

RESPONSE TO REQUEST FOR QUALIFICATIONS FOR:
Master Developer For Transit-Oriented & Downtown Development Clusters

JULY
31 2014

NEW ROCHELLE

DOWNTOWN CLUSTER

RDRXR



July 31, 2014

Ms. Suzanne Reider
Senior Project Manager
Department of Development, City Hall
515 North Avenue, New Rochelle, NY 10801

Dear Ms. Reider,

This letter and accompanying documents are in response to the City of New Rochelle's Request for Qualifications for a Master Developer for the TOD Cluster. This response mirrors the format provided for within the RFQ, with additional information provided within the appendices. To ensure conformance with the RFQ's request for a separate response for each cluster, the RDRXR team has provided a response for the TOD Cluster (attached), in addition to a response for the Downtown Cluster, under separate cover.

RDRXR is in alignment with New Rochelle's vision for the comprehensive and mixed-use development of the City's downtown, including the TOD Cluster. As such, we encourage the City to consider designating a single Master Developer for both Clusters, as this would provide a cooperative and complementary development framework. Both this response for the TOD Cluster and RDRXR's accompanying response to the Downtown Cluster provide rationale for the comprehensive approach that would entail a single development entity being named Master Developer by the City.

The RDRXR team wishes to thank the City of New Rochelle for their extensive work in creating an RFQ with clearly articulated goals and objectives. The City is on the verge of reaping the rewards of a growing market for downtown living by tapping into the burgeoning innovation and knowledge sectors which, we believe can propel New Rochelle into a vibrant and economically sustainable future.

We look forward to being a part of this exciting and transformative redevelopment opportunity.

Sincerely,

The RDRXR Team

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Renaissance Downtowns

RXR Realty

*Alliance Residential
Company*

*Kohn Pedersen Fox
Associates*

*Town Planning
Partnership
Gibbs Planning Group
Robert Charles Lesser &
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CSPM Group*

*Zimmerman Volk
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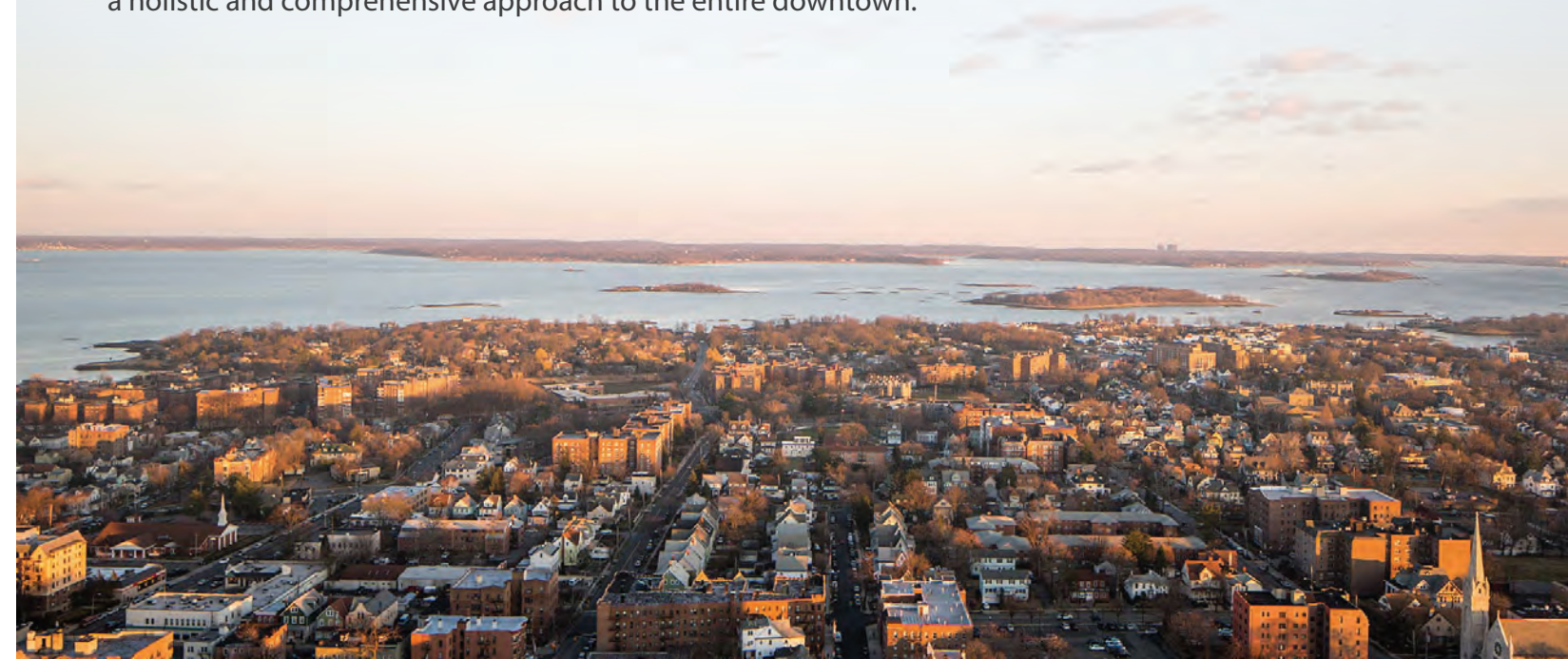
***RDRXR Development Plan
Consistency with City Vision***

*Consistency with
City Vision*

Developers Vision & Strategy

SECTION 1: DEVELOPERS VISION & STRATEGY

This document represents **RDRXR's response for the TOD Cluster**. RDRXR has also provided a **separate submission** for the **Downtown Cluster, under separate cover**. As the foremost leader in comprehensive downtown development, it is the opinion of RDRXR that a single master developer should be designated for both Clusters to maximize benefits to the City and ensure that the vision is planned and implemented utilizing a holistic and comprehensive approach to the entire downtown.



New Rochelle - "The Place to Be"

The City of New Rochelle has laid out an aggressive and forward looking set of goals and objectives designed to propel redevelopment of the City's downtown. Based on RDRXR's extensive experience in downtown redevelopment throughout the New York region, our Team is confident that these goals and objectives, if matched with the appropriate private-sector partners, are likely to build on the strong underlying fundamentals of New Rochelle to enable the creation of a civic core that will become a model throughout the region and beyond.

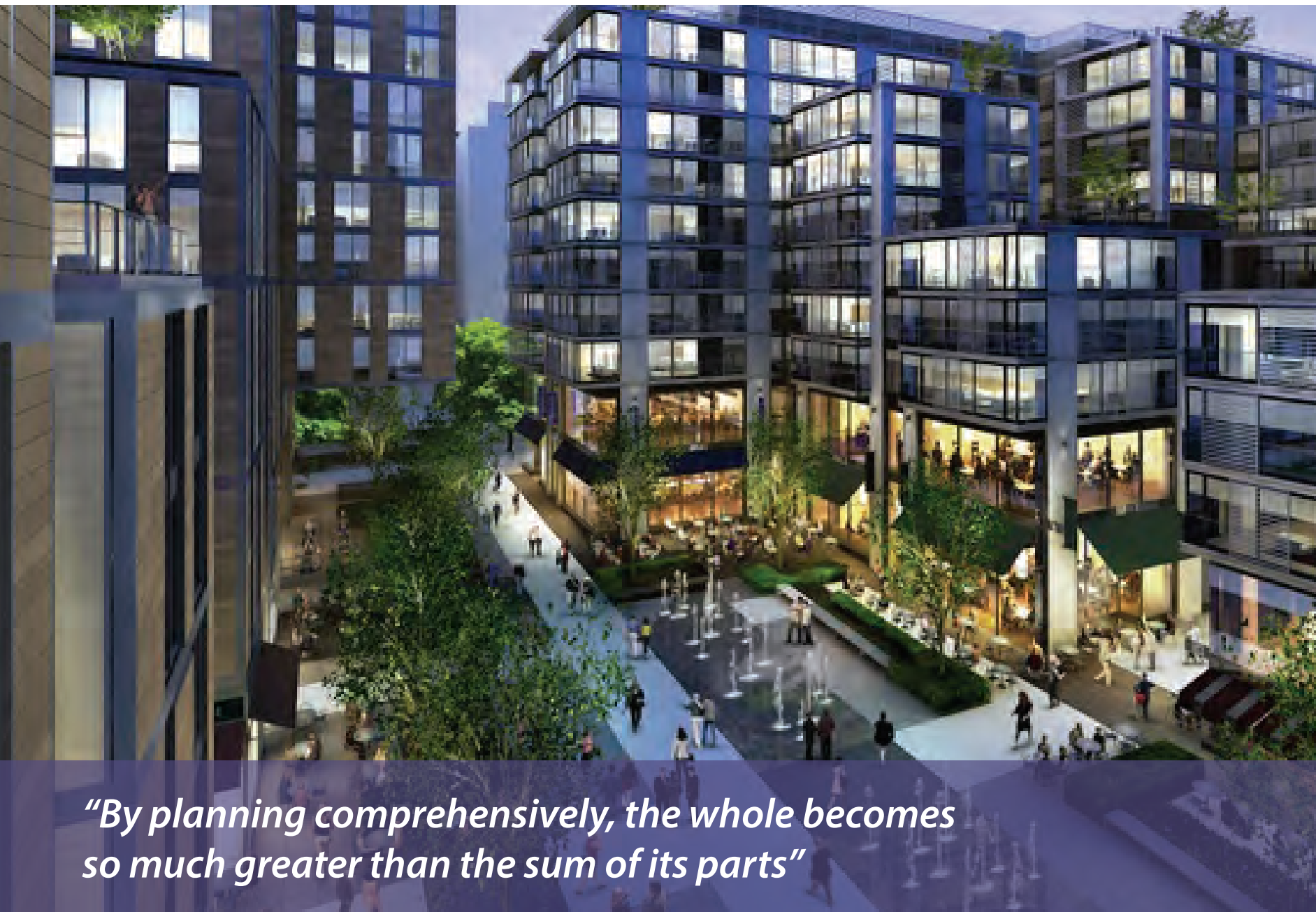


*This RFQ response will lay out RDRXR's preliminary development strategy for New Rochelle, which is intended to demonstrate our Team's commitment to the essential elements of the City's vision, coupled with our ability to implement a sustainable and innovative plan for both the TOD and Downtown Clusters, within a comprehensive framework that will take into context both existing and potential uses throughout the downtown. **This inclusive strategy will:***

- **CREATE** a strong Public-Private Partnership from the start that has the capacity and desire to move swiftly
- **BUILD** off of the City's ongoing planning, development and community engagement efforts
- **UTILIZE** nationally recognized best practices to help refine, improve and implement a shared redevelopment vision
- **MAXIMIZE** value for the City and the community socially, environmentally and economically by ensuring plans are consistent with market realities
- **CREATE** a true sense of place, utilizing smart growth and green building principles that meet the needs of current and future residents and businesses
- **POSITION** New Rochelle to retain and attract a diverse and multicultural population that includes recent graduates, young professionals and members of the innovation and knowledge economies
- **ENGAGE** the community and key stakeholders in the process to seek input and foster support before project parameters are set, utilizing social networking and grassroots tools through an outreach process known as "Crowdsourced Placemaking" (CSPM)
- **LEVERAGE** existing assets within New Rochelle, including exceptional transit connections, proximity to New York City, idyllic suburban neighborhoods, a competitive business environment, an already uptrending downtown and exceptional demographics

RDRXR is strongly aligned with the City of New Rochelle and their vision for the future. Utilizing a comprehensive and holistic approach, RDRXR will assist the City in co-creating and implementing a redevelopment plan that will propel the City to new heights as an economically and socially vibrant engine of growth for the entire region.

We understand New Rochelle's Vision for its Future



“By planning comprehensively, the whole becomes so much greater than the sum of its parts”

A Vibrant & Economically Sustainable Downtown

- Create a Diverse, Economically Vibrant Urban Core with Bustling Businesses and Residential Communities.
- Build off Existing Assets such as The Montefiore Hospital, Local Colleges / Universities and the Existing Corporate Community.
- Accommodate an Emerging American Lifestyle that Exemplifies the Economic, Environmental and Social Benefits of Transit-Oriented Growth.

A Walkable & Connected Place With Multi-Modal Transportation Options

- Integrate a Well-Designed Pedestrian Environment that offers an Abundance of Green Space.
- Capitalize on the Train Station's Historic Designation, making it a Centerpiece of the Development that Provides Convenient, Safe and Easy Access to the Station.
- Plan the Entire Downtown as a Whole, to Ensure Proper Placement of Complementary uses within each Distinct Downtown District.

A Vital Downtown That Offers Great Places, Restaurants & Civic Amenities

- Create an Active, Mixed-Use District with Activity during the Daytime and throughout the Evening to Attract and Retain a Diverse Population that includes Young Professionals, Retirees, Artists and Members of the Innovation and Knowledge Economies.
- Emphasize the Importance of Commercial Activity from Retail Establishments, Office Uses and Hotel Space.
- Satisfy the Lifestyle Preferences of Americans Today, including Young Adults, Students, Seasoned Professionals and Seniors.

A Bustling Downtown That Welcomes Entrepreneurs, Tourism & Commerce

- Attract Businesses in the Innovation and Knowledge Economies, Utilizing Small Business Incubators and Other Tools that have Proven Successful Elsewhere in the Region.
- Become the **PREFERRED TALENT AND TRANSIT ORIENTED DESTINATION** in Westchester County.
- Position Downtown Living, Amenities and Business Districts as **“THE PLACE TO BE AND THE PLACE TO DO BUSINESS”** in Concert with the City's IDA, BID and Chamber of Commerce.

Master Developer Team

RDRXR is the leading Master Developer of Transit-Oriented Downtowns in the New York Metro area.

RDRXR is comprised of two of the region's most prominent real estate development companies: **Renaissance Downtowns** and **RXR Realty**; complemented by a robust team of developers and real estate and planning professionals that provides a depth of knowledge, experience and resources that will provide the City of New Rochelle with an unmatched partner to successfully refine and implement a development vision for Downtown New Rochelle.

- The Team has an ability to engage stakeholders including "hard to reach" population segments that are often left out of the development process, such as the economically disadvantaged, college students, young professionals, entrepreneurs, artists and members of the innovation economy and creative class

A Track Record of Success

With over \$7 billion of assets encompassing 112 operating properties and 22 million square feet, along with over \$10 billion in current downtown, mixed-use redevelopment activity, members of the RDRXR team have the expertise and financial resources necessary to bring the City's redevelopment vision to fruition. RDRXR is deeply committed to the TOD and smart growth principles embraced by the City and possesses the development and planning resources and experience to turn these principles into reality utilizing their public engagement, planning, development and financial expertise.

- The RDRXR team provides an experienced team of development professionals and in-house planners
- The RDRXR team includes nationally and internationally renowned experts for innovative financing techniques, public infrastructure, Public-Private Partnerships, community engagement, and commercial & retail development
- The Team has a pipeline of completed and ongoing projects that demonstrate ability to perform on time and on budget
- The Team has a demonstrated ability to obtain regulatory approvals in a timely manner
- RDRXR understands the commercial and residential real estate markets and where they are trending

Unparalleled Resources

The Team's strong relationships throughout the real estate and financial industries ensure that the project will secure resources from the investment and financing communities.

Municipalities that choose to partner with the RDRXR team stand to reap the benefits of its regional development expertise, including access to much needed private capital and public infrastructure investment dollars, which are key components for creating a sustainable downtown redevelopment model. The Companies have created a dynamic working relationship, while still maintaining a hands-on approach that ensures proper attention to detail throughout the entire development process.

New Emerging Markets Fund: RXR has recently formed a New Emerging Markets Fund, for which the New Rochelle development opportunity would be an ideal candidate. Few, if any, Master Development entities have the financial wherewithal and expertise to access the full range of financing tools available to development projects.





RDRXR team members are thought leaders in the fields of urban revitalization, transit-oriented development & economic development; participate as Council Members for the Urban Land Institute, members of the Real Estate Roundtable, Steering Committee and Policy members of LOCUS; and are active participants in CNU, and other leading industry organizations. RDRXR understands the municipal perspective with team members having served in key government positions.

RXR Realty

RXR is a vertically integrated, private real estate company with expertise in investment management, property management, development, design, construction, leasing and financing. RXR is focused on the Tri-State Area, where it is one of the largest owners, managers and developers in the region, with interests in over \$7 billion in assets, comprised of 112 operating properties containing approximately 22 million square feet. The recent addition of Seth Pinsky (former President of the NYC Economic Development Corporation under Mayor Michael Bloomberg) provides a wealth of additional experience within Public-Private Partnership structures and understanding of financial structuring to the firm's formidable experience.

- The Company's infrastructure, depth of management and financial strength ensure a significant competitive advantage across its markets, defining its position as the leading real estate owner, manager and developer in the Tri-State New York area

- RXR's investment strategy is to leverage its 50-year franchise with a multi-disciplined, best-in-class infrastructure to invest in one of the strongest and most diverse real estate markets in the world (the Tri-State region)
- The Company's large asset base within this target market creates significant competitive advantages for the Company and its municipal partners
- RXR has an established local presence, market credibility and deep breadth of relationships
- RXR's real estate acumen and financial sophistication allow the team to underwrite and structure complex real estate transactions
- RXR has demonstrated value creation capabilities over a multitude of market/real estate cycles due to best-in-class and multi-disciplined resources

RXR has been one of the most active participants in the New York City real estate investment market in recent years, establishing itself as one of the largest owners and managers of prime office product. Over the last 18 months, RXR has acquired interests or made investments in four New York City assets encompassing 3.4 million square feet with a gross asset value of \$1.9 billion.

One of RXR's strategic initiatives has been its investment in so-called "emerging sub-markets" in the New York region that share many characteristics with New Rochelle, which RXR believes are uptrending with strong underlying fundamentals. RXR has been actively and aggressively identifying opportunities consistent with this strategy and is actively raising several hundred million dollars in equity capital that it intends to leverage with several hundred million dollars in debt capital to advance this strategy.

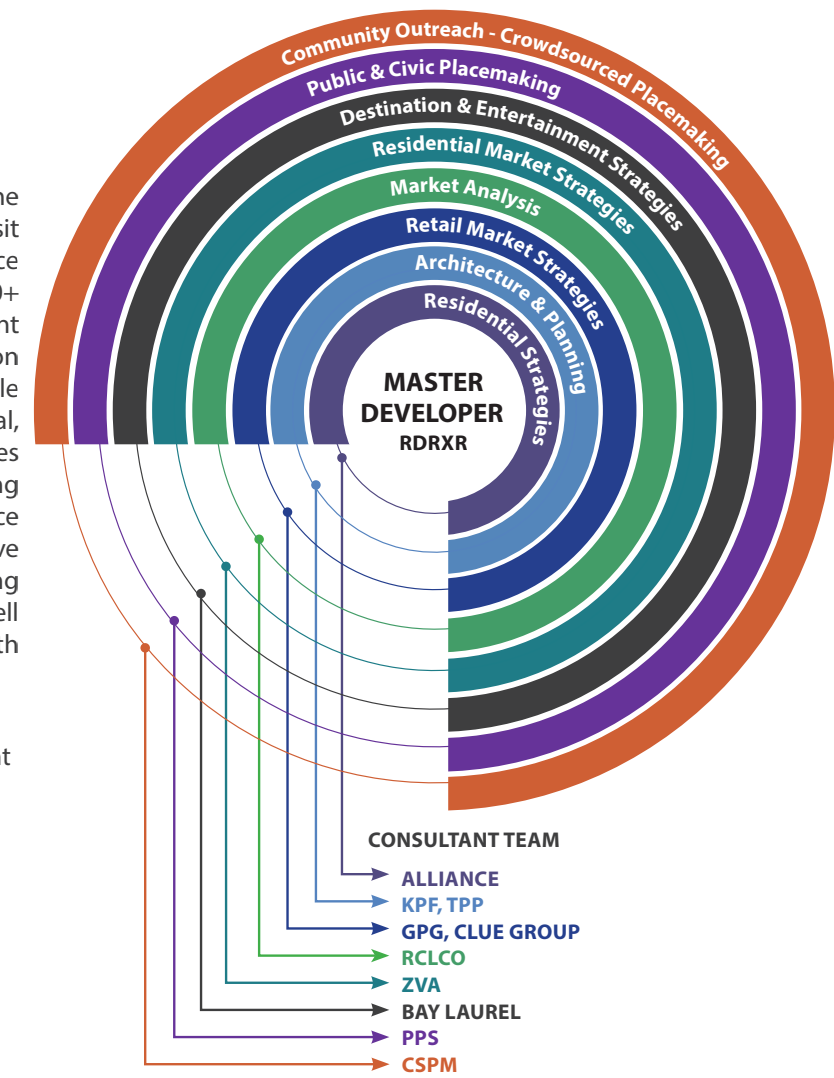
RENAISSANCE DOWNTOWNS

Renaissance Downtowns

Renaissance Downtowns is the branded leader in the comprehensive and holistic redevelopment of transit oriented downtowns. Led by Donald Monti, the Renaissance Team has over 35 years of development experience with 80+ completed projects in addition to a current development pipeline which represents the potential for \$10-12 billion in construction value. Renaissance adheres to a "Triple Bottom Line" development approach centered on social, environmental and economic responsibility that includes significant public engagement throughout the planning and development process. Hallmarks of the Renaissance approach are the Company's ability to work within sensitive community contexts and its proven success at establishing collaborative relationships within those communities, as well as successfully navigating the complexities associated with Public-Private Partnership structures.

- Renaissance has proven success at procuring significant State and Federal investment for infrastructure and related efforts
- Renaissance has been extremely successful in overcoming the many obstacles associated with large scale redevelopment, including a proven ability to secure approvals in a timely manner
- The Company's Unified Development Approach™ creates a collaborative framework that includes the participation of all major stakeholders including private property owners, transit agencies and the community at large
- Crowdsourced Placemaking (CSPM), a cornerstone of Renaissance's development approach, generates public support for large scale development while ensuring that the resulting plan is attuned to market realities and consumer preferences
- The Renaissance Team possesses a wide range of experience that covers planning, smart growth, transit-oriented development, public affairs and community outreach and engagement

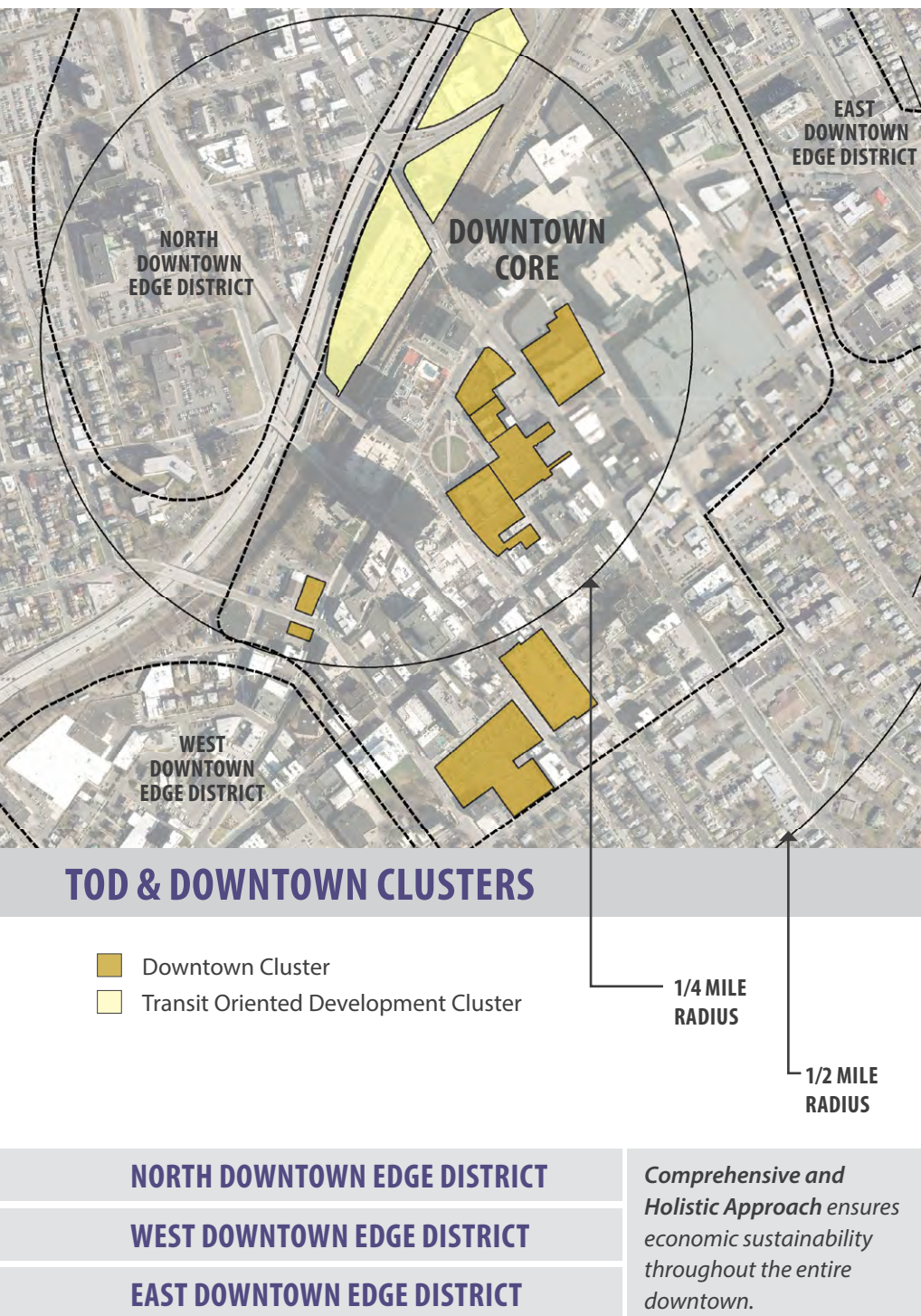
RDRXR REDEVELOPMENT APPROACH



RDRXR's redevelopment approach has become an international model for responsible redevelopment, as is evidenced by Donald Monti's presentation of the Hempstead TOD as a case study at the United Nations' World Energy and Water Forum in Dubai to an audience of world leaders.

The Team emphasizes the marriage of land use and transportation in addition to planning that is rooted within economic reality. Renaissance Downtowns has been asked to speak in front of the Southern California Association of Governments (SCAG), whose members are interested in learning more about how to successfully plan and implement transformative mixed-use, transit-oriented development throughout the Southern California region.

RDRXR's Comprehensive Approach to Downtown New Rochelle



"The Era of Cities 3.0"

Ushering in this new era cities will become a hub of innovation, entrepreneurship and technology. It is paperless, wireless and cashless. U.S. Conference of Mayors, 2014

Identifying the Economic Drivers

To ensure successful implementation of the City's redevelopment strategy for the TOD Cluster it is essential to properly identify the City's economic drivers for today and tomorrow. RDRXR's CSPM process, along with the extensive economic development experience of the Team members, will provide and help shape a comprehensive economic development approach that will ensure that the TOD Cluster and Downtown Cluster complement one another and further connect to areas including the Waterfront and Downtown Edge Districts as well as the larger region.

Creating Sufficient Critical Mass to Activate Downtown

To best position New Rochelle to attract new economic development focused upon growing sectors such as the innovation economy and the creative class of worker, including arts and cultural uses, there must be a requisite amount of vibrancy which can only be achieved through sufficient density and thoughtful placement of uses. To catalyze retail and commercial growth, it is essential to provide an initial economic infusion by introducing a significant new residential population to the downtown. This is a key aspect of providing the desired mix of uses to support a vibrant and economically sustainable downtown.

Residential Growth & Quality of Life in the Downtown

Downtown living is the heart and soul of urban life. While it is essential to attract the proper daytime commercial uses, the true underpinning of a successful urban revival is the presence of people who identify the downtown as their home. By utilizing residential uses as a catalyst, a true "sense of place" is provided, creating a full downtown live, work, learn, shop and play ecosystem.

Commercial Growth & Prosperity in the Downtown

New Rochelle provides all of the elements for significant commercial growth within its downtown area. An educated workforce, multiple institutions of higher learning and the presence of key drivers such as Montefiore Hospital create a foundation to capitalize on its exceptional transit and proximity to New York City and Stamford.

Downtown Civic Spaces

"Downtown is a place that belongs to everyone." It is the interaction of diverse people and interests that create an urban fabric that makes a place a place. Civic amenities and activity lie at the core of creating this sense of place, providing connections between different neighborhoods and people. It is essential to look at the entirety of the City when conceiving and implementing the vision, through the eyes of the Civic places.

Integrating the Entire Downtown

In order to maximize the benefits of redeveloping the TOD Cluster, both the TOD and Downtown Clusters should be planned in a manner that ensures that these areas complement one another and do not compete for limited opportunities and resources. In other words, RDRXR looks to create "co-opetition" rather than competition. The Master Developer must coordinate efforts and foster collaboration among the City, the business community, transit agencies,

local stakeholders and, of course, the community at large across both the TOD and Downtown Clusters.

RDRXR agrees with the City that planning and developing multiple sites in concert will be a more promising strategy going forward. As such, RDRXR strongly believes that the most efficient means to achieve successes throughout the entirety of downtown is for the City to move forward with a single Master Developer to allow for a flexible distribution of uses across multiple locations (and districts) and to ensure consistency and synergy between various project elements.



*The TOD Cluster
Marrying Land Use and Transportation!*

The world now connects to New Rochelle at this stunning gateway to the City. Step off the train and you have arrived in a bustling Downtown that is ready to usher in a new era of prosperity for New Rochelle and the entire region. Detailed information about RDRXR's vision for the TOD Cluster can be found under separate submission for the TOD Cluster portion of the RFQ.





TOD CLUSTER

Station Place and Garden Street Gateway support and enhance the Downtown Cluster

New Rochelle is the Place to Be and the Place to Do Business within a dynamic, fun, convenient and culturally rich community.

GARDEN STREET GATEWAY

- Medical Office
- Medical Services
- Higher Education Expansion Opportunities
- Mixed-Income Residential

PARKING GARAGE

- Additional Parking to Support Development
- Multi-purpose Athletic Field

STATION PLACE

- Renovated Historic Train Station with Lobby Dining and Entertainment Services
- Class "A" Office Space Catering to Financial and Service Sector Companies
- Luxury Residential



Witness a stunning "bridge from past to present" within the lobby of Station Place as this beautiful historic station becomes the world's entry into a new model for urban living.

Seeking a balance between preservation and growth, the Train Station becomes the nucleus of economic vitality for a re-envisioned New Rochelle, providing support for the Downtown cluster through a set of complementary uses. As you exit the train, a stunning juxtaposition of classic architecture and iconic modern touch speaks to the world.

Capitalizing on the presence of Montefiore Hospital, Station Place provides an opportunity to leverage the growing medical tourism industry. Patients and their families worldwide can enjoy exceptional medical care, while being provided relief by the numerous cultural and entertainment options throughout the City... and an opportunity to hop on a train and be in Manhattan within minutes.

Young doctors and nurses reside in amenitized downtown apartments, while their more established colleagues enjoy luxury condo living or commute from surrounding areas or New York City.



The Downtown Cluster
The Heart and Soul of Westchester

The New City Center rises above the Long Island sound to become a talent-and-transit-oriented destination unlike any other in the region. This bustling mixed-use district provides the benefits of a vibrant, active urban core combined with stunning water views and bucolic suburban living.



The Downtown Core Enhancement of the TOD Cluster through a Comprehensive Approach

Stretching beyond Station Place and City Center, the Downtown Core witnesses revitalization throughout, combining residential living with business and cultural uses. Whether you prefer to live or work in a gleaming high rise or within a more human scaled modern building or historic structure, New Rochelle becomes a true Center of commerce, culture and activity that will witness local college graduates populating new buildings and local artisans and entrepreneurs setting up shop to ply their wares.

The Crowdsourced Placemaking process (CSPM) (See Vision & Strategy 3), will work with existing business owners and new entrepreneurs to meet the needs of the new American lifestyle. Combining cutting edge social networking tools with traditional market analysis and a roll up your sleeves and walk the streets approach, the business and entrepreneurial communities are engaged to ensure that their efforts and dreams are in tune with market realities.

The Urban Land Institute states in its white paper "Building on Innovation" that "The innovation economy is sweeping away the old rules of city building." RDRXR is active in this innovation movement, providing the City with a partner well suited to creating a physical environment that suits the needs of this emerging market segment.

With the strength of an exceptional transit center connected to the activity at Library Square and foot traffic providing vibrancy in both Clusters and throughout the Downtown Core, New Rochelle becomes an innovation hub; a center of commerce and culture that will attract the innovation



economy, knowledge industries and the creative class of worker.

Feeding off the energy and activity, local artisanship and light manufacturing take hold. Once staples of traditional downtowns, these uses have begun to vanish from the fabric of larger urban areas such as Brooklyn. Furniture, crafts, clean and green technology companies work side by side with bakers and urban farmers to provide an authenticity that has disappeared from much of the region's landscape. Indeed, New Rochelle provides a full ecosystem whereby crafts and food goods are created and prepared in the very downtown



Above is an example of a privately owned co-working space that has proven successful in many urban locations throughout the nation. The days of going to work exclusively in an office setting are over, giving way to common areas and flexible work space.

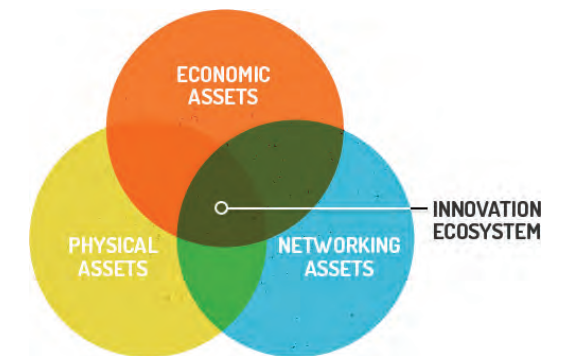


Diagram from Brookings.edu

To best position itself to attract the growing innovation and knowledge sectors, it is essential to create a complete "Innovation Ecosystem." The diagram above represents the Brookings Institution's summation of the assets that are necessary to attract members of the Creative Class of worker and individuals within the innovation and knowledge sectors. In a departure from traditional, isolated suburban office parks, today's economy is driven by the breaking down of social and economic barriers to foster communication and interaction among a broad range of individuals throughout multiple economic and cultural sectors. This social fabric necessitates placemaking efforts that provide common areas for the interchange of knowledge and ideas to take place. RDRXR has envisioned a lively, mixed-use, mixed-income environment that appeals to many market segments, including and especially students, artisans, professionals and members of the creative class, enabling New Rochelle to become a destination for members of the innovation economy.

With a stunning new Skyline visible from RDRXR's Garvies Point development on Long Island, New Rochelle announces to all that it is a world class city.

*The Entire City Rises toward a New Tomorrow that will become **THE MODEL** for Innovative and Responsible Development for the Entire Nation.*



Public-Private Partnership Approach: Best Practices for Implementation

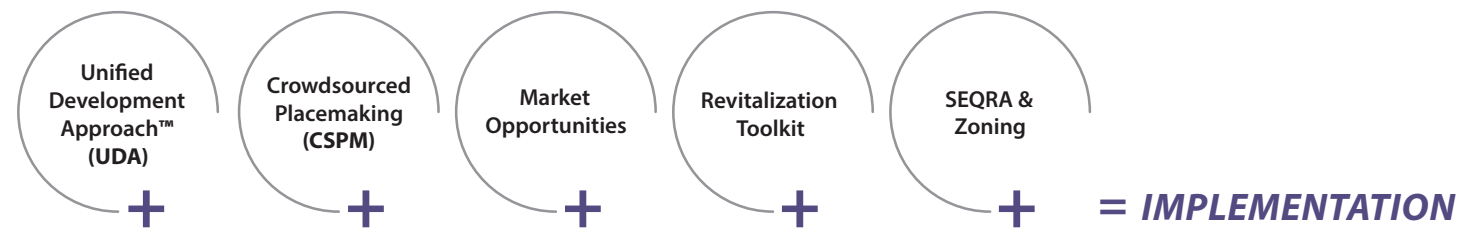


Diagram of RDRXR's approach to Revitalizing New Rochelle

One of the hallmarks of RDRXR's development approach is its unique philosophy that enables the organic co-creation of a shared development vision resulting from a partnership among RDRXR (as the Master Developer), its municipal partners and, most importantly, the community.

There are Five Key Practices needed to succeed at "Implementation" for sustainable, innovative and exciting development that garners broad community support.

UNIFIED DEVELOPMENT APPROACH™ (UDA)

In order to successfully implement mixed-use downtown revitalization it is essential to take into account the context of the entire area, rather than seeking to improve separate small areas, possibly to the detriment of the whole. A downtown must be a woven neighborhood fabric of distinct districts, each with a unique character that, together, work in harmony to create a true sense of place while fostering economic development. The UDA creates a framework that engages all key stakeholders, including private property owners, to help streamline the approval and implementation processes.

CROWDSOURCED PLACEMAKING PROGRAM (CSPM)

Proactive and inclusive public outreach and engagement are necessary components of creating and implementing community redevelopment efforts. CSPM, The Team's proprietary grassroots, social networking program, results in a better understanding of the local market while simultaneously creating an upswell of support for redevelopment efforts by garnering ideas and insight from local residents, businesses and stakeholders. For the purposes of this response, CSPM represents the Public Outreach Plan, as requested by the City.

MARKET OPPORTUNITIES

Utilizing specific information about New Rochelle, market and feasibility studies will be applied to evaluate the public desire for uses and amenities in the new development. These studies will be performed by RDRXR consultant team members: CLUE Group, RCLCO and Gibbs Planning Group, respective experts in their fields, who will advise RDRXR, the BID, Downtown Arts, the Chamber of Commerce and representatives of the City about economic opportunities that present themselves during the revitalization effort. Additional studies will be performed by other team members to project regional and national migration patterns relevant to commercial and residential uses to determine the full potential of the New Rochelle market.

REVITALIZATION TOOLKIT

RDRXR utilizes the best planning practices for quality downtown revitalization. The Team is well versed in urban design and understands how to transform a community's vision and existing context into great places that drive economic development and improved quality of life.

SEQRA & ZONING

Once a final vision is articulated with full support from the City and community, that vision must be properly represented in entitlements and zoning. RDRXR is exceptionally well versed in zoning and the NYS SEQRA process, enabling dreams to

- **UNIFIED DEVELOPMENT APPROACH™ (UDA)**
RDRXR reaches out to Private Property owners, Key Community Stakeholders and Transit Agencies.
- **CROWDSOURCED PLACEMAKING (CSPM)**
RDRXR initiates CSPM process of Community input.
- **DEVELOPMENT STRATEGY**
This document describes the initial development strategies that can achieve the goals and objectives of the Community and the Public-Private Partnership for a sustainable revitalization of New Rochelle.
- **IMPLEMENTATION STRATEGY**
Outline of next steps to effectuate the above mentioned development strategies including necessary entitlements.
- **DEVELOPMENT PLANS & IMPLEMENTATION**
Once the Development Strategy is adopted, the Public-Private Partnership will initiate implementation efforts, in collaboration with the community.

RDRXR IMPLEMENTATION OVERVIEW CHART

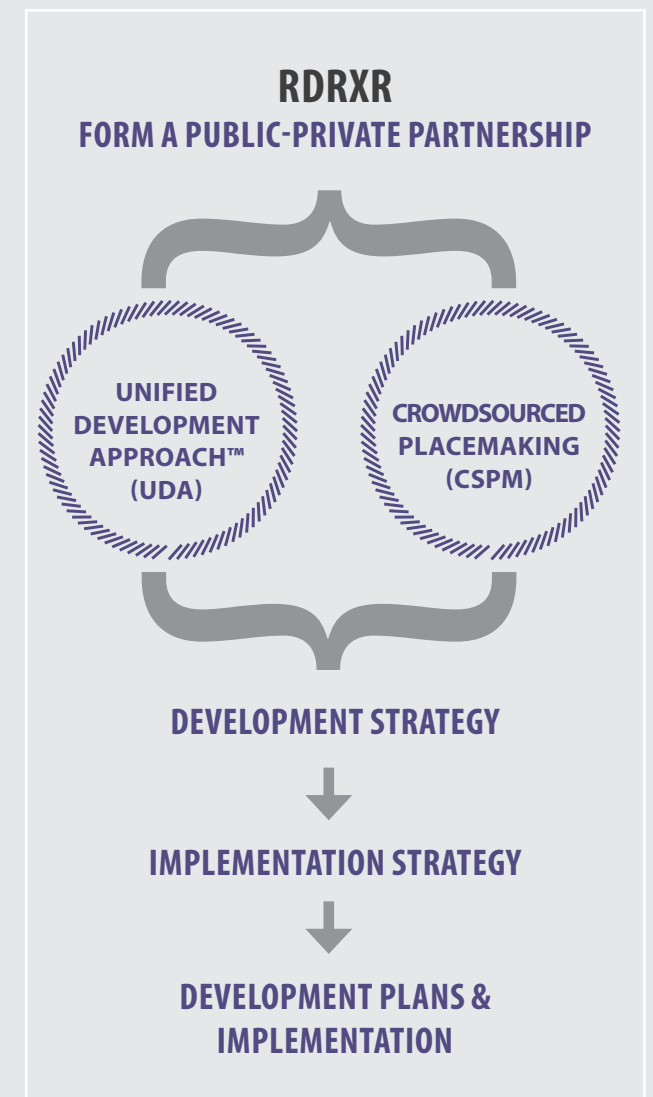


Diagram of RDRXR's Implementation Chart

A Comprehensive Approach to New Rochelle Downtown



The Unified Development Approach™ (UDA) will help to “stitch together” neighborhoods and districts to position New Rochelle to become an innovative urban model for others to follow.

The UDA provides a framework that facilitates a comprehensive mixed-use and transit-oriented redevelopment strategy that brings together community stakeholders to collectively create and implement a shared, holistic redevelopment vision and helps to ensure project sustainability, thereby maximizing social, environmental and economic benefits.

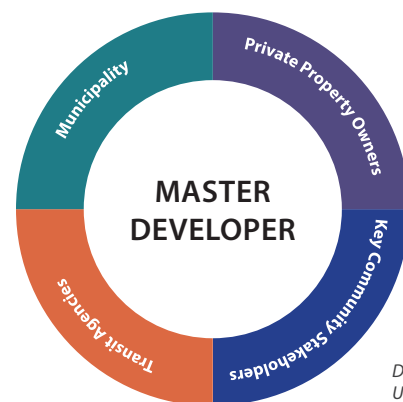


Diagram of Renaissance Downtowns' Unified Development Approach™ (UDA)

PARTNER WITH MUNICIPALITY

Through a Public-Private Partnership between the Master Developer, the City of New Rochelle and potentially other public entities, a collaborative framework is created that takes into account past and ongoing planning efforts of the City while providing a clear path toward implementation. This Partnership will then build upon the extensive planning and public engagement efforts already completed by the City.

PARTNER W/ PRIVATE PROPERTY OWNERS (PPO'S)

RDRXR utilizes a collaborative approach to maximize property values for PPO's by either partnering with them or helping to create a path for them to redevelop on their own. This partnership approach streamlines the land assemblage process by providing economic incentives that encourage property owners to collaborate in the overall Master Development process.

ENGAGE KEY COMMUNITY STAKEHOLDERS

Meaningful public outreach and engagement are essential to creating a vision that will gain the support of the municipality and community alike. By utilizing Renaissance's proprietary (patent pending) Crowdsourced Placemaking program, RDRXR will not only help co-create a shared final development vision, but will also spur entrepreneurial activity and the inclusion of members of the public (i.e. artists and young professionals) who are often left out of traditional outreach programs.

ENGAGE TRANSIT AGENCIES

The involvement of transit agencies is critical in ensuring community connectivity and sustainable development, especially in the case of New Rochelle, given the importance of its exceptional transit connectivity. As such, transit agencies will be included in the visioning process to ensure a positive outcome and buy-in from all parties.



RDRXR, through its Public-Private Partnership with Hempstead Village, NY, successfully negotiated a Community Benefits Agreement, resulting in tremendous positive momentum for the Partnership's \$2 Billion mixed-use TOD.

Creating Opportunities for Local Contracting, Employment and Construction Jobs

One of the key aspects of the UDA is the creation of a Community Benefits Agreement to ensure that the primary beneficiaries of economic development will be local residents and businesses. RDRXR would look to participate in a Community Benefits Agreement (CBA) with the City to ensure that local job seekers and companies are first at the table in regard to career and contracting opportunities that will arise from these redevelopment efforts.

The best way to accomplish these goals is to create provisions for the CBA within a new zoning code that apply not only to municipal parcels, but privately owned land that may be redeveloped under this new zone. The CBA would prioritize:

- Construction Jobs for Local Residents
- Contracting Jobs for Local Companies
- Permanent Jobs for Local Residents
- Promoting MWBE Involvement

Project Labor Agreements

RDRXR has strong ties with Union Labor, and is currently in the process of meeting with regional Labor officials to create a template for Project Labor Agreements. New Rochelle would benefit from these ongoing discussions as they have laid the groundwork for a PLA structure that benefits the municipality, the developer, Union members, and, most importantly, the local community.

Taking a Comprehensive Approach to Development Assures a Greater Likelihood of Lasting Success and Economic Sustainability.

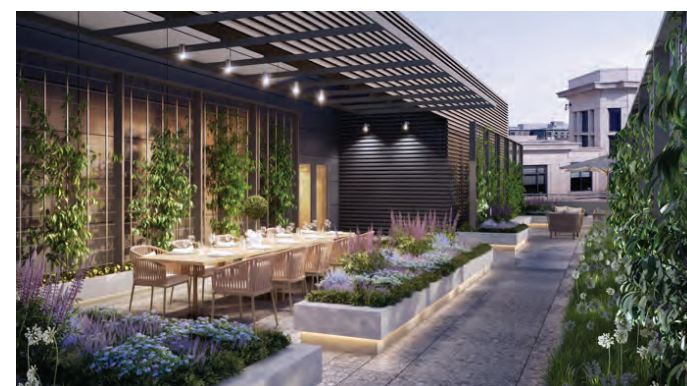
A Comprehensive Approach will Enable the City to Achieve a number of its stated Goals and Objectives, including:

- ✓ Support of an active downtown, spatially reconfiguring it towards a more inclusive neighborhood
- ✓ Regeneration of cross connections to sew the City's disconnected environments
- ✓ Enhanced community cohesion by acknowledging the great potential of New Rochelle's natural features while looking forward to improved livelihoods, public realms, and enhanced social cohesion
- ✓ Integration of and support for existing assets such as Montefiore Hospital and New Roc City, along with other existing private property owners

Crowdsourced Placemaking (CSPM) Community Outreach & Engagement Plan

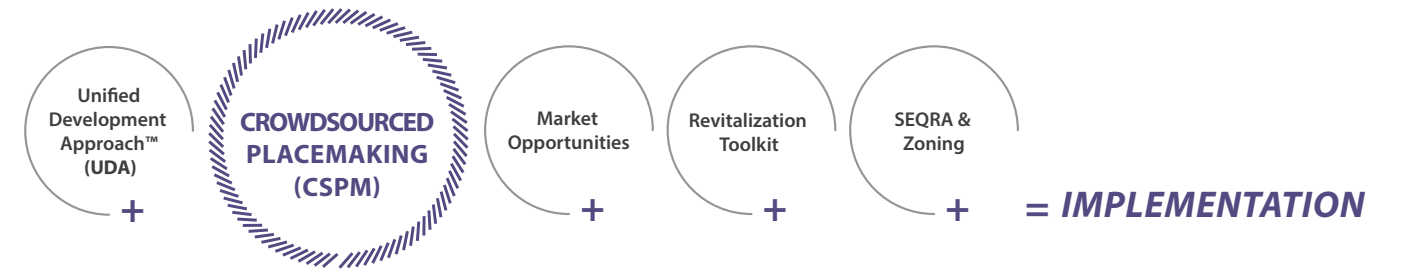


One of the challenges that has historically prevented the large scale development of mixed-use projects has been the failure to ensure community involvement and acceptance of the development vision. To address this issue, RDRXR strongly believes in a **“process before plan” approach, which mirrors the City’s desire to have grassroots outreach conducted throughout the redevelopment process, rather than after the project’s parameters are set.**



Utilizing its innovative Crowdsourced Placemaking program, RDRXR will employ social media and networking tools that include proprietary web-based applications designed to engage the community in meaningful dialogue, which is essential to the planning and implementation process. Crowdsourced Placemaking has become a nationally recognized “best practice” for community engagement, and will provide the following benefits for New Rochelle:

- Helps refine and improve the City’s pre-existing development vision in a manner that is consistent with its goals and objectives
- Creates a framework to identify key market drivers and market opportunities, especially within the innovation, knowledge and cultural arenas
- Fosters the inclusion of local stakeholders, including entrepreneurs, artists and students, throughout the process
- Helps identify and launch new retail and commercial businesses that will enhance daytime and evening vitality throughout the downtown
- Shortens the development timeline by ensuring community input and buy-in from the outset in a manner consistent with both the City’s vision and market realities



How CSPM Works

Utilizing both in-person meetings and internet-based tools, the patent pending CSPM process allows community members to upload and vote on ideas, uses, retail concepts, types of commercial/retail tenants and amenities they would like to see within a redevelopment plan. CSPM participants are able to utilize online forums and web-based voting applications to create tremendous support for a redevelopment vision that the community wishes to see move forward.

1. DEFINE PRINCIPLES

The CSPM process is guided by the principles of Social, Environmental and Economic responsibility. To ensure adherence to these principles, members must sign a “Triple Bottom Line” agreement before participating in the process.

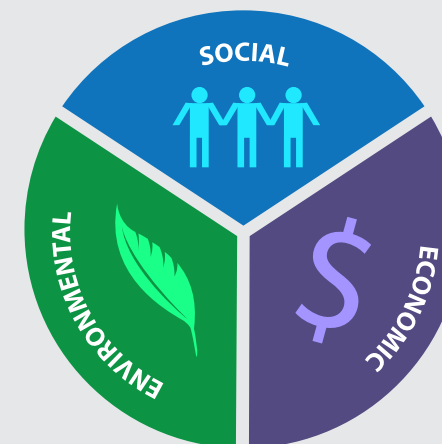


Diagram of the Triple Bottom Line

2. SEED THE PROCESS

Traditional, in-person grassroots outreach and meetings with key stakeholders and civic leaders take place prior to launching the formal, public Social Networking Campaign. This creates a base of support with constituents who understand the City’s vision and the benefits of responsible, Triple Bottom Line development before the public at-large becomes engaged in the process. During this process, a local representative will be hired to lead the CSPM program and RDRXR will open a public informational office within the redevelopment zone.

RDRXR requires that ideas posted through the Crowdsourcing process adhere to THE TRIPLE BOTTOM LINE philosophy of Social, Environmental & Economic responsibility.

SOCIAL RESPONSIBILITY

Concepts must benefit society at large. The inclusive nature of CSPM fosters the participation of populations that are often excluded from, or do not feel welcome in public planning processes.

ECONOMIC RESPONSIBILITY

The revitalization effort must provide economic benefits for community stakeholders – investors, business owners, employees, customers, school districts, and the municipality – and be financially feasible. RDRXR also utilizes the services of MWBEs and promotes investment in local businesses, including MWBE and non-MWBE firms alike.

ENVIRONMENTAL RESPONSIBILITY

Ideas and strategies must protect the environment. The creation of a vibrant, mixed-use TOD that reduces auto-dependency and stresses Green Design should serve as a model for the entire region.

CSPM provides more than public engagement. It creates a community of local residents and stakeholders that are active participants in the planning and implementation of a development vision, including population segments that are often left out of, or do not feel invited into, the public process. This will help the City to best meet the needs of its residents today and into the future, with a focus on arts, culture, the innovation sector, and the wants of the millennial generation to help New Rochelle retain local college students after graduation.

3. LAUNCH SOCIAL NETWORKING WEBSITE / WEB-BASED APPLICATIONS

RDRXR will launch a social networking website as an informational resource to accept member registrations and ideas, and engage local business leaders and entrepreneurs throughout the process.

4. LAUNCH CAMPAIGNS

Campaigns lie at the heart of CSPM activities, allowing residents and entrepreneurs to collaborate and build a critical mass of support for their ideas – ideas that will help refine the City's current vision while identifying potential market drivers and entrepreneurial opportunities that will arise from the development activity. By focusing on one interest area at a time (such as retail, public destinations and downtown living), each with its own time period for campaigning, members are motivated to work together. Each campaign lasts one to two months with the objective of having the top ideas receive a minimum number of "Likes/Upvotes," thereby becoming eligible for a feasibility study to allow for the future implementation of ideas that prove feasible.



BOYS & GIRLS CLUB
Like (25)



BIKE LANES
Like (35)



UNIQUE BUS STOPS
Like (15)

5. FEASIBILITY STUDIES

Once ideas have enough Likes / Upvotes to warrant feasibility studies, RDRXR enlists the talents of national leaders in downtown retail and market feasibility including Robert Gibbs, Kennedy Smith, and RCLCO – three of the preeminent firms in their respective fields, to test the viability of community driven concepts.

6. FIND THE BEST IDEAS

Identification of small business, entrepreneurial and cultural ideas are fundamental to the Crowdsourced Placemaking process as they are critical to both the economic vitality of New Rochelle's reinvigorated downtown and the City's desire to create more daytime activity within the area. Accordingly, special emphasis will be put on these objectives. To reach the greatest number of participants, the CSPM team hosts happy hours and meetups to provide a forum in which local individuals and leaders can identify themselves and participate within their comfort zone.



7. MONTHLY MEETUPS

Every month, the local CSPM community hosts a 'meetup', providing the best opportunity for members and interested residents to meet other Triple Bottom Line supporters face-to-face. The highlight of each meetup is a breakout group session, where attendees form small groups to brainstorm and develop ideas with the goal of building a market and support for them. Participants also work on the planning for upcoming programs and events such as community festivals and efforts to spur local business. Meetups also help inform the community via webpage and RDRXR updates.



8. EVENTS

The CSPM team participates in, and often generates, many community events, which allows community members to learn about how they can help shape their community. These events build tremendous momentum as local residents begin to fully understand the potential of the downtown redevelopment vision that has been forwarded by the municipality and refined through the CSPM process, the end result is a shortened time frame to secure approvals and begin implementation of the plan.

CSPM was instrumental in gaining key approvals in the Town of Huntington, resulting in multiple 5-0 bi-partisan votes of approval. Below is an image of last year's Huntington Station Street Fair and Festival, which attracted nearly 8,000 attendees, creating significant positive momentum for continued revitalization efforts.



By engaging the market itself in the planning process, New Rochelle will be able to utilize not only physical strategies of beautification of the public realm, but also the creation of places of interaction to transform traditional social networks and promote cultural diversity.

CSPM — A National Movement

Crowdsourced Placemaking's success has caught the attention of public and private agencies nationwide. In fact, Renaissance Downtowns has been approached to discuss the potential of creating a national social networking program to build support for responsible, transit-oriented development and the creation of innovation districts, including the need for national and state infrastructure investments that would support these efforts. Ongoing discussions with state and federal elected officials are taking place in regard to initiating this program on a national level.

By utilizing social networking applications and in person meetings, CSPM engages members of the community that are often left out of public processes, such as the economically disadvantaged, residents that face language or cultural barriers, entrepreneurs, students, artists and members of the innovation and knowledge based economy.

Market Opportunities

New Rochelle is well situated to attract the growing innovation economy and knowledge sectors but must overcome hurdles, that have, to date, tempered the downtown's full growth potential. Through its current course of action – comprehensive mixed-use development – the City can capitalize on its exceptional transit connectivity along with a friendly business climate.

A point of emphasis that runs throughout all of RDRXR's projects is the need to ensure that a redevelopment vision is fully attuned to market realities. To this end, Crowdsourced Placemaking fosters community involvement that is guided by a Triple Bottom Line that includes economic responsibility, while the Unified Development Approach™ provides a collaborative framework whereby local property owners and stakeholders share in the upside of targeted redevelopment activity.

Through proper placemaking efforts, initial phases can tie into existing economic drivers while building value for additional development that, when woven together, will propel New Rochelle into a prosperous future perfectly positioned for the market. The Downtown Core and Edge districts provide an opportunity to build upon the City's mosaic of neighborhoods that will attract numerous market segments to work, live, learn, shop and play.

RDRXR's team includes the nation's foremost firms in the field of economic analysis for the full range of uses envisioned by the city. This base of knowledge will ensure that the resulting development vision is both market ready and implementable.

According to downtown retail expert Kennedy Smith, the former Director of the National Trust for Historic Preservation's Main Street program and Principal of the Community Land Use and Economics Group (CLUE Group), to best capture retail market share, a significant residential component must be present. According to Ms. Smith, the addition of 7,500 residents to downtown New Rochelle would be able to support, in conservative terms, between 150,000-225,000



“With education and health services sectors accounting for more than 20% of the area’s workforce, we could see further developments and repurposing of traditional office space as the industry is forecasted to grow through 2015.”

-Cushman & Wakefield Office Snapshot Q2-2014

square feet of retail space. Perhaps even more importantly, the catalytic nature of residential uses would provide a level of intensity and activity throughout the downtown that would result in additional consumers traveling to the downtown. For example, If only 15% of New Rochelle's existing residents would frequent downtown businesses, an additional 400,000 square feet of retail could likely be supported. This does not include the attraction of residents and businesspeople from nearby towns and communities throughout the region, nor does it take into account future commercial and office development, which would add significantly to the economic base.

Retail specialists use the term “Sales Leakage” to describe economic activity that should remain within a community's local economy, but are spent elsewhere due to factors such as a void within a certain business type or a lack of an attractive retail environment such as a walkable, mixed-use downtown. RDRXR would conduct a sales leakage study, as it has done in other development opportunities, to identify where New Rochelle can retain dollars from within the community, and attract an additional economic infusion by creating a regional shopping and entertainment destination.



The Urban Land Institute’s publication “Building on Innovation” states: “At the heart of these local economic development challenges lie the often overlooked anchor institutions of hospitals and universities that are the heavyweights of local employment and globally competitive innovation.” With the presence of Montefiore Hospital and multiple institutions of higher learning, New Rochelle has the opportunity to capitalize on these tremendous existing assets.



Our Revitalization Toolkit A Proven Approach to Revitalization



This spread demonstrates how great community ideas, market demand and our development experience all come together to form the Revitalization Strategies:

Unified Development Approach™ (UDA)

Our unique approach to engaging public & private property owners. (Refer to page 26-27)

Crowdsourced Placemaking (CSPM)

Thousands of local voices and their socially, economically, environmentally responsible ideas. (Refer to page 28-31)

Market Opportunities

Market experts determine the underlying economics on which ideas are likely to succeed. (Refer to page 32-33)

REVITALIZATION TOOLKIT

Our national toolbox of time-tested revitalization tools that have proven successful in other downtowns. (Refer to page 34-37)

SEQRA & Zoning

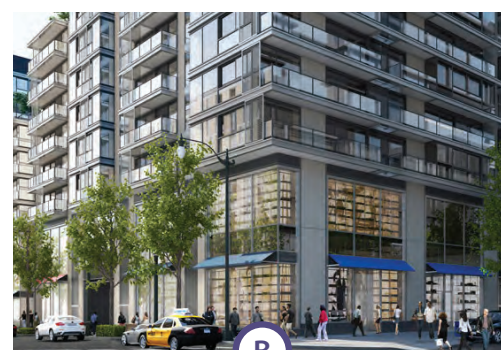
Strategies specifically crafted for rapid adoption of Zoning & SEQRA will be employed in the Public Private Partnership. (Refer to page 38-39)



A

TRANSIT FRIENDLY

Enhance transit connectivity between commuter rail, buses and compact, walkable neighborhood centers.



B

MIXED-USE BUILDINGS

Incentivize mixed-use buildings within neighborhood centers to promote economic sustainability.



C

COMPLETE STREETS

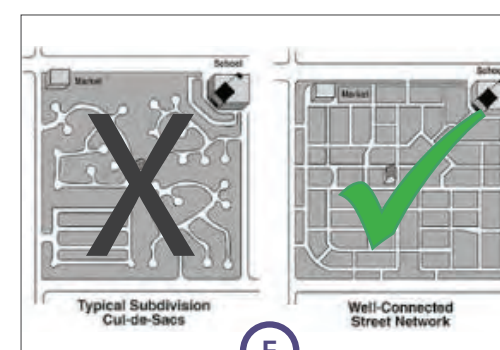
Establish street design standards that embrace the needs of pedestrians, vehicles, safety, emergency services and the environment.



D

CIVIC SPACES

Create civic spaces that encourage walking, gathering and community engagement and walkability.



E

CONNECTED NETWORKS

Promote a connected street and pedestrian network to achieve healthy walkable communities & reduce traffic congestion.



F

PROMOTE CENTERS

Establish neighborhood mixed-use centers within a five minute walk from each other, promoting economic vitality & pedestrian walkability.



G

PROMOTE ANCHOR USES

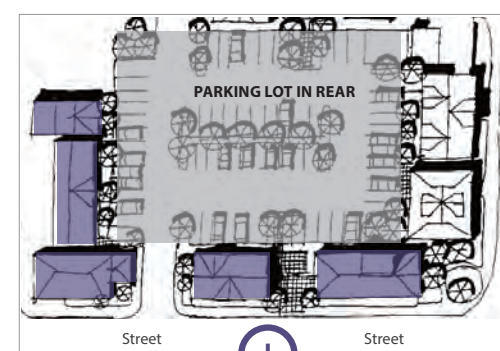
Consolidate lots and incentivize development of anchor uses that will generate pedestrian activity, commerce and employment.



H

ACTIVE FRONTAGES

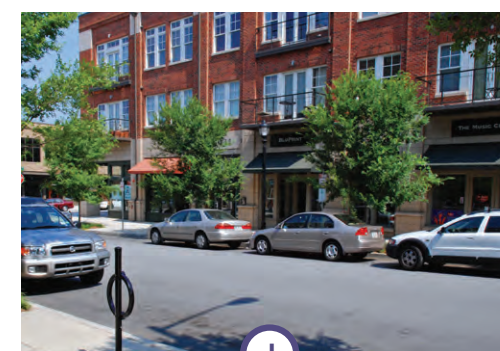
Line commercial streets with storefronts and frequently spaced doors and windows to promote pedestrian activity, commerce and a safe, walkable environment.



I

PARKING PLACEMENT

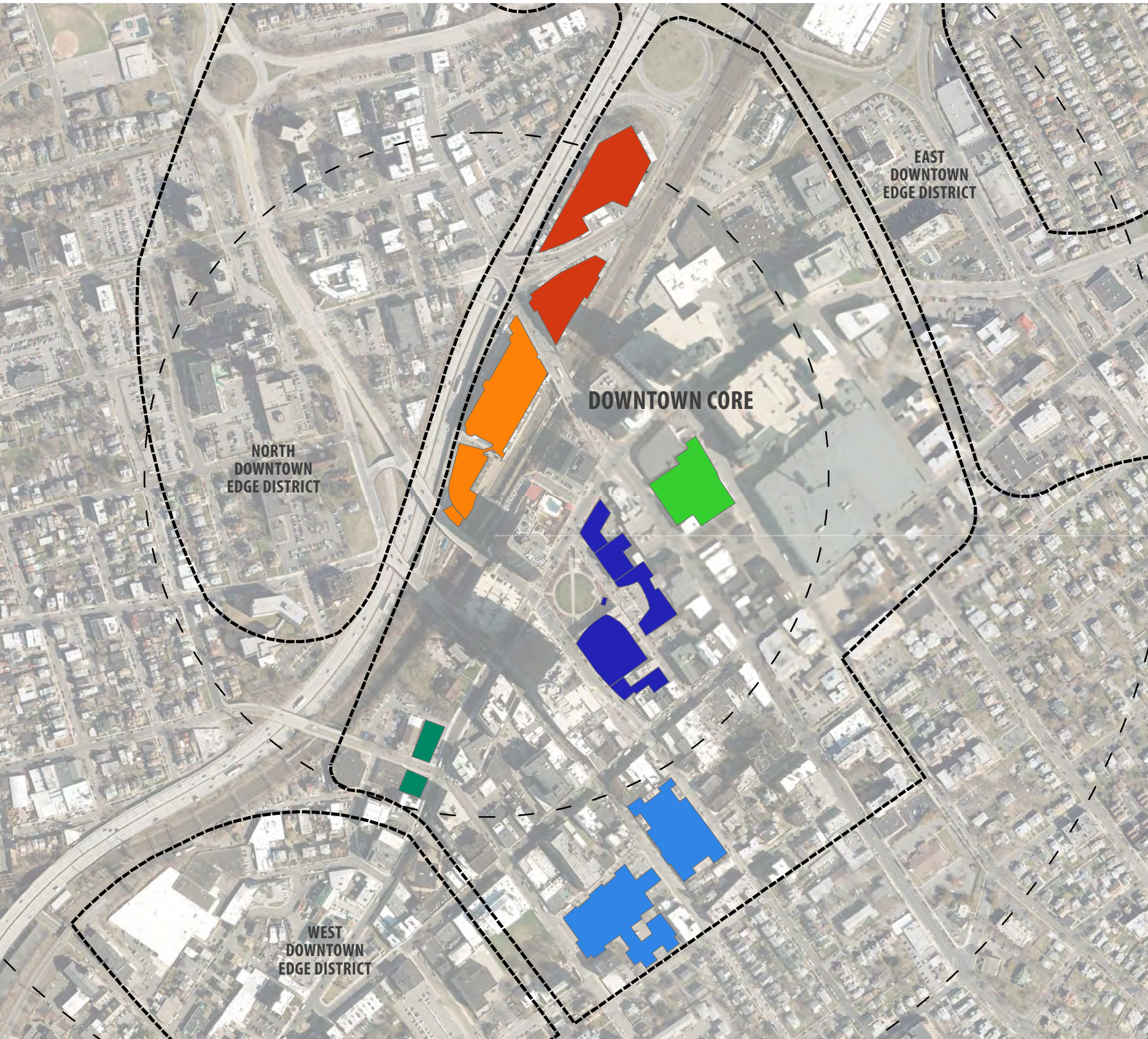
Locate off-street parking at the rear and side of buildings to maintain continuity of the sidewalk and storefront experience.



J

QUALITY & SUSTAINABLE DESIGN

Set clear design guidelines to set high standard for sites, civic spaces, green design, building and storefronts.



This map and corresponding key represent the planning principles detailed within the Revitalization Toolkit (see pages 34-35). Specifically, they list which principles have been incorporated into the TOD Cluster, in addition to the Downtown Cluster and other development opportunities throughout the downtown. To maximize the benefits of redeveloping the TOD Cluster, RDRXR recommends a comprehensive approach with a singular Master Developer, as this enables the proper placement of complementary uses to best meet the principles of responsible economic development and placemaking.

DOWNTOWN CORE

DOWNTOWN CLUSTER:

- CITY CENTER (A B C D E F G H I J)
- ANDERSON SQUARE (A B C E G H I J)
- DIVISION ST. GATEWAY (B C E H I J)
- WESTERN GATEWAY (A E I J)

TOD CLUSTER:

- STATION PLACE (A B D F G H I J)
- GARDEN ST. GATEWAY (A B G I J)

REVITALIZATION TOOLKIT KEY:

- (A) TRANSIT FRIENDLY
- (B) MIXED-USE BUILDINGS
- (C) COMPLETE STREETS
- (D) CIVIC SPACES
- (E) CONNECTED NETWORKS
- (F) PROMOTE CENTERS
- (G) PROMOTE ANCHOR USES
- (H) ACTIVE FRONTAGES
- (I) PARKING PLACEMENT
- (J) QUALITY & SUSTAINABLE DESIGN

SEQRA & Zoning

RDRXR successfully completed SEQRA and Zoning for their \$2 billion Hempstead TOD in only 127 days.

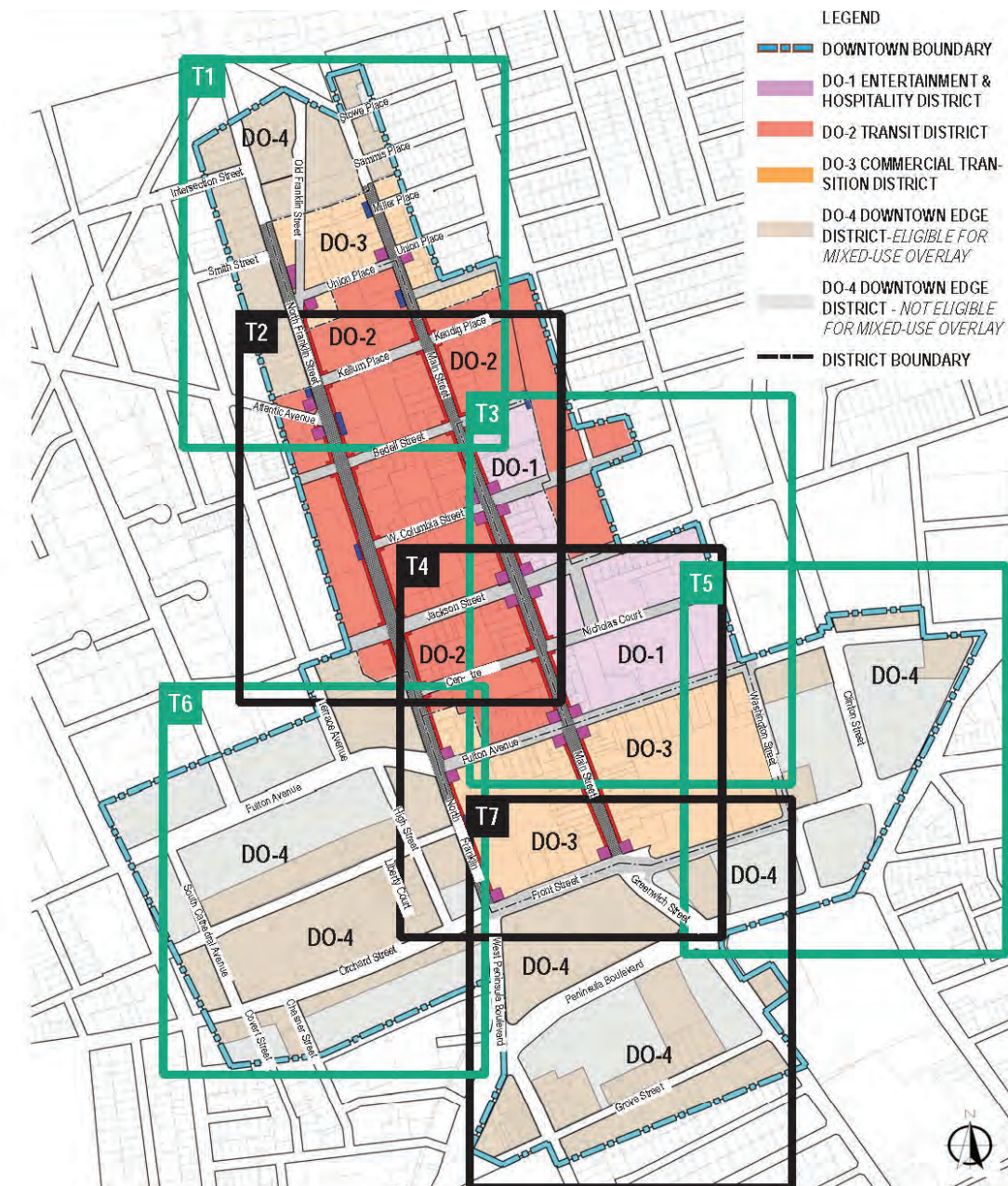
“In summation, the Village should be commended on the thorough and comprehensive process that it has implemented that has culminated in the creation of the **Downtown Overlay Zones**. Ideally, this zoning code should serve as a template for other communities that wish to reinvigorate and re-imagine their downtowns.” - Jeffrey Greenfield, Chairman, Nassau County Planning Commission

RDRXR proposes a collaborative effort with the City of New Rochelle and its consultants that has proven effective in other Public-Private Partnerships in which RDRXR is Master Developer. The Village of Hempstead provides a recent case study of this successful approach, which resulted in SEQRA and Zoning being completed in 127 days for a \$2 Billion mixed-use TOD. The process in Hempstead received praise from the Nassau County Planning Commission as a model zoning code for other Municipalities to follow (see Appendix).

Refining the Code to Support the Vision

In order to reach the critical mass needed to create the self-sustaining virtuous economic cycle the City desires, RDRXR studied whether the City's current zoning would have to be modified. Analysis of the existing zoning applied to the

identified development clusters in the as-of-right condition allows for 2.3 million SF to be built. When the Downtown Density Bonuses are applied, the zoning allows for 4.4 million SF. The massing models illustrated in this response contain approximately 80% of the allowable densities inclusive of the Density Bonuses. Certain sites may need to be rezoned to allow this type of vision to be realized. It is expected that a full State Environmental Quality Review process will be conducted in partnership with the City to ensure that the future mitigation addresses those impacts which may arise from new development. Through the CSPM process of continual outreach and collaboration with the City, the Public-Private Partnership will ensure that the program and densities subsequently studied under SEQRA are appropriate and acceptable to the City and its residents.



A Comprehensive Approach to a Connected Downtown

The transformation of New Rochelle from a commuter community into a diverse, dynamic hub of knowledge & capital will require nothing less than a holistic comprehensive strategy.



DOWNTOWN CORE & EDGE DISTRICTS



Downtown Core & Edge of Downtown Districts

While the RFQ concentrates on the two development clusters in the TOD and the Downtown, this response looks to define the entire Downtown Core, located within a 10 minute walk from the station (1/4 mile radius) from the Transit Hub, and the Downtown Edge Districts. The Downtown Core is meant to become the beating heart of the City. This area will contain the highest densities and the greatest mix of uses. The Downtown Edge Districts depict crucial redevelopment areas which must be considered for the proper overall mix of uses and economic development. By including the Edge Districts, within the revitalization process, the entire downtown will be activated. Additionally, other districts such as the identified Marina District may be considered to develop ideas of opportunities and impacts to the Downtown Core. Other sub-districts such as Educational Districts may be developed for more detailed study of the impact of the universities on the Downtown Core. This holistic and comprehensive approach will allow for the flexible distribution of uses across multiple locations, and ensure consistency and synergy between various project elements, to achieve the critical mass of positive change necessary to realize the full potential of the City.

Green Space Connectivity

The Green Trail is an important component of the City's ecological infrastructure and regional multimodal transportation system. Emanating from the Library Green located in the heart of the Downtown Core, green trails provide connections between each of the districts while connecting various civic spaces and strategic City assets in the form of tree-lined streets, parks, plazas, pedestrian pathways and the waterfront.

- The Green Trail
- Library Green at City Center
- City's green spaces



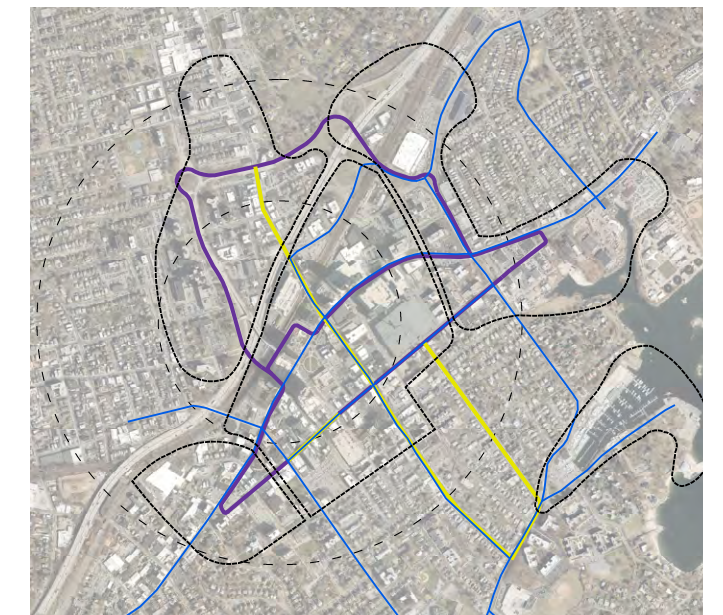
The RDRXR Team Recognizes the Importance of Connecting all of New Rochelle Socially & Geographically.

By looking comprehensively and contextually at the whole downtown and its surrounding areas, we can determine a wide range of interlocking issues and opportunities to promote balance throughout the community.

Transportation Linkages

The proposed city shuttle system and bike route network from Nelson Nygaard's "Traffic Circulation and Gateways to the City's Downtown" should be expanded to strengthen the proposed redevelopment vision through the addition of a connection to the City Marina along North Avenue and bicycle access on Main Street. These will supplement New Rochelle's exceptional existing transit, proximity to New York City, idyllic suburban neighborhoods, competitive business environment and exceptional demographics.

- City Shuttle proposed by Nelson Nygaard Study
- Expanded Shuttle Service
- Proposed Bike Trail by Nelson Nygaard Study



Addressing Sustainability GreeNR Approach

A vision of sustainable practice that will enhance the quality of life for all of New Rochelle's current community members and visitors, without compromising the interests of future generations.



Reduce Energy Use & Greenhouse Gas Emissions

A vibrant, walkable downtown coupled with a focus on connections to mass transit will allow for significant savings in energy use and greenhouse gas emissions. Active green spaces along with pedestrian and bicycle networks will reduce automobile dependence and attract a class of environmentally conscious residents and employees. Green building techniques will increase energy efficiency and further reduce these impacts.

Cut Non-Recycled Solid Waste Generation and Increase Recycling Rate

We encourage less use overall, and reusing or repurposing materials whenever possible. This helps divert trash from landfills and incinerators, while lowering disposal costs.

Preserve Natural Spaces and Restore Inland Water Bodies

The preservation and enhancement of Library Green is a central component of the conceptual plan. This includes streetscape improvements, street trees, green roofs and upgrades to Library Green itself.

Absorb or Retain 25 Million Gallons of Flood Water per Storm

RDRXR projects in the Village of Hempstead retain 5.5 inches of stormwater on site. The total build out will retain over 10 million gallons over 40 acres.

Reduce Waste Water Production by 2 Million Gallons

RDRXR's Village of Hempstead Form Based Zoning Code requires a reduction in wastewater production resulting in an

average of 108 gallons per unit per day for all residential units in the project. This represents more than a 50% reduction according to Nassau County Health Department standards.

Build at least 95% of New Housing near Mass Transit

All residential development proposed in our current conceptual plan is located in the Downtown Core District. These sites are all in close proximity to the train station and are served by the city shuttle system suggested in Nelson Nygaard's "Traffic Circulation and Gateways to the City's Downtown" and expanded upon earlier in this document.

Open at least one Additional Mile of the Sound Shore to the Public

While the current conceptual plan focuses largely on the downtown core, future development opportunities exist elsewhere in the city. The Echo Bay and the City Marina District offer the opportunity to greatly expand public access to the city's waterfront.

Plant at least 10,000 New Trees on Public Property

RDRXR is committed to preserving and expanding access to green amenities throughout the downtown. A pedestrian friendly network of tree lined streets, an enhanced activity center at library green and numerous active green roofs throughout downtown provide substantial opportunities for a proliferation of trees and other green features.

Create a Comprehensive Walking and Bicycling System

As depicted earlier in this document, green space connectivity and transportation linkages are integral to successful downtown revitalization. Active frontages and tree-lined streetscapes will be encouraged to create a safe and comfortable pedestrian network, linking green spaces throughout the downtown to the waterfront, train station and City Center. Bicycle routes as proposed in the Nelson Nygaard study, with the inclusion of bicycle access on Main Street, will connect cyclists with the entire downtown area.

Subscribe at least half of all Households to the City Website

RDRXR has significant experience engaging the public through its Crowdsourced Placemaking process. Using social media and traditional outreach strategies, RDRXR can build community support and connect with the community stakeholders. In partnership with the city, RDRXR can utilize this process to keep residents informed and involved in city activities.



Developers Financial Capability & Capacity

Phasing Plan / Project Schedule



We appreciate the City's attitude toward previous planning efforts and analyses that are intended not to be rigid or conclusive but rather be a foundation for further discussion. This approach will not only encourage "out of the box" thinking, but also allow for a strategy that can best address the complex market for mixed-use transit oriented development.

We appreciate the City's proactive approach to the revitalization of Downtown New Rochelle following the principles of Triple Bottom Line development. As was stated in the RFQ, "The City has determined that traditional grassroots public outreach, typically done after the projects parameters are set, is not ideal." This collaborative and inclusive approach mirrors what we call "process before plan" whereby the Public-Private Partnership works together with local stakeholders to refine preliminary concept plans through an iterative process

that results in marrying the goals and objectives of the Public-Private Partnership with market realities.

In our experience as private developers, we fully subscribe to the idea of creating an implementable development phasing plan and associated project schedules. That being said, we feel very strongly that it would be disingenuous of us at this time to put forth a phasing plan and project schedule which would be submitted without having conducted the necessary market studies and public outreach.

As such, the concept plan as submitted herein represents a preliminary development vision that would serve as the basis for the commencement of the aforementioned iterative, public process.

As part of a Master Developer Agreement, we would fully expect to commit to providing the City with the requisite phasing plans and project schedules.

SECTION 2: DEVELOPER FINANCIAL CAPACITY & CAPABILITY



Unmatched Financial and Professional Capabilities

Relevant Project Experience

RELEVANT PROJECT EXPERIENCE

Developer Financial Capacity & Capability

Traditional and Innovative Financing Mechanisms

RDRXR has the capacity to finance and sustain the investment necessary to implement this complex development over the long term while minimizing risk to the City. RDRXR also has financial capacity and experience in the use of innovative financing mechanisms to capture value in complex Public/Private real estate transactions.

RDRXR's deep human and financial resources provide the City with a partner especially qualified for the large scale mixed-use nature of New Rochelle's development effort. Please refer to "Appendix 1" for the requested financial information, which is provided under separate cover as "Business Confidential." RDRXR has demonstrated the ability to bring equity and / or create alternative financing structures which include a mix of private and / or public funding to ensure that the New Rochelle project remains economically viable through a sustainable and implementable approach.

While there is no silver bullet regarding financing mechanisms for the type of project contemplated by the City of New Rochelle, the RDRXR Team has a wide array of knowledge and experience regarding the various financial tools available listed below many of which have been employed in numerous developments across the country and could potentially be applicable to the New Rochelle project. The Team's experience utilizing innovative financing mechanisms, in conjunction with the more traditional financing options and the strong relationships that RDRXR possesses, should demonstrate the capacity of RDRXR to arrange for committed financing for the development of a sustainable project.

Members of the RDRXR team have unparalleled experience in, and knowledge of, creative financing methodologies and solutions, including but not limited to the following:

- TIFIA
- RRIF
- Infrastructure Banks
- Tax Incremental Financing
- Pilot Incremental Financing
- EB-5 International Capital
- Infrastructure Lottery Program
- Re-patriotization of offshore \$\$
- New markets tax credits
- State and federal grants
- Parking revenues
- Federal tax credit programs
- FTA Small Starts
- New Starts
- TIGER Grants
- CDBG Grants



Understanding Municipal Financing and the Role of our Municipal Partner

The addition of Seth Pinsky to the RDRXR team further supplements the ability to structure complicated financing deals.

- Mr. Pinsky served as Director of Mayor Bloomberg's Special Initiative for Rebuilding Resiliency.
- Mr. Pinsky also served as President of the New York City Economic Development Corporation (NYCEDC), a position to which he was appointed by Mayor Michael Bloomberg in 2008.
- Among the initiatives advanced by NYCEDC under Seth Pinsky's leadership were the redevelopment of Willets Point in Queens, Coney Island in Brooklyn, the Homeport in Staten Island, and the Kingsbridge Armory in the Bronx, as well as the creation of a major new bioscience research park on city-owned land, north of Bellevue Hospital.



Nearly a Century of Combined Development Experience

Experience and Understanding of the City and Urban Conditions

The RDRXR team has a significant blend of local knowledge as it relates to New Rochelle in addition to a deep understanding of urban conditions and how to utilize placemaking to drive economic development.

RDRXR Knows New Rochelle

RDRXR has spent significant time and resources gaining a deep understanding of the City from both a research and feet on the street perspective.

New Rochelle possesses significant existing assets that the RDRXR team will leverage to accelerate the pace of redevelopment:

- Superb access to NYC and New England via rail access and highway
- A unique mosaic of districts within downtown, tree lined suburban neighborhoods to the north and a desire to provide connectivity throughout
- Exceptional school system and institutions of higher learning
- Opportunity to retain college graduates with proper placemaking efforts downtown
- Competitive business environment that appeals to traditional corporate users looking for alternatives to Manhattan in addition to incubating and attracting companies and individuals within the innovation and knowledge economies
- Historic buildings that provide a juxtaposition for new development
- A growing artist and restaurant scene
- Municipal and community desire, as demonstrated by past planning efforts, for mixed-use, transit-oriented development that appeals to multiple market segments
- Desire for diversity, arts and culture as a driving force for a reinvented downtown
- Embracing of density by design allowing for a "Sixth Borough" mentality

In addition to a comprehensive review of New Rochelle's planning documents, the Team took a proactive approach, meeting with a number of key local stakeholders to fully appreciate current conditions and the tremendous opportunity that lies ahead for the City and community.

RDRXR – URBAN is in our DNA

As a Master Developer that specializes in holistic and comprehensive downtown redevelopment, few if any firms can match RDRXR's knowledge and understanding of urban conditions – and, more importantly, how to utilize placemaking through a collaborative approach to development to create great places. It is having URBAN run throughout our company's DNA that separates RDRXR from traditional development firms.

- RDRXR's possesses internal planning, architectural and GIS capabilities that rival the nation's top planning and architectural firms
- Led by Ela Dokonal (Director of the Long Island Section of the American Planning Association), this team combines the best practices of urban planning with a specific knowledge of how to implement
- Seth Pinsky's experience leading the New York City Economic Development Corporation brings a unique, municipal oriented perspective to the table
- The team possesses significant understanding of policy at the State and Federal level that will provide additional support to the City for the procurement of public infrastructure investment
- RDRXR is a strong believer in the Triple Bottom Line coupled with public engagement to drive responsible placemaking and economic development in urban locations

RDRXR Team Members are frequent speakers at national / international conferences including those by ULI, Private Equity Real Estate and CNU in addition to frequent contributors to press outlets that include the New York Times and the Wall Street Journal.



Ability to Participate in Public-Private Partnerships

RDRXR is well versed in the arena of Public-Private Partnerships, combining private sector knowledge with Team members who have experience working for some of the most forward thinking municipal agencies in the nation. Each of the Company's downtown redevelopment efforts are implemented through a Public-Private Partnership framework that results in an implementable and market driven vision which is co-created between RDRXR and its municipal partner.

RXR's **Scott Rechler** is Vice-Chairman of the NY/NJ Port Authority providing a deep understanding of the issues that local municipalities face.

Renaissance's **Donald Monti** is on both the Steering and Policy Committees of LOCUS, a Washington DC based organization focused on TOD and downtown redevelopment policies.

RXR's **Seth Pinsky** served as Director of Mayor Bloomberg's Special Initiative for Rebuilding and Resiliency, which developed a \$20 billion plan to help neighborhoods stricken by Hurricane Sandy to rebuild smarter and stronger and to protect critical citywide systems and infrastructure from the likely impacts of climate change in coming decades.

Mr. Pinsky also served as President of the New York City Economic Development Corporation (NYCEDC), a position to which he was appointed by Mayor Michael Bloomberg in 2008. During his tenure, NYCEDC became an international leader in the field of economic development, focusing both on transforming the city's underlying economy and investing in its critical infrastructure.

Extended Team Members are Thought Leaders within the Urban Planning and Development Fields

RDRXR's Public-Private Partnership structure resulted in obtaining \$25 million in infrastructure improvements for the Village of Hempstead TOD and over \$140 million for remediation and infrastructure for their Garvies Point project.

RENAISSANCE DOWNTOWNS URBAN AMERICA (RDU) *Hempstead, NY*

Hempstead, Long Island represents one of the County's most exciting transit oriented redevelopments and will serve as a model for the holistic and comprehensive redevelopment of suburban downtowns throughout the entire nation. This \$2 Billion project is Long Island's largest ever approved project with construction slated to commence in Fall 2014.

The ethnically diverse Hempstead community is located in the geographic center of Nassau County, anchored by exceptional transit, including one of the nation's largest suburban bus hubs, along with a LIRR station. The Village of Hempstead's downtown redevelopment will epitomize smart growth, Triple Bottom Line friendly redevelopment. The project will provide mixed-income residential options that meet the needs of the young workforce on Long Island, which seeks an amenity-driven, transit-oriented, walkable setting that provides live, work, learn, shop and play options.

A number of innovative methodologies were employed during the redevelopment efforts, including Renaissance's community-centric Crowdsourced Placemaking program and the adoption of an opt-in, Form Based overlay zone that is one of the most progressive in the nation. A key component of the zoning is the inclusion of Community Benefits Policies to ensure local job creation both during construction and on a permanent basis.

Renaissance Downtowns has teamed up with RXR and UrbanAmerica in this redevelopment effort, providing an example of Renaissance's ability to Joint Venture with an appropriate partner when it best serves the needs of the redevelopment effort and the community. The project has received world-wide recognition, and was featured as a case study by Donald Monti, President and CEO of Renaissance, at the United Nations World Water and Energy Forum in Dubai.

As the largest project every approved on Long Island, with 5.4 million square feet of mixed-uses including 3,500 residential units, Hempstead will serve as a model for large scale downtown revitalization.



Location / Typography:
HEMPSTEAD, NY

Development Type:
Mixed-Use Downtown Redevelopment

- Description:**
- Residential
 - Retail
 - Commercial
 - Educational
 - Entertainment
 - Restaurant and Catering Facilities
 - Parks and Open Spaces
 - Cultural Elements
 - Intermodal Transit Options
 - Recreation Uses

Cost / Financing:
\$2 Billion+

Timetable:
*Phase 1 Ground-breaking
Anticipated November 2014*

Local References:
Mayor Wayne Hall, (516) 489-3400

RDRXR *Huntington, NY*

The Town of Huntington sought a Master Developer with experience in visioning and community outreach within sensitive communities. Renaissance's Crowdsourced Placemaking program provided the perfect platform to implement a transformative vision for the station area, having formally signed their Master Developer Agreement in 2012.

In a years' time, Renaissance garnered enough public support to receive a 5-0, bi-partisan approval for its Development Strategy. Renaissance has already held a very well received Grand Opening for its community informational office and subsequent events, including the first annual Huntington Station Street Festival this past summer, the largest ever for the community. At the Street Festival, it was estimated that over 8,000 participants enjoyed a renewed sense of hope for their downtown.

The "Source the Station" crowdsourcing community has been a driving force that has provided momentum to this regionally significant project. This emphasis on community input and participation has been critical in garnering ongoing bi-partisan support for the revitalization. The Source the Station community has also provided significant market insight, leading to the decision to commence with a Hotel as part of the early phases of construction. The Hotel is expected to commence construction in 2015, following an initial effort to build multifamily townhomes for U.S. Veterans, which will begin in early 2015.



Location / Typography:
HUNTINGTON STATION, NY

Development Type:
*Mixed-Use Comprehensive
Downtown Redevelopment*

- Description:**
- Hotel & Conference Center
 - Restaurants & Catering
 - Parks & Recreation Areas
 - Residential
 - Retail Opportunities
 - Commercial Uses
 - Cultural Districts
 - Connections to Village

Cost / Financing:
\$500 million

Timetable:
*Development Strategy Approved in
April, 2013. Phase One to Commence in
Early 2015*

Local References:
*Joan Cergol, Executive Director, EDC
and Huntington Town Supervisor Frank
Petrone, both at (631-351-3000)*

Development Experience - Reference Facilities

RELEVANT PROJECT EXPERIENCE	
A. Respondents shall demonstrate the ability to perform on time, on budget and on goal. (See pages 52-56)	✓
B. Respondents shall demonstrate the ability to participate in a public-private partnership of the type being led by the City. (See pages 49-51)	✓
C. Respondents shall demonstrate satisfactory experience with and understanding of the City and urban conditions in general. (See page 48)	✓
D. Respondents must have experience in the development, design, construction, arrangement, financing, management, marketing and leasing of all types of facilities. (See page 52-56)	✓
E. In addition to a description of its overall experience with developments, Respondents shall provide certain information with respect to at least three reference facilities for each type of project that have actual operating experience showing stabilized rents of at least two years. Respondents must provide evidence that the reference facilities were developed consistent with all contractual requirements, including without limitation, financing commitments and without extraordinary delays. (See explanation below)	*

* Please be advised that due to the various partnership structures and confidentiality agreements that exist for RDRXR Team Members in regard to question E above, RDRXR is not in a position at this time to provide certain detailed information that is of a Private and Confidential nature. The RDRXR Team will be happy to discuss this matter with the City to give full assurances of the Team's ability to perform financially and otherwise.



Consistently on Time



Consistently on Budget



Consistency of Goals

Proprietary and competitive information can be provided under separate confidential cover upon additional request by the municipality.



REFERENCE KEY

[1] NAME / LOCATION	Village of Hempstead TOD Hempstead NY 11550	GARVIES POINT MIXED-USE TOD Glen Cove, NY 11542
[2] PUBLIC / NON-PROFIT SECTOR PARTNERS	516-489-3400 (Village of Hempstead)	516-676-2000 (City of Glen Cove)
[3] PROJECT DESCRIPTION:	5 million sqft redevelopment of the Downtown of the Village of Hempstead. the project is contained wholly within a 1/2 mile walk of the LIRR transit HUB RDRXR is Master Developer for the Downtown project. RDRXR has been responsible for full rezoning, SEQRA, community coordination master planning and site & vertical development	This \$1 Billion mixed-use, transit-oriented redevelopment of Glen Cove's downtown-adjacent waterfront broke ground in 2012 with the now completed construction of the Glen Cove Ferry Terminal. The location of this project is directly across the Long Island Sound from New Rochelle.
[4] TOTAL DEVELOPMENT COST:	\$2 billion total build out at completion- estimated 2024.	\$1 billion total build out at completion.
[5] ANNUAL OPERATING & MAINTENANCE COST	*See note	*See note
[6] ANNUAL COMPLIANCE WITH DEVELOPMENT AND FINANCIAL CRITERIA	*See note	*See note
[7] RESPONDENTS ROLE IN PROJECT DEVELOPMENT AND OPERATIONS	Master Developer	Master Developer
[8] DEVELOPMENT AND LEASE-UP TIMELINE	Phase 1 of 350 residential units is scheduled to receive building permits fall 2014	Phase 1 of 400+ residential units is scheduled for construction in Spring 2015 and the public ferry terminal to NYC was completed 2013
[9] CURRENT FACILITY OWNERSHIP	N/A	N/A
[10] ANY LEGAL CLAIMS	Not to the best of our knowledge	Not to the best of our knowledge
[11] PERFORMANCE GUARANTEE STATUS	N/A	N/A

RESIDENTIAL FACILITIES



OFFICE BUILDINGS



[1]	BROADSTONE LITTLE ITALY	BROADSTONE RIVERS BEND New Brunswick, NJ	THE RITZ-CARLTON RESIDENCES, INNER HARBOR 801 Key Highway Baltimore, MD 21230
[2]	N/A	N/A	N/A
[3]	199 Unit 5-story wood-frame over concrete podium (1 level at grade; 2 levels below) with 9,900 sf of retail	Alliance Residential Developed 343 unit-8-Story Concrete and Steel Frame Building adjacent to 8-Story Parking Structure.	The Ritz-Carlton Residences, Inner Harbor, Baltimore offer a gracious waterfront lifestyle in a gated community, nestled between the greenscape of Federal Hill and the serenity of the beautiful Inner Harbor, providing an ideal balance of neighborhood charm and downtown convenience. The spacious one-to-three bedroom homes vary from 1,600 square feet to more than 5,000 square feet. Many residences feature private elevators, balconies and terraces with generous ceiling heights, solid wood-paneled entry doors, and crown molding. The Residences feature an effortless lifestyle with an array of amenities and services. Visit rcr-baltimore.com
[4]	*See note	*See note	*See note
[5]	*See note	*See note	*See note
[6]	*See note	*See note	*See note
[7]	Developer	Developer	Developer
[8]	Completed 2014	Completed 2014	Completed 2013
[9]	Owner Operator	Owner Operator	Owner
[10]	Not to the best of our knowledge	Not to the best of our knowledge	Not to the best of our knowledge
[11]	N/A	N/A	N/A

1330 AVENUE OF THE AMERICAS NEW YORK	RXR EXECUTIVE PARK 58/68 South Service Road Melville, NY	STARRETT-LEHIGH OFFICE BUILDING Chelsea New York, NY 10011
N/A	N/A	N/A
In December 2010, RXR purchased and redeveloped 1330 Avenue of the Americas, demonstrating its capabilities to meet the needs of discerning Class A office users in the financial capital of the world, Manhattan, NY. Located between 53rd and 54th Streets, the redevelopment of this 534,222 square foot trophy property offers yet another example of RXR's ability to compete in the world's most competitive markets and meet the needs of a range of Class A tenants.	2-4 story Buildings RXR Developed and constructed this product totaling 585,000 Total Cost \$119.1 million Citigroup, a tenant in several other owned properties, executed a 203,000 sf lease prior to the completion of the 68 South Service Road property	A 19-story, 2.3 million sf, first-class office building. RXR acquired the property for \$920 million (\$413 /sf) RXR acquired the property for \$920 million (\$413 /sf) <ul style="list-style-type: none"> Created three levels of co-investment opportunity totaling approximately \$221 million A public REIT contributed a total of \$150 million of preferred equity Senior debt proceeds of \$475 million, and \$25 million line available to fund leasing costs originated by a commercial bank for 12 years, interest only for the first three years at a rate of 4.375% and 30-year amortization years 4 - 7 at a rate of 4.75%
*See note	*See note	*See note
*See note	*See note	*See note
*See note	*See note	*See note
Developer	Developer	Re-Developer
Completed 2014	Completed 2007	Completed 2012
Owner Operator	Owner Operator	Owner
Not to the best of our knowledge	Not to the best of our knowledge	Not to the best of our knowledge
N/A	N/A	N/A

Development Team

DEVELOPMENT EXPERIENCE - REFERENCE FACILITIES

MIXED USE FACILITIES



[1]	75 ROCKEFELLER CENTER OFFICE BUILDING 123 Right Avenue New York, NY 10011	620 Avenue of the Americas New York, NY 10011	340 Madison Avenue New York, NY 10011
[2]	N/A	N/A	N/A
[3]	75 Rockefeller Center is a premier, Class A office building situated in the heart of Rockefeller Center, located on 51st Street between 5th and 6th Avenue in Midtown Manhattan. RXR is currently undertaking a major repositioning which includes a restoration of the building façade limestone and base metalwork, retail and lobby enhancements, and upgrades to mechanical systems and infrastructure. Richard Nemeth from KPF is the Architect of record on the project.	620 Avenue of the Americas is an architecturally significant landmark of remarkable character, home to leaders in fashion, design, media and technology. One of the premier anchors of Manhattan's vibrant Chelsea sub-market, the Beaux-Arts style property features 700,000 square feet of Class-A commercial space with lofty ceiling heights up to 17 feet, large 100,000 square foot floor plates and expansive window lines. 620 Avenue of the Americas was constructed in 1896 and was designed to utilize monumental architectural expression to become the symbol of the "Cast Iron Era". The property was originally built to the highest quality standard offering superior column layouts, floor load capacity, optimal window height and distinctive detail	340 Madison occupies the full block front of Madison Avenue between 43rd and 44th Streets, with total of 745,312 total square feet with immediate access to commuter rail, bus line and metro/subway. A home to the highest concentration of Fortune 500 firms, corporate headquarters, law firms and largest financial firms in the nation, including McDermott Will & Emery, Massachusetts Mutual Life Insurance, PNC, SunGard and the United States Office of the Comptroller of the Currency.
[4]	*See note	*See note	*See note
[5]	*See note	*See note	*See note
[6]	*See note	*See note	*See note
[7]	Re-Developer	Re-Developer	Re-Developer
[8]	Scheduled for Completion in 2015	Completed 2013	Completed 2013
[9]	Owner Operator	Owner Operator	Owner
[10]	Not to the best of our knowledge	Not to the best of our knowledge	Not to the best of our knowledge
[11]	N/A	N/A	N/A

SECTION 4:
DEVELOPMENT TEAM



Proven Ability to Implement



DONALD MONTI

President & CEO of Renaissance Downtowns

Donald Monti, President and CEO of Renaissance Downtowns, has over 35 years of diverse experience covering all aspects of the real estate spectrum. Don has been involved in over 80 completed projects that cover the full range of the development spectrum including office buildings, retail, mixed-use complexes, recreation and entertainment centers, hotels, marinas, condominiums and single family homes.

The Glen Isle waterfront project in Glen Cove, NY represented a clear turning point in Don's career by introducing him to a new business model based upon a triple bottom line approach to real estate development – social, environmental & economic responsibility. Construction on this transformative mixed-use redevelopment effort is expected to commence in 2014.

The Public-Private Partnership between the Development Team and the City of Glen Cove has been one of the most successful in the region, having procured about \$140 million dollars in funding, much of it from Federal agencies. Don has also been the driving force behind the Hempstead Village TOD, Long Island's largest approved project to date. Construction on Hempstead's first phase of development, which is expected to include about 350 residential units, along with

RYAN PORTER

Vice President, Planning & Development of Renaissance Downtowns

Ryan Porter brings more than 11 years of combined experience in the financial services and real estate industries to his role at Renaissance. Ryan began his career in 2001 as a derivatives trader on the American Stock Exchange for Susquehanna International Group. In 2004, Ryan took a position and partial ownership opportunity at a start-up hedge fund consulting firm, VIG Capital. Ryan was retained by VIG to use his industry connections to acquire a Joint Venture funding partner willing to invest in VIG's cutting edge European futures trading strategies and within 3 months, Ryan secured the initial \$3 million dollar investment. Subsequently, in 2005, Ryan was offered the opportunity to return to the Susquehanna umbrella as an Institutional Sales Trader with a focus on Real Estate Investment Trust analysis. In 2006, Ryan started GreenCliff Property Management, LLC where he began acquiring properties in Pennsylvania and New York.

retail and an innovative "Urban Fresh" grocer concept, is expected to commence in Fall of 2014.

Don's visionary approach, coupled with his veteran standing within the development community has led to his being quoted in numerous nationally respected media sources as an expert in downtown revitalization. He has also been a keynote speaker and/or panelist at a number of regional and national conferences, including the Congress for the New Urbanism, Sustainable Long Island, RailVolution 2009, Real Estate Investors Summit by OPUS, American Planning Association, California Downtown Association, Wharton Real Estate Summit on the NY Stock Exchange, Private Equity Real Estate Annual Forum and Vision Long Island, amongst others. Don is a member of the Urban Land Institute (where he was recently appointed to the National TOD Council), the American Planning Association and the Congress for the New Urbanism, along with several other leading organizations in the real estate industry. Don's innovative thinking and demonstrated success has also led to his presentation of the Hempstead Village project at the United Nations World Energy Forum in Oct. 2012, in Dubai in front of 250 world leaders.

Renaissance Downtowns took notice of Mr. Porter's successes in both business and real estate, bringing him onto the team in 2007. Mr. Porter now leads Renaissance's project and design work, working hand in hand with the Company's partner municipalities. Mr. Porter oversees several Renaissance development teams which have over \$10 Billion in mixed-use development opportunities under management. Mr. Porter is a primary liaison between Renaissance and the Town of Huntington as Project Manager for the downtown Huntington Station redevelopment effort, in addition to serving a similar role in Bristol, CT. He is responsible for coordinating and scheduling all necessary tasks, ensuring the project remains on track to reach pre-determined milestones and objectives, ultimately implementing a shared downtown revitalization vision.

SEAN MCLEAN

Vice President, Planning and Development of Renaissance Downtowns

Sean McLean has over 15 years of real estate development and planning experience. Prior to joining the Renaissance team, Sean led the planning and development of over 8,100 residential units, along with 2.5 million square feet of mixed-use commercial space throughout the state of NY. His passion and expertise lies in true mixed-use and transit oriented development. Using smart and flexible planning techniques, Sean has been successful in consensus building amongst public officials, community stakeholders and vertical developers to create unique forward thinking development. Sean has extensive construction project management experience, and is particularly knowledgeable in complicated infrastructure systems. Sean managed the construction of the largest private sewer treatment plant on Long Island, as well as the construction of substantial infrastructure, including railways, sanitary systems, storm drainage, water systems, roads and the like. Sean holds a

Bachelor's degree in Social Psychology from Princeton University and a Master's in International Real Estate Development from New York University. He, until recently, held the position of President of the Shelter Island Chamber of Commerce and as such, understands the needs of economic growth and sustainability to improve quality of life for local residents. Sean is currently leading the Company's Unified Development Approach™ and redevelopment process in its Hempstead redevelopment initiative, coordinating municipal efforts with community outreach and private property owner participation. In addition, Sean was the driving force behind the Village of Hempstead planning effort, including the innovative overlay zoning code, which received significant acclaim from the Nassau County Planning Commission.

BRANDON PALANKER

VP of Marketing and Public Affairs of Renaissance Downtowns

Brandon A. Palanker, is a nationally recognized expert in community visioning, outreach and engagement, with over 12 years experience in the real estate industry. During his tenure as Executive Vice President of the Glen Cove Chamber of Commerce, Brandon was approached by Renaissance Downtowns' founder and President, Donald Monti, to work on the \$1.5 billion mixed-use Glen Isle (now Garvies Point) development. He would ultimately find himself as part of the Renaissance team, developing the foundation for Renaissance Downtowns' innovative approach to downtown redevelopment. A key contributor to the creation of the Company's Crowdsourced Placemaking program and Renaissance's Unified Development Approach™, Brandon believes the only way to provide positive, transformative change within our nation's downtowns is through a comprehensive, holistic and inclusionary approach to downtown redevelopment. Brandon has participated in various capacities at numerous conferences, including speaking engagements with

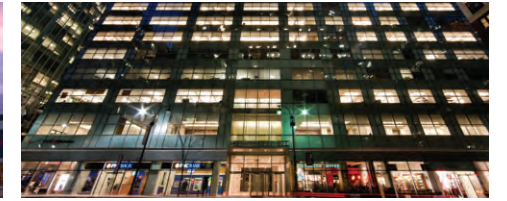
Ernst & Young's CFO Roundtable, National Main Streets Conference, Vision Long Island and the Long Island Economic and Social Institute at Dowling College amongst others and has been quoted in nationally respected publications including The Economist, the New York Times, Multi Housing News and On Common Ground by the National Association of Realtors. Brandon presented a case study on Crowdsourced Placemaking at the Urban Land Institute's annual conferences in 2011, 2012, and 2013 demonstrating his place as a thought leader in the field. Brandon has recently been appointed to the Urban Land Institute's Mixed-Use Development Council and is a member of Board of Directors of the Real Estate Institute at Stony Brook University. His keen understanding of market trends community outreach, including grassroots, social networking methodologies, will provide the City with a strong asset to assist with community engagement and project positioning.

ELA DOKONAL, AICP, CUD, LEED AP

Director of Planning and Development of Renaissance Downtowns

Ela Dokonal is Renaissance's lead planner, a visionary urban designer and sustainable design professional with international experience in architectural design. As an expert in Form Based Codes and Design Guidelines, applications of Smart Growth and New Urbanist principles, Ela has been working in over 20 of Long Island's communities over the past decade. Ela's work has an emphasis on compact, mixed-use development with a range of housing types for mixed income and inter-generational, appropriately dense, human scale, pedestrian oriented development, linked by mass transit. She is an advocate for light imprint methodologies that offer a range of tools and environmental strategies for different landscapes and urban conditions, adjusted according to the appropriateness of their use in each transect zone and used collectively at the sector, neighborhood

and block scale. Ela brought this expertise to several international urban design and planning research projects, including Huludao (China), with the task of designing an eco-city that serves as a model of urbanization for North-Eastern China; and Dunkirk, France. Ela holds a Master's degree in Architecture and Urban Planning, serves as a Director of Long Island Section of the APA and an executive board member for the APA NY Metro Chapter, and has professional affiliations with AIA, INTBAU and Form Based Code Institute. Ela also serves on the Economic Development Committee for the Village of Northport and regularly supports the local programs.



SCOTT RECHLER

Chairman of the Board & Chief Executive Officer of RXR

Scott Rechler was the architect of Reckson's successful initial public offering in June 1995 and sale in January 2007. Mr. Rechler's vision and leadership guided Reckson, where he served as Chief Operating Officer, and later as Chief Executive Officer and Chairman of the Board, overseeing approximately \$21 billion in capital markets and real estate transactions in the New York Tri-State area. Mr. Rechler's real estate acumen and entrepreneurial spirit delivered stellar returns to investors, including an over 700% total return to the Reckson shareholders.

While at Reckson from 1989 until January 2007, Mr. Rechler held the following positions: President (1997-2001, 2003-2006), Chief Operating Officer (1995-1999), Co-Chief Executive Officer (1999-2003) and Chief Executive Officer (2003-2007). Mr. Rechler was a member of Reckson's Board of Directors (1995-2007) as well as its Chairman (2004-2007).

Mr. Rechler is the Chairman and CEO of RNY Property Trust (ASX: RNY), a public real estate company listed on the Australian Securities

MICHAEL MATURO

President & Chief Financial Officer of RXR

Michael Maturo has served as President of RXR since the sale of Reckson to SL Green in one of the largest public real estate management buyouts in REIT history. Mr. Maturo played an integral role in the Reckson/SL Green transaction. Mr. Maturo is a founding managing partner of RXR. In this capacity, he develops and implements RXR's corporate, operating and fund management strategies. Mr. Maturo also serves as RXR's Chief Financial Officer and has oversight responsibility for all financial, strategic planning, capital markets and investor relations activities. Mr. Maturo is a member of RXR's Investment Committee and its Board of Directors. He is also a Principal and member of the Investment Committee of RXR Real Estate Opportunity Fund, LLC.

Prior to the Reckson/SL Green merger, Mr. Maturo served as President, Chief Financial Officer and Director at Reckson, where he was responsible for Reckson's Capital Market's activities as well as its Accounting, Financing, Strategic Planning, Budgeting, Treasury, Tax Management, Internal and External Reporting and Investor Relations Departments. Mr. Maturo also had oversight responsibility over the company's investment functions and allocation of capital. Mr. Maturo worked closely with the Company's CEO in developing and

Exchange. Additionally, Mr. Rechler is a co-founder and former member of the Board of Directors of American Campus Communities, Inc. (NYSE:ACC), one of the nation's largest developers, owners and managers of high-quality student housing communities. Mr. Rechler is also a member of the Board of Directors of the Real Estate Board of New York.

In June 2011, Mr. Rechler was appointed by New York Governor Andrew Cuomo to serve on the Board of Commissioners of the Port Authority of New York and New Jersey. Three months later, Governor Cuomo appointed Mr. Rechler Vice Chair of the board.

Mr. Rechler is actively involved with the Real Estate Roundtable, for which he is a member of the Board of Directors and Co-Chair of its Political Action Committee. Mr. Rechler is a graduate of Clark University. He earned a Masters of Finance degree from New York University.

implementing Reckson's corporate and operating strategies.

Mr. Maturo began his twelve year career with Reckson as Chief Financial Officer (1995-2007) and Treasurer (1995-2007). Mr. Maturo chaired the Investment Committee for Reckson (2004-2006), where he was responsible for capital allocation, and served as Reckson's President (2006-2007). Mr. Maturo also served on Reckson's Board of Directors (2006-2007). During his tenure at Reckson, Mr. Maturo completed over \$10 billion in capital markets transactions, spearheaded Reckson's IPO of RNY Property Trust (ASX: RNY), a public real estate company listed on the Australian Securities Exchange and established Reckson's investment grade rating.

Mr. Maturo specializes in diverse phases of real estate finance, including corporate and property debt financing and recapitalization transactions, leading efforts to raise over \$2 billion of additional debt and equity capital during this time period.

Additionally, Mr. Maturo is the President, CFO and member of the Board of Directors, of RNY. Prior to joining Reckson, Mr. Maturo was a senior manager with EY Kenneth Leventhal Real Estate Group. Mr. Maturo is a Certified Public Accountant.

JASON BARNETT

Vice Chairman & General Counsel of RXR

Jason Barnett oversees RXR Realty's corporate initiatives as well as all of RXR Realty's legal and compliance matters. Mr. Barnett served in a similar capacity for Reckson where he was integrally involved in the structuring and execution of approximately \$21 billion of capital markets and real estate transactions, including acquisitions, dispositions, joint ventures, mergers and acquisitions and financings on behalf of Reckson.

While at Reckson from 1996 until January 2007, Mr. Barnett held various positions, including Executive Vice President (1999-2006), Senior Executive Vice President – Corporate Initiatives (2006-2007), General Counsel (1997-2007) and Secretary (2003-2007). Mr. Barnett

SETH PINSKY

Executive Vice President & Investment Manager, RXR Metropolitan Emerging Market Strategy

In his role at RXR, Pinsky is leading RXR's efforts to invest in "emerging opportunities" in New York City and the surrounding Tri-State region, focusing on asset classes and geographic regions that have historically been characterized by underinvestment, but that have significant growth potential due to planned or in-place infrastructure and other relevant characteristics.

Prior to joining RXR, Pinsky served as Director of Mayor Bloomberg's Special Initiative for Rebuilding and Resiliency, which developed a \$20 billion plan to help neighborhoods stricken by Hurricane Sandy to rebuild smarter and stronger and to protect critical citywide systems and infrastructure from the likely impacts of climate change in coming decades.

Pinsky also served as President of the New York City Economic Development Corporation (NYCEDC), a position to which he was appointed by Mayor Michael Bloomberg in 2008, after joining the agency in 2003 as a vice president. During his tenure, NYCEDC became an international leader in the field of economic development, focusing both on transforming the city's underlying economy and investing in its critical infrastructure.

While at NYCEDC, Pinsky served as a lead negotiator on behalf of New York City for projects ranging from Yankee Stadium and Citifield, to the World Trade Center, to the acquisition of Hunters Point South in Queens, the largest middle-income housing development in the City since Starrett City. Among the initiatives advanced by NYCEDC under Pinsky's leadership were the redevelopment of Willets Point in Queens, Coney Island in Brooklyn, the Homeport in Staten Island,

is also the Senior Executive Vice President, General Counsel and member of the Board of Directors of RNY Property Trust (ASX: RNY).

Prior to joining Reckson, Mr. Barnett practiced in the corporate and securities department of Sidley Austin Brown & Wood, LLP, where he focused on Capital Markets and Real Estate Investment Trusts. He is a member of the American Bar Association, the Real Estate Board of New York and the National Association of Real Estate Investment Trusts and is admitted to the Bar of the State of New York.

Mr. Barnett earned a Bachelor of Arts from Clark University and a Juris Doctorate from Emory University School of Law.

and the Kingsbridge Armory in the Bronx, as well as the creation of a major new bioscience research park on City-owned land, north of Bellevue Hospital. Under Pinsky, NYCEDC also managed the construction of the first two phases of the High Line in Manhattan, launched a new East River Ferry service connecting Brooklyn, Queens and Manhattan and announced and advanced plans for the world's largest observation wheel in St. George in Staten Island.

In the area of economic modernization, under Pinsky, NYCEDC created the Center for Economic Transformation (CET), which, in addition to launching a network of business incubators across the City that, at the time of Pinsky's departure, housed more than 600 companies, developed and oversaw the Bloomberg Administration's international Applied Sciences NYC competition. The Applied Sciences competition will result in a significant expansion of Columbia University's engineering school, as well as the creation of a new engineering institute in Downtown Brooklyn led by NYU that will include CUNY, Carnegie Mellon University and others. It will also result in the creation of a \$2 billion engineering campus on Roosevelt Island, being developed by Cornell University and the Technion-Israel Institute of Technology.

Prior to NYCEDC, Pinsky was an associate at the law firm of Cleary Gottlieb, Steen & Hamilton in the Real Estate practice and a financial analyst at James D. Wolfensohn Inc. He is a graduate of Columbia College, where he majored in Ancient History, and of Harvard Law School, and is an Adjunct Senior Research Scholar at Columbia's School of International and Public Affairs. Pinsky lives in Brooklyn with his wife, Angela and his son, Theo.

Alliance is headquartered in Phoenix, Arizona, and has a total of 19 offices throughout the United States. Throughout its history, Alliance has steadily grown to become a national fully-integrated multifamily company offering one of the industry's most unique platforms, and one of the largest private apartment owners and operators in the United States, managing more than \$9.0 billion (70,000 units) across 24 metropolitan markets with a presence in 13 states.

Alliance is led by Bruce Ward (President), Jay Hiemenz (CFO), John Rippel (CIO), Bob Hutt (Senior Managing Director) and Jim Krohn (President-Prop Mgt), collectively, the "Principals".

ADAM FRUITBINE
Managing Director of Alliance

Adam Fruitbine oversees multifamily development, construction and acquisitions activities throughout the Northeast, bringing 17 years of experience in development, acquisition and capital markets. During that span, he was responsible for investing more than \$700 million in equity capital through approximately 80 transactions. Mr. Fruitbine also oversees business development and portfolio management for Alliance's investment management platform.

Most recently, Mr. Fruitbine was a Managing Director at The Tuckerman Group, formerly an affiliate of State Street Global Advisors, responsible for sourcing and structuring new transactions, as well as

BRETT RUBIN
Managing Director of Alliance

Brett Rubin is responsible for sourcing new investments and overseeing Alliance's development process throughout New York, New Jersey and Connecticut. This includes originating and negotiating land purchases for development, entitling property, managing the development and construction process, and supervising leasing and asset disposition activity.

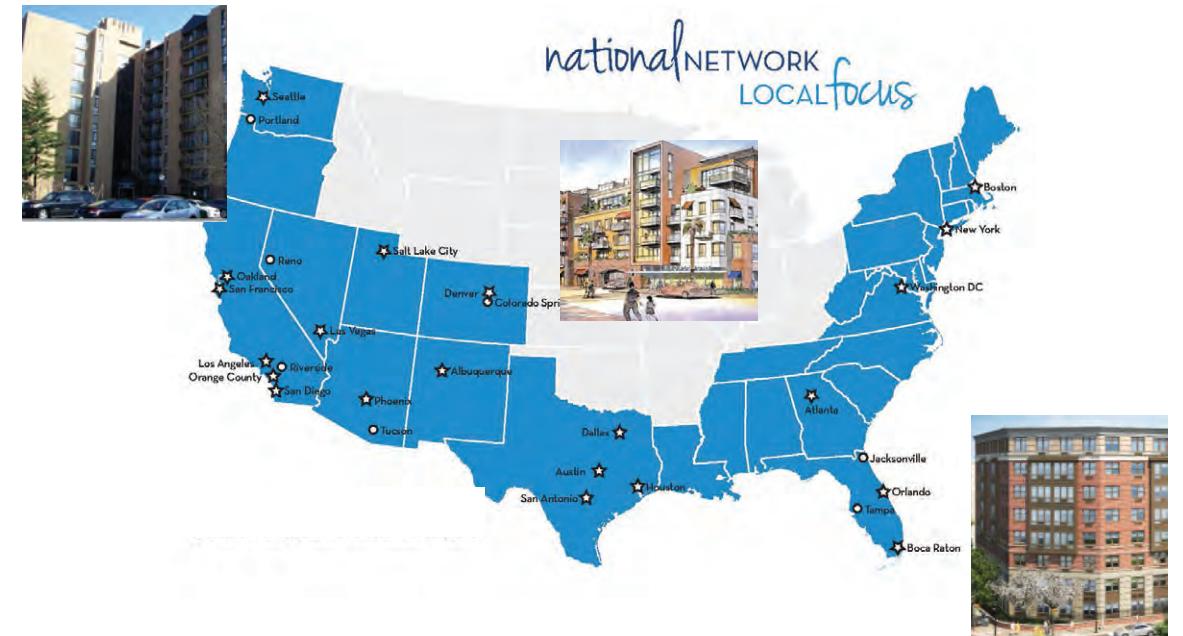
Mr. Rubin has more than 12 years of real estate experience. Prior to Alliance, he worked with AvalonBay Communities with responsibility for the design, development and construction of nearly 1,000 multifamily apartment homes comprising more than 1.5 million square feet throughout New Jersey. Before that, Mr. Rubin was the Planning Project Manager at the Lower Manhattan

Since 1985, the Principals have invested in multifamily assets consisting of more than 73,300 units throughout the United States, and have worked together for 25-plus years, spanning several real estate cycles in both the private and public markets at Alliance and predecessor entities. The Principals possess expertise across various disciplines, including acquisitions and redevelopment, development and construction, finance and capital markets (both public and private), asset management and property management. In addition to this leadership team, each discretionary investment vehicle has a dedicated team of local partners, as well as access to all of Alliance's highly experienced corporate and regional professionals, who are committed to maximizing property and investment performance.

Every aspect of the New Rochelle development will be run and managed by their local team.

managing client and investor relations. Prior to joining Tuckerman, Mr. Fruitbine spent four years as an acquisitions and asset manager with Real Estate Capital Partners, responsible for originating, underwriting and managing new investments for commercial and multifamily properties, including student housing, condominiums and conventional apartments. Mr. Fruitbine received his B.B.A. from The George Washington University and an M.S. in Real Estate Finance from New York University. He is a member of The Urban Land Institute's Multifamily Council, the National Multi Housing Council and Pension Real Estate Association's Development Affinity Group.

Development Corporation (LMDC), the organization charged with spearheading the World Trade Center site redevelopment process, and the revitalization of surrounding areas following Sept. 11, 2001. Mr. Rubin's responsibilities included managing and directing the planning, design and development projects related to redevelopment, including the World Trade Center architectural design competition, the revitalization of Fulton Street, and a plan for public open spaces downtown. He acted as liaison between city, state, private and civic organizations — including the New York City Mayor's Office, the Metropolitan Transportation Authority and the Port Authority. In addition, Mr. Rubin oversaw the LMDC's efforts to restore the damaged transportation infrastructure in Lower Manhattan.



CLARLES EPSTEIN
Investment Manager of Alliance

Charles Epstein is responsible for sourcing acquisition opportunities, underwriting development investments, and asset management efforts in the Northeast, with particular emphasis on New Jersey, New York, Connecticut, Pennsylvania, Massachusetts, and throughout New England.

Charles previously served as asset manager for Alliance Investment Advisor's fund assets, which consisted of 3,358 units (\$500MM in gross assets). His responsibilities for AIA included asset management, portfolio management, investor relations, capital raising, and asset

dispositions. Prior to joining Alliance, Mr. Epstein was employed at Arsenal Real Estate Funds, and participated in closing \$310MM in gross assets (including 3,352 units) as well as the asset management of more than \$500MM gross assets. He also worked with Matrix Development Group, a New Jersey-based development firm, assisting with the financing, construction, and market research of their industrial and land portfolio.

Mr. Epstein earned an M.B.A from New York University's Stern Business School and a B.S. in Finance from Rutgers University.





Kohn Pedersen Fox Associates (KPF) is an international architecture and planning practice headquartered in New York, with offices in London, Shanghai, Hong Kong, Seoul, and Abu Dhabi. Their extensive portfolio, which spans more than 35 countries, includes a wide range of projects from master plans, mixed-use, office, hotel and residential complexes to civic and cultural buildings to education and research facilities.

As a service-oriented firm dedicated to a client group who represent the most forward-thinking developers, entrepreneurs and institutions in the world, they bring a

global perspective to a personal experience, creating value not just in return on investment, but also in contributing to the built environment that defines our communities.

Founded on the principles of design excellence, principal commitment, and superior management, their process is driven by design intent, not a predetermined style, as they create buildings and places that are intimately connected to function and context while incorporating a degree of detail that elevates them to the highest level of both beauty and practicality.



KPF believes that success is the result of collaboration and dialogue. Their creative process stresses an open exchange of ideas both within the firm and, more importantly, between clients and themselves throughout the development of a project. The key to this process is the successful marriage of exploration and execution.

The size of their New York office allows them to concentrate our expertise so that specialists in every project type can work together and communicate in person. Instead of managing separate sector specific offices for planning, institutional, cultural, commercial, and residential work, KPF's designers share the same space, allowing us to work in a multi-disciplinary manner on highly-complex mixed program projects.

By designing projects of the utmost quality, contextual sensitivity, flexibility, and performance, they produce work that not only succeeds in the near term but also builds value over time. Architectural distinction is achieved through innovation and creativity, but project success depends on meeting budget and schedule objectives as well—something they've perfected over their 38 years of experience.



TOWN PLANNING PARTNERSHIP (TPP)



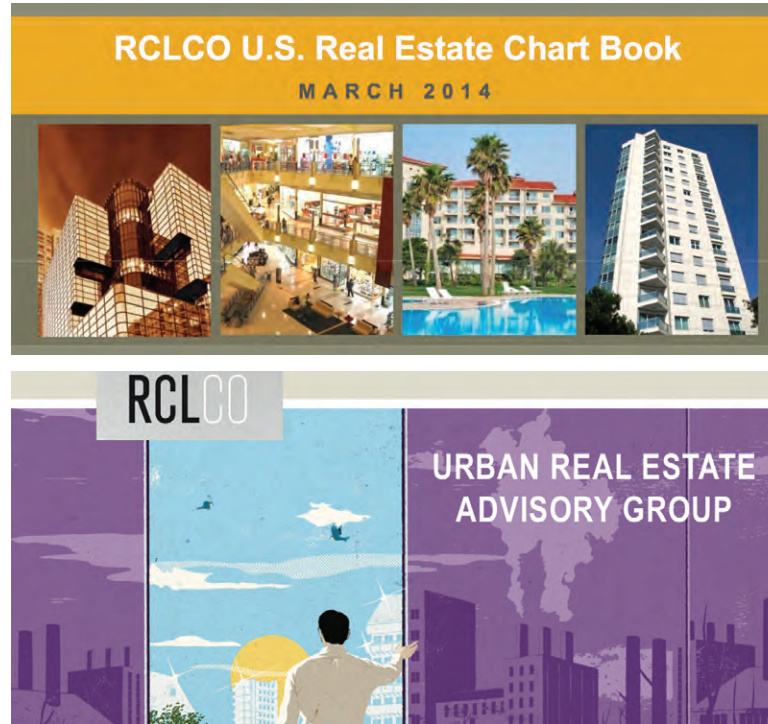
TPP specializes in the creation of market-driven solutions to create vibrant places of enduring value. From their offices in Doylestown Borough, Bucks County, PA, they provide planning services to public sector and private sector organizations throughout the Northeast region. TPP believes that effective community planning requires compelling visions and a strong foundation of community outreach and support to create market-driven, smart growth strategies to revitalize existing villages, towns and cities. TPP combines vibrant community visions with a deep understanding of the mechanics of government, public-private partnerships and the economics of community development to assist their clients in realizing their goals and aspirations.



RCLCO (ROBERT CHARLES LESSER & CO., LLC)

For over 45 years, RCLCO has been the “first call” for real estate developers, financial institutions, public sector entities, private investors, anchor institutions, and Fortune 500 companies seeking strategic and tactical advice regarding property investment, planning, and development. As the leading independent real estate advisory firm in the nation — with experience in international markets — they provide end-to-end advisory and implementation solutions at an entity, portfolio, or project level.

RCLCO has expertise in five major areas: Urban Development, Community & Resort Development, Management Consulting and Litigation, Public Strategies, and Institutional Real Estate Advisory. Their multidisciplinary team combines real world experience with the analytical underpinnings of the firm’s thousands of consulting engagements to develop and implement strategic plans that strengthen our client’s position in a market or sector, add value to a property or portfolio, mitigate price erosion, and strengthen a client’s position in the case of an acquisition, disposition, or legal case.



GIBBS PLANNING GROUP (GPG)

GPG is considered one of the foremost urban retail planning consultancies in America. For more than two decades, GPG’s expertise in commercial development and sustainable town planning has been sought by some of the most respected mayors, highly regarded architects, and successful real-estate developers in the country. A recognized leader in the real estate industry, GPG has pioneered development of the sustainable and community-oriented principles of Traditional Town Planning and Smart Growth. GPG believes that sustainable development and vibrant community life are only possible with a vital commercial life, and that new and old towns alike need intelligent strategies for their survival. Since its inception, GPG has been active in developing innovative yet practical methods for applying modern trends in commercial development to more than 500 town centers and historic districts here and abroad.



CSPM GROUP

CSPM Group helps build enthusiastic communities of future owners, tenants and customers for progressive, downtown real estate developments targeting a diverse individuals and groups who will benefit from responsible placemaking and economic development. It was formed as a vehicle to garner public input and support for large scale, mixed-use downtown redevelopment efforts located within suburban locales and other high barrier to entry markets. A partnership between Renaissance Downtowns and Neil Takemoto, President and Founder of Cooltown Beta Communities (“CBC”), Crowdsourced Placemakers will provide the City of New Rochelle with the tools to engage the community in meaningful dialogue, creating public support for smart growth redevelopment efforts that abide to the triple bottom line philosophy of social, economic and environmental responsibility.

ZIMMERMAN VOLK ASSOCIATES (ZVA)

Zimmerman/Volk Associates, Inc. (ZVA) is a state-certified WBE (Women's Business Enterprise) with Laurie Volk and Todd Zimmerman as Co-Managing Directors of the company. ZVA has worked with the Renaissance team for numerous engagements over the past decade. They are recognized by the leading practitioners of New Urbanism as the national expert on the residential market feasibility for New Urbanist communities and urban redevelopment. The company specializes in the analysis of compact and sustainable development; mixed-income, mixed-tenure redevelopment; mixed-use urban revitalization; and traditional neighborhood developments. The company's clients range from small builders and developers to the subsidiaries of Fortune 100 firms, as well as city, regional and state government agencies.



BAY LAUREL ADVISORS

Bay Laurel Advisors offers a wide range of high-level consultation services to project developers for leisure and entertainment real estate projects. Bay Laurel works with its clients to develop a strategic project approach to achieve a unique overall creative direction that is rooted in strong business principles and will lead to a realistic return on investment.

They bring decades of experience to provide a broad range of services to clients:

- Strategic Planning
- Brand Strategies and Acquisition
- Attractions Identification and Development
- High Level Government Agencies Interface Support
- Project Development Organization
- Project Team Development
- Implementation Strategies



CLUE GROUP

The Community Land Use and Economics Group ("CLUE Group") is a specialized consulting firm that helps community leaders create vibrant downtowns and neighborhood commercial centers. They work with private, public, profit, and non-profit entities, among others, to develop practical and innovative economic development strategies, cultivate independent businesses, identify regulatory and financial barriers, attract new investment, and make solid, forward-looking decisions about the economic uses of older, historic and traditional commercial districts. Kennedy Smith, its founder and principal, is one of the nation's foremost experts on commercial district revitalization and main street economics and is a prominent spokesperson for economically and environmentally sustainable community development. Kennedy has engaged with Renaissance on numerous projects, working with community members through Crowdsourced Placemaking initiatives to ensure the right mix of retail and commercial uses are provided to create economically vibrant and sustainable landscapes.



PROJECT FOR PUBLIC SPACES (PPS)

PPS is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Their pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.

PPS was founded in 1975 to expand the work of William (Holly) Whyte, the author of The Social Life of Small Urban Spaces. Since then, we have completed projects in over 2500 communities in 40 countries and all 50 US states. Partnering with public and private organizations, federal, state and municipal agencies, business improvement districts, neighborhood associations and other civic groups, we improve communities by fostering successful public spaces.

In addition to leading projects in nine program areas, PPS also trains more than 10,000 people every year and reaches countless more through their websites and publications. PPS has become an internationally recognized center for resources, tools and inspiration about Placemaking.



RDRXR Development Plan

TEAM MEMBERS

RDRXR TEAM	PROJECT ROLE	PROJECT ROLES												
		TOD WORK	PPP & FINANCE	TRANSPORTATION	SUSTAINABLE DESIGN	MIXED USE DEVELOPMENT	ECONOMIC DEVELOPMENT	SEORA & ENVIRONMENTAL	LAND USE & FORM BASED CODE	NEW URBAN / MIXED-INCOME RESIDENTIAL				
RENAISSANCE DOWNTOWNS	MASTER DEVELOPER													
Donald Monti, President	Co-Project Executive	●	●	●	●	●	●	●	●	●	●	●	●	●
Ryan Porter, VP Development	Co-Project Executive	●	●	●		●	●	●	●	●	●	●	●	●
Sean McLean, VP Development	Co-Project Executive	●	●	●	●	●	●	●	●	●	●	●	●	●
Brandon Palanker, VP Marketing	Public Outreach and CSPM	●	●		●	●	●	●		●	●	●	●	●
Ela Dokonal, AICP, CUD, LEED AP, Director of Planning	Lead Urban Designer / Planner	●		●	●	●	●	●	●	●	●	●	●	●
RXR	MASTER DEVELOPER													
Scott Rechler, Chairman of Board & CEO	Co-Project Executive	●	●	●	●	●	●	●	●	●	●	●	●	●
Michael Maturo, President & CFO	Development & Financing	●	●	●	●	●	●	●	●	●	●	●	●	●
Jason Burnett, V. Chairman & Gen Counsel	Legal & Financing	●	●			●	●	●	●	●	●	●	●	●
Seth Pinsky, Exec VP & Investment Manager	Public-Private Partnership & Fin.	●	●	●	●	●	●	●	●	●	●	●	●	●
ALLIANCE	RESIDENTIAL STRATEGIES													
Adam Fruitbine, Managing Director	Residential Development	●			●	●	●	●	●	●	●	●	●	●
Brett Rubin, Managing Director	Residential Development	●			●	●	●	●	●	●	●	●	●	●
Charles Epstein, Investment Manager	Development & Financing	●	●		●	●	●	●		●	●	●	●	●
KPF	CONSULTANT TEAM													
Richard Nemeth, AIA, Principal	Architect & Planner	●			●	●				●	●		●	●
TPP	CONSULTANT TEAM													
Mark Evans, AICP, PP, RA, Principal	Urban Designer/Planner	●		●	●	●	●	●	●	●	●	●	●	●
GPG	CONSULTANT TEAM													
Robert J. Gibbs, ASLA, PLA, CNU, Managing Principal	Retail Market Strategies	●		●	●	●	●	●						
RCLCO	CONSULTANT TEAM													
Adam Ducker, Managing Director Urban Real Estate	Market Analysis Strategies	●	●	●		●	●	●					●	●
CSPM	CONSULTANT TEAM													
Neil Takemoto, Principal	Director of Crowdsourcing	●		●	●	●	●	●				●	●	●
ZVA	CONSULTANT TEAM													
Laurie Volk, Co-Managing Director	Residential Market Strategies	●	●			●	●							●
CLUE GROUP	CONSULTANT TEAM													
Kennedy Smith, Principal	Retail Market Strategies	●		●	●	●	●	●						
BAY LAUREL	CONSULTANT TEAM													
George Wade, Principal	Destination & Entertainment Strategies	●	●		●	●	●	●						
PPS	CONSULTANT TEAM													
Ethan Kent, Senior VP	Public Realm	●	●	●	●	●	●	●						●

SECTION 5:
RDRXR DEVELOPMENT PLAN
CONSISTENCY WITH CITY VISION



It is important to RDRXR to demonstrate a full understanding of the broad vision articulated in the previous studies completed by the City. Our development and planning team has digested the full breadth of information provided. The following pages are an accounting of how RDRXR has begun to incorporate the City's development intentions. This provides not only a solid foundation on which to build, but a transparent common ground on which to gather and grow our partnership.

RDRXR Development Team Plan

Consistency with City Vision

CONSISTENCY WITH RFQ

PUBLIC-PRIVATE PARTNERSHIP	
GOAL: Designate a Master Developer to partner with the City in their endeavor to become the preferred talent-and-transit-oriented-destination in the NY Metropolitan area for the generations to come; to develop plans and implement strategies to fulfill the revitalization concepts and to formulate new ideas for the design, construction and operation of mixed-use development.	
1. Full commitment to the essential elements of the city's vision for smart, sustainable growth	✓
2. Have capacity and desire to move swiftly on immediate opportunities	✓
3. Have a long-term commitment to overcome obstacles	✓
4. Possess sensitivity to public impacts as measured by the Triple Bottom Line	✓
5. Seek community input and foster community support by utilizing market research, social media and web-based communication	✓
6. Foster partnership with community stakeholder groups	✓
7. Take necessary steps to create an environment for transformative economic growth to flourish	✓
8. Encourage creation of a vibrant and culturally rich experience in the Downtown Core	✓
WORKFORCE HOUSING	
GOAL: Create attainable housing.	
1. Provide attainable housing or payment in-lieu for future needs	✓
GREEN DESIGN	
GOAL: Promote practices aligned with GreenNR objectives.	
1. Provide for energy efficiency	✓
2. Implement waste reduction	✓
3. Include sustainable features in design, construction, renovation and operation	✓
PARKING	
GOAL: Determine optimal scale and distribution of parking assets.	
1. Devise shared parking programs for mixed use developments	✓
2. Generate additional parking supply as necessary	✓
3. Create a Parking Management Plan to maximize parking efficacy	✓
4. Leverage parking supply as potential additional revenue source	✓
EQUAL OPPORTUNITY HIRING AND PROJECT LABOR AGREEMENTS	
GOAL: Ensure fair and equal opportunities for workers.	
1. Advance the principles of equal employment opportunity and non-discrimination	✓
2. Encourage use of PLAs	✓
3. Implement a Community Benefits Agreement to ensure Local Hiring & Contracting Opportunities	✓
MASTER DEVELOPER ESCROW ACCOUNT	
GOAL: Allocation of appropriate funds for project review.	
1. Provide appropriate funds into escrow account	✓

HISTORIC PRESERVATION	
GOAL: Preserve historic structures and local heritage.	
1. Preserve historic buildings, landmark and assets	✓
2. Encourage adaptive reuse	✓
3. Work in partnership with the City to seek funding sources for historic preservation	✓
PUBLIC OUTREACH	
GOAL: Broaden public outreach beyond traditional methods.	
1. Utilize social media and web-based applications in tandem with traditional outreach approaches	✓
2. Incorporate public outreach implementation plan	✓
ARCHITECTURAL DESIGN REVIEW	
GOAL: Meet standards for architectural and design excellence.	
1. Insist upon high standards of architectural & design excellence	✓
2. Incorporate iconic elements such as terminated vistas and significant corners in urban design	✓
ENVIRONMENTAL	
GOAL: Comply with State and Federal environmental requirements.	
1. Demonstrate expert knowledge of the SEQRA process	✓
2. Collaborate with City to comply with all State & Federal regulations	✓
ZONING	
GOAL: Modify zoning to facilitate positive development consistent with the City's vision.	
1. Demonstrate expert knowledge of Zoning Codes including the creation & application of form based zoning	✓
2. Provide example of experience implementing large scale zoning for downtown revitalization	✓
3. Provide assistance in implementation of appropriate zoning adjustments	✓
PROPERTY ACQUISITION	
GOAL: Maximize revitalization opportunities throughout the Downtown.	
1. Partner with property owners to facilitate the redevelopment of publicly and privately owned land	✓
GRANTS AND OTHER PUBLIC FUNDING	
GOAL: Attract funding sources to support redevelopment.	
1. Partner with the City in identifying and pursuing funding sources to support and maximize redevelopment opportunities	✓
2. Demonstrate proficiency in garnering public funding for large infrastructure projects	✓
REVIEW AND APPROVAL	
GOAL: Expedite review and approval process.	
1. Partner with the City to develop streamlined review and approval processes	✓
2. Demonstrate expertise in procuring progressive approvals in a Public-Private Partnership	✓
TAX INCENTIVES	
GOAL: Provide tax incentives to encourage redevelopment.	
1. Partner with the City to identify the needs for tax incentives to support and maximize redevelopment opportunities	✓

CONSISTENCY WITH COMPREHENSIVE PLAN

TRANSPORTATION / MOBILITY	
GOAL: Design and improve a comprehensive transportation and mobility plan that is safe, efficient, and accessible and which can more fully connect the urban core of the City to the outlying neighborhoods thereby spurring economic development, fostering sustainable growth, attracting public and private investment and creating new jobs.	
1. Improve Walkability	✓
2. Encourage Neighborhood Retail & Services	✓
3. Redesign of Gateways & Major Connectors	✓
4. Improve Parking in the Downtown	✓
5. Traffic Calming in the Downtown	✓
6. Revitalize North Avenue	✓
7. Improve Inter-Connectivity of the City	✓
8. Increase and Connect Bike Lanes	✓
PUBLIC UTILITY / INFRASTRUCTURE	
GOAL: Create and design an infrastructure plan that enhances the City.	
1. Upgrade Infrastructure: Sewer, Storm Water, etc.	✓
HISTORIC & CULTURAL RESOURCES (LIVABILITY / DESIGN)	
GOAL: To preserve the City's historic and cultural resources and establish a cohesive visual image of the City therefore enhancing and creating a vibrant public space for its citizens.	
1. Improve Public Aesthetics	✓
2. Improve Streetscapes	✓
3. Protect Historic & Cultural Resources	✓
4. Require Public Art During Development Process	✓
5. Create a Preservation & Design Review Board	✓
NATURAL RESOURCES/ENVIRONMENT	
GOAL: Enhance, preserve, and maintain existing open space and recreational facilities.	
1. Market Open Space & Recreational Opportunities	✓
2. Buffer Existing Neighborhoods	✓
3. Accessibility: Physically & Economically for All Residents	✓
4. Beautification Committee for Open Spaces	✓
5. Target Increasing Volunteers	✓
6. Safety of All Open Space	✓
7. Additional Open Space, especially in South and West of City	✓

WATERFRONT	
GOAL: To reactivate and enhance the waterfront with mix of uses to benefit the entire community.	
1. Revive the Waterfront; Retail & Recreational Activities Continue to revive the waterfront with retail, recreation and public amenities (e.g. rezoning to allow bed and breakfasts)	✓
2. Utilize Waterfront & Define New Rochelle as the "Queen City of the Sound"	✓
3. Increase Public Access to Waterfront	✓
4. Promote the City as a Boating Destination with more boat moorings, restaurants & shopping	✓
5. Improve City's Visual Aesthetics	✓
ECONOMIC DEVELOPMENT	
GOAL: To preserve and strengthen the economic viability of the City's existing businesses and determine how to capitalize upon its economic assets to provide expanded opportunities for job creation and income growth to attract new businesses and providing employment in existing and growing economic areas all to create an expanded and strengthened tax base.	
1. Expand Office & Retail Space	✓
2. Attract & Retain Small Businesses	✓
3. Create a "Destination City"	✓
4. Expand BID Concept Outside Downtown	✓
5. Support Downtown Businesses	✓
6. Develop Pockets of Quality Retail	✓
7. Support Downtown Retail	✓
8. Leverage Transit	✓
9. Branding & Marketing of the City	✓
10. Ensure a Flexible Regulatory Environment	✓
HOUSING	
GOAL: Provide for the enhancement and preservation of various city neighborhoods and include a wide range of housing options which are safe and affordable for current and future residents; including seniors, young professionals, families, and a growing regional population. Such plans should improve access to housing, address inequality, promote integration and positive growth, be sensitive to the range of needs that exist in the City, and recognize and celebrate the diversity of New Rochelle's population.	
1. Housing for College Grads & Young Professionals	✓
2. Be Inclusive of Apartment Dwellers	✓
3. Encourage Preservation of Historic Homes	✓
4. Tax Relief for Historic Properties	✓

RDRXR