We are delighted that you could join us for Regional Plan Association’s 26th annual Assembly.

It is an extraordinary privilege to host this gathering of civic, community, business and government leaders each year. We learn so much from our distinguished speakers and panel participants, and from everyone who comes to listen, contribute and share ideas for what our region could be.

Today’s event is especially significant because for the first time, we are sharing publicly a set of preliminary recommendations from the forthcoming Fourth Regional Plan. While we have been crafting and vetting the proposals over the past year with hundreds of policy makers, community representatives and other experts, we felt it was vital to hold up the details up to wider scrutiny, and we knew we could rely on everyone who is joining us today to offer ideas and hold us accountable.

We will be unveiling the full scope of our proposals next year when we release the complete plan, which we have decided to call A Region Transformed. The name captures both our optimism about the region’s success and our belief, rooted in extensive research, that profound changes are needed if the region is going to be a place that extends economic opportunity to all its residents, that meets the threat of climate change and that successfully competes with its peers around the world.

On behalf of the staff and the board of directors of Regional Plan Association, thank you for joining us today.

Thomas K. Wright, President
The Fourth Regional Plan

A Region Transformed

The New York, New Jersey and Connecticut metropolitan region has made great strides in the last two decades. Yet both longstanding and new challenges threaten to derail our success, and advances that have enhanced our prosperity and quality of life have left many residents behind.

Regional Plan Association is undertaking a multiyear initiative to create a blueprint for our region’s shared prosperity, livability, sustainability and good governance for the next generation.

The plan will recommend policies and investments that:

- Expand prosperity and opportunity
- Foster a healthy and livable region
- Improve affordability
- Make the region more resilient

Learn more at rpa.org/fourth-plan #4thPlan
The Fourth Regional Plan has been made possible by

**Major support from**
- The Ford Foundation
- The JPB Foundation
- The Robert Wood Johnson Foundation

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**We thank all our donors for their generous support for our work.**

The Board and Staff of Regional Plan Association gratefully acknowledge our members of the Fourth Regional Plan Committee and Working Groups

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- Ana Baptista, Associate Director, Tishman Environment & Design Center, The New School
- Joan Byron, Program Director, Neighborhoods First Fund for Community-Based Planning
- Marcia Bystryn, Executive Director, New York League of Conservation Voters
- Amy Chester, Design Managing Director, Rebuild by Design
- Jeremy Creelan, Attorney, Jenner & Block
- Alexander Felson, Assistant Professor, Yale University; Urban Ecology & Design Laboratory
- William Golden, Executive Director, National Institute for Coastal & Harbor Infrastructure
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- John Nolon, Professor of Law, Counsel and Faculty Liaison, Land Use Law Center - Pace University

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- Eugenie Birch, Chair and Professor, University of Pennsylvania School of Design
- Colin Cathcart, Principal, Kiss + Cathcart, Architects
- Vishaan Chakrabarti, Founder and CEO, Partnership for Architecture and Urbanism
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- Tony His, Visiting Scholar, New York University Libraries
- Amy Kacala, Senior Planner, Scenic Hudson Inc.
- Alan Mallach, Senior Fellow, Center for Community Progress
- Patrick Morrissy, Executive Director, Housing and Neighborhood Development Services (HANDS)
- Elizabeth Murphy, Project Director, Creative New Jersey
- Alyssa Norwood, Program Manager, Connecticut’s Legislative Commission on Aging
- Peter Paden, Executive Director, Columbia Land Conservancy

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Sol Marie Alfonso-Jones, Program Officer, Long Island Community Foundation
Roland Anglin, Director and Associate Research Professor, The Joseph C. Cornell Center for Metropolitan Studies, Rutgers University
Jonathan Bowles, Executive Director, Center for an Urban Future
Joseph Carbone, President & CEO, The WorkPlace, Inc.
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Jonathan Drapkin, President & CEO, Pattern for Progress
Omar Freilla, Coordinator, Green Worker Cooperatives
Adam Friedman, Executive Director, Pratt Center for Community Development
Alex Klatskin, General Partner, Forsgate Industrial Partners
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Peter Micsovich, Managing Director, Strategic Consulting, JLL
Larisa Ortiz, Principal, Larisa Ortiz Associates
James Parrott, Deputy Director and Chief Economist, Fiscal Policy Institute
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Jeanne Herb, Associate Director, Environmental Analysis and Communications Group, Edward J. Bloustein School of Planning and Public Policy
Neal Lewis, Executive Director, Sustainability Institute, Malloy College-Energiea
Serger Mavnovsix, Director, Utility of the Future, Consolidated Edison
Ariella Maron, Associate Principal, Hoppold Consulting
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David Pringle, NJEJ New Jersey Campaign Director, Clean Water Action and Clean Water Fund
Jonathan Schrag, Senior Director, Clean Energy Idea Bank, Environmental Defense Fund
Randall Solomon, Co-Director, Sustainable Jersey Certification Program, The College of New Jersey
Jessie Stratton, Director of Policy, Connecticut Department of Environmental Protection
Audrey Zibelman, Chair, New York State Public Service Commission

Financing & Governance

Rohit Aggarwala, Chief Policy Officer, Sidewalk Labs
Regina Armstrong, Principal, Urbanomics
Richard Bagger, Senior Vice President, Celgene Corporation
Noam Bramson, Mayor, City of New Rochelle
Armando Carbonell, Senior Fellow and Chairman, Department of Planning and Urban Form, Lincoln Institute of Land Policy
Greg Carey, Managing Director, Public Sector and Infrastructure Banking, Goldman Sachs
Art Chang, Founder & Chief Executive, Tipping Point Partners

Henry Coleman, Professor, Edward J. Bloustein School of Planning and Public Policy
Candace Damon, Vice Chair, HR&A
Ester Fuchs, Professor of International and Public Affairs and Political Science, Columbia School of International and Public Affairs
Nick Grossman, General Manager for Policy and Outreach, Union Square Ventures
David Kapell, Former Mayor, Greenport
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Carol Kellermann, President, Citizens Budget Commission
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Kevin Law, President, Long Island Association
Todd Poole, President & Founder, 4ward Planning Inc.
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Lynne Sagalyn, Earle W. Kazis & Benjamin Schore Professor of Real Estate, Columbia University
Xavier de Souza Briggs, Vice President of Economic Opportunity and Markets, Ford Foundation
Ron Thomas, Director of Public Policy & Advocacy, Connecticut Conference of Municipalities
Bill Thompson, Senior Managing Director, Chief Administrative Officer, Siebert Brandford Shank & Co., L.L.C.
Peter White, Esq., Partner, DLAA Piper
Sarah Williams, Director, Civic Data Design Lab, Massachusetts Institute of Technology

Health

Ana Baptista, Associate Director, Tishman Environment & Design Center, The New School
Jamie Bussel, Program Officer, Robert Wood Johnson Foundation
Ana Garcia, Director, Government and Community Relations, New York-Presbyterian Hospital/ Weill Cornell Medical Center
Jeanne Herb, Associate Director of the Environmental Analysis and Communications Group, Rutgers Edward J. Bloustein School of Planning and Public Policy
Karen Lee, Executive Director, New York Academy of Medicine
Shaunaequa Owusu, Strategic Partnerships and Community Engagement, New York Academy of Medicine
Sharon Roerty, Senior Program Officer, Robert Wood Johnson Foundation
David Siscovick, Senior Vice President for Research, New York Academy of Medicine
Housing

Victor Bach, Senior Housing Policy Analyst, Community Service Society of New York
Helene Caloir,* Policy Director, Local Initiatives Support Corporation (LISC)
Joan Carty, President & CEO, Housing Development Fund
Peter Elowitz, President & CEO, Long Island Housing Partnership
Ingrid Gould Ellen,* Faculty Director, NYU Furman Center
Marianne Garvin,* President and Chief Executive Officer, Community Development Corporation of Long Island
Kirk Goodrich, Principal, Maverick Developers
Elaine Gross,* President, Erase Racism
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Richard Roberts, Managing Director, Acquisitions, Red Stone Equity Partners LLC
Matthew Schatz, Vice President, Commercial Real Estate Lending, TD Bank
Elizabeth Torres,* Executive Director, Bridgeport Neighborhood Trust
Jon Vogel, Vice President of Development, AvalonBay Communities, Inc
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Kate Orff, Partner, SCAPE Landscape Architecture
Juan Camilo Osorio, Director of Research, New York City Environmental Justice Alliance
Rob Pirani, Director, Harbor Estuary Program, Hudson River Foundation
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Steve Rosenberg,* Executive Director, Scenic Hudson Inc.
Eric Sanderson, Senior Conservation Ecologist, Wildlife Conservation Society
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Erika Svendsen, Social Ecologist, US Forest Service NYC Urban Field Station
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Cortney Worrall, Senior Regional Director, Northeast Region, National Parks Conservation Association

Transportation

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Susan Baer, Principal, Global Aviation Planning Leader, ARUP
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Joseph McGee,* Vice President, Public Policy and Programs, The Business Council of Fairfield County
Foster Nichols, Principal Professional Associate, Parsons Brinckerhoff
Robert Paaswell, Director Emeritus, City College of New York, University Transportation Research Center
Mitchell Pally,* Chief Executive Officer, Long Island Builders Institute, Inc.
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Gene Russianoff, Senior Attorney, NYPIRG Straphangers Campaign
Janette Sadik-Khan,* Principal, Transportation, Bloomberg Associates
Eliot Sander,* Chairma, Regional Plan Association
Joshua Schank, Chief Innovation Officer, Los Angeles Metro
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Nisha Baglia, Participatory Planning Director, Hester Street Collaborative
Walter Barrientos,* Long Island Coordinator, Make the Road New York
Arnold Cohen,* Senior Policy Coordinator, Housing and Community Development Network of New Jersey
Susannah Dyen, Policy and Research Coordinator, Community Voices Heard
Carlos Encarnacion, Lead Organizer, New York Communities for Change
David Fink,* Consultant, Partnership for Strong Communities
Rachel LaForest,* Steering Committee Member, Right to the City
Juanita Lewis, Westchester County Lead Organizer, Community Voices Heard
Betsy MacLean,* Executive Director, Hester Street Collaborative
Isella Ramirez, Project Manager, Hester Street Collaborative
Christina Rubenstein, Policy Director, Partnership for Strong Communities
Lucas Sanchez,* Deputy Director, New York Communities for Change
Kathryn Shafer, Deputy Policy Director, Partnership for Strong Communities
Mark Swier, Director of Operations and Finance, Right to the City
Sondra Youdelman,* Executive Director, Community Voices Heard

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Morning and Luncheon Program

Breakfast and Closing Reception

On view all day
Exhibits from civic groups and Assembly sponsors

Ballroom

East Foyer

Ballroom Balcony

4th floor

Louis XVI

Economic Development
Energy

Basildon

Environment
Technology

Jade

Governance
Transportation

Astor

Urban Housing
Suburban Housing

Non-Lunch Seating

Elevators

Stage

To Lower Level

To Lower Level

To Balcony

To Balcony

To 2nd floor Registration

To East Foyer

To East Foyer

To 4th floor Louis XVI

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Agenda
May 6, 2016

8:00 AM – 8:30 AM
Breakfast & Registration
In the East Foyer

8:30 AM – 10:00 AM
Morning Program
In the Ballroom

The Fourth Regional Plan
Tom Wright, President, Regional Plan Association

Plenary Panel
Rohit T. Aggarwala, Chief Policy Officer, Sidewalk Labs; Chair, RPA Fourth Regional Plan Committee
Ras J. Baraka, Mayor of Newark
Steve Bellone, Suffolk County Executive
Gale Brewer, Manhattan Borough President
Toni Harp, Mayor of New Haven

Keynote Address
Anthony Foxx, Secretary, U.S. Department of Transportation

10:15 AM – 11:45 AM
Morning Sessions
See pages 10-11 for session descriptions

Urban Housing: What Does an Affordable New York City Look Like in 2040? (Astor)
Governance: Running the Show: A New Model of Transit Governance (Jade)
Environment: Living on the Edge: Transforming Flood Zone Policy (Basildon)
Economic Development: Beyond the Strip Mall: Reimagining Suburban Commercial Corridors (Louis XVI)

12:00 PM – 12:30 PM
Lunch
In the Ballroom

12:30 PM – 2:00 PM
Luncheon Program
In the Ballroom

Introduction
Tom Wright, President, Regional Plan Association

Keynote Address
John Hickenlooper, Governor of Colorado

Introduction
Anaita Kasad, Partner, US State and Local Government Practice, PricewaterhouseCoopers

The Zuccotti Award
Howard Milstein, Chairman, President and CEO, New York Private Bank & Trust

Remarks
Chuck Schumer, United States Senator

Introduction
Anthony Coscia, Chairman of the Board of Amtrak

2:15 PM – 3:45 PM
Afternoon Sessions
See pages 12-13 for session descriptions

Suburban Housing: The Housing Affordability Crisis in Our Suburbs (Astor)
Transportation: Not Everybody Works in Manhattan: Fixing the Commuter Rail Network (Jade)
Technology: Reversing the Digital Divide (Basildon)
Energy: The Carbon Conundrum (Louis XVI)

4:00 PM – 5:00 PM
Closing Reception
Please join us for cocktails in the East Foyer
Sponsored by ReThink NYC
**Urban Housing**

**What Does an Affordable New York City Look Like in 2040?**

**Astor Room**

As New York’s population has risen since the 1980s, the city has confronted a growing crisis of affordability. Residents are facing not only rising housing costs, but also increasing overcrowding and homelessness. Without significant action, we can expect these trends to worsen. The fourth plan will propose policies that will lead to more and better housing options for people of all incomes, in pursuit of a growing, affordable and integrated New York City by 2040.

*Moderator*

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

*Speakers*

**Michelle de la Uz**, Executive Director, Fifth Avenue Committee

**Moses Gates**, Director, Community Planning and Design, Regional Plan Association @MosesNYC

**Rick Jacobus**, Principal, Street Level Urban Impact Advisors @rjacobus

**Rachel LaForest**, Steering Committee Member, Right to the City

**Michael Slattery**, Senior Vice President of Research, Real Estate Board of New York

**Carl Weisbrod**, Chairman, NYC Planning Commission

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**Governance**

**Running the Show: A New Model of Transit Governance**

**Jade Room**

The region’s transportation problems have many causes, including decades of under-investment, fragmented and overly politicized decision-making, excessive costs and legacy structures that dissuade innovation. To address the root cause of these problems, the fourth plan will propose fundamental changes in how we plan, finance, build and operate transportation systems in our region.

*Moderator*

**Juliette Michaelson**, Executive Vice President, Regional Plan Association

*Speakers*

**Rohit Aggarwala**, Chief Policy Officer, Sidewalk Labs @Rit_Aggarwala

**Greg Clark**, Chairman and Founder, The Business of Cities

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

**Jay Walder**, President and CEO, Motivate
**Environment**

**Living on the Edge: Transforming Flood Zone Policy**

**Basildon Room**

The scope and scale of actions needed to protect our vulnerable communities from climate change require more funding and better coordination than federal, state or local governments can currently provide. An effort to engage the private sector and reconfigure existing budgets to fund a regional commission to coordinate, research, design and implement resiliency programs would transform the way we protect ourselves from floods and other effects of climate change.

*Moderator*

Holly Leicht, Regional Administrator, Region II, U.S. Department of Housing and Urban Development

*Speakers*

Robert Freudenberg, Director, Energy and Environment, Regional Plan Association @RobFreud
Jonathan Goldstick, Vice President, CH2M
Megan Linkin, Natural Hazard Expert, Swiss Re @mellinkin20
Stephen Marks, Municipal Manager, City of Hoboken
Carter Strickland, Vice President and Program Manager for Water and Natural Resources, HDR Engineering
Daniel Zarrilli, Senior Director, Climate Policy and Programs, NYC Office of the Mayor @dzarrilli

**Economic Development**

**Beyond the Strip Mall: Reimagining Suburban Commercial Corridors**

**Louis XVI Room**

Low-density office parks and shopping centers provide an opportunity for the development of new mixed-use communities in places that already have access to infrastructure and services. The fourth plan will identify a dozen large-scale and/or strategically located sites for redevelopment.

*Moderator*

Trent Lethco, Principal, ARUP

*Speakers*

Steve Bellone, Suffolk County Executive @SteveBellone
Rob Lane, Senior Fellow for Urban Design, Regional Plan Association
Seth Pinsky, Executive Vice President, RXR Realty @sethpinsky
Lynn Richards, President and CEO, Congress for the New Urbanism @lrichardsCNU
Gary Toth, Senior Director, Transportation Initiatives, Project for Public Spaces

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Afternoon Sessions
2:15 PM – 3:45 PM

Suburban Housing
The Housing Affordability Crisis in Our Suburbs
Astor Room

Exclusionary zoning regulations have limited housing choices and exacerbated the high cost of housing for the region as a whole. The long era of rapid expansion powered by the construction of single-family homes is coming to a close, and a new model is needed. The fourth plan will propose that the states offer strong incentives to municipalities for promoting multi-family and affordable housing that will support suburban economic growth and create communities that are affordable, livable and fair.

Moderator
Ingrid Gould Ellen, Faculty Director, NYU Furman Center

Speakers:
Elaine Gross, President, ERASE Racism
Chris Herbert, Managing Director, Joint Center for Housing Studies of Harvard University
Melissa Kaplan-Macey, Connecticut Director, Regional Plan Association
Peter Reinhart, Director, Kislak Real Estate Institute, Monmouth College @pstreinhart
James Rubin, Commissioner and CEO, New York State Homes and Community Renewal
Kathryn Shafer, Deputy Policy Director, Partnership for Strong Communities

Transportation
Not Everybody Works in Manhattan: Fixing the Commuter Rail Network
Jade Room

The commuter rail system is over a century old and primarily designed toward the region’s central business district. The fourth plan proposes to upgrade and rethink commuter rail service to better serve traditional commutes to the urban core, as well as the region’s other employment centers and underserved residents.

Moderator
Hope Knight, President and CEO, Greater Jamaica Development Corporation

Speakers
Richard Barone, Vice President of Transportation Programs, Regional Plan Association
Joseph Della Fave, Executive Director, Ironbound Community Corporation
Dennis Martin, Interim Executive Director, NJ Transit
Joe McGee, Vice President, Public Policy and Programs, The Business Council of Fairfield County
Tom Prendergast, Chairman and CEO, MTA
Polly Trottenberg, Commissioner, New York City Department of Transportation
Energy
The Carbon Conundrum

Louis XVI Room

Climate change poses a severe threat to the New York region. Every level of government has committed to reducing greenhouse gas emissions, but their efforts are beset with competing priorities and uncoordinated programs - from federal mandates and regional cap-and-trade markets to state renewable energy targets to municipal action plans. What role should the region play in reducing the atmospheric concentration of greenhouse gases? How do we ensure that the reduction of carbon emissions is cost-effective, equitable, and in the best interests of regional and global sustainability?

Moderator
Peggy Shepard, Executive Director, WE ACT for Environmental Justice @weactej1

Speakers
Steven Caputo, Research Fellow, Regional Plan Association
Jeanne Fox, Adjunct Professor, Columbia School of International and Public Affairs
Arturo Garcia-Costas, Program Officer, NYC and National Environment, New York Community Trust
Judith Lagano, Senior Vice President of Asset Management, NRG Energy Inc.

Technology
Reversing the Digital Divide

Basildon Room

Inequality is one of the biggest challenge we are facing, and the digital divide threatens to make it even more extreme if we don’t act now. The fourth plan will propose creating a network of fiber-optic broadband networks that serve all communities, leveraging new development as well as public-private partnerships to reduce costs and increase efficiency.

Moderator
Benjamin de la Peña, Director of Community and National Strategy, John S. and James L. Knight Foundation @benjiedlp

Speakers
Nick Grossman, General Manager, Union Square Ventures @nickgrossman
Noel Hidalgo, Executive Director, BetaNYC
Mandu Sen, Senior Planner, Regional Plan Association @ManduNSen
Seth Wainer, Chief Information Officer, City of Newark @sethwainer
Maya Wiley, Counsel to the Mayor, City of New York @mayawiley
Richard Barone
Vice President for Transportation, Regional Plan Association
In his role as Vice President for Transportation, Richard Barone is responsible for the organization’s transportation portfolio in the areas of finance, policy and planning. He is RPA’s subject matter expert on freight/logistics, technology and urban transportation systems, and aviation. Mr. Barone is leading RPA’s transportation effort for the Fourth Regional Plan, a once in a generation planning exercise to prepare the New York region for the next three decades of growth. In addition, he has led or served as a primary researcher on several of RPA’s major studies, including Moving Blocks: A Plan to Upgrade New York’s Subway, How the Long Island Rail Road Could Shape the Next Economy, The Future of the New York Region’s Airports, Tomorrow’s Transit: New Mobility for the Region’s Urban Core, among others.

Steve Bellone
Suffolk County Executive
@stevebellone
Steven Bellone has been Suffolk County Executive since 2012. Bellone is committed to reducing Suffolk’s debt, improving Suffolk’s business environment and keeping taxes low. Bellone’s environmental and community revitalization initiatives have been nationally recognized for their pioneering and innovative approaches. In 2002, he launched Wyandanch Rising, a comprehensive, community based approach to revitalizing the most economically distressed community on Long Island. As county executive, he led a comprehensive emergency response plan to coordinate disaster relief efforts during Hurricane Sandy and has secured over $380 million in resiliency and water quality project funding for the county. He previously served as Babylon Town Supervisor from 2001-2011.

Gale Brewer
Manhattan Borough President
@galeabrewer
Gale A. Brewer is the 27th Manhattan Borough President. Ms. Brewer previously served on the City Council for 12 years. As Council member, she successfully passed legislation guaranteeing paid sick leave for most hourly employees, compelling landlords to fix repeat violations, requiring all City data to be published online, and the nation’s first law protecting domestic workers. She was the founding chair of the City Council’s Technology Committee in 2002. Immediately prior to her election to the City Council, Brewer served as Project Manager for the NYC Nonprofits Project at CUNY’s Graduate Center, and before that worked for the Telesis Corporation, a private firm that builds affordable housing in New York City.

Steven Caputo
Research Fellow, Regional Plan Association
Steven A. Caputo Jr. is a Research Fellow at Regional Plan Association, advising RPA’s energy programs and recommendations for the Fourth Regional Plan. He is also a lecturer in Columbia University’s Master of Sustainability Management Program and an independent consultant. Steven previously served in the New York City Mayor’s Office as Senior Advisor to the Deputy Mayor for Housing and Economic Development and Deputy Director of the Office of Long-Term Planning and Sustainability. As a two-time Fellow of the Design Trust for Public Space, Steven coauthored New York City’s High Performance Guidelines for Infrastructure (2005) and Landscape (2010). He previously worked at Polshek Partnership Architects, Arup, and the Spatial Information Design Lab.

Rory Christian
Director, New York Clean Energy, Environmental Defense Fund
@RoryChristianNY
As EDF’s Director, New York Clean Energy, Rory Christian focuses on energy and clean air in the New York region. Rory currently leads EDF’s work scoping smart grid development in New York City and other high density urban settings, developing opportunities for financing energy projects and the NYC clean heat campaign. Before joining EDF, Rory was the Director of Energy Finance and Sustainability for the New York City Housing Authority. Prior to his role at NYCHA, Rory worked to develop the Public Sector Business unit of Constellation Energy, where he developed new business products and tailored internal operations to effectively pursue opportunities with federal, state, and local government agencies.

Rohit T. 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.

Ras J. Baraka
Mayor of Newark
@rasjbaraka
Ras J. Baraka is the 40th Mayor of the City of Newark. He was elected in May of 2014 and sworn in on July 1, 2014. From the launch of a social impact venture fund to accelerate the development of technology and the opening of the nation’s largest vertical indoor farm, to the creation of the City’s first-ever police Civilian Complaint Review Board to mobilizing residents to combat violence in high-crime areas, Mayor Baraka’s leadership has married a profound vision with an unshakeable passion for the City where he has lived and worked for more than four decades. His progressive approach to governing has won him accolades from grassroots organizations to the White House. He was listed in The Nation’s 2015 “Most Valuable Progressives” as “Most Valuable Mayor”, Ebony Magazine’s “Power 100” and on the front cover of the New York Times for “defying expectations” during his first year-and-half in office.

Greg Clark
Chairman and Founder, The Business of Cities
Greg Clark is an advisor, advocate, and mentor on cities and businesses. He works with leadership teams in global cities, global firms, global institutions, and at global gatherings. 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 Rio de Janeiro, Barcelona, Gauteng/Johannesburg, Western Cape, Toronto, Barcelona, Auckland, Sao Paulo, Milan, and Oslo. He has led 20 reviews of city and regional development for the OECD.
He has advised on national policies for cities and regions in UK, Ireland, Canada, China, Colombia, Sri Lanka, South Africa, New Zealand, Italy, Slovakia, and Latvia.

**Ingrid Gould Ellen**
Faculty Director, NYU Furman Center
Ingrid Gould Ellen is the Paulette Goddard Professor of Urban Policy and Planning at NYU’s Robert F. Wagner Graduate School of Public Service and Faculty Director of the NYU Furman Center. Her research centers on neighborhoods, housing, and residential segregation. Ingrid is author of Sharing America’s Neighborhoods: The Prospects for Stable Racial Integration (Harvard University Press, 2000) and editor of How to House the Homeless (Russell Sage Foundation, 2010) and has published articles in such journals as the Journal of Urban Economics, the Journal of Policy Analysis and Management, the Journal of the American Planning Association, and Housing Policy Debate. Ingrid teaches courses in microeconomics, urban economics, and urban policy research.

**Jeanne Fox**
Adjunct Professor, Columbia University School of International and Public Affairs
Jeanne M. Fox is an Adjunct Professor at Columbia University’s School of International and Public Affairs. She served as a Commissioner of the New Jersey Board of Public Utilities (NJBPU) from January 2002 until September 2014 and was its President and a member of the Governor’s cabinet from January 2002 to January 2010. Under Ms. Fox’s leadership NJBPU became a leader among states in developing cutting edge clean energy policies, and promoting renewable energy and energy efficiency. As a result, New Jersey has been second only to California in the number of solar installations. Jeanne Fox served as the Regional Administrator of the United States Environmental Protection Agency Region 2 (1994-2001) and as Commissioner and Deputy Commissioner of the New Jersey Department of Environmental Protection and Energy (1991-94).

**Anthony Foxx**
Secretary, U.S. Department of Transportation
@SecretaryFoxx
Anthony Foxx became the 17th United States Secretary of Transportation on July 2, 2013. At the U.S. Department of Transportation, Secretary Foxx leads an agency with more than 1,200,000 employees and a budget exceeding $70 billion. DOT oversees air, marine, and surface transportation, and the Secretary’s primary goal is to ensure that America maintains the safest, most efficient transportation system in the world for this and future generations. Foxx joined the U.S. Department of Transportation after serving as mayor of Charlotte, North Carolina, from 2009 to 2013. As mayor, he made efficient and innovative transportation investments the centerpiece of Charlotte’s job creation and economic recovery efforts.

**Robert Freudenberg**
Director, Energy and Environment Programs, Regional Plan Association
@RobFreud
Robert Freudenberg is director 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.

**Moses Gates**
Director, Community Planning and Design, Regional Plan Association
@MosesNYC
Moses Gates is RPA’s director of community planning and design, leading the organization’s planning, research and advocacy efforts in affordable housing, economic development, and community engagement & design. He works with RPA staff to make sure that a community and neighborhood focus is present throughout the organization’s regional efforts. Prior to joining RPA, Moses was director of planning and community development for ANHD, a New York City policy and advocacy nonprofit, where he oversaw the organization’s housing development policy and planning work, and initiated ANHD’s Community Development Fellowship program. Moses also has worked for New York City’s Department of Housing Preservation and Development, as a nonprofit affordable housing developer, and as a licensed New York City tour guide.

**Jonathan Goldstick**
Vice President, CH2M
Jonathan has over thirty years of worldwide experience engineering and managing water-front projects that include the design, analysis, construction, rehabilitation, and installation of a wide variety of storm protection structures. His post-Sandy projects have included the design of New York City’s replacement Rockaway Boardwalk, a feasibility study of storm surge barriers at the Gowanus Canal and Newtown Creek, and conceptual designs for the HUD-funded East Side Coastal Resiliency project on the east side of Manhattan between Montgomery and Street and 23rd Street. He is also the project director for the firm’s on-call contract with the Port Authority of NY & NJ for the design of federally-funded post-Sandy projects. He serves on the board of the RPA New York Committee and is an active member of the Storm Surge Working Group, exploring regional approaches to flood risk reduction.

**Elaine Gross**
President, ERASE Racism
Ms. Gross has extensive experience in research, program development and evaluation at public and private agencies in Boston and New York. She earned her MSW from Boston University, with a focus on policy, planning and non-profit management. Throughout her career, Ms. Gross
has focused on exploring the systemic causes of social, political, and economic inequities and finding ways to counteract those inequities. Ms. Gross was hired by the Long Island Community Foundation to launch the ERASE Racism Initiative in June 2001. In 2004, ERASE Racism became an independent New York State not-for-profit corporation. Ms. Gross has successfully led ERASE Racism, bringing together a cross section of Long Island leaders to discuss and formulate remedies to persistent regional inequities, resulting from imbedded institutional and structural racism in health, education and housing.

**Nick Grossman**  
General Manager, Union Square Ventures  
@NickGrossman

Nick Grossman is a General Manager at USV, leading the firm’s efforts on public affairs and internal capacity building. Previously, he led an incubator for startups at the intersection of cities and data at OpenPlans. Nick has a degree in Urban Studies from Stanford University, and learned everything he knows about technology from people on the internet and by using vwsourcing. He grew up in Brooklyn and now lives outside of Boston with his wife and two kids.

**Chris Herbert**  
Managing Director, Joint Center for Housing Studies of Harvard University

Chris Herbert is Managing Director of the Joint Center for Housing Studies of Harvard University, and a Lecturer in the GSD Department of Urban Planning and Design. A collaborative unit of the Harvard Graduate School of Design and the Harvard Kennedy School, the Joint Center engages in research, education, and public outreach programs to advance understanding of housing issues among leaders in government, business, and the civic sectors. As Managing Director, Dr. Herbert leads the team responsible for producing the Center’s annual State of the Nation’s Housing and its biannual America’s Rental Housing reports, essential resources for both public and private decision makers in the housing industry. A key focus of his work has been on the financial and demographic dimensions of homeownership, and the implications for homeownership policy of the recession, housing bust, and foreclosure crisis.

**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 byproduct 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.

**John Hickenlooper**  
Governor of Colorado  
@hickforco

John Hickenlooper is a lifetime entrepreneur who ran as a “dark horse” to become Mayor of Denver in 2003. He led the campaign to pass FasTracks, the largest regional transportation initiative in U.S. history, and helped convince the 34 metro mayors (2/3 Republican) to unanimously support and pass the 0.4% sales tax increase at the ballot. He recruited top managers to his cabinet from business and wherever he could find them. In eight years he had streamlined the total workforce by 7%, the first such reduction in Denver’s history. In 2005 TIME Magazine named him as one of the five top big-city mayors in America. When he was inaugurated Governor of Colorado in 2011, having run on his history of collaboration for community good, he became the first Denver mayor to be elected governor in 150 years. He also became one of the first geologists to become a governor in the history of the nation, and the first brewer since Sam Adams in 1792.

**Rick Jacobus**  
Principal, Street Level Urban Impact Advisors  
@rjacobus

Rick Jacobus, principal of Street Level Urban Impact Advisors (StreetLevelAdvisors.com) is one of the nation’s leading experts in inclusionary housing and affordable homeownership. Rick is the author of Inclusionary Housing: Creating and Maintaining Equitable Communities, which has been called the ‘go to’ guide to inclusionary housing policy design. Rick worked directly with the City Councils of Denver and Seattle to guide the redesign of each city’s inclusionary housing program. In addition, he has consulted on the design and implementation of inclusionary housing programs with more than a dozen cities including New York, San Francisco, Santa Monica, Palo Alto, Chicago and Atlanta. Rick was the founder of Cornerstone Partnership, a national initiative to support local housing policies that create lasting affordability and he now serves as a strategic advisor its successor Grounded Solutions Network.

**Melissa Kaplan-Macey**  
Connecticut Director, 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. She also is a registered Professional Planner in the State of New Jersey. She holds a master’s in urban planning from New York University’s Wagner School of Public Service and a bachelor’s in urban studies from Brown University.

**Anita Kasad**  
Partner, US State & Local Government Practice, PricewaterhouseCoopers

Anita is a Partner in PwC’s US State and Local Government Advisory Practice, leading their work in the New York Metro Region. She has 16 years of consulting experience, with expertise in project management, customer experience, organizational design and governance, business process reengineering, and data analytics. Anita has extensive depth of experience working with public sector organizations within New York City, New York State and New Jersey. Her clients include the NYC Economic Development Corporation (NYC EDC), New York State Governor’s Office of Storm Recovery (GOSR), NYC Department of Information Technology & Telecommunications (DoITT), New York City Housing Authority (NYCHA), New York State Division of the Budget (DOB), and NYC Department of Parks & Recreation. Prior to joining the public sector, Anita worked in the firm’s Financial Services practice, focusing on compliance and operations in capital markets and banking. She serves on the board of directors of the Regional Plan Association.

**Hope Knight**  
President and CEO, Greater Jamaica Development Corporation

Hope Knight is President & CEO of Greater Jamaica Development Corporation (GJDC). GJDC is a community-building organization that plans, promotes, coordinates and advances responsible real estate development to revitalize Jamaica, Queens and strengthen the region. Prior to GJDC, Hope was Chief Operating Officer of the Upper Manhattan Empowerment Zone, responsible for the management of day-to-day operations of the organization. The Upper Manhattan Empowerment Zone (UMEZ) is an initiative designed to revitalize distressed communities by using public funds and tax incentives as catalysts for private investment. Prior to her current role as COO of UMEZ, Hope was a Vice President at Morgan Stanley in the Institutional Equities Division.
the rebuilding of Lower Manhattan after the 9/11 attack.

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.

Rob 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.

Holly Leicht
Regional Administrator, Region II, U.S. Department of Housing and Urban Development

Holly Leicht is the Regional Administrator for the U.S. Department of Housing and Urban Development (HUD) in Region II, presiding over the agency’s activities in New York and New Jersey. Holly administers $6 billion in affordable housing and other urban development programs, as well as the Superstorm Sandy recovery funds and implementation of the region’s winning Rebuild by Design and National Disaster Resilience Competition projects. 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 in all neighborhoods. Holly previously held positions at the NYC Department of Housing Preservation and Development, the Lower Manhattan Development Corp, and the Municipal Art Society.

Dennis Martin
Interim Executive Director, NJ Transit

Dennis J. Martin is an experienced transit professional with more than 30 years of industry experience, specifically with NJ TRANSIT, and has served as Vice President and General Manager of NJ TRANSIT Bus Operations, General Manager, NJ TRANSIT Mercer, Inc. and General Manager, NJ TRANSIT Morris, Inc. since the fall of 2014. Mr. Martin served as Acting VP/GM of NJ TRANSIT Bus Operations from June of 2014 prior to his permanent appointment. Mr. Martin has strong technical and business qualifications with an impressive track record of hands-on experience in transportation, customer service, call center management, operations planning, scheduling, supervision, terminal operations, revenue security, project management, and emergency response.

Joe McGee
Vice President of Public Policy and Programs, The Business Council of Fairfield County

Joseph J. McGee is Vice President, Public Policy and Programs, The Business Council of Fairfield County. Joe has worked extensively with the business community, civic organizations and government officials in the areas of economic development, transportation, housing, energy conservation, environment and tax and fiscal policy. This year, Joe was appointed to two statewide policy committees; he is serving on the Steering Committee of the Water Planning Council and was named co-chair of the newly established Connecticut Commission on Economic Competitiveness, appointed by the Senate President Pro Tempore.

Holly Leicht
Regional Administrator, Region II, U.S. Department of Housing and Urban Development

Holly Leicht is the Regional Administrator for the U.S. Department of Housing and Urban Development (HUD) in Region II, presiding over the agency’s activities in New York and New Jersey. Holly administers $6 billion in affordable housing and other urban development programs, as well as the Superstorm Sandy recovery funds and implementation of the region’s winning Rebuild by Design and National Disaster Resilience Competition projects. 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 in all neighborhoods. Holly previously held positions at the NYC Department of Housing Preservation and Development, the Lower Manhattan Development Corp, and the Municipal Art Society.

Megan Linkin
Natural Hazard Expert, Swiss Re

Dr. Megan Linkin is a natural hazards expert for the Global Partnerships team at Swiss Re, based in Ammon, NY. Megan’s primary responsibility is risk analysis and structuring of public-private transactions which protect public entities against losses incurred due to natural catastrophes. She also provides real-time weather forecasts during impending severe weather events. Prior to re-joining Swiss Re in 2012, she worked as a weather derivative underwriter and catastrophe bond analyst at Allianz Risk Transfer. Between 2008 and 2011, she was an atmospheric perils expert for the Swiss Re Cat Perils team; her responsibilities included assessing the insurance risk posed by hurricanes, tornadoes, hail and winterstorms globally and developing pricing tools and techniques for underwriters, actuaries and insurance-linked security traders.

Judith Lagano
Senior Vice President of Asset Management, NRG Energy Inc.

Judith is Senior Vice President of Asset Management, responsible for the business and financial operations of NRG’s wholesale generation portfolio, focusing on improving both the short- and long-term economics of the fleet. With more than 25 years of experience in the power industry, Judith previously was President of NRG’s East Region, the company’s largest, managing 22,000 MW of generation capacity in NY, NJM, New England and Florida. With NRG since 2001, she has also held leadership positions including leading the East Region’s new business team, and Asset Management for the East Region fleet.

Trent Lethco
Principal, ARUP

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.

Joe McGee
Vice President of Public Policy and Programs, The Business Council of Fairfield County

Joseph J. McGee is Vice President, Public Policy and Programs, The Business Council of Fairfield County. Joe has worked extensively with the business community, civic organizations and government officials in the areas of economic development, transportation, housing, energy conservation, environment and tax and fiscal policy. This year, Joe was appointed to two statewide policy committees; he is serving on the Steering Committee of the Water Planning Council and was named co-chair of the newly established Connecticut Commission on Economic Competitiveness, appointed by the Senate President Pro Tempore.

Juliette Michaelson
Executive Vice President, Regional Plan Association

Juliette is executive vice president at Regional Plan Association, a civic urban planning organization focused on growth and sustainability in the New York tri-state area. Juliette is currently leading the production of the region’s long-range, comprehensive plan, the fourth in RPA’s 90-year history. As executive vice president, Juliette also oversees RPA’s operations, including public affairs, communications and strategic development. Juliette has steered a number of RPA’s large initiatives, 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.
Seth Pinsky
Executive Vice President, 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.

Janette Sadik-Khan
President and CEO, Congress for the New Urbanism
@jsadikkhan
Janette Sadik-Khan served as Commissioner of the New York City Department of Transportation (NYC DOT) from 2007-2013, where she implemented an ambitious program to improve safety, mobility and sustainability, and ensure a state of good repair on the city’s roads, bridges and ferries. At Bloomberg Associates, she works with mayors around the world to reimagine policies, urban design strategies, and environmental solutions for vibrant, prosperous neighborhoods. Additionally, she produced groundbreaking research on water and land use strategies.
on public policy issues in the areas of land use planning, zoning, economic development and taxes. Mr. Slattery has represented the real estate industry on the New York State’s Advisory Group for the development of regulations for the Green Building Tax Credit Program, the Department of City Planning’s task force for the review of the city’s Comprehensive Waterfront Plan and the Department of Finance’s Real Property Tax Reform Advisory Group. Before joining REBNY, he worked for the New York City Public Development Corporation.

Xavier de Souza Briggs
Vice President of 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 the foundation’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. Xav is also professor of sociology and urban planning (on leave) at the Massachusetts Institute of Technology’s Department of Urban Studies and Planning and former 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.

Carter Strickland
Vice President and Program Manager for Water and Natural Resources, HDR Engineering
Carter is a Vice-President at HDR, a top 10 ranked architecture and engineering firm, where his projects include resiliency at Hunts Points, infrastructural development for a three-state consortium in the Western U.S., a greenhouse gas study for NYC, and advising cities, water and wastewater utilities, and other clients on sustainability matters. Carter has been active in the New York and New Jersey environmental communities for over 20 years, representing groups as a lawyer with the New York Attorney General’s office and Rutgers Environmental Law Clinic in a wide variety of matters, from public trust to hazardous waste to eminent domain cases. As part of Mayor Bloomberg’s sustainability team, and later Commissioner of the New York City Department of Environmental Protection, Carter created and implemented integrated approaches to infrastructure, water quality, climate change, land use, ecological restoration and energy issues.

Gary Toth
Senior Director, Transportation Initiatives, Project for Public Spaces
Gary Toth has helped to lead a national movement to integrate land use and transportation issues as a means to creating more livable, walkable communities and streets. During his 34 years of project management experience with the New Jersey Department of Transportation, Gary helped transform NJDOT to a stakeholder inclusive agency focused on integrating transportation and land use planning. He was the founder of the NJFIT: Future in Transportation Program, which provided transportation and planning land use assistance to more than 50 communities in New Jersey from 2003 to 2007, and founded the agency’s Context Sensitive Solutions Program. Since joining PPS in 2007, Gary has worked with dozens of communities to help them plan and create more sustainable streets and transportation networks with sound engineering principles, including conducting hundreds of trainings and community engagement sessions. neighborhoods.

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. Commissioner Trottenberg also serves as a member of the MTA Board.

Michelle de la Uz
Executive Director, Fifth Avenue Committee
Michelle de la Uz became Executive Director of Fifth Avenue Committee, Inc. (FAC) in January 2004, after serving as Co-Chair on FAC’s Board of Directors. She has over twenty years of experience in public and community service. Michelle oversees the organization’s mission and comprehensive programs serving more than 5,500 low- and moderate-income people; a budget of nearly $6 million and several non-housing affiliate corporations with annual budgets of over $5 million, real estate assets over $100 million, and
a housing development pipeline of nearly 1,000 units, representing more than $400 million in total development costs. Prior to FAC, she was Program Director for the Center for Urban Community Services in Washington Heights and Harlem and oversaw social services in supportive housing for 400 low-income tenants with special needs.

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 Reinvestment 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.

Seth Wainer
Chief Information Officer, City of Newark
@sethwainer
Seth Wainer is the Chief Information Officer for the City of Newark. Prior to holding this position, Wainer served as Newark’s Senior Technology Policy Advisor. In that role he helped facilitate tech infrastructure investments, integrated city data, and directed initiatives to increase the city’s responsiveness to its residents. Before this, Seth worked at the White House Office of Science and Technology Policy and the U.S. Department of Health and Human Services. Seth also worked in corporate retail and in national politics. He is a graduate of Columbia University, a husband, and a proud father of a future open data enthusiast.

Jay Walder
President and CEO, Motivate
Jay Walder has more than 30 years of international experience in public transportation, including senior roles at three of the world’s largest transit systems. Most recently, Walder was the Chief Executive Officer of the MTR Corporation in Hong Kong. MTR is regarded as one of the world’s leading railway operators, with an integrated approach to rail transport and property. Walder led the company to build on its success in its home base of Hong Kong with a growing portfolio of rail and property related operations in the Mainland of China, Europe and Australia. Previously, Walder was the Chairman and Chief Executive Officer of the Metropolitan Transportation Authority (MTA) in New York and Managing Director of Finance and Planning at Transport for London (TfL). Walder has also served as a Partner at McKinsey & Company, where he lead the firm’s global infrastructure practice and was a Lecturer in Public Policy at the Harvard Kennedy School.

Carl Weisbrod
Chairman, New York City Planning Commission
Carl Weisbrod was appointed as Director of the New York City Department of City Planning and Chairman of the New York City Planning Commission by Mayor Bill de Blasio in March, 2014. Weisbrod has more than 35 years of experience serving the people of New York. He has left his mark on some of the city’s most dynamic and fastest-growing neighborhoods. Weisbrod’s service in government extends back to the Lindsay administration, which he joined as a young lawyer at the Department of Relocation. He was appointed by Mayor Koch to spearhead the city’s efforts to transform Times Square, and he also served as the Executive Director of the New York City Department of City Planning and Chairman of the New York City Loft Board. As president of New York State’s 42nd Street Development Project, Weisbrod led the effort to revitalize Times Square, transforming it into a global hub for tourism and entertainment.

Claire Weisz
Founding Principal, WXY Architecture + Urban Design
@wxyclaire
Claire Weisz is an architect and urbanist, and a founding principal of WXY. With her partners Mark Yoes, Laying Pew, and Adam Lubinsky, Claire focuses on innovative approaches to public space, structures, and cities. WXY has received the League Prize from the Architectural League of New York, as well as being selected as one of the League’s Emerging Voices practices in 2011, in addition to numerous awards from AIA National, AIANY, and the American Planning Association.

Maya Wiley
Counsel to the Mayor, City of New York
@MayaWiley
Maya advises the Mayor on legal matters involving City Hall and the executive staff, and also provides counsel to the Mayor on the legal aspects of policy and administrative matters. She spearheads special projects, such as expanding affordable broadband access across all five boroughs, jobs for all New Yorkers and civil and human rights and gender equity. She is the City’s Minority/Women Owned Business Enterprise Director and the Mayor’s liaison to the Mayor’s Advisory Committee on the Judiciary. She also serves on the City’s Procurement Policy Board, and the Board of the Fund for the City of New York. She is the Founder and former President of the Center for Social Inclusion, a national policy strategy organization on racial inclusion. A civil rights attorney and policy advocate, she has litigated, lobbied the U.S. Congress and developed programs to transform structural racism in the U.S. and in South Africa.

Tom Wright
President, Regional Plan Association
@tkwrpa
Tom Wright is president of Regional Plan Association, an independent urban planning think tank focused on improving the prosperity, infrastructure, sustainability and quality of life of the New York-New Jersey-Connecticut metropolitan region. 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. Under his leadership, RPA is developing a fourth regional plan, due out in 2017.

Daniel Zarrilli
Senior Director, Climate Policy and Programs, NYC Office of the Mayor
@dzarrilli
In his current position, Daniel Zarrilli oversees the Mayor’s Office of Recovery and Resiliency, the Mayor’s Office of Sustainability, and the tracking of the city’s OneNYC program. Previously he served on the Special Initiative for Rebuilding and Resiliency, a post-Sandy task force that developed a first-ever climate adaptation program for New York City. He holds an M.S. in Civil Environmental Engineering from the Massachusetts Institute of Technology and lives in Staten Island with his wife and two children.

Dawn Zimmer
Mayor of Hoboken
@dawnzimmernj
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. Mayor Zimmer led Hoboken through several major crises, including Hurricane Irene in 2011 and Superstorm Sandy in 2012, and has developed a comprehensive resiliency and readiness plan to protect the city from flooding, power outages, and other impacts of climate change. She has championed an award-winning “Resist, Delay, Store, Discharge” flood resiliency plan that received $230 million in federal funding through the Rebuild by Design competition. Mayor Zimmer is a member of President Obama’s Task Force on Climate Preparedness and Resilience.
The John Zuccotti Award
for outstanding service to the New York metropolitan region

RPA is honored to announce that the organization’s award for leadership in the metropolitan region will be 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 have come 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 will be chosen by a distinguished selection committee, comprised of RPA’s president and its chairman; the chair of the New York City Planning Commission; and Howard Milstein, President, Chairman and CEO of New York Private Bank and Trust and a longtime friend of John Zuccotti and RPA.

John Zuccotti
(1937 – 2015)

John E. Zuccotti most recently served as Chairman, Global Operations, Brookfield Asset Management Inc., and of Counsel in the real estate department of the international law firm of Weil, Gotshal & Manges LLP.

John Zuccotti’s distinguished career in city and federal government left an indelible mark on many communities. Serving as First Deputy Mayor of the City of New York under Mayor Abraham D. Beame from 1975 through 1977, he played a key role in saving the city from collapse during the fiscal crisis. Mayor John V. Lindsay appointed him to the New York City Planning Commission in 1971 and then named him Chairman in 1973, a position he held until 1975. He also served as Chairman of Mayor Edward I. Koch’s Advisory Committee on Police Management and Personnel Policy, was a member of the Mayor Koch’s Advisory Task Force on the Homeless, and Chaired Governor Hugh L. Carey’s Task Force on the future of the World Trade Center in 1981.

In Washington, he was Assistant to Robert C. Wood, Secretary of Housing and Urban Development, Special Counsel to the Housing Subcommittee of the House Banking and Currency Committee, and Secretary and Counsel to the National Corporation for Housing Partnerships. John Zuccotti also served as Assistant to Senator Jacob K. Javits.

John played a leading role in the development process of major residential and commercial projects in the New York metropolitan area, and helped develop planned communities in such diverse places as Reston, Va. and a Navajo reservation in Shiprock, New Mexico. He lectured on planning and development at numerous institutions including The New School for Social Research, Harvard, Columbia and Yale, and was appointed to the faculty of both Yale and Columbia law schools as an Adjunct Professor.
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— GINA POLLARA  
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We thank RPA for the invitation to share our plan to ReThink NYC.
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We look forward to working with the RPA and its members to implement the Fourth Regional Plan for the New York Region!

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