Investigating the intersection of public policy, innovative technology, and urban design to support the future of mobility in cities
Dear Reader,

The way we move in cities has never changed so dramatically, so quickly. Rapidly evolving innovations in mobility technology and transportation systems necessitate fundamental changes in the way cities approach policy-making, stakeholder engagement, and urban design and infrastructure. These technological changes promise to make streets safer, reduce energy consumption, decrease congestion, and allow for redevelopment of underused auto-centric land, but only if civic leaders approach these changes with well-developed plans and visions for their cities.

With the introduction of these new technologies, it is imperative that cities be prepared to create sound policy and design public space that supports access to transportation for all communities. Towards this goal, the National Summit on Design & Urban Mobility was convened to develop guidelines and strategies for cities to achieve better outcomes for new technology, with a special emphasis on implementing equitable and sustainable solutions.

The National Summit was co-convened by The American Architectural Foundation (AAF), a national nonprofit headquartered in Washington, D.C., and the City of Pittsburgh. Over the course of the three-days, 120 of the nation’s leading minds and innovators from government, industry, design, advocacy, and technology met in intensive work sessions to develop actionable, practical, and meaningful strategies for cities across North America.

Delegates developed a range of recommendations to help guide cities to more effectively integrate transportation innovations in their communities. Pittsburgh both played host and grounded delegates in real-world needs as the city adapts in real-time to the futuristic autonomous technology operating in city streets today.

On behalf of AAF and the City of Pittsburgh, we are truly grateful to the Summit delegates for lending their time and expertise to this important convening.

Sincerely,

Ronald E. Bogle, Hon. AIA
President & CEO
American Architectural Foundation

The Honorable William Peduto
Mayor
City of Pittsburgh
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The Mayor’s Charge

“If it’s not for all, it’s not for us”

— THE HONORABLE WILLIAM PEDUTO, MAYOR, PITTSBURGH, PA

On May 10, 2017, Mayor William Peduto charged 120 National Summit on Design & Urban Mobility delegates with the following challenge: “we must develop and carry-out a new social compact for mobility in cities. Now is the time to address mobility to ensure that we serve and support core community values of equity, inclusiveness, sustainability, and collective advancement. A social compact with shared and autonomous mobility providers ensures that these services do good for communities while these businesses do well in cities.”

The social compact for mobility in cities is predicated on five key tenets:

• **People**: New urban mobility options must be available to all people and all communities. Successful implementation must overcome barriers of price, technology, and access. Deployment of technology must help bridge gaps in access where affordable travel options are currently unavailable or inadequate to meet human needs.

• **Place**: New urban mobility must strengthen and reinforce great cities. It must complement, not compete with, mass transit systems. It must strengthen and rejuvenate our neighborhoods connecting people and opportunities. New technologies must re-energize established urban, neighborhood, village, and town centers and halt sprawl. It must strengthen social ties and community cohesion supporting active, walkable, and safe places for people.

• **Planet**: New urban mobility must continue the environmental improvements Pittsburgh, its region, and other metropolitan areas have worked so hard to achieve. This means pursuing all-electric, renewable power generation. It means promoting shared mobility options over privately owned vehicles. And it requires overt encouragement of higher occupancy travel and avoidance of “zero occupant vehicle” trips.

• **Performance**: Smart cities strive for continuous improvement and continual learning. New urban mobility must contribute to this by providing open data and data sharing to assess progress and performance in serving core community values of sustainable social equity and access.

• **Prosperity**: New urban mobility is a disrupter but it need not be a destroyer. Cities and technology partners must navigate change together to ensure those affected by the change — for example rideshare drivers — are assisted in preparing for a future where their current services are no longer needed. Cities, platforms, and partners have a shared responsibility in change management to ensure all may succeed.

The need is urgent. Technology moves rapidly while public and social change is often slow. We must lay the groundwork today to ensure a successful, sustainable tomorrow where all can thrive. We must get it right as streets, places, and projects built today will remain decades from now.

Municipalities have power. They / we must address this place-based challenge and succeed through comprehensive and authentic community engagement, innovative public-private partnerships that support financing, implementation, and a commitment to streets as a public resource for more and better mobility for all.
Essential Values for New Urban Mobility

Cities are built around transportation. Mobility and urban design are inextricably linked. Cities reflect the values and aspirations of the people who built them.

We are in a moment of tremendous change. Enhanced transit, shared mobility, information technologies, and renewed demands to walk and bike are changing how cities move. Autonomous vehicles (AVs) will catalyze even more profound changes in travel and development patterns.

These new mobility choices will change our cities. It is up to us to decide how. We can let change happen and remain agnostic as to outcomes, or we can purposefully guide new mobility to serve and enhance the core values of responsible societies and vibrant cities.

Delegates at the National Summit on Design & Urban Mobility chose the latter, identifying fundamental urban values that cut across People, Places and Policy needs:

- **Equity**: A revolution in urban mobility has the potential to provide everyone with equal access to opportunity. Equity needs to be more than just a slogan. It must be deliberately embedded in the intent and practice of city planning.
  - Cities must provide an equal platform for the dynamic exchange of ideas that lead to personal, economic, and social innovation.
- **Safety**: New mobility must ensure safe travel for all, especially the most vulnerable, whether traveling in or out of a vehicle. Safety is a fundamental right, and we all must work towards achieving the goal of zero deaths or major injuries.
- **Health**: New urban mobility must protect and promote physical and mental well-being by encouraging active movement, promoting clean air and water, and creating opportunities for positive human interaction.
- **Sociability**: Cities value and cultivate opportunities for residents, visitors, and workers to congregate and appreciate the beauty of their cities. People mobilize to interact with one another, share ideas, and grow together as a community.

To serve these values, delegates recommend that emerging urban mobility platforms and services adhere to nine basic principles:

1. Be accessible - physically, economically, and culturally;
2. Be safe, secure, and reliable;
3. Strengthen walkability, mass transit, and community;
4. Ensure private partners share in incentives, outcomes, and rewards;
5. Include full cost accounting including the use of facilities and impacts on systems and workers;
6. Reinvest in mobility systems;
7. Proactively manage change for equitable outcomes;
8. Reduce vehicle trips in the system; and
9. Treat the community as shareholders.
The National Summit on Design & Urban Mobility was held in Pittsburgh, PA across three days in May 2017 and attended by 120 invited delegates, including:

- city, regional, and state governmental officials;
- design professionals with expertise in urban design, transportation planning, engineering, landscape architecture, and real estate development;
- representatives from technology companies engaged in creating innovation in transportation; and
- philanthropists, corporations, and individuals interested in shaping solutions for mobility and the quality of life in cities.

Although there has been increasing attention to AVs regarding technological applications and regulatory approaches, the American Architectural Foundation (AAF) and the City of Pittsburgh noticed that there was not robust a conversation about urban design related to the AV conversation. Hence, AAF and the City co-created the Summit to serve as a “knowledge-creating exercise” that would investigate:

- The human dimension and experience: AVs are creating a new mechanism for people to become mobile in their cities, so how do public policy and city design support that and provide access for all citizens?
- Sustainable solutions: Public policy, urban design and planning, technology — these sectors need to work together in a coordinated way, to maximize the opportunities that driverless vehicles present and minimize the difficulties and inequalities that technological upheavals can create.
The Summit was designed to tackle fundamental issues that cities must address to be ready for this mobility revolution. Summit delegates were assigned to one of three unique working forums - people, policy, and place - and addressed topics related to public policies, place-based urban design, and user experiences and adoption of new mobility technologies. Facilitated discussions guided delegates through brainstorming and consensus-building to recommendations for action-oriented strategies that recognize that access to transportation for every citizen is essential for strong and vibrant communities.

People Forum
Transforming urban mobility is a complex and challenging proposition, with great risks — and even greater rewards — for society at-large. This forum reviewed strategies for navigating a city-level, community-wide change process to ensure success, including what relevant parties to involve, how to include them, and when to bring them into the process. Recognizing that process details will most likely vary from city-to-city, delegates focused on universal questions and themes.

Policy Forum
Urban policy decisions made today will determine how mobility and vehicle usage evolve over the next two decades, a period when radical and transformative changes will alter the fundamental ways we have approached such issues since the early decades of the 20th century. This forum was structured to produce guidelines, recommendations, and model language for city- and state-level policies that support the implementation of transformative changes in mobility and advance good design principles.

Place Forum
Urban planning and design must focus on how to connect people and places by creating cities with a deliberate focus on accessibility, not simply increasing the volume of urban transportation infrastructure and the movement of people and goods. For many cities, planning and design strategies through this lens may constitute a conceptual leap for new transportation project development. It is essential that city stakeholders can articulate a clear, comprehensive vision for these projects. This forum addressed these topics in urban form and functionality, with a focus on integrated land use and transportation planning.

For all three forums, the goal was to work across the day from broad discussions touching on a multiplicity of issues and topics to a more-distilled set of guidelines and recommendations for civic leaders to successfully implement innovations and transitions to new urban mobility options.

After a full day of work, lead moderators for each forum presented collective findings, which are assembled thematically and discussed more fully in the following section of this report. Afterward, the plenary moderator engaged a panel of invited guests in a discussion that served as a response to the recommendations. Although there were few hard-and-fast implementation answers, attendees developed a shared policy approach, as well as a common understanding of how pervasive the impact of AVs will be - and the need to address the that impact today, even though the technological revolution implementation is only in its early stages.

Closing remarks from Scot Spencer, Associate Director of Advocacy and Influence at the Annie E. Casey Foundation, exhorted delegates to always remember that inclusivity — especially of those communities that have historically lacked agency in technological, design, and policy matters — will be the hallmark of successful public- and private-sector solutions for the future of mobility.
Overarching Recommendations

To facilitate opportunities for Summit delegates to work collaboratively and address key challenges, forums were organized to examine three critical topics: People, Policy, and Place. Each forum was professionally moderated to capture ideas and recommendations for cities to capitalize on AV technology and other new urban mobility options. Delegates individually produced a wide range of ideas and collectively distilled the recommendations into three key categories:

1. City Design and Programming
2. Public Management, Governance, and Regulation
3. Education, Outreach, and Change Leadership

While some stakeholders may align more closely with specific recommendations, delegates felt strongly that an integrated cross-sector approach is critical for successfully navigating this urban mobility revolution. Specific recommendations for representatives from each sector include:

- Large Companies: Establish research and technology transfer collaborations
- Design Firms and Professionals: Design research studies of technology and urban patterns
- Professional Associations: Educate constituents and develop a public trust for these new topics
- Planning Officials: Develop data driven planning processes that help communities navigate the change
- Community Based Organizations: Engage, advocate, and convene collaborators and citizens
- Public Agencies: Negotiate / leverage public resources to maintain value for society
- Public Officials: Identify revenue opportunities and take calculated risks
- National Regulatory Agencies: Implement policies and plans informed by technology and guided by community goals

Key Recommendations:

1. City Design and Programming

Delegates acknowledged that cities are the right scale of geography and municipal governance for place-based design strategies dealing with the advent of AVs to be developed, tested, and implemented. The following recommendations are the product of concurrent design charrettes that analyzed neighborhood and district-scale projects in Detroit, MI; Kansas City, MO; New York, NY; Pittsburgh, PA; and Portland, OR that are planning for AV incorporation. (For further details, please reference the Appendix).

Practical Considerations...for Local Governments

- Plan with the community, and identify their goals first.
- Mobility revolutions demand a new kind of planning framework - one that is inclusive, holistic, and in partnership with multiple stakeholders. Guided by this framework, experiment with frequent pilot and demonstration projects to learn and to achieve long-term success.
- Work with regional partners to better connect suburban centers to city centers, and vice versa, through initiatives like prioritizing AV access to transit hubs.
RECOMMENDATIONS

- Leverage innovative communications technologies to foster public dialogue about current and future mobility options and the continued importance of public transit.
- Encourage anchor institutions to financially invest in multiple modes of transit.
- Work with private sector partners to develop coordinated strategies for project planning and implementation to realize mutual benefits for the owner, client, and community.

Tactical Changes for Streets; Local Governments Should:
- Use bus rapid transit (BRT) and high-occupancy vehicle (HOV) lanes as right-of-way land banking in preparation for AV corridors;
- Reclaim traditional vehicular parking and waiting spaces for new development, including bicycle and pedestrian routes;
- Design standards for curbside drop-off zones, consider fees for curb access, and carefully plan for the interplay between drop-off zones and bike lanes;
- Increase pedestrian areas where people will choose to walk; expand sidewalks and explore alleys as potential extended pedestrian and green networks; and
- Develop a model for pedestrian- and AV-only streets with limited private vehicle access.

Tactical Changes for Places; Public and Private Partners Should:
- Pay attention to programming of public realm to make places, not pass-throughs;
- Uphold the positive presence of people on the street, as it is critical to maintain viable public open space and vibrancy in the public realm;
- Work together to realize context sensitive complete street designs;
- Develop new residential properties with low parking requirements, and incent shared AV mobility access and use; and
- Repurpose ground-level space from passive parking to active uses.
2. Public Management, Governance, and Regulation

Delegates realized that place-based development that responds to a new urban mobility will require consistent public management, transparent governance, and strategic regulation. The following recommendations provide guidance for how the public sector and partners may best address the opportunities for AV technologies to contribute positively to the built environment.

**Practical Considerations...for Local, State, and Federal Governments**

- The federal government should be a catalyst for AV technology in cities, a supporter of research and data collection as well as a guarantor for risk reduction on new interventions.
- Government, at almost every level, may not be ready to deal with the big policy shifts that new urban mobility may require, but local and regional governments have the opportunity to reorganize and consider the creation of mobility authorities that go beyond the existing metropolitan planning organization (MPO) approach.
- Retool public boards to prepare for and adapt to the disruptive changes, e.g. representing workforce and education.
- Be decisive and strategic about maintaining public transit agencies; their functions need to be incorporated with a reorganization of government around the issue of mobility.

**Practical Considerations...for Public and Private Sector Partners**

- Public and private sectors need to come together to build mobility platforms to benefit everyone.
- Invent and test non-traditional structures and partnerships to foster efficiency and innovation.
- Allow cities to determine how to ensure that AVs serve local needs and provide local benefits.
- Advocate to give cities influence in the development and enforcement of AV codes; permit requirements of local decal or city registration for operation.
- The financial implications of this technological shift are yet to be determined, and thus cooperation between public, private, and philanthropic sectors will be essential to fund and implement new projects.

**Tactical Management of Public Assets**

- Streets should be recognized as public utility and designed, maintained, and managed as such. With AVs, the public owns the entire operating environment; the street right-of-way. Streets are about 25% of a city's built environment — one of the most valuable asset municipalities own.
- With increased AV use, parking may go away, but curb management becomes increasingly critical for safe pickup and drop-off. Promote shared-use vehicle access along the curbside, and consider charging for access.
- Leverage data produced as part of the AV and technological revolution. AVs are not only reliant on data, they produce data and thus, streets should be recognized as a research and development asset in the public realm. Common standards for data sharing must be established to collect and use data to inform decision-making for policy, project development, and deployment.

**Tactical Regulatory Measures and Funding Strategies**

- Align public right-of-way ownership at every level (state, county, local).
- Ensure that AVs are safe, secure, and reliable — the vehicles and the underlying technologies. Be aware of and plan for the potential risks associated with AV networks, such as hacking and nefarious remote control.
Recommendations

• Require open data and application program interfaces, and work with partners to clearly define ownership and use of raw, anonymized data.
• Leverage these changes to rethink current taxation; consider replacing gas and parking taxes with vehicle miles traveled (VMT) and congestion fees, and at the same time, rethink using parking revenues to fund essential programs.
• Price congestion, and incent more efficient use of personal vehicles on public roads.
• Establish flexible, demand-response pricing strategies for parking that plan for needs of the future, not the past. Consider incentivizing improved mobility options in lieu of providing parking.

Accountability and Transparency Requirements

• Integrate planning, and to the extent possible, investment, across all users of public-rights-of-way. Consider new strategies for partnerships between utilities, developers, institutions, and other municipal agencies in public-right-of-way projects.
• Develop a transit / mobility platform, including open data and application program interfaces, that is a competitive marketplace with approved providers that would be preferably regional or larger.
• Consider adjustments to incent innovation with traditional revenue collection, such as balancing new lower tax strategies for vehicles purchased for shared use and rates of taxation based on fuel type.

3. Education, Outreach, and Change Leadership

Successful implementation of new urban mobility systems requires effective and strategic communication from public and private sector leaders. Citizens should understand the urgent need to plan for and implement changes to city infrastructure and systems with the advent of AV technology. Delegates offered the following recommendations to educate, conduct outreach, and inspire change.

Practical Considerations for....Local Governments

• Clearly define the terms “urban” and “mobility”, and do not assume that all stakeholders will have similar definitions. For example, “mobility” isn’t just about physical movement, but also about economic and social movement.
• Relate people’s immediate needs and wants - housing, food, health, quality education, and employment - to a future with AV use. Sync this technological shift with a cultural shift for a more universal understanding of the change at hand.
• People are not alike and receive messages very differently. It is imperative that communication is carefully crafted with different audiences in mind.
• Tell compelling stories. Ensure a discussion of a technologically advanced mobility future that is inclusive, and be ready to acknowledge what is unknown.
• Educate the public about AVs and related mobility opportunities; information must be consistent, and outreach must begin now. Many people — including those who could benefit most from AVs — are unaware of the pace of change toward implementing these technologies and may be unprepared for and skeptical of the benefits that these profound changes and transformations will yield.
• Create a mobility vision and arm people with information so that they can advocate for positive change in their communities.
• AV technology will shift the transportation job market. Society needs to understand what this means for existing workers, and ready current workforce to transition from old jobs to new jobs.
Practical Considerations for Public and Private Sectors

- Understand the roles of public and private sector partners in a collective social compact around implementing new mobility solutions. Deliberately discuss necessary incentives and limitations within each sector.

- Treat every community as a stakeholder, and include groups that represent a true range of societal demographics.

- Research and pilot ways to measure progress towards more equitable outcomes toward transit access and related social mobility.

- Work to better understand the national and local philanthropic communities and the power of philanthropy to influence outcomes. Create and test nontraditional communication structures and implementation partnerships to foster increased innovation around practical problem solving.

- Make sure that when addressing the AV revolution, the message is inclusive, positive, and productive while still identifying the challenges that will unfold regarding labor and social mobility. Addressing these topics openly and deliberately will help meet the shared values that we hold as a society.

- Cities must advocate that new jobs created should provide good wages, benefits, and protections for people to move up the economic ladder. Moreover, these jobs should help people access education and training that can prepare them for this autonomous future.

- Understand the capacity of labor unions and other workforce advocates to support the AV transition, and figure out how to meet new work needs with education and skills training.
At the close of the Summit, Ted Landsmark moderated a discussion with City Manager Betsy Fretwell, urban designer Richard Wilson, and public policy expert Justin Holmes. Together, they provided reflections on the Summit Forum recommendations as well as ideas for the delegates’ next steps, post-Summit. The following points are a summation of their discussion:

Ted Landsmark: “What are the steps that need to be taken to bring about coordination around infrastructure investments? What works to bring public and private agencies together?”

- Government can have the unique role as a facilitator and as a convener. Government is not always in the best position to provide the solutions, but it can create an environment where difficult problems can be discussed and solutions can be generated using a variety of different viewpoints.
- Local governments should set a vision and be decisive, but be adaptable and flexible to handle the complexities of public-private partnerships and promote an iterative design process.
- Don’t wait on the visible crisis to start planning and piloting solutions. Try to build better governance and partnership systems while doing and assess current systems to ensure that you are getting rid of those that are not working and building on those that are.
- Have a very frank conversation about the regulatory framework that gets the community’s goals moving forward through partnerships and incentives.
- In addition to the People, Policy, and Place focus of the Summit, consider two more “P’s” and articulate a clear and compelling vision through:
  - establishing a ‘Purpose’, for the future that society wants to build; and
  - ‘Politics’: identifying the possibilities that lie ahead with a world of new urban mobility options.
- Centrally located, shared parking and managing curbside value: these will redefine real estate product. Some of our real estate assumptions need to be reevaluated.

TL: “How do you mobilize people to address the opportunities ahead or the crisis that ensues if we don’t plan and implement proactive place-based design solutions?”

- Not everyone is relying on technology services in our cities and not everyone senses a looming mobility revolution, so communities need to be organized by the premise of why we have these shared technological systems and what they can do for us.
- Pride and sense of vision are powerful motivators for cities and their citizens. Play-off healthy competition with other municipalities to increase participation.
- The chance at upward mobility – an ability to change your life for the better – can motivate people. Create a conversation where people feel that community leaders are going to help them help themselves. If government leaders demonstrate that they are responsive to citizens, then citizens are more likely to be motivated to participate in the planning process.
TL: “What are the key elements of the new urban mobility narrative?”

- Not everyone thinks of mobility as transit from one place to another, many think of it as social mobility. We need to be mindful of this narrative and what information individuals need to make decisions that are holistic, benefit the public good, and are long-lasting.

- This is an amazing time to physically reshape cities, not just talk about it.

- All cities are not the same, all technology companies are not the same. Cities and private sector operators need to clearly state their goals and ambitions to be transparent and honest and identify where those overlaps are to drive unique and supportive partnerships that then drive innovation.

- This is not only a city issue, but a suburban and rural issue.

- Jobs. We must consciously address the opportunities and challenges related to jobs.

- There is a very clear link between mobility and upward mobility. The number one barrier to upward mobility is mobility itself.

- Public right-of-way is a public utility – let us consider regulating and monetizing this in a different way because it is going to be used in a different way.

- One of the greatest values that a city must offer and monetize are development regulations and rights. Cities can leverage the value in empowering the development community and rebuild community infrastructure needs.

- Connect mobility to goods and goods’ movement and the decisions about how things move from place-to-place as well as how people move from place-to-place. If we do not make the connection about how to have access to food and other essential goods, we will not be able to have a legitimate conversation about the future of freight movement.

After the panel concluded, community foundation executive Scot Spencer offered the following reflections that sounded a caution to how cities approach next steps and identified positive opportunities of the new urban mobility platform:

When we think about the role that communities play, we need to understand that a lot of what communities have seen has been done by policies of the past. We need to realize that the community’s response to the future may be one of fear. But we are all operating from a place of fear. How we respond or react to fear is different for those that have privilege and those that don’t.

We need to understand how to approach this work and how it can dictate what the future will be. Maybe fear can be our organizing principle (that we are scared for the unknown) and that we need to solve for it jointly and together, as communities and leaders.

17 million people will lose employment over the next 10-20 years due to this technological shift. Cities need to engage in systems beyond the built environment to make sure that the future is positive. Public education systems are ill-equipped to help prepare children for this different future, so we need to bolster that system.

Consider Teresa Heinz’s statement: “Place becomes what we dream.” Dreaming can become inaccessible due to lack of opportunity and accessibility. We must be able to communicate in a way that lets all people be a part of the future.

We need to be mindful of this as we move forward. As people of privilege, we can walk more boldly into the future. The charge is to make our approach, language and our timetable more inclusive of the people who do not have the luxurious opportunity that we have. Summit attendees have had the opportunity to take two days out of our day-to-day work to be at this Summit. Foundations need to be mindful of providing these opportunities for grantees that they fund (especially community-based
organizations) and help them access these opportunities to dream and strategize. We need to listen to their fear. We need to get outside of our comfort zone of transportation and planning and understand what impacts community member’s lives. We need to be able to listen, respond, and connect experts to the needs that communities have and figure out how to empower the community to thrive and survive.

So, what are the next steps for cities, their leaders, and citizens? Overwhelmingly, delegates agreed that in best case scenarios, AV technology should help to sustain and create vibrant, accessible, and resilient cities. This objective, paired with a city’s core community values and shared goals, should increase access for citizens to economic and social opportunities through new urban mobility options. Additionally, through a concerted effort by both public and private sectors to assemble functional and durable partnerships, cities can reshape their built environments during this time of revolutionary change.

But how do we do realize this positive, inclusive, and supportive future? It is essential that cities and their public and private sector partners realize their community’s goals first and soon. These goals should be gathered through a civic visioning process and applied to actions that span 1-, 5-, 10-, and 20-year development increments. With phased planning and implementation, cities can create a culture that values calculated testing of small scale pilots to provide critical and incremental feedback and allow for failures or missteps along the way. The pilots can help cities and their partners realize further next steps to retrofit their built environments, as well as the systems that the built environment support such as workforce development, housing development, and education.

Whether promoting adaptive reuse of parking structures and parking lots, redesigning public rights-of-way that prioritize bicycles and pedestrians access, or better connecting transportation hubs regionally, cities are positioned to lead this process. Working together, and starting immediately, we can engineer this mobility revolution to design the future of cities and the best possible outcomes for all.
Summit Agenda

WEDNESDAY, MAY 10

3:00 - 5:30PM
OPENING PLENARY, August Wilson Center for African American Culture

WELCOME REMARKS & FRAMING:
Ron Bogle, President & CEO, American Architectural Foundation
Andrew McElwaine, Vice President for Sustainability, The Heinz Endowments

REMARKS FROM MODERATOR:
Ted Landsmark, Distinguished Professor and Director of the Kitty and Michael Dukakis Center for Urban and Regional Policy, Northeastern University

MODERATED DISCUSSION - DESIGN
• Toni Griffin, Professor in Practice on Urban Planning, Harvard Graduate School of Design
• Marilyn Taylor, Professor of Architecture and Urban Design, University of Pennsylvania’s School of Design
• Ray Gastil, Director of Planning, City of Pittsburgh Department of City Planning

MODERATED DISCUSSION - TECHNOLOGY
• Rick Stafford, Distinguished Service Professor, Carnegie Mellon University, Heinz College
• Andrew Salzberg, Head of Transportation Policy & Research, Uber

MODERATED DISCUSSION - PUBLIC POLICY
• Jeff Tumlin, Director of Strategy, Nelson \\ Nygaard
• Linda Bailey, Executive Director, NACTO

MODERATED DISCUSSION - THE FUTURE
• Robin Chase, Executive Chairman, Veniam
• Gabe Klein, Co-Founder, CityFi

REMARKS
The Honorable William Peduto, Mayor, Pittsburgh, PA

FRAMING FOR THURSDAY’S WORKING FORUMS
Karina Ricks, Director of Mobility and Infrastructure, City of Pittsburgh, PA

6:00 - 8:00PM
WELCOME RECEPTION, K&L Gates, LLP

THURSDAY, MAY 11

7:30AM - 4:30PM
CONCURRENT FORUMS

FORUM 1: PEOPLE, K&L Gates LLP
The people forum reviewed strategies for navigating a city-level, community-wide change process to ensure success, including what relevant parties to involve, how and when.
Moderators:
• Gabe Klein, Co-Founder, CityFi
• Karina Ricks, Director of Mobility and Infrastructure, City of Pittsburgh, PA

FORUM 2: PLACE, August Wilson Center for African American Culture
The Place forum addressed planning and design in urban form and functionality, with a focus on integrated land-use and transportation planning.
Moderators:
• Marilyn Taylor, Professor of Architecture and Urban Design, University of Pennsylvania’s School of Design
• Toni Griffin, Professor in Practice of Urban Planning, Harvard Graduate School of Design

FORUM 3: POLICY, Reed Smith LLP
The policy forum was structured to produce policy guidelines and recommendations for city policies that support the implementation of transformative changes in mobility and advance good design principles.
Moderators:
• Anita Cozart, Senior Director, PolicyLink
• Jeff Tumlin, Director of Strategy, Nelson \ Nygaard

6:00 - 8:00PM
RECEPTION, Il Tetto at Sienna Mercado
Summit Agenda
FRIDAY, MAY 12

8:30AM - 12:30PM
CLOSING PLENARY, August Wilson Center for African American Culture

WELCOME REMARKS & FRAMING:
Ted Landsmark, Distinguished Professor and Director of the Kitty and Michael Dukakis Center for Urban and Regional Policy, Northeastern University

PRESENTATION OF WORKING FORUMS’ FINDINGS:
Moderator: Ted Landsmark

PLACE
• Marilyn Taylor, Professor of Architecture and Urban Design, University of Pennsylvania’s School of Design
• Toni Griffin, Professor in Practice of Urban Planning, Harvard Graduate School of Design

PEOPLE
• Gabe Klein, Co-Founder, CityFi
• Karina Ricks, Director of Mobility and Infrastructure, City of Pittsburgh, PA

POLICY
• Anita Cozart, Senior Director, PolicyLink
• Jeff Tumlin, Director of Strategy, Nelson \ Nygaard

MODERATED RESPONSE PANEL
Moderator: Ted Landsmark

DESIGN
• Richard Wilson, Design Director, Adrian Smith + Gordon Gill

TECHNOLOGY
• Justin Holmes, Director, Corporate Communications and Public Policy, Zipcar

PUBLIC POLICY
• Betsy Fretwell, City Manager, Las Vegas, NV

FRAMING THE FUTURE
Scot Spencer, Associate Director, Advocacy & Influence, Annie E. Casey Foundation

CLOSING REMARKS
• The Honorable William Peduto, Mayor, Pittsburgh, PA
• Ronald E. Bogle, President & CEO, American Architectural Foundation
Multimedia Resources

NATIONAL SUMMIT ON DESIGN & URBAN MOBILITY EVENT PHOTOS

CLOSING PLENARY PRESENTATIONS AND VIDEOS

MODERATED BY
• Ted Landsmark, Distinguished Professor and Director of the Kitty and Michael Dukakis Center for Urban and Regional Policy, Northeastern University

NATIONAL SUMMIT ON DESIGN & URBAN MOBILITY CLOSING PLENARY REPORT-OUT 1 - PLACE
PRESENTED BY
• Marilyn Taylor, Professor of Architecture and Urban Design, University of Pennsylvania’s School of Design
• Toni Griffin, Professor in Practice of Urban Planning, Harvard Graduate School of Design

NATIONAL SUMMIT ON DESIGN & URBAN MOBILITY CLOSING PLENARY REPORT OUT 2 - PEOPLE
PRESENTED BY
• Gabe Klein, Co-Founder, CityFi
• Karina Ricks, Director of Mobility and Infrastructure, City of Pittsburgh, PA

NATIONAL SUMMIT ON DESIGN & URBAN MOBILITY CLOSING PLENARY REPORT-OUT 2 - POLICY
PRESENTED BY
• Anita Cozart, Senior Director, PolicyLink
• Jeff Tumlin, Director of Strategy, Nelson \ Nygaard

NATIONAL SUMMIT ON DESIGN & URBAN MOBILITY CLOSING PLENARY REPORT-OUT RESPONSE PANEL
• Richard Wilson, Design Director, Adrian Smith + Gordon Gill (Design)
• Justin Holmes, Director, Corporate Communications and Public Policy, Zipcar (Technology)
• Betsy Fretwell, City Manager, Las Vegas, NV (Public Policy)

FRAMING THE FUTURE
• Scot Spencer, Associate Director, Advocacy & Influence, Annie E. Casey Foundation

CLOSING REMARKS
• The Honorable William Peduto, Mayor, Pittsburgh, PA
• Ronald E. Bogle, President & CEO, American Architectural Foundation
During the Place Forum, delegates investigated real-world paradigmatic conditions from five urban centers: Detroit, MI; Kansas City, MO; New York, NY; Pittsburgh, PA; and Portland, OR, and developed recommendations for how best to adapt current conditions for new urban mobility solutions. Conditions included: a vibrant multimodal hub; a car-dominated, redeveloping corridor; a transit-rich corridor; an AV testing district between two significant neighborhoods; and a mixed-use district amidst heavily trafficked avenues. The summary solutions follow for the outlined conditions:

**Detroit, MI**: A transit-rich area on the edge of Downtown Detroit that could promote a car-lite way-of-life for a diverse set of mixed-use developments serving academic, medical, and corporate institutions. The design team identified how to:

- encourage anchor institutions to promote use of multiple modes of transit for their employees and clients;
- leverage innovative communication technologies to talk publicly and promote transit ridership; and
- better physically connect transit nodes within the area to promote multi-modal rides to and from the area.

**Kansas City, MO**: A district-scale testing ground for autonomous transit between two significant downtown neighborhoods. The design team identified how to:

- create a better route for the autonomous transit testing, as to avoid disrupting the current connections from neighborhood-to-neighborhood through the district;
- test the autonomous transit line with passengers (currently, the transit line is tested without passengers) to accurately assess the use of rights-of-way for loading and unloading; and
- plan for pedestrian and AV-only streets by scaling vehicular access within and through the district overtime.

**New York, NY**: A multimodal site, adjacent to dense redevelopment, that currently balances neighborhood amenities and a regional transit hub. How best can the city reuse the space under significant transportation infrastructure? The design team identified how to:

- recapture from cars and trucks the space under elevated transit infrastructure for pedestrian-friendly uses;
- create innovative open space for people in this bustling and somewhat chaotic environment that serves both visitors and neighborhood residents;
- use sustainable lighting strategies to improve safety and comfort in the space; and
- use technology to help travelers navigate through a large volume of pedestrians in a constrained space.

**Pittsburgh, PA**: A mixed-use district dominated by two heavily trafficked avenues; one avenue with the potential to transition from vehicular use to pedestrian-only use and the other to become more multimodal. The design team identified how to:

- expand sidewalks adjacent to the avenues to increase the pedestrian catchment area throughout the district;
- use perpendicular residential streets and alleys to extend pedestrian and green networks; and
- plan for phased change in use of the avenues over time; from vehicle-intensive use to car-lite or car-free zones.

**Portland, OR**: A commercial corridor that is well-positioned for redevelopment off of a major highway artery and adjacent to residential neighborhoods. The design team identified how to:

- use this redevelopment opportunity to transition to a limited vehicle district that supports pedestrian and AV-only uses;
- plan for traffic patterns that support the pedestrian and AV-only uses; and
- incent development of new commercial and residential buildings adjacent to the corridor that embrace new AV and connected technologies.

**Key Findings for Paradigmatic Places: Place Forum**

APPENDIX
Lead Moderator Biographies

ANITA COZART
Anita Cozart (née Hairston) is the Senior Director of PolicyLink. In this role, she advances PolicyLink priorities related to just and fair infrastructure investment. She established the Transportation Equity Caucus, a national coalition that promotes policies that foster greater inclusion for low-income people and communities of color. Anita also leads a philanthropic partnership dedicated to expanding access to housing and opportunity.

TONI GRIFFIN
Toni Griffin is founder of Urban Planning for the American City, based in New York City. Toni was recently appointed to Professor in Practice of Urban Planning at the Harvard Graduate School of Design (GSD), where she will both teach and develop values-based planning methodologies through the Just City Design Lab. Toni is an architect and urban planner, holding a degree from the University of Notre Dame, and she is a GSD Loeb Fellow.

GABE KLEIN
Gabe is a co-founder of CityFi, an advisory services firm, as well as the former Commissioner of the Chicago and Washington, D.C. Departments of Transportation. In both cities he revamped technology platforms and government processes while focusing on putting people first vs. automobiles on city streets. Gabe sits on the boards of Streetsblog, Carma, and advisory boards of NACTO, Sensity Systems, Zendrive, and advises next-gen start-ups including Phone2Action and Transit Screen.

TED LANDSMARK
Ted Landsmark is Distinguished Professor and Director of the Kitty and Michael Dukakis Center for Urban and Regional Policy in the School of Public Policy and Urban Affairs in the College of Social Sciences and Humanities at Northeastern University. He holds a Ph.D. in American and New England Studies from Boston University and professional degrees in Law and Environmental Design from Yale University.

KARINA RICKS
Karina Ricks is the Director of Mobility and Infrastructure for the City of Pittsburgh. She comes to the city after guiding and supporting cities across the country and globe as a Principal with Nelson \ Nygaard Consulting Associates. Karina had previously served the District of Columbia as a planner and administrator in city planning and transportation over a decade of profound transformation.

Marilyn Taylor recently completed an eight-year appointment as the Dean of the University of Pennsylvania’s School of Design, after more than 30 years as an architect, urban designer, and partner of Skidmore Owings & Merrill LLP, where she led the firm’s practices in airports, transportation, and urban design. As a professor, Marilyn continues her teaching and research into the issues facing cities, regions, infrastructure, and resilience-building.

JEFF TUMLIN
Jeff Tumlin is Director of Strategy at Nelson \ Nygaard Consulting Associates, a San Francisco-based transportation planning and engineering firm that focuses on sustainable mobility. For more than 20 years, he has led award-winning station area, downtown, citywide, and campus plans and delivered various lectures and classes in 20 U.S. states and five countries.
Speaker Biographies

LINDA BAILEY
Linda Bailey is the Executive Director of the National Association of City Transportation Officials (NACTO). Linda works on policy initiatives based on member city priorities at the national and federal levels, including regulatory support for innovative design to automated vehicles. Formerly she was the federal policy advisor for New York City Department of Transportation, where she was also a key advisor for NACTO. She has been working in U.S. transportation policy for 14 years, with a career that spans research, advocacy, and implementation, always focusing on sustainability within the transportation sector.

ROBIN CHASE
Robin Chase is co-founder and former CEO of Zipcar, as well as co-founder of Veniam. She is author of Peers Inc: How People and Platforms are Creating the Collaborative Economy & Reinventing Capitalism, and she serves on the boards of the World Resources Institute, Tucows, Veniam, and Royal DSM.

BETSY FRETWELL
Betsy Fretwell is the City Manager of Las Vegas, Nevada, where she oversees nearly 3,000 employees and a budget of $1.2 billion. Betsy also serves as the Executive Director of the Las Vegas Redevelopment Agency. During her tenure, major projects include Zappos.com, Inc. moving its corporate headquarters to downtown, the development of The Smith Center for the Performing Arts, and the Cleveland Clinic Lou Ruvo Center for Brain Health. In 2013, Betsy began leading a shared services and management consulting effort with sister-city North Las Vegas. She is a graduate of the University of Georgia with a bachelor’s degree in political science and a master’s degree in public administration. She completed the Harvard University Senior Executives in State and Local Government Program in 2007.

JUSTIN HOLMES
Justin is Zipcar’s Director of Corporate Communications and Public Policy where he leads efforts to promote Zipcar’s brand of “wheels when you want them” to Zipcar members, city leaders, media, and other stakeholders. Leveraging his experience in technology as well as public and government relations, Justin works with cities and policy makers to help accelerate the adoption of car sharing as a vital, sustainable part of the urban transportation ecosystem. Before joining Zipcar, Justin served as Chief Information Officer to Boston Mayor Martin Walsh, where he led of initiatives to use technology to make the city work smarter and serve its citizens better.

ANDREW MCELWAINE
Andrew McElwaine is Vice President for Sustainability at The Heinz Endowments, one of the nation’s leading private foundations. He is responsible for building the foundation’s sustainability-related work and infusing the principles of environmental and social sustainability across its full range of grantmaking and other activities. Andrew holds a B.A. from Duke University, a master’s degree from Carnegie Mellon University, and a master’s degree from George Mason University.

ANDREW SALZBERG
As Uber’s Head of Transportation Policy and Research, Andrew focuses on making Uber an integral part of the future of urban transportation through research, partnerships, and policy development. He joined Uber in 2013 and became the Senior Operations Manager for New York City, Uber’s largest global market, before joining the global policy team. Prior to joining Uber, Andrew worked at the World Bank supporting public transportation investment projects in East Asia. He holds a bachelor of civil engineering degree from McGill University and master in urban planning degree from Harvard University.
Speaker Biographies

SCOT SPENCER
Scot Spencer is the Associate Director for Advocacy & Influence with The Annie E. Casey Foundation. In this role Scot coordinates the Foundation’s advocacy efforts in Baltimore and leads the Foundation’s work in advancing community-focused policies, practices, and strategies that increase opportunities for children, families, and the places where they live and foster their success.

RICK STAFFORD
Rick Stafford has been a Heinz College Distinguished Service Professor of Public Policy since June of 2006. He has directed the launch of Traffic21 and Metro21, the University’s initiatives in the smart cities arena. Previously he served as Chief Executive Officer for the Allegheny Conference on Community Development for 13 years. Prior to the Conference, he served in the cabinet of Pennsylvania Governor Dick Thornburgh.

RICHARD WILSON
Richard A. Wilson is an architect and city planner based in Chicago where he leads the City Design Practice of Adrian Smith + Gordon Gill Architecture. His work addresses urban district development and redevelopment in emergent and historic cities worldwide. Current work includes master planning and urban design for Chicago’s North Branch Industrial Corridor Modernization Program and Expo 2020 Dubai.
Planning Committee
American Architectural Foundation

RONALD E. BOGLE, Hon. AIA
Ron Bogle is the President & CEO of AAF. During Ron’s 15 years at AAF, he has served as managing partner for the Mayors’ Institute on City Design, led a Gates Foundation initiative creating Next Gen Urban Schools, and was appointed US Commissioner for the United Nations Education, Science & Culture Organization.

ELIZABETH OKEKE-VON BATTEN
Elizabeth Okeke-Von Batten is AAF’s Director of the Center for Design & the City. Liz is responsible for the direction and implementation of AAF’s city-based technical assistance programming including the Sustainable Cities Design Academy and the City Managers’ Design Academy.

DANIEL TANA
Daniel Tana is the Program Manager of the American Architectural Foundation’s Center for Design & the City. Daniel holds a Master of Historic Preservation degree from the University of Maryland, College Park and is passionate about preservation, landscape and park design, transportation planning, and stormwater management.

MATTHEW DESPARD
As Digital Media Manager for the American Architectural Foundation, Matthew Despard develops and executes the organization’s messaging strategy and produces its digital and print publications. He is a graduate of the University of St. Andrews.

NATE ALLEN
Nate Allen represents the AAF’s Corporate Partnerships program. Prior to this role, Nate spent seven years working for the US Green Building Council’s National Green Schools Campaign, educating stakeholders about the benefits of green educational facilities for students, teachers, and communities.

Planning Committee
City of Pittsburgh

MAYOR WILLIAM PEDUTO
The Honorable William Peduto is Pittsburgh’s 60th Mayor, taking office in January 2014. He worked for 19 years on Pittsburgh City Council—7 years as a staffer and 12 years as a Member of Council. As Mayor, he continues to champion the protection and enhancement of Pittsburgh’s new reputation—maintaining fiscal responsibility, establishing community based development plans, embracing innovative solutions, and becoming a leader in green initiatives.

RAY GASTIL
Ray Gastil is a city planner and urban designer, currently serving as the Director for the City of Pittsburgh Department of City Planning. Ray’s initiatives as Planning Director include neighborhood planning focused on strategic improvement and investments, resilient waterfront communities, and complete streets.

ALEXANDER PAZUCHANICS
Alex Pazuchanics is the Mayor’s Policy Coordinator and supports the administration’s agenda across local, state, and federal government. He was the project lead for Pittsburgh’s USDOT Smart City Challenge application, and he manages the integration of smart city technology across the City’s departments and authorities.

NICHOLAS CHUBB
Nick Chubb is the Research and Communications Specialist for the City of Pittsburgh Department of City Planning. Nick works on special projects and initiatives for the department working to create strategic improvements to data analysis and communications strategies. Nick is also a Master of Public Management student at the Heinz College of Carnegie Mellon University.
Summit Delegates

Lead Moderator *
Table Moderator **
Speaker +
Volunteer #

- Karen Abrams, Community and Diversity Affairs Manager, Urban Redevelopment Authority of Pittsburgh
- Russell Abrams, Partner, K&L Gates, LLP
- Nate Allen, Corporate Partners Manager, American Architectural Foundation
- Janet Attarian, Deputy Director of Planning, City of Detroit, MI
- Jamie Bailey, Managing Director, Global Ops Technology & Standards, FedEx Express
- Linda Bailey, Executive Director, National Association of City Transportation Officials (NACTO)
- Matt Barron, Program Officer, Sustainability, The Heinz Endowments
- Steven Baumgartner, Associate Principal, BuroHappold Engineering
- Zabe Bent, Principal, Nelson\Nygaard **
- Nahom Beyene, Associate Engineer, Engineering and Applied Sciences Department, RAND Corporation
- Allen Biehler, Distinguished Service Professor of Transportation Systems and Policy, Carnegie Mellon University
- Mickey Black, Managing Director, Sustainability, FedEx Ground
- Ronald E. Bogle, President & CEO, American Architectural Foundation+
- Scott Bricker, Executive Director, BikePGH
- Diana Bucco, President, Buhl Foundation
- Stan Caldwell, Executive Director, Transit 21 Institute & Deputy Executive Director, T-SET UTC, & Adjunct Associate Professor of Transportation and Public Policy, Carnegie Mellon University
- Jordan Catrine, Strategy & Innovation Analyst, General Motors
- Don Carter, Director, Remaking Cities Institute, Carnegie Mellon University, School of Architecture
- Charles Cash, Washington, DC#
- Robin Chase, Executive Chairman, Veniam +
- Anne Chen, Project Manager / Project Designer, GBBN **
- Nicholas Chubb, Research and Communications Specialist, City of Pittsburgh Department of City Planning
- Pat Clark, Managing Partner, Jackson Clark Partners
- Raphael Clemente, Executive Director, West Palm Beach Downtown Development Authority
- Anita Cozart, Senior Director, PolicyLink *+
- Tom Dallessio, President, CEO, & Publisher, Next City **
- Mark de la Vergne, Chief of Mobility Innovation, City of Detroit, MI
- Ted Dengel, Managing Director, Operations Technology Development, FedEx Ground
- Megan Doherty, Principal Planner, Blueprint Intergovernmental Agency
- Mark Dowd, Visiting Scholar, University of California – Berkeley
- Evan Dreyer, Chief of Staff, Transportation, City of Denver, CO
- Kenneth Drucker, Design Principal, HOK
- Tim Dufault, President & CEO, Cunningham Group **
- Courtney Ehrlichman, Deputy Executive Director, Traffic 21 Institute & Mobility 21 Institute, Carnegie Mellon University
- Rob Eisenstat, Chief Architect, Port Authority of New York and New Jersey
- Andrea Elock, Community Planning Coordinator, Port Authority of Allegheny County#
- Grant Ervin, Chief Resilience Officer, City of Pittsburgh Department of City Planning
- Wendy Feuer, Assist Commissioner of Urban Design + Art + Wayfinding, New York City Department of Transportation
- Rebecca Flora, Principal, ReMake Group
- Andrea Fox, Deputy Director, Global Programs, International City / County Management Association (ICMA) **
- Leah Freidman, Sustainability Fellow, City of Pittsburgh Office of Mayor William Peduto#
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- Ashley Hand, Co-Founder, CityFi **
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- Brian Hughes, General Manager, Uber
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- Joe Iacobucci, Director of Transportation, Sam Schwartz Transportation Consultants
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- Christine Mondor, Principal, evolveEA**
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- **Adam Paulisick**, Chief Customer Officer, Maya Design
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- **The Honorable William Peduto**, Mayor, Pittsburgh, PA+
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- **Mollie Pelon**, Technology and City Transportation Program Manager, National Association of City Transportation Officials (NACTO)
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- **Eric Rothman**, President, HR&A Advisors, Inc. **
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- **Chris Sandvig**, Director of Policy, Pittsburgh Community Reinvestment Group
- **Katy Sawyer**, Mobility Engineer, City of Pittsburgh Department of Public Works#
- **Troy Schulte**, City Manager, Kansas City, MO **
- **Shari Shapiro**, Senior Management, Public Affairs, Pennsylvania and Delaware, Uber
- **Michael Sherwood**, Director of Innovation, City of Las Vegas, NV
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- **Jeff Tumlin**, Director of Strategy, Nelson \ Nygaard *
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Betsy Fretwell, City of Las Vegas, NV
Ray Gastil, City of Pittsburgh, PA
Justin Holmes, Zipcar
Andrew McElwaine, The Heinz Endowments
Mayor William Peduto, City of Pittsburgh, PA
Andrew Salzberg, Uber
Scot Spencer, Annie E. Casey Foundation
Rick Stafford, Carnegie Mellon University
Richard Wilson, Adrian Smith + Gordon Gill Architects

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Anita Cozart, PolicyLink
Toni Griffin, Harvard University Graduate School of Design
Gabe Klein, CityFi
Ted Landsmark, Northeastern University
Karina Ricks, City of Pittsburgh, PA
Marilyn Jordan Taylor, University of Pennsylvania's School of Design
Jeff Tumlin, Nelson \ Nygaard

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Tom Dallessio, Next City
Tim Dufault, Cunningham Group
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