergMilstein, and is an owner and builder of innovative businesses in financial services, technology, sports and entertainment, and consumer goods.

The Milstein vision is to invest in large scale developments that serve to anchor and revive ailing neighborhoods. As such, Howard and his forbears developed a keen vision for identifying areas where they saw extraordinary potential long before most others. Out of these investments came visionary new neighborhoods. Their most recent project includes Liberty Luxe and Liberty Green, the Milsteins' fifth and sixth buildings in Battery Park City.

Among many honors, Howard was named 2008 Entrepreneur of the Year by Cornell University. He has been honored as a Distinguished Real Estate Partner at the Columbia Business School, and with JASA Man of the Year Award, Make a Wish Foundation Award, ORT Community Builder Award, Tanenbaum Center Corporate Bridge Builder Award; as well as awards from the Jewish National Fund and B'nai B'rith Youth Services. He was also honored with the Catholic Youth Organization Gold Medal Award, Emerald Isle Immigration Society Robert Briscoe Award, Federal Law Enforcement Foundation Humanitarian Award, and Greater Harlem Chamber of Commerce Community Service Award. In March of 2012, Howard was sworn-in as an honorary FDNY Battalion Chief, in recognition of his significant support for the Fire Department and the people of New York. He has also been an Honorary Police Commissioner for Life since 1995. Most recently, he was awarded China's highest recognition of a foreigner, the Marco Polo Award. The prior year, he was made a Chevalier of the French Legion of Honor.

### **Charles W. Moorman** President & CEO, Amtrak



The Amtrak Board of Directors appointed Charles W. "Wick" Moorman IV president and chief executive officer effective Sept. 1, 2016. Mr. Moorman is the tenth executive to lead America's Railroad since the company began operations in 1971. Prior to coming to Amtrak, Mr. Moorman spent approximately four decades at Norfolk Southern Corporation (NS) and its predecessor Southern Railway. He retired as chairman and CEO of NS in 2015. While at NS, Mr. Moorman and his team moved forward with the development of strategic intermodal freight corridors and improving network operations. Investments in infrastructure and technology were complemented by a focus on human capital that addressed pending demographic changes in the workforce. NS worked with the state of Virginia and Amtrak to support extension of the popular Northeast Regional service to Lynchburg and Norfolk over NS-owned tracks.

### **Seth Pinsky \*** Executive Vice President and Investment Manager, RXR Metropolitan Emerging Market Strategy, RXR Realty



@sethpinsky

Seth Pinsky is an Executive Vice President at RXR Realty, where he is leading RXR's efforts to invest in "emerging opportunities" in the New York region. He focuses on areas with significant growth potential, particularly in the Outer Boroughs and suburban downtowns. Prior to RXR, Pinsky was Director of Mayor Bloomberg's Special Initiative for Rebuilding and Resiliency, which developed a \$20 billion plan to protect the City from climate change impacts. Pinsky also served at the New York City Economic Development Corporation, where he was President from 2008 to 2013.

### **John Porcari** Interim Executive Director, Gateway Program Development Corporation



John D. Porcari is President of US Advisory Services for WSP|Parsons Brinckerhoff, a global professional services, planning, engineering and construction services firm. Services provided by WSP|Parsons Brinckerhoff Advisory Services include P3 public advisory and investor advisory services, value capture analysis, project development, asset management, policy and research. John is also currently serving as Interim Executive Director of the Gateway Program Development Corporation, the entity charged with designing, financing and constructing the Gateway program of projects. John previously served for the last 4 ½ years as Deputy Secretary of the United States Department of Transportation for President Obama. As Deputy Secretary, John served as the department's Chief Operating Officer, with day-to-day responsibility for DOT's 10 operating administrations, 55,000 employees worldwide and \$70 billion operating budget.

### **Thomas Prendergast** Executive Vice President and Chief Strategic Officer, STV



Thomas F. Prendergast is the executive vice president and chief strategic officer of STV. In this role, Mr. Prendergast is responsible for strategic projects throughout STV, as well as forging and maintaining relationships with transit agencies across the country and in Canada. He also serves as principal on major transportation projects undertaken by the firm. Mr. Prendergast is an experienced leader in the transportation industry. He recently served as the chairman and chief executive officer of the Metropolitan Transportation Authority (MTA) in New York City, the largest agency of its kind in the country.



### Scott Rechler\*

Chairman and CEO, RXR Realty; Chair, Regional Plan Association  
@ScottRechler



Scott Rechler is the Chief Executive Officer and Chairman of RXR Realty LLC ("RXR"), a multi-billion dollar private real estate company which was formed subsequent to the sale of Reckson Associates Realty Corp ("Reckson") to SL Green in January 2007, one of the largest public Real Estate management buyouts in REIT history. Since RXR's formation, Mr. Rechler has led the company in becoming one of the largest owners, managers, and developers in the New York Tri-State area with interests in 90 commercial real estate properties and investments containing approximately 25.0 million square feet with an aggregate gross value of approximately \$15.7 billion. In addition, RXR has a residential development pipeline of approximately 3,200 units. In June 2011, Mr. Rechler was appointed by New York Governor Andrew Cuomo to serve on the Board of Commissioners of the Port Authority of New York and New Jersey, and served on such Board until October 2016. Mr. Rechler prides himself on enhancing the communities where RXR operates. As such, he serves as Chairman of the Regional Planning Association, is a member of the Real Estate Board of New York, a Board member of The Feinstein Institute for Medical Research, and a member of the NYU Real Estate Institute Advisory Committee. In addition, Mr. Rechler serves on the Board of many of the regions top cultural institutions such as the Tribeca Film Institute where he serves as its co-Chairman of the Board, the Long Island Children's Museum, and The National September 11 Memorial & Museum at the World Trade Center Foundation, Inc. He also serves on the Board of Directors for the Drum Major Institute and as Chairman of the Center for Social Innovation.

### Antonio Reynoso

Council Member 34th District, New York City Council  
@CMReynoso34



As the Councilmember representing the 34th district, Antonio Reynoso wants to create an environment conducive to a better quality of life for residents of Bushwick and Williamsburg in Brooklyn and Ridgewood in Queens. He understands that success in his district starts with strong schools, access to affordable housing, and economic growth. Since 2007, Antonio has worked relentlessly for the neighborhoods throughout the 34th Council District. In 2009, Antonio became Councilmember Reyna's Chief of Staff, where he oversaw progressive policies and legislative reforms for affordable housing, economic development, job creation, education, and public safety.

On January 1st, 2014 Antonio assumed office as the Council Member for the 34th District. During his first term, Antonio has proactively tackled the most pressing issue affecting his constituency by developing housing task forces in North Brooklyn and Ridgewood. His implementation of the Housing Task Forces brings tenant organizers together with City agencies to address buildings where residents are

threatened with displacement. With this he hopes to discourage landlords from displacing tenants, and therefore preserving affordable housing.

### Denise Richardson\*

Executive Director, GCANY



Denise M. Richardson is the Executive Director of the General Contractors Association of New York, a 300 member trade association that represents New York City's unionized, heavy construction/public works contractors. Prior to joining the GCA in 2006, she had over 20 years of experience in construction contract administration and procurement, including positions at the New York City Department of Environmental Protection, MTA/New York City Transit, the former NYC Department of General Services (now DDC), NYC Department of Sanitation and Honeywell International. Ms. Richardson serves as the employer trustee for the GCA's signatory unions with benefit fund investments of over \$10 billion and health benefits for over 15,000 union employees. Ms. Richardson is also Vice Chair of the Regional Plan Association and is on the board of the New York League of Conservation Voters and the Waterfront Alliance.

### Jessica Robinson

Director, City Solutions, Ford Smart Mobility



Jessica Robinson is Director, City Solutions at Ford Smart Mobility where she works with cities to understand local priorities and to identify new mobility solutions to meet current and future transportation needs. She previously launched new startup accelerator programs at Techstars with partners including Virgin Media, Cox Enterprises, and Anheuser-Busch InBev to further a global ecosystem focused on empowering entrepreneurs. Before joining Techstars, Jessica scaled Zipcar's innovative car sharing model as Seattle Marketing Manager, San Francisco Bay Area Locations Manager, and in new cities and airports in North America as Market Launch Manager. Her work in 2013 as project lead for Zipcar's Detroit expansion initially brought her to Michigan, and she is proud to call the Motor City home.

### Ydanis Rodriguez

Council Member 10th District, New York City Council  
@ydanis



NYC Council Member Ydanis Rodriguez represents the 10th Council District at the New York City Council. This includes the neighborhoods of Washington Heights, Inwood and Marble Hill, hardworking communities bursting with culture and creativity. During his time in office, Council Member Rodriguez has been a fierce advocate for working families and those striving toward the middle class. As a progressive-minded legislator and leader, Ydanis has stood at the forefront of efforts to close the wage gap, enhance workers' rights, fight for protections for immigrants and build safer communities. Upon assuming his role as Chair of the Council Transportation Committee, he led efforts to pass a package of 14 bills to enhance pedestrian and cyclist safety. During his time as chair, traffic related

fatalities have fallen year over year to record lows and Vision Zero has become a traffic safety model adopted in cities across the country.

### Sharon Roerty

Senior Program Officer, Robert Wood Johnson Foundation  
@SharonRoerty



Sharon Z. Roerty, a national expert on bicycling and walking initiatives in cities and suburbs, joined the Robert Wood Johnson Foundation in 2011 as senior program officer. Her work at the Foundation has focused on children and obesity, and making the connections between health and other sectors including: urban design, infrastructure, transportation, housing, and environmental policies and investments. Previously, Roerty was executive director of the National Center for Bicycling & Walking (NCBW), an RWJF program, and was director of the Active Living Resource Center (ALRC), which provided resources and tools to make walking and bicycling part of a community's healthy lifestyle. For several years, Roerty managed the multibillion dollar capital improvement program for the North Jersey Transportation Planning Authority, the fourth largest metropolitan planning organization in the United States.

### Bruce Schaller

Principal, Schaller Consulting  
@bruce\_schaller



Bruce Schaller is a nationally recognized expert in transportation policy and operations with specialized expertise in taxicab and vehicle-for-hire operations and regulation. Currently Principal of Schaller Consulting, based in Brooklyn, NY, he served as Deputy Commissioner for Traffic and Planning at the New York City Department of Transportation, and held managerial responsibilities at the NYC Taxi and Limousine Commission and MTA New York City Transit. He is the author of several recent reports on app-based ride services such as Uber and Lyft and their impacts on taxi and transit ridership and traffic congestion and environmental sustainability; opportunities for collaboration with transit agencies and cities across the United States; and regulatory policy at the state and local level. He also served as an advisor for the City of New York's For-Hire Vehicle study and co-authored a Transportation Research Board report on emerging mobility services.

### Catherine Seavitt Nordenson

Associate Professor of Landscape Architecture, City College of New York



Catherine Seavitt Nordenson is an Associate Professor of Landscape Architecture at the City College of New York and principal of Catherine Seavitt Studio, a practice integrating landscape and infrastructure. A registered architect and landscape architect, her research explores design adaptation to sea level rise in urban coastal environments and examines novel landscape restoration practices addressing the dynamics of climate change. She is also interested in the intersection of political power, environmental activism, and public health, particularly seen through the design of both public

## Speakers

space and policy. Her book *On the Water: Palisade Bay* (Hatje Cantz, 2010), co-authored with Guy Nordenson and Adam Yarinsky, was the foundation of the exhibition "Rising Currents: Projects for New York's Waterfront" at the Museum of Modern Art, New York. With Denise Hoffman Brandt, she co-edited the book *Waterproofing New York* (Urban Research Books, 2016), a compilation of essays that emerged from a post-Sandy conference on strategic design thinking for New York City.

### Mandu Sen

**Program Manager, Regional Plan Association**  
[@ManduNSen](#)

Mandu Sen is a program manager at Regional Plan Association, working primarily on the Fourth Regional Plan. She focuses on how long term planning can improve health and equity and works to translate the impact of digital technologies into policies around infrastructure and governance. Prior to joining RPA, she worked as a planning consultant for the Chinatown Working Group, focusing on demographic analysis, economic development and banking.

### Riz Shah

**Partner, Capital Projects & Infrastructure, PwC**  
[@rizshah360](#)

Riz is a partner in PwC's Capital Projects & Infrastructure (CP&I) practice and leads the firm's CP&I solution nationally for the public sector. Riz specializes in supporting public sector entities and global businesses involved in the delivery of large and complex multi-billion dollar capital investments and programs, working side by side with project owners, developers, financiers/investors, corporates, government entities and international contractors on improving capital project performance in the infrastructure, energy, transport, real estate, and industrial sectors.

### Kate Slevin

**Vice President, State Programs & Advocacy, Regional Plan Association**  
[@SlevinKate](#)

Kate is vice president of state programs and advocacy at Regional Plan Association. She oversees RPA's programs in New York, New Jersey and Connecticut, and builds support among a wide variety of stakeholders for the organization's mission to expand economic opportunity, improve infrastructure and strengthen environmental resiliency. Kate joined RPA in 2016 from the urban planning-focused Municipal Art Society, where she was vice president of planning and policy. She previously served as assistant commissioner for government and community affairs at the New York City Department of Transportation.

### Polly Trottenberg

**Commissioner, New York City Department of Transportation**

Polly Trottenberg was sworn in by Mayor Bill de Blasio as Commissioner of the NYC Department of Transportation on January 27, 2014. Trottenberg's 22 years of government experience include over four years at USDOT, most recently as the Under Secretary of Transportation for Policy, where she developed key initiatives for the Obama Administration including the groundbreaking TIGER discretionary grant program. In 2008, Trottenberg was named as the first Executive Director of Building America's Future, a non-profit organization that advocates for increased investment in infrastructure and major transportation policy reform. During her 12 years on Capitol Hill, Trottenberg worked for U.S. Senators Charles Schumer, Daniel Patrick Moynihan and Barbara Boxer. Prior to her work in Congress, Trottenberg also served at the Port Authority of New York and New Jersey.

### Javier Valdés

**Co-Director, Make the Road New York**  
[@javierhvaldes](#)

Javier H. Valdés is Co-Executive Director of Make the Road New York (MRNY) and Make the Road Action. He leads MRNY's organizing and supervises the youth program, including community schools and after-school youth programs, as well as the group's administrative and operations functions. Javier has been critical in securing new policies that limit the local presence of federal immigration enforcement, improve the quality of affordable housing, expand translation and interpretation services at government offices, and reduce biased policing. He was also critical in securing the creation of the largest municipal identification card in the US and dramatically expanding guaranteed paid sick days for low-wage workers in New York City. In 2013, President Barack Obama awarded Javier the White House Champions of Change Cesar Chavez Award.

### Veronica Vanterpool

**Executive Director, Tri-State Transportation Campaign**  
[@Veevanterpool](#)

Veronica joined TSTC in the summer of 2007 as a policy advocate to build support for New York City's congestion pricing plan. In 2012, she was appointed executive director. Coming from a strong academic and professional background in environmental science and policy, Veronica was drawn to the environmental root of TSTC's mission: reduce car dependency, and greenhouse gas emissions, by providing people with alternatives to driving. Veronica has served on a variety of panels and commissions, including the Mass Transit Task Force for the Tappan Zee Bridge and the Transportation Reinvention Commission for the MTA. Veronica was born and raised in the Bronx and holds an M.S. in Environmental Policy from the New Jersey Institute of Technology in Newark. She double majored in Environmental Science and Political Science at Binghamton University in upstate New York.

### Julia Vitullo-Martin

**Senior Fellow, Regional Plan Association**  
[@juliamanhattan](#)

Julia Vitullo-Martin is a senior fellow at the Regional Plan Association. Her work focuses on development issues such as planning and zoning, housing, waterfront development, environmental review, building and fire codes, and historic preservation. She also writes on crime and its consequences for neighborhoods. Vitullo-Martin has been widely published in a variety of newspapers and magazines, including the Wall Street Journal, the New York Times, the New York Post, the New York Daily News, Monocle, Forbes, and Fortune, as well as academic journals. She has written and edited three books, including *Breaking Away: The Future of Cities* (Century Foundation Press, 1996).

### Matt Wing

**Communications Lead, Northeast, Uber**  
[@MatthewLWing](#)

Matt Wing does communications for Uber's corporate team focused on the future of transportation and urban mobility. Prior to joining Uber he served as Governor Cuomo's press secretary in his first term and as his communications director on his re-election campaign. Prior to that he was the Communications Director for Bill de Blasio when he was New York City's Public Advocate. He has also worked on national labor campaigns, in the New York Attorney General's office and in the New York State Senate. He is also a director on the Brooklyn Bridge Park board and received his Bachelors from Bard College.

### Tom Wright

**President, Regional Plan Association**  
[@tkwrpa](#)

Tom Wright is president of Regional Plan Association. Building on RPA's 90-year history of advancing innovative policy prescriptions to solve difficult problems, Tom guides the organization's work on government reform, transportation modernization, environmental challenges and the need to offer opportunity to all the region's residents. As a leading thinker on urban and regional policy, Tom is a frequent speaker, lecturer and commentator on economic growth and development, roads and transit, good governance and other public policy issues. Prior to being named RPA's president in 2015, Tom was the organization's executive director. Tom has steered many key RPA initiatives, including the historic Civic Alliance to Rebuild Downtown New York following the Sept. 11, 2001, attacks; the campaign to create a mixed-use district at Manhattan's Hudson Yards; the protection of the New Jersey Highlands; and a vision for the revitalization for the City of Newark.



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An aerial photograph of a dense city skyline, likely New York City, viewed from a high angle. The image is overlaid with a semi-transparent blue filter. The sky is filled with white, fluffy clouds. The text is centered over the image.

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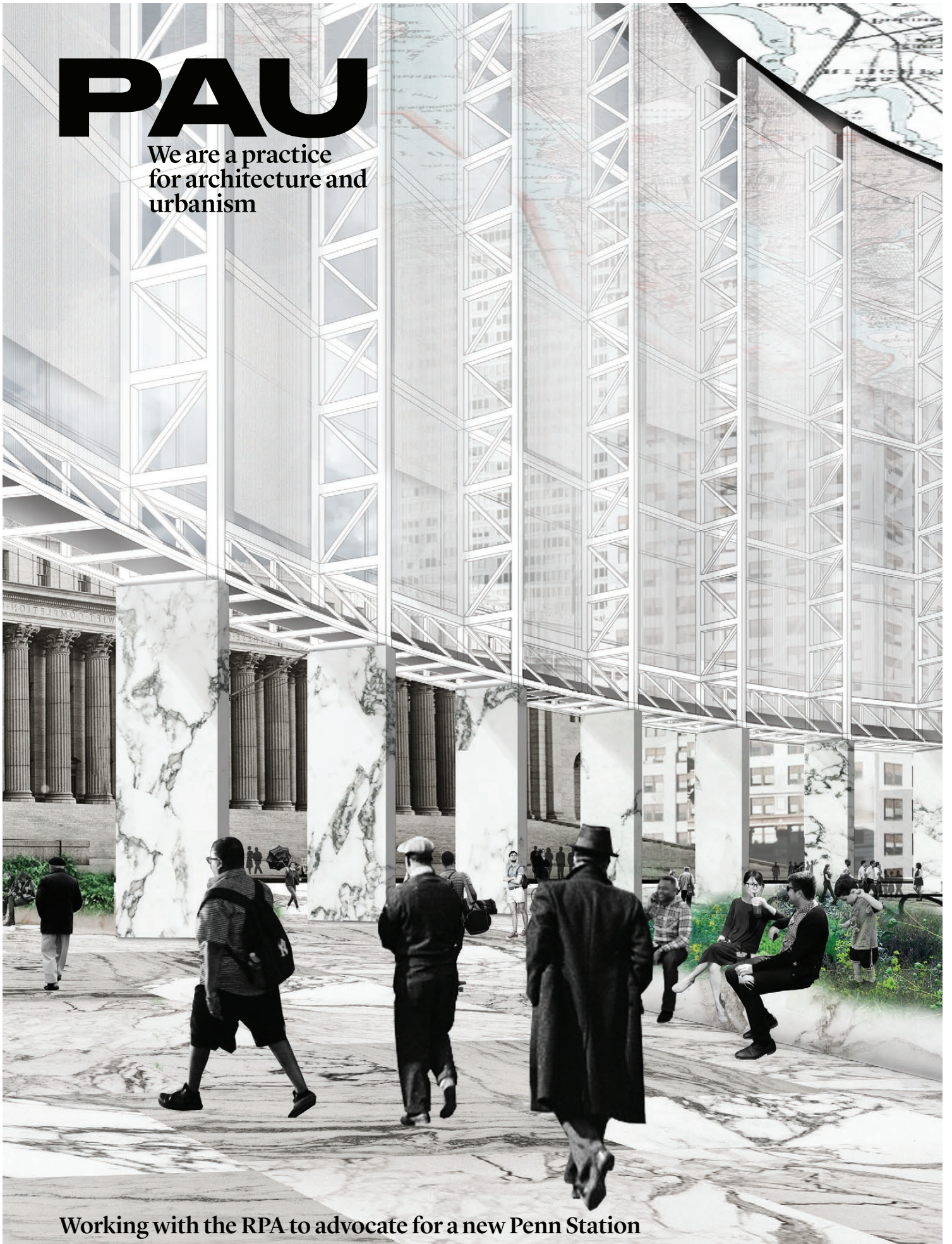
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A nighttime photograph of a city skyline, likely New York City, featuring several illuminated skyscrapers. In the foreground, a multi-lane highway bridge spans a body of water, with light trails from moving vehicles. A large red diagonal shape is overlaid on the left side of the image, containing the main text.

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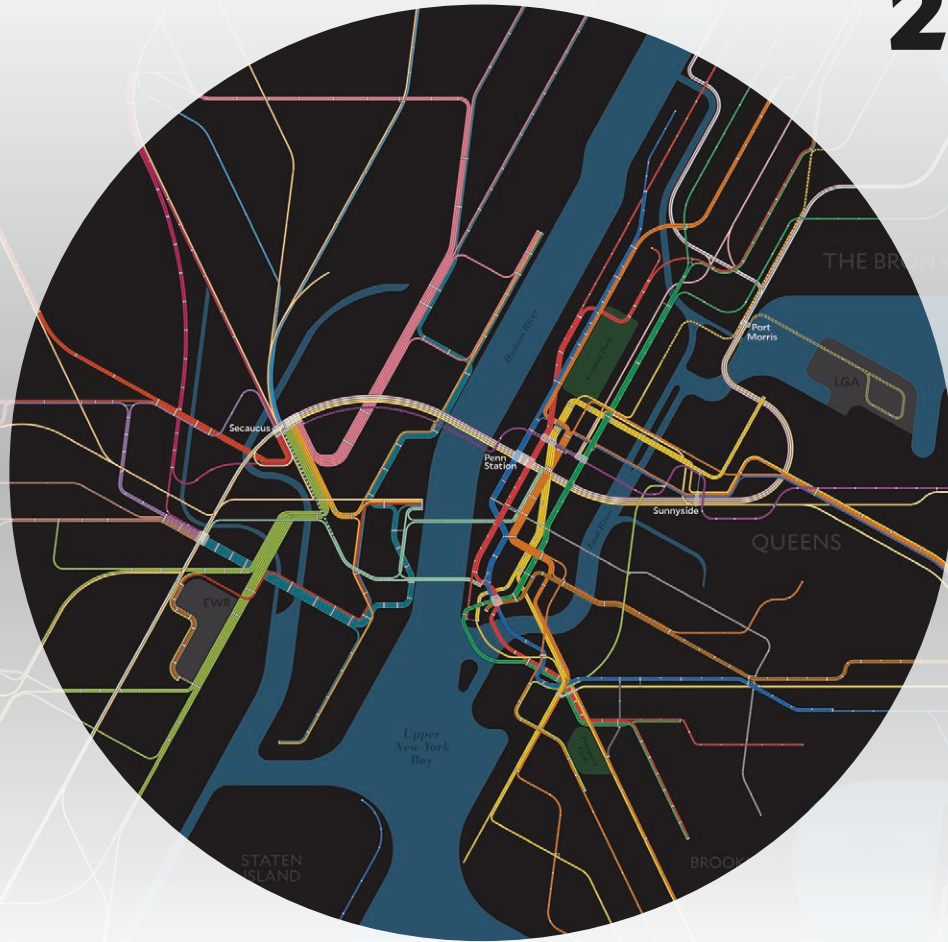
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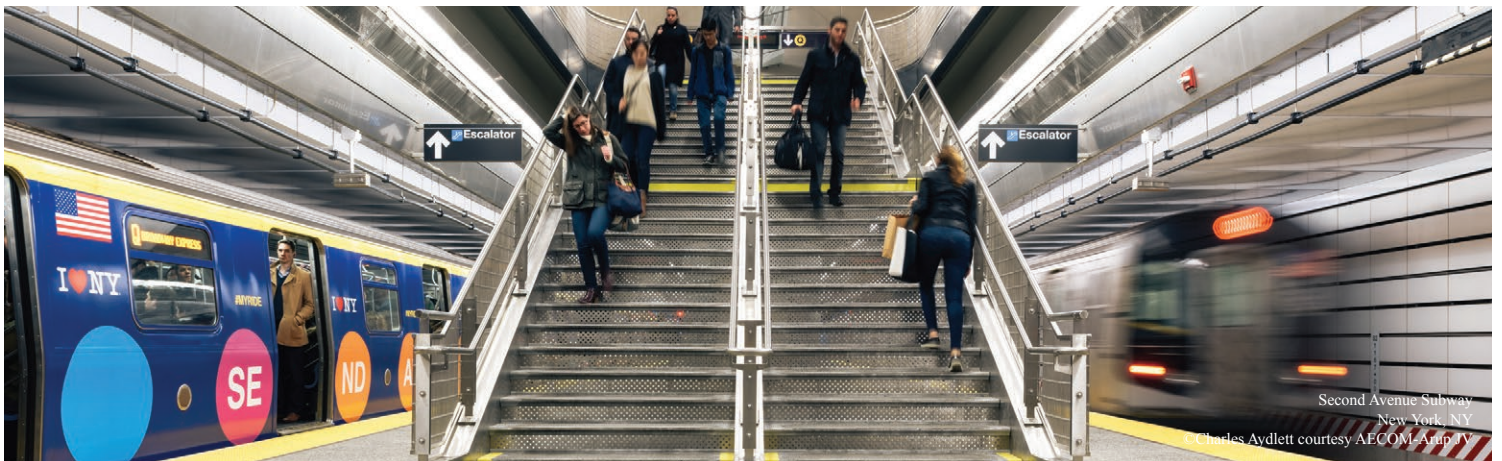


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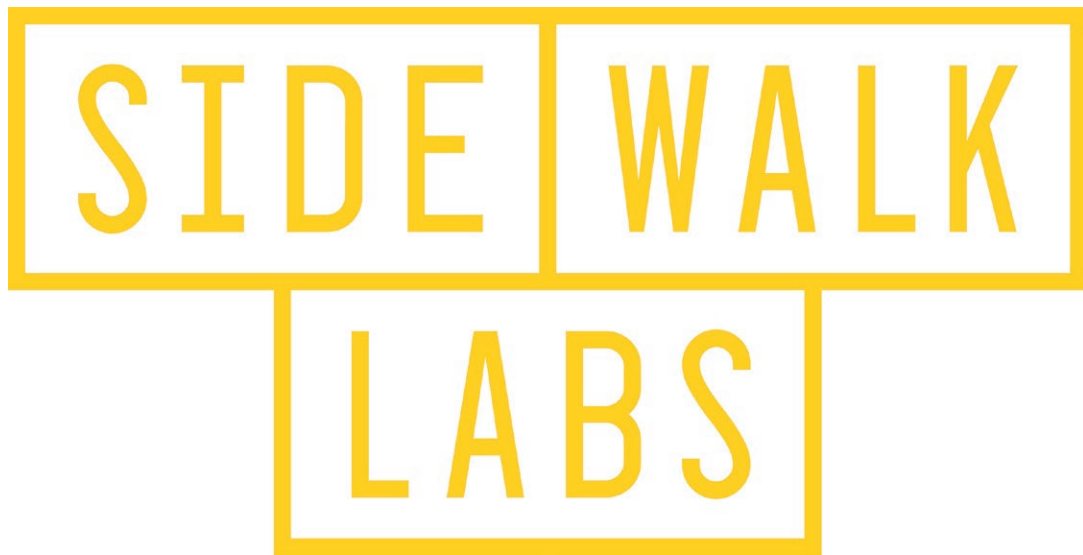


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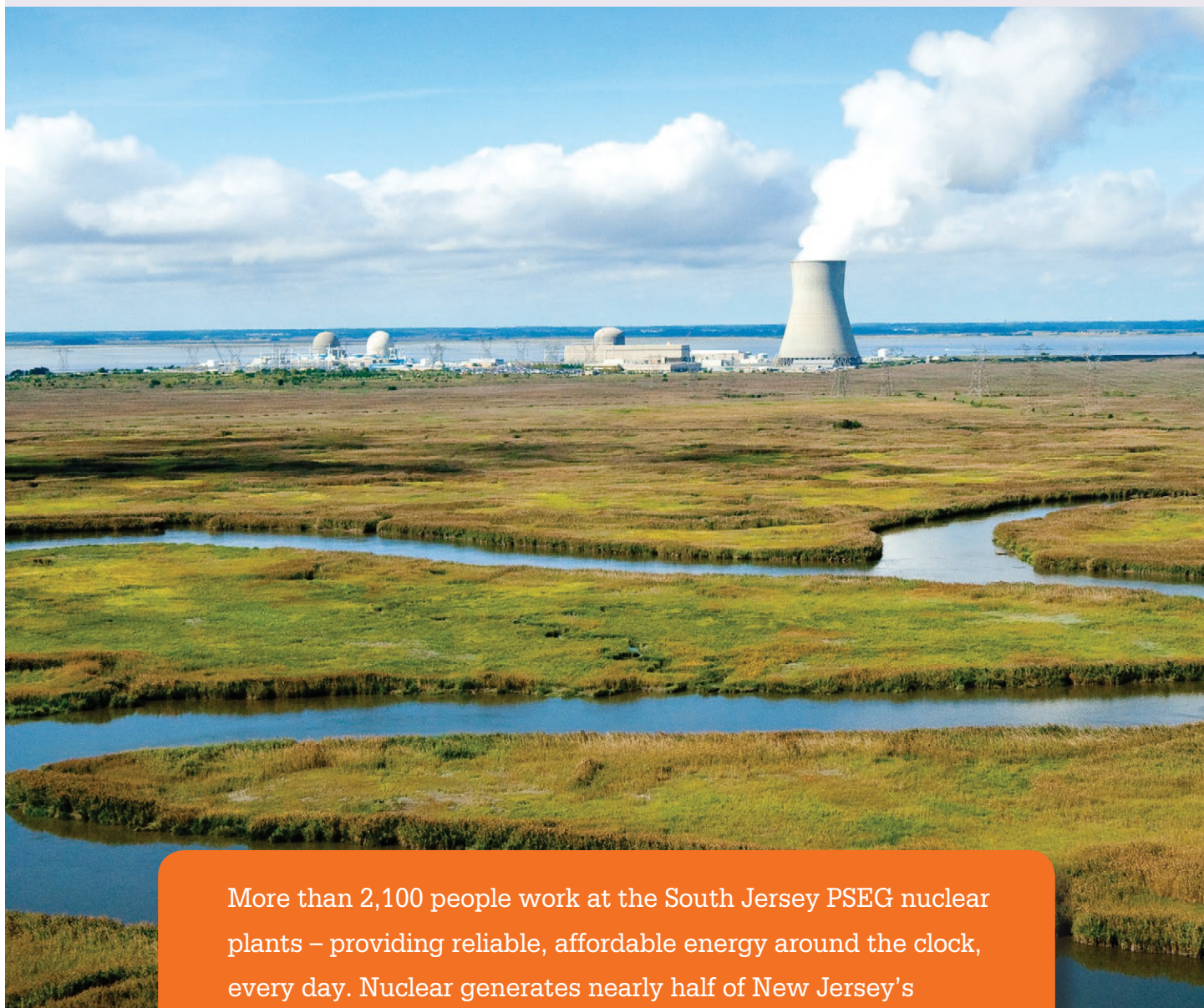
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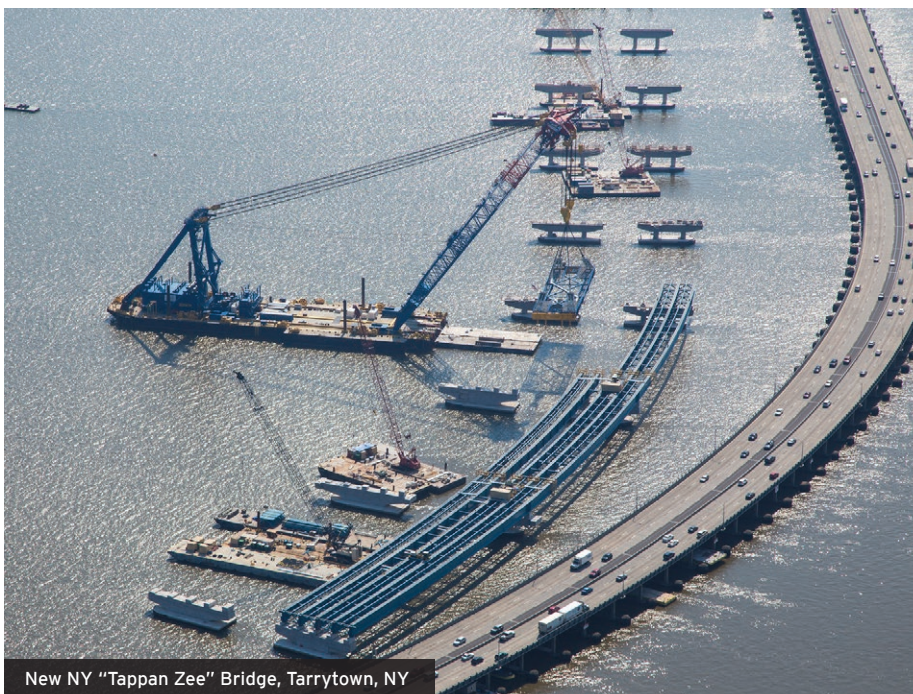
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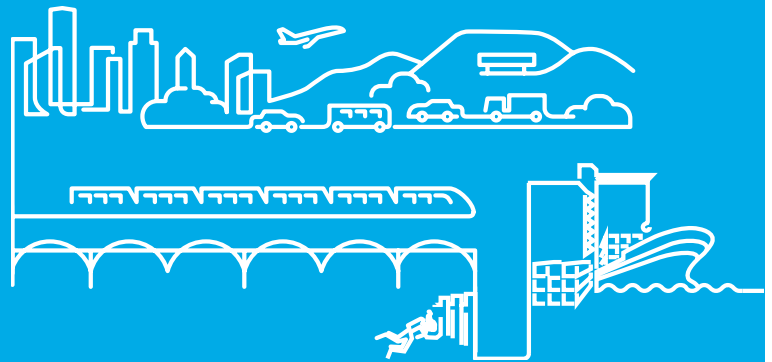
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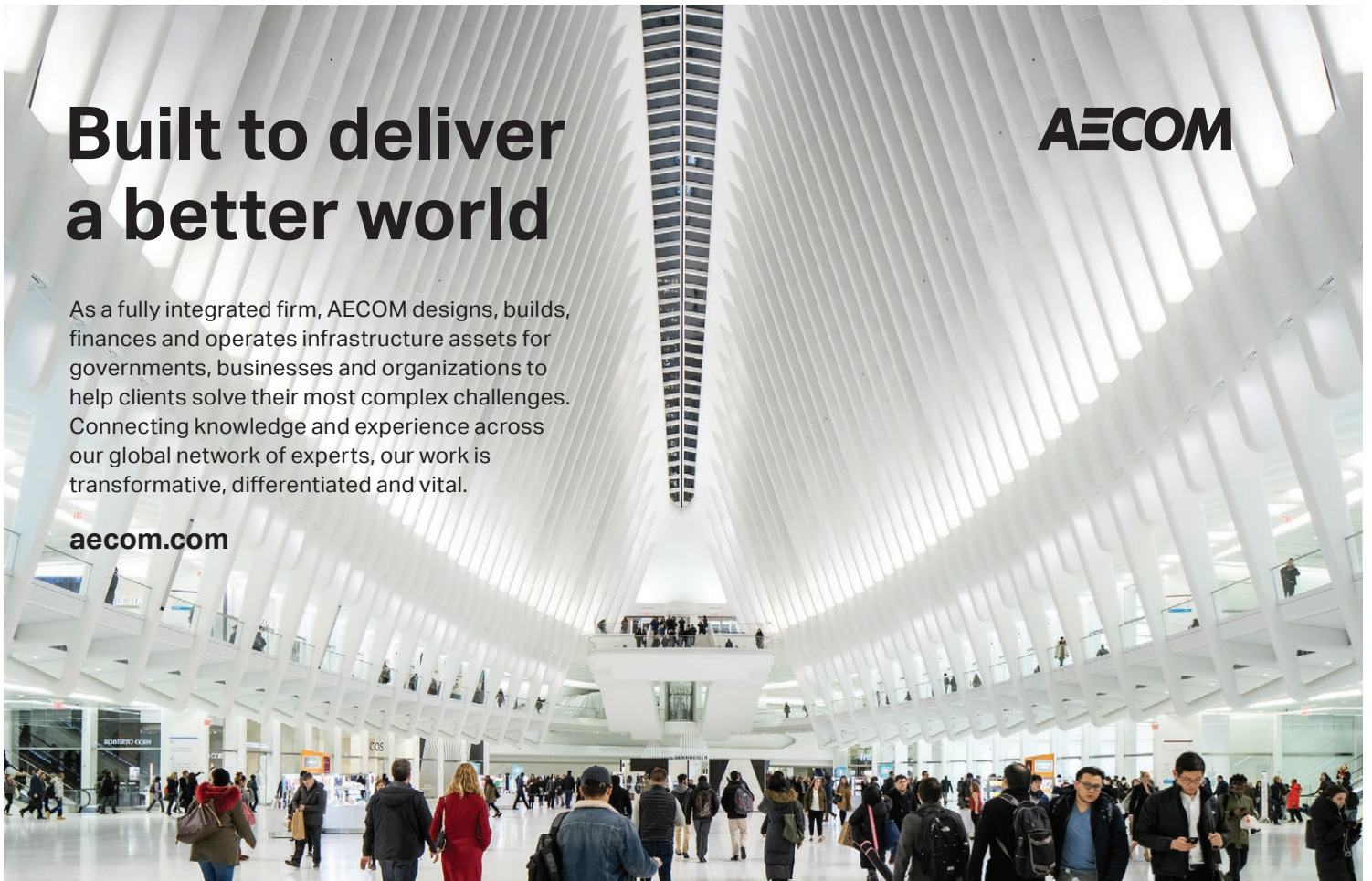
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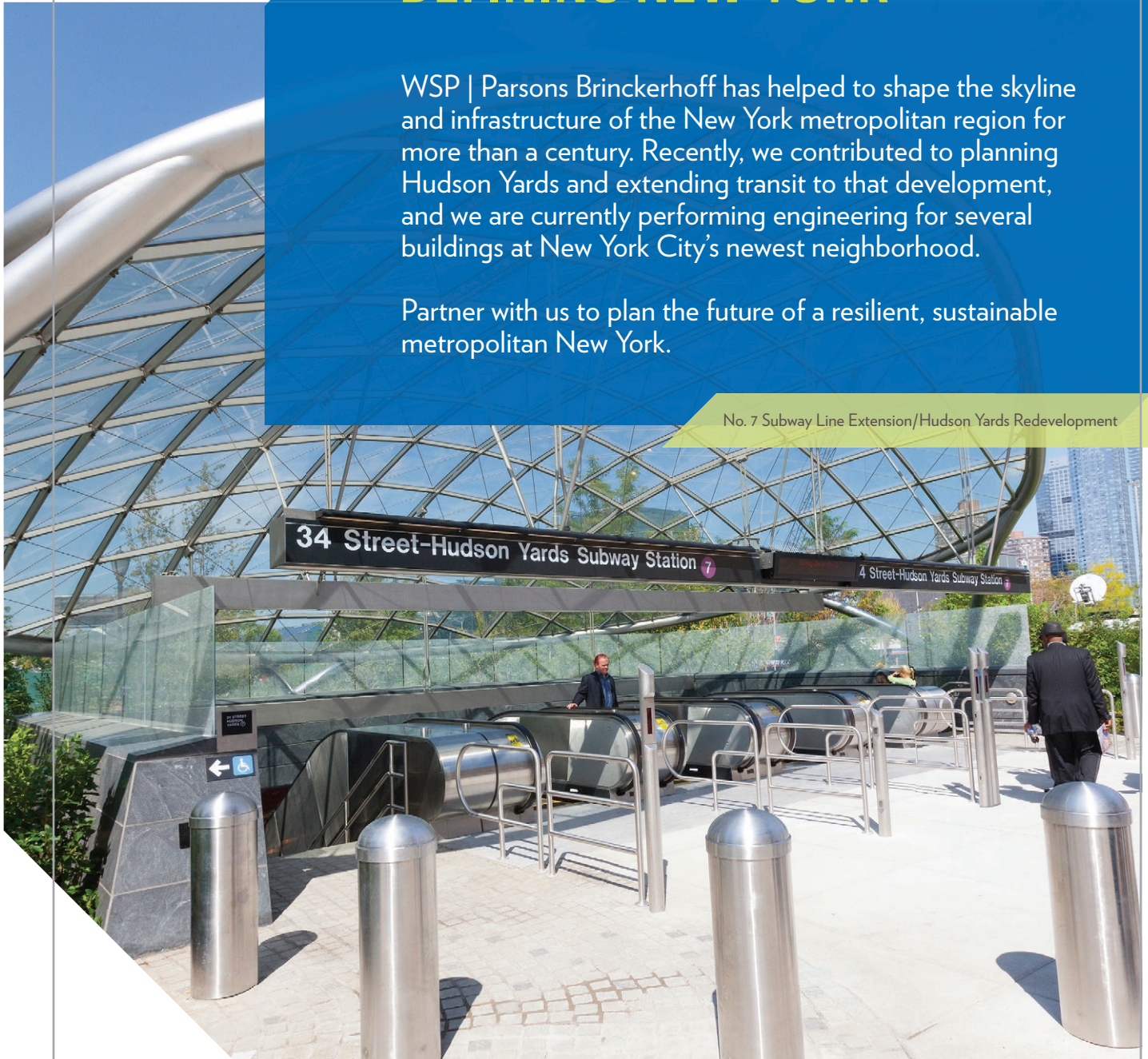


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RPA thanks all our sponsors, partners and advisors who have lent their resources, time and expertise to supporting and guiding us in this ambitious effort. We are grateful for the collaboration.

Special thanks to Rohit Aggarwala, Chair of the Fourth Regional Plan, for his leadership and vision, and to all the members of the Committee on the Fourth Regional Plan and its Working Groups.

The Fourth Regional Plan has been made possible by major support from

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