

**Proceedings from the American Planning Association
New York Metro Chapter's 2005 Annual Conference:
New National Challenges • New York Solutions: A Survival Guide for Planners**

Friday, April 22, 2005
Steven L. Newman Conference Center
151 East 25th Street, 7th Floor
New York, NY

**Opening Session:
Federal Policies, Local Leadership: The State of Planning in the Region**

Abstract:

Federal policy initiatives such as local funding shares for new projects, economic policy, transportation priorities (roadways versus transit), housing (viability of Section 8 Housing Voucher Choice Program), and environmental regulations proposed in Washington D.C. each may have profound importance on the natural, social, and built conditions. At the same time, application of September 11th programs (i.e., funds for Lower Manhattan/JFK Airport Access) may have a direct impact on planning in the New York region. Speakers will present their views on how the New York region can respond to specific programs and policies over the next four years and beyond. Speakers will highlight existing federal policies which have not been fully explored and new policies which hold untapped potential for application throughout New York. Speakers will also discuss opportunities for partners to pool resources to maximize the benefit to the region.

Moderator: Professor Mitchell Moss, *Henry Hart Rice Professor of Urban Policy and Planning*, Robert F. Wagner Graduate School of Public Service at New York University

Panelists: Sandy Hornick, Director of Strategic Planning, New York City Department of City Planning
Alan Sorensen, Assistant Commissioner for Housing & Community Policy, New York State Division of Housing & Community Renewal

Sandy Hornick

The federal government does not look favorably on New York City, in terms of funds of provided. The current budget proposal contains less money for New York City than in years past, and includes the elimination of several critical programs. This is a continuation of a long term trend of providing less money, reducing the Federal involvement in local programs, smaller direct influence of programs, and redistribution of funds to non-urban areas.

For the New York City area, this means cuts in Housing and Urban Development and Housing Preservation and Development programs. In contrast, the New York State

Department of Transportation is the only municipal service to receive a relatively consistent funding stream, the majority of which are in support of roadway maintenance and building projects. In contrast, transit improvements, which had previously received an 80% Federal share, have been reduced to 50%. Transit, which is generally an urban program, has been slashed, while the suburban and rural needs of vehicular transportation continue to be prioritized.

New York State is an income-generating state. Residents in states like New York pay more in Federal taxes than in returned to their state. The tax revenue that is not returned to New York State is instead redistributed to the rest of the nation. The less money the Federal government collects, the more income would remain in these donor states.

New York State and specifically New York City can never rely on a higher percentage of tax revenue being returned to the area. Instead, the region must increasingly rely on its own abilities and resources. It is therefore imperative to do things that grow the New York City economy by embracing growth. Through local growth can the local economy thrive; a thriving local economy is the key to funding the local programs, services, and projects needed to maintain New York.

Alan Sorensen

The direction of the Federal government is to consolidate and thereby reduce the number of Federally-funded programs. A prime example of this trend is the "Strengthening Americas Communities Initiative", which is a major proposal to consolidate 35 community development programs into 17 programs. One result of this initiative by the federal government would be the elimination of the Community Development Block Grant. Although this funding stream is not crucial for big cities, it is vital to smaller communities who rely on these regional programs to help build basic infrastructure. The deconstruction of these programs will result in the elimination of many of the organizations that serve to filter and prioritize major regional projects. These programs and organizations also serve to reduce duplication of similar proposals, while facilitating a regional consensus. The loss of these programs will result in a less coherent populace, with the same needs. The difference will be, these needs will no longer be met.

Mitchell Moss

New York State is losing its political clout. It used to be the largest presence in the House of Representatives; now it is only the fourth largest state. There is no seniority in any committee for New York. This means that New York and New York City must create and produce with its own resources and not rely on Federal support. To reflect on our history provides an insight to the current dilemma. New York City has never been bailed out by the Federal government. It is the local, regional, and state governments that have always found or created the necessary funding streams to complete major projects, or correct major public crises.

This leaves New York at a turning point which requires two critical actions. The first is to capitalize on one of our most underutilized resources: land. Land is a very valuable resource and more effective use of underutilized parcels throughout the City can provide a significant stream of funding. Secondly, we must make decisions. There are many major capital projects proposed throughout New York City and State. Each has support and detractors, but few have consensus as the priority. If we do not make a decision about which project is the most important, then none will ever get done. But by prioritizing the most important, the most important needs can be addressed.

Affordable Housing: Planning Solutions Face Federal Agendas

Abstract:

Planners confront challenges in seeking to fashion affordable housing solutions in the context of shrinking federal funding, shifting federal priorities, and uncertainty regarding the future of existing housing subsidy programs. Panelists will discuss the planning strategies, tools and politics that can impact program and project success in the New York region.

Moderator: Alyssa Katz, Editor, City Limits Magazine

Panelists: Frank Braconi, Executive Director, Citizens Housing and Planning Council
Les Bluestone, Blue Sea Development Company
Ingrid Gould Ellen, Associate Professor, Robert F. Wagner Graduate School of Public Service, New York University
David Greenberg, Policy Director, Association for Neighborhood and Housing Development, Inc.

Alyssa Katz

NYC is not the most expensive regional housing market in the country; the median rent for poorer households is 57% of income. Nationwide, Westchester County is the 9th most expensive housing market. The continual rise in housing price is derived from the continual demand, which can be seen by New York City's continual growth in population. This trend can be traced not only to direct housing costs (cost of ownership or rent), but in the preliminary cost for potential development.

In the past, municipal programs have alleviated a portion of the impact on lower-income earner. Now however, affordable housing programs are not being sustained at the same levels. Federal programs (including Section 8) are likely to be trimmed or cut in the immediate future, while new legislation will narrow the allowances for affordable housing provisions.

The panelists will describe what is being done and what planners and their partners can do to help ensure access to affordable housing in the New York City.

Frank Braconi

The future of housing in the region must be planned with the following assumptions: a reduction in Federal resources and the addition of two million people to the CMSA over the next 20 years. A shift in the paradigm is necessary; the equation for the provision of affordable housing must be amended. This is especially true now that developers perceive suburbia as “built out” with few opportunities for additional housing opportunities.

The goal we should be aiming to achieve is to provide 20% of the city’s housing affordable to the bottom 20% of the income bracket. There are methods to achieve this. A prime example is to develop housing as a shared equity investment between the municipality and moderate income families. This method is currently being utilized in East Hampton: a family finds a house on the private market, the town appraises it, and co-invests in it. When the unit is sold, both the family and the municipality receive their fair-share equity.

Ingrid Ellen

Housing needs in New York City are documented in the *State of New York City Housing and Neighborhoods Report*. As presented in the report, the quality and stock of housing has improved dramatically in recent periods, and neighborhoods are in better overall condition. Nonetheless, housing prices are much less affordable. For example, prices of Harlem multi-family housing have risen 6-fold over the last seven years. While the City has seen an increase in construction activity, it is not sufficient to meet the sustained and growing demand for living in New York City.

Today the Federal government is retreating from local support, particularly housing. New and creative solutions are needed and they must include the following:

- Production
 - Making more land available for housing, including rezoning existing land and focusing on downzoning in the outer Boroughs;
 - Eliminate the perception that the City is built out, because it is not;
 - Utilize brownfields as a redevelopment resource;
 - Investigate the New Venture Incentive program, which has been relatively unused in New York;
 - Take better advantage of obsolete institutional properties; and
 - Encourage inclusionary housing efforts.
- Foster Home Ownership
 - Homeownership rates in New York City are markedly below national and regional levels; and
 - This provides considerable room for innovation and additional ownership.
- Regulatory Reform
 - Streamline regulatory and governmental procedures to reduce overall housing costs and bureaucracies; and
 - Invest more resources.
- Preservation

- Seriously consider preservation of existing housing versus production of new units.
- Remember that the current market boom is only temporary and plan accordingly.
- Utilize the City's new 311 system to keep buildings up to code; and
- Investigate options on expiring use designations.

David Greenberg

Demand for housing in New York City is a critical issue, but it needs to be seen in terms of the changing opportunities and restraints. There is housing stock which exists and is deteriorating. The housing shortage exacerbates the need to preserve housing for use and not letting it deteriorate out of the usable supply. There are certain neighborhoods which are experiencing maintenance problems, which need to be addressed before the condition is too late.

In some neighborhoods we should expect delinquencies in mortgage payments and unpaid property/real estate taxes. These facts are less detrimental if they are planned for and incorporated into future actions, and not realized after they occur.

As Federal resources continue to be scaled back, it will be critical to harnessing local resources (i.e. case study of Battery Park City).

Les Bluestone

Demand for housing is finite and solid at the low and moderate – income levels. This means that affordable housing can be a consistent, steady business. While Federal programs exist to encourage investment in affordable housing, Federal programs have traditionally been more difficult to work with. What results is capital exists to attract investment, but this capital has ended up in poorly planned arrangements.

Inclusionary zoning is a highly touted method, which has been put into place for Hudson Yards (and may be established in other areas, such as Green Point/Williamsburg). Frank Braconi commented that inclusionary zoning may be too restrictive; in some cases, inclusionary zoning is essentially a no-growth policy. Les Bluestone added that the timing and relationship between markets and inclusionary zoning policies are difficult, and must be properly enacted so as not to result in infeasible plans.

There are other tools for developers to acquire sites. Discounted, municipal bonds can act as a source of subsidy, as well as partnering with pension funds. In terms of maintaining sites, developers need access to legislative tools (i.e. expiration of 421a certification).

Questions/Discussion

- Transportation and housing are directly related. Downzoning occurs as a result of poor access, while New York City policies encourage up-zoning around transit hubs

- Another option may be to scaling back parking requirements where transit is prevalent.
- Zoning can also encourage infill by increasing the density of tower-in-the-park housing developments, including new, active ground-level uses, and bringing structures closer to the street-wall.

Security Planning: Protecting Our Infrastructure and the Public Realm Post 9/11

Abstract:

Increasing the security of public and private spaces and facilities has been a focus of public concern throughout the New York metropolitan region since 9/11. The panel will discuss how planners, designers and government agencies respond to security concerns in planning for infrastructure, transportation and the public realm.

Moderator: Ethel Sheffer, AICP, Principal, Insight Associates

Panelists: William A. Morange, Director of Security, Metropolitan Transportation Authority

Rae Zimmerman, Director of Urban Planning Program, Robert F. Wagner Graduate School of Public Service, New York University; Director of the Institute for Civil Infrastructure Systems

Rob Rogers, Principal, Rogers Marvel Architects

Robert Smilowitz, Principal, Weidlinger Associates Consulting Engineer

Alan Leidner, Senior Associate, Booz Allen Hamilton

Bill Morange

The keys to safety are prevention, preparation, and open communication. In the months leading up to 9/11, the New York Police Department engaged in an emergency planning exercise that simulated a shut-down of all public access to Manhattan. As a result of the exercise, and other emergency “table-top” and field planning exercises, the key parties who needed to be in communication knew and trusted one another, and had the necessary contact information close at hand. This was a prime example of the guiding principles of preparation and open communication. The current focus is on coordinating emergency responses among many jurisdictions across which MTA facilities are located.

Rae Zimmerman

The centralization of infrastructure, including resource supply methods and transportation nodes, result in locations difficult to protect and limited options when emergencies occur. Redundant and interconnected systems can offer more reliability. Both New York City Transit and Con Edison have alternatives built within their systems, which were proven during 9/11, and allowed for a relatively quick recover of system usability. The next step will be shifting supplies to green systems, to allow for even greater flexibility in responding to emergency situations.

Robert Rogers

Security is a key component of urban planning; the next step is leadership promoting the integration of security with other priorities for the site. Current security measures are either producing barricaded sites which are secure but inaccessible or vulnerable spaces that alienate the everyday user. Effective security measures will integrate physical structures, operations, as well as the velocity and direction of vehicles entering the site. The methods to accomplish these goals are through the planning of specific features including lighting, walkways, and landscaping.

Rob Smilowitz

Geographic information is a critical method to managing safe sites. Geo-referencing of data, including address, parcel, building, street segment, as well as above- and below-ground infrastructure, can enable planners to focus on vulnerable locations. This data can also provide methods for managing sites during and after emergencies occur.

Al Leidner

The emphasis should be to combine effective action with effective and accurate information via GIS mapping systems. The fundamental concept presented by each panelist is to provide effective security without compromising the quality of life.

New York Area Mega-Projects: Prospects & Priorities

Abstract:

New Yorkers are talking about big projects again. Large redevelopment, transportation and public works projects on a scale not seen since the 1950s and '60s are in the planning and discussion stages. But the excitement is tempered with trepidation: can New York afford to build new transit lines, bridges and sports stadiums? Can NY afford not to? Our panelists will discuss key projects in the planning pipeline, setting priorities in the face of limited State and Federal funding, whether major redevelopment projects will live up to their economic forecasts, and whether all New Yorkers will share in the wealth.

Moderator: Floyd Lapp, FAICP, City Planner, Orange, NJ; Consultant and Adjunct Professor, Columbia University

Panelists: Richard Barth, Executive Director, NYC Department of Planning
Gerry Bogacz, Assistant Director, NY Metropolitan Transportation Council
Nanette Bourne, Principal, AKRF, Inc.
Lee Koppleman, Executive Director, Long Island Regional Planning Board

Summary of Session

NYMTC's regional transit plan for 2030 will be complete this fall. 78% of \$160 billion in funding will go to maintain the existing system, with the remainder for improvements, such as the 2nd Avenue Subway and the Number 7 Subway line. The City must continue to grow and accommodate market demands for additional prime office space and housing; the Hudson Yards project will do much to address the need. More

suburban mega-project developments such as casinos and resorts create both substantial problems and solutions in their communities. Such projects fund needed infrastructure improvements, spin off new economic development and revitalization, and lead to the clean up of former industrial sites. Such projects also create regional traffic problems and tax our systems in other ways. The proper role of planning seems to have been lost in the latest crop of mega-projects. Planners are merely reacting to politicians and real estate developers. Planners are forgetting our roles by not asking the tough questions to ensure sustainability and address legitimate community needs.

Gerry Bogacz

The New York Metropolitan Transportation Council's (NYMTC's) regional transportation plan will be completed this fall; the draft was released in April. The plan is built on certain key facts and forecasts. For example, 64% of the state's population lives in NYMTC's region. Vehicle miles are expected to increase 13% by 2030; regional commodity flows (i.e., truck transportation, etc.) are expected to increase 40%. The NYMTC region is divided into eight sub-regions (gateways) around which the regional transportation investment options are developed. In addition, there are individual county/borough plans. Unfortunately, based on expenditure assumptions, 79% of regional transportation funding (\$160 billion over 25 years) will be spent in maintenance. The remainder will go towards construction of the 2nd Avenue Subway and extension of the Number 7 Subway Line. This leaves only \$13B for all other improvements, despite NYMTC's identification of \$70B - \$80B in costs for all of the other improvements.

Richard Barth

The city must be able to grow to survive and flourish. There is need for significant economic development and housing investments. There is also need for regulatory changes to accommodate growth. Incremental change is not enough. The city needs big plans, improvements in funding options to pay for investments, and improvements in the political and public processes. More direct rail access to Lower Manhattan is needed for it to remain competitive. Outside Manhattan, the focus is on building up central districts such as downtown Brooklyn. Hudson Yards is the most important initiative that will provide for the city's long-term growth. Hudson Yards adds Class A office space equivalent to two downtown Clevelands. Midtown Manhattan needs 60 million sq. ft. of additional Class A space to remain competitive; Hudson Yards would provide 26 million. Hudson Yards would also result in 325,000 jobs (office, construction, etc.), 14,000 housing units (incl. 2,300 affordable), 23 acres of parks, and \$30 billion in tax revenues to pay for the needed infrastructure and much more.

Nanette Bourne

The various Hudson Valley mega-projects are big projects requiring big solutions for big ideas. The projects result in regional solutions and problems for small communities. For example, casinos allow for sewer and water upgrades in communities that could otherwise not afford it. But they also result in significant inter-jurisdictional traffic problems. Casinos and other big resort projects also spin off additional economic development and tax benefits, while bringing new life and money to failing downtowns. Mega-projects can link transit, land use planning, and green space preservation. They

can and should be integrated with existing development, not separated from the rest of the community. Many mega-developments facilitate the clean up of prime, polluted real estate. However, the scale of these projects and associated infrastructure issues mean that they are not 100% privately financed. Sources for the funds for these associated costs must be identified as part of the project's costs.

Lee Koppleman

As planners, are we making certain that the right questions are being asked before we get to the mega-project stage? Americans always think that bigger and better is the key to success. However, none of the mega-projects described today resulted from a planning process. Planners are supposed to work to build better communities and tell the politicians when they are wrong. We are not upholding our standards and responsibilities. Hudson Yards, for example. The public (city and state) is expected to give \$600 million to the Jets. Why? Where was the planning? Maybe Queens, New Jersey, or no where would be a better location for a stadium, but regardless, where was the proper planning process? Only one planning body – the Regional Plan Association – has questioned the Hudson Yards project – why? A community's sustainability does not depend on growth. We need to determine and address what NYC really needs, not think that the city is going dying without constructing mega-projects. Though not against every mega-project, planners must stand against any projects of any size which are the wrong projects. The projects described today came from real estate developers, not planners. Are we fulfilling our promise? Once the money is spent, it is gone. We need to plan correctly and planners need to plan the way.

Questions & Answers

Q: Is city planning so focused on mega-projects that it can not properly focus on zoning reform to allow for appropriate private sector investments?

A: R. Barth: DCP has eighty zoning studies underway – a huge number. DCP is looking to do things such as the following: more contextual zoning, accommodate development more appropriately, and manage Staten Island's growth better.

Q: What role do mega-projects play in NYC's international stature/positioning?

A: F. Lapp: NYC is living off the legacy of the past. All major, important projects are too far in the past. We are failing behind other world-class cities. For example, many other world cities continue to add to their rail infrastructure. MTA has only added 4 miles of new rail and total rails miles have actually dropped due to removal of elevated rails over the years.

A: R. Barth: Investments are required to keep NYC a world city. The recent re-introduction of world class architects to work in NYC is a good thing and will raise the standard.

Q: Why are we talking about spending so much money on new projects when we can't even move people around the city properly today due to so many subway problems?

A: R. Barth: The question presents a false dilemma. For example, not spending money on Hudson Yards will not result in more money for subways, schools, and other projects.

Q: Many of the mega-projects, such as the Brooklyn arena and the Greenpoint-Williamsburg rezoning do not appropriately consider scale, neighborhood appropriateness, integration to surrounding communities, and other quality of life issues. Why?

A: R. Barth: Public input on the Brooklyn stadium has not started yet. Regarding Greenpoint-Williamsburg, I categorically reject your comments. DCP has work diligently with the existing community to reduce maximum height levels and other issues to integrate the rezoning with the community.

Q: Why are so many of NYMTC's transit issues focused on Manhattan; the other boroughs have some of the longest commute times in the nation.

A: G. Bogacz: NYMTC is looking at transportation everywhere in the region. The opposite argument could easily be made that there is a lack of focus on Manhattan.

A: L. Koppleman: You're right. Manhattan holds the political and financial power and only gives lip-service to other areas. The focus begins in Manhattan and only later do they get around to other areas. There are huge disparities in the allocation of funding.

Riding the Retail Wave

Abstract:

The retail planning environment is fast changing. What is the real impact of internet and catalogue shopping? Is it true that one-out-of-four malls are expected to fail in the near future? Is it too soon to write off department stores? How should inner-city neighborhoods take advantage of their "discovery" by chain stores? How do neighborhoods deal with Wal-Mart and the like? We have an inner city retail expert, a national specialty retail expert, one of the city's leading Business Improvement District (BID) directors, and the author of "Cities Back from the Edge" answering the question "where does retail fit in to smart planning?"

Moderator: John Shapiro, AICP, Phillips Preiss Shapiro Associates

Panelists: Michael J. Berne, President, MJB Consulting

Kate Coburn, Principal, Economics Research Associates

Roberta Brandes Gratz, award-winning journalist, urban critic and author

Summary

Retail is complex and dynamic, reinventing itself every decade or so. Retail most frequently changes in response to changes in consumers, who increasingly seek an entertainment experience. The traditional shopping destination anchored by 'big box stores' is yielding to a more diverse array of smaller stores, in part to leverage the risk of one anchor folding, which can kill a traditional mall or strip center. An urban migration by chain retail has also been observed, with expansion sought in untapped ethnic markets in inner-cities in response to suburban outposts becoming satiated.

John Shapiro

There has been a huge growth in chain retailers in inner-cities in the past ten years. New York City is no exception, with the 34th Street and 125th Street Corridors, the Time Warner Center, Broadway and 86th Street on the Upper West Side, and Fulton Mall and Gateway Center in Brooklyn. This trend can be observed in upscale satellite cities, as well, including White Plains and Stamford.

There are several reasons for this growth, including: 1) Limited opportunities in suburbia for specialty and niche retailers, this results in chains expanding beyond the malls where their businesses are saturated; 2) High profile figureheads promotion of this retail migration (i.e., Magic Johnson and Michael Porter from Harvard); 3) Minorities are a growing demographic; 4) A conceptual change in how cities are viewed, occurring through pop culture (i.e., Seinfeld and Friends); 5) Revitalization of urban infrastructure, including BID's, CDC's, entrepreneurial mayors, public/private partnerships, and the Community Reinvestment Act.

Kate Coburn

Retail is not merely goods and services, but a lifestyle and form of entertainment (i.e., Whole Foods and Urban Outfitters). While big department stores are not dead, they are no longer in the driver's seat.

There has been a hybridization of retail: big box next to small, Nordstrom next to Costco; this has happened because the consumer has changed. Shopping centers are becoming lifestyles; if a department store closes, an assortment of retailers can take its place (i.e., May's on Union Square is now DSW, Filene's, Forever 21, and Whole Foods).

Downtowns are no longer looking for monoliths (single-user stores), but a multi-user facility to revitalize the streetscape. Mixed-use development is not looking only to services for residence but for office workers who outspend residents and visitors.

BID's need ammunition to succeed, not just physical improvements. To succeed, they must provide market research and a recruitment staff to outreach to retailers.

Roberta Brandes Gratz

What may seem insignificant or anecdotal today is often tomorrow's trend. Big retailers often overlook these developments due to tunnel vision and the limitations of their

formulae. A downtown without retail often claims to need a Gap, but this reflex is incorrect. There's already Gap in the suburbs. Chains and major developers are never the first to revitalize a downtown, since they won't move in without an established market. Rebirth starts small and yields to a mixture of local, regional, and national retailers by building on existing strengths. Instead of tax breaks for Wal-Mart, why not provide five storefronts to five upstart small businesses for 3-5 years. Our mistake is often looking only at job creation at the expense of the individual entrepreneur. One example is a ballet school on Lincoln Road in Miami Beach. The kids are great agents of revitalization, while the parents frequent coffee and bookshops before and after lessons.

A distinction must be made between urban and suburban: Urban doesn't have parking "period." (i.e., Newbury Street, Boston). Urban retail occurs first without big anchors. In New York City, the Ladies Mile Historic District is a prime example. Preservationists saved the buildings first, and then retailers moved in. Bed, Bath, and Beyond used a department store as a department store, although the head originally proposed it as an interior mall. Since then, the district has thrived. Home Depot on 23rd Street has modest signage and a doorman. This has worked in the past, and should not be changed now. Many people remember childhood trips to 34th Street: from Alban's to Macy's and every little shop in between. Chains and anchors come and go, but the mixture is essential. So are storefront windows, which tell people if retail is geared to car traffic or foot traffic.

Ethnic populations have been underserved, which is an acknowledgement overdue by retailers. The answer is not, however, imposing white middle class ideals and retailers on ethnic communities (i.e., 125th Street). These communities are still debilitated as revenue goes outside the community and local entrepreneurial potential is untapped.

Questions & Discussions

- Street vendors are an informal retail sector. The proliferation of vendors is an indicator of a market.
- How do you prevent chains?
 - Limit the physical size and street frontages of stores.
 - It's not what you prohibit, but what you allow. Make the same offers to small businesses as you do to large chains.
 - Chains limit consumer choice. Instead, assist the small entrepreneur.
- What about churches moving into former retail sites?
 - Developers should reinvest in their product.
 - Observe the event and ask how to work with it, rather than supplant it with a formula.
 - Never underestimate restaurants; they are often the first to reinvest in any area and offer a lifestyle across many hours (i.e., before or after visiting a cultural attraction).
- Panelists may have differing value systems, but few, if any, technical disagreements.

Keynote Address

Competitive Urban Centers: Evolving Markets and the New York Advantage

Keynote Speaker: Kathryn Wylde, President & CEO, The Partnership for New York City and The New York City Investment Fund

Abstract:

Kathryn Wylde is President and CEO of The Partnership for New York City, an organization of international business leaders that is dedicated to maintaining New York as the center of world commerce, finance and innovation.

An internationally known expert in housing, economic development and urban affairs, Wylde served as founding President and CEO of The Partnership's major affiliates, the New York City Investment Fund and the Housing Partnership Development Corporation (formerly, the New York City Housing Partnership). Under her leadership, the Investment Fund has raised \$95 million and built a network of top experts from the investment and corporate communities who help identify and support New York City's most promising entrepreneurs in both the for-profit and not-for-profit sectors.

Over the course of more than 15 years, Kathryn Wylde built the Housing Partnership into one of the nation's largest producers of affordable housing and created development and financing programs that enabled more than fifty minority- and women-owned companies to become bankable developers.

Ms. Wylde serves on a number of boards and advisory groups, including the NYC Economic Development Corporation, the NYC Leadership Academy, the Manhattan Institute, the Business Advisory Council to the City University of New York, and the Biomedical Research Alliance of New York. She chairs the board of Lutheran Medical Center, a community hospital in Brooklyn.

Kathryn Wylde

New York City's competitive advantages include its size; diversity of economy; concentration of Fortune 500 headquarters; extensive language bank; high quality of labor supply; and transit system. However, New York City also has limitations that need to be addressed, including the high cost of operating and maintaining the transit system; the high cost of living; the high cost of doing business which serve as high barriers for starting and growing businesses; public education, which is a national problem that New York must solve if it is to continue as a World City; congestion and loss of connectivity; energy crisis; and fears over security because large companies will go locations that are secure.

A fiscal gap exists in which costs are growing over demand. NYC cannot rely on Washington for investment or bail out. New York taxes are high and Medicaid takes up 45% of the state budget. This significant health care burden is rising and has no end in sight. Planners can improve this situation by learning to leverage and maximize private

sources to support public goals. Examples include Hudson Yards, Manhattanville, and Greenpoint-Williamsburg rezoning.

This is the time for planners to shine, as they have at the New York City Planning Department. It's good to be in New York during this renaissance for urban planning.

Cutting Edge: New Technological Tools for Planning

Abstract:

A new generation of geographic information system (GIS) modeling and mapping tools, communication technologies, and the internet have revolutionized how planners collect, visualize, analyze and present information. Professional planners in the public and private sectors need to understand the capabilities of these technologies in order to better integrate increasingly complex physical, demographic and security planning information. This session will introduce some of the latest tools, technologies and approaches.

Moderator: Gianni Longo, ACP-Visioning and Planning, Ltd.

Panelists: Paul H. Patnode, AICP, The Environmental Simulation Center
Steve Romalewski, Community Mapping Assistance Project of the New York Public Interest Research Group (NYPIRG)
Micaéla Birmingham, The Municipal Art Society Planning Center
Barbara J. Cohn Berman, Fund for the City of New York and Center on Municipal Government Performance

Moderated by Gianni Longo from ACP-Visioning and Planning, the session explored the types of opportunities new technology provides in the planning profession. Paul Patnode from the Environmental Simulation Center spoke about their use of 3D GIS and real time simulation in the analytical and design process. Steve Romalewski, Director of CMAP, pointed to the popularity of on-line mapping services such as "Google Maps" in sparking a public interest in GIS. Micaéla Birmingham spoke about the Planning Center's efforts to provide community access to on-line mapping through their Community Information Technology Initiative (CITI). Barbara Cohn Berman from the Center on Municipal Government Performance and the Fund for the City of New York discussed how on-line mapping has been key in their efforts to measure government performance and to put neighborhood improvement in the hands of communities.

Special Note on the 2005 Annual Conference: The Academy of Urban Planning – a New York City High School

Five students and an instructor from the Academy of Urban Planning (AUP) Public High School attended the annual conference of the New York Metro Chapter of the American Planning Association. The students attended conference panels and speeches, and

staffed a table in the conference reception area. They met with planners and other attendees to seek their involvement with the Academy.

The Academy of Urban Planning is located within Bushwick High School in Brooklyn. The mission of the AUP is to “help students use their leadership abilities to achieve academic success with support from educators, parents and guardians working together across racial, ethnic and cultural divides to forge a lasting spirit of community.”

The urban planning, theme-based curriculum draws students out of the classroom and into their communities to develop skills that will move them towards higher education and careers, while at the same time tapping into their innate curiosity for the world around them."

AUP is a project of the Brooklyn Center for the Urban Environment and New Visions for Public Schools.