

AN ADVISORY SERVICES PROGRAM REPORT

Lower Manhattan New York City



Urban Land
Institute



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Lower Manhattan Retail Summit New York, New York

A Strategy for Making the World Trade Center Site and Downtown a World-Class Retail Destination

October 5–8, 2004

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1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

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ULI CATALOG NUMBER: ASN085

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ABOUT ULI—THE URBAN LAND INSTITUTE

ULI—the Urban Land Institute is a nonprofit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 25,000 members and associates from 80 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys,

engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services program report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan, *President*

ABOUT ULI ADVISORY SERVICES

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI member teams to help sponsors find creative, practical solutions for such issues as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the topic and screened to ensure their objectivity. ULI teams are interdisciplinary and are developed based on the specific scope of the assignment. They provide

a holistic look at development problems. A respected ULI member with previous experience chairs each team.

A key strength of the program is ULI's unique ability to draw upon the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the Urban Land Institute's mission, this Advisory Services report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

ULI PROGRAM STAFF

Rachelle L. Levitt
Executive Vice President, Policy and Practice

Mary Beth Corrigan
Vice President, Advisory Services and Policy Programs

Nancy Zivitz Sussman
Senior Associate, Advisory Services

Nicholas Gabel
Associate, Advisory Services

Jason Bell
Panel Coordinator, Advisory Services

Yvonne Stanton
Administrative Assistant

Nancy H. Stewart
Director, Book Program

Julie D. Stern/JDS Communications
Manuscript Editor

Betsy VanBuskirk
Art Director

Martha Loomis
Desktop Publishing Specialist/Graphics

Diann Stanley-Austin
Director, Publishing Operations

ACKNOWLEDGMENTS

On behalf of ULI, the Blue Ribbon Team would like to thank its sponsors. It is through the vision and foresight of the Port Authority of New York and New Jersey, the Lower Manhattan Development Corporation, the Alliance for Downtown New York, and the Friends of Community Board 1 that ULI convened the Blue Ribbon Team and brought to New York retail and redevelopment experts from around the world to assist in creating a vision for a regenerated lower Manhattan. The sponsors worked tirelessly to prepare briefing materials, organize the tour, and assist ULI in assembling the audience to hear case studies and recommendations. In particular, ULI acknowledges the efforts of the following individuals: Michael B. Francois, James T. Connors, Jenna LaPietra, and Michael Tranfalia, from the Port Authority; Kevin Rampe, Stefan Pryor, Jennifer Lumpp, Rober Goelet, and Joanna Rose, from the Lower Manhattan Development Corporation; Carl Weisbrod, from the Alliance for Downtown New York; and Madelyn Wils, from the Friends of Community Board 1. The Blue Ribbon team hopes that its recommendations can help the sponsors as they continue to create a vibrant downtown that will be a model for the world.

ABOUT THE SPONSORS

The Lower Manhattan Development Corporation

In the aftermath of September 11, 2001, Governor George Pataki and then-Mayor Rudolph Giuliani created the Lower Manhattan Development Corporation (LMDC) to help plan and coordinate the rebuilding and revitalization of lower Manhattan, defined as everything south of Houston Street. The LMDC is a joint state/city corporation governed by a 16-member board of directors, half of whom are appointed by the governor and the other half by the mayor. The LMDC is charged with ensuring that lower Manhattan recovers from the attacks of 9/11 and that it emerges even better than it was before. The centerpiece of the LMDC's efforts is the creation of a permanent memorial that will honor those lost while also affirming the democratic values that came under attack on September 11. The LMDC is funded through Community Development Block Grants from the U.S. Department of Housing and Urban Development.

The Port Authority of New York and New Jersey

The Port Authority of New York and New Jersey manages and maintains the bridges, tunnels, bus terminals, airports, Port Authority Trans-Hudson (PATH) trains, and seaport that are critical to the bistate region's trade and transportation capabilities. The Port Authority's facilities and services enable people to make vital connections and businesses to grow. Providing safe and efficient travel is the Port Authority's highest priority, and it is most strongly committed to enhancing the well being of everyone who lives, works, and travels in the bistate region.

Alliance for Downtown New York

Since 1995, the Alliance for Downtown New York has been working to enhance the quality of life in lower Manhattan. The group aims to provide workers, residents, and visitors with a clean, safe, and dynamic neighborhood. It manages the Downtown-Lower Manhattan Business Improvement District (BID), which serves the area located roughly from City Hall to the Battery and from the East River to West Street. The Downtown Alliance's mission is to create and promote a safe, clean, live/work, totally wired community that showcases the nation's most historic neighborhood and serves as the financial capital of the world for the 21st century. The Downtown Alliance is striving to make lower Manhattan a wonderful place to live, work, and play by creating a vibrant multiuse neighborhood in which businesses can prosper and the residential community can flourish.

Friends of Community Board 1

The Friends of Community Board 1 is a nonprofit organization whose mission is "helping to create lower Manhattan as the most dynamic urban community in America through proactive community planning, government outreach, and improving quality of life." Formed in June 2000, it has been instrumental in helping lower Manhattan recover from the events of 9/11. Its activities have included polling downtowners about the rebuilding process, organizing the Project Gratitude program for police officers and firefighters, and conducting studies on specific neighborhood issues.

THE BLUE RIBBON TEAM AND PROJECT STAFF

CHAIR

Smedes York
President
York Properties, Inc.
Raleigh, North Carolina

TEAM MEMBERS

Ronald A. Altoon
Founding Partner
Altoon + Porter Architects, LLP
Los Angeles, California

Michael Beyard
Senior Fellow and ULI/Martin Bucksbaum Chair
for Retail and Entertainment Development
ULI—the Urban Land Institute
Washington, D.C.

Gerard H.W. Groener
Managing Director
CORIA Nederland Retail
Utrecht, The Netherlands

Robert C. Lieber
Managing Director
Lehman Brothers
New York, New York

Sir Stuart Lipton
Chairman
Stanhope PLC
London, United Kingdom

Daniel T. McCaffery
President
McCaffery Interests, Inc.
Chicago, Illinois

Michael McNaughton
Vice President, East Region
General Growth Properties
Natick, Massachusetts

Vittorio Radice
Non-Executive Director
Abbey National PLC
London, United Kingdom

Jennifer M. Stanton
President
JMS
Matthews, North Carolina

ADVISER TO THE BLUE RIBBON TEAM

Patrick L. Phillips
President
Economics Research Associates
Washington, D.C.

ULI PROJECT DIRECTORS

Mary Beth Corrigan
Vice President, Advisory Services and Policy Programs

Rachelle Levitt
Executive Vice President, Policy and Practice

ULI ON-SITE COORDINATOR

Jason Bell
Panel Coordinator



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Introduction and Summary of Recommendations

New York City is one of the greatest cities in the world. It is defined by many characteristics: its diversity, its economy, its stature as a financial capital, its superlative entertainment venues, and retail opportunities that are among the best in the world. When terrorists struck New York on September 11, 2001, the impact was profound. People's lives were changed forever. Lower Manhattan will never be the same, physically or socially.

Today, however, many new projects are being planned for the redevelopment of the World Trade Center (WTC) site and other areas of lower Manhattan. One of these projects involves the creation of a retail corridor that will stretch across lower Manhattan, from river to river. The integration of this retail corridor—which will include the World Financial Center (WFC), the WTC site, Fulton Street, and South Street Seaport—into the downtown's growing and changing neighborhoods is an important part of the overall redevelopment effort. And most stakeholders agree that new retail development on the WTC site can set the stage for retail in all of downtown.

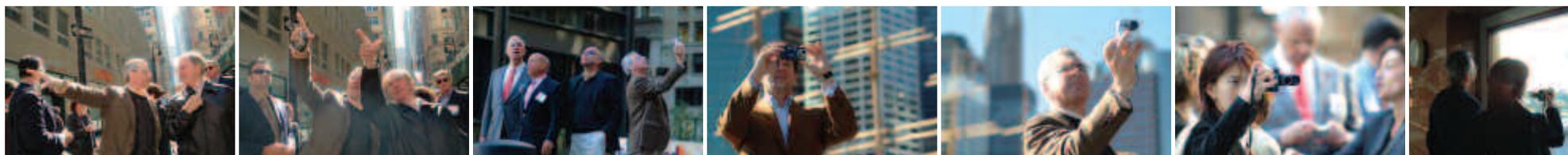
By bringing in experts from around the world to review the plans for the components of the corridor and share their experiences and innovative best practices, the Port Authority of New York and New Jersey, the Lower Manhattan Development Corporation, Friends of Community Board 1, and the Alliance for Downtown New York can continue to move forward to create a holistic retail plan for lower Manhattan. ULI—the Urban Land Institute, sponsored by these groups, convened a Blue Ribbon Team of internationally recognized retail development experts representing a wide range of disciplines, including planning, development, finance, economic development, and architecture.

It asked the team to review existing plans, listen to key stakeholders, and draw on their own experiences to make recommendations concerning the creation of an integrated retail plan for lower Manhattan featuring the WTC site as its largest single component. While this area is unique, development in other parts of the world provides examples of what this retail corridor can look like. The key is to explore significant projects as examples of what can happen and how

such projects can serve as catalysts, as well as to draft principles for retail redevelopment.

The Blue Ribbon Team's key objectives were to:

- Suggest possible refinements to the retail vision for the WTC site as it relates to serving as a catalyst for retail in all of lower Manhattan, with a focus on creative options for incorporating retail with office development, including possible temporary retail, the appropriate retail mix, and “sky lobbies” for office buildings with retail space on the ground level.
- Share best practices and learn from successful large-scale urban retail and mixed-use (office and commercial) redevelopment projects around the world.
- Create momentum for retail redevelopment on the WTC site and throughout all of lower Manhattan, including the identification of creative financing options and incentives to help underwrite the cost of the infrastructure needed to support retail development.



- Educate the development community about and encourage its interest in this world-class project, and solicit international interest in the retail component of the WTC site.
- Identify key development principles and strategic next steps.

The ULI Process

The ULI process was intense, both for the Blue Ribbon Team and for the sponsoring organizations. It began with extensive planning on the part of ULI and the sponsors to ensure that the scope of the assignment was well defined and the team’s charge was stated clearly and concisely. This does not mean, however, that the team did not look at other issues that it felt it needed to explore in order to be able to clearly and fully answer the sponsors’ questions.

The team was briefed by the sponsors, who presented an overview of the retail environment in lower Manhattan prior to September 11, 2001, and explained what has been done to date regarding the redevelopment of the WTC site and lower Manhattan. The team also heard about public and private sector activities and the efforts to redevelop lower Manhattan into a “24/7” environment.

Another important part of the process was a walking tour of lower Manhattan, which included existing retail facilities and the new development that are taking place. The team also visited the WTC site and the rehabilitated Winter Garden at the World Financial Center. This tour provided the team with a context in which to frame the sponsors’ presentations.

In addition, the team and invited guests listened to case studies from Tokyo (Roppongi Hills), London (Broadgate and Canary Wharf), and Chicago (North Michigan Avenue

and Water Tower Place) to learn how retail uses have been integrated into other highly urbanized redeveloping areas. The case studies also provided some interesting new ideas regarding the integration of retail with other commercial and residential development.

The team spent the balance of its time working on its findings and recommendations. It developed a set of premises and a vision to set a context for its recommendations, and then drafted recommendations that are consistent with this vision. Finally, the team presented its findings and recommendations to the sponsors and invited guests. This report outlines the team’s findings and provides a framework of recommendations for creating a vibrant retail environment in lower Manhattan.

The Team’s Vision

The events of 9/11 will be remembered forever. The WTC site represents the soul of the United States and will be the destination of millions of people. The retail marketplace, therefore, needs to be vibrant and welcoming, with character and dignity. The WTC site will be a gathering point and marketplace not only for lower Manhattan, but for the entire world. With this in mind, the team approached its task of providing recommendations for retail development and redevelopment with the following goals. Retail should:

- Be a key element of mixed-use projects;
- Be unique to New York City as an international marketplace; and
- Serve many market niches.

The Team’s Premises

The team prepared the following set of premises, from which it developed its findings and recommendations.

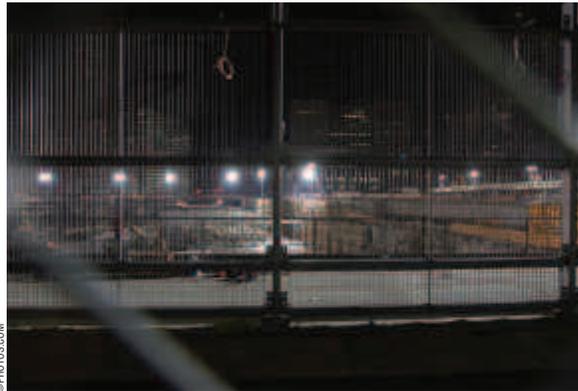
- The WTC Memorial will be the most important component of the redeveloped WTC site. All other development, including retail, must respect the memorial and all that it represents.
- All of lower Manhattan must be considered as a whole when evaluating the retail opportunities there, not just the WTC site, or Fulton Street, or some other area. For retail to work in any one area, it needs to be planned and redeveloped in the context of the surrounding areas. For this reason, the team considered all of lower Manhattan its study area.
- Retail in lower Manhattan—including the former mall at the World Trade Center—traditionally has been shoe-horned into existing development and built wherever it would fit. Now, there is a chance to plan retail development in a more comprehensive manner. Retail should be embraced as an opportunity, not an afterthought.
- Based on the amount of retail space that was in the former mall at the World Trade Center, the team believes there is a market for 600,000 to more than 1 million square feet of retail space on the WTC site, as well as additional off-site retail.
- Retail in lower Manhattan has five primary markets: downtown residents; businesspeople who work in the area’s office buildings and other commercial space; transit users, who pass through the area on their way to and from other destinations; tourists, who come to visit the attractions in lower Manhattan, primarily “Ground Zero”

and, when it is completed, the WTC Memorial; and regional shoppers, for whom lower Manhattan is their primary destination.

Key Recommendations

The team developed the following key thoughts and recommendations, which are described in more detail later in this report:

- Retail should be the leading component of *commercial* development. A champion will be needed to make this happen. Most major redevelopment projects occur because someone or some entity passionately wants to see change. The champion will be the voice for retail in lower Manhattan, and will stay with the redevelopment efforts and see them through. Typically, a champion for a major redevelopment project is someone who has credibility in the community and the industry, and can make sure that the appropriate actions are taken to implement the vision.
- High-quality retail should be established quickly, in order to create a “sense of place.”
- Retail must be unique and exciting. It should take full advantage of the existing streets and the reintroduction of Fulton and Greenwich streets. Successful retail revitalization projects usually succeed because they take advantage of foot traffic. People will enter retail establishments that are inviting, attractive to the eye and, most important, accessible. If people need to go looking for retail, they are more apt to pass it by. They are more likely to make spontaneous retail stops if the retail is accessible, meaning at street level and visible.
- Office lobbies should not dominate the streetscape. Retail in New York and other urban areas often is incorporated within office buildings. Although offices provide a



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market for the retail, they tend to be more private places. Office lobbies are for the use of office tenants and their guests, not the general public. The team believes that office lobbies should be elevated above street level or tucked behind the retail, to allow more space for retail along the streetfront.

- Make better connections between the WFC and Battery Park City and the WTC site. Currently, the connections between the WTC site and the WFC and Battery Park City are not pedestrian friendly. The many lanes of fast-moving traffic on West Street make it difficult to walk to the rest of lower Manhattan from the west. The team believes that this needs to be remedied in order to capture the market on the west side of West Street and to promote pedestrian movement from the redeveloped waterfront to the WTC site and the rest of lower Manhattan.
- Fulton Street should be allowed to evolve as retail uses at the WTC site come on line in a parallel and complementary fashion. Although Fulton Street already is lively and viable, the potential exists for some important merchandising upgrades throughout the corridor east of the WTC site. As new retail is developed at the WTC site, the rest of the retail in lower Manhattan will rise to the new standard and evolve to fill voids in the market.
- Additional residential units are needed to continue the revitalization of downtown. Every successful, lively downtown, no matter how big or small, has a strong residential

component. People living in the area provide a sense of community and a market for retail. Residents also mean people are on the street after the end of the workday. The team acknowledges that this already is beginning to occur in downtown. More people are moving there as more residential development comes on line. In fact, lower Manhattan is the fastest-growing residential market in New York City. This trend must continue, and every effort should be made to encourage additional residential development downtown.

- The extension of Cortlandt Street into the WTC site should be developed as a pedestrian passage, in the European style, open to the east and west sides of the site.
- Retail development on the WTC site should be phased and built first, followed by office development. Retail development does not need to wait for other commercial development, since there is a market for it now. Waiting for other commercial uses to come on line also runs the risk of shoehorning retail uses into the site rather than thinking them through strategically.
- A unified redevelopment approach should be created for the entire WTC site, as well as—if possible—a true joint venture that has control of the entire site. In addition to providing a champion for the retail component, this will help ensure that retail development is controlled in a unified manner, as part of the overall master plan, and is not shoehorned, piecemeal, into the rest of the development.
- Financing options and incentives, as well as public/private partnership structures, should be pursued in order to make the retail space viable and attractive to potential tenants.



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Market Potential

Looking at the market potential for any site or area includes defining what is possible and what is needed to make it happen. The Blue Ribbon Team looked at the existing and projected retail market in lower Manhattan and made recommendations for maximizing that market.

A key function of retail in the area is to regenerate the fabric of lower Manhattan and create a great marketplace. It is about more than just square footage or how many square feet of retail space the market can support. It is about creating a destination for a variety of customers and attracting the best retailers to serve those customers. From the information it received, the team concluded that there is unmet market demand and sales capacity in lower Manhattan. While the focus for redevelopment will be on the WTC site, it is important to remember that not all new retail space needs to be within the confines of that one site.

Who Is “the Market”?

As the Blue Ribbon Team evaluated who would be using the retail in the area, it identified five main market niches: tran-

sit riders, residents, office workers, tourists, and regional shoppers.

Transit Riders

The transit hub is the area’s largest traffic generator. According to the information provided to the team, people passing through this hub on their way to other destinations make up a potential market of more than 200,000 shoppers per day. The ultimate goal is to make lower Manhattan retail a return destination for them. It is important to focus on what is familiar to these shoppers, such as chain stores, to make them want to come back. The team believes that the transit hub can be an impetus for the first phase of retail redevelopment.

Residents

Lower Manhattan is the fastest-growing residential market in New York City. Residents will help attract new retail to lower Manhattan and strengthen the retail that is already there. As the area continues its evolution into a vibrant, 24/7 community, it needs to be thought of as a cohesive,

organic place. Additional retail—specifically retail that serves the growing affluent young professional market—is needed to attract even more residents to the area. This includes gathering places like a full-service supermarket, a department store, and restaurants—facilities that the area currently lacks. Providing these retail opportunities will give residents an alternative to shopping in midtown Manhattan and other areas of the city and the region.

Office Workers

According to information provided to the team, there are more than 250,000 daytime employees and 17,500 firms within one mile of the WTC site. This is an incredible market, because most workers spend more time during the week at their job than at home. Retail uses that serve office workers tend to be time sensitive; people want to get in and out quickly. There also is a clear relationship between office development and retail development: retail helps rent offices. People want to work where there are amenities, including retail.



Tourists

The team was told that a *minimum* of 5 million tourists annually, or 13,700 visitors per day, will come to the WTC Memorial and other amenities at the WTC site. This is a huge market that will be more culturally diverse and, on average, less affluent than the other consumer segments the area will serve. Coming to the memorial and other portions of the WTC site will be an important part of the overall lower Manhattan experience. In order to capture this market, it will be important to establish a “wow” factor, to make the area inviting, friendly, and walkable.

Regional Shoppers

New York City is a destination for shoppers from throughout the greater metropolitan region. People come from the suburbs, as well as from other parts of the city itself, to shop in lower Manhattan. As the area’s retail offerings improve, even more people will come there to shop.

Merchandising Priorities

The Blue Ribbon Team established some merchandising priorities for all of lower Manhattan. These were developed with the idea that there is a desire to serve the neighborhoods, capture the transit rider and office worker market, and provide an alternative to midtown shopping for both residents and tourists. These priorities include the following:

- **A Supermarket.** The area has no full-service supermarket that offers prepared foods. The presence of this type of supermarket is one of the key factors that people consider when they choose where to live. A convenient, full-service supermarket will make the area more attractive to residents, and therefore is needed to draw new residents to the downtown.



- **Department Stores.** The area needs both upscale-service, branded stores and general value stores such as discount retailers. Lower Manhattan offers minimal department store choices, and many residents now go to midtown or the suburbs to do their department store shopping. Lower Manhattan can recapture this market by offering additional department stores.
- **Restaurants.** Downtown needs more formal as well as family restaurants, which will help attract more residents and tourists to the area. Restaurants also are a factor in attracting office workers.
- **Lifestyle Stores.** Retail establishments specializing in books, music, home décor, sports, electronics, and the like often are referred to as “lifestyle stores” because they specialize in goods that support various facets of the customer’s lifestyle. These stores, like the others listed above, also are critical to attracting more residents to the downtown.
- **Fashion.** Stores specializing in apparel, jewelry, accessories, and beauty products are components of a viable community and are necessary to support residents.
- **Entertainment.** Museum shops and activities, as well as interactive venues such as movie theaters, live theaters, and the like, help to round out a community and make it lively and sustainable.

Viability, Concept, and Vision

The Blue Ribbon Team strongly believes that retail—after the WTC Memorial—needs to be the lead component of the redeveloped WTC site. The team concurs with the assumption that demand at the site will support approximately 1 million square feet of retail space. Before 9/11, the site supported this amount of highly productive retail space, with a significant share of sales volume captured from commuters, in addition to office workers, tourists, and residents. In the three years since, no significant amount of retail space has been added to lower Manhattan, and the retail mix found at the WTC before 9/11 has not been relocated to an alternative site. No replacement retail development—and minimal infill retail development—has occurred.

The amount of retail space as well as the variety and quality of retail offerings in lower Manhattan have declined since 2001. The sales once captured at the WTC site have been dispersed outside of lower Manhattan. The greatest negative impact of this situation is that local residents, who now have very few community retail services, must travel to the suburbs or midtown to shop.

With the loss of the WTC’s office tenants—a customer base that may never be fully regained—the market demand has shifted. Preliminary estimates, however, indicate that the retail sales potential at the site could be even greater than it was before 9/11, if the increased traffic expected from tourists and residents is considered. The residential market has grown by several thousand households and is likely to continue to be the underlying engine for the rebirth of lower Manhattan. As much residential space as can be brought to market will be absorbed, and residential demand for retail amenities is strong.

The pilgrimage nature of visits to Ground Zero and the planned memorial, the addition of museums and theater space to development plans, and the presence of existing, stable tourist attractions such as the Statue of Liberty and the New York Stock Exchange likely will result in a substantial net increase in tourist visits. Commuter traffic also is expected to be greater than it was before 9/11, because of improved access and train routing and the eventual connector shuttle to the airport. This, in turn, inevitably will improve the demand for office space in the immediate vicinity of the site over the long term.

It is crucial to remember, however, that the design and integration of the retail space with the rest of the site and lower Manhattan will determine its viability. Lack of retail amenities has been a major reason office tenants and residents have left lower Manhattan. The opportunity now exists to remedy this situation. The team believes that residential and office development will be constrained if a critical mass of viable and sustainable retail space is not developed in lower Manhattan.

The team believes that retail space requirements are the most sensitive of all commercial uses. Certain types of retail require particular minimum amounts of space in order to work. The space therefore must be planned carefully. That said, the project's ultimate size will be determined by the ex-

perience of its early phases. Success breeds success. If the first wave of retail fails because it is improperly executed, attracting high-quality tenants and customers for successive phases will be difficult.

The initial phase of retail will set the tone for the entire project. It must be sustainable and must attract a critical mass of customers to the area. Sustainable retail is an obligation and a responsibility. It will allow the area to become the community gathering place for lower Manhattan. If retail opens weak, this weakness will be difficult to overcome.

Accessibility and visibility will affect the success of the retail tenants and therefore the entire project. This is why ground-level retail that brings life to the streets is key to attracting and maintaining high-quality retail and making lower Manhattan a destination. Architecture also is an essential component in making the project's retail accessible and visible, a place to which people will want to return again and again.

The team believes that an opportunity exists to create a unique, unified shopping destination by connecting streets and surrounding neighborhoods. The retail space should be constructed not in isolation, but in a manner that will allow

it to serve all five market segments. It should include elements such as prominent, highly visible space with large floor plates for showcase retailers and a central gathering place for the community.

The team also feels that lower Manhattan should try to attract destination retailers that are not already in New York. Lower Manhattan should not become another midtown, with all the same stores and experiences. It needs to complement midtown, not compete with it, and should stretch the city's merchandising capabilities. To that end, the team strongly recommends the development and implementation of a cohesive marketing strategy promoting all of lower Manhattan. The potential exists for this area to be more than just a \$1,000 per-square-foot mall. While there is no doubt that the retail that was present before 9/11 was economically viable and important to the economy of lower Manhattan, there is now an opportunity to develop new retail that also will be attractive and an important component of the community.



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Planning and Design

How a project is planned and designed to meet the market is critical to the success of retail. This section discusses the Blue Ribbon Team's planning and design principles for retail in lower Manhattan. It begins with urban design goals and essential retail elements, then discusses specific recommendations for retail on the WTC site and in the surrounding neighborhoods.

Urban Design Goals and Essential Retail Elements

The team identified three overarching goals for the urban design of the WTC site and surrounding neighborhoods. These goals are as follows:

- Create a sense of urgency for getting retail development underway. The development of the transit station already is moving forward, and retail development should have the same sense of urgency.
- Maximize connections within the WTC site and to the surrounding neighborhoods. The team believes, based on

the plans it reviewed, that better efforts at neighborhood connections can be made, and suggests that the plans for the site be reviewed to maximize these connections. Doing so will open the site to the public and make its retail more accessible.

- Promote experimentation with uses and retailers. Lower Manhattan is not a run-of-the-mill retail destination, and it should not be developed as such.

The team also focused on the irreducible elements that make a retail project successful, all of which need to be incorporated into the retail redevelopment strategy for lower Manhattan:

- *Identity.* There must be a “there” there, and people need to know where the “there” is. As with all destinations, this should be clear when one arrives. For example, when people say they are going to Times Square, everyone automatically knows what they are talking about.
- *Place Making.* The retail needs to have a sense of place. This begins with the public realm.

- *Image and Branding.* An icon or a family of icons should be developed for the area's retail. This will help create the identity and brand the area.
- *Civic Quality.* The retail should create a sense of community. Promoting the public realm and allowing it to emerge first will enable the private realm to follow.
- *Critical Mass.* A critical mass of shoppers and retailers will be needed to maintain vitality and sustain the retail.
- *Continuity.* A continuity of uses, including retail, is important. Retail must not be set off to the side by itself. It must be integrated into the overall master plan for the site.
- *Integration.* Integrating transit and retail components will provide added convenience for shoppers.

From these goals and essential elements, the team developed the following planning and design recommendations.



Create an Exciting and Unique Urban Marketplace

The Blue Ribbon Team believes strongly that lower Manhattan and the WTC site will become a world-class destination, and that—after the WTC Memorial—retail needs to be the focus of this destination. A visual icon or a collection of icons should be developed that will be identified with the retail in the area. Retail needs to aid in the regeneration of lower Manhattan, just as it did on North Michigan Avenue in Chicago and at Santa Monica Place in Santa Monica, California. The sustaining constituencies that will make this happen are the five market sectors discussed earlier: office workers, residents, tourists, commuters, and regional destination shoppers.

Successful urban retail contains spaces that are inviting and pleasant to be in. People remember these places and want to come back to them. Downtown retail needs to instill a sense of community and serve as a gathering place. It must be more than just stores among office buildings. It is important for downtown retail to affirm a high quality of life that does not exclude anyone. The challenge is to attract retail uses that will reflect the community's wants and desires.

The team views the retail component of the WTC site as the antithesis of a mall. It should be a collection of destinations that reflects the market's needs for food, clothing, and other goods. The team believes there is a waiting market for 600,000 to 1 million square feet of retail space that will create and sustain value in the area. It also believes that retail in the area will be viable *immediately*.

Use Retail to Define Streets

While the final street and site configuration has not been determined, one thing is certain: streets will lead to and

cross through the WTC site. It is critical that these streets affirm lower Manhattan as an area in which streets and spaces are well integrated.

As discussed earlier, it is important to create internal continuity on the site that promotes clarity of movement on primary routes and entreats discovery in secondary areas. To accomplish this, the Blue Ribbon Team recommends that office lobbies be elevated above the street level.

Placing office lobbies on higher floors enables office tenants to take advantage of the enhanced views from these levels. Office lobbies are much more private than retail space, and serve only the office tenants and their clients, not the general public. They are already a destination and do not need to attract people off the street. In addition, more introverted cultural facilities, such as museums and theaters, also should be located above the ground floor. While small lobbies for this type of facility can be placed on the ground floor, the large “boxes” that house the facilities should be on upper levels.

It is important to fulfill the public mandate for continuity and liveliness at the street level. History has demonstrated the lethality of a singular vision. Consider the existing configuration of Chase Manhattan Plaza in lower Manhattan. These spaces are “dead” and, except for bank patrons and office workers and their guests—and, particularly, after working hours—the area is empty.

To this end, the team believes that it is important to recover the streets for people. The WTC site presents an opportunity for at least half—or approximately 300,000 square feet—of the prime retail space to be located at and/or above grade. The use of streetfront retail should be maximized wherever possible to promote the continuity of public spaces.

Extend Retail to Other Elements of the WTC Site

The Blue Ribbon Team believes that approximately four to five levels of prime retail space, with ancillary retail space on additional levels, is reasonable and appropriate for the site. Cultural parcels 1 and 2 of the general project plan should have two levels of retail either below, at, and/or above grade, keeping in mind that space will need to be blocked out for vertical circulation and columns. Tower parcels 2, 3, and 4 can be integrated with the transit station concourse and provide two levels of retail space either below, at, and/or above grade. The amount and location of the retail at tower parcel 5 should be determined in a future phase, but planners should anticipate at-grade retail at a minimum.

The team believes that it is possible to build the column structure for the office towers now, which will allow retail uses to be developed around it in a cohesive manner as a first phase.

Regenerate Adjacent Parts of Lower Manhattan

As mentioned earlier, the Blue Ribbon Team viewed its study area as all of lower Manhattan. It hopes that the retail component on the WTC site will serve as a catalyst for redeveloping additional retail in the rest of lower Manhattan. The team made the following recommendations for specific areas in lower Manhattan:

- Pay attention to neighborhood edges and avoid creating hard lines that delineate neighborhoods.
- Create different visions for different streets, including Fulton and Nassau streets. These areas have a unique vitality

that should be capitalized on, not supplanted. Currently, however, these streets are a collection of retail establishments with no unifying design guidelines, facades, or look. Establishing a vision for these streets can make them even more attractive and even more of a destination than they are today. The team understands that plans for these areas exist, and believes that these plans need to be evaluated and then integrated into the redevelopment of lower Manhattan.

- Market lower Manhattan retail as a whole, rather than just specific portions of it.
- Tailor packages of incentives for each street and each project to help ensure the long-term vitality of all of these components.
- Think of lower Manhattan as a collection of retail districts and destinations, not just individual projects.

The team offers the following recommendations for specific corridors in lower Manhattan:

Fulton Street

The team does not believe that Fulton Street should be narrowed. If it is, service vehicles, piles of snow, and the like will block through traffic. It may be prudent to create a special economic development district for Fulton Street that will focus on returning investment in the area to this street.

One potential incentive to revitalize retail on Fulton would be to endorse a policy that no permits can be issued for work on a portion of a building unless the entire building, including the retail space, is improved. This would include facade improvements, interior improvements, and so forth. The team also believes that Fulton Street can benefit from



streetscape improvements, such as planters and benches, which will make the street more inviting and pedestrian friendly.

Greenwich Street

The team believes that retail along Greenwich Street within the WTC site will generate additional retail along other, off-site portions of the street. This retail development will need to be sensitive to adjacent uses, specifically the WTC Memorial. In addition, Greenwich Street will help restore a north/south connection, which is a key component in the area's redeveloping neighborhoods.

Dey Street

The team does not believe that Dey Street should be a through street. Instead, it should become an entrance only, to both the east and west sides of the redeveloped WTC site.

Cortlandt Street

The team envisions the portion of Cortlandt Street that extends into the WTC site as a transparent "passage" in the European sense: pedestrian in nature, perhaps with a glazed and vaulted "roof," similar to the Galleria in Milan. The team does not envision this area as an enclosed mall. This portion of Cortlandt Street should open to the east and west sides of the WTC site and provide an entryway to the retail and the transportation network below.

World Financial Center

The team saw the *possibility* of creating an "anchor" within the WFC. There is enough square footage in the existing retail portion of the complex to accomplish this, and doing so will make this area one of the retail icons and destinations in lower Manhattan. While the team understands that this may involve major reprogramming of the site, it believes that this option is worth exploring. The team also feels strongly that the WFC and Battery Park City must be better connected to the redeveloped WTC site and the rest of lower Manhattan. Implementing best practices in urban design, such as creating retail-friendly concourses under and over West Street or submerging West Street, can make the area more pedestrian friendly and less treacherous to cross. This will help activate retail and restaurants at grade, and join the east and west sides of West Street into a cohesive corridor.

South of Liberty

Tower parcel 5 offers an opportunity for mixed-use development south of the WTC site, including hotel and residential uses that will help continue the building of the critical mass needed to support additional retail. This also will help create a continuum of development southward from the WTC site.

The team supports the efforts that are underway to redevelop the properties at Church and Liberty streets. The planned improvement in this area, including the Greek Orthodox church and the two public parks, will attract more public uses and create vitality at that spot.



Implementation

The Blue Ribbon Team evaluated strategies for how to move forward with retail redevelopment in lower Manhattan. It divided its findings and recommendations into three main areas: issues that are creating a sense of urgency for moving ahead with retail development on the WTC site and, ultimately, retail redevelopment elsewhere in lower Manhattan; impediments to addressing these urgent issues; and recommended action items for the sponsors and other appropriate organizations to take.

Urgency

The team is impressed with the progress made to date in lower Manhattan in the relatively short time since the events of September 11, 2001. However, the team also believes that certain aspects of development and redevelopment in lower Manhattan create a sense of urgency in moving forward with the retail redevelopment. It is important to capitalize on these urgent items:

- Transportation has been a major focus of redevelopment efforts to date, and while great progress has been made,

getting people to and from lower Manhattan remains an important element of the redevelopment process. The team supports the efforts to date to promote the one-seat-ride connection from lower Manhattan to John F. Kennedy International Airport via the Long Island Railroad (LIRR) and feels it is critical to the success of lower Manhattan.

- Measures need to be taken to prevent further deterioration of downtown office and retail buildings as people continue to move elsewhere.
- Existing retail and service offerings are insufficient to serve the growing residential and office populations.
- Downtown needs to be made more livable, both for residents and for commercial tenants. It must become a place where people want to work and live. Housing is a burgeoning market in the downtown. The team recognizes that an incredible amount of residential development is occurring there and believes that this will continue, creating an even stronger market for retail.

- It is important to include West Street and Battery Park City in the overall planning and revitalization of downtown and to connect these areas to downtown. Doing so will help create a sense of place that encompasses all of lower Manhattan.

The team believes that placing these issues at the forefront of the implementation strategy will enable the sponsors and other organizations to maintain a sense of urgency, make progress, and execute a holistic, nonsequential approach to retail redevelopment. Much has been done to date, and taking a more holistic approach will help move the redevelopment effort forward.

Impediments

The Blue Ribbon Team is well aware that retail redevelopment in lower Manhattan is not without impediments that must be overcome. Among these are the following:

- Developing a mixed-use project is more challenging than developing a single-use project, and the planning and fi-



nancing processes can be particularly difficult. Because the real estate market cycles for different uses are not always the same—for example, when the retail market is hot, the market for housing or offices may be cool—mixed-use projects are continually trying to address multiple development cycles.

- Although the office component currently is the major driver of development on the WTC site, because office development is soft due to current market conditions, it may not be the best use to be driving the redevelopment effort.
- Everyone the team encountered agrees that the redevelopment of the WTC site is a critical component in the continuing regeneration of lower Manhattan. The team was encouraged by the growing spirit of cooperation among stakeholders to move the project forward. While it may not be possible to meet everyone's needs and desires, when it comes to the retail portion of the WTC site as well as the retail redevelopment of all of lower Manhattan, these differences need to be rectified.
- There is currently a trend toward developing office space for nondifferentiated market uses. Trying to break out of this mold offers an opportunity to differentiate the lower Manhattan office environment from that in the rest of New York City and the region. Being more flexible in uses, such as retail, also will help attract office tenants.
- New market segments, especially residential ones, must be attracted to downtown. This is beginning to happen and should be encouraged.
- West Street is not integrated at present and needs to be modified to bring the west side—the WFC and Battery Park City—back into the downtown.



Actions

The team has identified the following action items as necessary for moving forward and implementing a successful, unified retail vision for lower Manhattan:

- Unify the vision and the approach to redevelopment. A true joint venture with a shared economic interest and vision is needed for the WTC site. This is how most large-scale, mixed-use urban projects are accomplished. A single timeline, a single design concept, and a single decision point are common themes in all successful urban retail projects. A unified approach will provide a commonality of interest and allow office and retail to work together. Each building should not control its own retail component.
- Find a champion. This project needs a retail champion or a mixed-use champion with retail knowledge to work with the Port Authority and others. Such an individual will help define the desired retail program and establish a branding, promotion, and marketing campaign. He or she also will provide the retail component with an additional voice, with the Port Authority and others working in lower Manhattan, that can be heard in concert with the office, transportation, and cultural “voices.” Initiating a request for proposals (RFP) or a request for qualifications (RFQ) sooner rather than later will help identify this champion.
- The joint venture should set the development program to direct architects. This will allow for consistent design standards that work with retail and other uses and accomplish the project's objectives. It also will help to create a retail plan that will attract the best tenants.
- Establish a vision, target markets, and retail options. This is necessary to attract high-quality retailers. The more information and certainty provided to prospective tenants, the more likely the desired retail tenants will be to come downtown. This is why it is crucial that retail be planned and programmed at the beginning, rather than as an afterthought. It is important to decide who should be brought downtown, when they should be brought in, and where they should be located. This is all part of the vision and marketing effort.
- Look at the development plans holistically, with major uses as the drivers. Transportation is a current driver, and retail also will become a critical driver of the overall development of the WTC site and downtown. Together, these uses need to be incorporated into the planning and implementation process.
- Depress West Street to help integrate Battery Park City and the WFC with the WTC site and the rest of lower Manhattan. This will help to unify the east and west sides of West Street. West Street's current condition as a major highway is an impediment to pedestrians.
- Avoid temporary retail. It is important to do the WTC project right, and the team believes that putting in temporary retail is not in the best interest of retail development on the WTC site and downtown. Temporary retail sends the wrong message to high-quality retailers. It is better to get the infrastructure in place and begin to attract the type of retailers desired now. This also will allow other uses to

plan around retail rather than vice versa. The first step should be to redevelop the underground retail now.

- Attribute land and infrastructure costs to specific uses, to allow a comprehensive financing plan.
- Consider allowing hotels and other uses on the WTC site. This will help expedite development and make the area a truly exciting destination, a place where people will want to come and stay.
- Use public and private financing. The team believes that this is a great project that can be supported by private as well as public funding, and that these options need to be explored immediately to help fund retail development, both short term and long term. Public funding options include PILOT (payment in lieu of taxes) programs to help carry infrastructure costs, liberty bonds, and tax increment financing (TIF), if legislative changes can be put in place to allow it.

- Construct the maximum amount of office space possible now, with the Port Authority and the state, city, and federal governments as tenants. These tenants will help support the office as well as the retail development. They also will provide a customer base for the retail.

The team believes that now is the time to be thinking about the retail component of the redevelopment of the WTC site, which will have a major impact on redevelopment throughout lower Manhattan.



Conclusion

The Blue Ribbon Team knows that it is easy for it to come in and make recommendations on the redevelopment of lower Manhattan when it has not had to live through the post-9/11 planning process. Yet the recommendations in this report are based on the team members' best professional judgment and experiences in other urban retail environments and redevelopment efforts. They each see a great opportunity and appreciate what it will take to redevelop downtown retail in lower Manhattan. The keys to success include a unified retail development plan for the WTC site that will provide a catalyst for retail redevelopment throughout lower Manhattan; a unified vision and theme for marketing that will attract the right retailers to serve all of the downtown markets; efforts to encourage a mix of uses, both

on the WTC site and in the surrounding areas; plans to get retail development underway immediately and allow it to be a major driver, bringing people to the street and allowing more private uses to be elevated above the street level; and, most importantly, plans and implementation efforts that will carry out all redevelopment efforts with respect for the WTC Memorial and the memory of the events that occurred in lower Manhattan.

The team heard the theme of “restore, remember, and renew” expressed several times. It hopes that its recommendations are implemented in the spirit of this theme.



About the Blue Ribbon Team

Smedes York

Chair
Raleigh, North Carolina

A Raleigh native, York is president of York Properties, Inc., and chairman of the boards of two related companies, York Simpson Underwood and McDonald-York Construction. He also serves on the board of SCANA, a major public corporation.

York has spent his professional career in real estate and construction. He has served in a leadership capacity in many organizations, including past chairman of the North Carolina Citizens for Business and Industry, the Greater Raleigh Chamber of Commerce, the Urban Land Institute, and the North Carolina State University trustees. He currently serves on the board of directors and executive committee of the Research Triangle Park Foundation, the Triangle United Way, and the YMCA of the Triangle.

From 1964 to 1966, York served as a lieutenant in the U.S. Army Corps of Engineers, receiving an Army Commendation medal in 1966. He also spent time in elective office

in Raleigh, as city councilman representing District E from 1977 to 1979, and as mayor for two terms, from 1979 to 1983.

Ronald A. Altoon

Los Angeles, California

Altoon is a founding partner of Altoon + Porter Architects, LLP (A+P). For 20 years, he has provided the firm's overall design leadership in master planning, urban design, architecture, and interior architecture on projects worldwide. His projects have earned more than 75 awards for design excellence, including three *Progressive Architecture* design awards and 14 awards from the International Council of Shopping Centers. He authored the books *International Shopping Center Architecture*; *Altoon + Porter Architects, Context and Conscience*; and *Designing the World's Best Retail Centers*. Altoon has lectured at universities throughout the United States and in China on contextual design, disaster reconstruction planning, leadership, and practice. He also lectures internationally on the real estate design and development process for the real estate industry.

Altoon has led A+P into a global practice, and is responsible for complex master planning and design on projects throughout Asia, Australia, the Middle East, and in western, central, and eastern Europe. He currently is involved in the design of several mixed-use projects—including retail, hotel, office, residential, entertainment, dining, transit, and recreational elements—in Utrecht, Glasgow, Moscow, Toulouse, Reims, Guangzhou, Bangkok, Auckland, and Melbourne.

Altoon's domestic retail portfolio contains projects completed for most of the major U.S. retail developers, which include urban infill, historic adaptive use, transit-related, lifestyle, and entertainment elements, as well as leading-edge electronic concepts. One recently completed project, Fashion Show on the Strip in Las Vegas, has transformed the use of electronic media in retailing. Altoon currently is involved in a four-block urban infill project in Honolulu; a sustainable, green building design project near San Francisco International Airport; and a 12-block new downtown project in Rancho Cucamonga, which redeploys 19th-century values for a Route 66 city.

He is a former national president of the American Institute of Architects, is a member of council of the International Union of Architects (UIA), is on the U.S. General Services Administration National Register of Peer Professionals, and is a full member of the Urban Land Institute.

Michael Beyard

Washington, D.C.

Beyard is an urban planner and economist with more than 20 years' experience in the related fields of real estate development, land use planning, and economic development. His experiences in the United States and Europe have been focused on commercial and retail development, shopping centers, e-commerce, location-based entertainment, and downtown revitalization.

Beyard is a ULI senior fellow and the ULI/Martin Bucksbaum chair for retail and entertainment development. He is the author/project director of numerous ULI books, including *Developing Urban Entertainment Centers*, *Shopping Center Development Handbook*, the *Dollars & Cents of Shopping Centers* series, *Value by Design*, *Developing Power Centers*, *Downtown Development Handbook*, *The Retailing Revolution*, *Ten Principles for Reinventing America's Suburban Strips*, and *Business and Industrial Park Development Handbook*.

He created and directs ULI's International Conference on Urban Entertainment Development and its technology and retail real estate forum. He also created *ULI on the Future*, the Institute's annual publication devoted to emerging land use and development trends and issues. Beyard is a featured speaker in the United States, Europe, and South America on retail, entertainment, and downtown development issues, and is widely quoted in the national and international media.

Gerard H.W. Groener

Utrecht, The Netherlands

Currently managing director of CORIO Nederland Retail, Groener has more than 17 years of experience in real estate development and asset management. He previously was a developer with Van Wijnen. Groener began his career in 1985 with Akzo, where he served in several positions until becoming acquisitions manager for the Akzo pension fund.

Groener is a member of the Netherlands council of the International Council of Shopping Centers and the Netherlands District Council of ULI—the Urban Land Institute. He has earned a degree in engineering and a master of real estate (MRE).

Robert C. Lieber

New York, New York

Lieber is responsible for coordinating Lehman Brothers's global real estate investment banking practice. Lehman Brothers is one of the leading arrangers and providers of capital to the commercial real estate industry through its banking, fixed-income, equity, and private equity businesses. During the past four years, the firm has been involved in more than \$125 billion of transactions in both the United States and Europe. It was awarded *Institutional Investor* magazine's "Deal of the Year" award for its role in the sale of Embarcadero Center to Boston Properties in 1998 and the acquisition and institutional syndication of the John Hancock Financial Center in 2003.

Lieber has been with Lehman Brothers for 20 years and leads a group of more than 40 professionals responsible for advisory and origination transactions, including public and

private equity placements, mergers and acquisitions, asset sales, and secured and unsecured debt underwritings.

Lieber currently serves on the executive committee of the Zell/Lurie Real Estate Center at the Wharton School of the University of Pennsylvania, where he also is chairman of the placement committee. He is chairman of ULI's Urban Development/Mixed-Use Council, Blue Flight, is a member of the New York University (NYU) Real Estate Center's advisory board, and acted as adjunct professor at Columbia University, where he taught real estate capital markets to second-year business school students.

Sir Stuart Lipton

London, United Kingdom

Lipton has been a commercial developer since the late 1960s. As chairman of Stanhope PLC, he has developed more than 12 million square feet in more than 40 projects, including Broadgate in the City of London, Stockley Park at Heathrow, Chiswick Park in London, and the 1 million-square-foot Treasury Building, Whitehall, London.

Lipton's new projects include a series of projects around London focusing on mixed-use, high-density development around transit nodes. A key component of these projects—which include Bracknell Town Centre, Stevenage Town Centre, and Stratford in East London—is the use of public space and regional shopping centers.

Lipton recently retired as chairman of the Commission for Architecture and the Built Environment, an organization representing the U.K. government on place making, parks, and new buildings.

Daniel T. McCaffery

Chicago, Illinois

McCaffery is the founder and president of McCaffery Interests, Inc., a nationally recognized leader in urban development and renewal projects, where he maintains overall responsibility for the company's executive management, strategic direction, and leadership. Other specific responsibilities include the creation of new business and the enhancement and expansion of tenant and financial partner relationships.

McCaffery has more than 20 years' experience in the real estate industry and has led the development of more than \$1.5 billion of mixed-use urban projects. In 1997, McCaffery Interests formed a partnership with City Center Retail Trust, a private real estate development trust owned by Security Capital Group. CCR McCaffery Developments, L.P., is a strategic alliance formed to acquire, develop, redevelop, and manage real estate opportunities.

Before founding McCaffery Interests in 1991, McCaffery was a senior vice president for BCE Development, Inc., where he was responsible for the development of the firm's \$1.7 billion in real estate holdings. Prior to that, he held a succession of senior positions with Oxford Properties, Inc., including director of leasing for western Canada, vice president of development in Minneapolis, and senior vice president for the eastern United States.

Michael McNaughton

Natick, Massachusetts

McNaughton joined General Growth Properties (GGP) in January 2001 as vice president for the firm's east region,

which consists of 35 regional mall properties totaling nearly 34 million square feet. He is based in the company's north-east regional office.

Prior to joining GGP, McNaughton was a partner and senior vice president of Coro Realty Advisors, LLC, a privately held, Atlanta-based investment advisory, brokerage, and redevelopment firm. He was retained by clients such as Federal Realty Investment Trust, Madison Marquette, JPI, Archstone, and GGP for various consulting assignments. McNaughton also consulted on numerous municipal revitalization and downtown redevelopment initiatives in the southeast. His brokerage representation clients included Publix Super Markets, CVS, AMC Theatres, the Container Store, Smith & Hawken, Chico's, and Storehouse, Inc.

McNaughton holds the Building Owners and Managers Association (BOMA) real property administrator (RPA) designation, the International Council of Shopping Centers (ICSC) certified leasing specialist (CLS) designation, and the CCIM Institute's certified commercial investment manager designation, and was a charter member of the National Association of Industrial and Office Properties (NAIOP) "Mixed Use Development" national forum from 2000 to 2002.

Vittorio Radice

London, United Kingdom

The son of a furniture retailer, Radice, who grew up near Lake Como, surprised himself and his family by studying agriculture at Milan University before doing his military service. After leaving the army, he joined Associated Merchandising Corporation, one of the largest global buying organizations. By the age of 30, he was responsible for developing ranges and sourcing furniture and home furnishings in more than 20 countries.

In 1990, Radice joined Habitat International (then part of the Storehouse group) as buying director to set up a central purchasing operation. He was appointed managing director of Habitat UK in 1992, shortly before the company was sold to IKEA, and set about transforming an ailing business with losses of £7 million into a company twice the size with profits of more than £12 million. Radice continued to build on this success at Habitat until he was hired by Selfridges as managing director in 1996. In this role, he transformed what was a "comfy old cardigan" of a store into the "big sexy giant" that it is today. In 1998, Radice led the successful separation of Selfridges from the Sears conglomerate. As sales and profits continued to increase, the firm's market value doubled in four years. The company was taken private again in July 2003.

In March 2003, Radice joined Marks & Spencer to set up a new chain of stores dedicated to home furnishings. Immediately after the February 2004 opening of the pilot store, Lifestore, in Newcastle, Radice's role was expanded to include responsibility for all areas of merchandising (excluding food) and store design and development. This new role was short lived, however. At the end of May 2004, following the well-publicized tentative takeover of Marks & Spencer by Philip Green, a new chairman and chief executive were appointed, and new strategies were announced. Radice consequently left the company on mutual agreement at the beginning of June 2004. He is a non-executive director of Abbey National PLC and Shoppers' Stop India.

Jennifer M. Stanton

Matthews, North Carolina

A native New Yorker, Stanton heads JMS, a national real estate services firm based in Charlotte, North Carolina, where

she also serves as an associate professor of business at Johnson & Wales University. As president of JMS, Stanton provides site selection, marketing, and concept planning services for real estate investors, developers, public sector agencies, and retailers. She has more than 20 years of experience planning, merchandising, repositioning, and marketing shopping centers throughout the United States. Her firm helps national, regional, and local retailers craft site selection strategies and make profitable real estate decisions. In addition, JMS provides corporate relocation research and creates marketing presentations for economic development programs.

Stanton serves on the executive board of ULI Charlotte and has contributed to ULI Technical Advisory Panels for Los Angeles and Key West. Formerly director of market planning and advisory services for Faison, Stanton also has served as vice president of research and market planning for Trammell Crow and director of strategic planning and market research for a joint venture sponsored by GE Investment Corporation.

Patrick L. Phillips

*Adviser to the Blue Ribbon Team
Washington, D.C.*

Phillips coordinates all aspects of Economics Research Associates's (ERAs) organization, strategy, business development, and service delivery. After serving as managing director of ERAs Washington, D.C., regional office since 1993, he was named president of the firm in January 2000.

Phillips has 20 years of experience in the economic analysis of real estate and land use issues. His consulting practice focuses on economic and feasibility analysis, strategic planning, and transaction-related services for real estate investors and developers, public agencies, financial institutions, universities, and nonprofit organizations. His work has involved all major categories of urban land use, for such clients as the New York City Economic Development Corporation, the National Academy of Sciences, Hines, Samsung, Teachers Insurance and Annuity Association (TIAA), Alcoa, the University of Cincinnati, Forest City Enterprises, the Coca-Cola Company, the Massachusetts Port Authority (MassPort), and numerous public agencies and nonprofit organizations.

A recent focus of Phillips's work is the market, economic, and financial aspects of a new generation of downtown, visitor-oriented projects that include housing, retail, sports, entertainment, and other uses. Notable recent projects on which he has consulted include Peabody Place in Memphis, the Banks in Cincinnati, Atlantic Station and Coca-Cola Park in Atlanta, and the Southeast Federal Center in Washington, D.C. He helped the J.C. Nichols Company and Highwoods Properties successfully structure a public/private financing approach for the expansion and repositioning of Country Club Plaza, one of the nation's most successful and

influential pedestrian-oriented, mixed-use districts. Phillips has advised numerous public sector clients on issues related to public/private partnerships for economic development. His practice has concentrated on business development and retention, and the revitalization of historic buildings, downtown areas, waterfronts, and neighborhood commercial districts. He is an expert in creative financing strategies and has analyzed tax-increment financing approaches in New York City, Houston, Washington, D.C., and Atlanta.

Phillips is a frequent speaker on urban development issues, and is the author or coauthor of eight books and numerous articles. He is a trustee of the Urban Land Institute and an active member of ULI's Mixed-Use Council. He also has taught at Harvard University's Graduate School of Design and has served as adjunct professor at the Berman Real Estate Institute at Johns Hopkins University, where he now serves on the advisory board.