Imagine NY
The People's Visions



Summary Report

A compilation of themes and visions
for rebuilding New York and revitalizing
our neighborhoods.

Monday, June 10, 2002

www.imagineny.org

IMAGINENY
a project of the Municipal Art Society of New York

ACP

INTRODUCTION

On September 11 and the days and weeks that followed, New Yorkers came together as no one imagined we would. In the face of tragedy, we embraced opportunities to make a difference, whether by giving blood, cheering on rescue workers, making donations, or just making ourselves available to help out a neighbor in need. Moving forward from that tragic day, we were a changed city — changed not only for the horrific losses, but also for the spirit of mutual respect and civic discourse that emerged.

In the continued spirit of this new civic engagement, the Municipal Art Society and a large network of partners sponsored *Imagine New York*, a project to bring together members of the public to share their ideas and visions for rebuilding downtown, memorializing the World Trade Center tragedy and responding to the impact of September 11 on the metropolitan region. With so many people affected by the tragedy, it seemed that we should embrace this civic involvement as much as we would devote our efforts to the physical rebuilding.

With this concept in mind, we approached cultural, civic, and community organizations and government entities throughout the tri-state region, asking them to host public meetings where people would discuss ideas for the future of the site and the region (*Imagine New York* workshops) and to advertise the project to their constituencies. This initial call to action was met with a dramatic response — the project grew from a 45-member Steering Committee at the beginning of February to nearly 200 project partners by the beginning of March.

People that contributed their ideas to *Imagine New York* were affected by the tragedy in different ways. Downtown residents and business owners saw the soul wrenched from their community. Workers were displaced from jobs at the World Trade Center and at businesses throughout the region. Middle school children in Greenpoint, Brooklyn watched the terror unfold from their classroom window, and seniors were reminded of Pearl Harbor. Victims' family members lost loved ones, while we all lost our complacency, our sense of security, and our skyline.

Imagine New York was a tremendous volunteer effort, not only on the part of the people who contributed their ideas, but also on the part of the workshop venues and facilitators. Venues including museums, schools, libraries, businesses, and community centers contributed their spaces and staff to the project at no cost, many of them remaining open in the evening or on weekends to hold workshops. Over 200 volunteer workshop facilitators traveled across the region to provide opportunities for the public to participate. *Imagine New York* workshops were held in Spanish, Cantonese, and American Sign Language.

Between March and May, over 3,000 people participated in 230 public workshops, and nearly 19,000 ideas were collected, including online and mail-in submissions.*

Just as the scope of *Imagine New York* was remarkable, so, too, are the results. Not only was there a tremendous interest and enthusiasm from the public, but also the ideas expressed were well planned, sensitive, and eminently feasible. These ideas focused on such critical planning issues as neighborhood livability, access to the waterfront, transportation connectivity, innovative design, and integrated planning for the site, city and region.

What do you do with 19,000 ideas? The Steering Committee pored over the ideas to identify common themes and visions. Though the ideas came from a notably diverse public, the Committee found that the 19,000 ideas could be captured in the 49 visions that appear in this report. At the *Imagine New York* Summit on June 1, participants, facilitators, and workshop hosts worked together to finalize the visions.

The removal of the last piece of steel from the World Trade Center site marked the end of the cleanup process, but was also a reminder that the site *will* have a future, whatever shape it ultimately takes.As our leaders begin planning in earnest to shape the city and region in years to come, they should be encouraged by the level of public interest. They have everything to gain by expanding and continuing this public process. In doing so, they would give voice to the unbreakable spirit of civic involvement that emerged after September 11, recognizing the value of community building and the responsibilities of democracy. What better future for the site and city?

Kent L. Barwick
President, Municipal Art Society

*See the appendix for a map and full list of *Imagine New York* venues.

FOREWORD

This is a brave, loving, candid document. It is also a practical, workable, and tremendously helpful collection of recommendations. The 49 visions for New York's future presented here bring the voices of four thousand people to the table. That's a lot of people to step forward. And we're hearing more than just their voices: we're getting their most deeply considered thoughts; their very best efforts.

The consultation process which generated the *Imagine New York* visions was as inclusive as possible. It was also, in its own way, grueling. Participants were asked to reach far inside themselves and speak from their deepest feelings.

Memorials and recovery are about moving forward. For some, this means moving away from a terrible sadness, and coming to terms with something by putting it behind them. For others, memorials and recovery begin by staying present to what's suddenly missing, and acknowledging the pain as a valuable source of information — as almost a new friend, unsought but honest, with the power to help people think things through more thoroughly.

The visions gathered by *Imagine New York* were developed in working groups of 15 people that met for three hours or longer. They were asked, by facilitators, to consider three questions:

What have we lost?
How have we changed?
How can we move forward from September 11th?

The first two questions were presented together at the beginning of a working group's session. At the outset, people had to let themselves re-experience the pain of September 11th and the enormity of the losses that that day brought us.

Only some of those losses can be quantified — the Twin Towers were 110 stories tall and could be seen from 40 miles away; they stood, along with five other now-vanished buildings, on sixteen acres in downtown Manhattan; tens of thousands of jobs in New York and elsewhere in the country disappeared overnight or were displaced.

Other losses, just as palpable, are within people, invisible and only superficially numerical. There is no way to encompass the meaning of the lives lost that day — the 2,823 people at the World Trade Center, the hundreds more at the Pentagon and in a Pennsylvania field. Each person lost was an entire world to five or fifty other people. Fifty multiplied by three thousand... the number of worlds that blinked out of existence in an instant.

Only after finding answers to these questions were the *Imagine New York* participants introduced to the third question. It came in the form of a short exercise:

> *Imagine yourself, your home, your neighborhood, and your workplace 5 to 10 years from now. What would you see? How would you move around? Thinking about the World Trade Center site, your community, and the New York region as a whole, what should be done to move forward from September 11th?*

You will see this three-pointed field of focus — on the Trade Center site; on communities; and on the city and region as a whole — in all 49 visions that follow. You will also certainly find great depth of feeling.

You will catch sight of a perhaps unexpected unity of purpose:

Considering only the 16 acres where the Trade Center stood, it would be hard to accommodate at once, within that single, now-emptied space, visions of building nothing at all; and of recreating the Twin Towers exactly as they were; and of building something even taller. With a wider field of focus — one that takes in the acreage of the entire city and of all its neighborhoods, and at the same time all the empty expanses within New Yorkers that need to be filled, nurtured, strengthened, and healed — the goals and plans set forth here sound like ideas the rest of us will want to look at again and again.

The four thousand *Imagine New York* visionaries are showing us all how to look within ourselves with care and courage.

Tony Hiss
Visiting Scholar, Robert F. Wagner School of Public Service
New York University

In a period of eight weeks, from mid–March to the beginning of May, over 3,000 residents of the New York metropolitan region came together to share their thoughts and ideas about the future of the World Trade Center site, the city, and the region. By participating in *Imagine New York* they became part of an historic experiment in participatory democracy. People of all walks of life met face to face, motivated by the desire to express their thoughts and by the opportunity to affect the future of the region in profound and constructive ways. With their ideas and in their own words, participants helped articulate diverse visions that, while addressing issues related to the site and Lower Manhattan, also addressed issues of community, social equity, education, culture and personal healing. This section describes the process that brought *Imagine New York* to fruition, the methodology of the public involvement activities, and the participants' demographics.

A Transparent Process: Bringing *Imagine New York* to Fruition

Shortly after the September 11th attacks, it became clear that people from throughout the region that were affected by the tragedy needed a way to come together to share their feelings and ideas about the future. *Imagine New York* addressed that need. The project was conceived by the Municipal Art Society (MAS) in collaboration with a broad-based group of partners.

Imagine New York had two objectives:

- To gather ideas and visions from the broad public.
- To ensure that those voices and ideas are heard by decision-makers who will be formulating the plans and policies that are critical for the future of the region.

The project benefited from the ideas and support of a great number of people. In November and December 2001, MAS held three focus groups with individuals and representatives from civic organizations, agencies and businesses affected by the September 11th attacks. The focus groups identified the need for an inclusive public involvement process that would not only focus on rebuilding the World Trade Center site and revitalizing Lower Manhattan, but would also address larger regional needs and the emotional recovery process.

In January 2002, MAS convened a Steering Committee to help design the process and ensure its accountability and transparency. The Steering Committee included relatives of victims, Lower Manhattan residents, artists, architects, planners and representatives from government agencies, business and community organizations. In a series of bi-monthly meetings held from January through March, the Steering Committee, working with MAS and consultants, defined the program and literally gave the project its name — *Imagine New York*.



Workshop Methodology and Format

The methodology of *Imagine New York* was based on a set of clearly stated principles that included:

- Encouraging participation, regardless of a participant's age, educational background or language.
- A commitment to recording all ideas submitted by participants and to displaying those ideas on the project website.
- Opening the dialogue to all ideas and concerns with no limitation to the geographic boundaries of Lower Manhattan and the World Trade Center site.
- Developing multiple visions to better reflect the rich diversity of the region.

Grounded on these principles, *Imagine New York* workshops were designed to allow for maximum flexibility. They could be held virtually anywhere and would allow for different types of activities and program lengths. They were also designed to allow participants to contribute ideas in a safe and comfortable environment, through either words or drawings and images. Over 200 volunteer facilitators were trained to run the workshops. Venues could select from among envisioning workshops, charettes or unstructured activities, as described in more detail below:

- **Envisioning workshops** consisted of two brainstorming exercises. In some venues, participants went beyond brainstorming and wrote visions and strategies to address recurring ideas in their session.
- **Planning and design charettes** were facilitated by trained architects and planners and focused on physical design and planning solutions for the World Trade Center site and Lower Manhattan.
- In **unstructured activities,** participants helped to create a "quilt wall" by drawing, painting or writing on squares of colored paper, which they then placed on a gridded wall for display.

A total of 230 workshops were held throughout the tri-state region, at locations including local libraries, places of worship, schools and universities, museums and community centers. In some cases, venues conducted their own outreach and publicity. Other venues depended on a citywide outreach effort conducted through posters and flyers and involving extensive media coverage. A Public Service Announcement ran on several television stations and on the JumboTron in Times Square.

The workshops and 850 web and mail-in entries generated a total of nearly 19,000 ideas. The 49 vision statements included in this report are based on those ideas and were written and finalized by participants in the last *Imagine New York* activity, the Summit, held June 1 and attended by over 300 people.

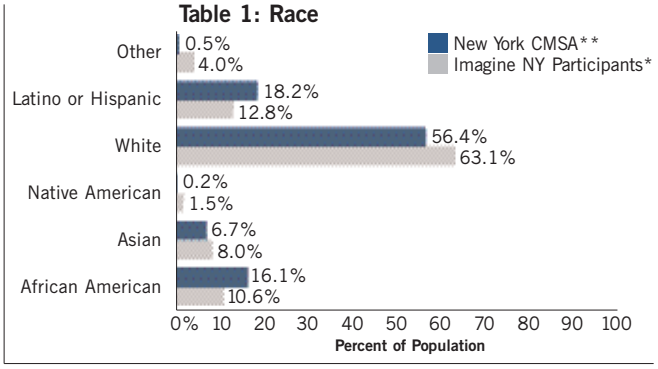
In preparation for the Summit, all ideas, drawings and artifacts were entered into a database. (They can be seen and sorted in the Idea Gallery of the *Imagine New York* website at www.imagineny.org.) In mid-May, the Steering Committee reviewed and sorted the ideas into categories of like ideas, and then developed preliminary drafts of the vision statements, one for each category of ideas.

At the Summit, each participant chose a category of ideas, and, working in small groups, went through a facilitated process of reviewing the ideas for their category and refining, changing and finalizing the vision statements.

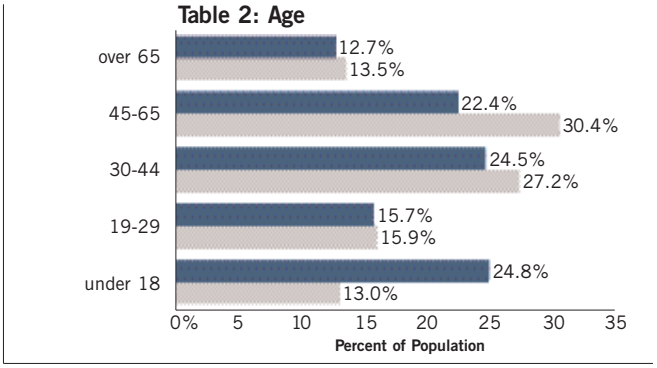


Participants' Demographics

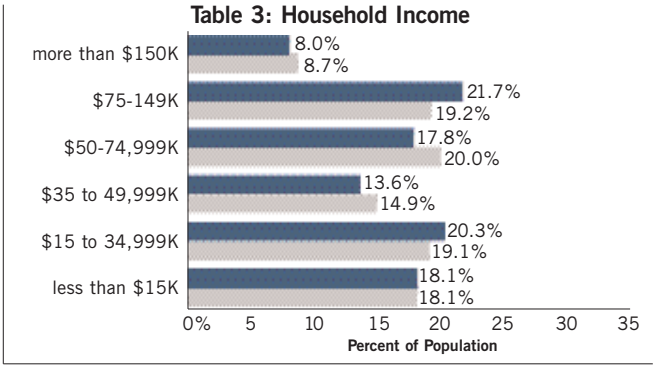
The fact that so many people took the time to participate in *Imagine New York* workshops — to share emotions and think creatively about the future — was an unprecedented demonstration of the strong sense of community responsibility among the region's residents. Who were these people? Through a voluntary exit questionnaire, information about participants' gender, race, age, income and education was collected.



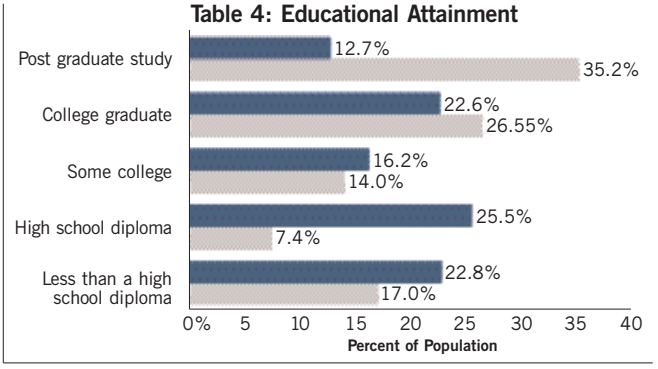
In terms of gender, participants were equally divided among female (51%) and male (49%). As shown in Table 1, the racial composition of *Imagine New York* participants is very close to the regional figures (New York Consolidated Metropolitan Statistical Area), with slightly more White and fewer African-American participants and a higher percentage of participants who identified themselves as Asian, Native-American, and Other.



As shown in Table 2, *Imagine New York* was able to attract a balanced participation by age, with nearly 30% under the age of 30 (including 13% under 18 years), nearly 30% in the 30- to 44-yearold category and 30.4% in the 45- to 65-yearold category.



The income of *Imagine New York* participants closely mirrored that of the region's population, as shown in Table 3. Slightly more *Imagine New York* participants had household incomes of $50-75,000 than the region's population, while slightly fewer participants had household incomes of $75-$150,000 than in the region as a whole. The percentage of participants earning under $15,000 a year was exactly the same as the region's population.



As shown in Table 4, *Imagine New York* participants tended to have a higher educational attainment level than the population of the region. Thirty-five percent of participants had achieved some level of post-graduate study, compared to 13% of the region's residents. Twenty-four percent of the participants had a high school diploma or less, compared to 49% of the region's population. The results show that participants in the *Imagine New York* workshops were a representative cross section of the region, with slight differences in some areas.

*Workshop Participants. **New York Consolidated Metropolitan Statistical Area.

Following are the 49 visions — expressed in the words of *Imagine New York* participants — that summarize the almost 19,000 ideas generated through *Imagine New York*. These visions are presented as they were recorded by the public, edited only for grammar, consistency and repetition.

The visions are organized into five broad categories — People, Place, Social Equity, Public Involvement in Planning, and Policy — which are defined in each section. The visions under "Place" are further subdivided geographically.

PEOPLE

Visions about remembrance, honor and recovery as individuals and as a community, focusing on social and spiritual rather than physical rebuilding.

Remember and honor the victims of September 11 on the WTC site.
An inclusive, international memorial should be designed for the WTC site that memorializes all the victims of September 11 — including those in Washington, DC and Pennsylvania as well as New York — not the violence. The memorial should capture the magnitude of collective loss, but should also honor the individual victims and their lives in an egalitarian way, with a physical symbol or representation of each individual.

Slow down the planning process for the WTC site.
The rebuilding process for the WTC site must ensure thoughtful, sensitive planning and top-notch designs, and allow time to grieve, reflect and recover and listen to all the public's ideas before decisions are made. People should come first in the planning process.

Build community unity and solidarity.
In the moment after the tragedy, people came together, and, in the spirit of selflessness, engaged one another and gave of themselves. The rebuilding process should embrace these qualities locally, regionally, and internationally, among people of various backgrounds, ages and ethnicities. The physical redevelopment of the region should add more gathering places, sanctuaries, community centers and services that provide opportunities for volunteerism, youth programs, and inter-group dialogue.

Create offsite memorials.
The victims of the World Trade Center tragedy should be memorialized in communities throughout the tri-state area, at the Fresh Kills landfill, as well as in communities throughout the United States and world. Offsite memorials might include steel remnants of the World Trade Center, along with plants, trees and water, and could be linked to the design of the WTC site memorial.

Establish days of remembrance and commemorative events.
September 11 should become a day of remembrance that includes expressions of tribute and mourning for the victims of 9/11, as well as celebrations of life, unity, and tolerance. Memorialization of September 11 should include community activities and services, and rituals such as songs, lights, quilt-making, vigils and moments of silence.

Honor 9/11 victims through public projects and namings.
New and existing public places such as bridges, roads, parks, and housing developments should be named in honor of those who lost their lives on September 11. Citywide urban improvements could be funded in the name of 9/11 victims and thus be a form of memorializing.

Focus on personal recovery and priorities.
As part of the recovery, we need to re-evaluate our lives and personal priorities, recognize human values of love and charity, celebrate the positive, and work as a community toward the renaissance of New York City and our own communities.

PLACE

Visions that deal with the onsite memorialization of the September 11 tragedy, and the revitalization and physical redevelopment of the WTC site, Lower Manhattan and the region's diverse communities.

Onsite Memorial

Respect the WTC site as hallowed ground.
The WTC site should be preserved as a memorial burial ground. The site (or at a minimum, the footprints of the towers) should be a respectful garden park devoid of commercial development.

Create a peaceful oasis.
The memorial should create the feeling of serenity, respect, reflection and spirituality. It should invite visitors to linger in peaceful quietness — to remember, reflect and heal — but also to celebrate life and renew hope in a comfortable, people-friendly environment.

Incorporate a spiritual/healing component at the WTC site.
The redeveloped site should include a non-denominational sanctuary for healing, renewal and spiritual reflection where all can recognize and affirm their universal spirit. A sacred place embracing elements of nature would evoke reflection and contemplation.

Create a living memorial.
An interactive living memorial park should be integrated into the WTC site plan, joining elements of nature (water, sky and light), landscaping (trees, gardens, an eternal flame, benches for reflection, statues and art), and the community (commercial and public uses such as gathering places and performance space). People should be able to connect to the individual victims of the attack through all the senses, particularly sight and touch. It should not be a place where anything is restricted or off-limits.

Erect a memorial monument on the WTC site.
A lasting, magnificent non-denominational monument should be designed that physically evokes the scale and scope of the tragedy. It can be a single large monument, visible from afar, or a series of smaller, simpler monuments interwoven on the site. Natural elements such as water, light (including artificial or tower of light), fire, glass, stone, grass and flowers, and/or symbols such as the sphere, flags of each country that lost someone on September 11, statues, and models or ruins of the towers and of rescue equipment could be incorporated into the memorial. Names of those who died on September 11 should be engraved on the monument.

Incorporate a memorial museum.
The memorial should be accompanied by an onsite museum. This museum should serve as a living witness to the history of the World Trade Center area, telling the story of September 11 as part of the continuum of civilization and the history of Lower Manhattan and New York City. It should include interactive, multi-media exhibits commemorating the lives of victims, including computer terminals where people can read bios of those who lost their lives, and a replica of the WTC site. Oral histories of survivors, rescue workers, and others affected by September 11, writings from around the world, pictures, photos of victims (including "Missing" posters), videos (including footage of the attacks), and artifacts should be collected, archived and displayed. The memorial museum also should include educational, research and library uses, and meeting rooms.

Bring back the Tribute in Light.
The Tribute in Light should be kept, either as a permanent memorial seen every night or as a commemoration on the anniversary of September 11 or on the 11th of each month.

WTC Site

Promote multiculturalism and tolerance on the WTC site.
Recognizing the powerfulness of the WTC site and New York City's commitment to diversity, the site should be used to build understanding between people of different ethnicities, cultures and religions worldwide. It could include an international research and education center dedicated to promoting tolerance, unity and world peace through such activities as education, dialogue and volunteerism; a relocated United Nations; and a memorial promoting tolerance and diversity. It should serve as a hub linking the WTC site to similarly-themed downtown centers such as the Statue of Liberty, Ellis Island, the Holocaust Museum and the Museum of the American Indian.

Make the WTC site a model of sustainable development.
The WTC site should become a model of sustainable and green architecture and community planning, providing a balance of economic, ecological, and social concerns. Cutting-edge green and renewable energy technologies would maximize efficiency. The public environment and roofs should be "greened" with abundant vegetation, and the site should engender an awareness of and respect for the elements of nature and life itself.

Develop the site with mixed uses.
The WTC site should be an accessible central gathering place with a broad mix of uses — memorial, spiritual, commercial, residential, retail, recreational, cultural and educational — that reflect the diversity of New York and the World Trade Center's status as an international symbol, but also the site's place at the heart of a vibrant residential and business community.

Restore the street grid through the site.
Portions of the street grid should be restored selectively through the WTC site to reintegrate the site into the surrounding area and provide a framework for pedestrian and bicycle access, human-scale design, and increased amenities.

Emphasize design in rebuilding.
The WTC site should be rebuilt at a human scale around a park and/or open space that allows natural light to penetrate. The site should include one or more buildings that are shorter than the original Twin Towers and that include various design elements such as spires, glass or reflective materials. Above all else, they must be innovative and awe-inspiring designs, incorporating 21st century technology to ensure environmental and structural soundness. The buildings may integrate memorials into their physical structure and must be "something exemplary that grabs the soul."

Restore the skyline.
Whatever is built at the site must be a prominent, soaring symbol of life and must be visionary and forward-looking — architecturally, artistically and technologically. A tower element should be composed of an open structural framework, to be filled in over time as psychology and market forces allow, to restore and to re-imagine our skyline, and to create a new visual and spiritual beacon for New York.



Rebuild the Twin Towers as they were.
The Twin Towers should be built as they were before September 11, perhaps even taller, to restore our spirit and dignity, and to prove that the terrorists did not prevail. The new World Trade Center buildings should incorporate a memorial in addition to office space, and should be built with the latest technologies to make them safer and more secure.

Lower Manhattan

Promote vitality downtown.
Redevelopment of Lower Manhattan should focus on making downtown a thriving, vibrant, 24-hour community that balances businesses, residences, shops, restaurants, and social and cultural institutions with beautiful open spaces, parkland and recreational resources for children. The WTC site should celebrate life and be a welcoming magnet for human activity and interaction. It should be well integrated into the surrounding community and easily accessible through public transportation.

Create new arts and cultural facilities in Lower Manhattan.
A cultural center should be created as a hub for all forms of artistic creation and expression. This center would help establish the area as a 24-hour community, promote public participation, and stimulate the economy and the growth of satellite arts communities. Multicultural and socially- and economically-inclusive public cultural activities — including arts festivals and performances — should take place in a variety of venues and locations to attract international participants and audiences.

Attract and retain diverse businesses and residents in Lower Manhattan.
Lower Manhattan should be restored as a diverse, 24/7, viable commercial hub with increased livability and residential amenities, using long-term financial incentives to attract and retain residents and a mix of large and small businesses of various industries.



Restore the tourism industry.
Lower Manhattan should be a dynamic tourist destination, capitalizing on its history, culture, commerce and the opportunity to view American free enterprise in a safe, secure and accessible environment with affordable accommodations.

Address environmental health concerns.
In the short-term, there must be a comprehensive clean-up of the affected areas to remove all toxic and hazardous materials and restore the public's confidence in the safety of their environment. Indoor and outdoor air and water quality must be continually tested and monitored, and the public health impacts of September 11 studied in full. The long-term rebuilding of the WTC site and region must create a hazard-free, healthful environment.

Create more green space and public gathering places in Lower Manhattan.
The rebuilding effort should incorporate significant natural open spaces and public plazas throughout Lower Manhattan. These spaces should provide an opportunity for people both to contemplate and connect with others, including a site for a memorial to the victims of September 11. Open space on the WTC site should include a quiet, passive area with trees, gardens, water and benches, as well as recreational areas.

Connect the WTC site to the rest of Lower Manhattan, the city and the region.
The WTC site should be connected to surrounding neighborhoods, the waterfront, the rest of the city, and the region. This connectivity should be provided through transit links, wayfinding systems, accessibility for the disabled, and by sinking West Street below grade to improve access between the site and Battery Park City and the waterfront. East-west pedestrian access should be enhanced, and view corridors re-established. Connectivity might also be maximized through visibility, by designing a landmark structure on the WTC site that serves as a navigational beacon.

Improve pedestrian and bike access and circulation.
Access to and circulation within Lower Manhattan should be improved by reclaiming some of its streets, highways, and waterfront from auto use to create protected corridors for pedestrians and bike riders. These corridors would connect the WTC site with transit nodes, the waterfront and other destinations, and should include attractive landscaping and views of the waterfront and major landmarks. Pedestrian corridors should be served by a variety of urban amenities, shops, cafes, and other pedestrian-friendly places.

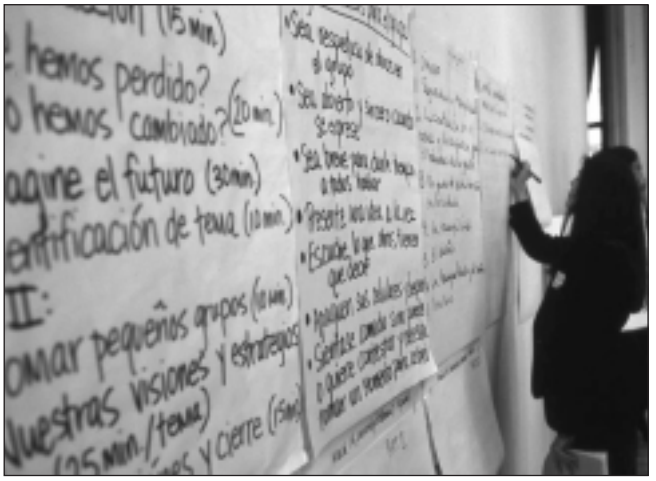
City/Region

Make neighborhoods more livable.
In addition to redeveloping Lower Manhattan, we must spread resources to address pre-existing challenges in all neighborhoods in the region. What we need in Lower Manhattan is needed in all neighborhoods: livability and affordability. Livability includes: culture, education, parks and green spaces, essential city services (fire, police, sanitation), public toilets, transportation and citizen participation in community life. Affordability includes: economic opportunities, housing and commerce. A commitment to affordable, livable neighborhoods is essential for residents and vital for the region.

Create a downtown transit hub.
Lower Manhattan should have an inter-modal transportation hub offering new, improved and direct connections to intercity and commuter rails, regional light rail, mass transit, and waterways, as well as existing rail, ferry, bus and air terminals. The design of this facility should be iconic and offer a smooth path of travel, while meeting the public's desire for 24-hour commercial and cultural amenities.

Improve the public transit system.
Public transit to Lower Manhattan should be improved with more ferry service and interconnected subways, light rail, and other oil-free alternatives, including direct connections to the three major New York area airports. The relationship between pedestrian and vehicular use of streets and roadways in Lower Manhattan should be redrawn to provide for more efficient freight delivery and reduced traffic.

Increase waterfront access.
The waterfront should be an accessible and desirable destination for pedestrians and should be connected by water transportation to the surrounding boroughs and islands. The redeveloped waterfront should encourage mixed uses, including a working harbor, a memorial and recreation.



SOCIAL EQUITY

Visions that address the far-reaching impacts of September 11, and recognize the importance of a commitment to resolving pre-9/11 problems regionwide.

Dedicate resources for victims' families, rescue workers and survivors.
Ongoing financial, psychological and support services should be provided, and a permanent resource center for victims, their families, rescue workers, volunteers, and those affected emotionally or economically by acts of terrorism (past and present) should be established.

Increase employment opportunities regionwide.
The jobs lost as a result of September 11 should be replaced with jobs generated by diverse economic development activities and training in the immediate WTC area and throughout the metropolitan region. Displaced workers and other unemployed persons should be supported through government and private sector job training, recruitment, education, and other programs to upgrade employment and career development opportunities and to ensure that a variety of jobs are available to people of different skill sets.

Improve community services citywide.
More institutions that promote and heal communities, including libraries, schools, community centers and hospitals, are needed. Job training and employment opportunities and assistance for health care, mental health services, and education for children and adults should be provided. The needs of lower-income people should be addressed and not sacrificed.

Make affordable housing a priority.
Creating and preserving affordable housing should be a priority throughout the city and on the WTC site — affordable to people of all income levels, physical abilities, age groups, and races.

Improve the New York City school system.
The City should invest additional resources to improve the New York City school system, especially for low-income and non-English speaking students, so that all students meet performance standards.

PUBLIC INVOLVEMENT IN PLANNING

Visions that underscore the value of public participation and inclusiveness in planning and decision-making.

Establish an ongoing, democratic decision-making process for Lower Manhattan.
Decision-making for the future of Lower Manhattan should be public, collaborative and participatory, involving open, interactive forums, workshops, meetings, competitions, educational programs and dialogues. Decision-makers should respond to the public's ideas through a defined process that ensures accountability. Outreach should be done to include a diverse group of all ages, incomes, races, and ethnicities in rebuilding the WTC site and Lower Manhattan. There should be an open design competition for the memorial and site design.

Continue the dialogue about September 11 and the future of the city.
There should be ongoing, meaningful public participation in decision-making to promote healing and sharing, as well as defining the issues of importance to the people of New York and their goals for the future of the city.

Include the public in long-term, holistic planning.
The voices and needs of all five boroughs and the surrounding region should be equally considered in future planning efforts for transportation, infrastructure, economic development, memorials, civic and social services, cultural activities, green space and communication systems. Comprehensive, inclusive community-based planning that engages the public will ensure equitable development.

POLICY

Visions that call upon local, state and federal government officials to develop policies that will assist in recovery, guarantee safety and security, and safeguard our future.

Move forward quickly where there is consensus.
We should capitalize on existing consensus to move forward expeditiously with short- and long-term goals for revitalization and redevelopment.

Engage in comprehensive and regional planning.
The City and region should engage in comprehensive planning beyond the WTC site and Lower Manhattan, emphasizing participatory and responsible processes to define major public projects and design guidelines for communities citywide and throughout the region. This comprehensive planning must take into account existing community assets and reinforce and preserve them.

Decentralize businesses.
Economic development in the city should be decentralized to promote economic growth and business development opportunities in other boroughs while maintaining the city's downtown economic engine.

Improve public safety.
Public safety must be improved through increased security measures to build public confidence but not overly restrict civil liberties. Improved fire and building codes should be implemented. Emergency planning, preparation and response protocols are needed, including advanced warning, communication and evacuation procedures, less vulnerable infrastructure, and improved aviation security.

Develop an emergency management plan.
The City and State should ensure there are adequate supplies, equipment, and training for emergency preparedness and preventative maintenance. They should mandate development of evacuation procedures and contingency planning for every attention-drawing structure or system, public or private, including schools. Communication systems that can withstand a terrorist attack must be developed, and there should be better coordination between local police departments and city, state and federal agencies. Planning should start on the neighborhood level and expand to the metropolitan region with inclusive training and education on emergency procedures for all.

Educate the public about September 11 and its causes and impacts.
The WTC site and schools regionwide should provide opportunities for learning about the history of the World Trade Center, the story of September 11, and the world events that led up to it — from all international perspectives — in order to understand and prevent similar occurrences in the future.

Protect national security and stop terrorism.
To prevent another attack, the U.S. government should improve national security through preventative and proactive measures including more effective and better coordinated intelligence of terrorist activities, stricter immigration controls, appropriate military presence, aviation security, and more sophisticated antiterrorism tools such as nuclear, biological and chemical early detection systems. The people responsible for the September 11 attacks should be brought to justice.

Reassess U.S. foreign policy.
We should focus on better understanding the September 11 attacks and should reform foreign policy through increased dialogue with all countries, and recognition of the far-reaching effects of our policies. We should assist foreign countries without imposing our national agenda on them and recognize that unilateral military violence may not prevent future terrorism. We should renew our appreciation of democracy and safeguard our heritage of freedom.

APPENDIX

IMAGINE NEW YORK PROJECT PARTNERS

Workshop Venues

Bronx
Bronx Borough President's Office
Bronx Museum of the Arts
Fordham University
Lehman College (in-class)
Mott Haven ACT Collaborative / Camino de Paz
Women's Housing and Economic Development Corporation

Brooklyn
475 Kent Avenue Tenants Association
Bay Improvement Group
Bay Ridge Conservancy
Berkeley Carroll School, 4th Grade
Blacklines / A5
BRIC / Brooklyn Information and Culture
Brooklyn Center for the Urban Environment
Brooklyn Heights Synagogue
Central Williamsburg Coalition
Con Ed Economic Development Division
Congregation Beth Elohim
Congresswoman Nydia Velazquez' Office
Crown Heights Youth Collective
District 14 Schools
GreenPoint Bank, Fulton Street
Greenpoint Saving Bank
Hope Garden Senior Center
Individual Homes (various)
Kentler International Drawing Space
Long Island University Honors Program
Micro Museum
Muslim-American Society
Neighborhood Women's Housing / UCAN
Neighborhood Women's Renaissance Housing
Poly Prep Country Day School
Pratt Institute, Brooklyn Campus
Ridgewood/Bushwick Senior Center
St. Vincent de Paul Roman Catholic Church
Williamsburg Houses

Manhattan
101 West End Avenue
AIDS Service Center of Lower Manhattan
Alliance of Resident Theaters / New York
American Indian Artists, Inc.
Association for Energy Affordability
Cabrini Medical Center
Children's Aid Society / Displaced Workers
Children's Museum of Manhattan
Chinatown Consolidated Benevolent Association
City College of New York
Citywide Assistance Team, Project Help
Columbia University Business School
Columbia University Health Sciences
Columbia University School of International Policy and Affairs
Columbia University / Students United for Victory
Communications Coordinating Committee at the UN
Dixon Place Theater
Fresh Youth Initiatives
Gensler Architecture, Planning and Design Worldwide
GreenPoint Bank, 42nd Street
GreenPoint Bank, Penn Plaza
Guggenheim Museum / Architects, Designers & Planners for Social Responsibility
Holy Trinity Lutheran Church
Hunter College
Hunter College (in-class)
Isabella Geriatric Center
Loisaida
Lower East Side Tenement Museum
Mailman School of Public Health
Manhattan Community Boards 4 & 5
Manhattan Community Board 8
Manhattan Community Board 9
Manhattan Community Board 11
Municipal Art Society
Museum of the City of New York
National Museum of the American Indian
National Park Service – Ellis Island Staff
National Park Service/Statue of Liberty Nat'l Monument
New York City Opera
New York Foundation for the Arts (staff)
New-York Historical Society
New York University
New York Windstar / North River Historic Ship Society
Nino's Restaurant 9/11 Fund
Northern Manhattan Community Voices
O2NY
Our Lady of the Rosary Church
Pace University
Pratt Institute, Manhattan Campus
Primex / NASDAQ
Project Liberty Staff
Prince George Tenant Services
Rippleeffects.org
Roosevelt Island Historical Society
South Street Seaport Museum
St. Marks Church in the Bowery
The Studio Museum in Harlem
Stuyvesant High School
Teatro Experimental Blue Amigos
Turner Broadcasting Sales, Inc
Unidos Inwood Coalition
United Community Centers
University Settlement House
Video Works Collective
Village Adult Day Center
West-Park Church

Queens
Flushing Town Hall
Greater Astoria Historical Society
Jamaica Center for Arts and Learning
Lexington School for the Deaf
Queens Borough Public Library, Jamaica
Queens Borough Public Library, Jackson Heights
Queens Borough Public Library, Seaside
Queens Botanical Garden
Queens Center for Independent Living
Queens Community Board 6

Staten Island
College of Staten Island
Mount Loretto CYO/MIVO Community Center
New York Center for Interpersonal Development
The Noble Maritime Collection
Restore the Twin Towers
Staten Island Children's Museum
Wagner College

Long Island
Freeport Memorial Library
Great Neck Library
Great Neck North High School
Rockville Centre Library

Westchester and Upstate New York
GreenPoint Bank, White Plains
Nyack Public Library
Pelham Art Center / Jr. League of Pelham
Suffern Free Library
Vassar College (in-class)
Warner Library
White Plains Public Library

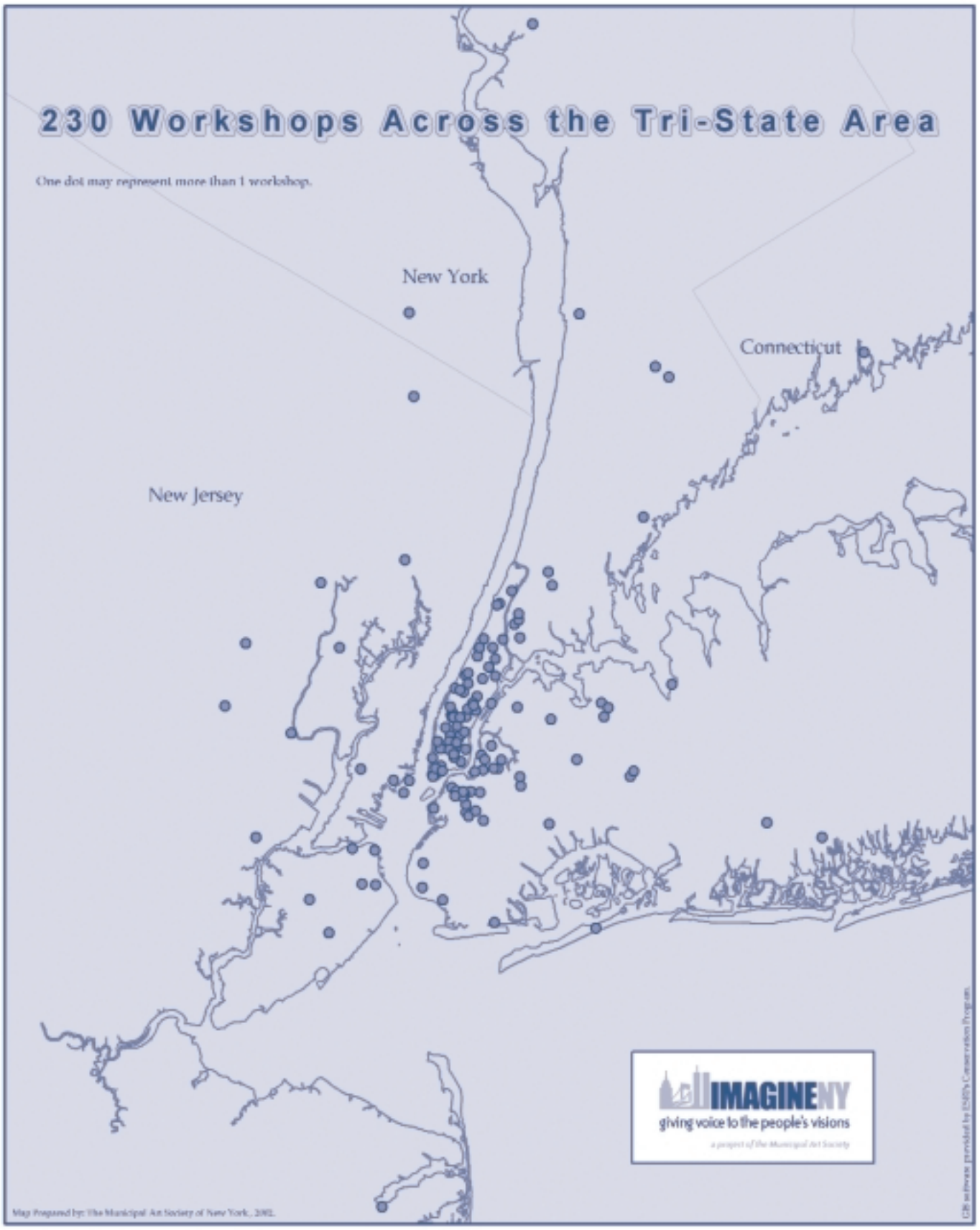
Connecticut
Housing Authority, City of Meriden
Stamford Public Library

New Jersey
Bergen County Improvement Authority
Historic Society of Elizabeth at Peterstown Community Center
Hoboken Land Building
Jersey City Museum
Liberty Science Center
Livingston Public Library
Montclair Public Library
New Jersey Historical Society
New Jersey Meadowlands Commission
Oradell Public Library
Paramus Public Library / Bergen Museum
Red Bank Public Library

Other Project Partners

Agenda for Children Tomorrow Collaborative
Alliance of African American Artists and Art Forms
Asian American Legal Defense and Education Fund
Asian Americans for Equality
The Barnett Group
The Broadway Theater Institute
Brooklyn Borough President's Office
Bronx Council on the Arts
Citizens Housing and Planning Council
Citizens Union
Office of NYC Councilmember Gale Brewer
Office of NYC Councilmember Alan Gerson
Office of NYC Councilmember Christine Quinn
Creative Coalition
The Educational Alliance
Federal Reserve Bank
Give Your Voice
Global News
Good Old Lower East Side, Inc.
Gotham Gazette
Greenwich Village Society for Historic Preservation / Save Gansevoort Market
Hardy Holtzman Pfeiffer Associates
Long Island Traditions
Mailman School of Public Health
Manhattan Borough President's Office
Metropolitan Waterfront Alliance
Milano Graduate School of Management and Urban Policy, New School University
The National Jewish Center for Learning and Leadership
The National Lawyers Guild – NYC Chapter
Neighborhood America
Neighborhood Preservation Center
New York Cares
The New York Immigration Coalition
The New York Restoration Project
Northern Manhattan Women and Children's HIV Project
Place Matters
School of Visual Arts
Staten Island Council on the Arts and Humanities
Teachers College of Columbia University
Women of Reformed Judaism
The World Wide Web Artists' Consortium




230 Workshops Across the Tri-State Area
One dot may represent more than 1 workshop.
New York
Connecticut
New Jersey
IMAGINENY
giving voice to the people's visions
a project of the Municipal Art Society
Map Prepared by: The Municipal Art Society of New York, 2002.

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Imagine New York Staff

Municipal Art Society

Lauren Arana, Issues and Advocacy Coordinator
Micaela Birmingham, Planner and GIS Specialist
Darya Cowan, Imagine New York Project Coordinator
Vanessa Gruen, Director of Special Projects
Eva Hanhardt, Director, The Planning Center
Michael Kuo, Tucker Ashworth Fellow
Holly Leicht, Director of Design, Planning and Advocacy
Linda Miller, Director of Communications
Aimee Molloy, Director of Exhibits and Programs
Jane Rudofsky, Menapace Fellow
Jean Tatge, Vice President of Development and ExternalAffairs
Vicki Weiner, Kress Preservation Fellow

ACP Visioning & Planning

Penelope Duda, Planner
Jennifer Lindbom, Planner
Gianni Longo, Principal

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