



# LIBERTY STATE PARK

1977

JERSEY CITY, NEW JERSEY

R/UDAT

URBAN  
REGIONAL  
DESIGN  
ASSISTANCE  
TEAM

AIA



The charge of the RUDAT team was to address the following issue.

What developments could be constructed on the upland acreage of Liberty State Park and on the redevelopment parcel owned by the city of Jersey City that will be compatible with the park design, and also compatible with the overall development plans of Jersey City and with the expressed needs of the residents of the surrounding neighborhoods? Should the state park function as a neighborhood recreation facility? What guidelines and alternatives can be developed for the upland acreage of the park? Can this development be used for revenue generating projects which will help defray the cost of building the park? In addition the city of Jersey City has expressed concern about the following issues:

- 1) The control of land donated by Jersey City to the State for Liberty Park if it is utilized for non-park purposes
- 2) maximizing tax return to the city
- 3) generation of employment opportunities
- 4) proper development of vacant land
- 5) redevelopment in adjacent neighborhoods
- 6) a potential trade of some upland acreage for the Caven beach area



# SUMMARY

## SUMMARY

The R/UDAT Team's assessment of Liberty Park began with the question initially posed by the Liberty Park Study and Planning Commission: what facilities could be included in the upland section of the Liberty State Park holdings, that could yield revenues which could in turn be used to finance development of the park?

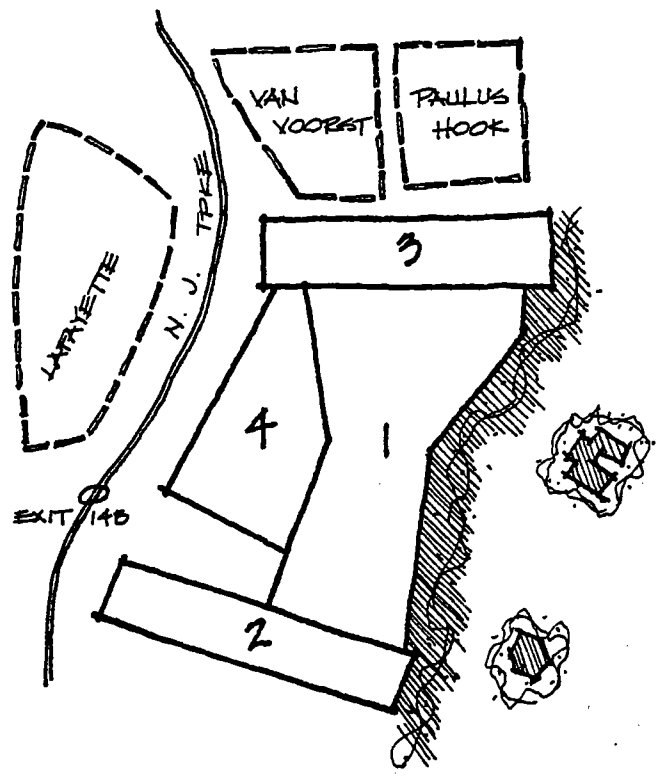
On the basis of the assessment the Team arrived at the conclusion that there were no such facilities:

- economic feasibility was not demonstrated for any form of extensive revenue-generating facility on the site, including potential commercial, industrial, or upper income residential development
- it was concluded that any such development, even if economically feasible, would be harmful, even destructive, to important social physical objectives of Liberty Park design, and should not be allowed;
- public funding should be adequate to allow for development of the Park, although at a more gradual pace than initially contemplated.

Having arrived at the conclusion that the objective of developing revenue generating facilities must be discarded, the R/UDAT team approached the equally important question: what criteria and strategies should be established for development of Liberty State Park? The report presents proposals by the Team in the following areas:

"I'm here because I think Liberty Park is one of the greatest things to happen to Jersey City in a long, long while."

"... the job issue... it's one of the most vital things we have to talk about, park or no park."



LIBERTY STATE PARK PARCELS

(1) THE RELATIONSHIP OF THE  
PARK TO THE NEIGHBORHOODS

Liberty Park must be designed and executed in such a way as to bring the adjacent neighborhoods to the Park, and to bring the Park to the neighborhoods. The park design must be related to users from the Van Vorst, Paulus Hook, and Bergen-Lafayette neighborhoods, user access to park facilities must be provided, and park development must take place in such a way that it will enhance the stability and quality of life in the neighborhoods.



(2) DEVELOPMENT OF PARCEL 4 OF  
LIBERTY PARK - WHY WAIT?

Rather than being an area of no immediate importance to development of the Liberty Park recreational facilities, the upland area adjacent to the Lafayette neighborhood is of great importance and potential - development of active recreation facilities in that area represents a potential major concrete step that can be taken immediately within the means of the State to create much-needed recreation facilities in the area and initiate the linkage between the park and the community.

(3) PLANNING FOR LIBERTY PARK

The R/UDAT Team recommends the development of plans for the immediate recreational and cultural activities in Area Four adjacent to the residential communities bordering the Park, and the initiation of major green spaces, access routes and scenic prospects from the inner park border throughout the entire Park and its waterfront.

The Team believes that the Park's direct and immediate response to community needs is a pressing consideration as well as the practical course the Commission should take for the use of this portion of Park land.

#### (4) ECONOMIC DEVELOPMENT AND LIBERTY PARK

Economic development activities - commercial and service facilities - in the context of the recreational and tourist development of Liberty Park must be encouraged. Development of commercial and service facilities must take place in a way to (a) maximize economic benefits to residents of the local area, through jobs, business opportunities, and construction contracts; and (b) provide for long-range economic benefit to the neighborhoods adjacent to the Park, through spillovers of economic activity and combined planning.

#### (5) ACCESS PARKING AND INTERNAL CIRCULATION IN LIBERTY PARK

A variety of access points for all modes of transportation must be provided at Liberty Park, including pedestrian/bicycle access from adjacent neighborhoods. Private vehicles should not be allowed in the park; people mover systems, either mobile or light rail, should be established to carry people from access points into and around the park. Design of access points and parking facilities should ensure that traffic jams and visitor parking do not take place in adjacent residential areas.

As much as the specific issues and strategies which must be addressed in the development of the Park, it is necessary to address the process by which the park will be planned and developed. Awareness of both the wider regional context on the one hand, and the neighborhood context on the other requires that planning be widely participatory and inter-governmental. Park planning must take place in a broader Hudson waterfront context; the planners must address at some point not only the Liberty Park site itself, but the remaining major vacant areas on the

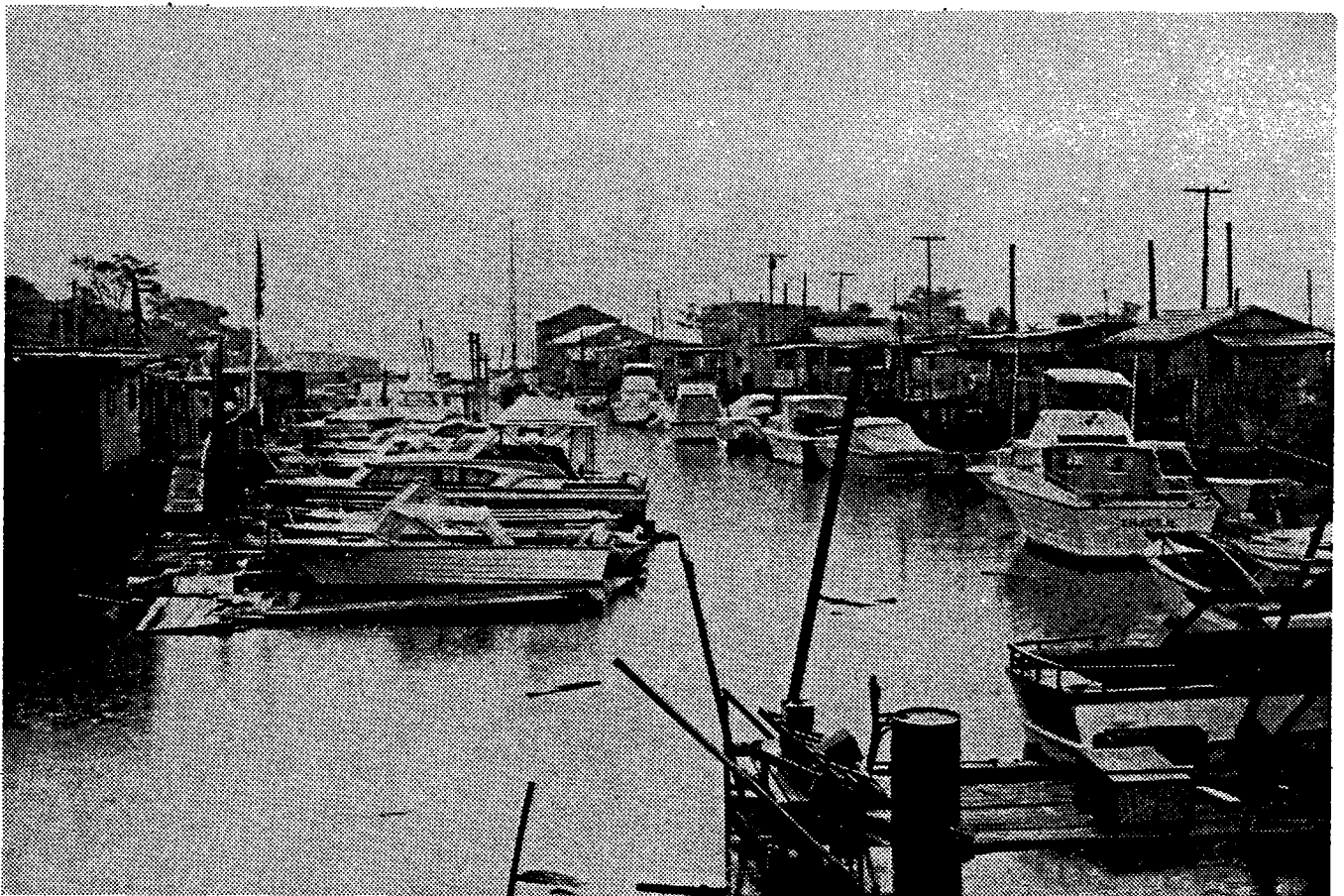
*"There has been no place in the city where people can just go and relax."*

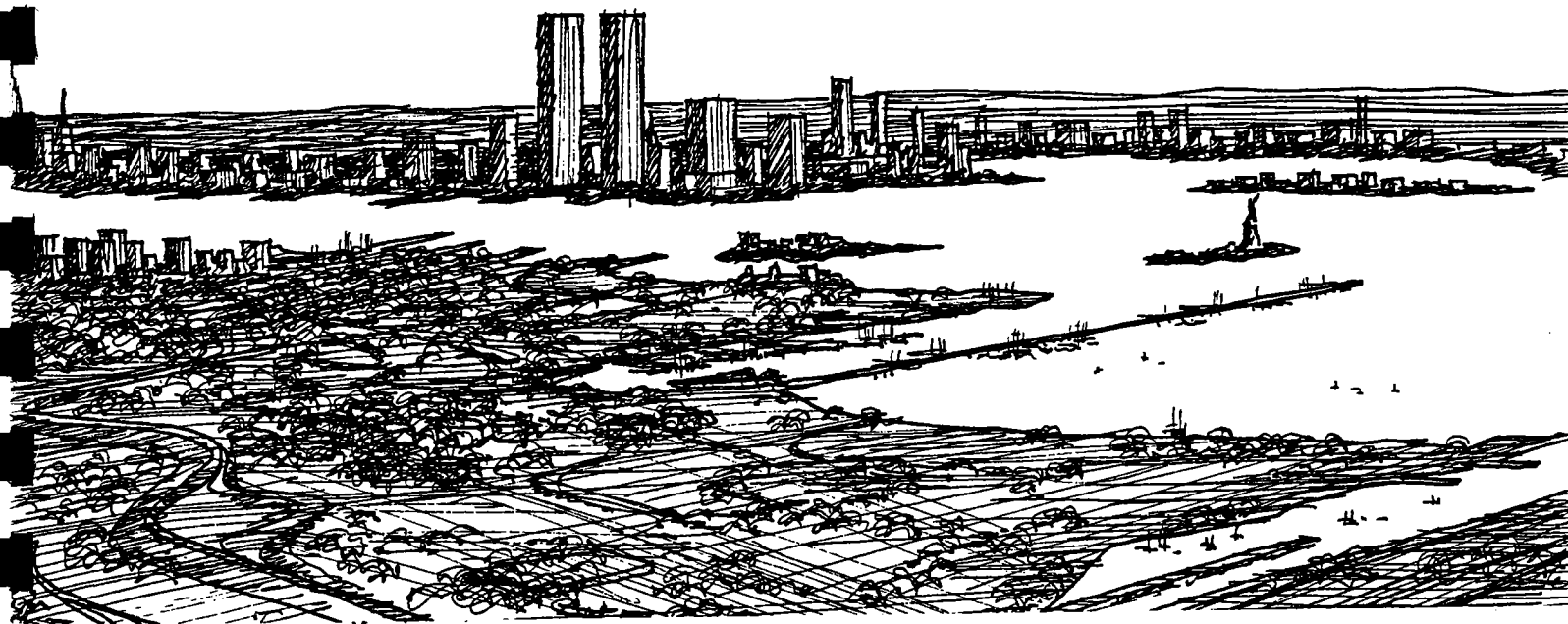
*"We are proud to be there — we have found a love there and a beauty in the children that can go uncompered."*

waterfront - Caven Point, the Greenville Yards, and so forth.

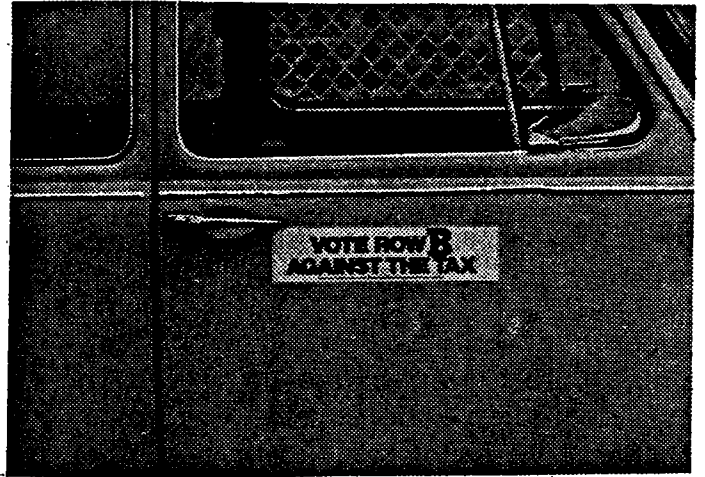
A management structure must be developed that is capable of both integrating the concerns of people at all levels of government and in the community at large, while being able to coordinate planning and implementation activities which require the dovetailing of decisions, actions, and funding from many agencies of government.

Planning cannot take place in a vacuum. The development of Liberty State Park represents an historic undertaking; the planners and administrators responsible have been entrusted by the public with a unique and invaluable site. If it is not carried out in the best possible manner, the loss will be not only Jersey City's, but the Nation's as a whole.









# FINANCING THE PARK

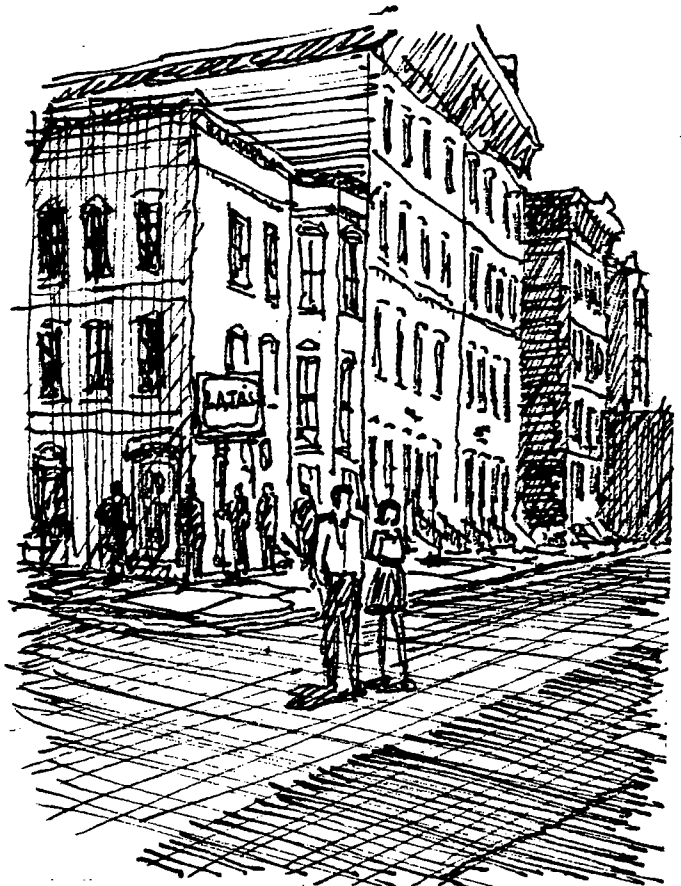
## ASSESSMENT OF MAJOR REVENUE GENERATING ECONOMIC DEVELOPMENT ACTIVITIES

Assessment of the potential for development of revenue generating activities in Liberty Park represented a significant element of the charge to the R/UDAT Team. Specifically, we were asked to determine whether it was feasible, and if feasible desirable, to utilize part of the Liberty State Park holdings for economic development activities unrelated to recreations with the objective of, through such activities, generating revenues which could subsequently be applied to development of the park proper. In other words, in order to reflect the objectives of the charge made by the Liberty State Park Study & Planning Commission, such development would not only have to be self-sustaining economically, but would have to yield significant amounts of revenue to the Park over and above that level.

Such additional revenues could, in theory, be generated in one of two ways, either (a) through sale of parkland at a cost significantly in excess of the purchase price; or (b) through generating an annual surplus of revenues over operating costs; i.e., a significant after-tax operating profit. For either to take place, a minimum condition is that market conditions be such that intensive development be feasible, and that the market is capable of absorbing a substantial amount of such development in a short period.

### (1) FEASIBILITY OF MAJOR REVENUE GENERATING FACILITIES

Our assessment makes it apparent that none of the preconditions for development of this nature are met in the Liberty Park area at present. Furthermore, it was apparent that not only



"For a lot of money you  
can spoil anything."

could no appreciable profit be generated in the area for purposes of park development, but that any private market development of any kind in the area would be highly speculative, and most likely incapable of being self-sustaining at a minimum breakeven level.

Market conditions for development in Jersey City are generally extremely poor for all types of potential development. We have not considered the issue of a theme park in this assessment, since it has already been excluded from consideration by the Commission. We have, however, reviewed commercial, office, industrial, and upper income residential development. The table below summarizes our principal findings with regard to each type of development.

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#### INDUSTRIAL DEVELOPMENT

- (1) There is a slack market for industrial development in all of New Jersey, especially North Jersey; and a regional loss of manufacturing employment;
- (2) There is available 1000+ acres of vacant industrially zoned land in Jersey City with wide variety of sites ready for development without buyers;
- (3) Citizen opposition to water-oriented industry such as tank farms, petroleum-related industry, make prospects for development unrealistic;
- (4) High property taxes for industrial buildings in Jersey City compared to other locations in North Jersey make development unattractive.

#### OFFICE DEVELOPMENT

- (1) The spurt of office demand filling 30 Montgomery Street building is not continuing; continued outflow of brokerage firms from New York is not evident; there is extremely limited indigenous demand;
- (2) There are available large amounts of office space in other buildings in Exchange Place and Journal Square areas;
- (3) The absence of high quality public

transit access for potential sites in Liberty Park area;

(4) High site preparation and development costs for multistory office buildings in Liberty Park area make development unattractive.

#### UPPER INCOME RESIDENTIAL DEVELOPMENT

(1) There has been no unsubsidized residential development in Jersey City in recent years with exception of small number (about 25/year) of two family houses.

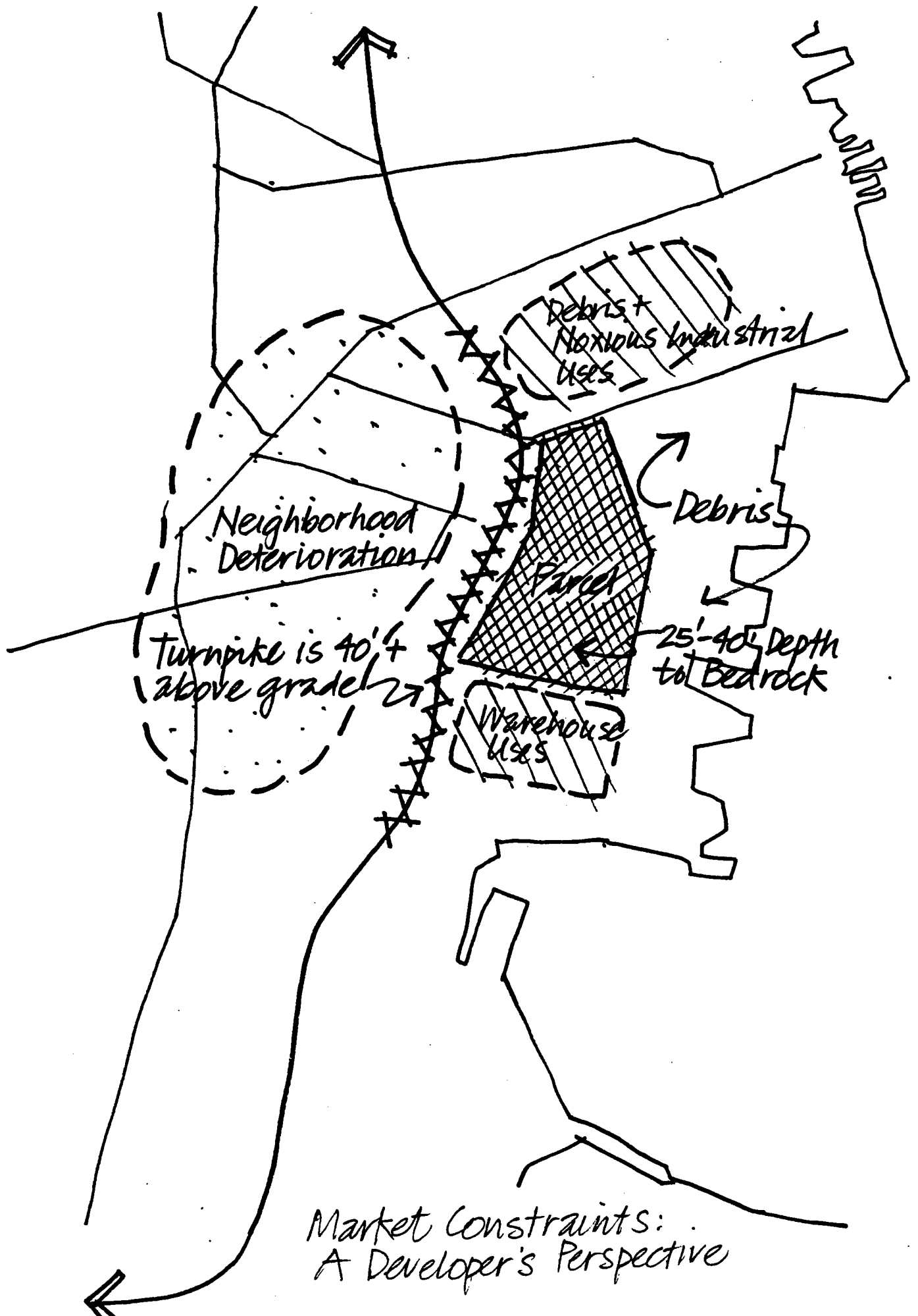
(2) There has been general weakening of luxury housing market for high rise development in area as a result of rapid increase in development costs. Units coming onto market must obtain \$175-\$200/room/month; marketing of new developments on Palisades very weak;

(3) The proximity of upland part of Liberty Park to adjacent neighborhood depresses market for expensive luxury housing, as well as proximity to "jungle" of abandoned railroad yards and buildings, etc. in undeveloped park area;

(4) Extremely high site preparation and development costs, for high rise development on LP site, as well as high property taxes in Jersey City compared to other communities, make unsubsidized development uncompetitive with other development elsewhere.

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This is only a brief summary of some of the principal points, but its import is clear -there are substantial drawbacks, adequate to discourage private investment in any form of potentially profit-making development in Jersey City, even under the best circumstances. Furthermore, the upland part of Liberty Park is not in itself an attractive area for development at present. With the exception of the view of Manhattan, enjoyable but not a significant market consideration, and good but not outstanding Turnpike access, it has no attractions for a developer. It has offsetting drawbacks:

*"Anytime there's money available you build something — and if you don't read history you're gonna make mistakes! Please, if you do just one thing, keep this park green."*



it lacks PATH or any comparable public transportation access, has an extremely unattractive visual setting at present, is adjacent to a deteriorating neighborhood, and requires extensive site preparation costs.

Depth to bedrock in that area generally varies from 25 to 40 feet. Another site that has been suggested, the Jersey City redevelopment parcel between Grand St. and the Tidewater Basin, is even more difficult to develop, with borings of nearly 120 feet having been undertaken without finding bedrock, and with an unattractive perimeter. It should be noted that the housing proposal by the City for the area is predicated (a) on the majority of the units being subsidized; and (b) on obtaining major Federal funded input. It would probably require land subsidy as well.

In short, it would be farfetched to expect any form of private market development in the area, let alone development of a level capable of generating massive profits for park development.

Another point should be noted. It appears to be the belief of some that should an attractive development prospect be found, the upland area could be sold back to the State for the price initially paid for it, and the difference between the original price and the price at a subsequent sale could be applied to Liberty Park development. This is not true. State regulations require that in the event that land purchased with Greenacres funds are removed from park or recreation use, the State be compensated not the initial purchase price, but the current market value. In other words, any increase in land value would have to be returned to the State of New Jersey, and could not be used directly for park development purposes. In any event, it is extremely uncertain whether the State would approve such a

transaction, since it is unprecedented and not consistent with general State policy.\*

Finally, it should be acknowledged that development of Liberty Park on a large scale could make the area more attractive to private market activity. This would be limited, however, since it should be obvious that many of the drawbacks and difficulties would not be removed by such action. Furthermore, the mere fact that private market development might not be possible until after extensive park development takes place highlights the absurdity of the expectation that profits from private development can fund development of the park itself.

(2) DESIRABILITY OF MAJOR REVENUE-GENERATING FACILITIES

Although our assessment of the feasibility of profit-making development in Liberty Park, taken in itself, should make clear that the entire idea is illusory, an assessment of the appropriateness, or desirability of such development reinforces that perception. Development of activities such as industrial, commercial, or residential facilities, unrelated to the recreational function of the Park is sharply at variance with many of the legitimate objectives held by both public agencies and the citizenry at large for Liberty Park. Although these points are discussed in detail elsewhere, they should be noted here:

-the acute shortage of open space in Jersey City, and in Hudson County generally, dictates a public policy aimed at maximizing the amount of open space in public ownership. This objective was strongly reinforced by the overwhelming citizen consensus at the R/UDAT public meeting;

\*Our informant for this point was Mr. Curt Hubert, Administrator of the State Greenacres Program.

"We desire a natural green park, and we do not desire any commercial interests taking over the acreage."

"The reason I stay in the area is because of my roots. I was born in Jersey City and I refuse to see this potentially fantastic area go down the drain."

-the physical incompatibility of intensive revenue-generating activities with park development cannot be underestimated; the effect of the existing Liberty Industrial Park is an example, at a modest scale, of the potential compatibility problems that could result;

-development of the upland area for revenue-generating purposes will permanently preclude what should be a major objective of Liberty Park development - establishment of linkages with the bordering residential neighborhoods, in this case the Lafayette area.

Although all three points are, in our judgement, compelling ones, particular stress must be placed on the initial point - the overwhelming need for open space and recreational facilities in the area of Liberty Park. Both extensive statistical documentation and testimony confirmed the reality of this need, both in a practical sense, in terms of demand for such facilities as tennis courts and softball diamonds, and in a much broader psychological sense, in terms of the need for open space, green areas, and fresh air. The existence of such a need is consistent with the use pattern today of the very limited facilities already available at Liberty Park. Given the size of the financial needs associated with park development, for these overwhelming social considerations to be disregarded in the interest of short-term financial benefit would be irresponsible in the extreme.

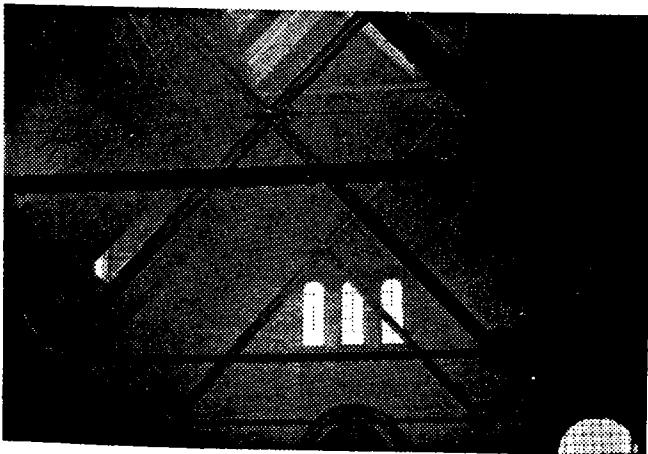


### (3) THE NEED FOR REVENUE-GENERATING FACILITIES

Having determined that major revenue-generating activities are likely to be neither feasible nor desirable in Liberty Park, it is equally important to put to rest the premise that the ability to assemble massive amounts of money for development within the immediate future is essential for the successful development of the park. There are a number of compelling reasons to suggest that that is not the case:

- present cost estimates for development of the park are based on preliminary plans, which do not reflect either formal policy positions adopted by governmental bodies, or a consensus of public interests in terms of park development;
- a highly accelerated park development timetable, leading to complete development of the park (or that part of it dealt with in the Geddes plan) within a short period, is not widely perceived as necessary, and indeed, contains potential undesirable features; and
- information provided to the R/UDAT Team strongly suggests that available Federal and State funds for development of Liberty Park, during the foreseeable future, will remain at a level adequate to make steady although gradual progress in park development and improvement.

Although the Team feels strongly that certain actions in terms of park development are of immediate importance, and should be undertaken with some sense of urgency, the same is not true of the total development of the park. Gradual development of the park, over a horizon that may be 25, 30 or 50 years away, provides for incremental additions to the park as the needs and interests of the user population become apparent.



It provides for flexibility and adjustment in the plan, and for an ongoing process of reassessment of the facilities and scope of the park. In many ways, it can be a preferable process to a crash program which may lock in facility and land use decisions prematurely.

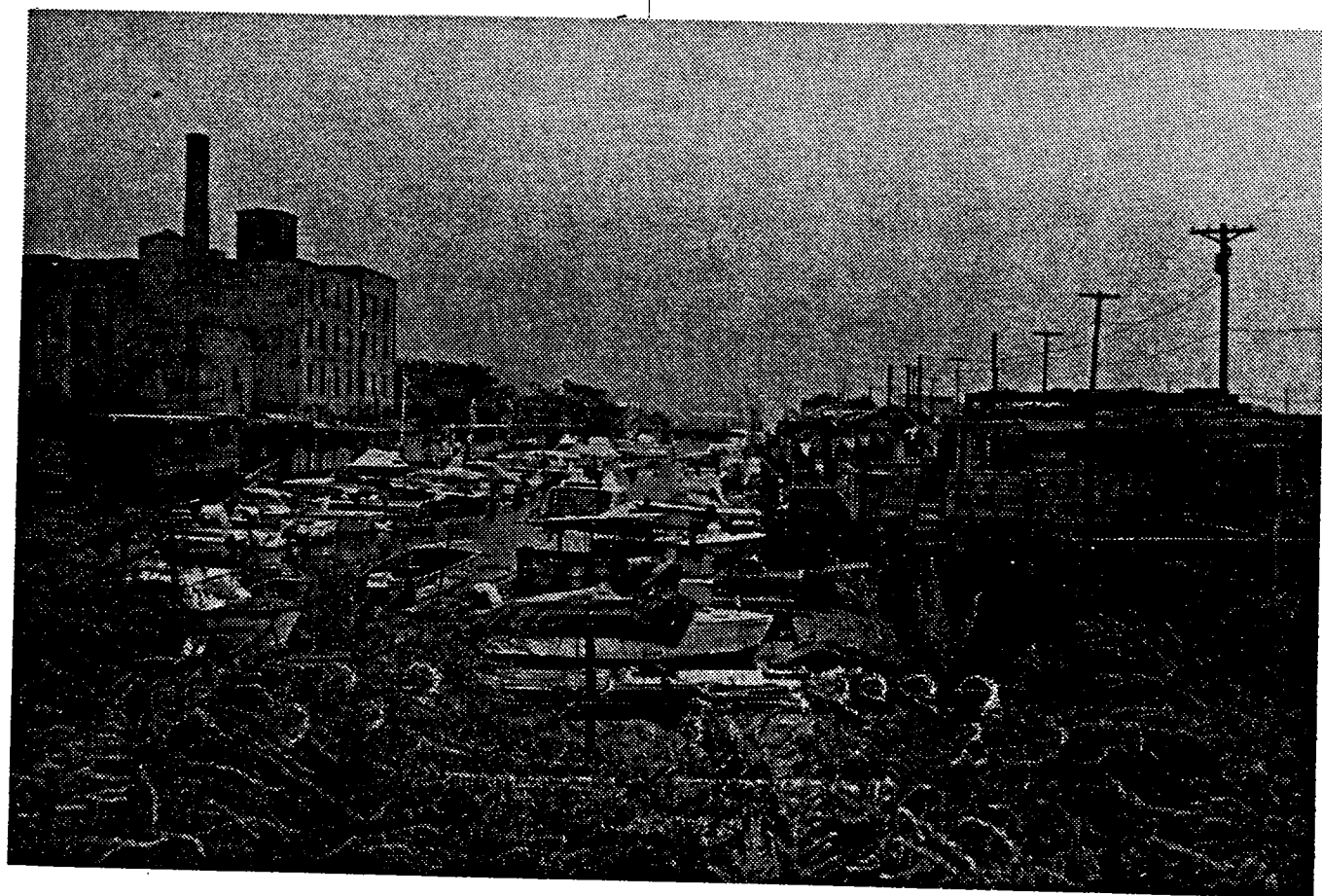
It is conceivable that we would arrive at a different posture if the choice were to be between a crash development program, and no park development at all. This is not the actual choice. Indeed, there appeared to be little disagreement among individuals and agencies that a level of funding adequate to steady, gradual, development of Liberty Park was available. Specifically, representatives of the Department of Environmental Protection indicated that, for the foreseeable future, approximately \$2 million/year in state funds, potentially matched by another \$2 million/year from the Federal Bureau of Outdoor Recreation, should be available. Recent history in New Jersey strongly suggests that regular replenishment of Greenacres funds can be expected; the high priority given to Liberty Park by the State, both the Department of Environmental Protection and the Governor, makes clear that the Park will continue to receive a reasonable share of subsequent Greenacres bond issues or appropriations. As a result, an ongoing allocation of approximately \$4 million per year can be expected.

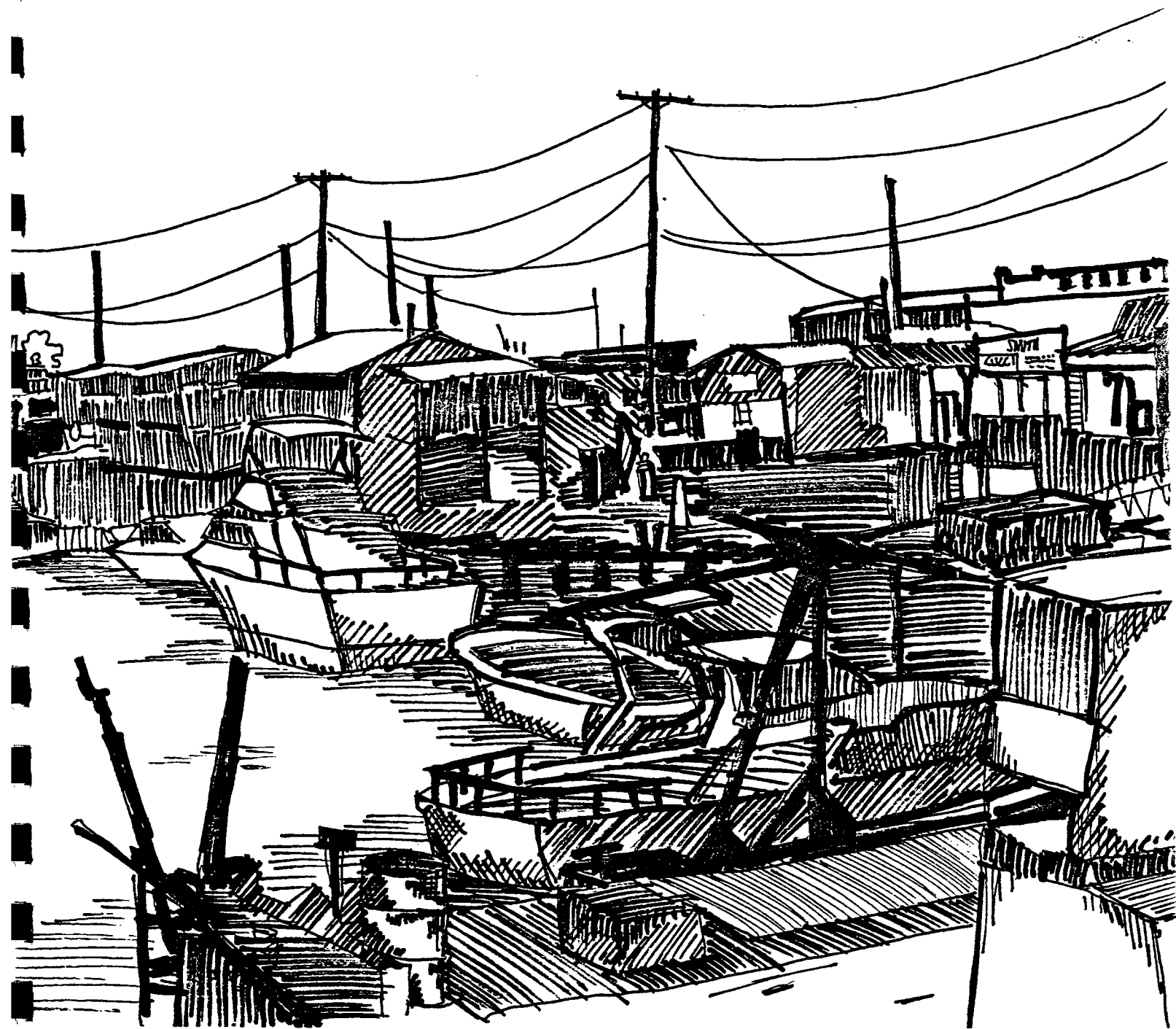
In addition, there are many sources of funding that will be available on an irregular basis for specific park projects. Current work in the terminal and at the southern end of the park is funded by Federal Public Works money. Future public works appropriations, as well as a variety of the Federal program funds, are likely to become available frequently in coming years. An opportunistic strategy of pursuing available

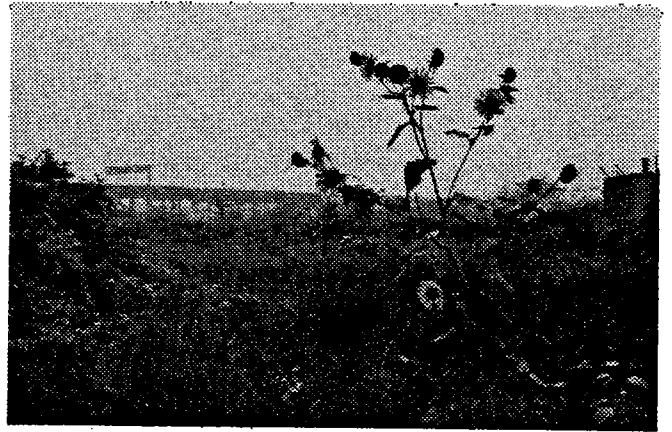
*"We don't need a sea wall, leave it as it is, save the \$20,000,000."*

funds should enable the State to build considerably on the basic \$4 million/year kitty.

The conclusion that must be drawn from all of this should be apparent. The need for major revenue-generating facilities, by they industrial, commercial or residential, to bring about development of Liberty Park does not exist. There is no reason to believe that Liberty Park cannot be developed in the manner in which public parks have traditionally been developed, i.e., with public funds.







# THE PARK PLAN

## PARK PLANS

The R/UDAT Team recommends the development of plans for the immediate recreational and cultural activities in Area Four adjacent to the residential communities bordering the Park, and the initiation of major green spaces, access routes and scenic prospects from the inner park border throughout the entire Park and its waterfront.

The Team believes that the Park's direct and immediate response to community needs is a pressing consideration as well as the practical course the Commission should take for the use of this portion of Park land.

## THE PARK AND THE CITY

The role of the Park in its neighborhood at the present time, as well as its potential for the future, has been analyzed by the Team. From the many meetings the Team has had with residents and officials, the Park has emerged as a potent resource for the community in which it lies, a community in serious need of help - jobs, neighborhood improvements, recreation, culture, and for green and natural landscape - a place to go, "a place to enjoy."

*"It's the only bit of sunshine we got."*

The Park is not only a setting for the Statue of Liberty and the dramatic view of Bay and skyline, but also an attraction for visitors from everywhere.

It is already a significant factor in the lives of many people of all ages.

*"I speak for myself and my feelings. Let's make it a place where we can live."*

The Park enjoys a unique physical setting which affords opportunities not available elsewhere and which are not capable of duplication. As a State Park it can respond to the aspirations of local and regional residents. For an

economically mixed and highly integrated population, the Park can serve an important social function: strolling, playing, eating, visiting, listening to music (know few social or racial barriers).

The image of a community, to its people and the outside world, is a composite of many factors: a spectacular vista open to all and a good place to go nearby, are vital factors, often ignored. Liberty Park can enhance the image of neighborhood, City and State, and through design and programming, it can embody the spirit and pride of Jersey City residents and their special role in the development of this country.

At least 15,000 people live in the communities bordering the Park. For them and the city as a whole, recreational space is a desperate need. For example, according to city representatives, the city could fully use and staff, immediately, 6 softball fields, 2 baseball fields, 2 soccer fields, 1 football field, releasing space these sports now use to younger and older people, and to other activities.

It appears to the Team that this role of the Park is worthy of a primary, immediate planning effort and expenditure of whatever funds can be obtained. We believe that in a very short time, and at costs within reach of present budget and potential short-term funding sources, the roles the Park plays can be dramatically reinforced.

#### --WHY WAIT?

For the people of the adjacent communities, as well as the many visitors from elsewhere, spaces for a multitude of activities could be put in place which require little or no major construction work, major financing, or long delay.

"Please, just for once give us some trees and grass and a place to take our kids and grandchildren. Do the simple things first."

To some degree this appears to be the result of the fact that much of the conceptual work in the plan took place at a time when Liberty Park was still seen as a relatively narrow waterfront park, and a small park of the now-abandoned Liberty Harbor new town in-town proposal. The hard barrier between the waterfront and upland parts of the park, which makes no sense today, appears more logical in the context of a plan which calls for high density development in the upland area.

It is precisely these barriers which represent the greatest problem inherent in the plan. The plan provides for a road paralleling the waterfront and the turnpike, and in front of the road a serpentine, both separating the recreational areas provided by the plan from the upland area and from the Lafayette neighborhood. As a result, facilities are not only physically removed from the neighborhood, but separated by an explicit barrier from it.

The entire park under the plan is a series of parallel north-south lines; after the serpentine is a linear green area, and between the green area and the waterfront promenade is a continuous berm, or windbreak. This has the effect of cutting off much of the recreational area from any view of the waterfront or of anything but the tallest parts of the New York skyline.

Finally, after a walk and promenade, the park is separated from the water by a largely continuous seawall, broken only by two causeways passing in front of natural preserve areas. As is apparent from the drawings of the plan, the seawall is an arc or crescent, with the exception of the ferry piers in front of the terminal building, all piers will be removed, and the land filled.

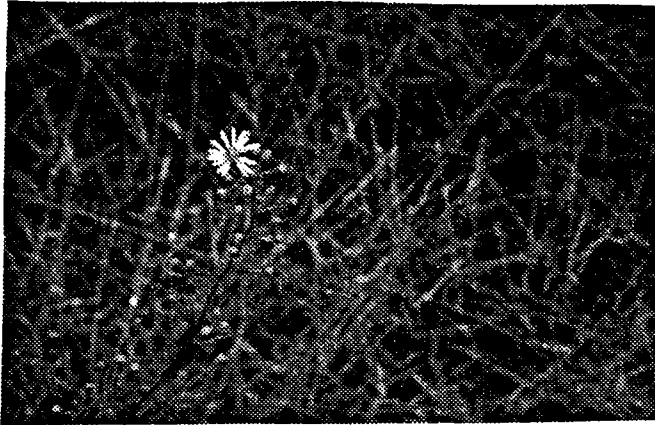
"We're a year round community.  
We need year round facilities."

"I see the park as a place  
where people can be free from  
all the buildings."

"... landscaping should emphasize  
native plants; planting should  
be used to encourage the return  
of wildlife and animals."



Although we were not able to conduct the degree of analysis necessary to make an explicit judgement on this seawall, we should note that considerable opposition was voiced by a number of individuals to the proposal as it appears in the plan. This opposition ranges from disagreement with the entire idea of a seawall in this location, to disagreement with the alignment, the amount of fill required (which has been gradually reduced), and the nature of the wall construction.



This brief summary suggests the problems inherent in a plan, however well conceived, when it is developed largely in the absence of public discussion, either of alternatives in an early stage, or of the plan itself in detail. We believe that before implementation actions based on any of those aspects of the plan subject to disagreement begin, an extensive technical review and evaluation of alternatives be carried out by a qualified individual or organization.

#### ARE THERE FUNDS? -FOR NOW AND THE FUTURE?

A level of funding adequate to provide for fast initial and gradually progressive development of Liberty Park appears to be available. Specifically, representatives of the Department of Environmental Protection informed the R/UDAT Team that for the foreseeable future, approximately \$2 million/year in state funds, which is likely to be matched by an additional \$2 million/year in Federal funds from the Bureau of Outdoor Recreation, should be forthcoming. New Jersey history strongly suggests that regular replenishment of the Greenacres funds can be expected; the high priority given Liberty Park by the State makes clear that the park will continue to receive a reasonable share of future Greenacres allocations. As a

result, an ongoing allocation of approximately \$4 million/year can be expected. This is an adequate level to provide for significant improvements to take place annually within Liberty Park, starting now.

In addition to the regular allocation of what can be considered a core development budget, many other sources of funding are likely to be available for specific Park projects. In recent years, Federal Public Works funding has been a recurrent fiscal feature, and there is no reason to believe that it will not continue to be so. There are many other potential funding sources; some, like Public Works money, may be flexible, while others will be limited to more narrowly defined projects.

An opportunistic strategy of continued pursuit of available Federal funds and, where appropriate, State and foundation funds as well, could enable the State to expand considerably the basic \$4 million/year kitty for Liberty Park development.

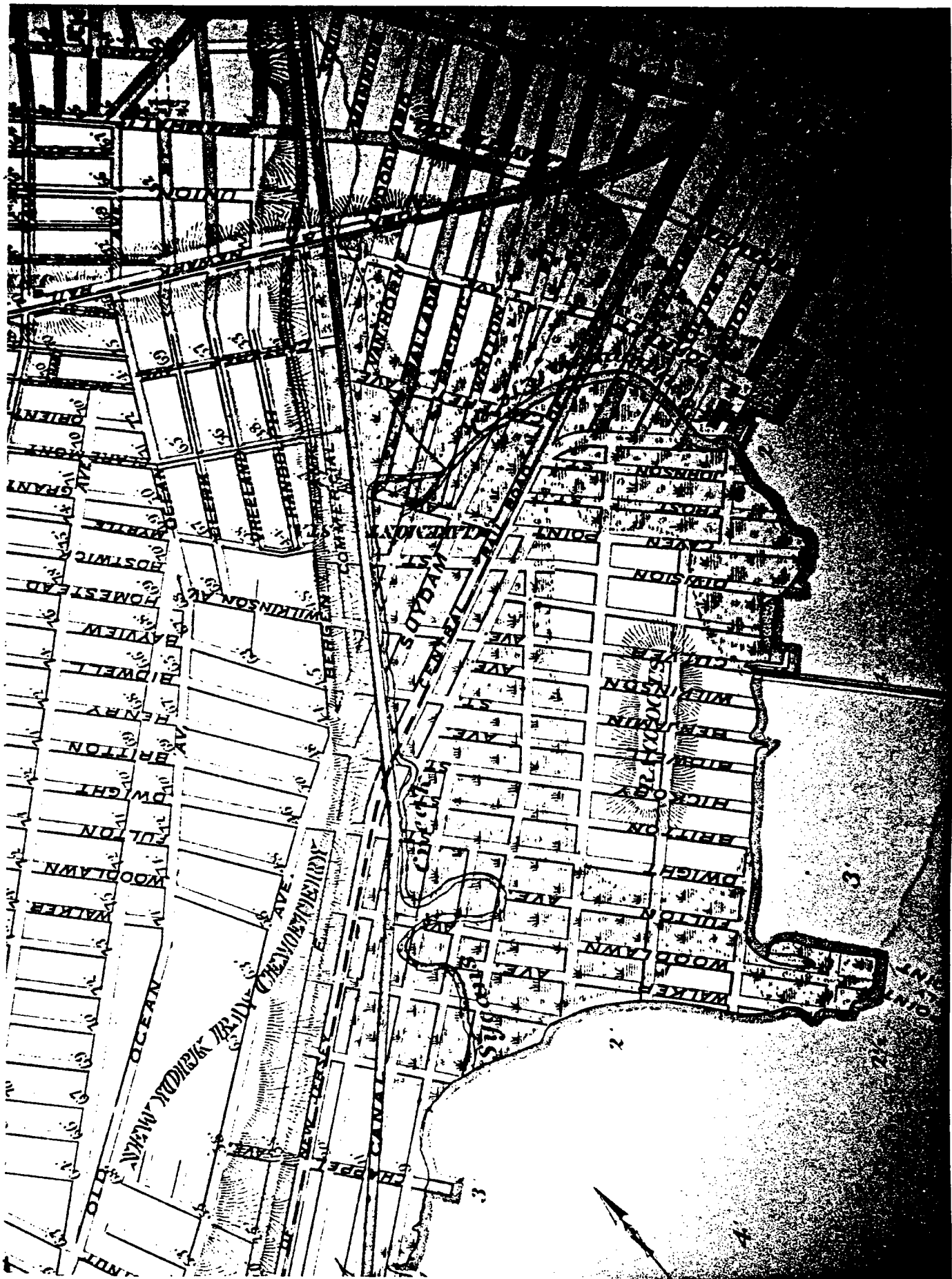
## CONCLUSION

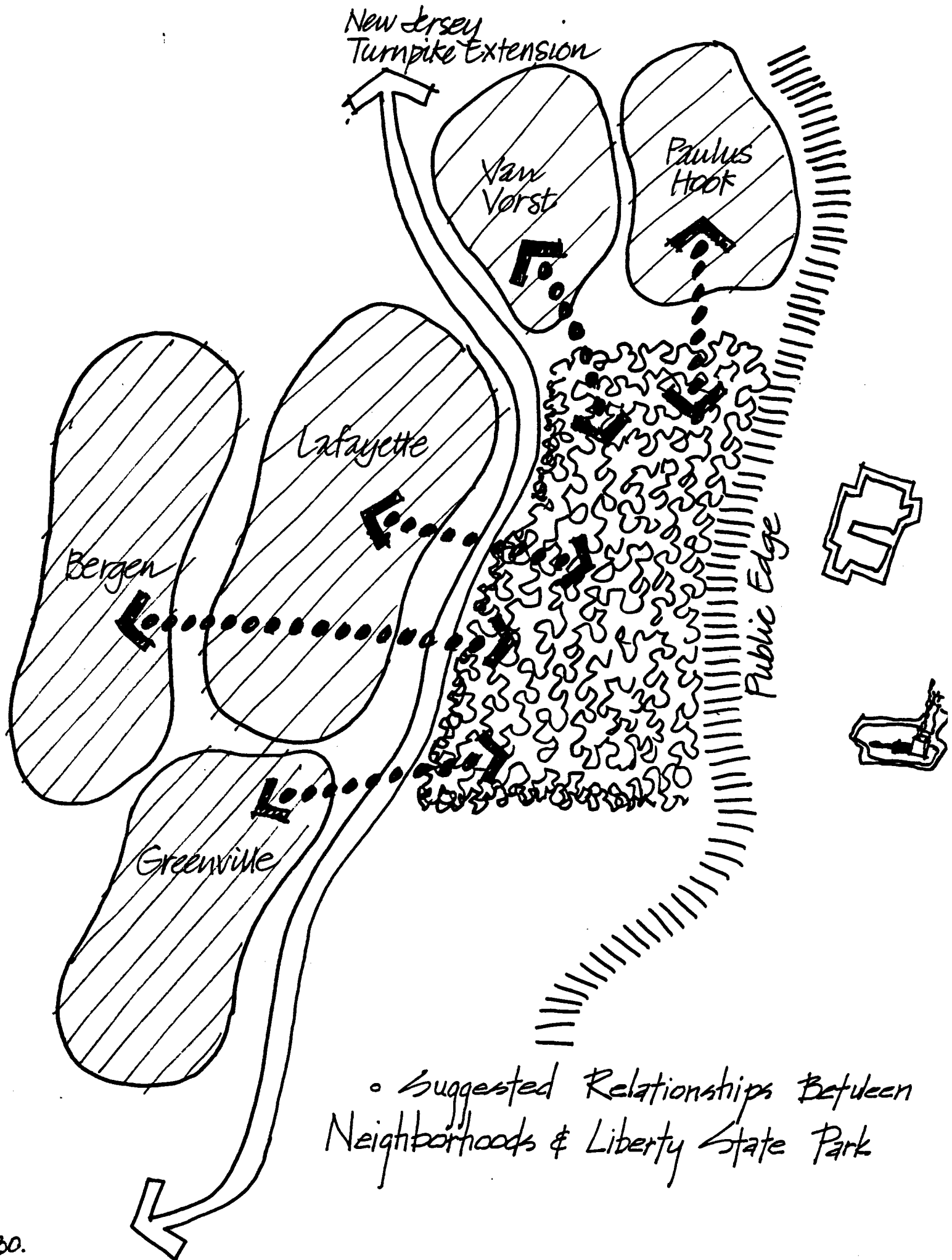
Based on the many statements of need voiced by Jersey City residents and officials, the Team recommends an early start on low-scale, low cost recreational and cultural activity spaces; dedication of major areas of natural green spaces adjacent to the residential areas of the neighborhood; public transit access points, as well as a continuing expansion of spaces and the vistas of the River and Bay, all of which will, we believe, have a dramatic impact on the lives of Jersey City's people.

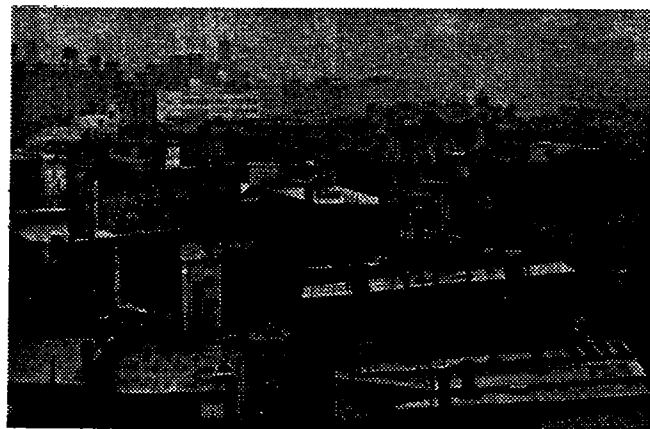
In the words of one resident at the Saturday morning hearing, "...give us a bit of green, a bit of humanity."

*"There's been two generations in the 56 years I've lived here and anytime you wanted any sunshine, you went up on the roof."*

*"We went to the park and the feeling that we take back is one of love. That's what it's all about."*







# NEIGHBOR- HOOD RELATION- SHIPS

## NEIGHBORHOOD RELATIONSHIPS

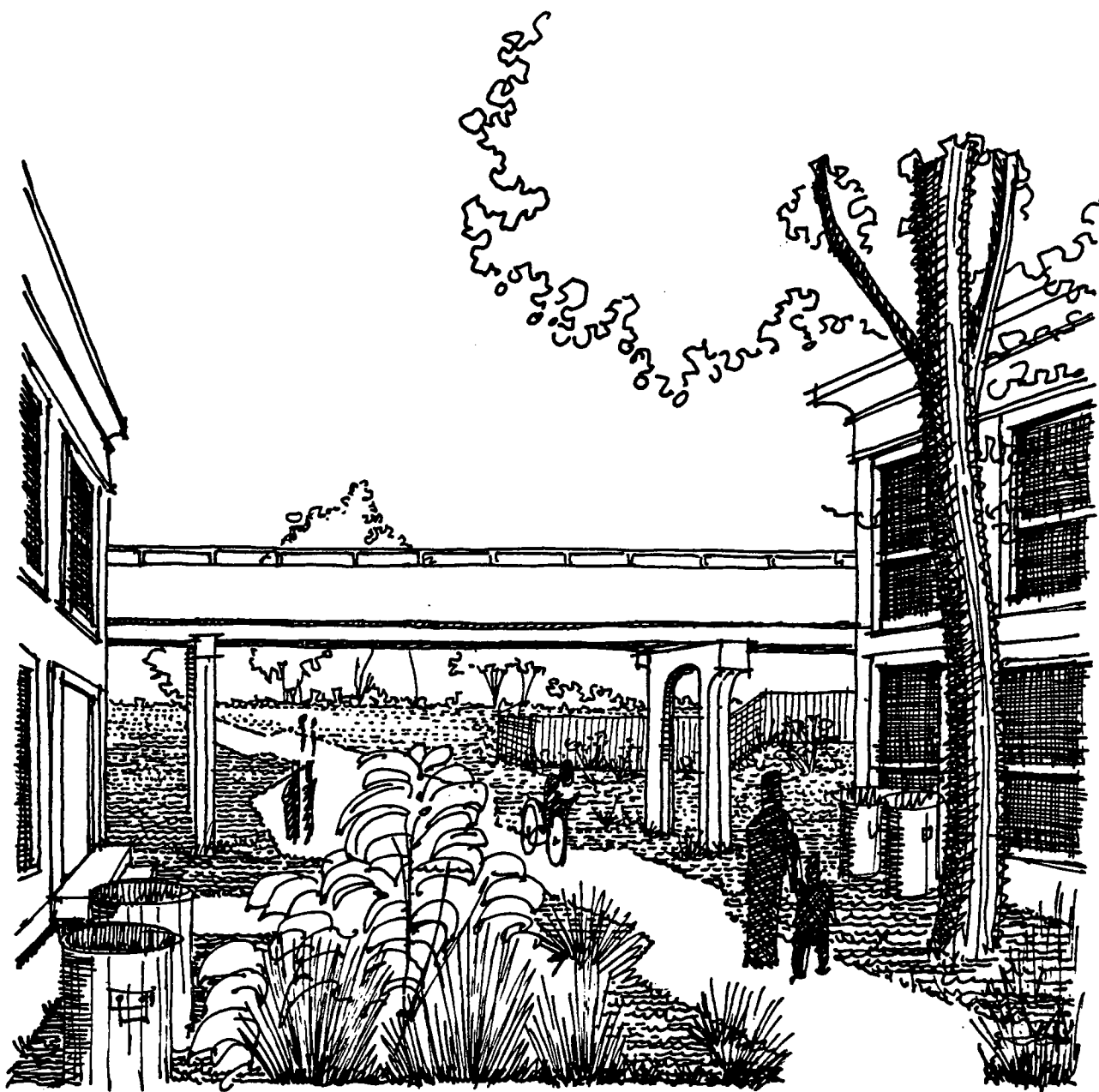
Although Liberty State Park serves the New Jersey region, the R/UDAT Team strongly believes that there is a special relationship between the Park and the City and more importantly between the Park and the surrounding neighborhoods of Lafayette, Van Vorst, Paulus Hook and Bergen. The proximity of these neighborhoods to the Park would suggest that planning and development of the Park not be restricted to the physical boundaries of parkland, but also include a much broader area-- a zone of influence which can reasonably be expected to be impacted by park development.

Because these particular neighborhoods suffer many of the social, economic and physical ills typical of older urban areas, it is especially important that any positive spillover effect from the Park be identified and maximized. Conversely potentially adverse impacts on the neighborhoods should be guarded against and minimized. Moreover, it is not in the interest, nor part of the desired image of the Park, to ignore the pressing social, economic and physical needs of these neighborhoods. The recommended approach which creates a "zone of influence" suggests that special attention should be given to ameliorating and improving the quality of life in the residential areas surrounding the Park and thereby creating a more desirable residential environment.

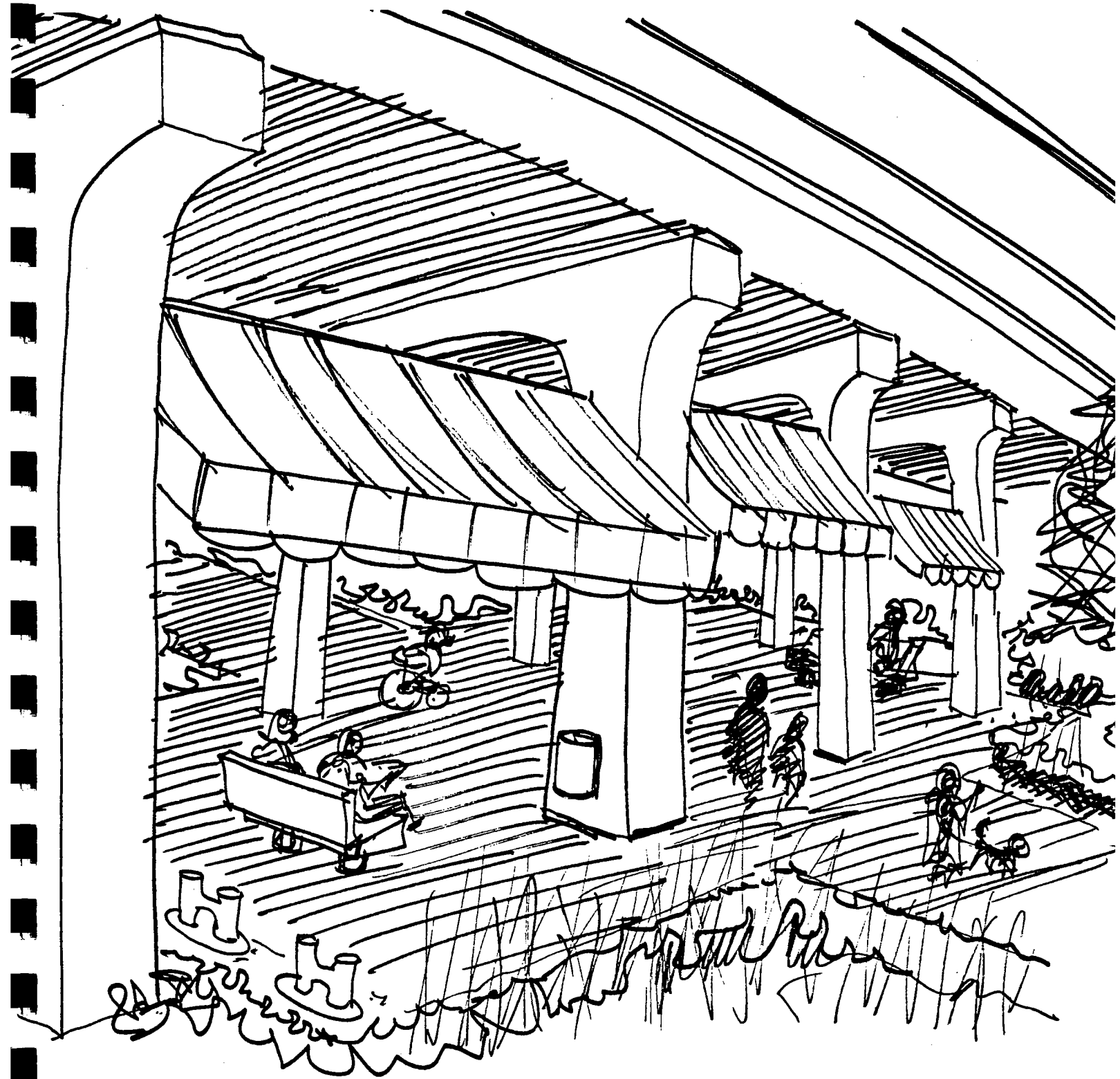
One approach to reinforcing the inter-relationship of the Park and the surrounding neighborhoods is to extend the presence of the Park into these neighborhoods by connecting existing or future parks and playgrounds in a mini-park system to Liberty State Park.



"I for one have talked from the beginning about the Lafayette - Jackson section. What can the park do for that area? I have constantly been raising warning flags. Let's talk about the effects on Paulus Hook or the Van Vorst section."

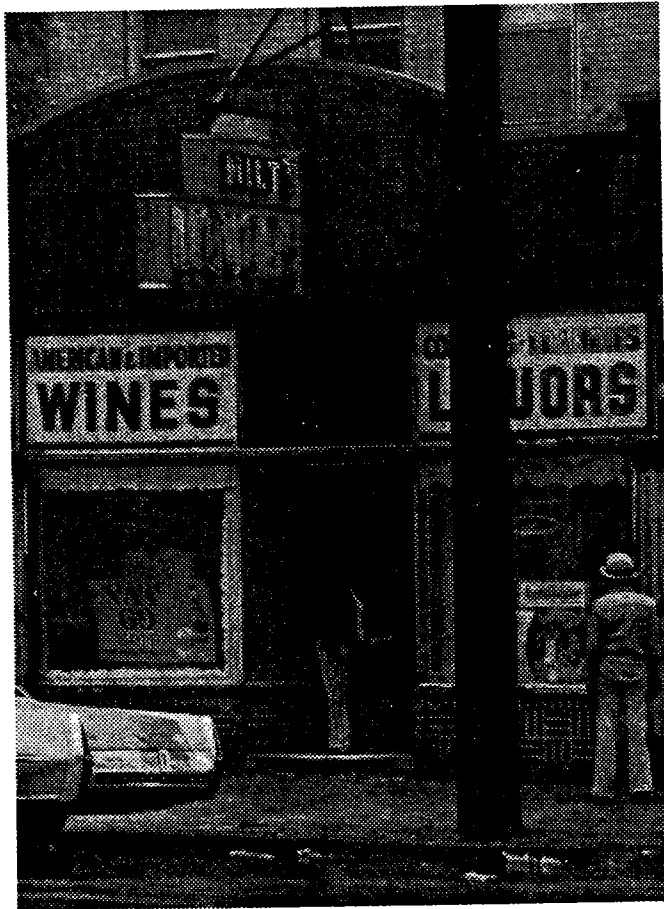


Rear Yard Access to Park -



"Doorway" at Communipaw or  
Johnston at N.J. Turnpike





It is an unfortunate and unalterable fact that the New Jersey Turnpike extension physically and psychologically separates the Lafayette and Bergen neighborhoods from the Park. To a certain extent this separation is reinforced by the existing industrial uses parallel to the Turnpike extension. However, this area has been described by city officials as a future clearance area; redevelopment plans should avoid the reintroduction of barriers resulting from land use, street patterns or building location.

The opportunity exists at present, and will exist to a greater extent when the area is cleared, to connect Lafayette Park with Liberty State Park. Between Communipaw and Johnston Avenues, some or all of the industrial and the area under the Turnpike could be designed as a major pedestrian access to the Park.

Urban design techniques could use the Turnpike structure (columns) as a "doorway" and through use of lighting, paving and street furniture, establish an attractive link between the western edge of Liberty State Park and future neighborhood open space/recreational facilities on the cleared land.

To the north of the Park site, the Jersey City Redevelopment Parcel is an unattractive and uninviting wasteland between the Van Vorst neighborhood and the Park.

The separation of the neighborhood from the Park is not total and care should be taken at the city level to ensure that future development on this site does not create a barrier nor impair direct pedestrian access to the Park. Specifically, the opportunity exists to create both an extension of the Park and a pedestrian entrance and thereby physically and visually link Van Vorst Park

*"Let's make sure the park serves the needs of these neighborhoods."*

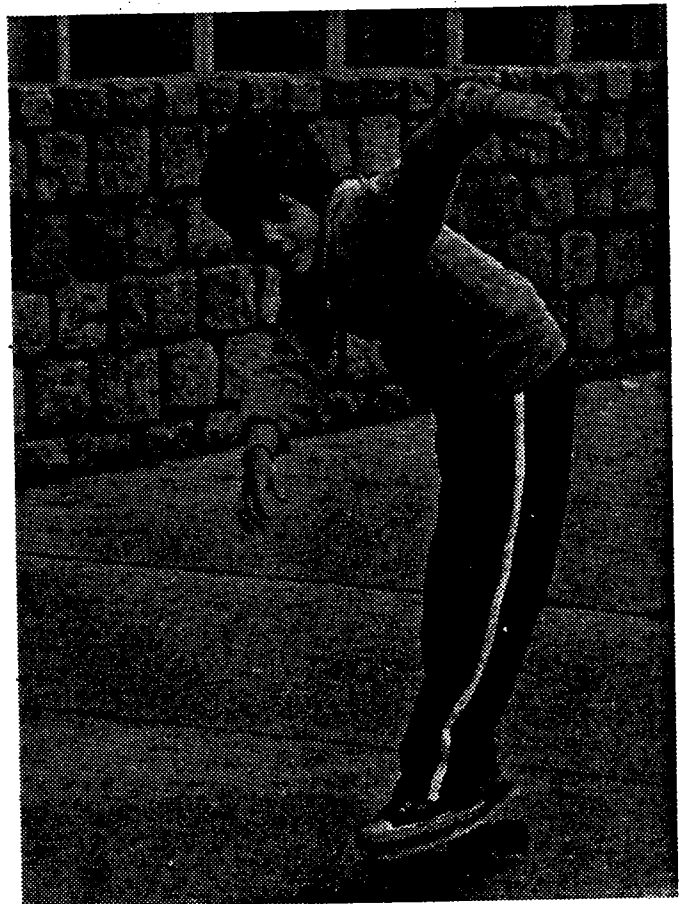
to Liberty State Park through the development of a park or playground to serve local residents on the redevelopment site. In this way, it would be possible to walk, jog, bicycle, etc. from Van Vorst along a park path to Liberty State Park or vice versa.

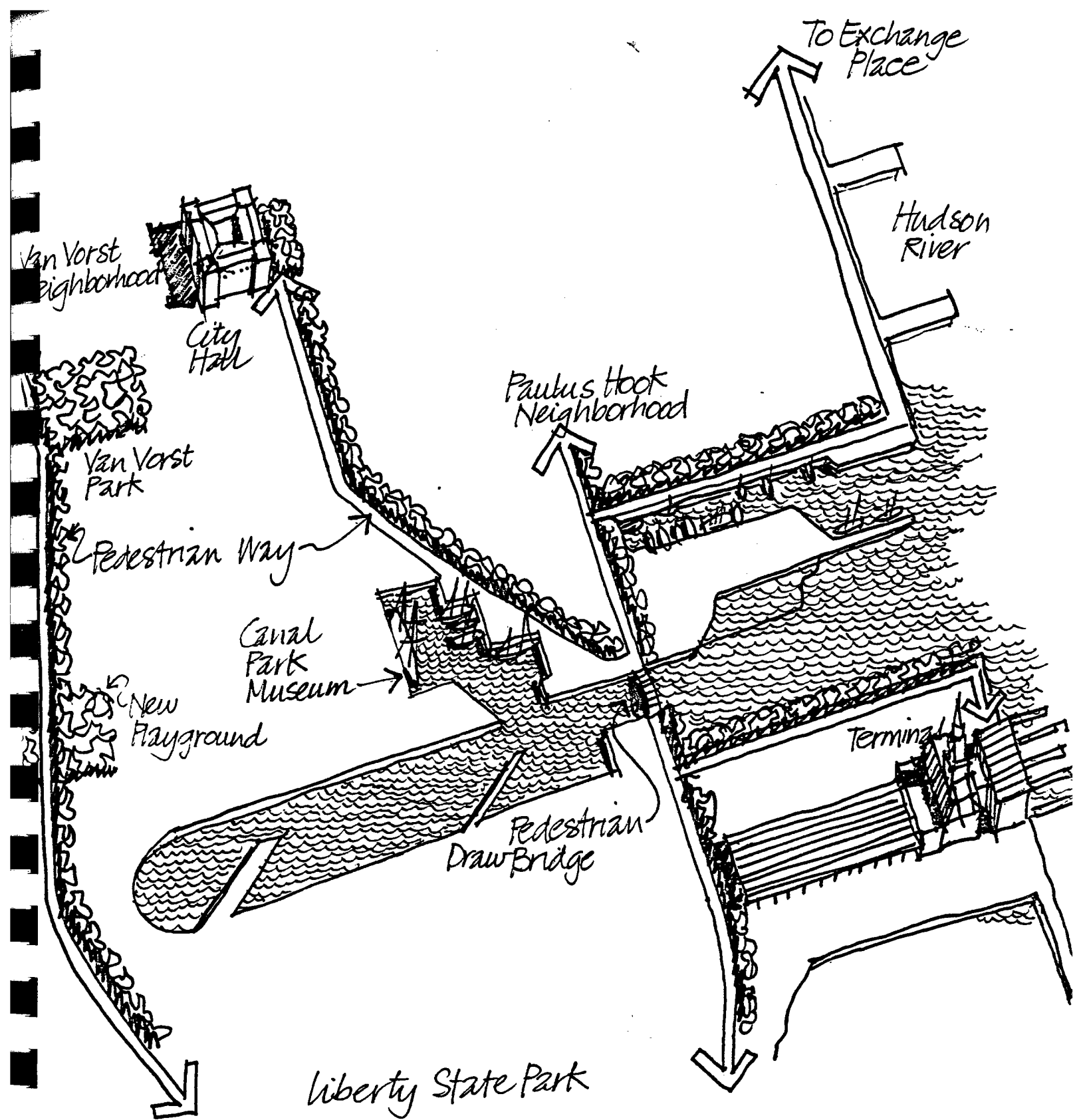
Similarly, the opportunity exists to follow the route of the old Morris Canal in Paulus Hook and create a canal park museum at the dock. A pedestrian bridge from the dock could then provide direct access to the Terminal Museum in the Park for Paulus Hook residents and visitors coming from Grove Street Station.

These are but a few examples of many possible ways to establish physical connections between the Park and the surrounding neighborhoods. The most essential aspect is that connections exist and that they are meaningful. It is important that the route be more than simply a way to get to the Park. To the greatest extent possible, such connections should bring people from one part of a park system, through the park system, to other parts of the park system and allow for active or passive recreational experiences along the way.

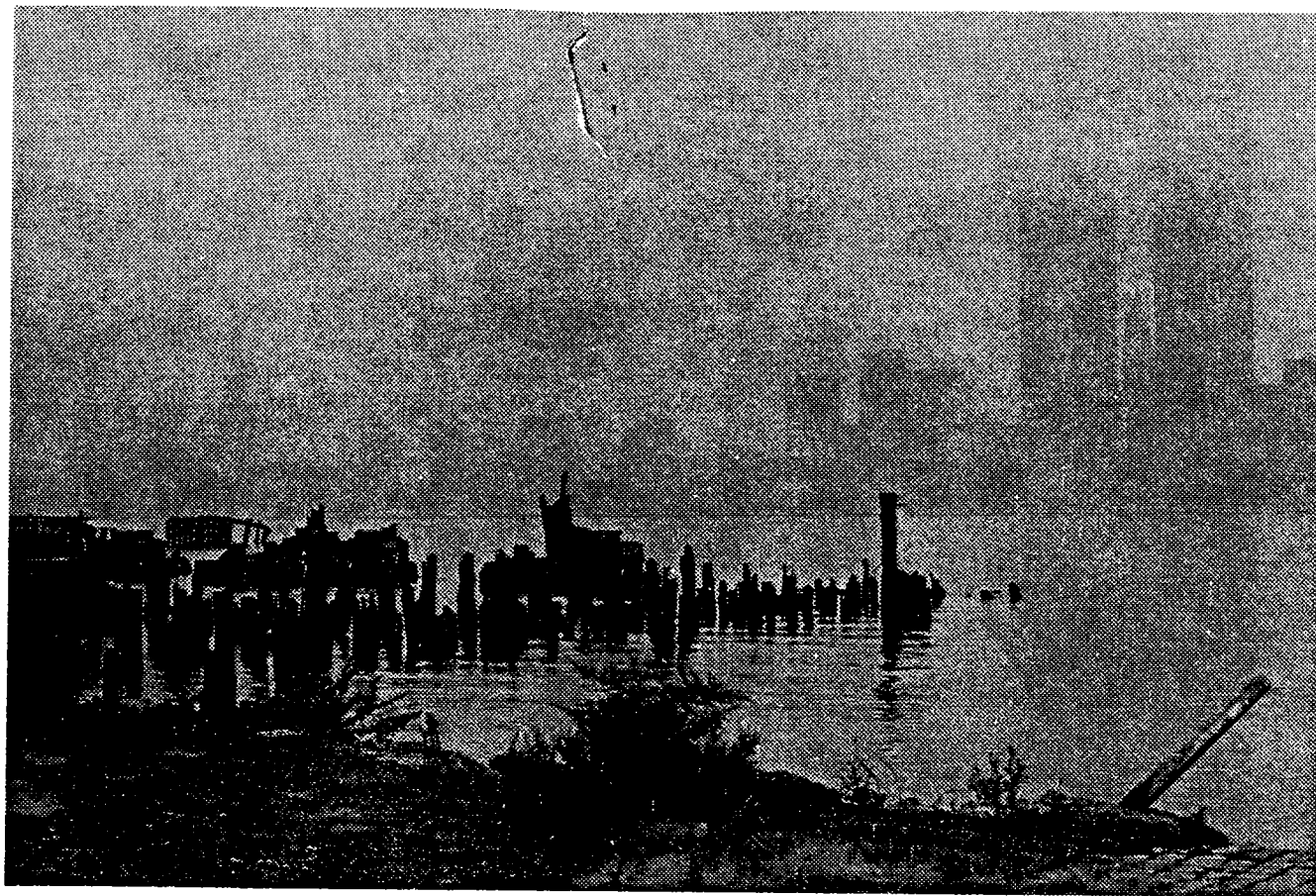
There are other less physical, but equally important ways in which the connections between the Park and the neighborhoods can be expressed. For example, the same lighting, signage, graphics, paving, street furniture, planting, etc. used in Liberty State Park can be used along recommended pedestrian routes.

In addition to actual physical connections, there are other interrelationships which can be achieved to strengthen connections between the Park and the surrounding neighborhoods.





Suggested Pedestrian Connections  
from Van Vorst and Paulus Hook



From the 1850 map of Jersey City we in Paulus Hook propose that the Essex St. pier in our neighborhood be used as a recreation pier. Of all the piers in Jersey City, would you believe that we don't have one pier for recreation. There was a pier there before and we want it re-established."

In that regard, R/UDAT recommends that as part of planning of the Park particular consideration be given to:

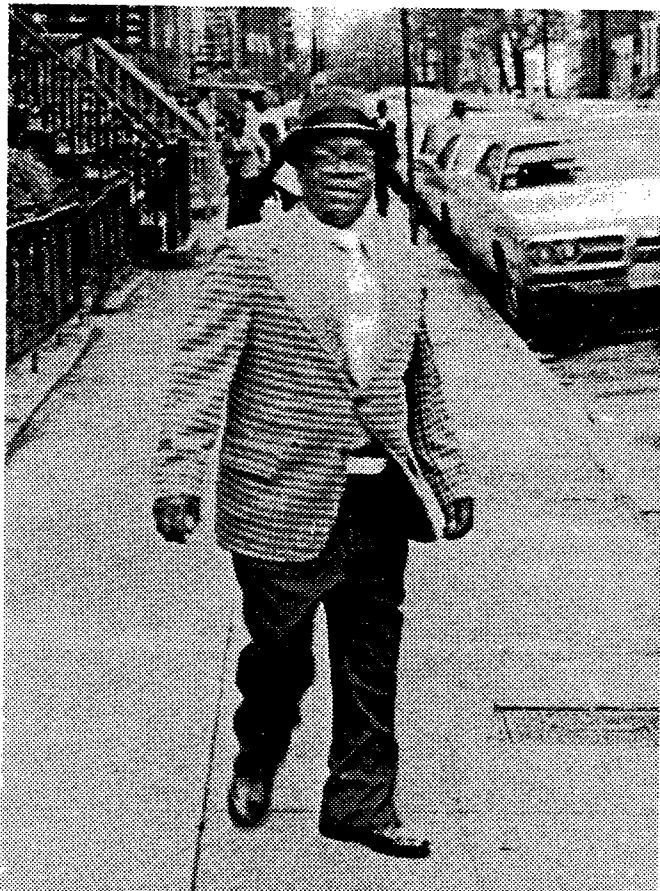
- . The quality of the residential environment, including but not limited to, street conditions, vacant buildings, vacant lots, city services;
- . Continued efforts to obtain federal and state grants to rehabilitate residential structures and to undertake major capital improvements;
- . Devices and techniques which can afford some measure of protection and security to neighborhood residents from adverse Park impacts (e.g. traffic, parking, noise);

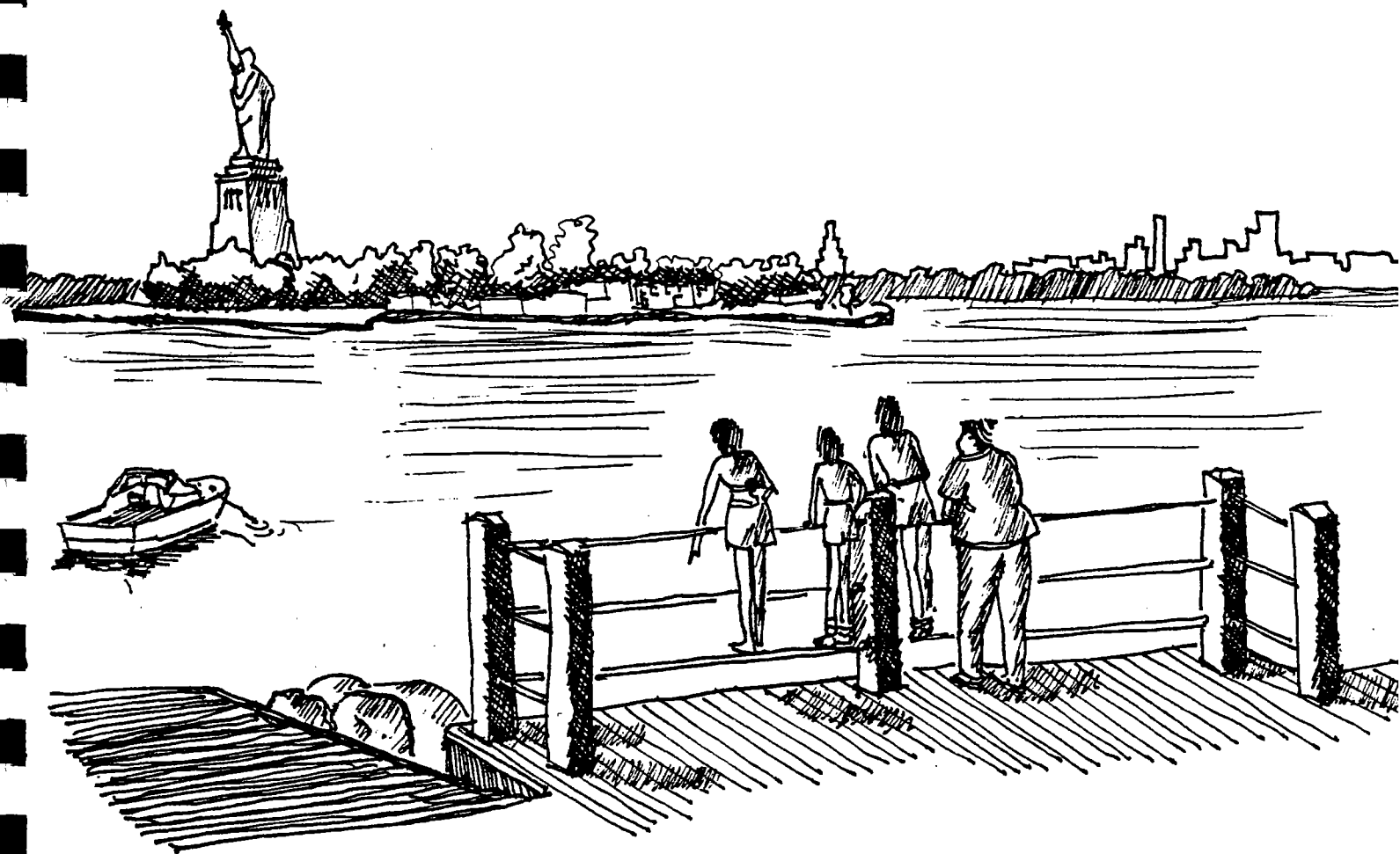
Redevelopment plans which would strengthen the residential areas and limit incompatible land uses;

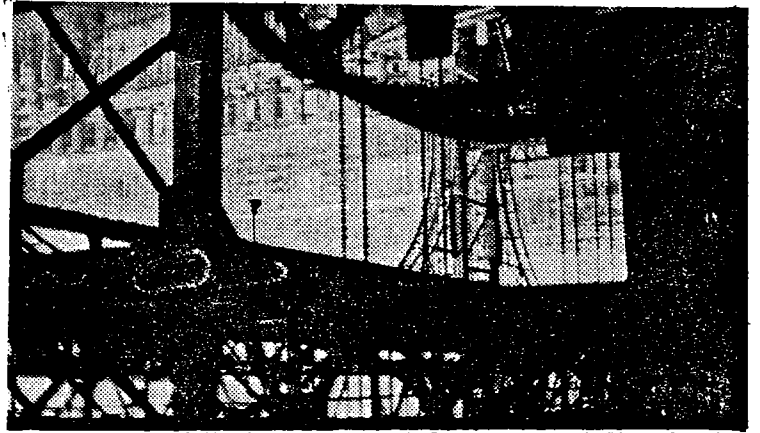
- . Opportunities to involve local and minority residents in Park related commercial activities not only as employees but also as vendors, contractors, and subcontractors;
- . Provision of recreational facilities for residents of the surrounding neighborhoods as soon as possible;
- . Development of a Park bus route system which simultaneously affords greater access to other parts of Jersey City for residents in the Lafayette, Van Vorst and Paulus Hook neighborhoods.

The R/UDAT Team recognizes that there are some adverse affects, which are indirectly related to the Park, for which there are no immediately applicable solutions. The most important of these is the potential for residential displacement resulting from real estate speculation. This may become an important issue in the Van Vorst and Paulus Hook neighborhoods which are architecturally attractive areas with a low percentage of owner occupancy.

*"Liberty Park is like what you find if you drive 50 miles from here."*







# COMMERCIAL/ ECONOMIC DEVELOPMENT

## COMMERCIAL ECONOMIC DEVELOPMENT LINKED TO PARK AND COMMUNITY DEVELOPMENT - A STRATEGY FOR LIBERTY PARK

In the first section of the report, we argued that the development of facilities in Liberty Park unrelated to recreational activities, for purposes of revenue generation, is neither feasible nor desirable. Economic development, however, in the context of the primary recreational mission of the Park, as well as in the context of the developmental needs of the surrounding neighborhoods, is both feasible and desirable. Many opportunities exist, as the Park gradually takes shape, to create a variety of economically beneficial facilities in support of recreational tourism. These facilities can, in turn, both benefit substantially the residents of Jersey City and enhance the attractiveness of Liberty Park as a recreation and tourism center. Such facilities can include hotels, restaurants, marinas, shops, and a variety of other uses capable of both building on the existence of a major state park, and enhancing it.

In addition to its linkage to the recreational and tourism roles of Liberty Park, economic development in and around the Park must be planned and executed in a manner capable of providing both direct and indirect economic benefits for local residents. This is a double goal:

-commercial activities in and around Liberty Park should be evaluated in terms of their immediate benefits to the local residents, and their long range effect on neighborhood economic stability around the Park.

Each potential economic development facility is capable of providing at least some employment or other economic

"There are going to be needs for jobs for unskilled labor. With large amounts of park visitors coming, there will be a need of services and accommodations surrounding the park."



opportunity. Jersey City, as is well known, is a community in which the economic ills of the typical core city have reached extreme conditions; unemployment, poverty, welfare dependency, and the like are all endemic. It is both sound economic and social policy to direct whatever economic development is feasible in such a manner that the immediately surrounding community benefits to the greatest degree possible.

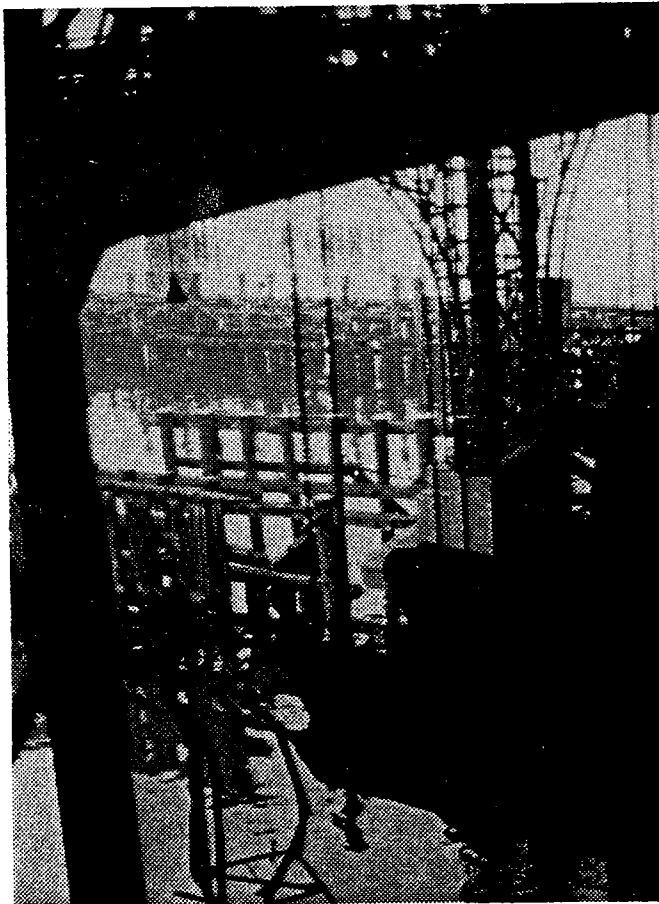
(1) IMMEDIATE BENEFITS TO LOCAL RESIDENTS

If economic benefits to local residents are to be maximized, then:

- specific plans for commercial activities should afford opportunities for local and minority participation as contractors, vendors, and employees.

The great majority of potential commercial and service activities that are likely to emerge from development of a recreation and tourism center will provide employment for blue collar and service workers, often with few if any specialized skills or training. These jobs represent the most obvious opportunities for local residents, especially minority and low income local residents. Other opportunities exist, however; opportunities for local contractors to work on construction and improvement projects in the park, opportunities for local merchants and entrepreneurs to operate small businesses in and around the recreation and tourism center.

Toward that end, the nature of commercial activities should be labor intensive, rather than capital intensive. The choice of facilities and activities should be geared to the number of jobs created, and the number of opportunities for small businessmen, in particular local and minority businessmen. Consideration



should be given to creating public or semipublic "umbrellas" for small entrepreneurs; for example, creating a larger facility in which individuals can operate stalls or booths, such as a farmers market or a bazaar.

Clearly, not all commercial facilities can be relatively low budget operations; major facilities, developed by large corporations, such as hotels or conference facilities, should be encouraged. Priority should be given, however, to such facilities which are more labor-intensive, such as hotels, and means should be established to ensure that local residents are given the opportunity to share fully in the employment opportunities created.

It should be apparent, that maximizing economic benefits for local and minority residents cannot happen automatically; instead, a structure must be established to lead toward that end. A formal process must be established to ensure that residents of the community, and in particular residents of the lower income and minority neighborhoods of the community, benefit from the opportunities for employment, concessions, and construction contracts coming into being. Representatives of these communities should participate in the planning of commercial and service facilities in and around the Park, and affirmative employment machinery should be established to establish procedures and monitor hiring and contract-letting activities in the interest of local residents and communities.

A concession policy should be developed in keeping with this approach. Such a policy should provide for:

- multiple concessions to small business people and entrepreneurs, rather than



a small number of large scale concessions available only to large corporations;

- significant user input and participation in determining concession policy; including, for example, what concessions should be given, selection of concession holders, quality control, evaluation, and renegotiation of concession contracts;
- short term concessions, to provide for flexibility and responsiveness to user requirements; and
- liberal concession terms to small business and local concession holders.

This last is particularly important. It should be stressed that the principal purpose of the concession policy should be, in addition to meeting park user needs and enhancing the attractions of Liberty Park, the generation of economic benefits into the community more than the generation of additional revenues for the State.

## (2) LONG TERM EFFECTS ON ADJACENT NEIGHBORHOODS

We previously noted that economic development had a twofold goal; not only the immediate benefits to residents in terms of jobs and business opportunities, but also the indirect benefits in terms of enhancement of the neighborhoods adjacent to the Park, is a major objective of economic development. Both park development generally, and economic development activities in particular, should be planned and undertaken in such a way as to stimulate the physical improvement of the adjacent urban neighborhoods. The nature and the location of such activities, and the simultaneous development of park/neighborhood linkages, can have potentially substantial economic spillovers into the adjacent neighborhoods.

"I was born in Jersey City and I refuse to see this potentially fantastic area go down the drain. I would be living in New York City but I refuse to move. I want to see Jersey City develop."

The generation of economic spillovers, however, can have both positive and negative consequences. Steps must be taken to discourage adverse economic effects of adjacent neighborhoods as a result of park development, such as real estate speculation and displacement of existing residents. This is most potentially serious in the Van Vorst and Paulus Hook neighborhoods, in which there is some evidence that brownstoning by more affluent households has already begun. At present, however, there is no evidence to suggest that such activities have generated speculation and displacement; Van Vorst and Paulus Hook brownstoners are relatively few in number, and may have not yet led to significant price increases in the neighborhoods.

At such time as the Park is extensively developed, and connections are established between these neighborhoods and activity centers in the Park, particularly the terminal area, there could be a notable acceleration in the process of change. The great majority of residents of these two neighborhoods are renters: excluding the residents of the large apartment buildings, 74% of the Van Vorst residents and 70% of the Paulus Hook residents are renters. Many of them are senior citizens. They are almost all vulnerable to the effects of sudden property appreciation and the attendant wave of real estate speculation. With proper advance planning, it is possible that actions by the City of Jersey City could mitigate the effects of such spillovers.

The danger of negative spillovers of this nature in the Lafayette neighborhood is less; indeed, the potential redevelopment activities of the city in the Johnston Avenue area of that neighborhood could easily become an effective way of utilizing park development for the benefit of the residents of the community,

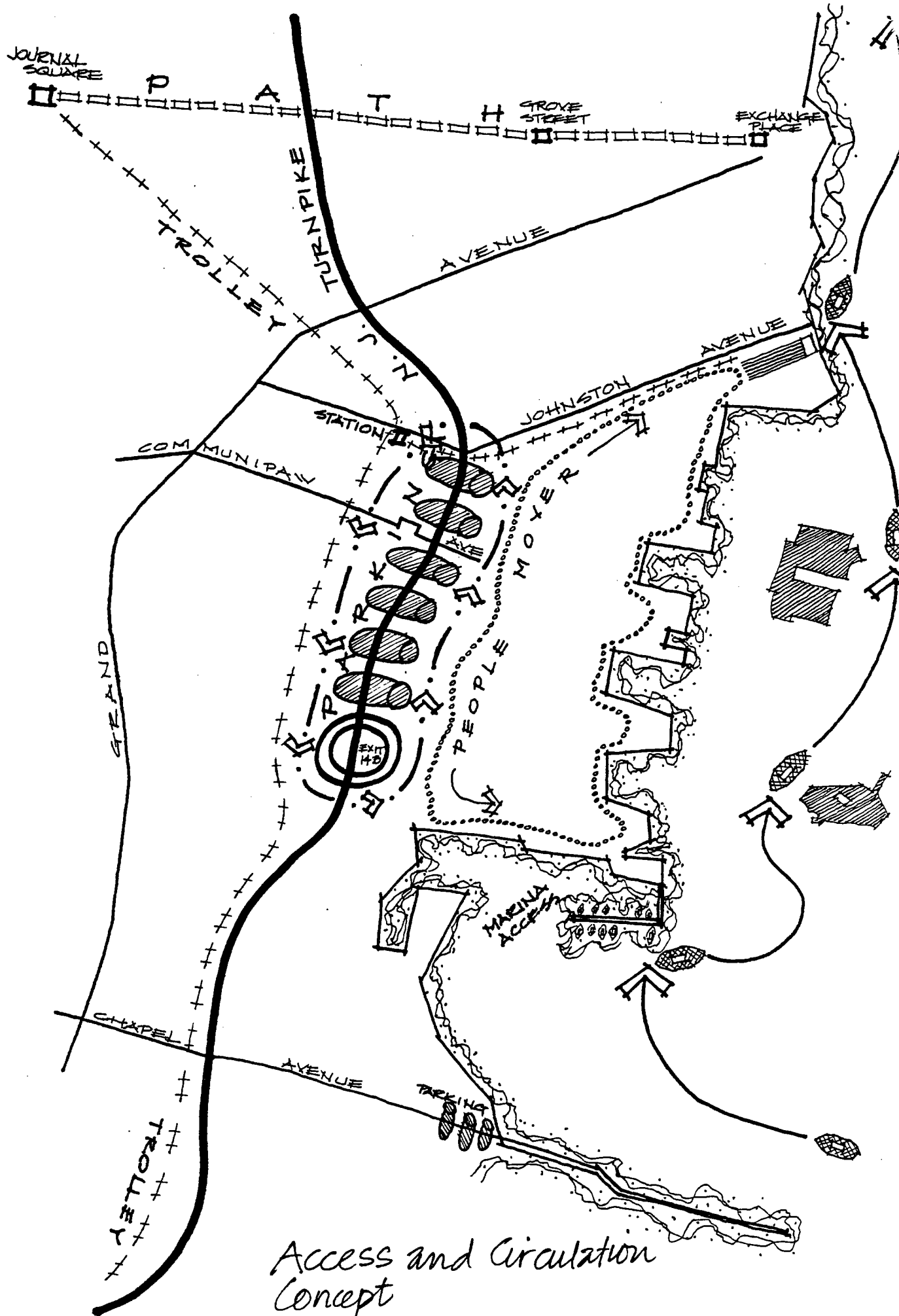
"Let's think about those kids too. You don't need ferris wheels, giant riders or the like. But they do need space for action and recreation."

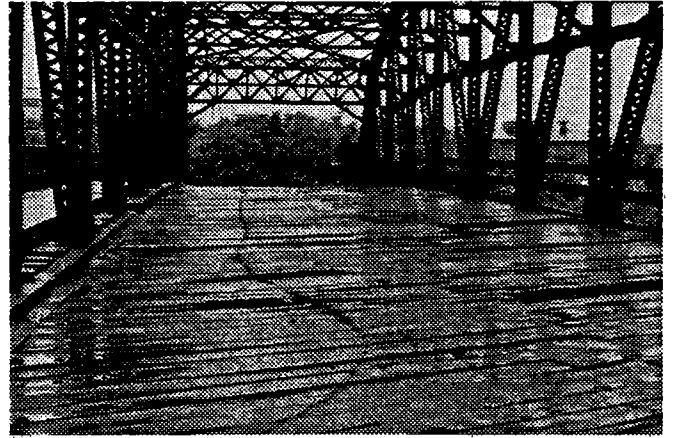
through construction of new subsidized housing in conjunction with recreational facilities in that area, which would in turn be enhanced by the development of the Park.

The specific nature of the commercial and service activities that would come into being as a result of recreational and tourism development can be determined as development of the Park takes place; as we have noted, there is at least potential feasibility for a variety of facilities, including one or more hotels, a number of restaurants, including both formal restaurants and fast food and snack establishments, marinas and related boating services, souvenir and other shops and stalls, and potential speciality establishments, including those of a distinctively ethnic character. There is no reason why Liberty Park, in time, should not become a major regional, even national, tourist attraction, and a significant element in many tourist journeys to the New York metropolitan area. As it develops in that manner, the number of opportunities for commercial and service activity will increase steadily.

Strong planning and implementation controls will have to be established to ensure that commercial facilities do not have a negative effect on any part of the Park. Commercial and service facilities within the Park must be limited and tightly controlled; peripheral and other areas accessible to the Park suitable for commercial development should be identified and made subject to strict planning controls.







# ACCESS / CIRCULATION

## ACCESS, PARKING AND CIRCULATION

The manner by which access is provided to a major recreation facility determines, to a large degree, the nature of its users. To be used by the entire community, the park must be accessible to all; to do so, it must be accessible by all reasonable modes of transportation. To the degree that there are people within walking distance of the facility, it must be feasible for them to walk there. The R/UDAT Team determined that it was both feasible and necessary to provide such varied access; furthermore, that the nature of the Park is such that it is possible to have a system of access and circulation that would largely eliminate the presence of private vehicles in the site, minimize disruptive effects on adjacent neighborhoods, and make internal circulation in Liberty Park not drudgery, but a recreational experience in itself.

Park planning should encourage the use of public transportation and specifically discourage the use of private automobiles.

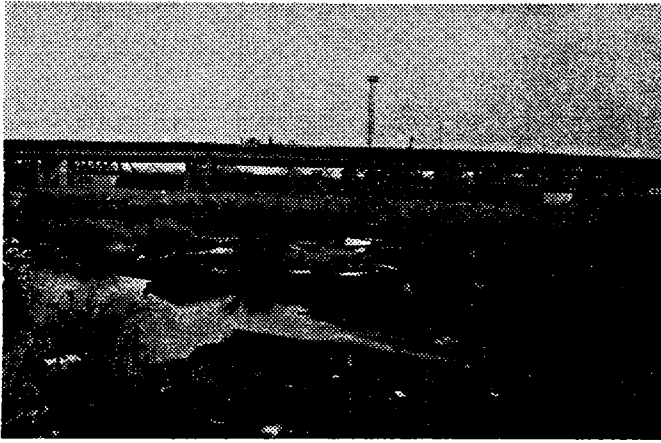
Before any park development plans can be considered complete, thorough investigation of the existing and future linkages with PATH, the Turnpike Extension, the Route 169 Extension proposal, and the Jersey City (Journal Square) to Bayonne light rail transit line proposed for the existing Jersey Central Right-of-Way adjacent to, and west of the Turnpike Extension should be completed. For example, construction of a station at Johnston Avenue and a spur leading into the Park to the newly renovated Jersey Central Railroad terminal at the water's edge should be included in the New Jersey D.O.T. study.

The light rail system simply is a single self-propelled car. It would connect

*"It must be noted that there is a need for access to the park from our area."*

*"I've seen our children ride their bicycles into the park and you can notice the difference."*





Bayonne commuters with the Journal Square PATH station where easy transfer to New York trains could be made.

Many park visitors will arrive from the East (New York City) on the PATH line. The first stop in Jersey City, and the one closest to the Park, is Exchange Place. We understand that the existing elevator system serving the station could not accomodate expected heavy peak demand. The Port Authority therefore may wish to consider replacement by escalators. Passengers may opt to disembark here, and walk to the N.J. Central Terminal in the Park, fifteen minutes away. As an alternative, they may continue to Journal Square and transfer to the planned light-rail line leading to the Terminal - an exchange point for the Park's internal circulation system.

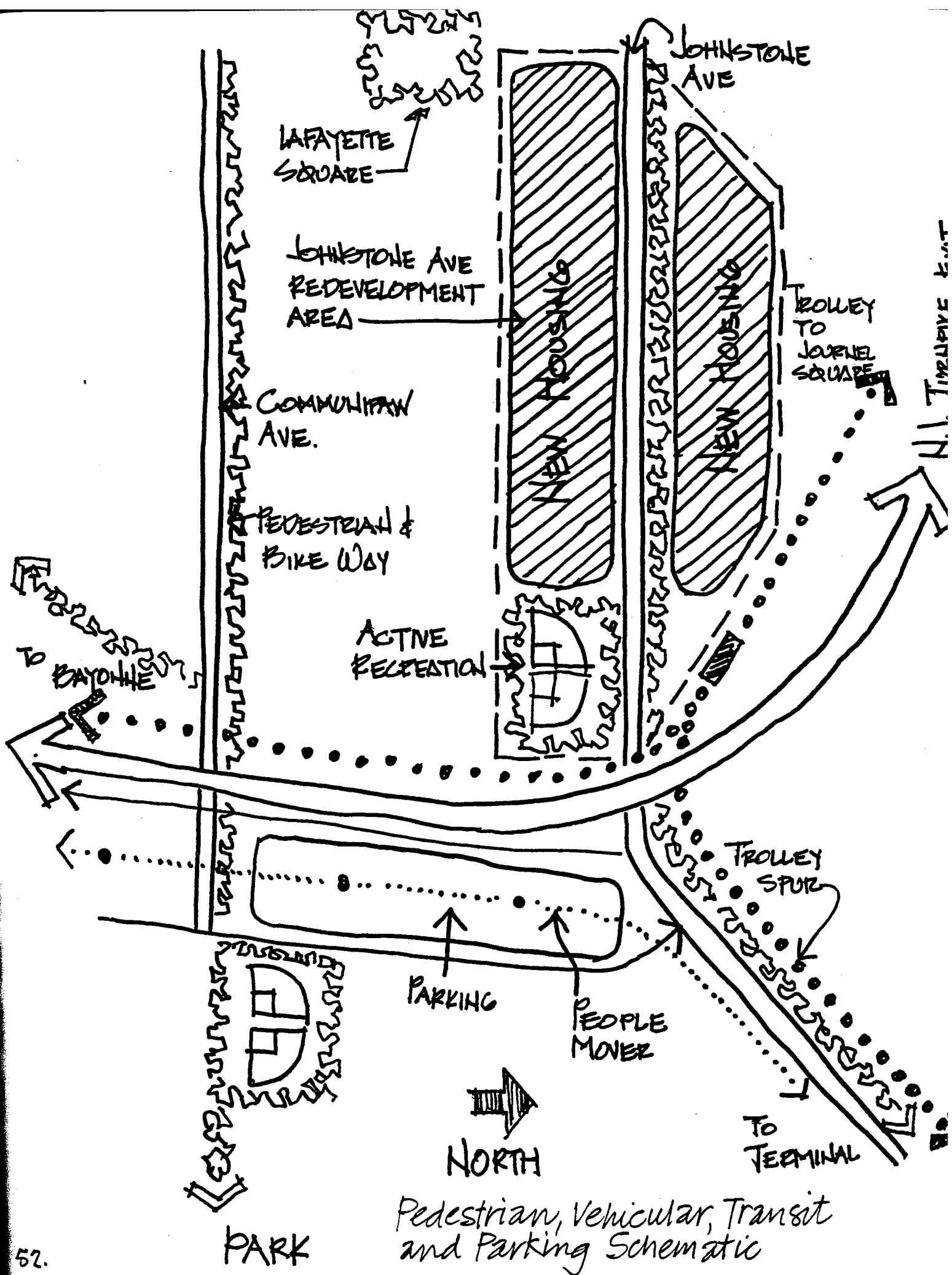
The spur proposed by the Team would allow PATH passengers from Newark and New York City to transfer at Journal Square to the light rail line, which in turn would run directly to the Park, splitting from the Bayonne line at Johnston Avenue. Also a station is proposed at this location where northbound passengers from Bayonne could transfer to the suggested Park spur.

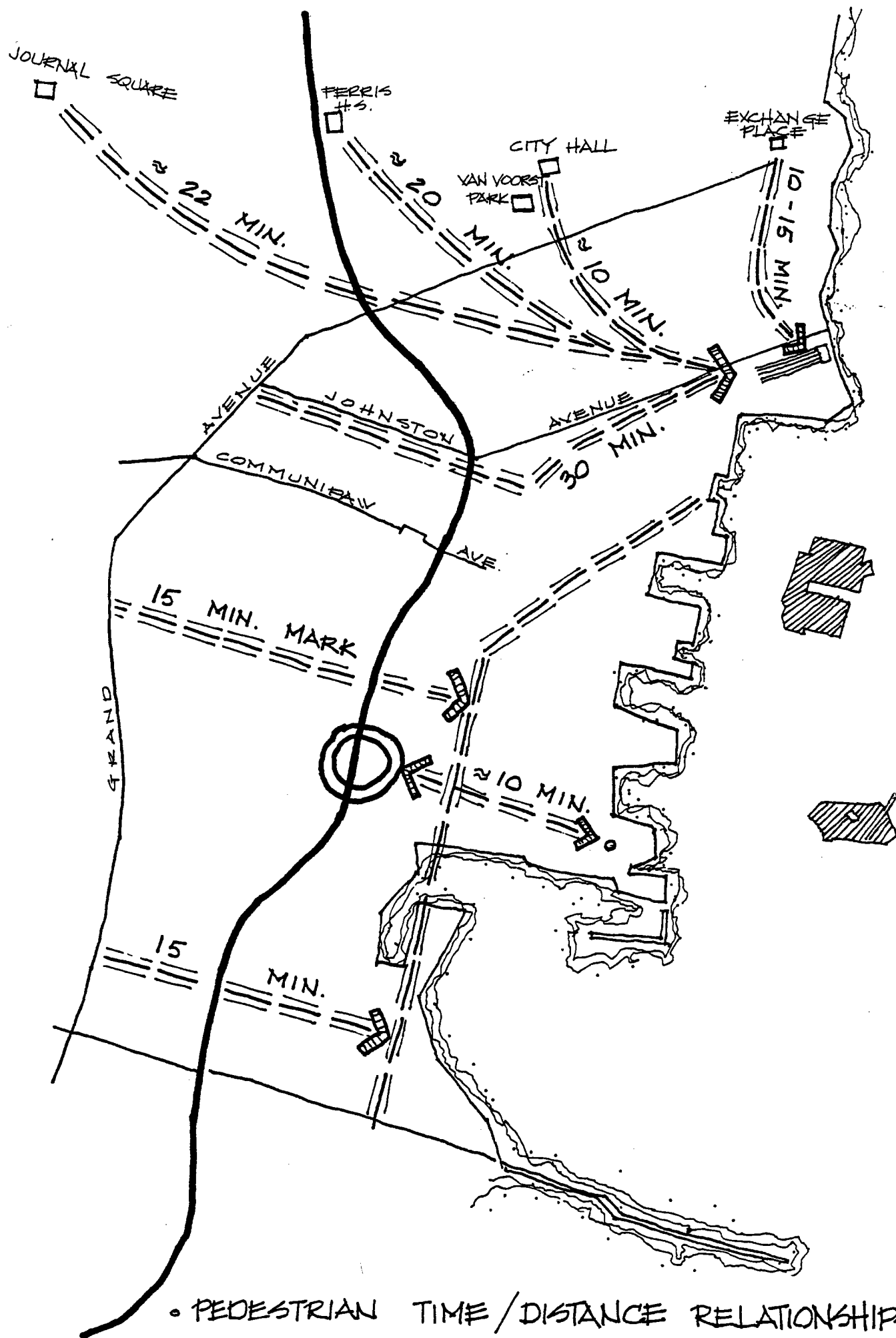
Most cars are expected to arrive via the Turnpike Extension. Also, a significant number is expected to arrive via Communipaw\* and Johnston Avenues from the west. Therefore, virtually all of the parking for the Park should be located immediately adjacent to the Turnpike and served by a one-way loop directly accessible to the three major points of arrival.

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\*The Team suggests that the Communipaw Avenue bridge be rebuilt

"I would just like to say, when you get that museum going and for those who don't know that donkeys pulled this, we have an enormous supply of those in Jersey City."





For special events, and days of high visitor attendance, arrangements should be made to utilize temporary peripheral lots which would intercept cars along major access routes. Buses could be used to transfer to the Park.

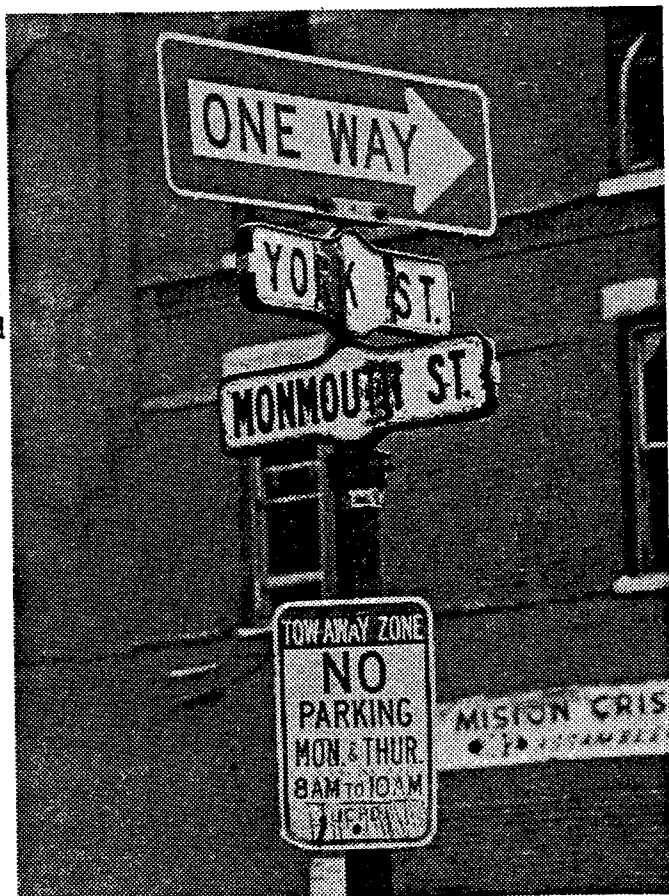
Selection and design of automobile access routes to the Park should not create adverse impacts on the surrounding residential neighborhoods of Lafayette, Van Vorst and Paulus Hook. Therefore, careful study of routes, especially from the north and west should be initiated. Ultimate access design should utilize the existing regional highway system where possible. Future capitol improvements (such as widening Johnston Avenue west of the Turnpike and the new Communipaw bridge) to the local and regional system should accomodate growth of projected demand as the Park's attraction grows. Selective street closings and other modifications could serve to keep park-bound traffic and on-street parking to a minimum.

The city's traffic system and parking policy should discourage use of adjacent neighborhood streets by park visitors.

Also, the Team believes that the Turnpike Extension's Exit 14B should be redesigned in the future when volumes warrent it, to eliminate conflicts between local traffic and vehicles with Park destinations through a separate ramp for park-bound vehicles, a preliminary plan already developed by City personnel.

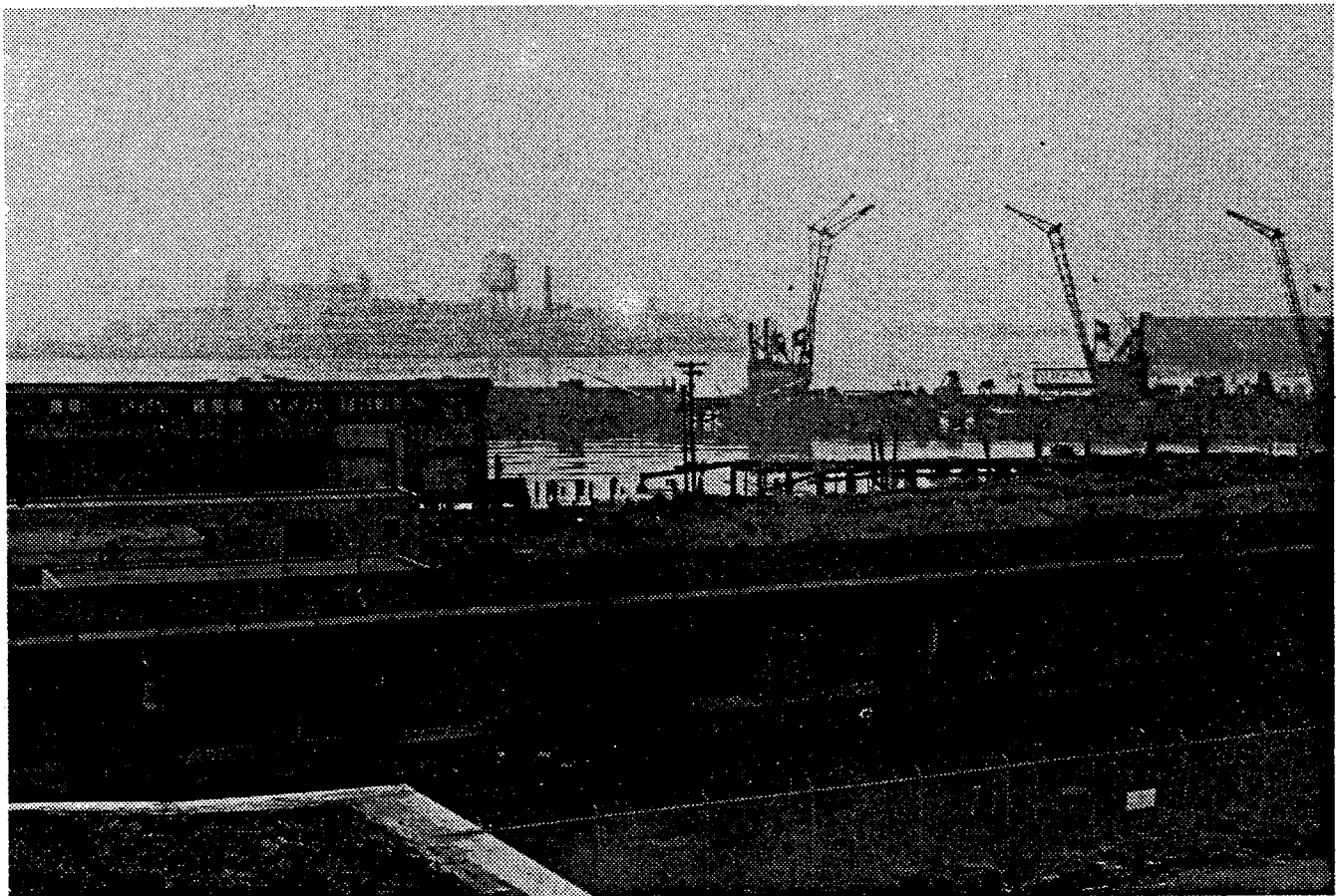
A major feature of the Park should be its own internal circulation system.

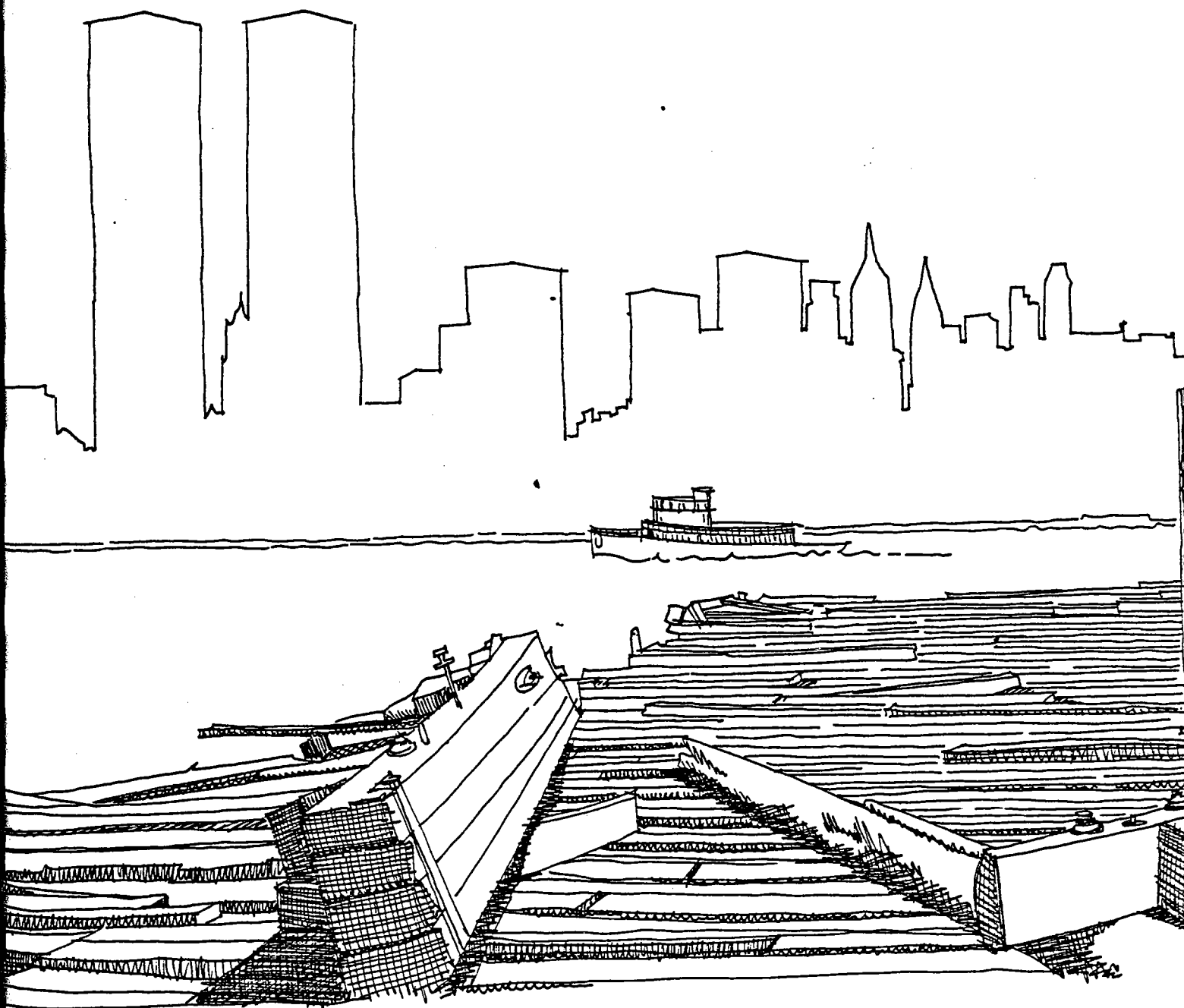
Access to the Park and its circulation system should be closely interrelated: Visitors can be expected to use many types of transportation. These would include the regional PATH Systems now



"We are an all-year-round community. I hope that some of its facilities will allow us to go down in the mid-winter and allow us to enjoy it."

operating (and any additional systems contemplated), chartered and scheduled buses, automobiles, pleasure boats and commercial passenger craft, bicycles and by foot. Each of these modes should be accommodated by a system integrated into the Park's design. Private vehicles, except for bicycles, should be prevented from penetrating into the Park. This system should serve all access points and be located conveniently to them. The system's routing should be flexible initially, able to adjust to the Park's size, activities and attractions as they are developed and their number increases. Rubber tired tour mobile trailers are an example of this type of system. As the Park's ultimate development is attained, the "flexible system" could be succeeded by a fixed rail line. However, chartered buses could be accommodated on the Park's service roads. Pedestrian walks and bike-ways should be separated from the Park's circulation system which could be treated as part of the many recreational experiences visitors may enjoy.







# PLANNING THE FUTURE

## PLANNING FOR THE FUTURE

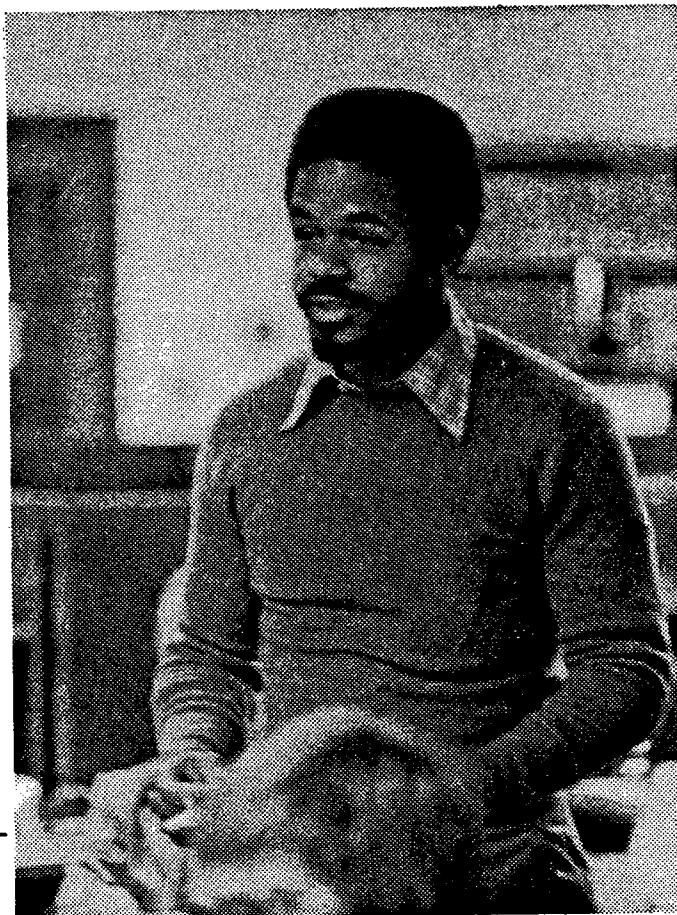
Planning for Liberty Park has approached a critical stage. During the past few years, proposals have been suggested which, in light of additional information, clearer articulation of need, and better understanding of the role of the Park in the local and regional context, require review and evaluation. Indeed, the souther 35 acres of the Park site have been developed and are operational. The terminal is being restored.

The success or failure of any planning effort depends heavily on the process used. The issues and complexities related to the development of Liberty State Park are many. In order to address them in a meaningful and productive manner, the future planning effort must involve a full range of input from many groups and individuals. The planning process is interactive, requiring the continual and constructive involvement of diverse interest groups; the design process is iterative, requiring successive reviews and alternatives generated from the design process.

The R/U DAT Team strongly recommends that a continuing and public planning process, as described above, be established, and that serious consideration be given to the next steps in the development of Liberty State Park, as outlined below.

(1) the creation of a structure which would include a representative group of users to identify and, to the extent possible, set priorities for the users of the Park for local, state, regional, and national users.

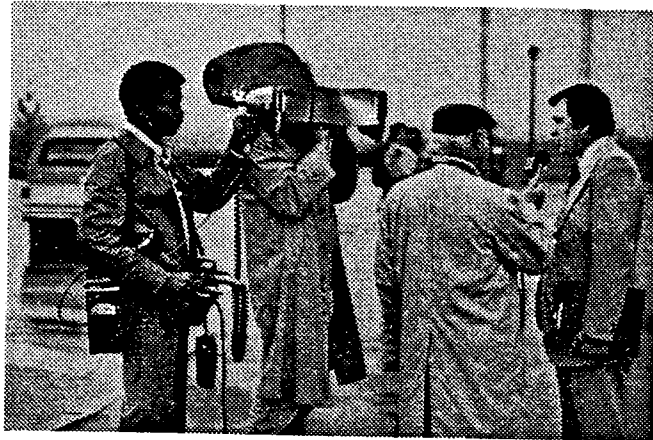
(2) through coordination with appropriate local, state, and Federal agencies, the development of a park plan which specifically addresses the relationship



*"Are you representing any particular group?"*

*"Yes, I'm representing Horatius Greene."*





of park development to other related development plans.

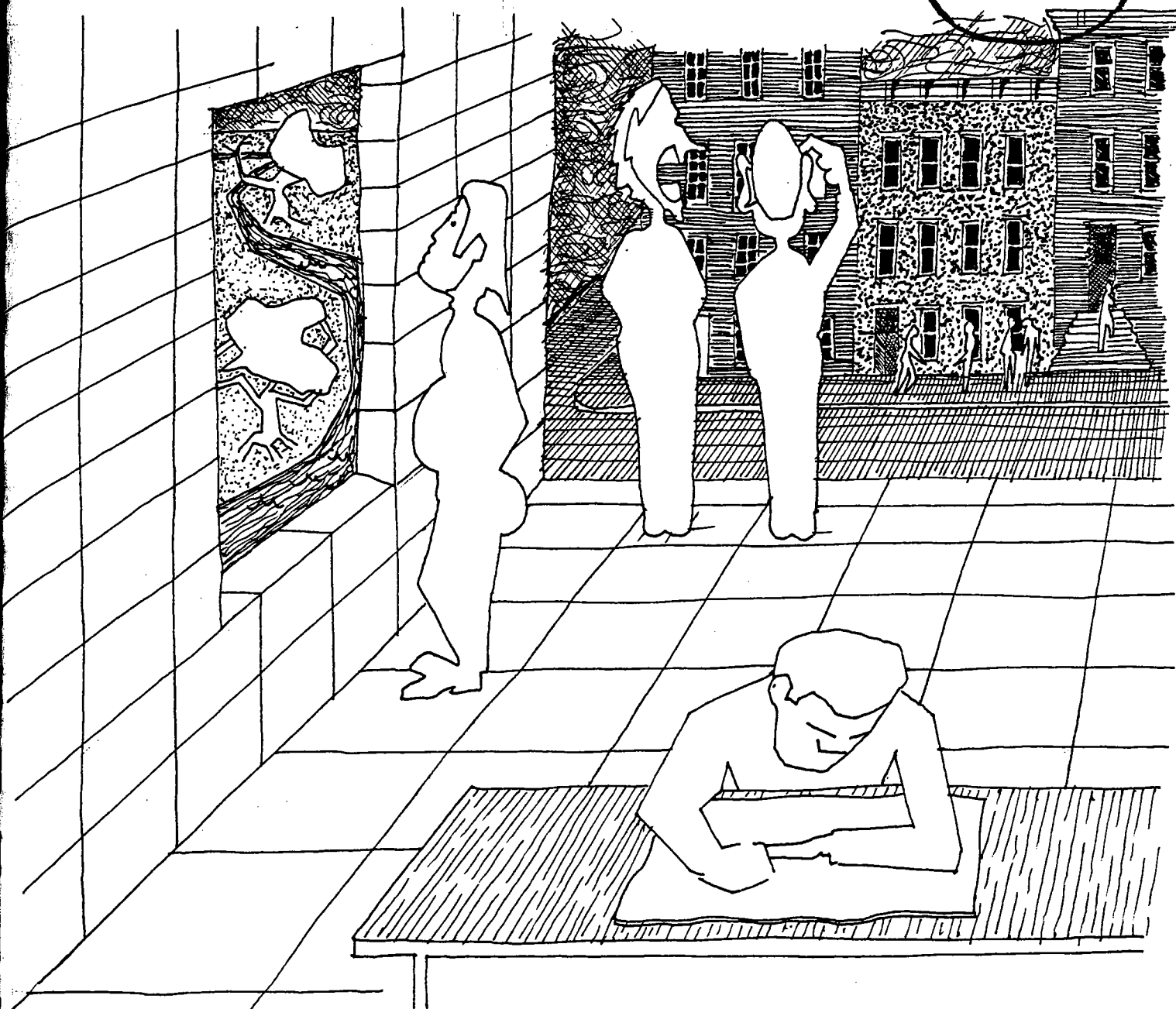
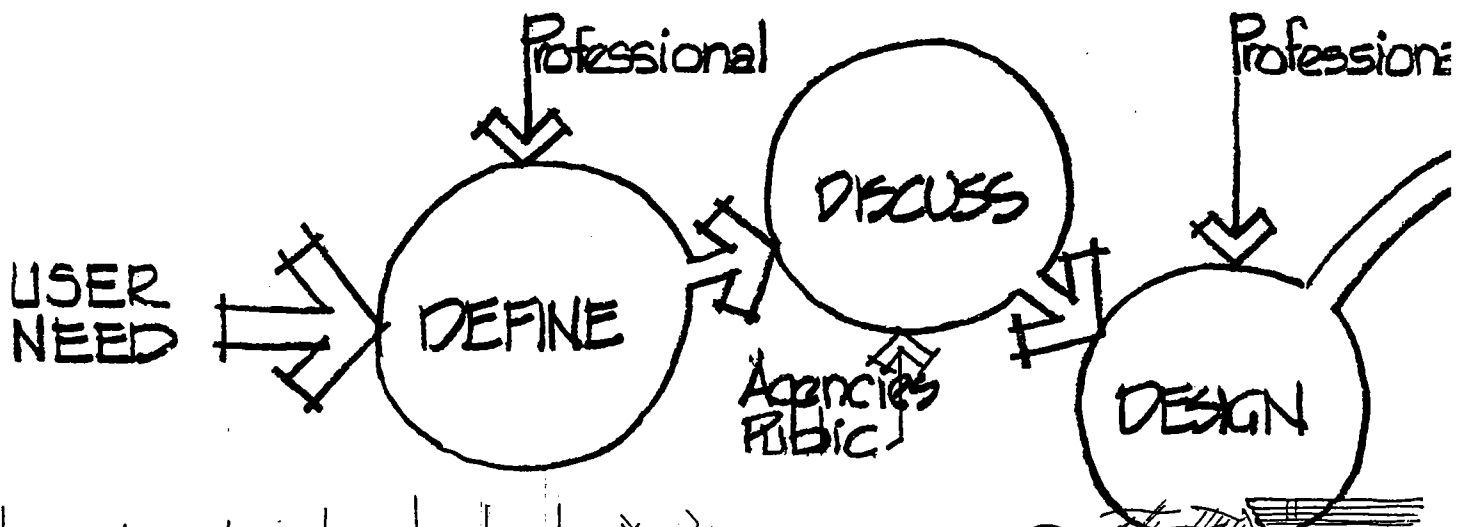
At a minimum, such a plan should focus on the following issues:

- Johnston Avenue - Liberty Park Interface
- Jersey City-Bayonne proposed light rail vehicle (trolley) line
- compatibility and future of Liberty Industrial Park in the context of the Park
- Potential impact of the Grand Street re-development area on the Park
- Relationship of Caven point and the Greenville Yards to the Park

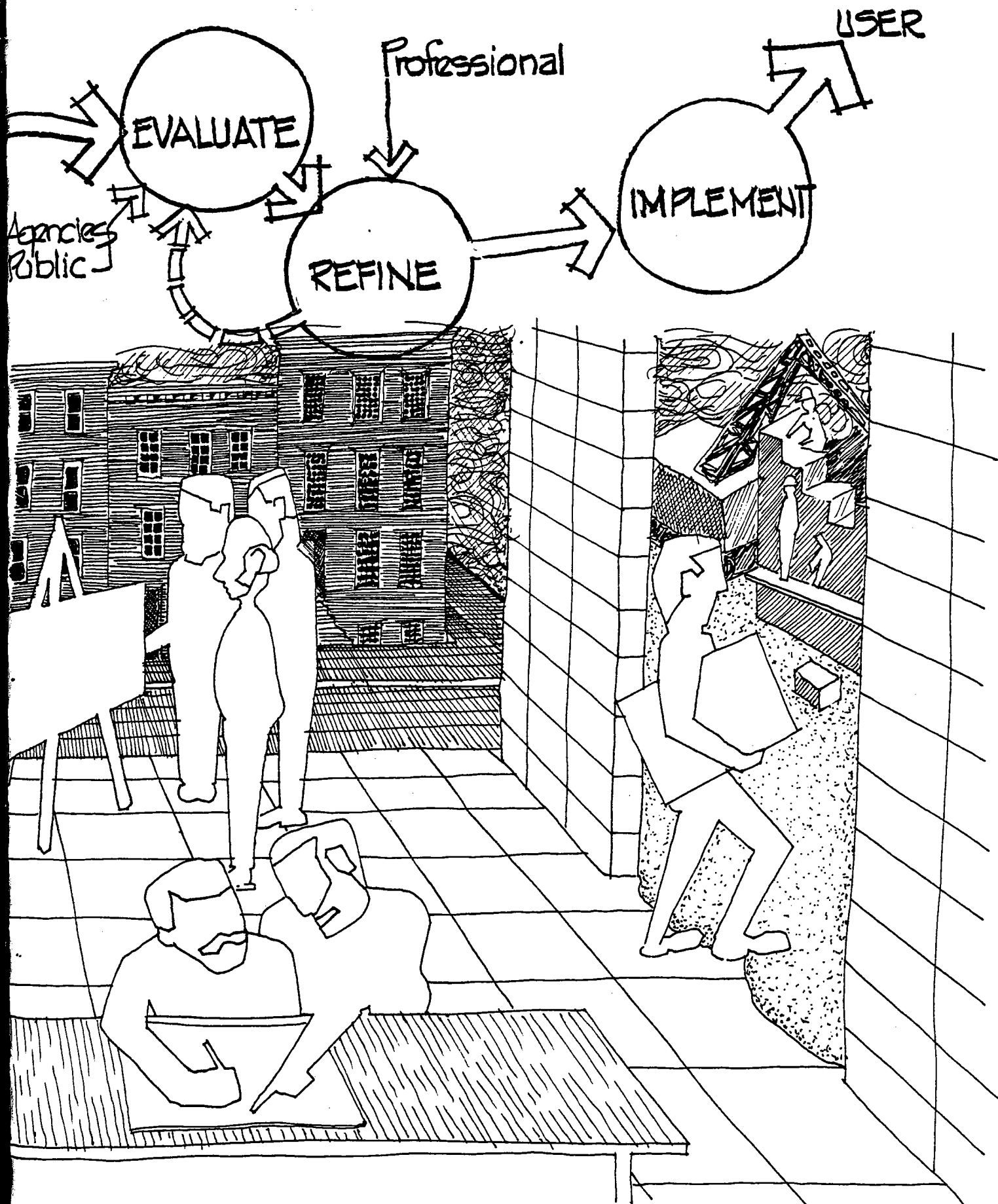
(3) specific identification of opportunities and considerations related to the regional context of the Park, including:

- waterborne transportation and connections to the harbor islands and to Gateway National Recreation Area
- spinoff benefits to the Park from regional transportation network improvements
- effects of state, regional, and Federal energy conservation measures
- potential creation and expansion of a "greenbelt" along the Hudson River

Above all, in order for the future planning process to remain viable, it is essential that citizens be afforded the opportunity to participate in the development and evaluation of plans for Liberty State Park. Planning efforts undertaken without this input on a regular and sustained basis are denied information integral to their substance and support vital to their accomplishment. No plan is ever final. As times change, needs change. When a plan for people becomes fixed, frozen or inflexible, the planning process has failed and the design can only reflect the failure.



CITIZEN PARTICIPATION



AND PLANNING PROCESS

## DESIGN ISSUES FOR PRESENT AND FUTURE

The R/UDAT Team believes that it is possible to develop a state park in a densely populated urban area which accomodates and attracts regional, state and national users while simultaneously fulfilling local recreational needs. The Team recommends an approach which develops a flexible planning concept for the whole park area; establishes criteria and design considerations reflective of the attitudes, needs and desired objectives; evaluates proposed options and alternatives for development in terms of the criteria and design considerations.

The Team suggests the following criteria and design considerations which are applicable in developing a park plan:

Overall design should emphasize open space, vistas and overall accessibility. As a state park in an urban environment, the design of Liberty State Park should fulfill the psychological and physical need for open space.

Views of the harbor, the Statue of Liberty and the New York City skyline should be dramatized through site planning and landscaping.

Occasional land forms should be created on the site as active elements providing scale in a flat landscape as well as functioning as components of recreational activity; such land forms should not create visual or physical barriers between the river and the adjacent neighborhoods.

The physical design of Liberty State Park should be complemented and compatible with the physical forms of the region, as well as opening the Park to surrounding residential neighborhoods.

"We are being told the price of liberty is vigilance. There is another part of liberty too, and that is the fact that people must be given the opportunity to express their ideas and to express their thoughts."

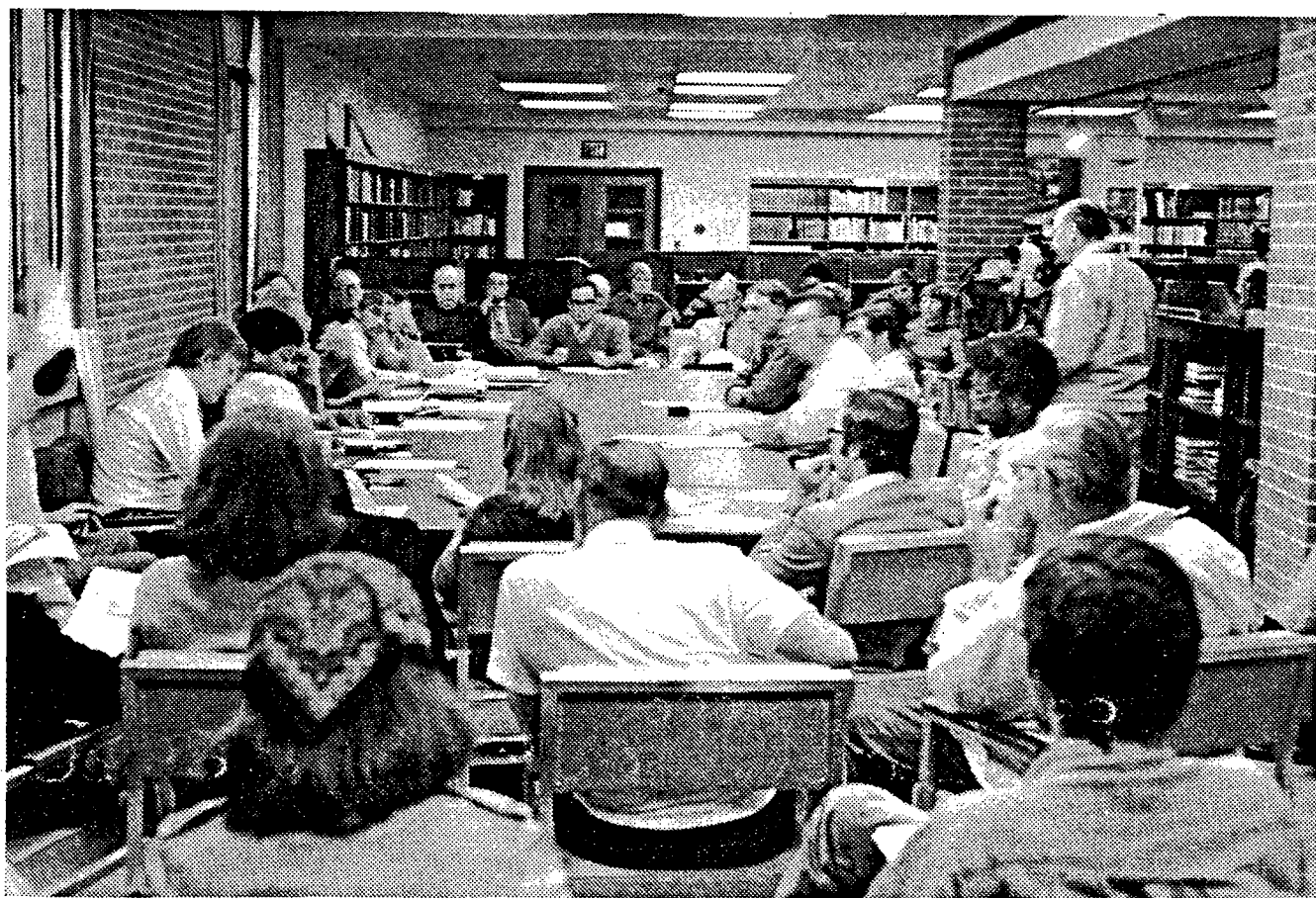
"It's going to be for the people who are going to use it! And that's the way we have to think of Liberty State Park. It's going to be a green park now.... and forever."

"There should have been more than one solution to this problem - there should have been ten. Then we wouldn't be sitting here mulling over what to do about Liberty Park."

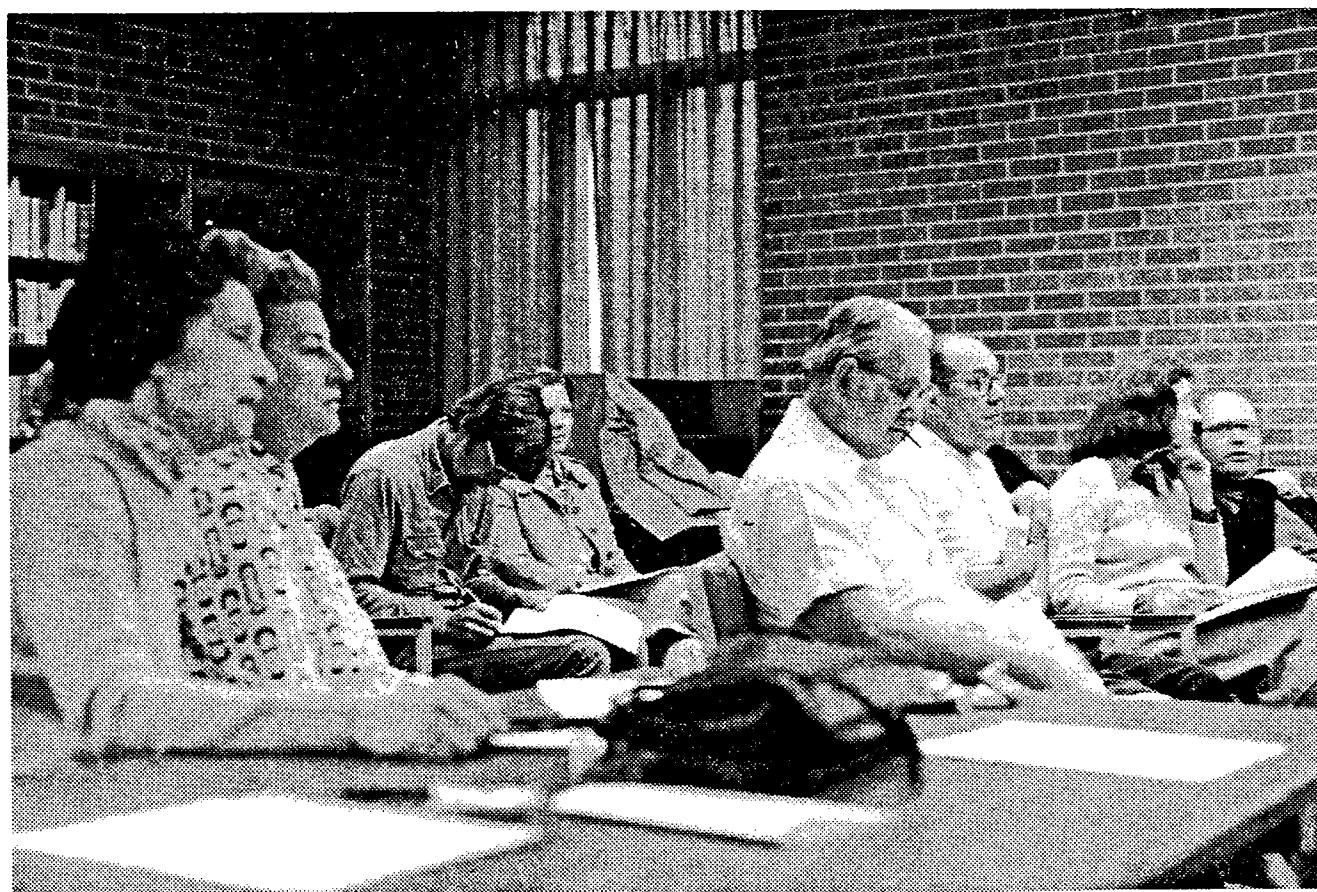
"Will we the people meet with the commercial interests or are we just talking to a disconnected phone."

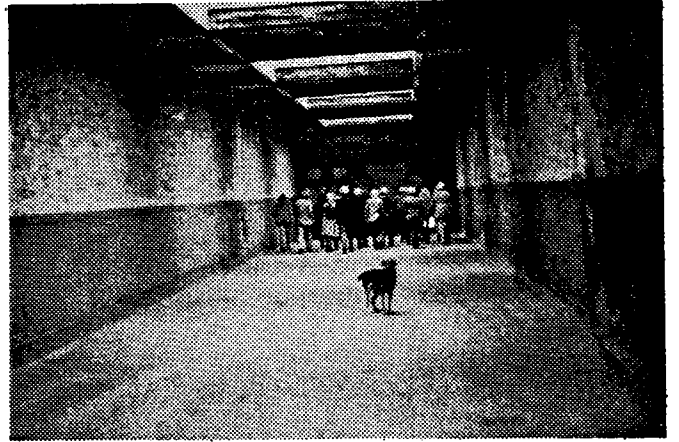
The design of Liberty State Park should maximize the opportunities for visitors to experience the natural environment of the site.

The design of Liberty State Park as a "background for the Statue of Liberty" should create a functional and human scale environment and should be as visually attractive when approached/ viewed from other directions.









# ACKNOW- LEDGEMENTS

## RUDAT PROGRAM

The Urban Planning and Design Committee of the American Institute of Architects has been sending Urban Design Assistance Teams to various American cities since 1967.

The Liberty Park is the 45th such team to be invited into a specific area to deal with environmental and urban problems which range in scale from a region to a small town, and in type from recreational areas to public policy and implementation methods.

The teams respond to the problems as described by the local AIA Chapters and their sponsors from the community leadership.

Each Regional/Urban Design Assistance Team is specifically selected to include professionals experienced in the particular problems of the area under study. Members are not compensated for their service and agree not to accept commissions for work resulting from their recommendations.

The team acquaints itself with the community and its people ... presents its analysis from a fresh perspective ... offers its recommendations ... perhaps a new approach for planning or for action.

### THE VISIT

The request for a RUDAT team was approved in August and on August 12, 1977, Ronald A. Straka, chairman of the Urban Design & Planning Community of the National AIA, made a reconnaissance visit to Jersey City to observe and discuss the details of the teams visit.



A Team was organized and was sent extensive background material in advance of the study area for Liberty Park, Jersey City, New-Jersey, and on September 23 - 26, the team made its visit.

The team surveyed the area by car, air and on foot and then met with state county and city officials and planners, civic leaders and organizations, citizens and concerned residences of the area.

With this information, the team engaged in intensive work sessions which culminated in a public presentation on September 26, 1977. This report was presented at that time.

#### OBJECTIVES

The objectives of the RUDAT Program are:

to improve the physical design throughout the nation

to illustrate the importance of urban and regional planning

to stimulate public action

to give national support to local AIA Chapters in their efforts to improve their own communities and become actively involved in urban design and planning issues.

An assistance team cannot provide detailed analysis or solution nor final plans to complex problems in the 4-day visit, but it can objectively approach long standing problems with:

a new look by experienced outsiders

a new impetus and perhaps new  
directions for community action

clear and comprehensive recommen-  
dations which are professionally re-  
sponsible as well as politically and  
economically feasible and publicly  
understandable.

#### SPONSORSHIP

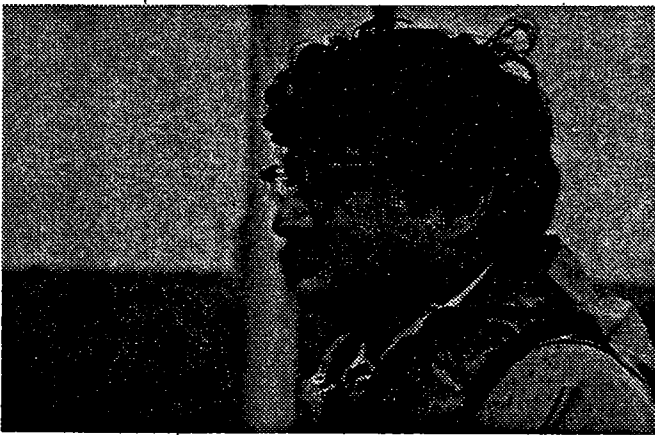
The request to the AIA was accom-  
panied by letters of interest and  
support from state & city officials  
and the New Jersey Society of Arch-  
itects and various local organiza-  
tions.

#### FINANCIAL SUPPORT

Expenses for this R/UDAT Project  
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Terry Hens, Administrative Assistant  
Al Guido, Director of Parks  
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## ACKNOWLEDGEMENTS

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### LIBERTY STATE PARK STUDY AND PLANNING COMMISSION STAFF

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An important contribution to the RUDAT study was the active interest and contribution of state and city officials, the Liberty State Park Commission, Resource people and participating citizens.

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## LIBERTY STATE PARK COMMISSION

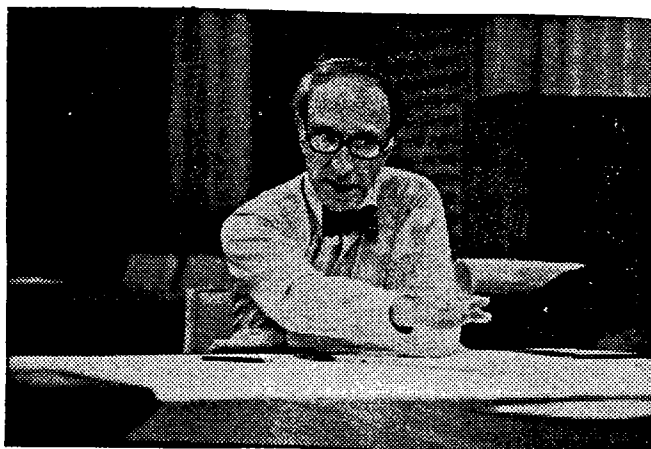
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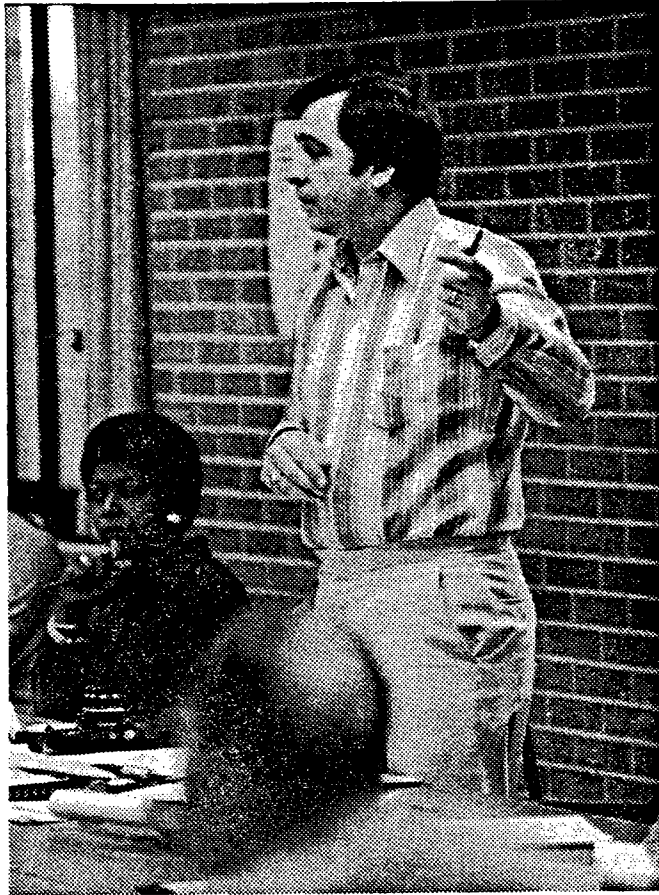
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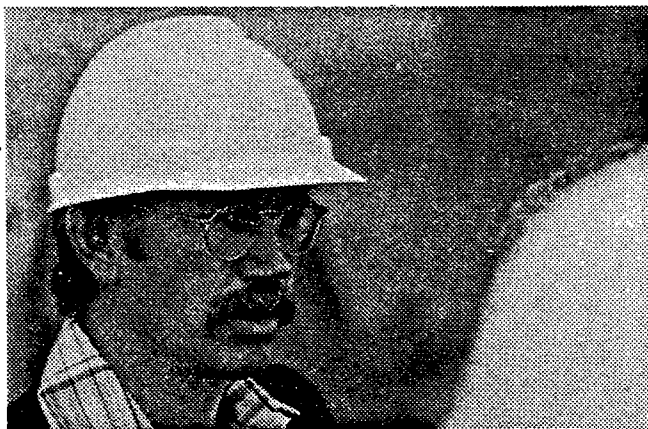




Members of the  
American Institute of Architects  
Regional/Urban Design Assistance Team  
Liberty Park, Jersey City, New Jersey  
September 23 -26, 1977

J. J. CHAMPEAUX, AIA (TEAM CHAIR-  
MAN)

The team chairman is from Lake Charles, Louisiana. He received his B. Arch. from Tulane University and his Masters in City Planning from Rice. He was a Director of City Planning for the City of Lake Charles from 1968 to 1972. His firm name is Barras Breaux Champeaux with offices in Lake Charles and Lafayette, Louisiana. Their practice ranges from general architectural work to urban design in a number of cities such as Shreveport, Louisiana; Lafayette, Louisiana and Jonesboro; Arkansas.



ARLO BRAUN

A partner in The Schnadelbach Braun Partnership in Philadelphia. He received his B. Arch. from the University California and his M. Arch. and M. City Planning from the University Pennsylvania. He is an architect and urban designer. The firm has done planning and environmental work for several communities in New York State, including Audubon, outside of Buffalo and Riverton, near Rochester. They are the architects for a recreation complex under construction in Annapolis and the landscape architects for a large housing community near Isfahan, Iran.



ANTHONY CASENDINO

A principal in the firm of Childs, Bertman, Tseckares & Casendino in Boston, Massachusetts and is a

registered architect and landscape architect. He has a B. Arch. from Cornell and was a Fulbright Fellow in Urban Studies in Italy. The firm offers services in architecture, planning, landscape architecture and community design. Recent projects have been in adaptive reuse such as the Pine Street Inn and our Winthrop Square in Boston. They are also working on a Gacre-Shipyard park designed by the community in the Boston Navy Yard in Charlestown, Massachusetts. They are also doing transit design studies covering a third of the city of Boston, working in the community defining transportation alternatives.

FELECIA R. CLARK, AIP, ASSOCIATE  
AIA

A social and community facilities planner. A graduate of Radcliffe College, she received her Master of Urban Planning at Columbia University. She is currently planning consultant to: the Gateway National Recreation Area, the Center on Policy Research, and the International Bank for Reconstruction and Development, emphasizing participatory planning. She was formerly Chief Social Planner for the New York State Urban Development Corporation and Associate Professor of Professional Administration - City University of New York.

DAVID COOPER

A graduate of Cooper Union and the Harvard Graduate School of Design. He was the planner and project director for the Redevelopment Authority in Allegheny County. He was a Senior Associate for Barton-Aschman Associates in Chicago. He was the project director for the St. Paul.



Housing and Redevelopment Authority where he directed the downtown redevelopment program and various neighborhood projects. He was director of Department of Planning and Community Development in Alexandria, Virginia. He currently heads his own consulting firm.

#### JACI HALL

An urban planner from Boston, Massachusetts. Most of her professional experience has been in community development, housing and public policy planning. She graduated from University of Massachusetts (Amherst) with a BA in American History in 1968, worked for several years for state and community agencies and in 1976 received a Master in City Planning from MIT specializing in environmental design. She is currently associated with Wallace Floyd Ellenzweig Moore, a firm of architects and planners. As a senior planner she is coordinating community planning and participation on the design and engineering of the Southwest Corridor Project, a rapid transit/community development project in Boston.



#### ALAN MALLACH

Graduated from Yale College with a B.A. in Sociology in 1966. He worked from 1967 to 1971 for the New Jersey Department of Community Affairs, eventually as Director of the Office of Program Development. He was subsequently Assistant Dean of Academic Affairs and Lecturer in Community Development at Livingston College of Rutgers University, and assistant professor of Administrative and Urban Studies at Stockton State College. Between 1973 and 1975 he worked as Renewal Director of the New Jersey County and Municipal Government





Study Commission, and in 1975 he opened his own housing and economic analysis firm, Alan Mallach/Associates. He is author of the book Housing and Suburbs: Fiscal and Social Impacts of Multifamily Developments and many articles on housing, economics and social research.

Students from the New Jersey School of Architecture assisted the team in the preparation of this report.

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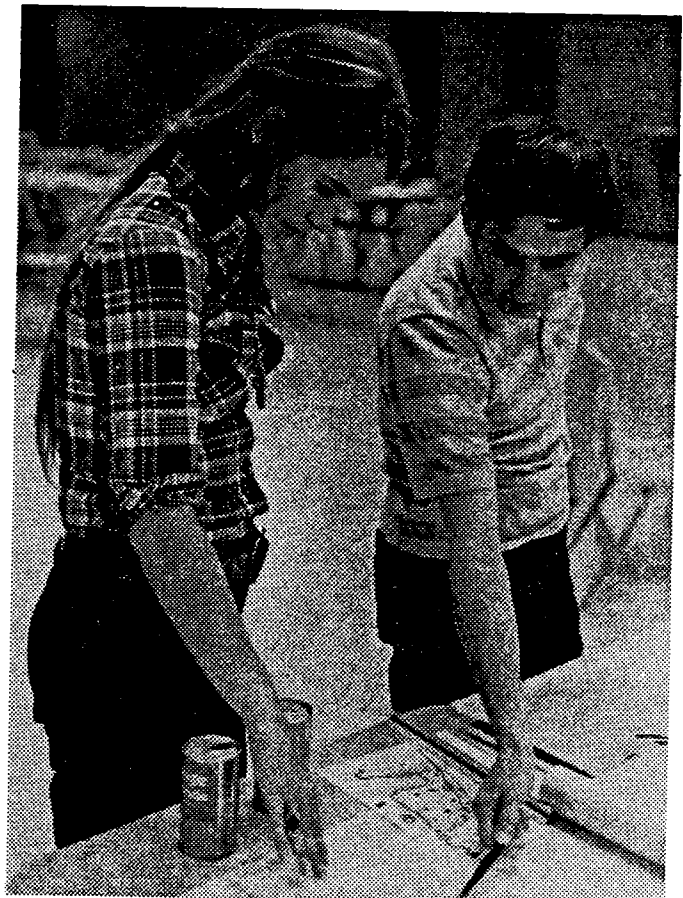
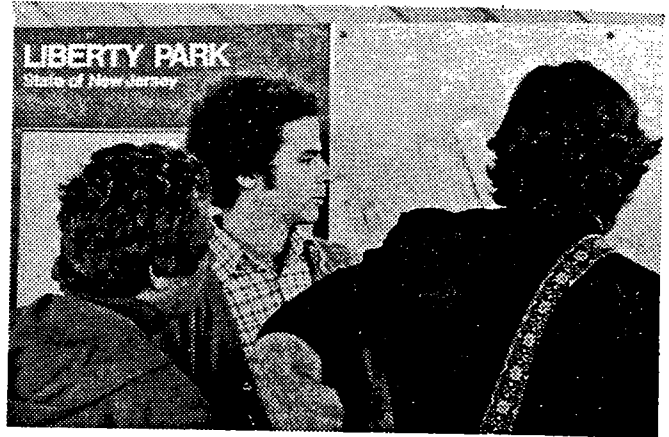
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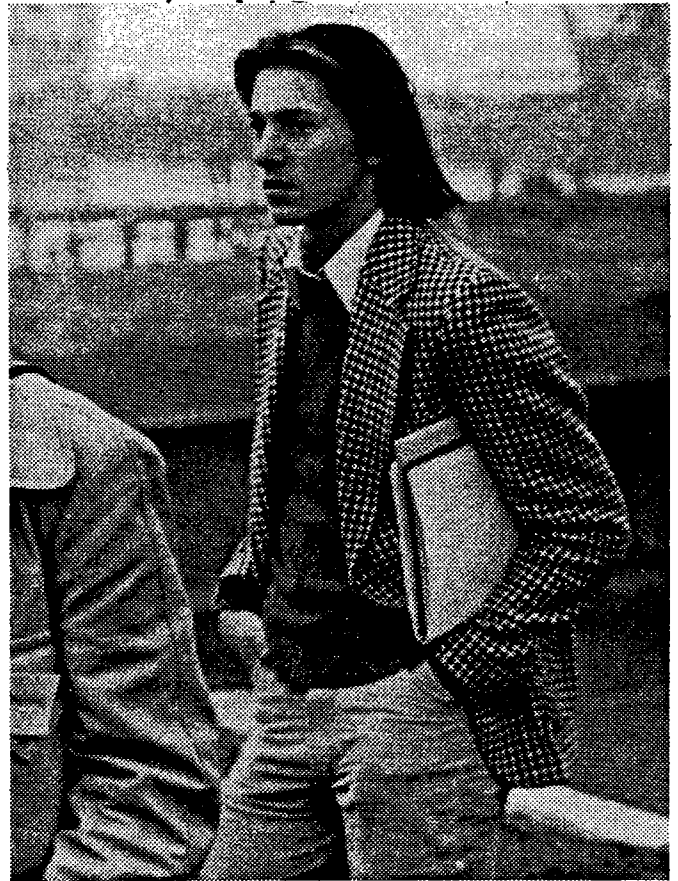
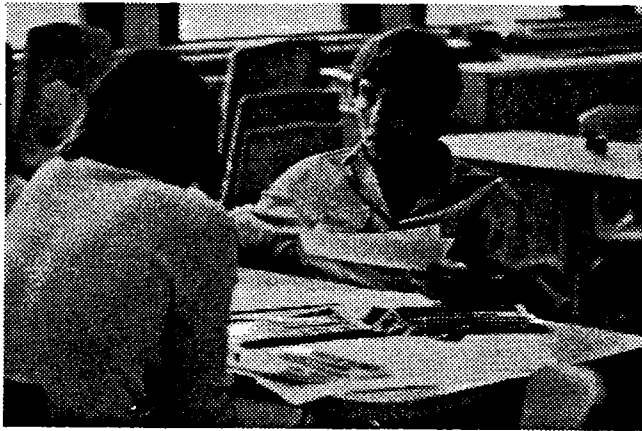
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"Quotations in this report were received by the R/UDAT Team at various meetings with citizens of Jersey City."



