

SUPREME COURT OF THE STATE OF NEW YORK  
COUNTY OF NEW YORK

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In the Matter of

DEVELOP DON'T DESTROY BROOKLYN; et al,

Petitioners – Plaintiffs

For a Judgment Pursuant to Article 78 of the CPLR and  
Declaratory Judgment

- against -

URBAN DEVELOPMENT CORPORATION d/b/a .  
EMPIRE STATE DEVELOPMENT CORPORATION;  
et al.

Respondents - Defendants

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STATE OF NEW YORK     )  
  ) ss.:  
COUNTY OF KINGS     )

RONALD SHIFFMAN, being duly sworn, deposes and says:

1. I am a city planner with 45 years experience providing program and organizational development assistance to community-based groups in low- and moderate-income neighborhoods. A copy of my curriculum vitae is attached as Exhibit A. Trained as an architect and urban planner, I co-founded in 1964 the Pratt Institute Center for Community and Environmental Development (PICCED) – the largest public interest architectural, planning, and community development office in the country – where I am now director emeritus, and I am a professor at the Graduate Center for Planning and the Environment at the Pratt Institute, which is located in the Fort Greene/Clinton Hill section of Brooklyn, not far from the Atlantic Yards Project. While Director of the Pratt Center, I was directly engaged in a number of community revitalization efforts throughout the New York

**AFFIDAVIT OF  
RONALD SHIFFMAN**

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City metropolitan region, but particularly in the borough of Brooklyn. These efforts included assisting in the creation of community-based development corporations, such as Bedford Stuyvesant's Restoration Corporation, which was established in cooperation with Senator Robert Kennedy's office in 1966, and the creation of ACORN's Mutual Housing Association of New York, which helped to rehabilitate several hundred units of housing in the East New York section of Brooklyn, among many other community-based efforts. In addition, the Pratt Center conducted a wide range of neighborhood planning studies and related policy analyses that resulted in the development of community-initiated plans, and developed financing strategies and architectural plans for the rehabilitation and construction of thousands of affordable housing units sponsored by community-based housing organizations throughout the borough and the city.

2. I was appointed by Mayor David Dinkins to the New York City Planning Commission, where I served from 1990 to 1996. While at the City Planning Commission, I became acquainted with the internal governmental processes and procedures through which decisions were made concerning housing and community renewal efforts in the city and participated in discussions concerning the role and responsibilities of the Department of City Planning and the City Planning Commission under the then newly-adopted City Charter. Those processes and procedures are still applicable today. In 1991 and 1992, I participated in and played a key role in the approval of the large-scale Riverside South Development Project, which was one of the first development projects that mandated inclusionary affordable housing. I also participated in a number of discussions and in the promulgation of the rules governing community-initiated planning efforts, fair share rules, the Uniform Land

Use Review Process (“ULURP”), and the role of communities and community boards in the planning and development process.

3. In April 2002, I was elected a Fellow of the American Institute of Certified Planners and in September 2006, I was made an honorary member of the American Institute of Architects. In November 2006, I was given the Sam Ratensky Award by the New York Chapter of the American Institute of Architects for my lifetime contribution to the development of affordable housing. I serve on the advisory board of petitioner Develop Don’t Destroy – Brooklyn (DDDB), and I respectfully make this affidavit on behalf of DDDB. The facts stated herein are based on my personal knowledge of the events and matters referred to herein.

4. I respectfully submit this affidavit in support of the petition by DDDB and its co-petitioners, pursuant to Article 78 of the New York Civil Procedure Law and Rules, by which DDDB asks this Court to annul certain decisions which the Empire State Development Corporation (ESDC), the Metropolitan Transportation Authority (“MTA”) and the Public Authorities Control Board (“PACB”), issued in order to facilitate the approval of what would be the largest single-developer project in New York City history: the Atlantic Yards Arena and Redevelopment Project (the “Project”) proposed for a 22-acre site located in the Prospect Heights neighborhood of Brooklyn, New York.

5. As currently planned, the Project would be sited on approximately 22 acres of land, and would include, among other things, 16 high-rise towers as high as 511 feet [approximately 50 or more stories], containing between 5,325 and 6,430 new apartments housing between 15,000 and 18,000 residents, commercial space; and an 850,000-square-foot sports arena seating 20,500 persons. The Project would be developed by affiliates of Forest

City Ratner Companies (“Forest City Ratner”), a private real estate development company with which ESDC has been working closely for several years to facilitate the realization of the Project.

6. As an urban planning expert, I submit to the Court in this affidavit testimony that contrary to the representations of ESDC, the Atlantic Yards project is not consistent with planning in New York City, is not consistent with the City Zoning Code and it is inconsistent with neighboring land use patterns. This affidavit presents a critique of three elements of the Project that do not comport with typical, successful mid- to large- scale development projects and could have a deleterious effect on the way development plans are realized in the future. These issues addressed in this affidavit include: (1) the lack of an appropriate urban planning process; (2) the improper blight designation; and (3) the inappropriate scale of the Project. I bring these to the Court’s attention not only as a concerned resident of Brooklyn, but as someone who has worked in the area in question and as a professional who wishes to ensure the viability of large-scale development projects that are acceptable to both affected local residents and the people of the City and State of New York. It is my belief that Forest City Ratner, the ESDC, and, by extension, the City and State of New York are following a process that is fundamentally flawed in pursuit of a plan that, if implemented, would negatively impact the borough for decades to come.

**The Lack of an Appropriate Planning Process**

7. It must be emphasized that this Project is contingent on the disposition of eight acres of land held by the MTA in the public trust – the Vanderbilt Rail Yards (the “Yards”). The objective goal of the project, untainted by the pre-disposition for Forest City Ratner’s vision, should have been consideration of putting to productive reuse, the area

above the Yards. Large-scale development projects involving the disposition of public land must embrace a participatory process to develop a program, land-use plan, set of urban design guidelines, and a transparent selection process. The anticipated growth of New York City's population over the next 20 years coupled with our chronic shortage of affordable housing will necessitate the development of housing on lands presently underutilized and/or vacant. The processes used for the planning, development, and disposition of these sites are crucial not only to gain public support, but also to gain insight into how to properly plan for these properties so that they qualitatively meet the city's demand for housing in such a way as to create viable, safe, and environmentally sound places for people to live and raise their families. Most importantly, the processes should help identify what some of the unanticipated consequences of our actions might be. In short, a private developer should not be allowed to propose its own project and drive the disposition of publicly-held land. The disposition of publicly-held land should be driven by a public entity engaged in a public process with a participatory planning and public review process that both informs us on how to best develop those sites and help to establish the environmental, programmatic, economic, and design conditions for the disposition of that land.

8. A comprehensive policy for any large-scale development must include a combination of tenant protections, preservation strategies, sustainable environmental development guidelines, and project development approaches that include both rehabilitation and new construction. A truly appropriate process for the development of the Yards would have begun with an articulation of the requirements of the development – be they related to programmatic needs of the city and community, the environment, infrastructure, or finances. Subsequent to that, a set of urban design guidelines and environmental standards would be

promulgated, reviewed, publicly commented upon, revised, and adopted. Then, a Request for Proposal (“RFP”) would be issued, and a variety of development and financial proposals reviewed. Other cities as well as New York City – e.g., with the West Side Urban Renewal Project – have had success with splitting a development area into parcels and awarding the rights to develop the parcels to multiple developers. As is the case here, when there is a desperate need for housing and jobs, to put everything in the hands of one developer is inefficient and impairs diversity in the type of housing and jobs offered. The success of the development effort becomes dependent on only one entity rather than spreading the risk and burdens of the development. Further, having multiple developers often expedites completion of the project, with different developers having access to different sources of capital and focusing on their own discrete parcels. In addition, the public reaps a higher return with more people competing for development rights and more diverse forms of financing. In short, unions and those seeking jobs and housing would be better served and the public would see a greater benefit if the Yards were to be developed using a more inclusive, diverse, and competitive process for selecting a project and a developer.

9. Major capital developments require a heightened standard of inclusive planning at the outset simply because mistakes discovered down the road are almost impossible to remedy once construction has begun on infrastructure and buildings. At a project’s nascent stage, it is particularly important to engage the public, the community boards, and all applicable city agencies and to learn from them what are the project’s potential ramifications. A participatory process with its resultant discussions, debates, and analyses can yield a true assessment of impacts so that the public does not invest time,

energy, and resources in something that could have severe negative repercussions. This has not happened with respect to the Atlantic Yards Project.

### **The Improper Blight Designation**

10. The flawed process used in the development of the Project is compounded by the proposed misuse of the powers of eminent domain and the decision to override zoning regulations and ULURP. To use “blight” as the basis for eminent domain is ironic when every indicator is that this area of Brooklyn would have seen a regeneration along the line of Soho, Tribeca, Park Slope, Prospect Heights, Fort Greene, and numerous other neighborhoods in the city and the borough of Brooklyn had the Project not stemmed the revitalization process already under way. There have been four recent conversions of manufacturing facilities to housing in the area, and Forest City Ratner bought one site – mainly a former factory for baked goods – for \$45 million from a developer who wanted to rehabilitate it into a hotel. Without the Ratner proposal, this step-by-step revitalization of these and similar properties, as well as the areas surrounding it to the west and to the south of the project area that have already experienced rehabilitation, would have continued unabated. This would have completely revitalized the area to the south without jeopardizing the housing that was rent-stabilized and protected and would have avoided the subsequent developer-initiated displacement that has taken place – some voluntarily and some under the threat of eminent domain. This step-by-step process would also have entirely avoided the future direct displacement that would occur if Forest City Ratner’s own properties are taken by eminent domain, as proposed, and given back to Forest City Ratner cleansed of the obligations imposed by the State’s rent protection laws.

11. The ESDC attempts to justify its blight designation for the Project footprint by claiming that the area was already determined to be blighted back in 1968 with the creation of the Atlantic Terminal Urban Renewal Area (ATURA). This claim is disingenuous in that only about half the total area of the Project's footprint lies within ATURA.<sup>1</sup> From 1968 to 2004, the ATURA plan was modified ten times by the City of New York; however, the boundaries of ATURA were modified by the City of New York only once in 1982 in order to acquire property on the northern edge of the urban renewal area. The Project footprint, in contrast, extends over properties beyond the southern boundary of the urban renewal area. The area to the south of the ATURA was not declared blighted and part of the urban renewal area, as there were functioning manufacturing businesses on those blocks up until the 1990s, including the Daily News printing plant and the Pechter (formerly Ward) Bakery. A process of individualized rezoning actions and/or Boards of Standards and Appeals decisions made by the City of New York of development sites in the blocks south of ATURA began in the 1990s, leading to developments like the conversion of the Daily News building into the Newwalk condominiums. Thus, the properties that Forest City Ratner now wants to develop were not blighted enough to be included in the ATURA for the past four decades, and the recent and consistently growing pattern of investment and step-by-step improvement by many property owners indicates that they are even less likely to be blighted now. Accordingly, the blight designation put forward by ESDC without review or comment by the City of New York is significantly flawed, particularly, since every prior approval and action regarding ATURA was under the purview of the City of New York and not the State of New York.

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<sup>1</sup> The Center for Urban Pedagogy has prepared a multi-media presentation of the history of the ATURA site which is available at <http://anothercupdevelopment.org/resources/atura.mov>.

12. Indeed, a convincing argument can be made that Forest City Ratner is responsible for the “developer’s blight” that is apparent in the area. Forest City Ratner’s own actions are responsible for many of the alleged blighting conditions. The Prospect Heights area south of ATURA was in the process of renewal on its own prior to Forest City Ratner’s acquisition of properties in the Project footprint and the threat of eminent domain hung over home-and business-owners in the area. Forest City Ratner has already begun demolition of some of the properties it owns, further creating blighted conditions in the area by leaving vacant lots where buildings previously stood. With regard to allegedly unsafe and unsound buildings, Forest City Ratner’s rationale for demolition, this designation is somewhat questionable. Under New York City procedures, one can either demolish buildings that are deemed unsafe, stabilize and seal the buildings, or invest and repair them. The brownstone revival and economic resurgence of Brooklyn were due in large part to the third course of action – individuals, developers and community groups developed strategies to stabilize the abandoned buildings, warehouse them, and eventually find new and innovative ways to finance the rehabilitation of that housing. This process would continue apace in the areas adjacent to the Project footprint, if, indeed, any vacant buildings could be found, and there is no reasonable basis to respondents’ contention that allegedly blighted conditions would be exacerbated if the Project were not to be built. Thus, even where Forest City Ratner did not demolish the building it purchased, it has moved to make them vacant and avoided maintenance of the buildings creating the impression of vacant buildings and streetscapes. Forest City Ratner has essentially warehoused a prime area for private redevelopment and foreclosed the possibility of the private redevelopment efforts proceeding in this area as it had in the years prior to the project’s announcement.

13. A discussion of the blight designation must also take into account the blighting influence of the Yards. The Yards are currently operative; however, the sidewalks that abut them are poorly maintained and create the impression of being in a blighted area. Indeed, the vast majority of the physical evidence of blight documented in the blight report is related to the MTA-owned Yards. Nevertheless, the blighting influence of the Yards could have been reduced by the MTA through proper maintenance of those adjacent sidewalks and other remedial measures, such as greening of the tracks or through a planned, transparent, and publicly accountable disposition of the air rights over the Yards themselves.

14. In short, the blight designation does not reflect the reality of the blocks that make up the Project footprint, ESDC uses the blight designation to permit its decision to override City zoning and create a project many times in excess of what would otherwise be permitted. ESDC also uses the blight determination and threatened use of eminent domain. The public outcry against the blight designation and threatened use of eminent domain is real, and this could lead to legal and/or legislative changes curtailing the ability of the State and City to use eminent domain in the future. For effective urban and publicly accountable planning, eminent domain is an essential tool, and, therefore, I am concerned about the instant improper use of eminent domain and its effect on valid uses of eminent domain in the future. This is particularly important at this point in time when the City and the State are beginning to address affordable housing, environmental, and community economic development needs of a rapidly growing population, and when the issues of global warming and of environmental accountability are critical to the health and welfare of our city.

### **The Out-of Scale Development**

15. The Yards comprise eight acres of the Project's footprint and they actually provide an opportunity to weave together the medium-to high-density low-rise communities of Fort Green and Prospect Heights. While the area along the Atlantic Avenue corridor could accommodate even higher densities, density is a relative term. Should the buildings along Atlantic Avenue be mid-rise or high-rise? Should city streets be demapped, allowing even higher densities to be calculated by eliminating the openness of the streets and adding the square footage of the demapped streets to the calculations used to determine the height and the bulk of the buildings allowed? Whatever the answer, a more in-depth study is required than has been conducted to date. With regard to the areas south of the Yards, low-rise medium to high-density development would be more appropriate, given the context of the surrounding neighborhoods, than the Project's high-density, high-rise proposals. The density of the Project far exceeds the carrying capacity of the area's physical, social, cultural, and educational infrastructure. Simply stated, I believe that the proposed density is excessive for several reasons: (1) it far exceeds the area's ability to absorb the growth in automobile and truck traffic that would be generated by the proposed development without a commensurate increase in mass transit; (2) the number of people housed by the Project would not be well-served by the present number of day care, recreational, and public education facilities in the area; (3) the open space ratio for the residents of the Project and those residing in the adjoining communities would be dramatically reduced by the population added despite the addition of the courtyard open space; and (4) there was not sufficient time to prepare, digest, debate, and understand all of the environmental implications that such a dramatic change in the demographic structure of the community would entail. The Project's density is extreme

and the heights of the proposed buildings totally unacceptable. Unlike Riverside South or Battery Park City on Manhattan, whose heights are slightly lower, there is no river frontage that would compensate for the lack of light, air, or open terrain caused by the oversized development and the shadows it will cast. As currently envisaged, the Project would constitute one of the densest residential communities in the United States. It would be the Brooklyn equivalent of failed over-dense developments like the Pruitt-Igoe development in St. Louis, which at the time it was planned and built was heralded by architectural critics for its design but was destroyed in 1972 because of its inappropriate density and incompatibility with its surroundings, or the problem-plagued 1133 Broadway Mitchel-Lama development in West Harlem.

16. Even as a professional dedicated to inclusive housing policies, I cannot recommend the Project's affordable housing component. I believe that affordable housing units should be located in viable, livable, and supportive and enriching environments and not crammed into out-of-scale developments that do not provide adequate open space, community, and/or recreational facilities. According to the Environmental Impact Statement for the Project, the number of housing units truly affordable to Brooklyn residents based on the median income of Central Brooklyn residents will be far fewer than is the popular belief. Forest City Ratner has provided the following figures for the affordable housing income bands:

**Atlantic Yards Affordable Housing Income Bands**

Income Bands*	AMI Level Income is Based On	Number of Affordable Housing Units – 2, 250 total	Minimum and Maximum Income for a Family of 4	
			<u>Minimum</u>	<u>Maximum</u>
Band 1	30-40%	225 Units	\$21,270	\$28,360
Band 2	41-50%	675 Units	\$28,361	\$35,450
Band 3	60-100%	450 Units	\$42,540	\$70,900
Band 4	101-140%	450 Units	\$70,901	\$99,260
Band 5	141-160%	450 Units	\$99,261	\$113,440

*\* Note: Income bands are based on NYS Area Media Income (AMI). The AMI is set by the U.S. Dept of Housing and Urban Development. As of April 7, 2006, AMI is \$70,900 for a family of four.*

While Forest City Ratner uses an AMI of \$70,900, that figure incorporates not only the five boroughs of New York City, but also the more affluent Nassau, Putnam, Rockland, Suffolk, and Westchester counties. Meanwhile, the Draft Environmental Impact Statement for the Project, in Chapter 4 (p. 34), cites the median household income for Brooklyn as \$32, 135 and for the city as \$38,293. Although these statistics come from the 2000 U.S. Census and thus are somewhat outdated, they still suggest that Brooklyn’s median income is significantly less than the New York AMI calculated for the region.

17. Without knowing the level of public housing subsidies being allocated for the Project and other “subsidies” that might be garnered, it is impossible to determine whether or even this small number of units is a net gain or loss of housing affordability for the borough in general and the community specifically. We do not know what the indirect loss of units

might be or the number of subsidies that have been transferred from other eligible housing developments that could come on line at an earlier date or for an even lower economic group. Therefore, the numbers of truly affordable housing units are in question. However, even if one accepts those numbers as being beneficial, the question is whether the housing will be a decent place for a low-and/or moderate-income family to raise their children given the paucity of social, cultural, educational, open space, and other amenities associated with building strong and nurturing communities.

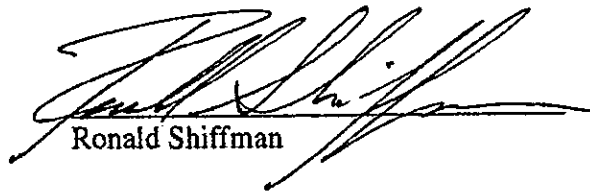
18. Respondents claim that the blocks have not been built out to full capacity under their current zoning regulations. They point to this as one reason why the area is blighted and why the Project should supplant the current development underway. Under this standard, large sections of Brooklyn would be considered blighted, as they are also not built out to their fully capacity under existing zoning. This would be applicable to areas such as Clinton Hill, Carroll Gardens, Park Slope, Stuyvesant Heights, and many others. The current zoning requirements in central Brooklyn are the product of the 1961 Zoning Resolution of the City of New York which envisioned that large swaths of brownstone Brooklyn would be demolished to make way for “super blocks” and “towers in a park” design. At that point in time, the City rezoned areas in anticipation that the existing properties would be torn down; however, those existing properties – the brownstones, mixed uses, and small business – eventually became the signature for the revitalization of Brooklyn. Thus, respondents are operating with an outmoded vision for Brooklyn, one that fell by the wayside as the borough evolved over the past four decades. Therefore, even though the Project area is not built up to its zoning capacity, this should not be used as an argument for either an unfounded designation of blight or for an unsupportable level of high-density development.

**Conclusion**

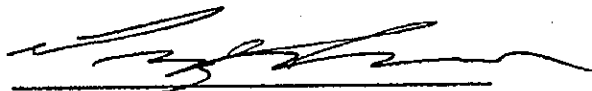
19. It is my belief that the Project as currently proposed should not be built, as it would have a disastrous effect on the adjacent local communities and would set a dangerous precedent for future developments in the City and by extension the State. The Project supplants qualitative development with quantitative development. Accordingly, I support DDDDB and co-petitioners' efforts in challenging the ESDC's approval of the Project and I believe that the process of revitalizing the Yards must be completely rethought.

I declare under penalty of perjury that the foregoing is true and correct.

Executed on March 3<sup>rd</sup>, 2007.

  
Ronald Shiffman

Sworn to before me this 3<sup>rd</sup> day of March, 2007

  
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Notary Public

TROY BELVARTNAM  
NOTARY PUBLIC, State of New York  
E.N. 00723105103  
Qualified in Cook County  
Commission Expires February 2008

**EXHIBIT A**

RONALD SHIFFMAN, FAICP, Hon. AIA  
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PRATT

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**INSTITUTE SCHOOL OF ARCHITECTURE**

*Tenured Professor*, 1977 – present

*Associate Professor*, 1973 – 1977

*Lecturer/Assistant Professor*, 1964 - 1973

Founded advocacy planning and architecture programs at the Institute and helped launch and develop the national advocacy planning and community design movement. Develops and teaches social action courses and planning studios in which students actively participate with community-based organizations in low- and moderate-income neighborhoods throughout New York City. Specializes in courses dealing with community development and community renewal efforts, affordable housing, and sustainable development. Assists community-based organizations in engaging in community planning efforts, including community-initiated planning endeavors leading to community development and community economic development including the production of low and moderate-income housing.

**PRATT INSTITUTE CENTER FOR COMMUNITY AND ENVIRONMENTAL DEVELOPMENT  
(PICCED)**

379 DeKalb Avenue, Brooklyn, NY 11205

*Director*, 1971 - 2003

Responsible for the program and policy direction and administration of PICCED, a planning, technical assistance and training organization that works with community-based groups in low- and moderate-income neighborhoods throughout New York City. Specific professional responsibilities include technical assistance, research, evaluation and monitoring of government programs and fundraising. Staff consists of 22 full-time professionals and over 10 part-time students.

Member of the Pocantico Roundtable on Brownfields Remediation, 1998 – 1999.

A diverse group of business, technical, environmental and community representatives charged with developing a brownfields remediation program for New York State. Helped to establish a number ground breaking self-help affordable homeownership programs in NYC including one that resulted from ACORN's the "housing squatting campaign" that resulted in the development of over 400 units of housing in the East New York Section of Brooklyn.

*Assistant Director*, 1964 - 1971

Responsible for the field operations and "participant education processes" of the Pratt Center. Served as consultant to a consortium of groups (which included Senator Robert Kennedy's office, the Central Brooklyn Coordinating Council, and several community organizations) that worked to establish the Bedford-Stuyvesant Renewal and Rehabilitation Corporation and the Bedford-Stuyvesant Development and Services Corporation from 1964 to 1967. Research and program development activities led to the acquisition of funds to initiate the Bedford Stuyvesant Restoration Corporation.

**GRADUATE CENTER FOR PLANNING AND THE ENVIRONMENT**

School of Architecture, Pratt Institute, Brooklyn, NY

*Director*, July 1991 - 1996

Responsible for the direction and management of Master's degree programs in city and regional planning with an enrollment of approximately fifty students. Oversees the development of special programs such as the Fellowship in Community Economic Development, which is run in intensive weeklong and weekend sessions and targets students from around the country and abroad. Counsels students on career options in community planning, community development, economic development and environmental planning and management. Coordinates planning education programs with PICCED activities.

#### **NEW YORK CITY PLANNING COMMISSION**

*Commissioner*, July 1990 - October 1996

Appointed by Mayor David Dinkins to the New York City Planning Commission. The CPC establishes city planning and zoning policy, approves zoning changes, and votes on other land use issues such as the disposition and siting of city facilities. The CPC reviews and comments on capital budget and on proposed landmark designations. Ron Shiffman was cited for leadership on affordable housing and environmental justice and community economic development issues.

#### **INTERNATIONAL WORK**

##### **FORD FOUNDATION**

*Project Director – U.S./Chile Exchange*, Fall 1993

Led a delegation of community economic development practitioners from the U.S. to Chile and from Chile to the U.S. to learn about innovative community development strategies and projects. Coordinated and led meetings with community development corporations in major cities. Continues to work with counterparts in Chile to explore possibilities of implementing additional training and technical exchanges between Chilean and American community development practitioners and financial institutions. Maintains ongoing contact with SUR, a Chilean community development support group working with civic organizations in Chile, and other parts of South America, to assist in the development of the civic sector and to help balance the region's focus on discourse with action and development on the ground.

*Project Director*, Fall 1991

Planned and conducted a conference to enable community development practitioners from Africa and the Middle East to exchange ideas with their American counterparts on development finance strategies. Led the participants on a tour of community-based organizations in New York City, Chicago and Greenville, Mississippi.

*Field Study Organizer*, Fall 1990

Conducted a visit to an array of governmental and nongovernmental development organizations in Kenya, Nigeria and South Africa to explore the feasibility of hosting a conference in the United States for African and American community development practitioners on the uses of development finance.

##### **FRENCH-AMERICAN FOUNDATION**

*Delegation Member*, Fall 1992

Participated in a French study tour sponsored by the French-American Foundation and the Eisenhower Foundation on "Community Reconstruction: Youth Investment and Crime Prevention."

*Consultant*, May 1996

Consulted with the Housing Ministry and other key French Government leaders regarding community economic development.

*Ongoing*

Annually host delegations of civic and government leaders interested in urban issues, innovative finance and technical assistance services.

**GERMAN MARSHALL FUND**

*Project Director - Emscher Park Study Tour, Fall 1997*

Led a delegation of U.S. community development practitioners, who took part in a Brownfields Redevelopment Study Tour of the Emscher Park region in Germany. The purpose of the trip was to enable U.S. urban practitioners confronting problems of urban deterioration, high concentrations of pollution, industrial dereliction, unplanned expansion and growth and persistent unemployment to learn from the experiences of their German counterparts in bringing about social, economic, physical and environmental revitalization.

**SHARED INTEREST**

*Board Member 1991 to present*

Helped launch Shared Interest, an alternative finance organization, established by the FREESA Development Fund for South Africa. In support of small business development in South Africa, established a working relationship between Shared Interest and RAFAD, through a network established by IRED. Assisted the two organizations in establishing a program that provides bank guarantees and loans for South African based economic development institutions.

**UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)**

*Consultant, 1994 - present*

Working under USAID with the Urban Homestead Assistance Board (UHAB), represented PICCED as a part of a consortium of U.S. organizations responsible for providing technical assistance in community development and planning to civic organizations in Russia. A major focus of this collaborative effort is the development of a community-based housing and economic development system in Russia. Activities include the establishment of the Citizen's Academy to build up Russia's emerging "civic base" and to enhance the development of the civil society in Russia.

*Consultant January to February 2004*

Lectured in Architecture and Planning Schools on the topic of Comprehensive Community development and Sustainable Development in 4 major cities and 6 mid-size and rural communities throughout India.

**OTHER INTERNATIONAL CONSULTANCIES**

Consulted with Foundation for a Civil Society in Prague, Czech Republic, including assistance to civic organizations and Brno Government officials on community economic development strategies for Brno, Czech Republic.

Ongoing exchanges with staff and interns from support organizations in Denmark, Germany, Poland, Israel, Japan and South Africa.

#### AFFILIATIONS

##### **INTERNATIONAL RESEARCH AND EXCHANGE FOR DEVELOPMENT**

North American/European Representative to the Executive Committee, 1994 - 2000

##### **CENTER FOR COMMUNITY CHANGE (CCC)**

Board of Trustee Member, 1991 – 2003

##### **SALZBURG CONGRESS ON URBAN PLANNING AND DEVELOPMENT (SCUPAD)**

*President, May 1996 - 2000*

*Member and Moderator, 1984 - 2000*

*Editor, SCUPAD Newsletter, 1995 – 2000*

*Ex-Officio Member of the Governing Committee 2000- present*

##### **FORD FOUNDATION**

Chairman of the National Advisory Panel on the Ford Foundation funded Community Development Corporation (CDC) Oral History Project. Served as an advisor for the production and dissemination of a documentary video on CDCs that aired nationally on public television, 1989 – 1996

##### **COMMUNITY SERVICE SOCIETY (CSS)**

Board of Trustee Member, 1987 – 1990

##### **EDUCATION DESIGN PANEL OF PUBLIC/PRIVATE VENTURES**

Advisor in the development of the National Internship in Community Economic Development, 1981 – 1984. and founder of the Pratt Community Economic Development Internship

##### **UNIVERSITY/NEIGHBORHOOD PLANNING COMMITTEE**

Member of an advisory committee to the domestic policy staff of the White House, 1979

##### **NATIONAL LOW INCOME HOUSING COALITION**

Member of the Executive Committee of the Board of Directors, 1979 – 1986

##### **NEW YORK INDUSTRIAL RETENTION NETWORK**

Chair of the Board and Founding Member, 1997-present

Also See two page summary for description of post-2001 and Post Katrina related activities.

#### LECTURES

Lecturer and consultant on housing, community development, sustainable development and related issues at numerous conferences and seminars sponsored by foundations, government agencies, professionals' organizations and universities. Recent examples include the annual conference of the

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Neighborhood Funders Group, a conference on "Building Strong Communities: Strategies for Urban Change" sponsored by the Annie E. Casey, Ford and Rockefeller Foundations, and conferences sponsored by the New School for Social Research's Community Development Research Center, Columbia University, the United Nations (UNDP and UNCH Programs) and Yale University (Community Renaissance Fellows Program).

#### SAMPLE PAPERS AND PUBLICATIONS

"Neighborhood as an Entry Point for Change."

Paper presented at a conference on "Building Strong Communities: Strategies for Urban Change" sponsored by the Annie E. Casey, Ford and Rockefeller Foundations, May 1992.

"Uprooting Poverty through Community Development."

Published in *City Limits*, November 1990.

"Comprehensive and Integrative Planning for Community Development."

Paper written with Susan Motley and presented at a conference sponsored by the New School for Social Research's Community Development Research Center, June 1989.

"Role of Trade Unions, Business, and the Voluntary Sector"

Speech presented at the "Setting the Agenda – Exclusion from Work" conference held at Southbank University in London, England, November 14, 1996.

"The Role of PICCED in Uprooting Poverty"

Paper presented in Germany at a conference entitled "Strategies Against Poverty: Europe, United States and The South", sponsored by the German Marshall Fund of the United States, March 11 – 13, 1997.

Various Op-Ed Pieces also See Two page Summary for updates.

#### EDUCATION

**Pratt Institute**, Brooklyn, NY

Master of Science in City and Regional Planning, 1966

Bachelor of Science in Architecture, 1961

*Special Programs*

**University of Pennsylvania, Wharton School**

Real Estate Analysis

**New York University**

Real Estate Syndication

#### REFERENCES/AWARDS

Recipient of numerous awards from community-based organizations, national advocacy groups, including local and national awards from Architects, Designers and Planners for Social Responsibility [ADPSR], the local chapters of the AIA and AICP, the Municipal Art Society and he has authored a number of articles on urban planning, social justice and community economic development. In 1988 he received the ADPSR

**Ronald Shiffman, AICP**

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Lewis Mumford Award in Peace, Development and the Environment, where he was cited for his development work. He has been a member of the American Institute of Certified Planners [AICP] since May 1985 and in April 2002 became a Fellow of the American Institute of Certified Planners. In September, 2006 He was made an honorary member of the American Institute of Architects for his contributions to the field and in November 2007 was the recipient of the New York City Chapter of AIA's Sam Ratensky Award for his lifelong contribution to the development of affordable housing and equitable development.

A Full list of awards and references is available upon request.