

NEW AMSTERDAM WATERFRONT EXCHANGE SUMMARY REPORT

JUNE 2003

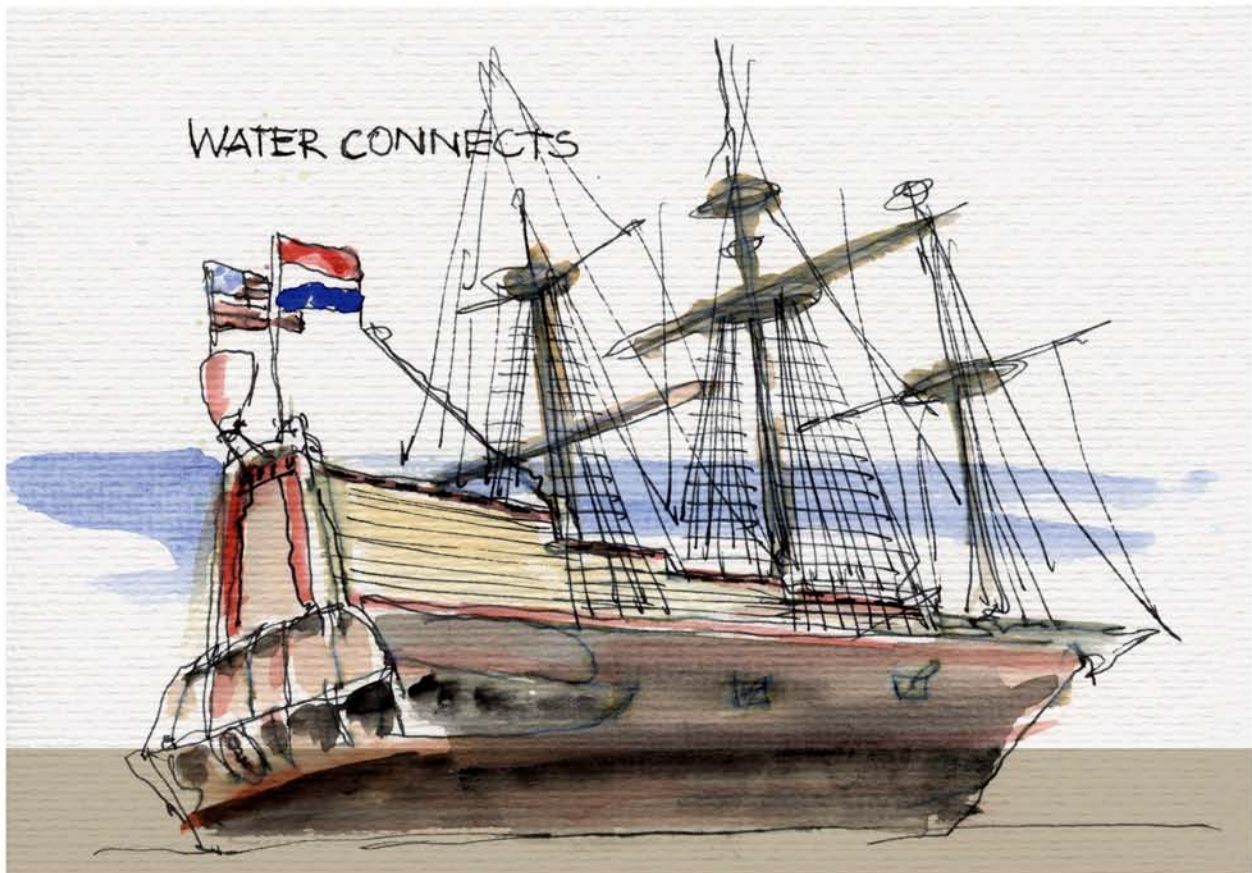


Table of Contents:

- 1** Introduction to the New Amsterdam Waterfront Exchange
- 4** Executive Summary: The Way Forward: Reflections on the Dutch Recommendations by Robert D. Yaro + Bonnie A. Harken
- 5** New York Waterfront Redevelopment: Context & Dutch Recommendations
- 6** Workshop Site 1: Piers 6-12 in Red Hook
- 9** Workshop Site 2: The South Brooklyn Marine Terminal in Sunset Park
- 12** Workshop Site 3: Governors Island
- 14** Overall Dutch Impressions
- 15** The New York Workshop: Program Highlights
- 17** Amsterdam Workshop: Program Highlights
- 19** Organizers
- 20** Acknowledgments & Contributors
- 21** New Amsterdam Waterfront Exchange Sources



Amsterdam Workshop Feb 03 Boat Tour

Introduction

From the first exploration of the Hudson River by the Dutch West India Company in 1609, the history of New York and Amsterdam's waterfronts have been linked. With the founding of "Nooten" Island (later Governors Island) in the 1620s, "Breukelen" (Brooklyn) in the 1630s, and the digging of the Gowanus Canal around "Roode Hoek" (Red Hook) in 1664, the Dutch have been involved in shaping the shoreline of New York.

New Amsterdam Waterfront Exchange (NAWE) was an exchange of waterfront expertise between New York and Amsterdam, co-sponsored by Regional Plan Association (RPA) and New Amsterdam Development Consultants (NADC). The Exchange took place in two phases: a delegation of New York public officials and private sector planning and development professionals traveled to Amsterdam in February 2003, and a similar Dutch delegation visited New York City in April. By examining the two cities and their waterfront development trends through site visits, lectures and workshops, Exchange participants explored how each city is working to fulfill a complex and often competing set of needs as they reshape large industrial waterfront sites for 21st century urbanism and international commerce.

New Amsterdam Waterfront Exchange

The central waterfronts of New York City and Amsterdam were once home to the world's greatest and busiest port facilities. Decades ago, most port functions moved from more central locations to the outlying areas of Newark and Amsterdam West, respectively. The challenge that New York and Amsterdam face is the transformation of their waterfronts from heavy commercial and manufacturing uses to a mix of uses, including residential and open space, while still retaining economic activity and preserving maritime character and uses.

The Amsterdam Workshop featured fascinating tours of the Eastern and Northern Docklands districts, known as Amsterdam Noord, former industrial areas that are now evolving into revitalized mixed-use communities. The New York program explored the waterfronts at the intersection of the East River and New York Harbor as a whole. Our focus included Governors Island, Lower Manhattan, and the waterfronts in Red Hook and Sunset Park, Brooklyn (areas highly analogous to Amsterdam Noord which for the purposes of this report we will refer to as "South Brooklyn"). New residential and commercial uses were explored, as were modernizing the maritime and manufacturing base, creating access to and public amenities for the waterfront, addressing environmental issues, and improving public transportation.

In each workshop we were gratified to have had the participation of high level public officials as well as development, planning and civic experts, many of whom are decision-makers directly involved in the redevelopment of some of the most vital waterfronts in their respective cities.

The New Yorkers on our trip to Amsterdam were:

- Amanda Burden, Chair, New York City Planning Commission
- Marcia Bystry, Executive Director, New York League of Conservation Voters
- Don Capoccia, President, BFC Construction



Amsterdam Workshop Feb 03 Wild Living on Scheepstimmerstraat

- John Frezza, President, Strategic Construction
- Marilyn Gelber, Executive Director, Independence Community Foundation
- Bonnie Harken, President, New Amsterdam Development Consultants
- Fred Harris, Vice President, Development, Avalon Bay Communities, Inc
- Marian Imperatore, Regional Plan Association
- Michael Kaye, Director of Development and General Council, Levine Builders
- Jane Kenny, Regional Administrator, Environmental Protection Agency
- James Lima, Senior Vice President, Economic Development Corporation
- Regina Myer, Director of Brooklyn Borough Office, Department of City Planning
- Richard Ravitch, Principal, Ravitch Rice and Company
- Christopher Ward, Commissioner, Department of Environmental Protection
- Frank Uffen, New Amsterdam Development Consultants
- Robert Yaro, President, Regional Plan Association

Our New York Workshop expanded to include more participation from the public sector as well as many members of the community and other professionals, many of whom will be mentioned later in this report.



Old Trolley Lines

From the Netherlands we were honored to be joined by:

- Frank Bijdendijk, Director, Het Oosten Housing Association
- Floris Blom, Consultant, De LIJN Office for Urban Development
- Peter Dortwegt, Director, Renaval Economic Development
- Henk Draaisma, Principal, Draaisma Management Consultants
- Hans Erdmann, Principal, Claessens & Erdmann Architects & Designers
- Marianne Geers, Architect, Claessens & Erdmann Architects & Designers
- Ad Hereijgers, Partner, NADC/DE LIJN Office for Urban Development
- Rob van der Leij, Director, Van der Leij Construction & Development
- Rob Maaswinkel, Director US, Port Authority Amsterdam
- Jaap Modder, Chairman, Regional Council Arnhem-Nijmegen
- Annemiek Rijckenberg, Member, National Council for Housing, Planning & the Environment
- Renée Schoonbeek, Partner, DE LIJN Office for Urban Development
- Madir Shah, Designer, Designer, Urhahn Urban Design
- Evert Verhagen, Project Director, Amsterdam Westergasfabriek

Executive Summary

The Way Forward: Reflections on the Dutch Recommendations

The purpose of this exciting exchange was for two great cities to share experiences and learn from each other, and the Exchange more than fulfilled that goal. The workshop sessions produced many ideas for an innovative, mixed-use redevelopment vision that repositions the Red Hook and Sunset Park waterfronts within the larger context of Brooklyn, Governors Island and Lower Manhattan. The innovative ideas generated in the workshops have been summarized in this report by our Dutch colleagues. They certainly deserve our attention: envisioning New York's waterfront as a constellation of commercial activities, residential communities and dramatic open spaces interconnected by water, with an impact comparable to that of Boston or Baltimore's inner harbors.

There is a new set of expectations about the waterfront and about which focal points should be established for the long-term. And, more importantly, New York City need not delay. We can get started at key locations where standards are set high, so as to ensure the broader development will be of lasting quality. There are several crucial imperatives, summarized below, that we heard from our Dutch counterparts in the planning and development worlds during the New Amsterdam Waterfront Exchange in April.

Make public investments in key amenities and infrastructure in order to spur high-quality redevelopment for the South Brooklyn waterfront and Governors Island.

Providing funds for new seawalls and for access points and open space along the waterfront would be the catalyst for a successful transformation of these areas, as was the case in Battery Park City. From Amanda Burden we heard of the importance of the initial investments in the esplanade and parks, and the insistence on high-quality materials and standards of design. These served to both attract investors by inspiring confidence in the overall vision, and in turn, assured the resulting development was commensurate to that of the elegant public spaces.

Rethink and redefine the modern seaport. Drawing from the examples of Rotterdam and Amsterdam, we must re-envision the older New York, with its core of industrial uses, within a new paradigm where residential, commercial and cultural activities are now at the center. And, as in the Netherlands, there are many ways to find synergies between maritime functions and creating desirable locales for housing – people are actually intrigued by the port identity, as evidenced in the success of the architecturally inventive “Silodam” apartment building, based on the colorful stacks of port containers. Compatible maritime uses such as cruise lines and tugboats offer ways in which these ports and residential areas can be knit together in close

proximity.

Consolidate container freight port functions into a state-of-the-art container facility at Sunset Park. The facility would serve as a new inland harbor redistribution center for the region. The mantra we heard repeated by the Dutch was “no more wishful economic thinking.” While maritime and industrial water-dependent activities should be encouraged in Red Hook and Sunset Park, they must exist as compactly as possible, and non-water dependent uses should be relocated inland where possible. The Dutch – masters at space utilization out of necessity – urged us to use land more efficiently, and to consolidate container port functions at a newly upgraded inland harbor terminal in Sunset Park that has the optimal intermodal connections and deep-water capacity.

The public sector should play a new role as an investor in the emerging economy. The public sector should redevelop Piers 6-12 as part of the new service economy, ensuring a variety of residential, commercial, recreational and maritime activities, in the same way that the Port of Rotterdam is expanding its scope and direction to create a world-class Port and mixed-use harbor district. These two moves in tandem – consolidating inland containerized-freight operations and broadening the mix of public sector redevelopment activities – will do much to improve not only the Brooklyn waterfront, but also New York's global competitiveness as a world city.

Reconnect our waterfronts -- both physically and sociologically -- to one another and to their adjoining neighborhoods and communities. This was another one of the major lessons of Battery Park City, and its success in maturing into an integral part of Lower Manhattan. We were also encouraged to celebrate – rather than eradicate – the industrial heritage of our waterfront by retaining and adapting structures to serve a mix of uses. Access to and enjoyment of its waterfront will be one of New York's key amenities in the 21st Century.

To achieve all of this will take strong leadership on the part of both the public and private sectors, and a commitment to a vigorous planning process that allows for diverse participation and evolving consensus. Both Regional Plan Association and New Amsterdam Development Consultants believe that the international dialogue of the Exchange was an important step in realizing this goal for New York's waterfronts and Harbor.

Robert D. Yaro and Bonnie A. Harken

New York Waterfront Redevelopment: Context & Dutch Recommendations

Historically, New York City's waterfront was the place for shipping and industrial uses dependent on water, and the shoreline has been zoned accordingly for the past one hundred years. With the shift from break-bulk to containerized shipping and the erosion of the manufacturing base as a vital part of the City's economy beginning in the post-war era, New York's shorelines began to falter.

Today, there are concentrations of maritime activity in Red Hook and Sunset Park. Both the City's Economic Development Corp. (EDC) and the Port Authority of NY and NJ (PA) have conducted studies in the past that explore the issues and opportunities associated with maintaining New York Harbor's status as a world port. The harbor needs a comprehensive freight movement strategy to take advantage of the waterway network for the distribution of goods, rather than rely solely on truck transport. Industrial and commercial activities remain along Brooklyn's shore. While few of the remaining manufacturing uses truly depend on their waterfront location, general real estate pressure in New York has constrained the options that many of these businesses have in terms of alternative locations. And waterfront districts remain robust, boasting some of the highest concentrations of manufacturing jobs in the city.

New York's waterfront, and Brooklyn's waterfront in particular, is often characterized by abandoned industrial sites and unwelcoming municipal uses like waste transfer stations and power plants. Major new private construction has largely been limited to "big box" retail attracted by large land tracts and unexploited markets. However, with roughly 578 miles of shore land and nearly 3,000 acres of vacant waterfront property, New York City has long seen the waterfront as the promised new frontier for much needed open space and housing. The challenge before the City now is to find ways to promote a vibrant mix of industrial and residential activities.

This pressure has increased in recent years. The City as a whole has a severe shortage of housing, and many of



Lower Manhattan

Brooklyn's neighborhoods are burgeoning with new residents. This growing and increasingly wealthy residential population along the waterfront is generating demands for new services, including parks and public access to the waterfront. This gentrification is increasing pressure on the lower-value industrial and maritime uses both through rising real estate values as well as citizen complaints about trucks and other impacts of industrial activities.

The focus on South Brooklyn and Governors Island is timely and essential, propelled by significant waterfront projects throughout Brooklyn and Lower Manhattan. Current plans and proposals underway include: the proposed Brooklyn Bridge Park; Department of City Planning's (DCP) recently released plan for Downtown Brooklyn; Mayor Bloomberg's Vision for Lower Manhattan (which contemplates vast improvement of the East River waterfront up to the Lower East Side); the recent transfer of 150 acres on Governors Island to the City/State Governors Island Preservation and Education Corp. (GIPEC) and the start of its planning process; and DCP's current rezoning study that builds on their initial 1992 plan, New York City Comprehensive Waterfront Plan: Reclaiming the City's Edge. This study looks at Brooklyn's Williamsburg and Greenpoint waterfront potential for housing, addressing strategies for environmental remediation and the concern of providing affordable housing as well as market rate units. All

of these projects are building on the city's long-range vision for the waterfront: "to guide land use in a way that recognizes the waterfront's value as a natural resource and celebrates its diversity."

Workshop Sites and Dutch Recommendations:

Red Hook and Sunset Park share a variety of needs, each with differing priorities. Both Red Hook and Sunset Park have undergone extensive community-based planning initiatives through the City's 197-A process. Red Hook's community needs list runs the gamut: environmental cleanup; economic development; affordable housing; and youth and job

development programs. Red Hook also wants to build on its strengths: an accessible waterfront, a lively industrial sector and an interesting history. Sunset Park's waterfront is more modern and has potential to expand and become New York City's main container port.

The Dutch participants in the Exchange were introduced to the waterfront sites and issues through an extensive series of briefings, tours and discussions, which are described later in this publication. The three workshop sites included: Piers 6-12 in Red Hook; the South Brooklyn Marine Terminal in Sunset Park; and Governors Island. Below is background information on each site as well as the Dutch recommendations.

Workshop Site 1: Piers 6-12 in Red Hook

The boundaries of Red Hook consist of waterways and expressways. To the north is the Brooklyn Battery Tunnel; the elevated Gowanus Expressway is to the east; Gowanus Bay is to the south; and Erie Basin and Buttermilk Channel, running between Red Hook and Governors Island, are to the west. It is this proximity to the water and to the regional highway system that is both Red Hook's greatest asset, in terms of views and access, and liability, as an isolated location. While Red Hook's waterfront property is valuable, with only limited bus service the area is underserved by public transit. Atlantic Avenue is the important connection from Piers 6-12 to downtown Brooklyn and other neighborhoods. Nearby, the Columbia Street District is reviving with new restaurants and shops appearing alongside newly renovated or newly constructed buildings.

Piers 6-12, just south of the Brooklyn Bridge, are currently owned by EDC and under a short-term lease to the PA. They incorporate the City's only container port at the Red Hook Terminal, located on Piers 8 through 12 around Atlantic Basin. Space for berthing vessels and other maritime support activities is located on Piers 6 and 7. With the nearby New York Shipyard on Erie Basin, the entire area is designated as



Red Hook Coffey Pier

a Special Maritime Industrial Area under the NYC Waterfront Revitalization Plan.

Red Hook's zoning consists of low and high-rise residential zones located inland, abutting light-to-heavy manufacturing zones along the waterfront. Uses in these zones are mostly conforming except for the occasional illegal conversion of a warehouse to residential. However, recent trends show more and more developers are requesting zoning variances for the development of large-scale commercial ("big box" retail) or luxury residential in the manufacturing zones along the

waterfront, with much community opposition. According to the DCP, Red Hook's encompassing community district (CD 6) holds 609 vacant lots out of 13,755 total, or is 3% vacant land.

Local residents and community organizations have developed visions and plans for new waterfront access and parks, housing and community development. Expanding its residential community, promoting employment and business opportunities for local residents, and minimizing conflicts between industrial and residential uses are among Red Hook's goals. Recent projects include Pier 41; the new Valentino Park on the Coffey Street Pier; the pristinely restored Beard Street pier that houses many creative industries; and the Van Brunt Street warehouse that has been proposed for a Fairway market and food preparation facility. There is also the renovated public promenade along the "hook" that provides access to the water's edge. Now in its design and construction phase, the Brooklyn Waterfront Trail is a City-designated greenway that will run along the waterfront from Atlantic Avenue to the Gowanus Canal, and will form a key link in what advocates hope will be a continuous 18 mile greenway from Greenpoint to Bay Ridge. Red Hook also has stable industries, important to the diversity of New York City's overall economy.

Dutch Recommendations: Piers 6 – 12

According to the Dutch, Piers 6-12 have to be transformed, at least in the long run, as part of the urban fabric of Brooklyn. This should be the place for affordable and market housing, mixed-use areas, recreational functions and space for small-scale enterprises. An important condition for success will be better connections between this area and Manhattan by ferry and an area-based redevelopment strategy that incorporates Red Hook and the surrounding communities.

Build on surrounding strengths and needs. Piers 6-12 are not an isolated place. New plans for the piers should draw strength from and try to integrate with the interesting developments that surround them. To the South are the flourishing creative industries in the Beard Street Piers. To the East is the potential for new housing along Imlay Street and Columbia Streets. To the North are the future recreational activities of Brooklyn Bridge Park. To the West, across Buttermilk Channel, are the cultural and tourist activities planned for Governors Island.

Piers 6-12 should be redeveloped through a three-pronged approach that is community-based and sustainable:

Pier 6 should be an extension of the Brooklyn Bridge Park, and would accommodate the overflow of park functions, which could be located indoors or on the water, such as athletic, recreational and boating facilities. Pier 7 would be the transitional pier, with new development. Atlantic Avenue is the natural place for access and new inter-modal ferry and transit

connections.

Piers 8, 9 and 10 are ideal for a new type of development, that respects the scale of the Carroll Gardens and Cobble Hill communities and integrates the unique qualities of the waterfront and the piers.

- **Create new low rise, high density, multi-functional buildings on the piers or on infill,** which are set back to allow for public access to boats and other water-related uses. Use the lower floors for shops, businesses, cafés and restaurants. Reserve the upper floors for a mix of market-rate and affordable housing.
- **Parcel the piers, dividing the developable lots into multiple smaller parcels.** This allows for change and unpredictability. Parcelization of the piers would create diversity and competition for quality. A new urban district would emerge that would make the piers a destination for Brooklyn and Manhattan.
- **Capture the intrinsic value of edges.** Piers 6-12 have a multitude of edges, which is its special quality and highly valuable in terms of offering excellent views, access by water as well as land, and the flexibility to accommodate a mix of urban activities.

Piers 11 and 12, including the warehouses, should be the incubation zone for small businesses, that would allow existing firms in Red Hook and Gowanus to modernize and expand. As a result, adjacent Red Hook sites could be used for new housing.

Recommendations for the entire district include:

No more wishful thinking about economic prospects. Support maritime uses at Piers 6-12 that are compatible with an emerging mixed-use identity. Maritime uses can be adjacent to residential and commercial uses. Amsterdam's Eastern Docklands and Rotterdam's Kop van Zuid show how to accommodate a growing popularity of living and working in an active waterfront district.

Relocate heavy industry and containerized-freight related functions to Sunset Park to free-up space for the incubation of urban industries that could locate on the piers. The City should commit to supporting companies relocating to new locations in Sunset Park. At Pier 11-12 new growth industries could grow and cluster.

Create community amenities immediately. Access to Red Hook is required to reconnect the Piers and their surroundings with the rest of the region's transportation networks.

- As a start, **ferries to Erie Basin and Pier 7** can easily

be established in advance of future rail and road connections.

- **Green the waterfront and the surrounding manufacturing zones:** a comprehensive plan for a continuous greenway for recreational use supports the community's ecological network and the connections with the Brooklyn Bridge Park; do not hide it between houses!

Develop an affordable housing strategy for the district. Piers 6-12 create opportunities to expand Red Hook's affordable housing stock.

- **Thin-out the high concentration of low income housing,** particularly at the Red Hook Houses, by giving those residents the first chance to relocate to new affordable housing that would be interspersed on the Piers and throughout the neighborhood.
- **Build market rate housing on the vacated inland sites as well as on the waterfront.** This new supply of affordable and mixed-income housing will spur the revitalization of the entire Red Hook community.

Retain control of the Piers with land leases. Capitalize on publicly owned property and public investments, by employing the long-term lease model for public land.

- EDC should retain ownership of the Piers and give 99-year leases, as is typically done in Amsterdam and was similarly done at BPC. That way, the



Amsterdam Waterfront Western Docklands & Noord

City recaptures the incremental value it creates by improving the piers.

Create institutions to administer new transfer of development rights. Establish mechanisms to enable land-swaps and cross-finance arrangements so that public investments can be made in the surrounding communities. Private investments in Red Hook should benefit the community as a whole.

- By establishing a public-private redevelopment corporation, you would ensure that the added value resulting from any redevelopment projects in the area is shared equitably. In other words, prevent free-riders!

Workshop Site 2: The South Brooklyn Marine Terminal in Sunset Park

Sunset Park is Brooklyn’s most heavily industrial waterfront community. It lies just south of Red Hook, extending from the mouth of the Gowanus Bay south to the Belt Parkway at 66th Street, bounded by the Gowanus Expressway. The construction of the Expressway in 1941 severed the upland industrial and residential areas of Sunset Park from the water; today industry and roads pose both a visual and physical barrier to the waterfront, limiting access to residential communities to the west.

According to the DCP’s Plan for the Brooklyn Waterfront (1994), Sunset Park’s industrial job density ratio is 30 persons per acre—the second highest in Brooklyn. The vast majority of waterfront is zoned for heavy manufacturing. The area offers access to the regional highway network and to the continental rail system, at the 51st Street Float Bridge and at the 65th Street rail yards. Because of this, Sunset Park is “the only active inter-modal waterfront area.” Improvements to the Sunset Park port, to regional rail connections (such as the proposed cross harbor rail tunnel) and to the Gowanus Expressway are under consideration so as to significantly upgrade the City’s freight-distribution network and related industrial development.

The South Brooklyn Marine Terminal (SBMT) is a 110-acre site of three large piers. Once used extensively for container shipping, and currently managed by EDC, the SBMT complex includes the nation’s second largest import center for cocoa and coffee. Directly inland from SBMT is Bush Terminal, built in 1890, a complex of 6.5 million square feet of loft space connected to rail lines. Covering 200 acres, Bush Terminal spurred Sunset Park’s boom in the early 19th century, as a precursor for today’s “industrial park.” The Terminal at present is owned by EDC and serves as manufacturing and warehouse space with very low vacancy rates.

Sunset Park’s waterways can accommodate deep-water container ships and barge traffic. Due to projected growth in cargo volumes, both EDC and the PA have conducted port development studies, which conclude that the current infrastructure in NY Harbor is not sufficient to meet future needs, and investments are required to rehabilitate and expand existing port infrastructure. This includes the possible expansion of the Red Hook Container Terminal and converting and expanding Sunset Park as a container terminal. SBMT is seen as an opportunity to “serve as an anchor for future marine terminal development along South Brooklyn waterfront.”

Plans for SBMT call for it first to be used for a general cargo marine terminal/goods distribution facility and later converted to a container terminal once the transportation links are sufficient. It is estimated to need \$500 million in infrastructure investments

and, later, \$800 million for conversion to a container terminal. EDC’s specific phased plans for port development include allowing for public access at Bush Terminal, which builds on the 1994 DCP plan, and eventually for a container gate facility. Also in EDC’s plan, Industry City, adjacent to SBMT, is to be reused as an auto terminal and for warehouse storage.

Dutch Recommendations: From the South Brooklyn Marine Terminal to the Brooklyn Army Terminal: The Sunset Park Inland Harbor Terminal as the logical concept

Develop Sunset Park into an inland harbor terminal for containerized freight that would serve as a redistribution hub for the metropolitan area, especially the region east of the Hudson. Ports like Rotterdam have accommodated rapid growth by establishing networks of intermodal exchange points within the metropolitan area. These networks are connected by intermodal shuttle services and a ship-to-barge distribution system along secondary, shallower waterways. An inland harbor terminal in Sunset Park should be part of a regional network of redistribution hubs, connecting the distribution centers in New York City (e.g. Bronx), New Jersey, Long Island



Brooklyn Army Terminal

and upstate New York.

- **As a result, unnecessary truck traffic would be reduced.** Currently the majority of containerized goods shipped to the New Jersey harbor bound for destinations to the east are transported over the New York bridges by thousands of trucks every day. These goods should be shipped directly to the new inland harbor terminal at Sunset Park.
- This would not preclude other uses along this stretch, such as public access and open space, and numerous existing businesses. Rather, the goal would be to dedicate the maximum space possible in the industrial zone to consolidated port functions related to containerized freight.

Use the waterways as a network for the redistribution of goods. Waterways are underutilized in the New York Metropolitan region. Since 9/11 New York has rediscovered its waterways as a means of transporting passengers. Now it's time to do the same for transporting goods.

- Make better connections between Sunset Park and the port complex in New Jersey by water, in order to ameliorate traffic congestion along the west-east axis in the metropolitan area.
- Develop new types of vessels and barges if necessary in order to make water transport more viable. Amsterdam already uses freight shuttles and freight taxis. **In the workshop we developed a new prototype of mini-barge/ container- taxi called "Con-Cabs" to meet this need.**
- Identify and develop space available for small enterprises in Sunset Park and throughout Brooklyn, especially those who could make use of the transport of goods by water.

Start by improving inter-modal connections to the new inland harbor terminal.

- Take advantage of the fact that the harbor is also well served by the rail and highway network. Improved intermodal connections to the new inland harbor terminal would optimize its regional distribution capacity.

Ensure a critical mass of functions. Consider a gradual, phased-relocation of maritime functions from Red Hook to Sunset Park. As part of this, the public sector should make strong commitments to maritime businesses so that their ongoing operations would be assured.

- Dedicate the industrial areas between the SBMT

and the Brooklyn Army Terminal to the inland harbor function. Ultimately, containerized freight activities from the Red Hook Terminal could be relocated and consolidated in Sunset Park so as to ensure a critical mass of container functions that will make this inland harbor terminal work optimally.

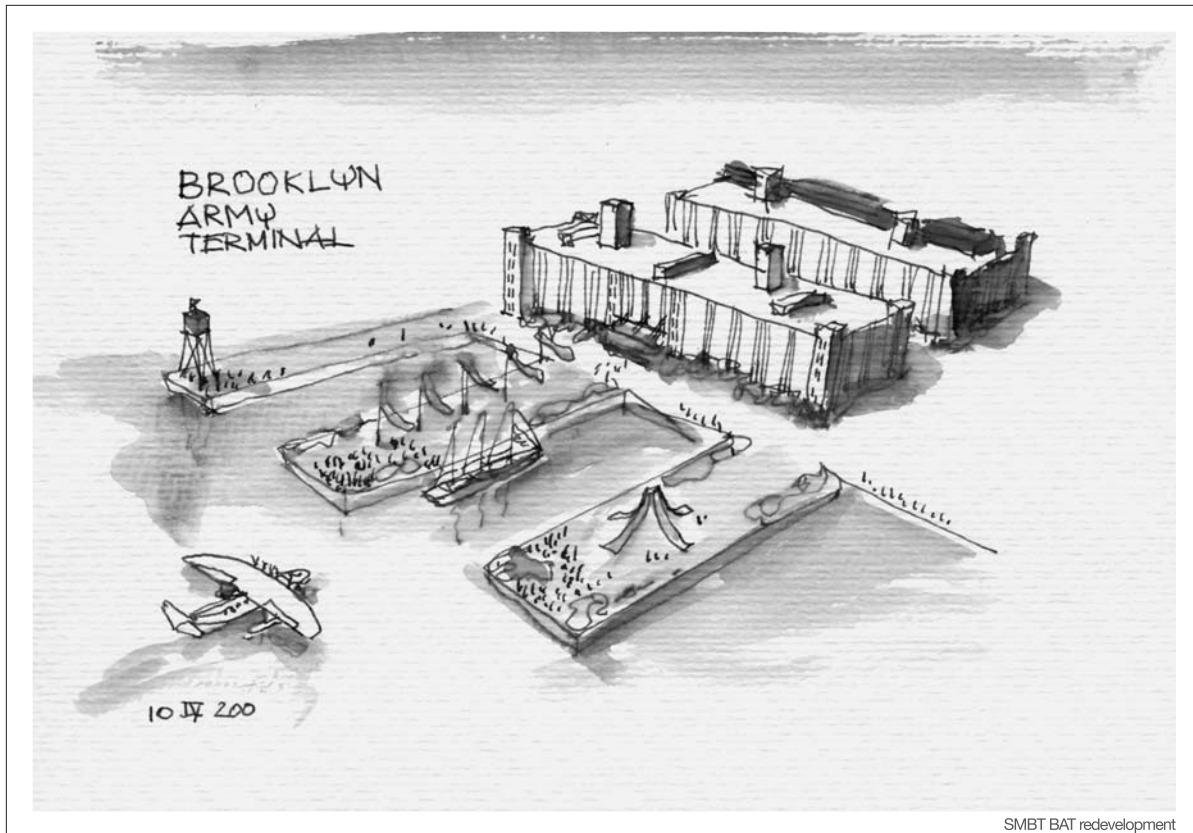
Reconsider the auto-port proposal. This should be replaced with maritime activities that support the inland harbor concept.

- The auto-port concept is a low-value and transient investment and would work only as an interim use. Ultimately, it would be better to attract functions that bolster the new port operations. SBMT has a low ratio of upland space to docking facilities and will need to focus on space-efficient cargo. Automobiles are among the most space-consuming goods to handle.

What about the need for green space? Keep Bush Terminal for maritime uses; build a new park and cultural center at Brooklyn Army Terminal.

- **Retain Bush Terminal for the new inland harbor terminal.** While there is a need for urban green space in Sunset Park, we think the Bush Terminal (now foreseen as a future waterfront park) is better utilized for the implementation of the potential inland port functions. The protected habitat area adjacent to the Bush Terminal should remain, as it is an important natural feature and could be compatible with maritime uses along the rest of terminal frontage.
- **Move the proposed park to the Brooklyn Army Terminal area.** The BAT and its surroundings are the optimal place where a waterfront park and indoor cultural activities could be combined in Sunset Park. Since the waterfront side of the BAT has yet to be redeveloped, there is an opportunity to create a cultural center in a new waterfront park setting.
- **Create a "green necklace": improve connections between green spaces in this part of Brooklyn.** Don't rely on stand-alone concessions from developers for open space. Such spaces will only have impact if they are part of a larger greenway strategy. Lanes and roads should be transformed into biking lanes with lots of trees.

Getting Started: Improve Sunset Park's waterfront image. One of the things we learned from our American friends is the importance of instigating good ideas in urban planning in the short term, rather than waiting until the whole blueprint is ready. We suggest working to improve the image of this Brooklyn



waterfront strip immediately.

- **Clean up the place.** Get the PA and EDC to clean up the SBMT to make it attractive for development.
- **Remove activities that don't fit the concept of an inland harbor terminal.** Everybody will know then that there is a new vision defined for the waterfront stretch from the South Brooklyn Marine Terminal to the Brooklyn Army Terminal.

Workshop Site 3: Governors Island

Governors Island is a water-bound former military base directly across from one of the densest cities in the world. Located just a half mile from Lower Manhattan and Red Hook, separated by the Buttermilk Channel, Governors Island has been in military use since the revolutionary war. The island has two historic forts dating to the early 19th Century, Fort Jay and Castle Williams, that are part of the Governors Island National Monument. During the Civil War it served both as a Union Army recruitment center and a prison for captured Confederates. Until recently, the US Coast Guard controlled the island, but closed down operations in 1997.



Governors Island housing and green

Throughout its existence, the 172-acre island has been rebuilt and reshaped to accommodate the military. It has been expanded three times since 1841. Excavated land from the Lexington Avenue subway line was used in 1901. By 1980 the island was completely developed, with more than three million square feet of floor space and room for 7,000 inhabitants. Today one finds an inventory of apartment complexes, officer mansions, recreational facilities, schools, religious facilities, a hospital, movie theatre, hotel and restaurants—in short, a complete community – set in the context of a National Historic Landmark District with spectacular views of lower Manhattan and the Statue of Liberty. Potentially easily accessible by ferry, today Governors Island is poised to play a vital role in the rebirth of Lower Manhattan, the Brooklyn waterfront and the inner Harbor.

The bulk of the Island was transferred in February by the federal government, at no cost to a City/State public development corporation, the Governors Island Preservation and Education Corporation (GIPEC); 22 acres were deeded to the National Park Service (NPS) as part of the National Monument. The Mayor and Governor have called for the Island to be redeveloped as a grand civic space characterized by educational, recreational, and tourism-type uses. Based on this vision, deed covenants established under the terms of the transfer mandate the set-aside of 40 acres for a public

park, permanent design restrictions within the historic district, reserving 20 acres for educational uses, and a restriction on private residential uses.

There are many challenges to realizing this vision. GIPEC and the NPS are just now starting their planning processes. The most critical issue is finding those commercial uses that can benefit from the Island's relative isolation, will help pay for the Island's maintenance, and are appropriate for a historic and public setting. Ensuring affordable access, especially from Brooklyn, is also important.

Dutch Recommendations: Governors Island: Where the past and future of New York meet

Governors Island: An icon in the harbor. Governors Island's role has evolved with the changing relationship between the New York Harbor and the City. This relationship now presents new opportunities. Once an isolated place ideal for defensive protection and for military operations, Governors Island now should be the star in the ever-expanding galaxy of Harbor attractions.

A New Front Door to the Water. The historic forts were, in effect, the front doors to old New York. We now have the

chance **to make the waterfront the City's new front door.** It is time to open the door and to renew this meaning for all New Yorkers.

- Governors Island could become a major attraction that will help put Brooklyn in the spotlight. This would help reinforce **the South Brooklyn waterfront's emerging identity as a tourist destination**, with the addition of new amenities such as Brooklyn Bridge Park.

This place is defined by water. As part of the narrative of Governors Island, water should be included as a major theme. The Dutch arrived here over water and water has shaped the island's history.

Celebrate the Island's history. As one of the early settlements in America and the "oldest continuously operating military post in the US," it is a place fundamentally defined by history. Its story unfolds through its landscape of landmark buildings, open greens and 360 degree-views of New York Harbor. The island's history and distinct location should be the focus of redevelopment in combination with potential it has to become a special meeting place.

The Special Meeting Place. Building on its landmark setting and its history of important convocations and events (such as the first summit between President Reagan and Soviet President Gorbachev in 1988), Governors Island should become a signature meeting place for the region, particularly for events that are international in nature. Crossing the water to reach the Island, now made more accessible by improved water transit, would heighten the anticipation and special quality of any gathering.

- **Civic, cultural and educational events** could take place in this dramatic setting, and make it **"the meeting place"** in the region.
- **The proposal for a new globe theater and Shakespeare Company at Castle Williams** would support this new identity as place for international meetings and cultural events, as for example Cirque du Soleil.

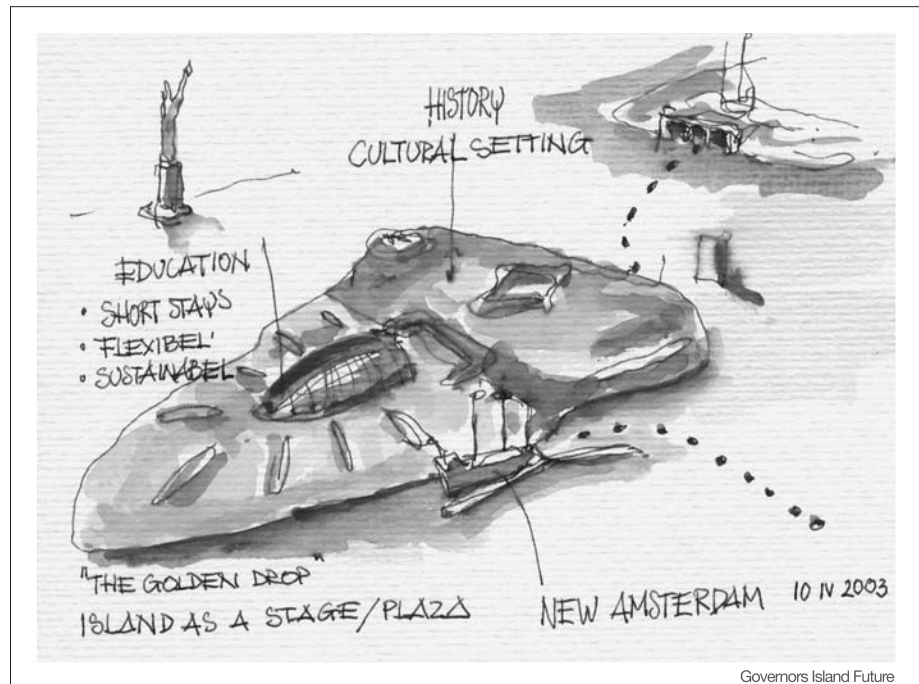
- **The northern part of the island** should include a park, recreational area and public space, with combined educational, cultural and commercial functions in the existing buildings. The southern part should be open: cleared of its buildings, and designed to allow for diverse and flexible uses, maintaining the large scale and openness.

Embrace the transient and the temporary. Design for multi-purpose, flexible and diverse uses. Governors Island should be seen as a framework that can hold a wide range of temporary functions. This special quality should be enhanced and strengthened.

- **Leave most of the island open**, rather than envisioning a completely built-up situation.
- **Use fabric and tensile structures:** they would contrast nicely to the many masonry buildings, would be evocative of sails when seen from the water, and their mutable forms would create a changing landscape, surprising visitors and viewers from the Harbor.

What is needed to translate this vision into a redevelopment strategy? A plan for Governors Island that:

- Guarantees respect for the history of the place and its importance to all New Yorkers



- Considers first and foremost the needs of local stakeholders. Consensus must be arrived at to best make use of the Island's potential.
- Allows for a gradually phased approach, with public-private partnerships when appropriate.

Cultivate the Mystery! Carefully reveal the treasure that is Governors Island. Solutions for Governors Island do not have to be immediate or obvious.

Dutch Impressions on New York Waterfront Redevelopment:

Waterfronts are the future of this city!

Learning from Battery Park City: While Battery Park City is a powerful paradigm for waterfront redevelopment in New York City, planning for South Brooklyn poses different challenges. BPC has the proximity and connection to Wall Street, which shaped its mixed-use development strategy. In South Brooklyn the context is dramatically different: waterfronts are adjacent predominately to areas of industry and low-income housing. This poses a more difficult challenge to create the appropriate mix of economic development activities. Overall, the important lesson from BPC is the seamless integration of new development into the existing urban fabric. This is one of the essential factors in the success of Battery Park City.

Waterfronts everywhere! Establish priorities, be selective.

- Both the public and private sectors recognize the vast potential for waterfront redevelopment in New York City. While this ambitious scale of planning is laudable, a critical question is: **can the market absorb all these plans?**
- The public sector should be continually reassessing and identifying the most favorable waterfront development that should take place in the next twenty years, including the possibilities on the East Side of Manhattan, and on the Queens and Brooklyn waterfronts from the Queens Borough Bridge to Sunset Park.
- As part of this revisiting of waterfront priorities, an assessment of sites where private developers want to invest but also where public interests exist should be taken into account. Recommendations should be made about future functions, the mix of uses for these locations, and the redevelopment opportunities in and needs of the adjacent communities.
- From this assessment a strategic plan should be put forth that shows a selection of areas and sites where



development should take place, where government agencies should make public investments to catalyze private initiatives.

Use the urban acupuncture approach: Make discreet and targeted public investments in infrastructure and public works that will be the catalysts for the desired future development. A series of urban-acupuncture improvements that will create the **stepping stones** that will better interconnect the entire area.

When resources and legal powers are limited, go with the flow. Don't wait for rezoning changes or even major infrastructure improvements. Support emerging sectors that make sense: compatible maritime use; new creative industries; market and affordable housing. **Organic growth coupled with visible investment in strategic places is the best basis for confidence in the future of the area.**

The New York Workshop: Program Highlights

The three-day New York Workshop explored the waterfronts at the intersection of the East River and New York Harbor. Our sites included Governors Island, Lower Manhattan, and the Brooklyn waterfront from Brooklyn Bridge Park to the South Brooklyn Marine Terminal. Specifically, individual workshop teams studied three distinct yet interconnected areas within this larger context: **Pier 6-12 in Red Hook, including the Atlantic Basin; the South Brooklyn Marine Terminal in Sunset Park; and historic Governors Island.** The workshops were directed by Bonnie Harken and led by Regina Meyer of the Brooklyn Office of the NYC Department of City Planning, Peter Zantal of the Port Authority of New York and New Jersey, and Marilyn Gelber of Independence Community Foundation; Andrew Genn of Economic Development Corporation and Rob Lane of Regional Plan Association; and James Lima of the NYC Economic Development Corporation and Rob Pirani of RPA.

Both New York and Amsterdam workshops were designed to encourage a critical cross-national discourse and help define strategic solutions for waterfront challenges and opportunities. In each city participants explored successful waterfront redevelopment and new opportunities for industrial waterfront zones through field trips by both land and water, and briefings by local experts. These were accompanied by working sessions and discussions within breakout teams. Ideas, insights and recommendations were made in a presentation at City Hall by the visiting delegation on the last day of the Exchange.

In developing ideas and visions for these waterfronts, our task was twofold.

1. First, we asked what the desired **future** is for these three individual sites and for the South Brooklyn and Governors Island section of the New York Harbor. Questions explored were:
 - What balance and intensity of activities makes sense?
 - What is appropriate in terms of program, scale, and density?
 - How would you relate the sites and create greater access to the adjoining waterfront areas and to the upland communities?
2. Second, we discussed the optimal **process** or set of processes by which we arrive at these futures. Areas explore were:
 - How to manage the long-term transformation of the waterfront?
 - What public participation and regulatory

processes facilitate redevelopment?
How can we be more innovative in terms of financing, public-private partnerships, and land disposition?

Program Events and Highlights of the New York Workshop

The April New York workshop of the Exchange began with an overview of waterfront redevelopment in the New York region. After opening statements by Bob Yaro and Bonnie Harken, Amanda Burden, Chair of the New York City Planning Commission, officially greeted the Dutch delegation at a welcome breakfast at Battery Park City (BPC) hosted by Tim Carey, President of BPC Authority. Ms. Burden gave a brief history of the planning and development of BPC, a process that she guided while serving as the Vice President for Urban Design in the early 1980s. Tim Carey discussed the Authority's current initiatives, especially its commitment to innovative green architecture. We toured Solaire, the first residential building built under the new BPC sustainability guidelines, with the building's architect Rafael Pelli of Cesar Pelli & Associates.

A boat tour of New York Harbor and the Brooklyn Waterfront moderated by Bonnie Harken was the official start of the Exchange. Our panel of narrators included participants from the Amsterdam trip. From the public sector, Jim Lima, Marilyn Gelber and Regina Myer shared their considerable knowledge of Governors Island and Brooklyn. From the private sector, developers Fred Harris of AvalonBay, Michael Kaye of Levine Builders, Don Capoccia of BFC Construction, John Frezza of Strategic Construction, and Alan Suna and Stuart Match Suna of Silvercup Studios each discussed the challenges their development projects faced -- running the gamut from brownfields cleanup to lack of public money for infrastructure improvements -- on the Long Island City and Williamsburg waterfronts. Finally, Dwight Woodson, General Manager, Waterfront Development for the Port Authority of New York & New Jersey (PA) and Arthur Imperatore, Jr. of NY Waterway provided some of the New Jersey context with the examples of Hoboken and other transit-driven development along the Hudson. Later we toured the workshop areas and nearby neighborhoods: Piers 6-12, Red Hook and Gowanus Canal; and special tours of the SBMT and the BAT by Andrew Genn and Lee Benedict, both of EDC. Leah Archibald of SWBIDC and Phaedra Thomas of the South Brooklyn Local Development Corporation also joined us and provided their perspectives.

The first workshop session was held on Governors Island. Jim Lima welcomed everyone and presented the Island's planning

history; Peter Zantal, Manager of Strategic Analysis & Industry Relations for the PA, presented the port and maritime activity in the region; John Alschuler, President of Hamilton Rabinovitz & Alschuler, presented Piers 6-12 and Red Hook; and Andrew Genn presented SBMT and Sunset Park. Each provided the Dutch with much of the essential context to which to respond. After a walking tour of the island, workshop sessions got underway with animated discussion. The concluding workshop sessions re-convened over lunch hosted by David Manning, Senior Vice President for Corporate Affairs of KeySpan Energy Corporation, at the company's Downtown Brooklyn headquarters, where Bonnie Harken presented the findings from the Amsterdam workshop.

Throughout the Exchange the Dutch were treated to a series of entertaining and informative events. Richard Ravitch of Ravitch Rice gave us a luncheon tour of Waterside, the pivotal affordable housing complex he developed in the 1970s. David Yassky, Councilman of Brooklyn and Chair of the Waterfront Sub-Committee, joined us for remarks over lunch. Both Mr. Yassky and Mr. Ravitch spoke to the political and economic hurdles faced by port growth, affordable housing and waterfront development. Fred Harris hosted us at Riverview, a dramatic new residential building at Queens West, where Regina Myer presented the neighborhood context of Brooklyn and the community-based planning process. Edwina and Richard Kaplan hosted dinner in their elegant loft, so the Dutch could experience Soho-style hospitality. The Dutch were also welcomed by Brooklyn Borough President Marty Markowitz Brooklyn Historical Society President Jessie Kelly and in the BHS library. On view was an original Dutch settler's sketch of the Brooklyn waterfront from the 1600s. Michael Kaye showed us the vitality and mix of uses in Williamsburg, hosting a dinner at the trendy restaurant PlaNet Thailand.

Other highlights of the Exchange were the various talks and tours. Developer David Walentas of Two Trees Management invited us to his penthouse space in the Clocktower, a converted residential building in DUMBO, where he told us of his solo journey to renew this loft district into the thriving, creative, mixed-use community that it is today. Jim Moogan, President of Brooklyn Bridge Park Presentation Development Corporation, joined us there to present the impressive proposed BBP as the new major amenity – and new

model of self-sustaining park development -- for the region. John Frezza gave us tours of the high-quality affordable housing he has developed on Columbia Street and of the proposed Public Place project on the large former KeySpan site near the Gowanus Canal. Greg O'Connell showed us his Beard Street Piers, another example of one individual's efforts that spurred the transformation of an area. Jane Kenny hosted a session on brownfields redevelopment, where she spoke on the innovative New Jersey adaptive reuse projects she spearheaded as an example of what was possible for the South Brooklyn waterfront. As part of this Commissioner Chris Ward discussed the inter-agency brownfields initiative he is chairing, in an effort to stream-line and facilitate the City's environmental remediation process.

The final presentation and reception of the Exchange, hosted by the NYC Economic Development Corporation and the Consulate General of the Netherlands, took place in the Committee of the Whole Room at City Hall. After introductory remarks by Bonnie Harken, Josh Sirefman, Chief Operating Officer of EDC, welcomed participants. Dan Doctoroff, Deputy Mayor for Economic Development & Rebuilding responded to the Dutch recommendations, as did Amanda Burden and others present to hear the ideas. The reception was an effective close to the dialogue with the Dutch. The Dutch departed, after a final farewell party in the East Village hosted by Don Cappocia, excited by this lively Exchange of ideas and possibilities for the South Brooklyn Waterfront. Both the RPA and the NADC would again like to extend our thanks to Marian Imperatore and Frank Uffen for their excellent work organizing the New York events and to all the Exchange participants who helped make it such an exciting and stimulating program.



Red Hook Waterfront Coffrey Pier

Amsterdam Workshop: Program Highlights

The first workshop of the Exchange took place in early February in Amsterdam. The three-day program introduced the New York participants to the latest ideas in Dutch waterfront redevelopment. Dutch public officials, developers and other experts shared their first-hand experiences with the transformation of waterfronts and innovative brownfield redevelopment such as the green buildings on the GWL-site along the River IJ and the Westergasfabriek cultural park.

Amsterdam Waterfront:

Our exploration started with a boat tour from the historic canals to the Eastern Docklands, an area of land-fill peninsulas and islands to the west of the historic City center. Han Michel and Henk Draaisma guided us through the results of 15 years of dazzling transformations. With the advent of container shipping, most port activities moved westward, allowing the once bustling industrial and maritime uses on the Amsterdam central and eastern waterfronts to decline rapidly. An ambitious redevelopment plan for the Eastern Docklands enabled that area to reemerge as an internationally acclaimed model for urban waterfront planning, development and culture. Through the prodigious efforts of both public and private parties, thousands of premium and affordable housing units have been built, along with new opportunities for offices, retail, culture and entertainment. Pieter Dijkmeester showed us how they helped - as non-for-profit developers building hundreds of below-market rate homes - produce a thriving urban environment with mixtures of high density/low rise communities, public promenades, preserved maritime piers and buildings, and new transit facilities.

Our delegation was welcomed at City Hall, where City Manager Erik Gerritsen and former Eastern Docklands supervisors Gert Urhahn and Ton Schaap explained how the City of Amsterdam began to grapple with the redevelopment of its outmoded industrial waterfront in the late 1970s. When the process started nobody was prepared. After ten years of reconnaissance, the city concluded that it had to take the lead and to steer the overall process. There was a need for a clear vision, a realistic strategy, and the ability to take risks, to experiment, for a clear commitment between public and private sectors.

Redevelopment was not a smooth process: squatters, artists and others successfully fought to preserve the abandoned industrial buildings and the uses they had established for them. By 1995, with the economy returning to strength, the City did not hesitate to reenergize its redevelopment process, relying less on one grand master plan for the harbor than on a coordinated series of major projects.

Rotterdam

The Amsterdam program also included a visit to the City of Rotterdam, the world's largest port. The Port Authority and the Port Development Corporation invited the Exchange team to join them on a maritime tour of Rotterdam's most prominent waterfront redevelopment projects. The tour included the Kop van Zuid and the Eems & Waal Harbors, an active port area for which the City is defining a redevelopment strategy. In Rotterdam, even more so than in Amsterdam, a new attitude toward how best to redevelop former harbor areas has emerged. Until recently the order of business has always been: housing in, harbor activity out. Now, Rotterdam is vigorously pursuing a mixed-use approach, because it leads to quicker results and is less expensive. The City is also cultivating its distinctive character as a port-city. This identity is integral to what the city is about. As a result, Rotterdam real estate developers have called for a rewriting of environmental regulations to accommodate more mixed activity.

The visit to Rotterdam concluded with a Dutch lunch at the former Van Nelle Factory, a unique example of International Style architecture and recently transformed into an art, design and manufacturing center by Claessens & Erdmann, Architects & Designers.

Amsterdam Noord:

As part of the workshop, the group toured Amsterdam's new waterfront frontier: the Northern Waterfront. It is an area of the City with significant potential for residential, economic and cultural development, currently zoned for industrial and commercial uses. Currently, numerous public agencies are planning for its redevelopment. Borough Noord directors Ted Zwietering and Henk van Veldhuizen traveled with us by boat, with small detours to the Shell Tower for spectacular views and through sites littered with the abandoned scraps of a previously flourishing shipyards, including a battered, but lived-in, streetcar. Clearly the Noord - the Brooklyn of Amsterdam - stands at the beginning of a redevelopment process that will bring thousands of new homes and jobs to a 3.1 mile industrial zone.

Pieter Klomp and Nan Raap of the Amsterdam Department of City Planning introduced us to the City's planning strategy and the first plans and concepts for the master plan for the Amsterdam Noord Waterfront.

The program calls for redevelopment of a strip of waterfront properties into mixed-use communities, creating a total of 13,000 new housing units and 22,000 additional jobs. The

master plan advocates a flexible approach based on reinforcing the existing infrastructure and green areas, based on a phased-transformation that can be adapted over time. The strategy first calls for optimizing the existing spatial framework: the banks and quays, road connections, waterways, harbors, bridges, squares and parks, and landscape, providing the matrix for new development.

The planning process involves several planning phases and plan documents. The Borough and City work simultaneously with private developers and local entrepreneurs on



development projects to stimulate the transformation process. Jaco Meuwissen and Anneke de Vries of ING Real Estate, who established a partnership with the City to redevelop the Shell site in Noord, emphasized the importance of pre-investing in partnerships and pilot projects to hasten the redevelopment process.

Recommendations & Reflections

The City of Amsterdam and the Borough President of Amsterdam Noord invited the New Yorkers to review its strategies and make suggestions for high quality waterfront redevelopment. The workshops focused on three pressing issues: feasible strategies for mixed-use, public-private partnerships, and dealing with brownfields and environmental regulations.

The New Yorkers were very complimentary concerning the overall quality of the Eastern Docklands. However, many felt that it was often over-designed and too monotonous: many housing blocks lacked basic amenities, such as corner stores and playgrounds. New York planners, officials and developers encouraged the Noord planners not to go for staid residential neighborhoods, instead mixing maritime, industrial and residential activity. The national government has for years called for multiple usage of urban spaces, but the environmental rules from that same government tend to require the separation of functions. This clearly presents a dilemma to cities like Amsterdam that are encouraging mixed-use as a way of providing small-scale work opportunities integrated into the urban fabric.

The New Yorkers embraced some specific interesting concepts of the Noord Masterplan, such as “casco” development - - open loft-like spaces -- that allow for flexible and varying uses. The New Yorkers were very positive about this kind of development, referring to it as “serendipity”, the chance for unplanned activities to animate the area.

A New York developer commented that the “Netherlands is a planner’s dream for several reasons: first, urban redevelopment is acknowledged by politicians; second, Hollanders are better in consensus building; and finally, the government has control over the property. However, the culture of private initiative and private/public cooperation could be better developed as in the U.S. Others expressed some concern about the optimism about redevelopment of former industrial sites. They felt that environmental issues could become a major obstacle in the feasibility of the City’s development ambitions. Instead they recommended setting priorities for public investments. The Dutch should start with high quality and well maintained open spaces, something that many felt was missing on the Eastern Docklands and has always been the catalyst for development in New York.

After three days of looking at the Netherlands through American eyes, Dutch participant Jaap Modder concluded that New Yorkers see things creatively as well as sensibly. One of their creative recommendations: if you want to connect Amsterdam Noord to the rest of the City, do not wait for an expensive subway, put in lots of ferries! And in the category of sensible: successful development starts with the appropriate public investment.

Organizers

The New Amsterdam Waterfront Exchange was organized jointly by the **Regional Plan Association (RPA)** and the **New Amsterdam Development Consultants (NADC)**.

Regional Plan Association improves the quality of life and the economic competitiveness of the New York-New Jersey-Connecticut region through research, planning, and advocacy. For more than 80 years, RPA has been shaping transportation systems, protecting open spaces, and promoting better community design for the region's continued growth. We anticipate the challenges the region will face in the years to come, and we mobilize the region's civic, business, and government sectors to take action.

RPA's Third Regional Plan, published in 1996, articulated the importance of waterfront redevelopment in the New York Harbor as one of the Region's priorities for fostering economic growth and improving quality of life. Since then, RPA has focused its attention on the Brooklyn waterfront as a singular opportunity to realize this goal. Two years ago, RPA sponsored the "Future of the Brooklyn Waterfront" conference, bringing together community advocates, civic and business leaders, City and State representatives to discuss the future of the Brooklyn waterfront. RPA has conducted a study of the opportunities for improving public transit along and to the Brooklyn waterfront communities, developed proposals for burying the Gowanus Expressway, and has advanced plans for creating a Brooklyn Waterfront Greenway from the Shore Parkway to Newtown Creek. RPA is the leader of the Governors Island Alliance civic coalition, and is actively working with the City, State and National Park Service on their redevelopment efforts. RPA has also been involved in several projects that examine the future of urban manufacturing.

New Amsterdam Development Consultants is a group of professional consultants who combine both local and international expertise in real estate development and urban planning. We are experts at creating development concepts for urban markets. We manage the process of concept development, planning and implementation. Our core business is consulting for clients on development projects that help transform cities, such as waterfront redevelopments, mixed-use districts, and the revitalization of urban neighborhoods.

NADC's team has been involved in redevelopment projects in Amsterdam and New York. NADC is the New York-based associate of DE LIJN, a group of 15 consultants and staff located in the historic district of Amsterdam. In Amsterdam DE LIJN has helped the City and developers implement an ambitious redevelopment plan that has transformed the City's Eastern Docklands on the banks of the IJ River into an internationally acclaimed model for urban waterfront planning, development and culture. NADC/DE LIJN's was involved in a number of projects and processes, including managing public-private partnerships for housing development on Borneo Sporenburg, monitoring the participation of community groups in the redevelopment process, project management for the Masterplan KNSM Island, and development of concepts for manufacturing and design centers (Loods 6 & Loods 6.1). In New York, NADC's team has involved as planning consultant for the Cooper Square Committee, drafting the initial Cooper Square Redevelopment on the Lower East Side. Recently NADC has researched transformation trends in industrial waterfront zones in Brooklyn, real estate and development models in SoHo, San Francisco and Arlington/Washington DC for developers and public sector clients. A development consortium asked NADC to manage a bidding & selection process of consultants for a 46-acre waterfront redevelopment project in Glen Cove.

Acknowledgments & Contributors

Major Sponsors:

JM Kaplan Fund
Levine Builders

Sponsors:

AvalonBay Communities
BFC Construction Company
Consulate General of the Netherlands in New York
Dutch Ministry of Housing, Environmental Planning and Environmental Issues;
Het Oosten/ Kristal Housing Association;
ING Real Estate;
Silvercup Studios
Strategic Construction, Inc

The organizers are grateful for the generous financial support of:

American Embassy in The Netherlands;
Amsterdam Comprehensive City Policy Program;
Borough of Amsterdam Noord;
Claessens & Erdmann Architects & Designers;
Development Authority Stadshavens Rotterdam;
KAN Regional Council Nijmegen Arnhem;
KeySpan;
Netherlands Foreign Trade Agency;
NY Waterway;
Renaval Economic Development;
Urhahn Urban Design;
US Environmental Protection Agency;

The Amsterdam Waterfront Exchange extends our thanks to the many organizations that helped make the Exchange possible:

Amsterdam Department of City Planning;
Battery Park City Authority;
Brooklyn Bridge Development Corporation;
Brooklyn Historical Society
Draaisma Management Consultants;
Independence Community Foundation;
New York City Economic Development Corporation;
New York City Department of Environmental Protection;
New York City Department of City Planning;
New York City Mayor's Office;
New York League of Conservation Voters;
Port Authority of New York and New Jersey;
Ravitch Rice and Company;
Rotterdam Port Authority;
Two Trees Management;
Amsterdam Westergasfabriek Project Office.

Regional Plan Association
New Amsterdam Development Consultants

Waterfront Exchange Team

Robert D. Yaro, President, RPA
Marian Starr Imperatore, RPA Project Manager
Bonnie A. Harken, AIA, President
Frank Uffen, NADC Project Manager

Project Report Team:

Nadege DeCastro, RPA
Lauren Gallagher, Consultant
Bonnie Harken, Nautilus International Development Consulting
Ad Hereijgers NADC/ DE LIJN Office for Urban Development
Marian Imperatore, RPA
Rob Lane, RPA
Rob Pirani, RPA
Jeremy Soffin, RPA
Frank Uffen, NADC
Robert Yaro, RPA

Additional Contributors:

Jaap Modder, Chairman, KAN Regional Council Arnhem-Nijmegen
Annemiek Rijckenberg, Member, National Council for Housing, Planning & the Environment
Renée Schoonbeek, Partner, DE LIJN Office for Urban Development
Artist Impressions: Claessens & Erdmann Architects & Designers

Special thanks to the Netherlands Consulate General in New York for making this report possible.

New Amsterdam Waterfront Exchange Sources

Limitations of space prevent RPA and NADC from listing every source used in this publication. The following is a list of the major sources that we have relied upon and provided us with invaluable factual information as well as insight for the contents of this report.

Brooklyn History

Red Hook Gowanus Neighborhood History Guide
(Brooklyn Historical Society, 2000)

Kenneth T. Jackson, The Encyclopedia of New York City (Yale University Press, 1995)

Brooklyn Waterfront

Comprehensive Waterfront Plan – Reclaiming the City’s Edge (Department of City Planning, Spring 1992)

Plan For The Brooklyn Waterfront (DCP, Fall 1994)

New York Waterfront Blueprint (Waterfront Park Coalition, January 2002)

Brooklyn Waterfront Trail Plan (DCP 1997)

Greenway Plan for New York City, Preliminary Design and Summary Report (DCP, 1998)

Making it in New York: The Manufacturing Land Use And Zoning Initiative (PICCED and Municipal Art Society, 2001)

Port Development Plans

Port Perspective (Port Authority of NY & NJ, Spring 1999)

Strategic Plan for the Redevelopment of the Port of New York - Steering Committee and Advisory Committee Meetings (Wideman Zachary & Miller for the NYC Economic Development Corporation, May 1998)

Red Hook and Sunset Park

Red Hook 197-A Plan (Community Board 6, 1996)

Sunset Park 197-A Plan (Pratt Institute Center for Community and Environmental Development, www.picced.org)

Governors Island

A New Life for Governors Island (Regional Plan Association, 1998)

Slobin, Sarah. “Crusoe’s Dream: One Island, Move-In Condition.” *New York Times*. 4/28/02

Gowanus

Gowanus Tunnel Feasibility Study (Regional Plan Association, July 1997)

Gowanus Canal Revitalization Program (Gowanus Canal Community Development Corporation 1996)