

ACTION AGENDA

The Action Agenda for the Civic Alliance is organized in three tiers of activities, organized according to their time frame. These activities are necessary to ensure that the Alliance builds public support and input before moving on to establishing guidelines, recommendations and a development program for rebuilding Lower Manhattan.

Tier One: Early and On-going Activities

The first set of agenda items, many of which have already started, aim to coalesce the broad civic community and demonstrate an early and visible commitment to rebuilding and improving Lower Manhattan. These steps are critical to ensuring that plans for the area do not favor a narrow agenda for specific industries or interests. Items in this category include:

Civic, Business and Government Coordination

The Civic Alliance has created a forum for ongoing communication among civic organizations to address common concerns, coordinate agendas, and develop consensus when needed. This will ensure that a broad range of perspectives have access to the process, and will also help develop a stronger voice for the region among political and business decision-makers. Several meetings in New York and New Jersey have already been held.

Ongoing Expert Advice

The Alliance has been working closely with key state transportation, economic development and other agencies on this effort. At the State's request we have already prepared a proposed transportation investment strategy for downtown. We are also coordinating a parallel effort in New Jersey with ongoing meetings with civic groups and public officials. As part of this effort, Alliance members have generated ideas for early action transportation improvements of a low-cost/high-value nature. Many of these ideas are being implemented by the responsible public agencies.

Public Communication Campaign

The Civic Alliance will develop and execute a public communications strategy to develop a broad-based consensus for the initiative's planning concepts. This strategy will include outreach to media, publications and research papers, and a website.

Tier Two: Developing and Evaluating Alternatives

The second set of agenda items, which would begin in November and run through February 2002, will build public consensus, educate constituencies and work cooperatively with the institution designated to oversee development plans for Lower Manhattan. Each of these items will contribute to the creation of a bold vision and development program. Items in this category include:

A Call for Ideas

The Civic Alliance will issue a public invitation to submit concept proposals for the district from a variety of perspectives—urban design, economics, politics, transportation, social relationships, the arts, etc. This is a public outlet to ensure that master planning efforts are not constrained by conventional thinking. A special effort will be made to encourage New York City school children to submit ideas for rebuilding. Proposals would be displayed in a public exhibit.

Public Lecture Series

With the region's universities, the Civic Alliance would co-sponsor a series of lectures that would address different policy questions for the development program, such as the changing role of global cities, the emergence of a "regional central business district" that incorporates outer borough and New

Jersey locations, the relationship between the redevelopment of Lower Manhattan and suburban sprawl, and the impact of redevelopment on low-income neighborhoods and community development.

Expert Roundtables

Expert roundtables will be convened by Alliance partners to examine critical issues in greater detail. Invited experts and civic, business, labor and government leaders would discuss:

- ✍ Economic development: How the changing economic geography of the region and the global economy should guide the design and infrastructure investments for Lower Manhattan and access to the rest of the region. How a reconstructed district can best support a city and regional economy.
- ✍ Transportation and circulation: How the existing transit and ferry network could be adapted to make Lower Manhattan even more accessible to residential and employment centers across the region. Explore strategies to improve pedestrian and transit circulation within Lower Manhattan, including a traffic-free area.
- ✍ Urban design: How the district could be redesigned to maximize its livability, beauty, safety and convenience. Issues to be addressed would include the layout of streets and public spaces, options to achieve density without great building height, and strategies to maximize public safety.
- ✍ Institutional and regulatory framework: Mechanisms to expedite the redevelopment of the area, ensure high quality planning and design, and to cut through red tape and bureaucratic delays.
- ✍ Green building and new technologies: How the new district can incorporate principles of green building design to increase energy efficiency and decrease negative environmental impacts.
- ✍ Memorial: How the site, which is now a sacred site, as well as one of pilgrimage, can honor both the people from 60 countries whose lives were lost and those who struggled to save them.
- ✍ Social justice: One of the bedrocks of America is tolerance, diversity and mutual respect. How principles of fair play can be integrated into the choices involved in rebuilding and recovery. How the regeneration of downtown can be part of a program that lifts and benefits the whole city and metropolitan region.
- ✍ Health and security: How urban buildings and areas can be redesigned to protect their users and our infrastructure, and permit quick evacuation in an age of multiple terrorism threats. How security concerns can be reconciled with a democratic society's need for openness and free access to information and others. How building design strategies can support public health interventions in an age of bio-terrorism.

Tier Three: Producing a Development Program

The third set of agenda items would begin in spring 2002 and run through the summer. Building on the accomplishments of the earlier components, items in this category include:

Community Design Workshop

The results of the roundtables and forums would be summarized and provide the basis for a public community design process. Through this intensive planning process, an expert multi-disciplinary team will develop a concept-level plan in a period of 3-7 days. The workshop would bring together a team of planners, urban designers, civic organizations, real estate experts and others to develop this plan in a public process.

Regional Assembly

RPA will focus the annual Regional Assembly on April 26, 2002 on rebuilding downtown, providing a broad public forum on this issue. Noted urban designers, economists, planners from the U.S. and Europe will discuss ways that the above elements must come together to create a prototype 21st century city and region. This would be open to the public and designed to stimulate public debate on these ideas. A summary would be compiled into a published report.

Development Program

Synthesizing the work of the Alliance partners, we would further develop a development program for the area. This could guide, enrich and inform the master plan that would subsequently be developed by the public entity designated to oversee redevelopment of the area. The development program will synthesize the work of the Civic Alliance, incorporating all the elements of the roundtables, concepts from the call for ideas, and other forums, to create a broad-based vision for a new 21st century community. The development program will include sketch level visualizations of development alternatives to help the public understand how the principles developed by the alliance could become reality.