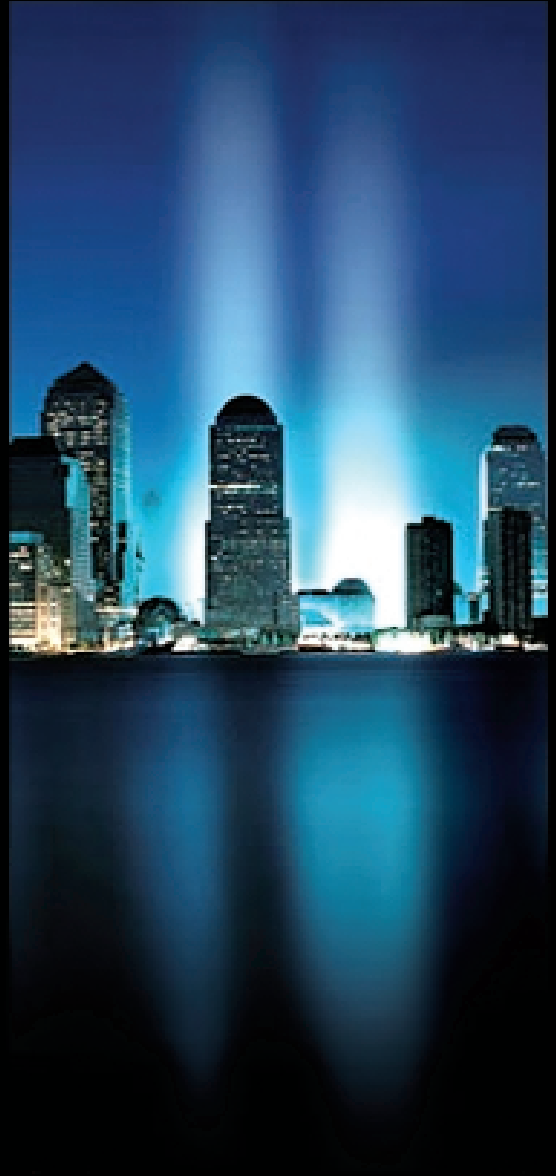


New York New Visions



Principles for the Rebuilding of Lower Manhattan
February 2002

Principles for the Rebuilding of Lower Manhattan is the result of the extraordinary pro-bono effort of over 400 individuals. A full listing of their names is available at NewYorkNewVisions.org

New York New Visions is especially grateful to the following leaders for their contributions to the development of this report.

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Principles for the Rebuilding of Lower Manhattan

Prepared for the consideration of leaders charged with the responsibility of these tasks and for the individuals and community groups who share an intense interest in Lower Manhattan's future.

By **New York New Visions**, a pro-bono coalition of architecture, engineering, planning and design organizations committed to honoring the victims of the September 11 tragedy by rebuilding a vital New York.

This document offers a series of principles and recommendations for consideration in the planning and rebuilding of Lower Manhattan. While these recommendations grow out of an open three-month process, they are not intended to replace the broader public deliberation that will and must occur. They are offered as a starting point to stimulate constructive dialogue and help build consensus among public decision-makers and all who care about the future of our city.

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Executive Summary

New York New Visions strongly recommends that policy makers and the community honor the victims of September 11 by rebuilding a vital World Trade Center site and Lower Manhattan.

This issue paper is the result of a three-month collaborative effort by New York New Visions, an unprecedented coalition of twenty-one architecture, planning and design organizations formed immediately following the September 11 terrorist attacks on the World Trade Center. The report integrates the pro-bono work of over 350 active design-related professionals and civic group leaders, drawn from a representative body of over 30,000 constituents.

New York New Visions has developed preliminary recommendations for infrastructure, planning, and design that will help make Lower Manhattan more attractive for workers, residents, and tourists. The report is intended to inform the large-scale urban, economic and real estate decisions to be made in the coming months.

New York New Visions presents this document for consideration by elected and appointed political leaders, the Lower Manhattan Redevelopment Corporation, New York's Congressional delegation, city and state agencies, a wide array of civic, business and community groups, and all other interested individuals. These principles and recommendations do not replace the broader public discourse about the future of our city that must and will take place among policy and decision makers.

Executive Summary

We offer them now because of the great urgency of the situation, recognizing that speed must be balanced with well thought-out solutions and sensitivity to many constituencies and issues.

Major Principles

We propose the rebuilding of a vital World Trade Center site and Lower Manhattan guided by principles that reflect the needs of a wide variety of stakeholders. New York New Visions offers the following seven major principles that are presented in more detail in the body of this report:

1. An Open Memorial Process

Organize a formal, transparent, and open process to determine the nature and location of memorials. Ultimately, memorials should be integral to the redevelopment of the area. Prepare for a lengthy and comprehensive memorial effort. Establish appropriate temporary memorials during the intervening period.

2. A Flexible Mixed-Use Future for Lower Manhattan

Intensify and encourage increased diversity of uses. Capitalize on the cultural, historic, and geographic assets of the district as generators of growth. Develop a true 24-hour community within a pedestrian realm. Promote complementary adjacencies to improve security, protect real estate values and ensure economic vitality.

3. A More Connected Downtown

Focus on improving accessibility by mass transit – it is the single most important investment in the future health of Lower Manhattan. Magnify public and economic benefits of investment by linking existing and new transportation centers and integrating them with pedestrian flows and public spaces. Simply replacing the transit capabilities lost on September 11 will not create the full potential for Lower Manhattan in the 21st century. Consider creating a ‘Grand Central Station’ for downtown.

4. A Renewed Relationship of Lower Manhattan and the Region

Implement a balanced growth strategy that reflects the reciprocal relationship of Lower Manhattan and the region. Coordinate decisions about the restructuring of the World Trade Center site with development in the rest of Manhattan, the other city boroughs, and key communities in Long Island, Westchester and New Jersey.

5. Design Excellence and Sustainability for New York City

Demand design excellence with an emphasis on sustainability to create long-lasting economic and social value. Create the highest quality urban design and architecture. Require decreased life-cycle costs and energy use. Promote long-term flexibility. Provide robust and redundant energy, security and telecommunications systems.

6. An Effective and Inclusive Planning Process

Create a comprehensive plan for Lower Manhattan with long and short term strategies. Accomplish the plan through a participatory process involving government, private sector, and the public. Balance urgency with informed decisions. Reorganize the building review process to expedite priority projects. Adopt a model building code to address changes in technology and performance.

7. Immediate Action

Create and implement a plan for temporary memorials, integrated with viewing places that address visitor and resident needs. Address short-term transportation, amenity, and small-business needs of the district. Define the character of a secure and open public realm, and begin its implementation as utilities are put back into place.

(Note: The full report and supporting material are available at <http://www.newyorknewvisions.org>)

New York New Visions and the Challenges

Lower Manhattan's importance is economic and human – it supports more than 13% of New York City's job base and over 70,000 residents below Canal Street – but it is also symbolic. It is the embodiment of what we as citizens, along with people all over the world, perceive to be the essence of New York: the city of opportunity and ambition, the city that attracts excellence in every form. New York City's appeal as a center of intense human activity derives directly from the sense of common striving that Lower Manhattan represents, and from the economic and social diversity of the great numbers of people who gather here to pursue their goals.

In addition to the enormous human loss it caused, the September 11 attack on the World Trade Center destroyed an international icon, severely affected the New York region's transportation system, emotionally and physically devastated neighborhoods, and profoundly damaged the city's inventory of commercial real estate with the permanent loss estimated at 15 million square feet of high-quality space. A strategy for rebuilding the community of Lower Manhattan, replacing lost space, and providing for long-term growth is necessary to assure New York's citizens, its business community, and its institutions of the City's continued strength and capacity to accommodate present and future needs.

Lower Manhattan does not exist in isolation; its vitality stands in a powerful reciprocal relationship with other areas of the city and region. The jobs in its offices, stores, restaurants, and cultural institutions, and the historic sites and magnificent harbor that attract tourists, are essential contributors to the region's economy. Conversely, Lower Manhattan will succeed only if the city and region continue to develop complementary functions that make doing business in New York City attractive.

Lower Manhattan depends upon New York's remarkably diverse and skilled labor force and the residents of the region depend upon the employment in Lower Manhattan (or the jobs created as a result of economic activity that occurred in Lower Manhattan). New York's global competitive advantage is the quality of human capital; a crucial part of the future health of Lower Manhattan will be ensuring that neighborhoods around the city offer attractive and affordable living environments for New York City workers and their families.

A comprehensive plan for Lower Manhattan should be developed through a participatory process involving government, the private sector, affected communities, planning and design professionals, and the public. The plan must take place within a framework in which decision making can be prioritized, stakeholders fully identified, and resources effectively allocated. Establishing a structured process with a fixed schedule will help channel participation and develop the best comprehensive plan most quickly.

Strong leadership and a capacity to make difficult decisions will be required of the Governor, the Mayor and the Lower Manhattan Redevelopment Corporation, and those they appoint to lead the planning effort. The NYC City Planning Commission, which has responsibility for comprehensive and long-term planning issues under the NYC Charter, should also have

New York New Visions and The Challenges

a strong role in planning for rebuilding. Other entities with local planning responsibilities, including but not limited to the Manhattan Borough President, Community Boards, Economic Development Corporation, and Battery Park City Authority should have major roles. Civic groups and not-for-profit organizations, along with the Art Commission and the Landmarks Preservation Commission, should also have a strong voice in the review process. New York New Visions volunteers its collective experience and expertise as an available advisory resource. The participants in this New York New Visions coalition, both as individuals and as representative organizations, stand ready to work closely and tirelessly with public and private leaders to implement these visions for a vital New York.

New York New Visions

The New York New Visions coalition represents an unprecedented coordination of resources and technical expertise drawn from New York City design and planning communities. The New York New Visions report involves the direct participation of over 400 individuals, including leading professionals and civic group representatives, many drawn from organizations representing more than 30,000 members as listed below. This has been a pro bono effort in coordination with the Infrastructure Task Force of the New York City Partnership, the Real Estate Board of New York, The Civic Alliance, observers from the Department of City Planning, and participants from Community Board 1, the Manhattan and Bronx Borough Presidents' Offices, and the Alliance for Downtown. The New York New Visions report is intended to complement the economic analysis prepared by the New York City Partnership.

- ❑ American Institute of Architects, AIA New York Chapter
- ❑ American Institute of Graphic Arts
- ❑ American Planning Association, New York Metro Chapter
- ❑ American Society of Civil Engineers
- ❑ American Society of Landscape Architects
- ❑ Architectural League of New York
- ❑ Architecture Research Institute
- ❑ Citizens Housing and Planning Council
- ❑ Design Trust for Public Space
- ❑ Environmental Simulation Center
- ❑ Industrial Designers Society of America
- ❑ Institute for Urban Design
- ❑ Municipal Art Society
- ❑ New York Association of Consulting Engineers
- ❑ Pratt Institute Center for Community & Environmental Development
- ❑ Regional Plan Association
- ❑ Society for Environmental Graphic Design
- ❑ Storefront for Art and Architecture
- ❑ Structural Engineers Association of New York
- ❑ U.S. Green Building Council, New York Chapter
- ❑ Van Alen Institute: Projects in Public Architecture

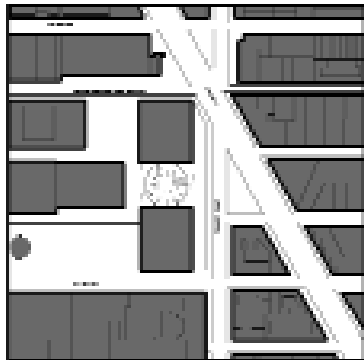
Rebuilding after this attack on New York City and the United States requires determination and courage supported by urgent, concerted, and cooperative action by New York's leaders and citizens. We believe that by working together and drawing on the experience, imagination, and talent of all who are willing to contribute, New York can build an even better district, city and region.

Neighborhood Relationships

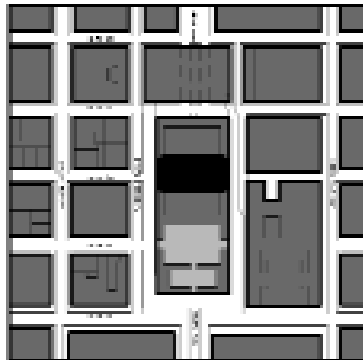


The World Trade Center site currently interrupts relationships with adjacent neighborhoods, but can serve as a link between these areas.

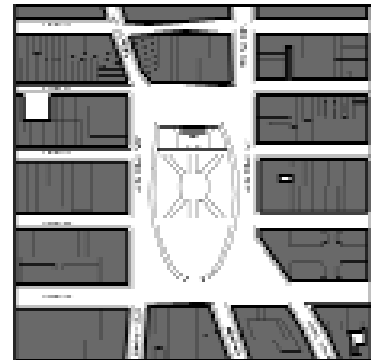
Comparative Scale



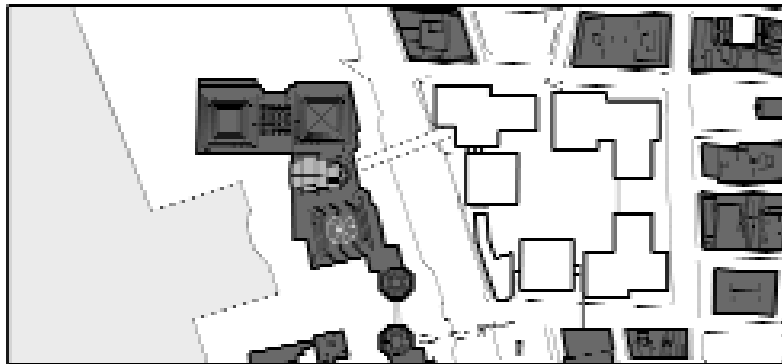
Lincoln Center



Grand Central Station



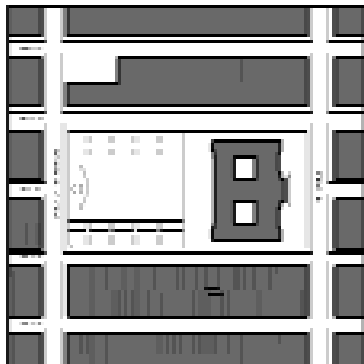
Union Square



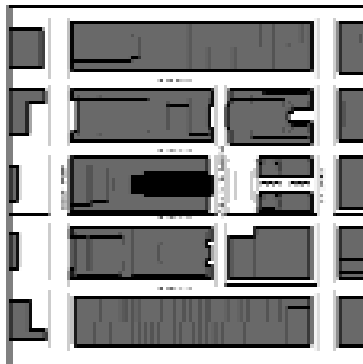
World Trade Center



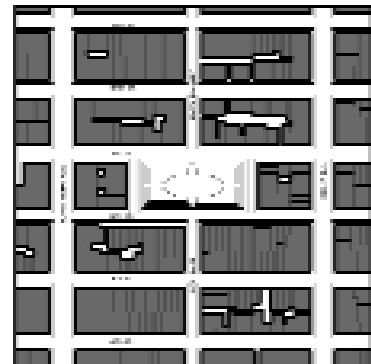
Washington Square Park



Bryant Park



Rockefeller Center



Gramercy Park



Comparative Scale

Plan of the World Trade Center (in the middle) with the plans of 7 other major places in New York City, all at the same scale.

The site of the World Trade Center is very large. It is not just an individual building lot by itself, it is the size of a whole district in New York, equal to all of Rockefeller Center, or to the entire Grand Central Station district, incorporating the former Pan Am building, the Chrysler building, and the entire railroad terminal complex.

The new design for the World Trade Center site should make it a part of the city, integrating it into the surrounding neighborhoods of Lower Manhattan.

An Open Memorial Process

The World Trade Center site and its adjacent areas have been witness to extraordinary tragedy and heroism. There is urgent need to begin an official memorial process both in its own right and in the context of redeveloping the site and revitalizing Lower Manhattan. The original configuration and occupants of the site should be reflected in the memorial. The successful rebuilding of Lower Manhattan, if carried out with sufficient high purpose, would also be a memorial in itself.

Honor the people and the place

A memorial that recognizes the scale and significance of the events of September 11 seems almost impossible to conceive today, yet by harnessing a process that has already begun, and through research, outreach, and determination, a vision can be achieved and implemented. Focusing grief, energy, and imagination into an open and inclusive memorial process under public leadership will yield compelling memorials, meaningful for present and future generations.

Principles

- The memorials should have a mission established through a broad and inclusive process.
- The memorials should offer a profound experience and significant site for remembrance.
- The memorials should not be an afterthought, and a permanent memorial should be integrated into the planning and design of the entire site.
- The memorials should be conceived in the context of a vital community.
- The official memorial process should begin as soon as possible.

Formalize the process

New York City and the world began memorializing the tragedy of September 11 almost immediately after the event. The spontaneous memorials and ongoing discussion are in fact the beginning of the memorial process, which the permanent memorials should draw on. A broad cross-section of New Yorkers and visitors from around the world are recognizing Ground Zero as a pilgrimage site. Temporary installations and exhibitions are being mounted throughout the city. Several groups of family survivors have emerged and require an official advocate and sounding board. With all this activity, we must ensure that the unofficial record of immediate response is not lost or disregarded.

In tandem with the development of temporary memorials and viewing places, an organized listening process should be initiated quickly to bring together the many local, regional, national, and international individuals and groups who are speaking out. They need immediate recognition by an official Memorials Task Force, so that the dialogue can be as constructive as possible. We strongly recommend that the Lower Manhattan Redevelopment Corporation dedicate its board, an advisory committee, and staff to a Memorials Task Force, in cooperation with the Office of the Mayor.

An Open Memorial Process

Be inclusive

Beyond people immediately affected, those who lost family members, survivors, rescuers, and those who lost their homes or jobs, the comprehensive list of potential participants is growing. Eventually, there should be wide representation by many groups at all income levels, including private and public property holders, small business owners, and downtown civic and business leaders; neighborhood residents, workers, artists, cultural producers, religious leaders, schoolchildren, representatives of small arts groups and landmarks; city, state, and federal agency representatives; and concerned citizens from the community, city, five boroughs, state, other states, and the world.

Learn from precedents

There is no perfect memorial process model that speaks to the magnitude and horror of this event. The consequences, still to be determined, are of continuing national and international significance. There are many precedents, however, that can be used to frame an intelligent agenda. The memorial for the Kobe, Japan earthquake of 1995 should be noted for its having preserved and incorporated part of the ruin. The General Slocum Memorials in Tompkins Square Park and Queens are relevant because they memorialize more than a thousand women and children who drowned in the 1904 sinking of an excursion ferry in the East River. There are also recent memorials very close to the site — the New York Vietnam Veterans Memorial on Water Street, the New York City Police Memorial in Battery Park City, and the Irish Hunger Memorial at Vesey Street, scheduled to open in 2002 — that demonstrate how memorials in Lower Manhattan can be part of the vital community of workers, residents, and visitors.

The Vietnam Veterans Memorial in Washington, DC, is of significance for its ability to engage the viewer directly, but even more for its complicated history of initiating a national dialogue with the general and specific populations affected by the memorial process. The Oklahoma City National Memorial is perhaps the most relevant, since it derives from a recent terrorist act. The 350-person Oklahoma Memorial Task Force, established within three months of the April 1995 event in the form of 11 subcommittees, led an effective consensus-building process that took close to a year to craft a mission statement and five years to complete and dedicate a memorial.

Act now on temporary needs

Even as the need to build and reestablish the vitality of Lower Manhattan is pressing, it is understood that the memorial process will be long and arduous. Archival issues must be addressed immediately, and temporary memorials should be built in recognition of the amount of attention being paid. We endorse viewing places for the public at Ground Zero, with the concerns of victims' families addressed. Facilitating public access and directing the flow of people is required — they are not there to gawk but to bear witness, and the burden on the neighboring streets and community must be relieved.

Viewing platforms should anchor a path that conforms to the perimeter of the site, separate from recovery operations but accessible to pedestrians and clearly marked. Maps themselves are an act of remembrance for visitors unfamiliar with the area. Downtown residents and workers should be involved in the process of confirming sites for platforms and paths.

Ask the right questions

Beyond the immediate effort, there is a series of daunting questions that the World Trade Center Memorials Task Force will have to consider.

An Open Memorial Process

Define the site

What is the official definition of Ground Zero and who will decide its extent? Should it be regarded as sacred ground, public land, or private property? Should there be one central memorial or several? Is Ground Zero the only option for the primary memorial or are there other viable sites, such as nearby parks or Fresh Kills?

Define the program

Should the primary memorial stand alone, or seek to incorporate a Visitors Center, a museum, site artifacts, or even temporary memorials? Who will fund it? Who will be responsible for its design, construction, administration, and maintenance? How will it be related to potential memorials in Washington, DC, Pennsylvania, and other communities, or be integrated with existing memorials in Lower Manhattan?

Define the process

How can the Task Force participants work together to arrive at a mission statement and then begin a design selection process? Is an open or invited competition the best method to achieve an inspired design for temporary and permanent memorials? If so, who will organize and oversee it? Who would jury a competition? Are there other options?

Build a mandate from the dialogue underway

It is urgent that the dialogue on the memorial be inclusive. The Memorial Process Team of New York New Visions, which draws on the expertise and experience of professionals and concerned citizens (including people directly affected) held several preliminary outreach sessions. Among those who attended were rescue workers and families of victims, civic leaders, business people, property owners, students and educators, and local residents. The opinions expressed by the participants afforded a glimpse of the future process, establishing the parameters of the broadly based Memorials Task Force that must be formed and the issues that it will surely face.

The substance of the discussions suggests the difficulty of the path ahead and the challenge of accommodating the enormous range of constituencies and opinions. There was agreement, however, that those affected most should be heard first, and that the process should not be rushed. There was a demand for public forums of many kinds, including the use of the Internet as a way to listen and build consensus.

Build a memorial for the future

The participants in these preliminary outreach sessions voiced a diversity of views, yet most spoke of their desire for a beautiful, calming, neutral place of sacred ground. Participants hoped for an uplifting and optimistic process that was celebratory of the rebirth of downtown Manhattan. They wanted to memorialize heroism, resilience, and sacrifice, and reference the downtown communities' loss in the broadest sense. Some were strongly against a "war" memorial like the Vietnam Veterans Memorial in Washington, while others supported such an approach because it could elicit a profound experience.

Some participants thought that the former main plaza of the World Trade Center should be the primary site of a permanent memorial. Artifacts of the tragedy, such as fragments of the World Trade Center buildings and other items from the debris pile, could be retained at the site or transported to other memorial sites. Not just "another granite fountain," their vision of the memorial was of an experience that could be social and fluid, a place for stories.

An Open Memorial Process

Although the volume of tourists was an issue, they favored reclaiming the plaza for public use as a park, performing arts center, cultural center, or learning center for children.

Building on the experience of recent memorial processes, even at this early date we endorse a strong initial call for the largest vision possible and of an expanded concept of the memorial as both commemoration and continuing process. The inclusion of an educational component in the form of exhibits and/or a museum should be part of a long-term commitment to an active public program that deepens our understanding of the tragedy and promotes a dialogue with future generations.

Urgent action items:

- ☐ Form a broadly based Memorials Task Force, aimed at reaching a mission statement for the memorials by September 2002, with a timeline leading to a full program and design.
- ☐ Sustain dignified interim viewing places for visitors, respecting the community's ongoing needs.
- ☐ Create a plan for temporary memorials, integrated with viewing places, that addresses visitor and resident needs.
- ☐ Dedicate major resources, broad focus, and professional staff to this process under a Memorials Advisory Committee of the Lower Manhattan Redevelopment Corporation and the Office of the Mayor.
- ☐ Obtain recognition and funding from the federal government identifying the World Trade Center site as a site of national significance.

A Flexible Mixed-Use Future for Lower Manhattan

Lower Manhattan is one of the nation's most diverse, densely developed, and vibrant communities. Prior to September 11, it was the nation's premier financial district, the city's fastest growing residential community, a transportation nexus, a destination for tourists and shoppers, home of the third-highest-grossing shopping center in the nation, as well as a number of regional discount stores. Lower Manhattan's diversity has been a critical part of New York City's ability to attract talent and the businesses that need that talent. Any redevelopment of the site must represent and extend this diversity. Although Lower Manhattan faces a number of challenges, there are strong assets and substantial redevelopment opportunities. In addition to a rich mix of existing uses, there are at least 20 potential development sites in the area below Chambers Street, not including the 16-acre World Trade Center site.

Maintain the financial core

Downtown is the nation's symbol of finance and one of the most important components of the city's tax base. Restoring downtown must keep the base, strengthen it and make it competitive. The New York Stock Exchange, the major symbol for downtown, is the key to New York's financial future.

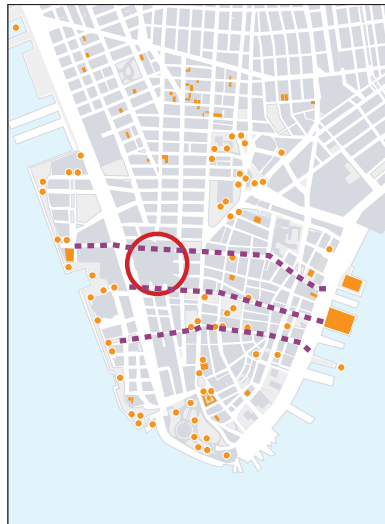
Continue to advance diverse uses: a 24/7 community

Lower Manhattan's diversity is not accidental. It is the product of more than three decades of public and private investment, guided by comprehensive plans developed by city agencies in partnership with local organizations. Examples are the Downtown Lower Manhattan Association Inc.'s "Major Improvements, Land Use, Transportation, Traffic, Lower Manhattan" (1963); and the "Plan for Lower Manhattan" (1993) produced by the New York City Department of City Planning (with assistance from the Alliance for Downtown New York and the New York City Economic Development Corporation), and the recently issued report of the New York Partnership as a guide to current economic conditions.

These efforts have yielded a round-the-clock community that serves three types of constituents: workers, residents, and tourists or visitors who travel into the area through an efficient, but now damaged, transit network. Lower Manhattan's land use patterns reflect their interests. For example, in the immediate 1.7 square mile area of the World Trade Center, uses included offices, residences, industrial facilities, community centers and cultural institutions. They also included government agencies, 3 police facilities, two fire departments, eight K-12 schools, seven institutions of higher learning, several museums, a branch library, and a hospital – uses just beginning to emerge, which will need increased support. A well-designed mixed-use community – with mixed-use buildings – will retain and attract residents, workers, regional visitors, retailers, and tourists. It will also help ensure the economic stability of Lower Manhattan over time. A diversified neighborhood is much like a diversified investment portfolio – risk is minimized, and in the long run, reward is maximized. The plan for Lower Manhattan should foster an integrated mix of commercial, residential, cultural, and recreational uses.

Use cultural and historic resources as catalysts for growth

**East-West cultural
and view corridors**



Legend:

- East West Cultural Corridors
- Existing Cultural Venues

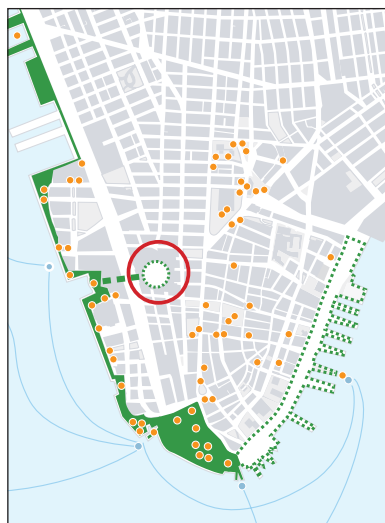
Historic resources



Legend:

- Building
- Waterfront
- District
- Corridor

**Open space and
art installations**



Legend:

- Art Installations – Proposed and Existing
- Ferry Node
- Existing Waterfront Park
- Proposed Park

A Flexible Mixed-Use Future for Lower Manhattan

Integrate media and technology into public life

Media and technology are critical, not only to global communication but also to contemporary artistic expression. Lower Manhattan's new infrastructure will be expected to last for at least one hundred years and must therefore anticipate significant advances in both the nature of technology itself and its uses.

Plan for a variety of office types

With the concentration of several financial exchanges and other related institutions in the district, including the New York Stock Exchange, NASDAQ, New York Mercantile Exchange and others, financial services will continue to be the backbone of the office market in Lower Manhattan. Adding to the economic diversity of Lower Manhattan is a surprising array of small- and medium-sized businesses whose spatial requirements and financial capacities are far different from the larger firms so frequently associated with the area. Planning efforts must accommodate the "Class A" office space required by large firms, but they must also recognize the needs of a whole range of business types and sizes. There should be an emphasis on adaptable floor plates that allow flexibility at low costs.

Encourage and nurture a growing residential population

One of the more dramatic changes in Lower Manhattan has been the increase in the number of people living there. While the area began to become residential in the 1960s, the change to housing recently accelerated with conversion of more than 40 office buildings, adaptive reuse of former warehouses and factories, and new construction of apartments and student dormitories. Between 1990 and 2000, the residential population south of Canal Street grew 18%. As documented by the Alliance of Downtown, these new residents, many of whom are families with children, need neighborhood schools, indoor recreational facilities, and supporting retail.

Take advantage of existing and new open space

Lower Manhattan also possesses a remarkable yet undeveloped asset in its more than 80 acres of open space. These dedicated but disconnected areas are distributed unevenly throughout the district, which does not have an integrated open space system. Among the parks are the 23-acre Battery Park, the 9-acre City Hall Park, and approximately 30 acres of open space in Battery Park City. Lower Manhattan also has more than two dozen public plazas, and other open spaces such as the cemeteries associated with Trinity and St. Paul's Churches. Water surrounds Lower Manhattan on three sides, and while the East River waterfront is relatively inaccessible, it has much potential for recreation and transportation. Plans for the redevelopment of Lower Manhattan should rationalize, develop, and link public open space in the area, emphasizing opportunities such as the potential for new links to Governors Island.

Use cultural and historic resources as catalysts for growth

Historic and cultural institutions are an essential part of a thriving urban neighborhood and strong catalysts for development. Nowhere is that more true than in Lower Manhattan, where history and culture have defined its character. The street patterns of the 17th century Dutch settlement, the Revolutionary War-period Fraunces Tavern-Historic District, the great waterfront developed to accommodate traffic from the Erie Canal, the skyscrapers of the 20th century — this small plot of land is the physical manifestation of the entire city's identity and appeal. The continued vibrancy of the area is dependent on well-supported historic and cultural institutions. Lower Manhattan should promote one or more major institutions or public attractions downtown as catalysts for economic redevelopment as well as cultural activity.

A Flexible Mixed-Use Future for Lower Manhattan

Integrate cultural spaces with new development

Cultural activities are instrumental in defining New York's character. Whether world-renowned or community-based, cultural activities lure people to the City and make them stay. Any successful new development of Lower Manhattan must include them. Downtown Manhattan is already an active place, with only a portion devoted to financial concerns. It also includes museums, visual arts organizations, performing arts companies, and numerous galleries appealing to diverse audiences. The city and state should also offer incentives for the design of spaces that promote a variety of arts activities. Rehearsal spaces, studios, galleries, and performance venues, together with new libraries and public spaces, must be included in the development of both old and new buildings, ensuring that reconstruction achieves its goal of generating a vibrant urban environment.

Establish public/private partnerships for the arts

Public/private partnerships have been an important part of Lower Manhattan's growth, and will be crucial to its renewal. The presence of artists makes Lower Manhattan robust, imaginative, and appealing. For many years, local arts associations have allied with businesses and government agencies for the staging of arts programs and events. Some organizations that have led the way are the Lower Manhattan Cultural Council, The Port Authority of New York and New Jersey, the Battery Park City Authority, the Alliance for Downtown New York, and the New York City Department of Cultural Affairs. All planning for new development should continue and expand these alliances, encouraging even greater collaboration and public participation among artists, urban designers, architects, landscape architects, graphic designers and historians. The Lower Manhattan Redevelopment Corporation should work with private business and arts organizations to help define City and State incentives to promote a variety of arts activities.

Identify, preserve, and restore historic resources

Lower Manhattan's numerous historic resources – over 140 designated historic structures and sites located below Canal Street — have taken on added significance since the events of September 11. In its physical manifestation, the historic built environment provides an invaluable connection to who we are as a society. It also generates cultural activities and tourism. It must be preserved and renewed, not just to connect us with our past and inform our future, but also to support a panoply of cultural activities.

There are many significant but undesignated historic structures adjacent to the World Trade Center. Within the FEMA-secured area of the World Trade Center disaster site, there are nine properties on the National Register, and over 30 other properties that are eligible but currently unregistered. The New York City Landmarks Preservation Commission and the New York State Historic Preservation Office should more aggressively pursue landmark designation for the areas and buildings under consideration.

Make the most of the area's finest natural feature — its nearly 270° waterfront

Nowhere else in the city — and perhaps the world — are there such stunning views on all sides of water, bridges, and recreational and commercial vessels, balanced by an impressive urban landscape, as there are in Lower Manhattan. The natural waterfront characteristics enhance real estate values for the area. Active uses of the waterfront (including boating, kayaking, and passive recreation) are attractive for residents and visitors alike. Pedestrian river-to-river connections should be made apparent, easy, and attractive (consider that it is only a ten-minute walk from Pier 11 on the East River to the North Cove on the Hudson). While the Lower Manhattan waterfront has not always been desirable, the ongoing cleanup of the East and Hudson Rivers, along with the development of waterfront esplanades and recreation areas, will soon make it some of the most sought-after real estate in New York City.

A Flexible Mixed-Use Future for Lower Manhattan

Improve orientation to Lower Manhattan's features and resources

As part of the planning process, it will be important to enhance access to and within Lower Manhattan with effective wayfinding, informational, and interpretive signage. Effective, well-planned signage and graphics will help knit together Lower Manhattan's fragmented urban fabric, restoring a sense of place, security, and well-being for workers, residents, and visitors.

Linking cultural and economic development initiatives has proven in other places, such as Pittsburgh and Times Square, to be an especially fruitful way to support arts and commerce. Using proposed real estate development efforts as an economic engine for the arts can provide the means for leveraging capital facility costs and providing an ongoing stream of operating income for programmatic use. Linking cultural facilities development or historic preservation to building projects can achieve multiple agendas. Approaches could include the direct provision of facilities, subsidized space, or a percent-for-art program for off-site development.

Lower Manhattan Land Use

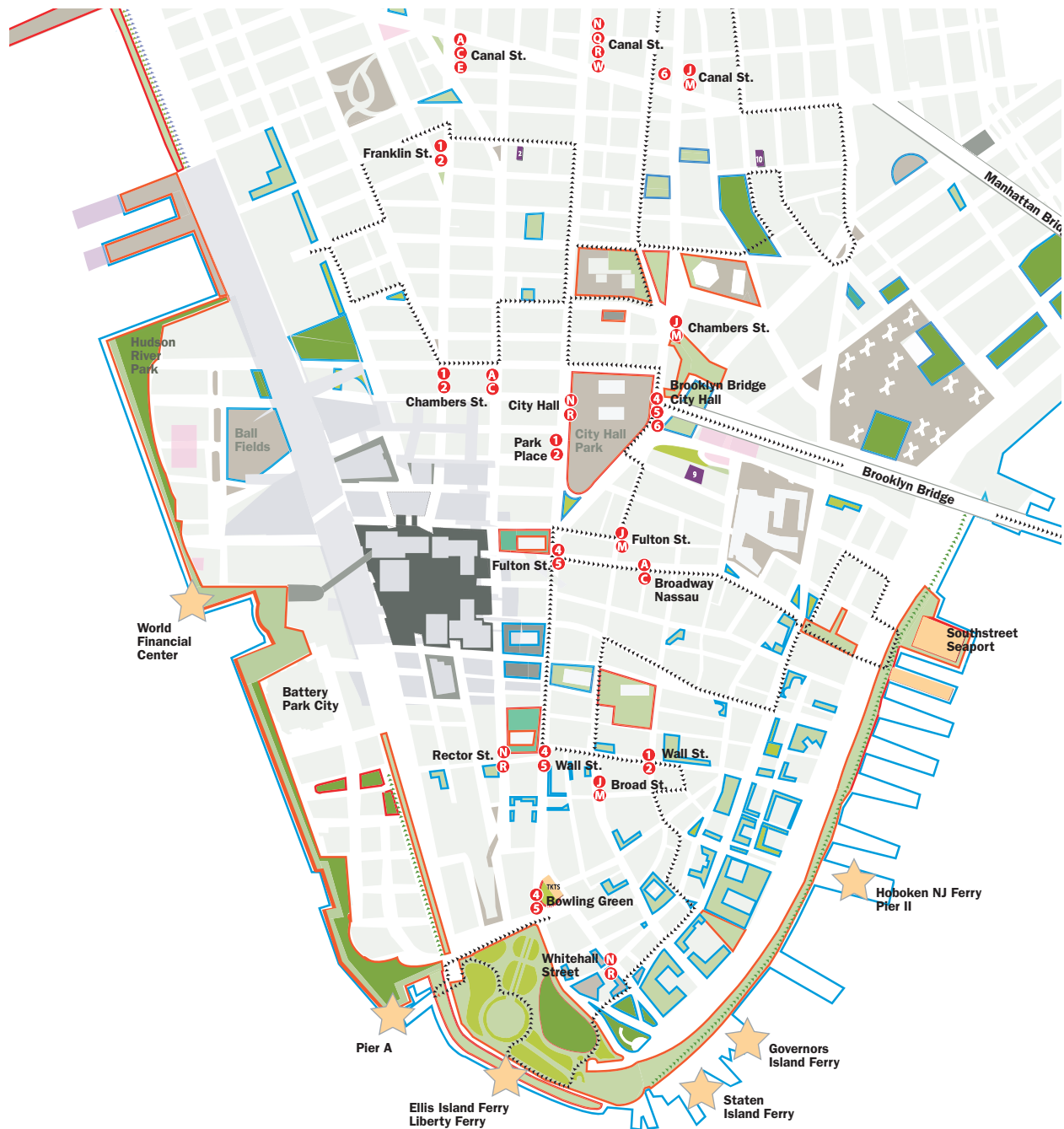


Legend:

- Commercial
- Residential
- Institutional
- Industrial/Transportation
- Other

City of New York - Department of City Planning - Manhattan Office
October 2001

Existing Open Spaces



Existing Conditions:

<p> Currently proposed open spaces</p> <p> Destroyed open spaces</p> <p> Damaged open spaces</p> <p> Non-accessible open spaces: traffic triangle, defensible spaces, private housing</p>	<p> Active recreational open space: parks, sports courts, board ed. playgrounds</p> <p> Non-active open spaces: planted</p> <p> Non-active open spaces: plazas, arcades</p>	<p> Non-active open spaces: cemeteries</p> <p> Frozen zone</p> <p>1 Subway stations</p> <p> Public use regional scale</p>	<p> Public use local use</p> <p> Heritage trails</p> <p> Tourist attraction</p> <p>★ Ferry landings</p>
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Proposed Open Space Connections



Proposed Open Space Links:

<p>North-South corridors: existing - Broadway potential - Greenwich, Water St.</p>	<p>East-West pedestrian links</p>	<p>Existing parks</p>	<p>Circulation nodes</p>
<p>Potential sites</p>		<p>Existing plazas</p>	<p>Pedestrian street</p>

Land Use Strategies

Use Strategies	Pre and Post 9/11 Experience	Planning/Design/ Development Strategies
Work/Business	<p>Pre: National financial hub, with WTC, NYSE, corporate headquarters/Downtown Alliance promoting T-Box Technology District</p> <p>Post: 15m sf class A office space destroyed/ decentralization trend to midtown, Brooklyn, NJ has accelerated</p>	<ul style="list-style-type: none"> ❑ Maintain Lower Manhattan as catalyst for national finance center- regional hub and home to NYSE, other private firms ❑ Define as transportation hub of region ❑ Encourage immediate incentives for small, creative businesses in vacant space ❑ Insist upon world class design, more amenities and connections to lure back first tier tenants
Visitation/Tourism	<p>Pre: Global destination: Historical site, Statue of Liberty, Ellis Island, Brooklyn Bridge museums, extraordinary waterfront</p> <p>Post: 600 hotel rooms destroyed, malfunctioning quality tourist amenities (restaurants, shops)/tour buses clog narrow streets, no focus for WTC site visitors</p>	<ul style="list-style-type: none"> ❑ Create temporary destination, information point to attract, engage visitors (such as Berlin InfoBox)/ permanent significant 9/11 memorial focus, structure visitation ❑ Locate first tier cultural destination as major draw, interweave other facilities with office/ residential mix ❑ Provide 24/7 visitor mix of hotels, restaurants, amenities
Residential	<p>Pre: The fastest growing residential areas in City/primarily rental tenants, heavy walk to work attitude, excellent accessibility but lack of amenities</p> <p>Post: Rapidly losing population/East-lack of open space, recreation amenities/ Central converted office buildings, variable amenities/West-disconnected from community but good parks</p>	<ul style="list-style-type: none"> ❑ Increase residential population base for services and amenities, libraries, schools, grocery stores, etc ❑ Encourage mix of unit sizes, scales, and price points ❑ Improve N/S connections between Tribeca, downtown, E/W connections between BPC, areas to east ❑ Revitalize South Street Seaport with resident/ tourist services and uses
Retail/Amenities	<p>Pre: WTC 3rd highest grossing retail center in US but lack of quality retail at street level</p> <p>Post: 330,000 sf destroyed, 270,000 sf damaged/ much retail closed on weekend/ South Street Seaport struggling with large vacancies</p>	<ul style="list-style-type: none"> ❑ Encourage retail mix for residents as well as office workers and visitors ❑ Provide continuous retail along pedestrian corridors with street level entrances, displays, entertainment and restaurants ❑ Encourage high quality food shopping as regional draw

A More Connected Downtown

Without access to and full confidence in its public transit systems, Lower Manhattan will not maintain its leadership in the global economy. Post-September 11 transportation plans should build on the natural transportation hub that existed, and create an even better infrastructure for growth well into this century. Taking advantage of the opportunity to create a bold plan for Lower Manhattan will help the public and business communities regain confidence by strengthening critical infrastructure, and addressing concerns about security such as reliability, redundancy, and visibly improving crisis response.

Rebuilding and improving mass transit can revitalize Lower Manhattan in a way that no other investment can. Transportation investment has profound impacts on patterns of development, which carry with them long-term economic, social, and environmental implications. Lower Manhattan is well served by subway lines, but the system is old and disconnected. There is no commuter rail access to the area. Congested vehicular arteries isolate the waterfronts; there are poor connections between the ferries and subways; and the narrow streets of the neighborhood are poor routes for vehicular traffic.

Transform the transit infrastructure of Lower Manhattan

Before September 11, Lower Manhattan had the highest share of travel to work by public transit of any commercial district in the nation, with 350,000 commuters per day pouring into the area – 80% of which arrived by subway, bus, or PATH train. The destruction of the World Trade Center caused substantial damage to several transportation systems. The PATH station at the World Trade Center, which connected more than 60,000 commuters from New Jersey to Lower Manhattan every day, is severely damaged. The #1/9 IRT subway, which connected Manhattan's West Side and the Bronx to the financial district, sustained damage to approximately 1,900 feet of tunnel and to the Cortlandt Street Station.

The transit infrastructure cannot be supplanted by other modes of transportation. The ongoing recovery efforts at the World Trade Center site restrict pedestrian, vehicular, and bus access to much of the surrounding area, including West Street. Even the addition of special ferry services, which have doubled daily ridership to 60,000 since September 11, can only begin to address the transit losses. Mass transit is also one of the best ways to protect the sustainability of the region well into the future. In the bigger picture, a world-class transportation infrastructure is crucial to securing Lower Manhattan's competitive advantage as the world's premier global financial center.

The effects of the ultimate redevelopment of the World Trade Center site will be a catalyst for other redevelopment. Maximizing transit access and resources on the site and establishing a major transit station would take advantage of the tremendous existing investment in infrastructure. The site's status as a transit node creates the potential for high-density development on or adjacent to the site while also creating opportunities for smaller-scale development.

A More Connected Downtown

The following proposals are a starting point for targeting new infrastructure to promote long term positive impacts, such as high-quality access to Lower Manhattan's jobs, educational opportunities, and public services.

Expand the Fulton Street-Broadway-Nassau complex

The Fulton Street-Broadway-Nassau station complex is an ideal location for an expanded transfer station/transit hub serving Lower Manhattan because a number of existing and proposed transit lines feeding into Lower Manhattan could be brought together along this corridor. When PATH service is rebuilt, the line should be connected to this new transit hub, either by an eastward extension or by moving walkways, with the goal of eventually developing a one-fare regional system. Building on the subway lines already converging at Fulton/Nassau (A, C, E, J, M, Z, 1/9, 2, 3, 4, and 5), new and restored services could be extended into the station. The hub should also connect to the nearby underutilized N/R lines; the east end of the complex could also link to the future Second Avenue subway; and the entire hub could interconnect with a Fulton/Dey/John Street pedestrian spine.

Build a central station hall in Lower Manhattan

Hundreds of thousands of people a day passed through the subway and PATH stations that were underground in a four-block area at Fulton, Broadway, and Nassau Streets and the World Trade Center. The station should become an integral part of the city's urban fabric, with the potential for a commensurate major station hall. Building such a magnificent new station at this crossroads would create a center of social interaction and cultural activity for Lower Manhattan – and spur private investment in the area. Just as Grand Central Terminal is the great public room and a welcoming arrival place for Midtown, a new central station at the World Trade Center site would connect people using PATH, bus, subway, and possibly regional commuter rail, and establish the World Trade Center area as the symbolic heart of Lower Manhattan for the 21st century.

Make intermodal connections at the Whitehall Ferry Terminal and Battery Maritime Building

When restored, the #1/9 should be upgraded to modern standards, including the replacement of the former South Ferry loop, allowing for future extension to Governor's Island and Brooklyn. There is also the opportunity for the new Whitehall Ferry Terminal, currently under construction as an intermodal facility, to be linked to the majestic Battery Maritime Building, currently being restored and rehabilitated for regional ferries. Together they could house a new intermodal terminal connecting the Staten Island Ferry, regional ferries, and buses, as well as the rebuilt #1/9 subway lines. Other transit lines near this location include the N/R and 4/5 subway lines, the proposed Second Avenue Subway and a potential new line along West Street.

Develop a harborwide network of ferry and water taxi stations

New ferry docks constructed in Lower Manhattan to handle the post-September 11 volume, such as those at Piers A and 16, could become long-term assets. New docks added to the existing ferry docks at the World Financial Center, Whitehall Ferry Terminal, Battery Maritime Building, and Pier 11 will make Lower Manhattan highly accessible to otherwise disconnected areas of Queens, Brooklyn, Jersey City, Hoboken, and Bergen County. Developing a high-speed ferry service between Long Island City and Lower Manhattan could offer a faster, relatively low-cost way to serve LIRR and other commuters from Queens, Westchester and Connecticut.

A More Connected Downtown

Improve north-south transit connections along West Street

Prior to September 11, the western side of Lower Manhattan was underserved by mass transit. The destruction of the World Trade Center has significantly damaged what transit access there was. A new express bus or surface rapid transit route along West Street will improve service in the short run by linking the private and public Hudson River ferry landings, water taxi stops along Hudson River Park, and the Christopher Street PATH station, while providing new service to the developing West Side. Stops in Lower Manhattan could be established near the World Financial Center interconnecting with the PATH line or at the new intermodal Whitehall Ferry Terminal.

Connect to the region with new commuter rail/rapid transit access

Subway capacity in Lower Manhattan will be substantially increased and improved access will be provided to the East Side with the construction of the proposed full-length Second Avenue subway, which already has MTA's commitment. An eventual extension south of this subway into Brooklyn (and to JFK International Airport), or of LIRR service west from the Flatbush/Atlantic Avenue Station to Lower Manhattan, or of other options under study, would reach out to the neighboring underserved areas of the region and provide critically needed access between Lower Manhattan and all of Long Island. As stated in the Lower Manhattan Transportation Access Economic Benefits Study prepared for ESDC, EDC and the Alliance for Downtown NY in 1997, "This study concludes that Lower Manhattan needs dramatically improved access to the regional commuter rail system to survive as a Class A office market."

Address revenues and costs

Investment in the transportation infrastructure will pay for itself in long-term economic and job growth, but in the near-term, creative solutions must be found to ameliorate the congestion in Lower Manhattan, and new revenue sources must be examined to fund those projects. Some of the immediate solutions with low infrastructure costs include extending peak-period transit service, reinforcing employers' policies for flex time, encouraging night-time deliveries for larger buildings and large freight generators, and prioritizing bicycle and pedestrian-friendly routes. Possibilities for new revenue sources in the long term include creating tax-increment finance (TIF) zones adjacent to new transit investment, instituting a universal vehicular fare (like EZPass) with time-of-day tolling on all currently free bridges into Manhattan, and similarly providing regional transit cards with higher fares for Central Business District (CBD) access and peak use while allowing seamless transfers.

Create a walkable neighborhood: public open space and the pedestrian realm

Public open spaces have symbolic and functional importance. The emotional responses of people following the September 11 attack were most often expressed in the city's open spaces: parks, plazas, and streets. From the simple act of coming together in a public place to the creation of ad hoc memorials with candles, photographs, and murals, people used public space to share their feelings and ideas. We believe that this urge to express emotion in a shared public way will continue for a long time, and makes the planning and design of public spaces critical to the long-term success of Lower Manhattan.

A More Connected Downtown

One of the challenges in planning Lower Manhattan is to create a network of parks, plazas, boulevards, and other pedestrian-friendly streets in order to provide easy access to the waterfront, public transportation, and other major destinations in the area. Area-wide wayfinding and information systems will help to orient, inform and direct use of the underutilized resources, while reinforcing community connections.

Plan the open spaces

Gathering places are needed for a variety of purposes to serve the diverse community of Lower Manhattan. Consequently, spaces of varying size and scale should be planned and built around the neighborhood. Large plazas can have as their draw significant cultural institutions and host the performing arts. Community and neighborhood parks can hold greenmarkets and seasonal concessions, in addition to being significant oases. Small urban plazas provide places of respite. An interconnected pedestrian realm from east to west and north to south will serve the residential, visitor, and business communities. Major and minor corridors — boulevards and smaller pedestrian-oriented streets — should be interwoven to create the framework for a network of public open spaces.

In general there should be no net loss of the open space that existed in the previous World Trade Center complex. That space should be replaced either within the restoration area or in other underserved areas close to the site. There are opportunities to create pedestrian links at the immediate site and as a result of street closures adjacent to high-risk buildings.

Improve north-south corridors

Strengthening North-South corridors while improving East-West pedestrian access will allow Lower Manhattan to relate to Midtown. These corridors are needed to provide access from tunnels and bridges further north.

Redesign West Street for better access and connectivity

Because West Street must now be rebuilt, the relative incremental cost is lower now than it will ever be to implement critical improvements. A primary long-term objective is to integrate Battery Park City into the fabric of Lower Manhattan and provide safe and easy connections to the waterfront from the rest of downtown. Currently West Street's 260-foot width ramp configurations, former use by through-traffic, and current use as staging area for ground zero work combine to create a substantial pedestrian barrier — and isolate Battery Park City and the Hudson River waterfront from the rest of Lower Manhattan.

By coordinating the plans for Route 9A and Hudson River Park improvements with the significant investment anticipated for reconstruction in the World Trade Center area, there is an opportunity to reduce the negative impact of heavy through traffic on West Street to the Brooklyn-Battery Tunnel and Lower Manhattan underpass and redesign West Street's local connections. A desirable approach is to lower access/egress below existing grade for through traffic and to redesign the street level as a landscaped boulevard for local traffic, bikeways, and pedestrian movement.

Extend north-south connections through the 7 World Trade Center site

Greenwich Street and West Broadway both currently terminate at the north end of the 7 World Trade Center site. These are two very important north-south visual and pedestrian connections for Lower Manhattan. It is important that 7 World Trade Center be treated as part of the overall World Trade Center site and planned in accordance with the same principles as the rest of the site.

A More Connected Downtown

Celebrate Broadway as a pedestrian-friendly “Main Street”

To encourage walking and round the clock activity in Lower Manhattan, a primary pedestrian route along Broadway should be a top priority. This “main street” for Lower Manhattan would channel heavy pedestrian traffic on Broadway north of Canal Street down to the Battery. Streetscape amenities, improved lighting, and directional / informational / historical signage, as proposed by the Alliance for Downtown New York, would enhance the image of Lower Manhattan as a residential district and tourist destination. This route would also connect the proposed Fulton Street transit hub with the new intermodal Whitehall Ferry Terminal.

Improve east-west pedestrian connections

Lower Manhattan suffers from weak east-west connections. Three corridors, all of which help pedestrians reach the existing north-south transit lines, have been identified to help strengthen this movement and add impetus to the 1997 Lower Manhattan Pedestrianization Plan and 1999 Downtown New York Streetscape Plan.

Chambers Street

Upgrade Chambers Street with a pedestrian route linking the north end of Battery Park City across West Street at the existing pedestrian bridge eastward to City Hall and the Brooklyn Bridge. Such an approach would encourage pedestrian and bicycle use by incorporating streetscape improvements and de-emphasizing truck and auto use.

Fulton Street/Dey Street

Create a circulation corridor through the World Trade Center site along Fulton/Dey Streets into Battery Park City, ultimately extending from the Hudson to the East River. This route should favor pedestrian use and link the World Financial Center ferries and North Cove, the Winter Garden, and the World Trade Center memorial with the Fulton Street transit hub, South Street Seaport, East River Promenade, and Pier 16 ferries.

Wall Street/Rector Street

Enhance Wall Street and Rector Street with streetscape and pedestrian amenities to create another east-west pedestrian connection between the two rivers. In the near term, a proposed new Rector Street pedestrian bridge could extend this movement into Battery Park City. In the future, improvements to West Street will strengthen this link and provide a framework for adjacent development.

Enhance streets surrounding the World Trade Center site

The streets surrounding the World Trade Center site can also be upgraded to contribute to a vital open space network.

Vesey Street

Rebuild Vesey Street as a green corridor with new public open spaces that sweep across Lower Manhattan, from City Hall Park and St. Paul’s Churchyard to the World Financial Center’s Winter Garden and Vesey Street Park on the Hudson River. This would create an inspiring public setting for the northern edge of the World Trade Center site and the proposed Lower Manhattan station. Create a Barclay-Vesey Street (east-west) couplet to strengthen vehicular connections and allow for green / pedestrian connections with City Hall. A transit shuttle could also be integrated into the overall public space to enhance connections from ferries and water taxis to the center of town.

Connections at World Trade Center Site

Note: The diagram below illustrates planning concepts but does not represent specific proposals.

Key Concepts:

1. Include Future Memorial Site
2. Create New Transit Center
3. Preserve Winter Garden View Corridor
4. Define New Landscapes/Green Space
5. Develop New Opportunity Zones
6. Link Neighborhoods
7. Define East-West Corridors

Treat WTC 7 as integral part of overall site, facilitating connections between Tribeca and areas to the south

Strengthen East-West connections throughout downtown

Reconnect across West Street to integrate the fabric of Downtown, BPC, and the waterfront

Create a below grade connection to BBT with a new West Street boulevard at grade to provide egress at various points within the opportunity zones*

Maintain existing below grade connections to FDR



Continue Greenwich Street-West Broadway as a North-South pedestrian corridor through the WTC site

Create Barclay-Vesey Street (East-West) couplet to strengthen vehicular connections and to allow for green/pedestrian connections with City Hall

Locate new Lower Manhattan Station at end of Fulton Street corridor

Preserve the now-existent view corridor of the Winter Garden from Broadway and include a pedestrian link

Link WTC and Fulton Street stations underground through an expanded subway system to include the PATH and regional rail



Dey Street View Corridor from Broadway to the Winter Garden

* An opportunity zone is demarcated by a boundary line but does not represent a building footprint. An opportunity zone can be developed in multiple ways to include greenspace, circulation, public space, and building mass in its definition

Legend:

	Green Space		Lower Manhattan Station
	Opportunity Zone *		View Corridor
	Building Site		Below Grade Vehicular Traffic
	Below-Grade Infrastructure		Ferry Landing
	Vehicular Couplet		Subway Stations
	Pedestrian Link/View Corridor		

A More Connected Downtown

Liberty Street

Liberty Street is also a terrific east-west connection through the heart and history of the financial district. The plan should connect the North Cove of Battery Park City to a series of public places such as Liberty Park, the Police Memorial, Chase Manhattan Plaza, Louise Nevelson Plaza, and the Federal Reserve Bank.

Connect the Hudson and East Rivers with a continuous promenade and bikeway

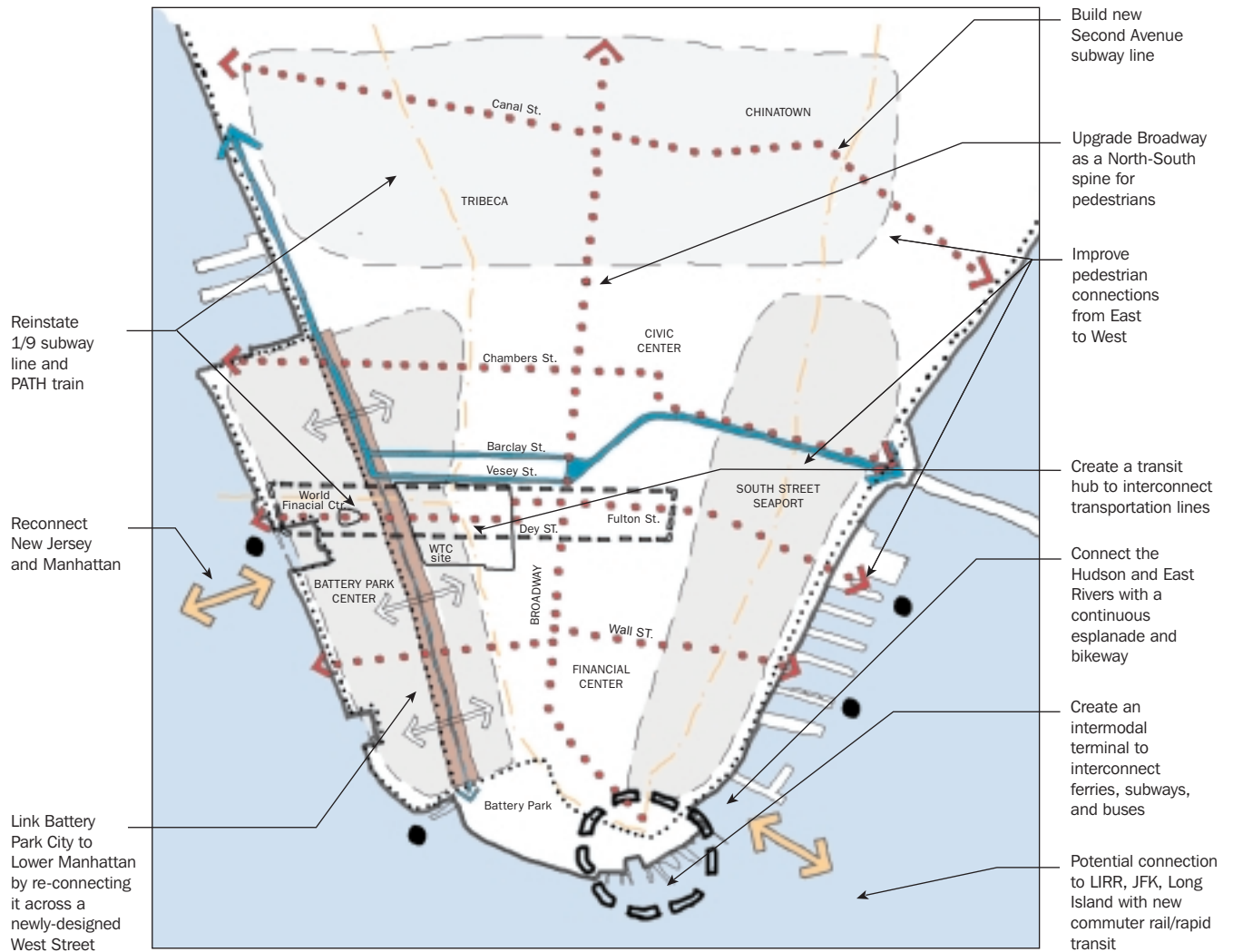
Existing pedestrian/bikeways along the East and West Side waterfronts could be strengthened by extending the promenade inland around Battery Park, where it is interrupted, and incorporating urban design amenities already in place at Battery Park City and proposed for downtown.

Connections Within Lower Manhattan








Note: For regional links, please see "Regional Connections"

Key Concepts:

1. Improve Connections East-West
2. Upgrade Broadway as "Main Street"
3. Reconnect Neighborhoods
4. Encourage Pedestrian/Bicycle Traffic
5. Link Hudson and East Rivers
6. Connect Transportation Line at Central Locations



Legend:

	Transit Station		Neighborhoods
	Vehicular Bypass		Subway Line
	Pedestrian & Open Space Link		Continuous Promenade and Bike Path
			Ferry Terminal

Regional Connections

Key Concepts:

1. Enhance Transportation Connections from Surrounding Areas
2. Improve Access to the West Side of Lower Manhattan
3. Create a Water Transportation Network
4. Improve Access to the Regional Commuter Rail System

Improve access to the west side of Lower Manhattan, consider new bus routes

Construct new Second Avenue Subway to link the east side of Manhattan with Downtown

Expand Fulton Street Transit Center to connect Lower Manhattan PATH, existing and future subway lines (A, C, E, J, M, Z, 1/9, 2/3, 4/5, N/R and Second Avenue Subway)

Rebuild 1&9 Subway allowing for the potential extension to Governor's Island and Brooklyn










Develop a harbor-wide network of ferry and water-taxi stations with new terminal locations

Build Intermodal Connection at the Whitehall Ferry Terminal to connect the N/R, 1/9 and 4/5 subways, Staten Island Ferries, Bus lines and Battery Maritime Building regional ferries

Connect to the Region with new commuter rail/rapid transit access



Legend:

	WTC Site		1&9 Subway
	Transit Center		Second Avenue Subway
	Pedestrian Link		Ferry Terminal
	Vehicular Link		Potential Docks
	PATH Train		

A Renewed Relationship of Lower Manhattan and the Region

New York was a multi-centered city before September 11, one of the few older metropolises in the country that had grown in the past decade. Midtown and Lower Manhattan will continue to be pivotal as drivers of development, but to the extent that Midtown and downtown are largely built out, New York City's growth will require that other areas of the city be developed for commercial uses. Acknowledging this regional context does not downplay the importance of Lower Manhattan. On the contrary, it reinforces its position in the hierarchy of centers in the region — while it needs such subcenters for affordable and accessible branch office or back office space, they in turn need Lower Manhattan as an anchor, a central location at which face-to-face contact and personal relationships are possible in ways that other, less central locations cannot duplicate. Planners for Lower Manhattan must therefore consider the relationship to these other centers — and should plan and promote development in a way that reinforces Lower Manhattan.

Use the whole City to keep business in New York

Redevelopment in Lower Manhattan can and should be complemented and supported in regional centers throughout the city. Therefore, the planning approach to redeveloping Lower Manhattan should be a consensus-driven strategy building on local assets with input from each community. Policymakers must persuade businesses to remain committed to New York City, and should encourage these businesses to seek available sites and existing space in Manhattan and the other boroughs. In promoting alternate development areas, the goal is to build on the strengths of the location, not to compete with Midtown or Lower Manhattan.

Highly critical areas of the city could become available for development in the medium- to long-term with regulatory action, such as rezoning to higher densities. Three primary development areas — Downtown Brooklyn, Long Island City/Queens West and the Far West Side — are essential for serving an expanded Central Business District (CBD) office market. In these areas most of the amenities required to be competitive are in varying degrees already in place: infrastructure, transit connections, housing, zoning, and public amenities. Policies and regulatory assistance should ensure that growth of complete neighborhoods around each of these centers will encompass a critical mass of office uses, nearby housing serving all income groups, and shopping, cultural institutions, parks and open space to create a strong sense of place. In secondary areas such as Downtown Jamaica, Bronx Center/The Hub, Northern Manhattan, Flushing, St. George and other areas of Staten Island, and in tertiary transit-oriented centers, such a critical mass is not likely to precede the planning process and some essential physical improvements.

Reinvigorate the dynamics of the City's business districts

A major source of economic energy is generated by the dynamics between the Lower Manhattan and Midtown office markets. The effects of competition have produced a prime office market with a wide variety of choices to potential tenants at a range of prices. Historically, when

A Renewed Relationship of Lower Manhattan and the Region

the supply of space in Lower Manhattan does not increase to meet demand, commercial property values and rents in Midtown escalate and top-tier employers are dissuaded from locating in the city.

This dynamic between the two CBDs also directly affects other office markets in the city. In recent years, strong demand has allowed a greater proportion of Lower Manhattan space to be occupied by Class 'A' users and accelerated the conversion of its Class 'B' inventory. "Strengthening the City's two traditional Class 'A' office districts will create new and augment existing opportunities to develop Class 'B' office districts in other areas of the City."¹

Capitalize on existing public and private investments

Lower Manhattan represents extensive public and private investment. Publicly funded assets include the transportation and utility infrastructure, public parks, governmental and educational facilities, and projects such as South Street Seaport and Battery Park City. Private investments include the office inventory, cultural and educational institutions, and a growing number of residential properties. A failure to capitalize on these underlying assets would dissipate these substantial public and private resources and require duplication of expensive investments elsewhere.

Support New York City's competitive advantage: human capital

Real or perceived deficiencies in New York City's quality of life deter companies from expanding or seeking to locate here. The essential ingredients for nurturing human capital are stable and safe neighborhoods, adequate and affordable housing, first-rate transportation, good schools, economic opportunity, and recreational and cultural amenities. The quality of the city's neighborhoods, and the basic public services available there, are key to social cohesion, which is in turn crucial to the investment climate. The city's ability to produce and attract creative talent will fuel the economic future.

Although funds are limited, several recent proposals increase support for affordable housing without undermining City and State budgets. The American Institute of Architects' (AIA) proposed changes to the Building Code to stimulate low-rise high-density housing without compromising safety are an example of small changes that could produce a net positive effect on housing production. Advancing the goals of the Housing First campaign should be coupled with a strong public sector effort to increase the city's affordable housing stock. Improving the quality of the city's overcrowded schools is another strategy for growth, ensuring a well-prepared labor force and keeping families in the city proper.

Prepare for long-term growth

The immediate economic impact of the attack has been and will continue to be harsh, but we believe that over the longer term, the city will need to replace not only the space that was lost on September 11, but to add additional office space to accommodate future growth. The Schumer Report, prepared before September 11, estimated that over the next twenty years, the real estate market in the city will demand 50 to 65 million square feet of additional office space, to accommodate 300,000 new jobs.²

Regional planning and the impacts of growth in New York City on the region should be considered as the City prepares for long-term growth. Planning in a regional context would help to address regional planning objectives regarding sustainability, such as the prevention of sprawl and the protection of open space.

¹ Final Report, Lower Manhattan Transportation Access Economic Benefits Study prepared for The Empire State Development Corporation, the NYC Economic Development Corporation, and The Alliance for Downtown NY, Summer 1997, Page 5.

² "Preparing for the Future: A Commercial Development Strategy for New York City", Group of 35, U.S. Senator Charles E. Schumer and Hon. Robert E. Rubin Co-Chairs, June, 2001.

Design Excellence and Sustainability for New York City

Excellence in urbanism and design will be part of New York's competitive advantage in the coming century. New York City should aspire to the highest possible quality of urban planning, architectural and environmental design in rebuilding Lower Manhattan. An architecture that is compelling, meaningful over the long term and culturally ambitious not only respects the past, but also takes great risks to create the future. In the past twenty years exciting projects all over the world have begun to shape a vision for the 21st century. New York belongs to this process, with a rich and varied architectural inheritance to build on. New York should actively seek to apply to architecture the same drive for excellence that is abundantly evident in its support of music and art and other creative fields. It cannot be overemphasized that the commitment that is made to implementing quality planning, urban design, and architecture on the World Trade Center site will set the tone for the entire redevelopment of Lower Manhattan and other areas of the city.

Make New York a design leader

As a leader in major business sectors and many of the arts and sciences, New York City should lead the world in endorsing superior architecture, if for no other reason than its ability to attract people and investment and raise the value of all it touches. The opportunity to open discussion on this topic and push the city to new heights has been provided by the reconstruction effort that is about to take place in Lower Manhattan. It would compound the tragedy if the occasion to build better were written off.

Lower Manhattan in particular has been cited as "arguably the most important cultural landscape in the United States" by the World Monuments Fund, which included it on its 2002 watch list of world monuments. From the Brooklyn Bridge to the early 20th century skyscrapers to the late 20th century mega-projects, the area represents a sweep of 19th and 20th century history that is more than the sum of its structures or colonial roots. Other major cities in the world have endured war and terrorism, such as London and Berlin, but have countered tragedy with commitment, creating some of the most dynamic urban environments in the world, even with heightened security measures in place.

Enlarge the definition of quality design

Creative building is not necessarily dependent on cost, and while creating exciting contemporary architecture is about icons, it is also about high performance and environmental sustainability at every level. It is an endeavor that should employ the greatest minds of our generation, which are capable of thinking across categories and fields at the interface of culture, technology, and urban life to build a satisfying relationship among these elements.

A significant architecture would be truly public in its exteriors and interiors, in its integration with transportation and infrastructure, respectful of both site and context, connecting to the physical and visual world around it. It would fit into the larger picture of the city, the skyline, the waterfront, the grid of streets and attend to its details, its place on the ground, its materials and structure working in unison. It would push forward new ideas and become

Five Point Approach to Sustainability

People	<ul style="list-style-type: none">□ Enhance community participation with a transparent design process.□ Create a secure pedestrian-friendly self-policing environment.□ Provide enhanced access to light and air beyond current green models.□ Promote a healthy environment through the use of alternative materials, high filtration standards and positive balance of green space.
Ecology	<ul style="list-style-type: none">□ Use productive landscapes and bioremediation to reduce pollution and support biodiversity.□ Use new metrics to measure the amount of pollution leaving the site.□ Quantify global warming, acid rain and pollution impact of designs during design development to optimize building performance within a set budget.□ Perform full computer simulations of seasonal shade, shadow and radiant loads.
Energy	<ul style="list-style-type: none">□ Capitalize on New York City's "energy edge" by exploiting energy-efficient density and mass transit.□ Create a new "highest best performance" energy model for 2002 and beyond.□ Design and orient buildings for future transition to 100% renewable fuels in anticipation of affordable photovoltaics, bio-fuels and new technologies.□ Encourage decentralized energy systems, which are inherently less vulnerable to blackouts and more efficient.
Materials	<ul style="list-style-type: none">□ Drive market forces by directing the flow of local materials to the nearest location for best reuse and reduced pollution and pressure on landfills.□ Screen out materials that contain toxins and carcinogens to protect health and improve productivity and worker retention.□ Support new and retrofitted air systems that can perform at filtration levels which screen out a wide range of biotoxins.□ Expand recycling to reuse, design for disassembly, and waste harvesting to create jobs and lessen landfill impact.
Money	<ul style="list-style-type: none">□ Fund all projects under the New York State Green Building Tax Credit.□ Quantify soft dollars with an expanded spreadsheet for improved return-on-investment (ROI) analysis to create a new understanding of long-term value, proving that low first-cost models are no bargain.□ Create new financial models that quantify employee productivity, student performance, tenant retention, absenteeism and other intangibles.□ Compensate developers and landlords for supporting point-of-use metering system that rewards tenants for individual energy-saving efforts.

Design Excellence and Sustainability for New York City

a place and a reason for public assembly, supporting art, education, and civic activities as well as commercial ones.

Embrace technology for high performance

An architecture that is art, with roots in engineering and science, is truly cause for celebration. It would employ new engineering strategies that advance the cause of security without barriers and bunkers. It would apply the lessons learned from the World Trade Center disaster and other building failures to ensure safety, and encompass sustainable building concepts to provide optimal quality of life. It would employ 21st century communications technology and redundant systems.

Design excellence doesn't just happen: The greatest architects and engineers in the world cannot create exceptional urbanism and design without knowledgeable public and private clients with a clear vision, who will set the agenda, stimulate dialogue, and invite the participation of a wide spectrum of talent and initiative across the design and planning disciplines. Once New York City aspires to the highest goals, the best urban environments and buildings will follow.

Create a sustainability revolution in New York

Sustainability is emerging as a quality revolution in planning, design and construction. It is a results-driven process that produces quantifiable financial and quality-of-life rewards within any set of economic constraints. We suggest strongly that an international model of humanistic and sustainable design principles be created in the re-visioning of Lower Manhattan. It would be a powerful and appropriate response to the devastation of September 11 and its importance on the world stage.

Establish sustainable guidelines for Lower Manhattan

The United Nations World Commission on Environment and Development (Agenda 21) defines sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." The built environment makes the biggest impact on the natural environment. Sustainability represents multiple strategies that create value by releasing the potential of the natural environment to support the integrity of the built environment. In planning the redevelopment of Lower Manhattan, we endorse consulting with the various offices responsible for the UN sustainability initiatives.

Building on their prior visionary leadership, New York State and New York City should create an international model of urban sustainability. The immediate baseline is defined by three recent initiatives: the New York City High Performance Guidelines; the New York State Green Building Tax Credit; and the Battery Park City/Green Guidelines. We strongly recommend that all new buildings designed in 2002 be configured to qualify for the New York State Green Building Tax Credit, with appropriate financial incentives.

Beyond 2002, a dynamic "highest best performance" sustainable model for continuous improvement should be developed to capture the specific potentials of each project in Lower Manhattan. This new model will carry us through the decade and beyond, since it will be responsive to economic flux, policy changes, technological improvements, and advances in the field.

All projects profit to a greater or lesser degree from sustainability. For Lower Manhattan that means that each new project around the World Trade Center site — be it a building, a park, a subway station, or the replanning of the site — should balance concerns in five areas: people, energy, materials, natural resources and money.

An Effective and Inclusive Planning Process

Office vacancy rates are now 15% in Lower Manhattan and growing each day since convenient transportation and important amenities are not available. Strong leadership and vision must stem the tide, and convince business that Lower Manhattan is, and will continue to be, a good place to be. Laying out a clear plan for investment in critical infrastructure in Lower Manhattan will demonstrate the commitment of the city and state to the health of the area.

Produce a comprehensive plan for Lower Manhattan

The development of a comprehensive plan with short- and long-term strategies for restoring, rebuilding, and renewing Lower Manhattan is an absolute requirement for recovery. Decisions and priorities must be framed within the context of this comprehensive plan, balancing the rebuilding of Lower Manhattan with development in other areas of the city and region, especially now, when there will be intense competition for limited resources.

Decisions about the reconstruction of Lower Manhattan will be most effective if they are supported within a shared vision. Only out of a mutual commitment to a vision of downtown's future can a comprehensive plan and participatory planning process take shape. The NYC Partnership's "Economic Impact Analysis of the September 11th Attack on New York" states, "Urban recovery efforts after several major earthquakes provide an invaluable lesson: those cities that quickly agree on a recovery plan, even though it may take years to implement, maintain their economic strength. . . . By setting a planning process in motion, with a fixed end date, the private sector and other stakeholders will help New York develop the best possible program quickly, avoiding the danger posed by years of debate and paralysis about what to do about downtown."

New planning paradigms will be called for to address the scope and complexity of this effort, particularly in memorializing the events of September 11. The urban plan that evolves should lay the groundwork for Lower Manhattan to reemerge as a world-class center within a city and region of the future while also building on its historic strengths. To achieve this, planners must seek out and incorporate the best ideas about economic vitality and the effect on the workplace of new technologies, innovative transportation systems and other critical infrastructure. The plan should incorporate synergistic relationships between living and working environments and urban open spaces as well as possibilities for more resource-efficient and health-supporting buildings and urban infrastructure.

Accomplish the plan through a participatory process

The plan should be accomplished through a participatory process involving government, the private sector, affected communities, and the public. Rebuilding will require an open, transparent process to decide what to do with the WTC site and Lower Manhattan. Planning for this and other potential redevelopment areas will also require recognizing existing community assets and developing a place-based consensus among community members, the business community, agencies, and other stakeholders. This must include due acknowledgement of relevant rights and responsibilities of existing WTC landowners and leaseholders.

An Effective and Inclusive Planning Process

The first step in developing plans will be to design a participatory framework. The goal should be definition of a commonly shared vision, agreement on principles, and establishment of guidelines. Such a framework would include the following:

- ❑ A process for developing a vision for rebuilding based on maximum possible consensus, in an expedited manner and with adequate funding to maximize public input.
- ❑ Soliciting public input through outreach, including focus groups, the Internet, cable television, and other means, and incorporating that input into the planning process.
- ❑ A schedule for achieving public approvals, including environmental and agency approvals, with analysis of alternatives and impacts integrated into the process.
- ❑ Analysis of options developed through the public process not only by clients and approval bodies but also by an Advisory Group of architects, planners, designers, and other relevant professional groups.
- ❑ A public education program focusing on planning and design principles using exhibits, panel discussions, electronic and print media, and other forums. Coordination with events and forums advanced by the Civic Alliance, Imagine New York, members of New York New Visions and other groups.
- ❑ Clearly defined participant roles during the planning process.
- ❑ Use of interactive meetings, web sites, electronic media and other techniques for presenting material, receiving comments and discussing options.
- ❑ Funding to achieve these goals.

Balance urgency with informed decisions

Urgent transportation infrastructure decisions must be balanced with broader planning issues, such as the memorial process, which will work on different timelines, with different aims, constituencies, and sensitivities. New York New Visions supports streamlining the approval processes for rebuilding, without sacrificing thoroughness and public input. The framework established for the overall process, therefore, should address ways in which decision-making can be prioritized, stakeholders fully identified, and resources effectively allocated. Establishing a structured process with an achievable schedule will help channel participation and develop the best comprehensive plan in the shortest time.

Keep the process focused

Strong leadership and a capacity to make difficult decisions will be required of the Governor, Mayor and Lower Manhattan Redevelopment Corporation, and those they appoint to lead the planning effort. The NYC City Planning Commission, which has responsibility for comprehensive and long-term planning issues under the NYC Charter, should also have a strong role in planning for rebuilding. Other entities with local planning responsibilities, including but not limited to the Manhattan Borough President, Community Boards, Economic Development Corporation, and Battery Park City Authority should have major roles. Civic groups and not-for-profit organizations, along with the Art Commission and the Landmarks Preservation Commission, should also have a strong voice in the review process. New York New Visions volunteers its collective experience and expertise as an available advisory resource. To the degree that rebuilding is replicating previous uses and densities, existing planning and environmental approvals should apply. Taking advantage of existing approvals and participatory planning tools will best focus the process.

Reorganize the building review process to identify and expedite priority projects

The events of September 11, 2001 disrupted, and will continue to disrupt, the review process. In the short term, an Interagency Task Force should be immediately established to function for at least a two-year period to expedite projects citywide, including high priority projects in Lower Manhattan.

An Effective and Inclusive Planning Process

The Interagency Task Force should be a mayoral-level agency charged with prioritizing and expediting project approvals among all city, state and bi-state agencies. It should be modeled on Mayor Koch's Mayor's Office of Housing Coordination, which operated in the mid-1980's to ensure that priority affordable housing projects made their way quickly through the approval process. Philadelphia currently uses a similar pro-development agency that assists with not only the approval process but also the follow-up and construction phase coordination.

Update zoning regulations and provide incentives

Zoning in New York City would profit from revision to reflect a vision of the city's future. Building on recent approaches, certain areas of the city should be rezoned to permit more significant development opportunities in the context of the surrounding communities. Zoning should become more performance and place based, revised to reflect new and future uses due to the changing nature of work, and responding to the special needs and secondary effects of expanding sectors, such as the health industries.

A major issue for the rebuilding of Lower Manhattan and future citywide development is environmental review. We want to strongly emphasize our support for sustainable design, mass transportation improvement, review of environmental issues and an open review process; however the current environmental review process, particularly on the Federal level, and the inherent potential for litigation will discourage the improvement we are recommending. At the World Trade Center site, we recommend legislation stating that no EIS is required to be undertaken for redevelopment up to the previous floor areas and improvements in the supporting infrastructure, provided total open space, including any streets on the site, is maintained or increased, in compliance with the spirit of the National Environment Policy Act (NEPA) and State Environmental Quality Review Act (SEQRA). Other proposals to streamline the process, such as giving the World Trade Center site redevelopment a negative declaration in terms of City Environmental Quality Review Act (CEQR) fulfillment, should also be considered. For the rest of Lower Manhattan and the City as a whole, the process could be streamlined without sacrificing thoroughness or public input by adopting the proposals that have been made by the Alliance for City Environmental Quality Review Reform. In general, CEQR could be better integrated with the planning process.

Significant financial barriers threaten timely rebuilding and the development of significant commercial sub-centers. Financial incentives that affect development include quick and easy assembly of sites, with reduction of lengthy holdouts and competitive construction costs in relation to rental incomes. Meeting the needs of the high-growth sectors and fostering the transfer of technology to business are also important. Targeted sectors for Lower Manhattan could include biotechnology, high technology, small business in general, media, and higher education.

Adopt a model building code

The interests and safety of the general public will be better served by the adoption of a forward-looking and cost-effective building code that is based on the most current national and international research. Model codes are updated and reissued on a regular basis to address changing technology and performance. It would be an inefficient use of precious resources to develop a parallel research and code writing effort on a local basis to duplicate the national code research and development. Code issues arising from events such as the World Trade Center attack are more appropriately addressed in the context of high-rise construction in general and should not be specific to New York City.

The New York City Department of Buildings should target the adoption of a model code as the basis for an updated New York City Building Code. Customization of specific sections of the code would be able to accommodate any unique requirements for New York City.

Immediate Action

New York City faces an “interim” period of 24 to 36 months before key elements of transit are restored and an even more extended period before many services and amenities are again available. A number of critical actions can be implemented to overcome some of the difficulties of working and living in Lower Manhattan.

Improve the public realm

Over the next months, many individuals will make personal decisions about the quality of time they spend downtown — and in fact whether they will stay or relocate. A sense of predictable and continuous improvement in the public environment is essential to retaining residents and office workers and to addressing the needs of visitors. The quality of street life of Lower Manhattan should be improved as much as possible to achieve consistency, civility, and regularity. The City and the police need to be encouraged to limit further the size of “Ground Zero”, while meeting ongoing recovery and removal needs.

Maintain the few open space amenities still remaining, which are critical to Lower Manhattan life. No additional interim measures should intrude on them. Temporary venues for events should be located to replace the loss of the World Trade Center plaza and the Winter Garden.

- 1.** Streetscape improvements to Broadway — ready for implementation by the Downtown Alliance — should proceed as soon as possible.
- 2.** New maps and signage programs must be prepared and posted physically and electronically to indicate:
 - ☐ Extent of open areas
 - ☐ Access and transportation connections for residents, office workers and tourists
 - ☐ Tourist destinations, including viewing areas of WTC
 - ☐ Interpretative information about the past, present and future
 - ☐ Locations for shopping and eating
 - ☐ Community interests such as safety of playgrounds
 - ☐ Information on volunteering
 - ☐ Air quality
 - ☐ Public restrooms

The signage system should be able to post current notices such as those used by the MTA as well as fixed information.

- 3.** A separate signage program should be developed to keep the public posted on the progress of the rebuilding work. Signs could be developed now to indicate Phase I of the rebuilding, which includes the clearing of the site, repairs to buildings and network

Immediate Action

of temporary above ground utilities. Phase II could indicate the extent of the below grade rebuilding of utilities and so on. Such a program would build confidence in the public that there is program of rebuilding and it is proceeding in a planned fashion.

4. Open spaces for lunchtime activities and events for residents should be identified to replace the loss of the World Trade Center plaza and the Winter Garden. Places include Battery Park, Bowling Green and the North Cove. A central space identified for community use such as the North Harbor is important to the spirit of the residents of Lower Manhattan. Ideas have been proposed to make more active use of the North Cove for more extensive community facilities, including floating barges. Existing open spaces should continue to be cleaned. Particularly careful attention should be given to the health of the plant material.
5. Special public activities should be planned, including concerts, art installations such as the proposed Towers of Light (see cover), lighting of buildings, and installations in vacant shop fronts.
6. Barriers, scaffolding and construction barricades should be made more attractive and wherever possible relocated to facilitate pedestrian movement. Ideas include treating the underside of the scaffolding with a laminated scrim, making the construction barricades around the site on the public side a light wall, a place for a narrative about the event or a place to exhibit children's work. Additionally, barriers protecting buildings could become planters.
7. The overall appearance of Nassau Street should be improved using seasonal lighting mounted on existing poles. Additionally the green market formerly located at the World Trade Center could be relocated, perhaps at the southern end of Nassau Street.
8. Events should publicize downtown cultural institutions. Events could include a photo exhibit of the events of September 11 organized as a narrative in multiple cultural institutions. This could be planned to complement a location for reflection and remembrance.
9. Provide for indoor and outdoor recreation spaces for children to replace lost public areas.

Expand Access

Enhanced circulation patterns to, from and within Downtown should be aimed at accommodating the residents, office workers and tourists and a future which includes West Street below grade for through traffic as well as at-grade entries to and through the WTC site, creating multiple opportunities for east-west and north-south pedestrian movements. The areas east of Broadway, west of Broadway, south of WTC and north of WTC must be reconnected to maintain the identity of Lower Manhattan. Improvements to regional access and distribution within the Downtown area are critical. The major East Side and West Side subways are extremely crowded and slow, for reasons well understood. However, it will be difficult to accommodate the additional rush hour loads as more Downtown buildings reopen.

1. Ferries. Additional ferry slip locations with connections to buses and water shuttles should be introduced along the Lower Manhattan waterfront to increase capacity, to better relay passengers to their destinations, and to shorten travel times, particularly from New Jersey.

Immediate Action

- 2.** Express Buses to Downtown. Additional capacity to complement the operating subway lines should be explored and perhaps tried on a test basis including dedicated lanes on Broadway, West Street and the FDR Drive. The stop for these bus routes could be coordinated with a downtown circulator/shuttle system that serves commuters, tourists and residents.
- 3.** Downtown Circulator/Shuttle. To complement the Alliance for Downtown New York's planned shuttle, new city bus lines should be routed to specially serve Lower Manhattan, to provide better links east/west and north/south and connections from ferries operating from Pier 11, Pier A and the BPC as well as subway hubs.
- 4.** Taxi stands. Manned taxi stands as currently used in Midtown should be created at specified points on Broadway, BPC and at the eastern end of Wall Street.
- 5.** Reopening of West Street. There should be a schedule for the reopening of at least certain lanes of West Street for buses as soon as practical.

Create a Temporary Memorial Site

The path to bear witness — an activity that is growing — should be clearly marked and available to visitors and others who wish to approach the WTC site. One location could be at Liberty Park where a platform could be planned to allow for an unobstructed view of the site. This could serve as a place of reflection and remembrance before a permanent memorial is built. Other sites include West Street and Dey Street.

Rationalize Construction Access

Accommodations are needed on both the Hudson River and the East River shorelines to facilitate construction and to relieve potentially increasing truck congestion to and within Manhattan. These accommodations include:

- 1.** Waterfront tie-ups for barges carrying construction materials and equipment.
- 2.** Piers for staging of material.
- 3.** Provisions for concrete batching.

Immediate Action Improvements to Lower Manhattan



A: Proposed Bus Loop/Taxi-Limo Stand

- Bus loop to feed access subways
- Open up West Side Highway
- Frozen zone
- Subway stations
- New collection points. Taxis, limos
- Vehicular access
- Existing private bus shuttle

B: Pedestrian Circulation

- Battery Park
- Tribeca
- Vehicular access
- Financial District
- Pedestrian Circ.
- Offline amenities
- Amenities
- Proposed amenities locations
- Offline pedestrian circ.

C: Office Workers Circulation & Major Commercial Buildings

- Commuter & worker pedestrian traffic
- Major commercial buildings
- Ferry terminals
- Frozen zone
- Subway stations

D: Tourist Destinations

- Major tourist path to be enhanced with lighting and signage
- Proposed performance areas
- Reflection pool
- Major museums
- Hotels
- Offline gathering areas
- ⊗ Orientation points
- Tourist destinations

Conclusion and Summary of Principles

Not addressing the long-term recovery needs of Lower Manhattan will seriously jeopardize the vitality of the city and the region. The quality as well as the speed of the response is critical. The following principles and recommendations will assist in providing a framework for the recovery:

- Develop Lower Manhattan growth strategy for recovery.
- Acknowledge Lower Manhattan as a national and international resource.
- Reestablish Lower Manhattan as a key center for transportation and economic growth.
- Treat Lower Manhattan as a total mixed-use community.
- Leverage existing investments, strengths and vitality in planning for future growth.
- Rebuild the WTC site with respect to its Lower Manhattan context.

The following is a summary of recommended New York New Vision principles to guide the quality of needed planning and design:

An Open Memorial Process

- Establish the mission through a broad and inclusive process.
- Define a profound experience and significant site for remembrance.
- Integrate a permanent memorial as an integral part of planning and design for the entire site.
- Conceive the memorials in the context of the vital Lower Manhattan community.
- Begin the official memorial process as soon as possible.

A Flexible Mixed-Use Future for Lower Manhattan

Continue to plan for diverse uses.

- ❑ Maintain the financial core plan for a variety of office types.
- ❑ Plan for a growing residential population.
- ❑ Continue to advance diverse uses as a 24/7 community.
- ❑ Take advantage of existing and new open space.

Use cultural and historic resources and open spaces as catalysts for growth.

- ❑ Integrate cultural uses with new development.
- ❑ Identify, preserve, and restore historic resources.
- ❑ Make the most of the waterfront.
- ❑ Improve orientation to Lower Manhattan's features and resources.
- ❑ Establish public/private partnerships for the arts.

A More Connected Downtown

Transform the transportation infrastructure of Lower Manhattan.

- ❑ Expand Fulton Street-Broadway-Nassau transit complex.
- ❑ Build major station hall in Lower Manhattan.
- ❑ Make subway, bus, and ferry connections at the Whitehall Ferry Terminal.
- ❑ Make regional ferry links at the Battery Maritime Building.
- ❑ Develop a harborwide network of ferry and water taxi stations.
- ❑ Improve north-south transit connections along West Street.
- ❑ Connect to region with new commuter rail/rapid transit access.

Address revenues and costs.

Create a walkable neighborhood of public open spaces.

- ❑ Plan the open spaces.
- ❑ Reconnect across West Street.
- ❑ Celebrate Broadway.
- ❑ Improve east-west pedestrian connections.
- ❑ Enhance the streets surrounding the World Trade Center site.
- ❑ Extend north-south connections through the 7 World Trade Center site.
- ❑ Connect the Hudson and East Rivers with a Continuous Promenade and Bikeway.

A Renewed Relationship of Lower Manhattan and the Region

- ❑ Use the whole City to keep business in New York.
- ❑ Reinvigorate the dynamics of the City's business districts.
- ❑ Capitalize on existing public and private investments.
- ❑ Support New York City's competitive advantage: human capital.
- ❑ Prepare for long-term growth.

Design Excellence and Sustainability for New York City

Follow the international trend for ambitious urban planning and design.

- ❑ Enlarge the definition of quality design.
- ❑ Embrace technology for high performance.

Create a sustainability revolution in New York.

- ❑ Create new sustainable guidelines for Lower Manhattan.
- ❑ Partner with the United Nations/Agenda 21.

An Effective and Inclusive Planning Process

- ❑ Produce a comprehensive plan for Lower Manhattan.
- ❑ Accomplish the plan through a participatory process involving government, the private sector, and the public.
- ❑ Balance urgency with informed decisions.
- ❑ Keep the process focused.
- ❑ Update regulations and provide incentives to support the City's future vision.
- ❑ Reorganize building review process to expedite priority projects.
- ❑ Adopt a model building code.

Immediate Action

Improve the public realm.

- ❑ Implement immediate streetscape improvements.
- ❑ Deploy maps and signage.
- ❑ Provide open public spaces.
- ❑ Organize public activities.
- ❑ Improve appearance of barricades.

Expand access.

- ❑ Increase ferry service.
- ❑ Expand bus service.
- ❑ Expedite Lower Manhattan shuttle.
- ❑ Provide more taxi stands.
- ❑ Reopen West Street for buses.

Create a temporary memorial site.

Rationalize construction access.

The Coalition

AIA American Institute of Architects, New York Chapter

200 Lexington Avenue, New York, NY 10016
212 683 0023

www.aiany.org

Rick Bell, Executive Director

AIA/NY, American Institute of Architects/New York Chapter, is the principal architectural professional organization in the United States, with 70,000 members and over 300 chapters. The New York Chapter, with over 3,200 members, sponsors a range of programs and events centered on design excellence, professional development and public outreach. AIA/NY was a founding member of the New York New Visions coalition, and over 200 AIA/NY members have volunteered for the coalition's rebuild-related planning committees.

AIGA American Institute of Graphic Arts

164 Fifth Avenue, New York, NY 10010
212 807 1990

www.aiga.org

Richard Grefé, Executive Director

AIGA, the American Institute of Graphic Arts, is the oldest and largest professional association of communication designers in the US. Its 17,000 members include professionals and students in type and book design, corporate communications, information design, interaction and web design, experience design, environmental graphic design and design for film and television. AIGA members are involved in designing the human experience in the urban environment, including signage, wayfinding systems, information systems, publications and environments.

APA American Planning Association, New York Metro Chapter

c/o Neighborhood Preservation Center
232 East 11th Street, New York, NY 10003
212 228 7875

www.nyplanning.org

Michael E. Levine, Chapter Administrator

The American Planning Association has over 32,000 members and 48 local chapters throughout the nation. The New York Metro Chapter has 850 members in New York City,

Long Island and Lower Hudson Valley. The New York Metro Chapter has been working extensively in the planning efforts of both the Civic Alliance and the New York New Visions Design Coalition since mid-September. Metro Chapter has planners actively engaged on every New York New Visions committee, and over 50 members ranging from transportation to environmental planners are involved in the rebuilding efforts.

ASLA American Society of Landscape Architects, New York Chapter

457 Madison Avenue, New York, NY 10022

www.asla.org

Elena M. Brescia, Executive Committee

The American Society of Landscape Architects is concerned with the social, cultural, and environmental condition of public space in the City. New York Chapter members have been actively working on the NYNV Uses Team to identify locations and concepts for civic space in Lower Manhattan.

ASCE American Society of Civil Engineers, Metropolitan Section

<http://sections.asce.org/metropolitan/>

Neal Forshner, Past President

The American Society of Civil Engineers (ASCE) is a professional organization that represents over 115,000 civil and structural engineers nationally and approximately 3,300 civil and structural engineers in the New York Metropolitan area. The ASCE provides a variety of services to the civil engineering profession and its members. These include professional development, development and dissemination of technical information, public outreach, legislative lobbying and providing lectures and seminars.

The Architectural League of New York

457 Madison Avenue, New York, NY 10022
212 753 1722

www.archleague.org

Rosalie Genevro, Executive Director

The Architectural League of New York is a non-profit arts organization dedicated to the presentation of important work and ideas in contemporary architecture, urbanism, and

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design. Several board members are working on growth strategies and cultural and historic resources teams.

Architecture Research Institute, Inc.

212 725 7200

www.architect.org

Beverly Willis, FAIA, President and Director

The Architecture Research Institute, Inc. a 501 c (3) non-profit chartered as an educational institute by the State of New York, is organized as a think/act tank that studies how the rapid and diverse changes associated with today's global information society can help create large 21st Century cities that are compact, eco-sustainable, walkable and less automobile dependent. It uses cross-disciplinary research to identify new design and planning concepts that might provide insights into new policies and processes that can help create a better quality of life in large cities. Board members have been active serving as coordinators of the NYNV Cultural and Historic Resources Team and NYNV Executive Committee.

CHPC Citizens Housing & Planning Council

50 E. 42nd Street, Suite 407,

New York, NY 10017

212 286 9211

www.chpcny.org

Frank Braconi, Executive Director

CHPC is a nonprofit, citywide research organization focused on housing, planning and urban development issues. To focus attention on these critical issues, we conduct research examining both the causes and long-term impact of urban decline and revitalization. The group is actively involved in the Growth Strategies, Connections, and Quality of Life and Sustainability Committees. CHPC is currently examining how the loss of the World Trade Center will affect the broader city, its housing, neighborhood growth and stability as well as the social welfare and employment impacts of the disaster.

Design Trust for Public Space

Claire@designtrust.org

Andrea@designtrust.org

Claire Weisz, Andrea Woodner,
Executive Directors

The Design Trust for Public Space is an independent not-for-profit organization that provides opportunities for creative design professionals to work with the public sector on selected planning, design and development issues in New York City. The Design Trust's mission is to improve the creation and understanding of public space in the five boroughs of New York City. It was founded in 1995 in response to a growing appreciation in the architectural profession of urbanism and a heightened general consciousness of the irreplaceable value of New York City's public realm.

Environmental Simulation Center (ESC)

116 West 29th Street, New York, NY 10001

212.279.1851

www.simcenter.org

Michael Kwartler, Director

The Environmental Simulation Center (ESC) is a not-for-profit applied research lab that is committed to furthering place-based planning and design. It designs and adapts information technologies that extend the capabilities of citizens and decision-makers to reach consensus on a community's future. The Center has pioneered the development and use of simulation and visualization in urban planning and design, including 3D GIS and Decision Support Systems, and continues to develop new applications of information technology. The ESC has contributed its 3D model and database for use by New York New Visions, and is involved in the Growth Strategies Committee of the coalition

IDSA Industrial Designers Society of America

45195 Business Court, Suite 250,

Dulles VA 20166

703 707 6000

www.idsa.org

Tucker Viemeister, IDSA NYNV Liaison

IDSA is the national organization of industrial designers dating back to the 1930s. Industrial

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design is the professional service of creating and developing concepts and specifications that optimize the function, value and appearance of products and systems for the mutual benefit of both users and manufacturer. IDSA is dedicated to communicating the value of industrial design to society, business and government. It provides leadership to and promotes dialog between practice and education. As a professional association, it serves its diverse membership by recognizing excellence, promoting the exchange of information and fostering innovation. IDSA has more than 3,600 members

Institute for Urban Design

47 Barrow Street, New York, NY 10014
212-741-2041
Ann Ferebee, Director

The Institute for Urban Design is a membership organization for real estate, city planning, architecture and landscape architecture professionals.

Municipal Art Society of New York

457 Madison Avenue, New York, NY 10022
212 935 3960
www.mas.org
Holly Leicht

The Municipal Art Society is a private, non-profit membership organization whose mission is to promote a more livable city through publications, programs and symposium, advocating for excellence in urban design and planning, contemporary architecture, historic preservation and public art. Through its advocacy campaigns, the expertise of its trustees and staff, the community resources of the Planning Center and its exhibition and meeting facilities at the Urban Center, the MAS has been very involved with all aspects of the New York New Visions team activity.

NYACE New York Association of Consulting Engineers

60 East 42ND Street, Room 520,
New York, NY 10165
212 682 6336
www.nyace.org
Hannah O'Grady, Deputy Executive Director

Founded in 1921, The New York Association of Consulting Engineers, Inc. (NYACE) is the oldest continuing organization of professional consulting engineering firms in the United States. The membership, representing all major engineering disciplines, ranges from highly specialized sole practitioners to multi-discipline firms with branch offices worldwide

Pratt Institute Center for Community and Environmental Development (PICCED)

379 DeKalb Avenue Steuben Hall, 2nd Floor,
Brooklyn NY 11205
718 636 3486 ext 6465
www.picced.org
Ronald Shiffman, Executive Director

PICCED is the oldest university-based technical assistance center providing architecture, neighborhood planning, financial packaging and assistance to community-based organizations.

RPA Regional Plan Association

4 Irving Place 7th Floor, New York, NY 10003
212 253 5799 F: 212-253-5414
www.rpa.org
Robert D. Yaro, Executive Director

RPA conducts planning and public policy research on issues related to transportation, urban design, and regional infrastructure. RPA has convened a Civic Alliance of over 75 business, government, community and civic groups in New York and New Jersey to ensure a quality rebuilding of Lower Manhattan. RPA is working with New York New Visions on the Connections Team to help bring into focus regional transportation issues.

The Civic Alliance to Rebuild Downtown New York

www.rpa.org/civicalliance/

The Civic Alliance aims to develop strategies for the redevelopment of Lower Manhattan in the aftermath of the September 11 attack on the World Trade Center. The Civic Alliance is a coalition of more than 75 business, community and environmental groups representing a cross-section of New York and the Region that is providing a broad "umbrella" for civic planning and advocacy efforts in support of the rebuilding of

Downtown New York. The Alliance will work closely with the Empire State Development Corporation, the Port Authority of New York and New Jersey, and the City of New York to create a bold vision for a revitalized Lower Manhattan.

SEaONY Structural Engineers Association of New York

PO Box 780 New York, NY 10116-0780
212 254 0030

www.seaony.org

Vicki Arbitrio

The association sponsors workshops, panel discussions, lectures and seminars with the aim of addressing topics of interest to structural engineers. Our 350 members include individuals from most major structural engineering design firms in the Tri-State Area. Since 9/12, SEaONY has been working with the contractors clearing debris at the site, advising them of potentially unstable elements and assisting with the equipment locations. SEaONY also performed structural evaluations of 400 buildings in the immediate perimeter using the ATC 20-1 protocol, established in California for assessing the safety of buildings after earthquakes. Several SEaONY members are members of the FEMA ASCE/SEI Building Performance Study Task Force. SEaONY is assisting this effort by collecting photographs and making field trips to the salvage yards to look at the damaged steel. Our members have also been active on NY Rebuild task forces related to building performance, emergency response, building codes and permitting.

SEGD Society for Environmental Graphic Design

1000 Vermont Avenue, Suite 400,
Washington, DC 20005
202 638 5555

www.segd.org

Leslie Gallery Dilworth, Executive Director
Chris Calori, NYNV Liaison

The Society for Environmental Graphic Design (SEGD) is an international design association of professionals involved in the planning and design of wayfinding, signage, identity, interpretive, and other graphic communications programs for the built and natural environments. SEGd members

bring multidisciplinary design experience – a synthesis of graphic design, architecture, industrial design, and landscape architecture – to several of the New York New Visions teams.

Storefront for Art and Architecture

97 Kenmare Street, New York NY 10012
212 431 5795

www.storefrontnews.org

Sarah Herda, Executive Director

Founded in 1982, Storefront for Art and Architecture is a non-profit organization committed to the advancement of innovative positions in architecture, art and design.

U.S. Green Building Council New York Chapter

1-212-369-5400

www.usgbc.org/

Wayne Tusa, NYNV Liaison

The U.S. Green Building Council is the nation's foremost coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable, and healthy places to live and work. The New York Chapter has been involved with the NYNV sustainability team

Van Alen Institute: Projects in Public Architecture

30 West 22nd Street, New York, NY 10010
212 924 7000

www.vanalen.org

Raymond Gastil, Executive Director

Van Alen Institute is committed to design for the future of public life and meets this mission through forums, web sites, design competitions, publications, and studies. Van Alen Institute's staff and board of trustees are active in the New York New Visions Teams, particularly in establishing the Memorial process.

