

ENDNOTES

Introduction

- 1 Information provided by New York City Economic Development Corporation.
- 2 TenantWise estimate of jobs displaced in Lower Manhattan immediately following September 11th attacks.
- 3 Information provided by Urbanomics.
- 4 See Downtown Lower Manhattan Association *First Report* (1958), *Second Report* (1963), *Third Report* (1969); City of New York *Lower Manhattan Plan* (1966, 1993); City of New York *Lower Manhattan Future Access Analysis 1980-1990* (1973); City Planning Commission *Lower Manhattan Waterfront* (1975); Mayor's Office of Lower Manhattan Development *Water Street Access and Development* (1976). The three DLMA reports presciently identified transportation connections in general, and commuter rail and airport access in particular, as a key catalyst for growth in a post-industrial Lower Manhattan. Building upon these landmark reports, the City of New York and its agencies developed its *Lower Manhattan Plan* in 1966 - and again in 1993 - along with other studies in subsequent years that further enumerated key transportation projects to spur development. These projects included South Ferry station renovation, the Second Avenue subway, West Street improvements, and expanded ferry service.
- 5 See Hamilton Rabinovitz and Alschuler (HR&A), *Lower Manhattan Transportation Access Economics Benefit Study*, prepared for the Empire State Development Corporation, the Economic Development Corporation and the Downtown Alliance (1996); as well as other sources that provide support with evidence from other metropolitan areas, including APTA *Rail Transit and Property Values* (Washington, DC, 2002); Weinstein and Clower *The Initial Impacts of the DART LRT System* (Dallas, 1999); Sedway Group *Regional Impact Study Commissioned by Bay Area Rapid Transit District* (San Francisco, 1999).
- 6 Even this point was presciently articulated as early as the 1950s. See Rockefeller's discussion of "a proposal for airport connections" in Downtown Lower Manhattan Association *Lower Manhattan Recommended Land Use, Redevelopment Areas, and Traffic Improvements, First Report (1958)*.
- 7 Alliance for Downtown New York, Association for a Better New York, New York City Partnership, and Real Estate Board of New York, *Key Principles in Rebuilding Lower Manhattan* (2002).
- 8 Alliance for Downtown New York, *Transportation Priorities for Lower Manhattan* (2003); Wall Street Rising, *Retail Needs Survey* (2002)
- 9 Hamilton, Rabinovitz & Alschuler, *Lower Manhattan Transportation Access Economic Benefits Study*, 7.

Chapter 1

- 1 Data provided by MTA.
- 2 TransCAD regional transportation data base of Census Tracts provided by MTA.
- 3 NYPIRG Straphangers Campaign *Annual Survey of Major Subway Stations* (2001). Interviews were conducted with 4,206 riders at 15 stations between May to August 2001.
- 4 Mayor's Office of Lower Manhattan Development, *Water Street Access and Development* (New York: City of New York, 1976), xii.

Chapter 2

- 1 Data provided by the City of New York.
- 2 DRI/WEFA, *The National Economic Impact of Aviation*, July 2002, p. 5.
- 3 Figures compiled by Parsons Brinckerhoff Quade & Douglas, Inc.
- 4 Travel times calculated by Parsons Brinckerhoff Quade & Douglas, Inc.
- 5 Metropolitan Transportation Authority, *Lower Manhattan Access Study*, p. 2.54.
- 6 Figures compiled by Parsons Brinckerhoff Quade & Douglas, Inc.
- 7 Cost and time estimates compiled by Parsons Brinckerhoff Quade & Douglas, Inc.
- 8 The Delta Water Shuttle operated hourly from Manhattan to LaGuardia, but service was suspended in early 2001.
- 9 Travel times calculated by Parsons Brinckerhoff Quade & Douglas, Inc.
- 10 Travel times calculated by Parsons Brinckerhoff Quade & Douglas, Inc.
- 11 For each model in the JFK/Long Island access section, a single methodology for estimating costs has been consistently applied in order to allow for comparisons between models. Cost of financing is not included in these estimates. By including financing cost and utilizing different methods to calculate contingency, phasing, and other factors, a higher cost estimate for each model may be obtained. In addition, to accurately account for inflation in estimating final cost, price estimates have been adjusted based upon the length of construction. The Super Shuttle model has been adjusted based on a 5-year construction term.
- 12 Travel times calculated by Parsons Brinckerhoff Quade & Douglas, Inc.
- 13 Travel times calculated by Parsons Brinckerhoff Quade & Douglas, Inc.
- 14 There is a possible second branch of the AirTrain extension to and from JFK that merits further exploration: extending the existing AirTrain at Howard Beach. This branch could extend onto an unused portion of the viaduct currently traversed by the A train in southeast Queens and eventually connect to the Atlantic Branch via a rebuilt tunnel entrance that exists but has been sealed. This second JFK Direct scenario would provide airport customers with another fast option to JFK Airport – 22 minutes from Lower Manhattan to the JFK Terminals – and would make Jamaica Express operations more flexible.
- 15 The Mayor's *Vision* prices this option at \$3.7 billion. With escalation to account for inflation, based on phased implementation over a 10-year construction term, this figure increases to \$4.7 billion. For important information about cost calculations for the JFK/Long Island access options, please see footnote 11.
- 16 One carrier's fee is \$775 to \$1,250 per flight.

CREDITS

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