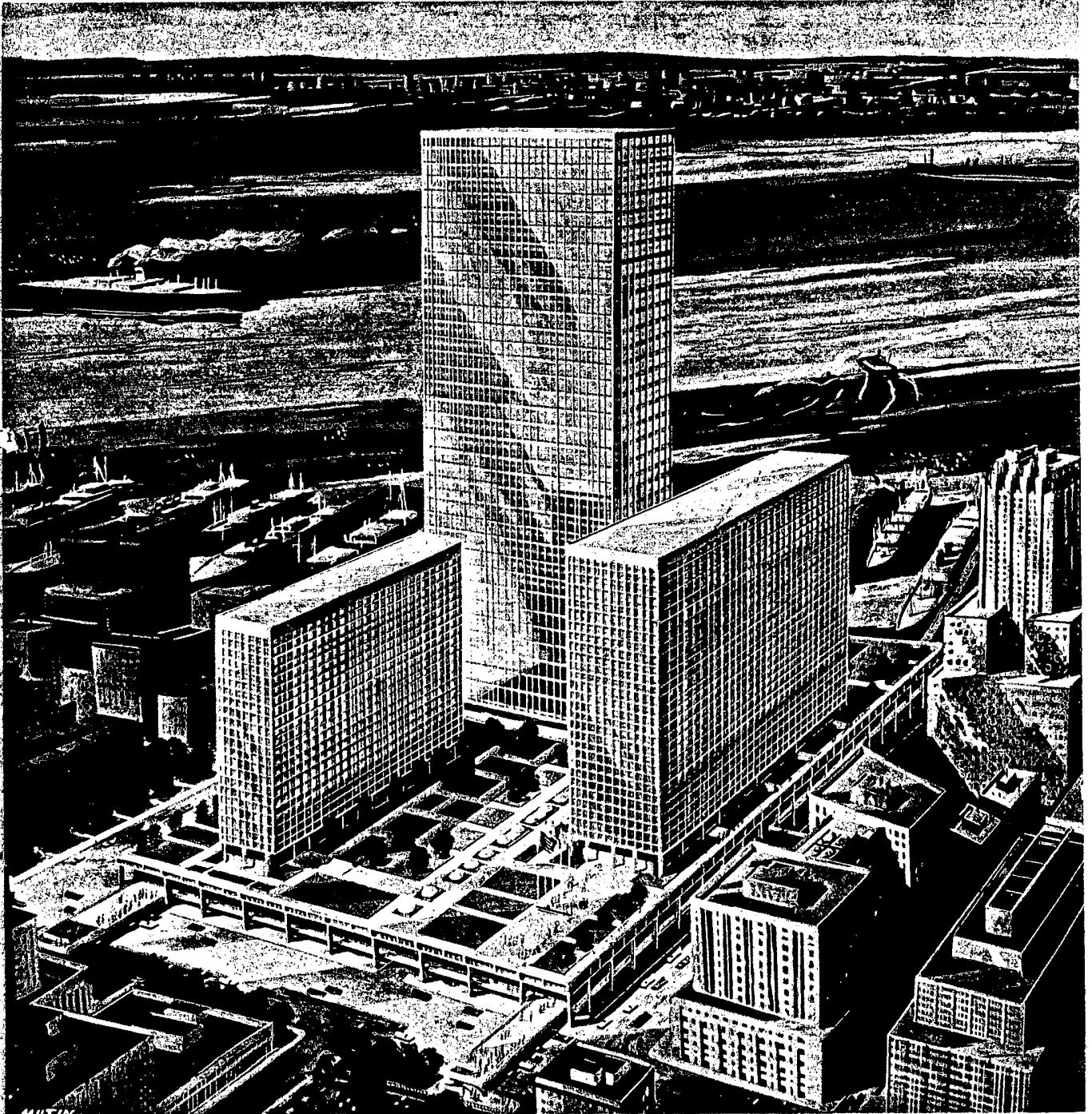


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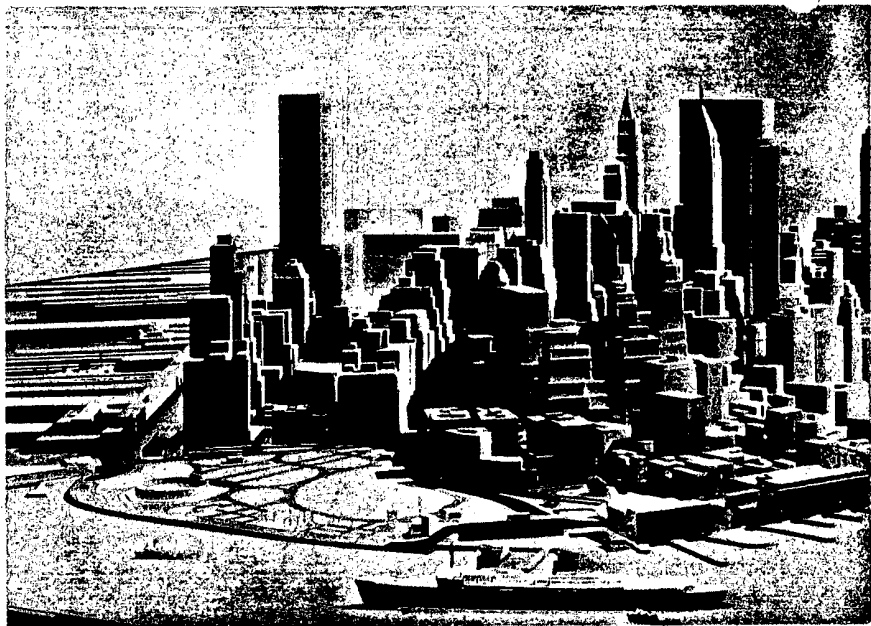
VIA PORT OF NEW YORK



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Streamlining a Colossus

**World Trade Center
To Expedite Cargoes,
Stimulate Trade, Foster
International Friendship**



CONSTRUCTION at the New York-New Jersey Port of what will be the international capital of world trade moved a giant step closer to reality when Governor Richard J. Hughes of New Jersey and Governor Nelson A. Rockefeller of New York signed into law legislation enabling The Port of New York Authority to proceed with its plans for a World Trade Center in combination with the acquisition and renovation of the Hudson and Manhattan Railroad. Swift action by the legislative bodies of both states preceded that of the governors and followed in the wake of a key decision to transfer the proposed site of the Center from the east to the west side of Lower Manhattan.

The World Trade Center will bring together in the most modern and efficient facilities the basic government and business machinery vital to the flow of international cargo through the port. The Center will serve as a focal point for foreign trade activity, providing the international businessman with ready access to all the individuals, agencies and services he needs to conduct his world trade operations.

The combined World Trade Center—H&M project will be the largest ever undertaken by the Port Authority, increasing by almost 50 per cent the investment in facilities made by the 41-year-old agency. This single, integrated port development project, according to preliminary estimates, will involve an expenditure substantially in excess of \$420 million. The Center is expected to cost about \$270 million.

The joint project provides a significant improvement

over the original proposal for the World Trade Center. In terms of available transportation facilities alone, the new site vastly enhances the concept for a centralized location for streamlining basic and auxiliary functions associated with the port's commerce. (Photo and map on opposite page illustrates proposed site and its boundaries.) This is true not only because of the immediate availability of the H&M, but also because of the presence within the site and immediately adjacent thereto of a rare concentration of subway and bus lines. The new site, fronting on the Hudson River, is ideally situated with respect to the intraport vehicular highway system. The site's excellent access to this system will make it easy for trucks and automobiles from Newark, Jersey City, Hoboken, Brooklyn and other parts of Manhattan to reach what will be the focal point of port commerce.

The World Trade Center has been under consideration at the Port Authority for two years, ever since the Downtown-Lower Manhattan Association proposed such an establishment and recommended to the governors of the States of New York and New Jersey that the bi-state agency undertake a study for the planning, financing and activation of such a facility of commerce.

Then came a year of intensive study by the Authority, resulting in the conclusion that a World Trade Center is feasible and would greatly improve the port's foreign trade activities. Findings, released 13 months ago, are as applicable now as then.

The basic reasons for a Center are clear. It would increase the port's ability to provide export-import shippers

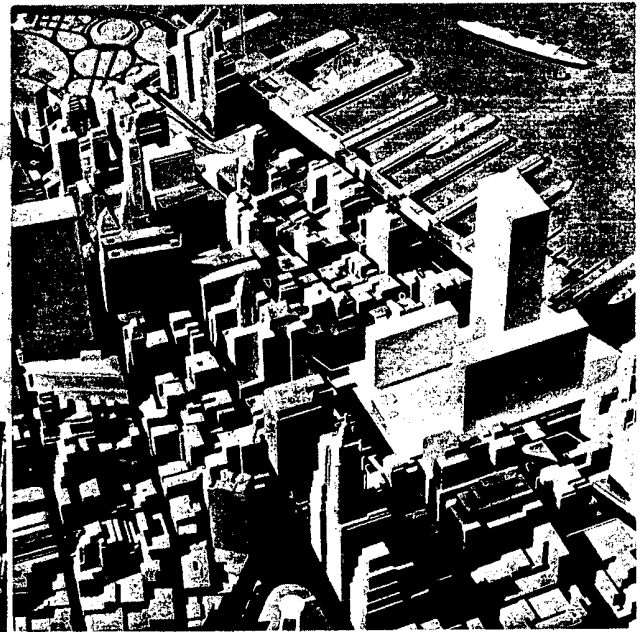
with the most efficient service possible and attract more buyers and sellers to world trade, thereby expanding the port's commerce. Moreover, the Center would provide office space for companies active in export and import operations, linking these organizations ever more closely with the Port of New York. And it would centralize the port's world trade community, enabling the various segments to synchronize and coordinate activities better and thereby speed the flow of export-import shipments. Lastly, the Center would serve as an imposing symbol of the port's leadership as the capital of international trade.

In expanding trade and expediting cargoes, how will the Center benefit participating organizations? How will the Center help large export-import concerns, and, possibly more important, how will it serve smaller organizations in the field or those which might want to enter into international trade? Regardless of architectural treatment and precise size of the eventual structures, the functions, of paramount interest to exporters and importers as well as those firms and agencies performing them, are quite firmly fixed. Functions have been categorized into six general groupings: World Trade Marketing, World Trade Services, World Commerce Exchange, World Trade Information Service, World Trade Institute and auxiliary services, including those fulfilling daily needs of the Center's various enterprises.

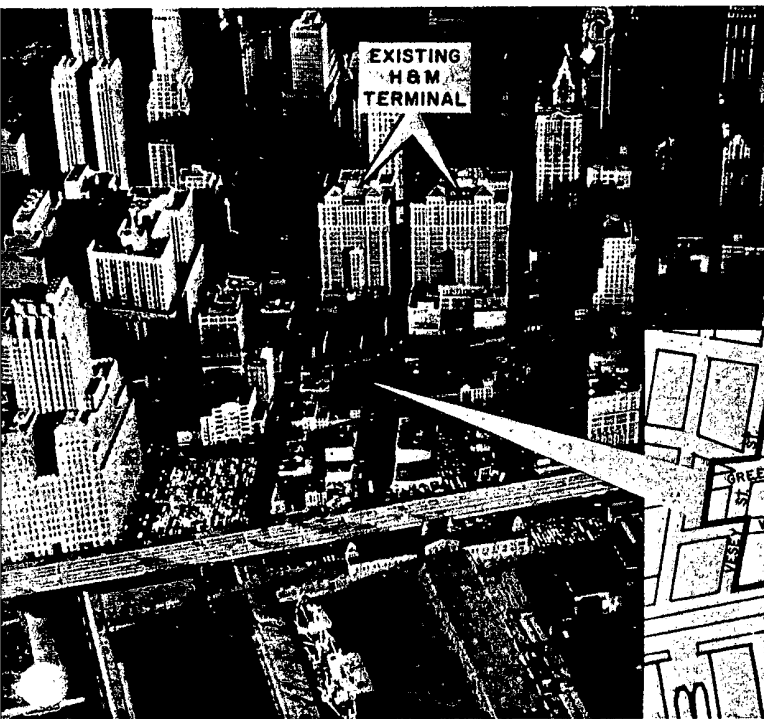
Under the broad heading of World Trade Marketing there comes the pragmatic business of buying and selling of goods. The original study indicated that this basic function can best be served by a concept that would not only provide for offices needed for the routine mechanics of international trade but for permanent exhibition of

goods adjacent to regular offices. Product display is not a new concept; what will be extraordinary in this Center, however, is that the spatial requirements of individual firms for office and permanent exhibition areas, side by side, would be given an unusual degree of recognition. For example, special structural provisions would be made for manufacturers of tall, heavy products by planning two-story open spaces on floors capable of holding great weight. Other floors would be constructed with special types of commodities in mind while many others would be suited for conventionally sized merchandise.

Such year-around exhibits of United States-made products would undoubtedly attract buyers from all corners of the globe. A buyer, for example, could view a massive automatic computer, fully assembled; a powerful bulldozer; a towering yacht; or any of the countless other pieces of equipment and merchandise that are routinely shipped via the New York-New Jersey Port. After inspecting the product, he could sit down in a modern,



At left: Site of World Trade Center on west side of Lower Manhattan is ideally situated with respect to transportation. Port Authority will coordinate World Trade Center Project with massive modernization of Hudson and Manhattan Railroad, including demolition of existing H&M terminal buildings as shown. Above: Model of World Trade Center shows site in relation to Battery (top), City Hall Park (bottom, center) and Hudson River. Buildings shown for Center are conceptual in nature and merely suggest one possible architectural solution.



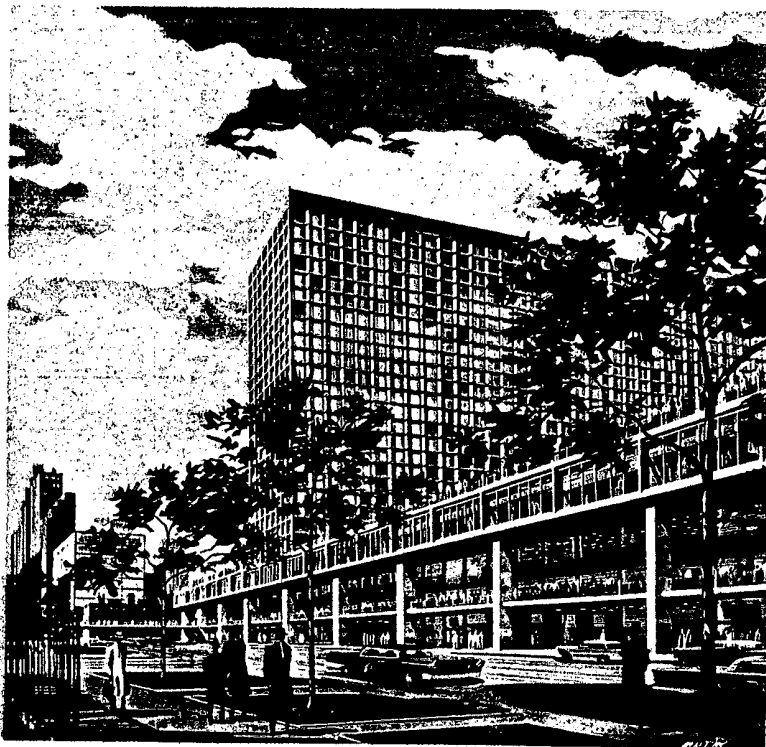
comfortable and quiet office to discuss the purchase. Financial and shipping arrangements could also be made in another part of the Center.

Multiplied many thousands of times by other visitors from overseas, this buyer's inspection and purchase would materially affect the outflow of U.S. goods, an objective of the current national export expansion program that will grow, not diminish, in intensity during the years to come.

Such stimulation would not be one-way, for products of other lands would certainly be on display. New York is the mecca of buyers from all the 50 states, Canada and Mexico. If such a permanent, centralized exhibit area as the World Trade Center existed, increased purchases by buyers from the United States and neighboring countries would expand significantly U.S. imports from nations represented in the Center's combined office-exhibit building.

The marketing function would be housed in a World Trade Mart. Others in the building beside the American and foreign manufacturers would be exporters, importers, combination export managers, government purchasing agencies and various establishments that actually sell or buy. Organizations that promote or develop trade would also be in the Mart. Foreign consulates (or their commercial sections), foreign chambers of commerce, trade

Artist's conception of the easterly or Church Street side of the World Trade Center. Pedestrians will have their own level (see sketch, page 5), one above the street; those on foot will also have special bridges on the east, north and south sides of the Center enabling them to reach the pedestrian level conveniently from the street.



associations and various regional groups from throughout the United States would find it particularly to their advantage to locate in the Mart.

The World Trade Information Service would be in the lobby of the Mart where information and linguistic specialists would be stationed to greet visitors, guide them and make necessary introductions. Federal, state, city and Port Authority information bureaus would be available in the Mart as would a World Trade Library and a World Trade Information Exchange. The latter would tie in closely with exhibits on the upper floors of the Mart. Personnel of the information service would be expected to answer inquiries ranging from the prosaic to the complex—from where a certain firm is located to the potential number of buyers for refrigerators in a lesser-developed nation.

The information service would be all inclusive, a clearing house for international trade information that would centralize fragmented sources, improving the availability of existing services rather than competing with established informational programs.

On the top floors of the World Trade Mart, preliminary plans call for a hotel of about 350 rooms, many of which will offer a superb vista of New York Harbor and beyond to the Atlantic.

Until 20 to 30 years ago, the foreign consulates were located in Lower Manhattan, near the steamship lines, forwarders and exporters associated with their traditional role. Of 90 in Manhattan, only a few remain in the area around the Custom House. Regrouping of at least some consulate personnel from each nation in the World Trade Mart would not only enable them to carry out important trade development responsibilities they may have, it would speed export shipments by permitting document validation to be accomplished conveniently and quickly. Forwarders' problems with documentation would be eliminated for the most part. The time and money lost by meandering messengers, who now trek from one consulate to another in scattered locations, would be stopped.

Consulate participation in the Center is closely allied to the World Trade Services function, which the Center will offer to international trade and traders. For this function will encompass a vast streamlining and simplification of the administrative processing of cargo through the New York-New Jersey Port. In essence, the tempo of the entire port would be increased by centralizing and streamlining the presently dispersed cargo-clearing machinery of the colossus that is America's greatest port.

The most obvious need for such streamlining exists in offices of the U.S. Custom Service that are responsible for the enforcement of laws relating to goods moving into or out of the country. In particular, the physical separation of the Custom House from the Appraiser's Stores should be changed. The Custom House at the foot of Lower Broadway is more than one and a half miles from

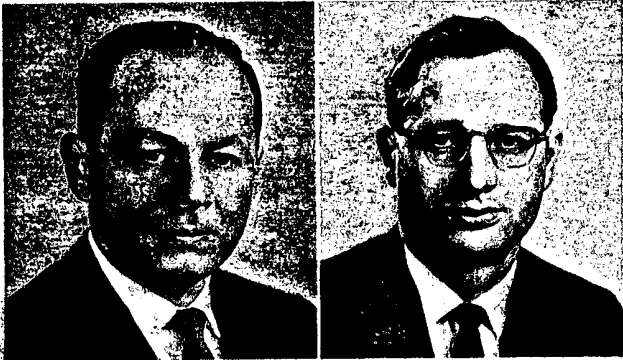
the Appraiser's Stores—both accommodate operations necessary to the documentation and clearance of all import shipments arriving at the Port of New York. Consequently, there is virtually a continuous exchange of papers between the two establishments by government personnel and custom brokers. The flow bogs down at times. Separation creates problems and errors that take hours and sometimes days to clarify. Thus, location within the World Trade Center of all customs clearance facilities in Manhattan is fundamental to any contribution the Center would make towards expediting cargoes.

Customs personnel and other U.S. government agencies directly concerned with freight would be located in a building to be known as the World Commerce Exchange. Offices of all freight carriers, customs brokers, forwarders and commodity brokers would be centralized here also. Commodity exchanges may be situated on the concourse below this structure.

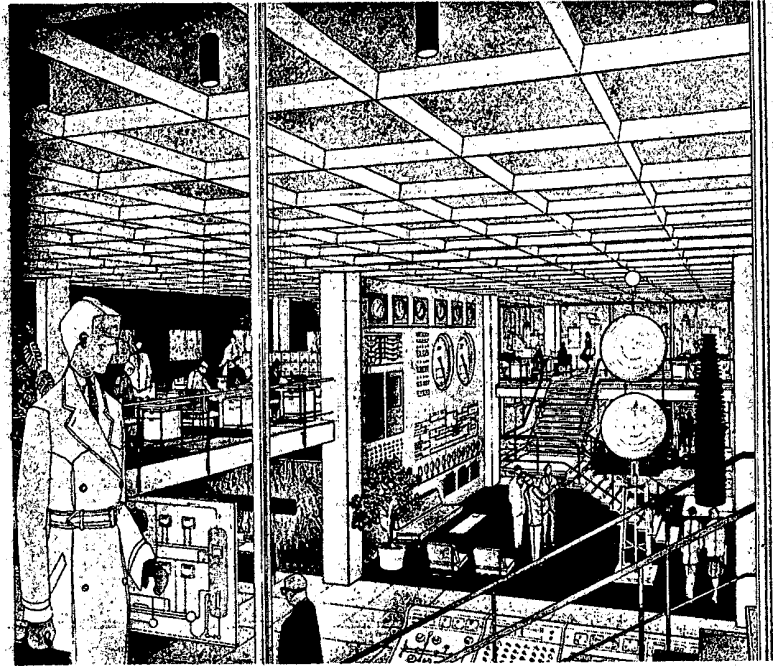
Current plans call for a third building that would provide convenient office space for two important ancillary services—marine insurance, foreign departments of U.S. banks and branches of banks from other nations, Management consultants, publications, advertising and public relations firms—all in the international trade field—would also be accommodated in this structure.

Intensive activity on the initial planning and organizational phases of the fabulous World Trade Center is in progress under Guy F. Tozzoli and Richard C. Sullivan, who were recently named by the Port Authority as director and deputy director, respectively, of the newly formed World Trade Department.

The new west side site for the Center, adjacent to the traditional core of world trade activity in Lower Manhattan which today serves most of the international commerce handled on both the New York and New Jersey sides of the harbor, is ideally situated to achieve the stated objectives of the World Trade Center. The Center, by amalgamating the participating segments of the port's international trade community, will be both a constructive symbol of the port's leadership and of utmost practical benefit to shippers of America and the Free World.



Director Guy F. Tozzoli (left) and Deputy Director Richard C. Sullivan head Port Authority's new World Trade Department.



One major function of the World Trade Mart would be to house exhibits of American firms as well as those from other nations. Design concept illustrated in sketch stresses availability of such space in one-floor or two-floor units. Large, heavy objects up to 20 feet in height could be displayed in two-story area; mezzanines could be utilized for offices or viewing of exhibits. Displays would be among World Trade Center's stimuli to generate increased exports and imports for the New York-New Jersey Port.

Additional information on services and facilities of the World Trade Center may be obtained by writing to: Richard C. Sullivan, Room 1558, The Port of New York Authority, 111 Eighth Avenue, New York 11, New York. Mr. Sullivan, recently named deputy director of the newly formed World Trade Department, will also serve as director of the World Trade Center.

Preliminary World Trade Center studies contemplate a multi-level Concourse which would extend from Church Street to the Hudson River. Aesthetically pleasing treatment of plaza areas would enhance views of the Center for pedestrians. Concourse arrangement would make the attractive settings safe as well as pleasant.

