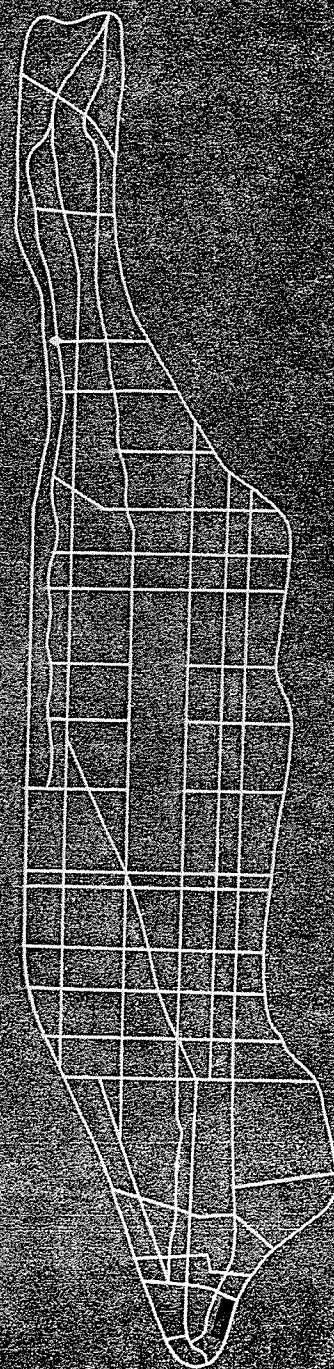


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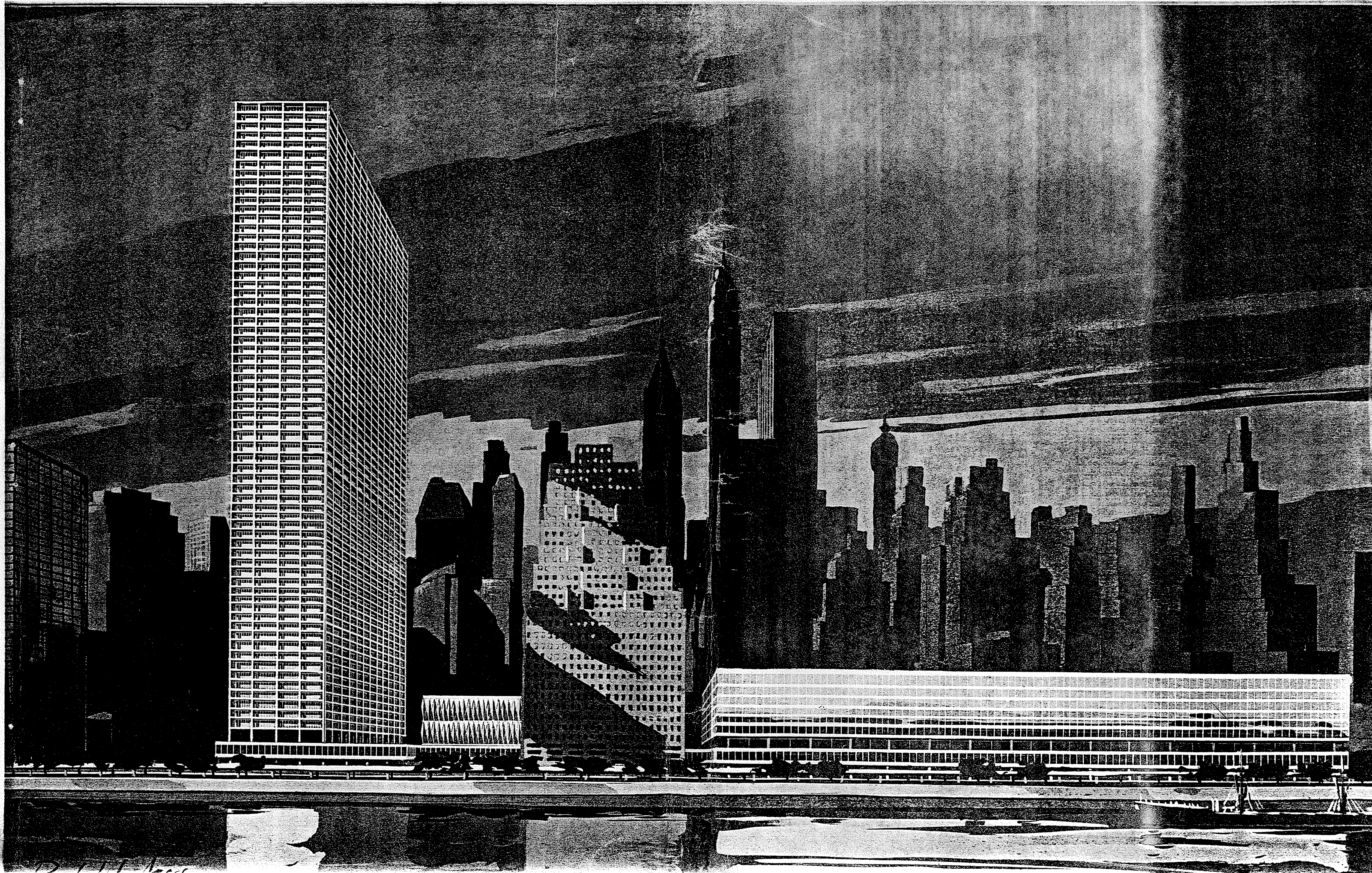


WORLD TRADE CENTER

A PROPOSAL
FOR THE PORT OF NEW YORK

LIBRARY
SKIDMORE OWINGS & MERRILL
400 PARK AVENUE
NEW YORK, N.Y. 10022

DOVINTOWN LOWER MANHATTAN ASSOCIATION, INC



To: The Honorable Nelson A. Rockefeller, Governor of the State of New York
The Honorable Robert B. Meyner, Governor of the State of New Jersey, and
The Honorable Robert F. Wagner, Mayor of the City of New York

In its First Report, submitted to the Mayor of the City of New York on October 14, 1958, the Downtown-Lower Manhattan Association proposed a broad redevelopment program for downtown New York in the area extending south to the Battery from Canal Street, west of Broadway, and from Chambers Street and the Brooklyn Bridge, east of Broadway. The favorable reception accorded that report and the developments stemming from it have encouraged us to continue our studies in an effort to make definitive and constructive proposals for the comprehensive program.

The Port of New York is a primary source of commerce and business which underlies the prosperity of the whole Port District of New York and northern New Jersey. With the aid of Skidmore, Owings and Merrill, who also served as planning consultants for our First Report, a proposal has been developed which we believe will assure the continued pre-eminence of the whole Port District and at the same time help to meet a growing need in the broad field of expanding and highly competitive international commerce. A report outlining the basic pattern of this proposal together with illustrative and schematic renderings of one plan by which a redevelopment project might be implemented, is submitted for your consideration.

In the Port Compact of 1921 the States of New York and New Jersey pledged "faithful cooperation in the future planning and development of the Port of New York." In that Treaty they agreed that "a better coordination of the facilities of commerce in, about and through the Port of New York, will result in great economies, benefiting the nation, as well as the States of New York and New Jersey." Under this Treaty the two States created The Port of New York Authority which went forward with the development of marine and inland terminals, airports, bridges and tunnels on a regional basis. The two States have thus joined forces for the promotion and continued development of the flow of their commerce, the import and export trade that is the foundation of business and jobs on both sides of the Hudson River.

The Port of New York Authority thus has the prime responsibility for the promotion and development of the commerce of the Port of New York. Therefore, we recommend that this established bi-state agency be requested to make further intensive and detailed studies and to bring together the agencies of government and business whose coordinated effort and participation is essential to the development of a World Trade Center. The objective of such studies would be the submission of recommendations for the planning, financing, and activation of a World Trade Center within the Port District.

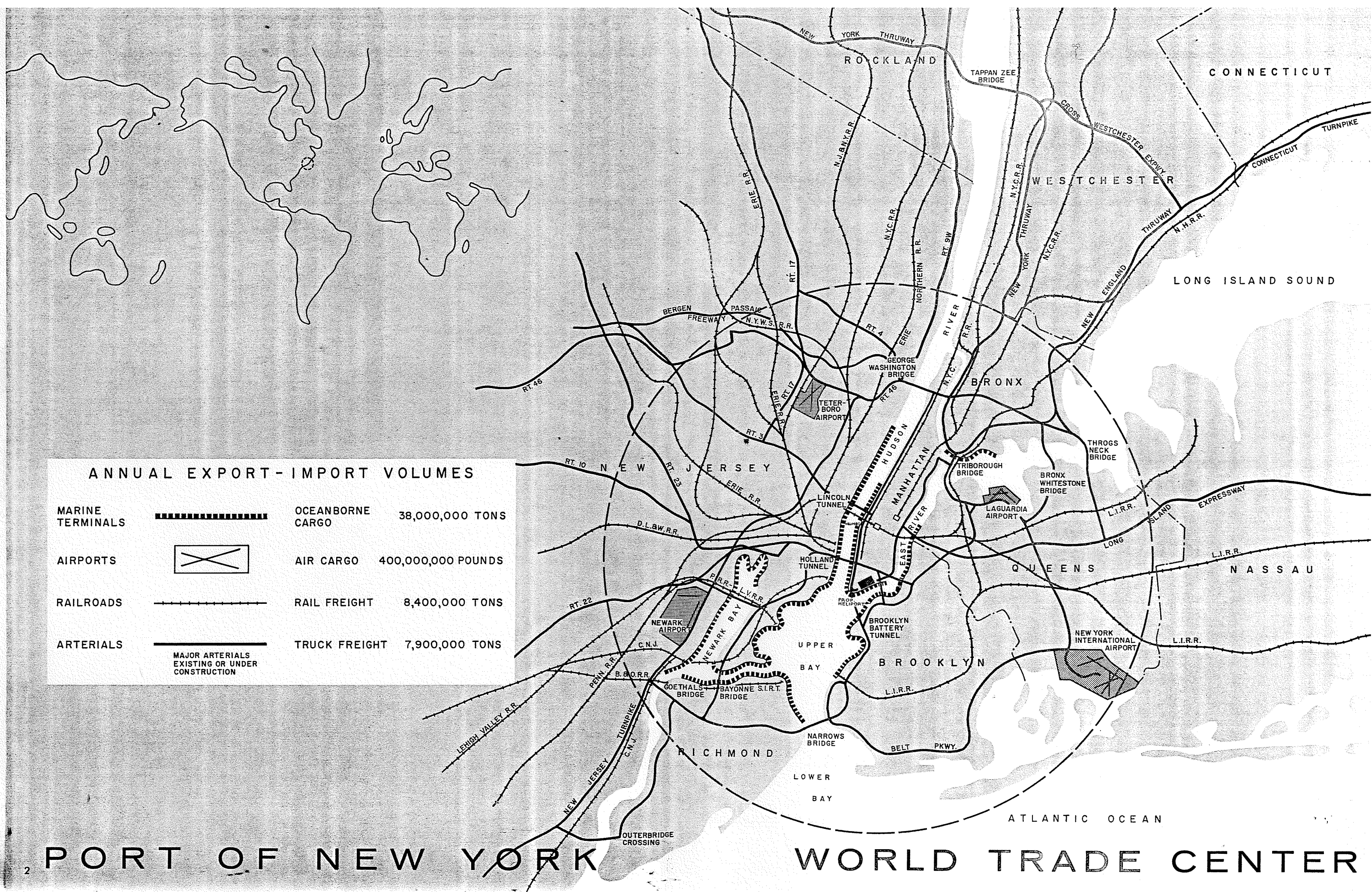
In transmitting this report, the Downtown-Lower Manhattan Association is prepared to be of further help in any way you may deem appropriate.

Yours very sincerely,

DAVID ROCKEFELLER, *Chairman*

JOHN D. BUTT, *President*

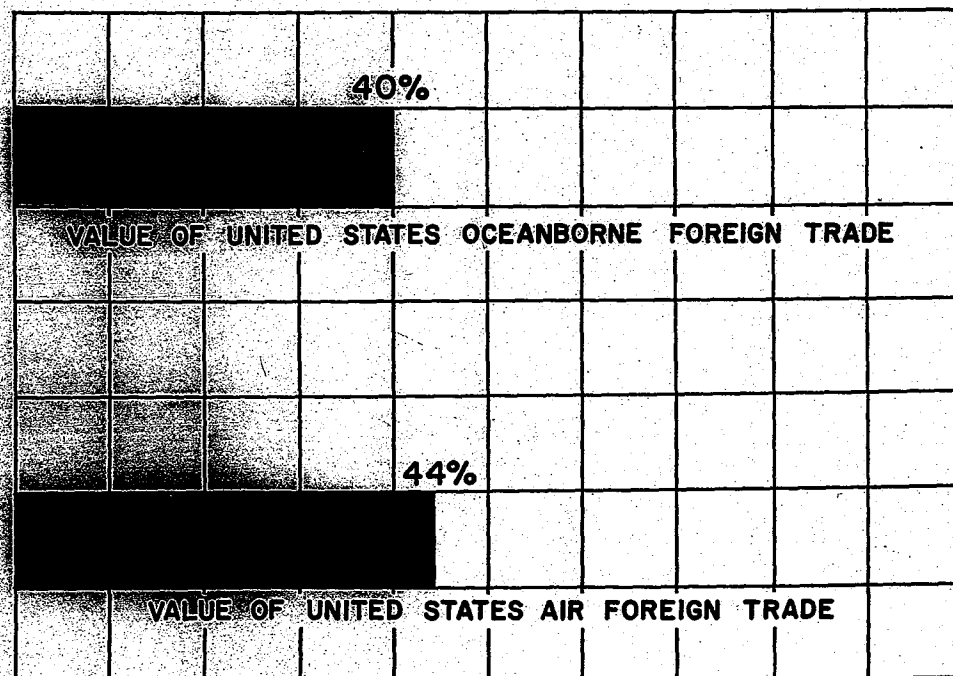
January 27, 1960



PORT OF NEW YORK

WORLD TRADE CENTER

THROUGH THE PORT OF NEW YORK



FOREWORD

This report outlines a project for developing a World Trade Center in the heart of the Port District. Illustrating the text are architectural concepts of the physical form this project might assume. The report also contains recommendations for further studies which could provide the foundation for a workable plan under the proper auspices.

Today, the world stands on the brink of a boom in international trade. In a jet age that shrinks the globe, the exchange of new goods — much of it the product of postwar technology — promises to help raise the living standards of the people of many nations.

The challenge — and the opportunities — are immense. To realize its role in the new era dawning for overseas trade and finance, this country must marshal its resources. One primary step in this direction would be to establish a single center, planned and equipped to serve that vital purpose.

As the nation's leading port, the Port of New York is the natural headquarters for such a center. Its established inland, marine and air terminal facilities, its transportation and communications network, its financial and business leadership and its natural appeal make the Port District of New York and northern New Jersey a logical and practicable base for a headquarters to assure the expanding role of our country in international trade.

The closely knit shipping and financial district of lower Manhattan houses an unrivalled concentration of resources and facilities essential for international trade and development. It is in effect a central force that promotes and develops the flow of commerce across the piers onto the rail tracks, highways and waterways, and into and out of the plants and factories on both sides of the harbor. Within a few short blocks are concentrated the corporate offices of the world-wide shipping industry of both American and foreign ownership, the marine insurance companies, the admiralty firms, other port industries and the head offices of many leading commercial banks. These banks already arrange for and service the bulk of United States foreign trade. In this compact area also are found the largest security and commodity exchanges, brokerage firms, the New York Clearing House and the Federal Reserve Bank of New York.

Here indeed is the vital core of facilities and services essential to the smooth functioning of a nerve center for international trade, its promotion and continued development. The report which follows describes such a nerve center, including as its two main structures an imposing World Trade Mart and a commerce office-hotel building rising from an elevated platform several blocks long, providing convenient accessibility to the entire area.

Benefits from such a global-g geared center would fan out far beyond the bi-state Port of New York to every American farm and factory sending its products abroad, as well as to similar foreign interests trading with our nation — in the language of the Port Treaty of 1921, "benefiting the nation, as well as the States of New York and New Jersey."



I. INTRODUCTION

For several months the Downtown-Lower Manhattan Association has been studying the possibility of establishing a World Trade Center in the Port of New York. In carrying out this study, it reviewed previous proposals for expanding international trade activities in the New York-New Jersey Port. Visits were made to world trade centers in New Orleans, Boston and Chicago. McKinsey & Co., management consultants, conducted a preliminary analysis of the need for such a Center. Individual comments and suggestions were invited from a number of people and organizations.

A Center, such as that contemplated in this report, would involve the construction of buildings with floor space which ultimately might total 5,000,000 to 6,000,000 square feet. In this Center, space would be provided for trade activities and information, permanent displays and sales offices for exporters and importers, and services including a multi-lingual stenographic pool and an international commerce library. The Center would include space for banking houses, brokerage firms, government agencies, and hotel accommodations for traders and shippers and businessmen of the world, a world trade club, and conference and meeting rooms. Provision could also be made to accommodate a central securities market place. Details of the proposed varied facilities and services are set forth later in this report.

The Downtown-Lower Manhattan Association is convinced both of the need and the practicability of such a World Trade Center in the heart of the Port of New York. It is, therefore, submitting the following information and recommendations.

II. IMPORTANCE OF WORLD TRADE CENTER

A. National and International

A well-developed World Trade Center in the Port District would assist immensely in servicing the constantly increasing volume of international commerce.

The activities of international trade are widely diversified. Many organizations, both governmental and private, and many corporations conduct highly-organized programs designed to maintain and strengthen the position of the Port of New York as well as international trade for the entire country. This Port District is the obvious location for setting up a center which will benefit not only the areas concerned but also become the working symbol of America's leadership in international economic progress and trade.

United States investments abroad already total well over \$40 billion. Combined sales from exports and from overseas operations of United States companies today run at an annual rate of \$50 billion. More than half of this nation's financing of import-export operations is handled by New York banks. Economists agree that the next ten years will see an enormous expansion of world-wide trade and of production abroad. The majority predict that the volume of this trade for the United States alone will double within the next ten to twelve years.

The effective coordination of this economic expansion depends upon the use of all appropriate agencies and facilities.

B. For the City of New York and the New Jersey-New York Metropolitan Region

As the leading port of the United States, the Port of New York stands at the crossroads of the western world. To the extent that corporate offices and businesses are attracted to this nucleus, employment throughout this metropolitan area of over 13,000,000 people is boosted, the taxing capacity of both states and the counties and municipalities of this port area is improved, and the purchasing power of countless people is expanded.

All too often the Port of New York is thought of merely in terms of its maritime facilities and traffic. As the term is used in this report, however, the Port of New York represents a much broader concept involving water traffic (overseas, coastal, intercoastal and inland), air transport facilities, and ground transportation (rail and truck), with its numerous terminals. Each of these is an important adjunct not only to the business of the New York-northern New Jersey metropolitan area but also to the economic prosperity of the States of New York and New Jersey and the nation. These activities, furthermore, comprise the most important transportation and communications complex in the world.

The water transportation facilities of the New York-New Jersey Port stagger the imagination. One hundred and forty million tons of cargo each year move into, out of and through the harbor. The cargoes include every type of commodity exchanged between the United States and the rest of the world. The operation of the harbor facilities directly affects every business and every wage earner in an area of some 1,500 square miles within the States of New York and New Jersey. This area fans out within a 25-mile radius from the Statue of Liberty and comprises 200 municipalities with a population of over 13,000,000 people.

Inside this area the harbor operation provides economic support for about 3,120,000 people — one out of every four in the Port District. Jobs provide approximately \$2,100,000,000 in yearly wages — also one-fourth of the area's total. A key factor is the vast tonnage of general cargo handled through the Port of New York, supporting every conceivable type of business and industrial activity.

In addition, the Port of New York's position as an international center is strengthened by the passenger and cargo traffic at its three major airports — New York International, LaGuardia and Newark. Some 33,400 people, earning \$229,000,000 a year, presently are employed at these airports and increases are inevitable. (Airport operation is now the largest industrial operation in Queens County.) In 1959 these air terminals handled 15,500,000 passengers, 400,000,000 pounds of air cargo and 117,000,000 pounds of air mail. This represents a tremendous contribution to the continuing prosperity of the region.

Distribution facilities at the Port of New York are extremely significant both to New York and to New Jersey. The operation of railroads into and out of the Port, because of the enormous rail tonnage handled (68,700,000 tons in 1957), exerts an impact on the business and industrial activities of both states. The expanding network of modern highways adds greatly to the services available here. The New Jersey Turnpike and the New York Thruway, for example, provide fast transport between the Port and the remainder of New Jersey and New York and are linked to the Interstate Highway System and other expressways serving the entire nation. The Port, in short, is the hub of regional and national commerce and transportation. Its trade and commerce are increasing. The Port's carefully planned expansion promotion and development are therefore clearly essential to the continued and growing prosperity of the entire metropolitan area, and the States of New Jersey and New York.

C. For Participating Business

The proposed World Trade Center would act as a magnet to attract both business interests and government agencies of the United States and other countries. The Center would offer all the facilities required by these businesses and governmental agencies for communications, meetings and other activities. Thus, for a company engaged in international enterprise the Center would provide easy access to other companies (both foreign and domestic) and to representatives of nations with which the company does business. In addition, various services needed to facilitate export and import operations would be immediately available.

Today, corporations in the United States are gearing their activities to the increasing flow of capital for investment throughout the free world. This activity encompasses the construction of new plants abroad, distribution of goods on a worldwide basis, and the necessary financing of such facilities and activities. A great World Trade Center in the Port District to help coordinate the developing boom in international trade is vital in this new era in world communications and commerce.

The World Trade Center would offer great advantages, including:

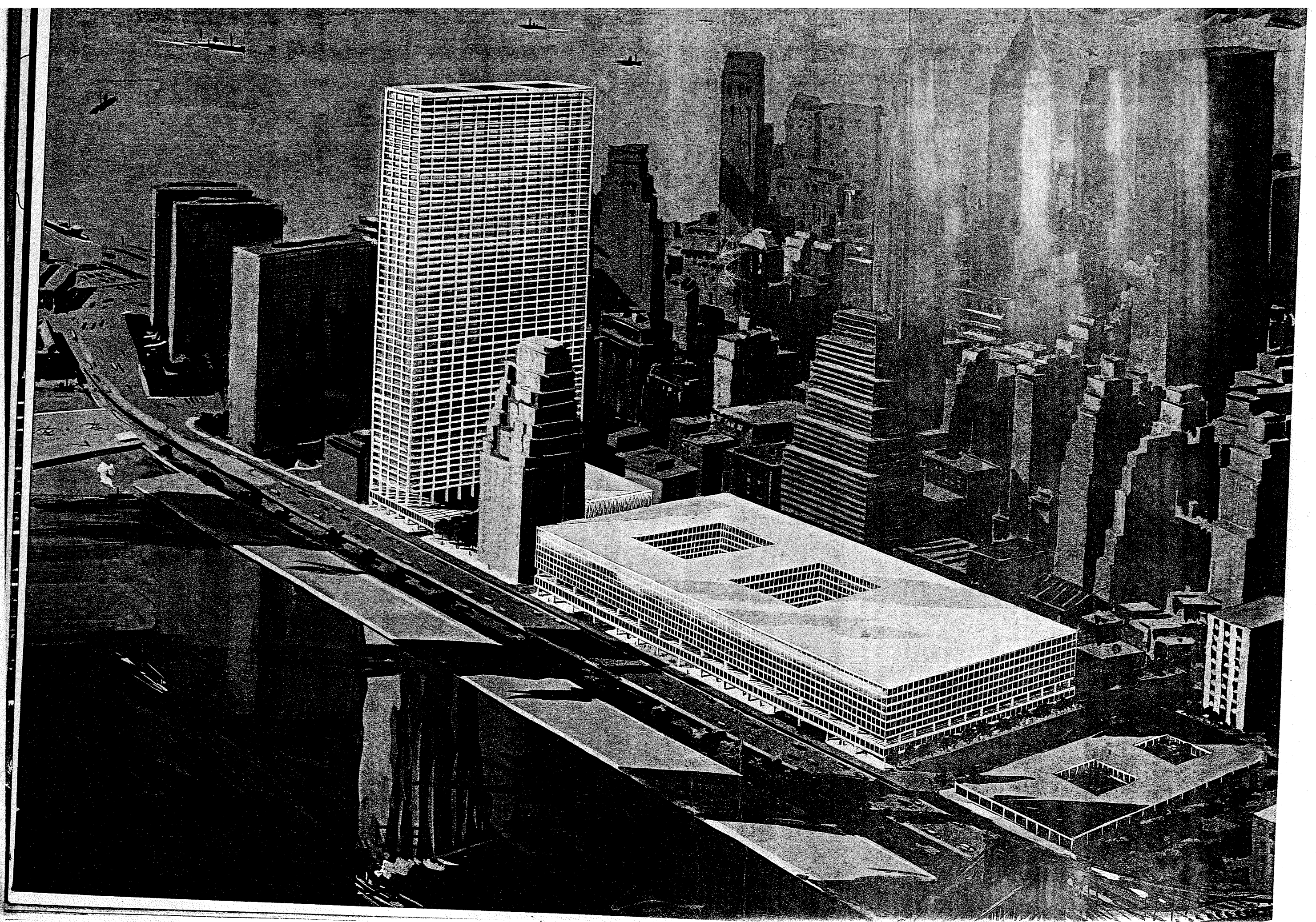
1. The fulfillment of a growing need of American and foreign businessmen — particularly in small and medium-sized companies — for a well organized and integrated Center providing facilities for practical support for export and import trade.
2. Provision of a general meeting place for United States and foreign businessmen. As one international trade expert puts it: "There is almost a complete lack of understanding and coordination between the production and consumption areas in the international trade picture." The Center would foster this needed understanding and coordination.
3. Attractive permanent display and sales facilities for import and export goods in one functioning market.
4. Services such as an information and introduction bureau, an international trade and commerce library, a multi-lingual secretarial pool and adequate meeting facilities. These services would contribute to the reputation of the Port as a place where visitors receive helpful and friendly consideration.

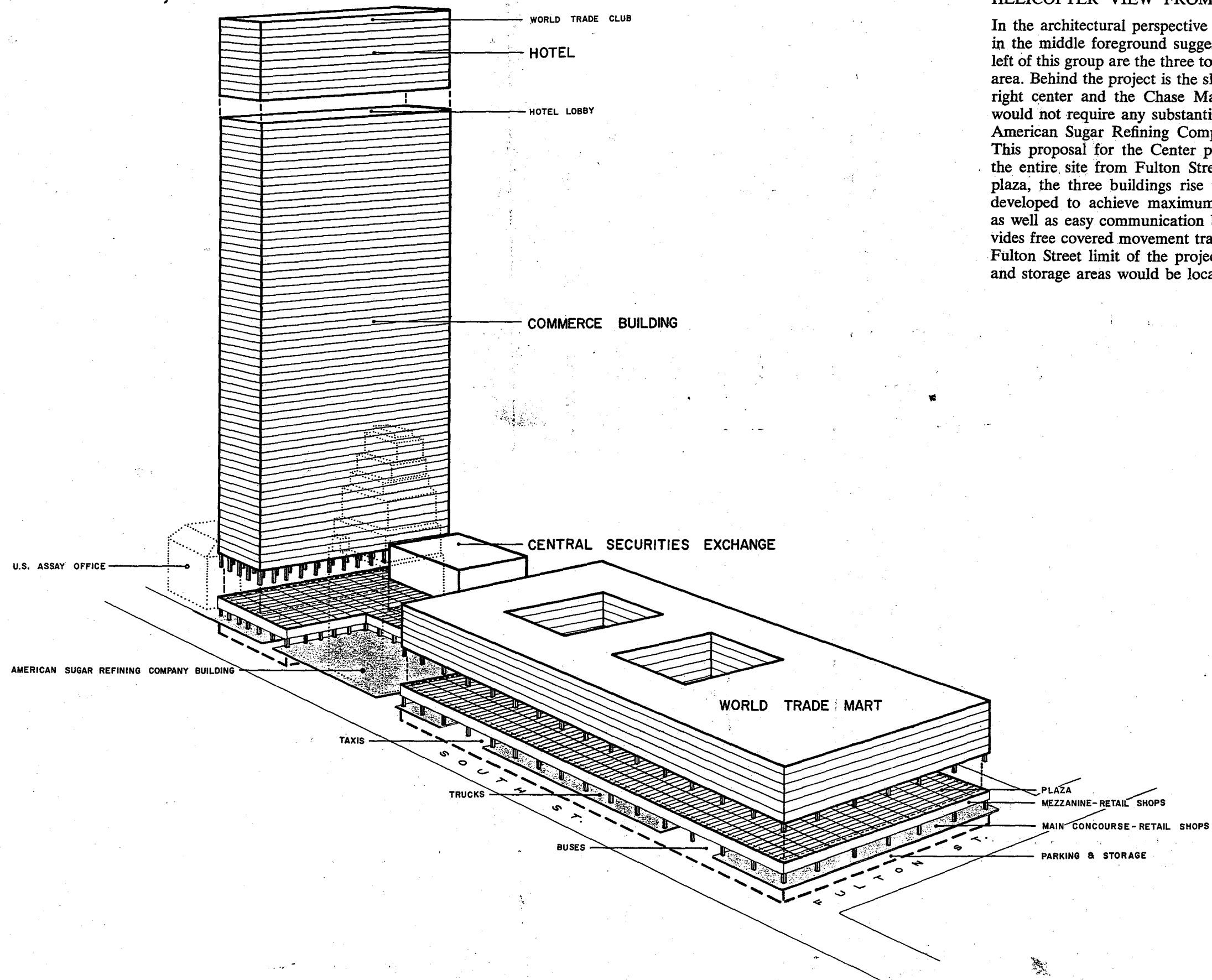
III. SUMMARY

The World Trade Center should be organized and operated to provide within a concentrated area the services and facilities needed to expedite business through the Port of New York. Ready access to financial, shipping, insurance, supply and informational resources is essential to accomplish this vital objective. With respect to any portions of the World Trade Center which, it might be found after study, should in the public interest be financed and developed under public auspices, it is assumed that consideration would be given in the study of the extent to which the City might receive payments in lieu of taxes under some fair and reasonable arrangement.

In addition to its commercial aspects, the Center would fulfill a broader function. It would serve as an instrument to further the cooperation of the business communities of the free world in the financing and conduct of worldwide trade and industrial development.

IV. THE PROPOSAL

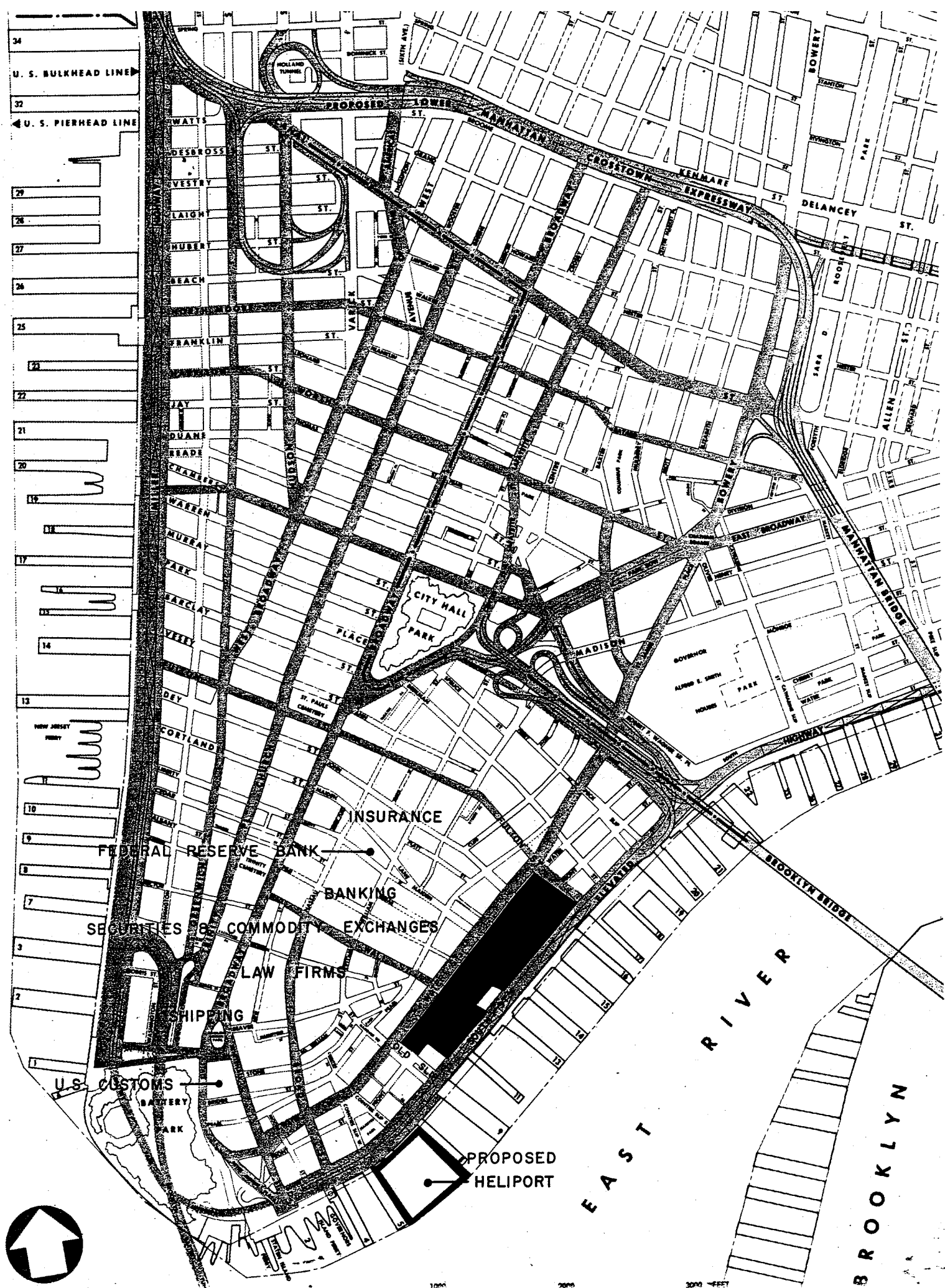




HELICOPTER VIEW FROM ABOVE BROOKLYN BRIDGE

In the architectural perspective on the opposite page the lightly shaded group of buildings in the middle foreground suggests a possible solution for the World Trade Center. To the left of this group are the three towers of the housing previously proposed for the Battery Park area. Behind the project is the skyline of the financial district including 80 Pine Street in the right center and the Chase Manhattan Building at the upper right. The plan illustrated would not require any substantial alteration of either the United States Assay Office or the American Sugar Refining Company Building.

This proposal for the Center provides a continuous two-story base above grade covering the entire site from Fulton Street to Old Slip. The top of the base serves as an elevated plaza, the three buildings rise through it. The Main Concourse at street level would be developed to achieve maximum vehicular and pedestrian access to these three buildings as well as easy communication between them. A major shopping arcade of two levels provides free covered movement transversely from the Wall Street area of the Concourse to the Fulton Street limit of the project. Additional supporting facilities such as parking garages and storage areas would be located in the one underground level.



IV. THE PROPOSAL

The basic physical pattern of a World Trade Center is summarized as follows:

A. SITE

Many aspects of the site problem were studied. The Association believes that the outstanding location for the World Trade Center would be an area of 13½ acres of land in downtown Manhattan bounded by Water Street on the west, Fulton Street on the north, South Street on the east, and Old Slip on the south, excluding the U. S. Assay Office and the 120 Wall Street Building. This site is recommended for the following reasons:

CONVENIENCE . . . The suggested site is within 5 to 8 minutes' walking distance of all points in the central and traditional commercial, banking and maritime district of lower Manhattan. This concentration of banking, insurance, forwarding, brokerage, and shipping is of critical importance to the generation and support of international trade in the New York-New Jersey Port District and the nation.

ACCESS . . . Access to the proposed World Trade Center would be convenient from all parts of the metropolitan area. From the north (midtown) vehicular access would be by the East River Drive, Front Street, and Water Street (which is being widened to 90 feet); from the south, the Brooklyn-Battery Tunnel; from the east, the Brooklyn and Manhattan Bridges; and from New Jersey, the Holland Tunnel and the proposed crosstown elevated highway just north of Canal Street. The new Narrows Bridge will provide future access from points to the south and west of the Port District. Express subway stations on all systems are convenient to the area. Studies of additional bus and other mass transportation facilities are now under way. In addition, plans are well advanced for the construction of a new heliport close to the proposed Center. With the increasing use of jet transportation service at outlying airports, helicopter service from this central business area to the airports will assume much greater importance.

AREA DEVELOPMENT . . . With a few exceptions, the existing buildings on the site are obsolete and deteriorated. Rather than contributing to the economic health of the area and the City they are a drain upon it. The development suggested by this report would put this land back to work for the City in a way which would strengthen the existing functional values in the area and stimulate continued productive growth.

B. BUILDINGS

After reviewing projected space needs for various aspects of the Center, preliminary architectural studies were made by Skidmore, Owings & Merrill. The illustrative plan includes several buildings containing floor space totaling 5 to 6 million square feet. To be successful, the project should be developed as a functionally and architecturally integrated Center.

To this end a practical and imaginative feature of the tentative plan is the tying together of the different elements on a multi-level platform which covers the entire site. This provides maximum vehicular and pedestrian access to, and circulation within, the development. Large areas are available for parking, a shopping arcade, lobbies, exhibits, shops and plazas to serve the people working in the Center. Individual buildings rising above the platform, as well as contiguous structures, enjoy the light and view of an open plan.

It should be emphasized that these renderings are simply an illustrative and schematic concept of a single plan. Many variations of this plan are, of course, possible. The proposed buildings include:

WORLD TRADE MART

This structure would include:

Office and display space for trade activities . . . This includes areas for importers and exporters, freight forwarders, customs and marine insurance brokers, transportation offices for rail, steamship and air cargo companies. In addition, space would be available for the sales display of goods by American and foreign firms. Exhibit space also could be provided for governmental trade missions.

Receiving and storage space for exhibits.

Space for commodity exchanges.

Collateral services such as an introduction and information center — a clearing house to bring together foreign and domestic buyers and sellers — multi-lingual stenographic pool, international trade library, and office facilities for transients.

Restaurants and retail shops.

WORLD TRADE CENTER COMMERCE BUILDING

A fifty to seventy story building would house:

United States and foreign companies operating in the international field.

Banking houses and brokerage firms dealing in international banking and securities markets.

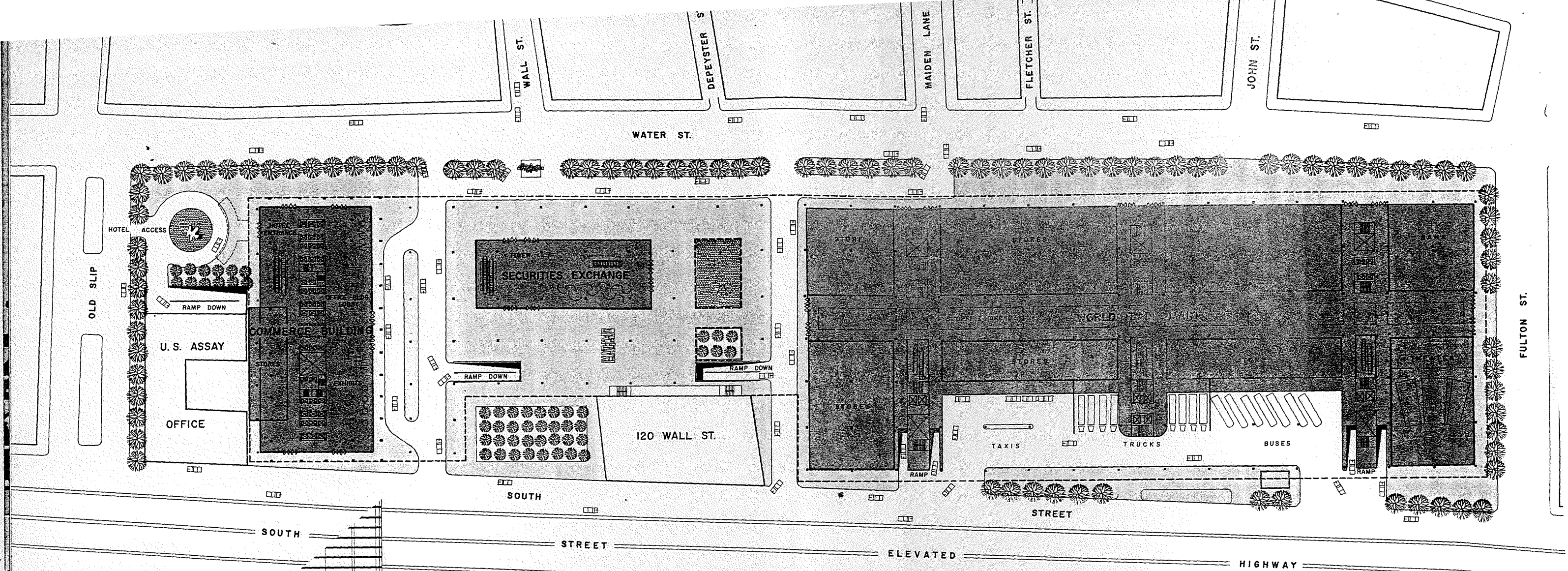
Approximately 10 floors at the top of the building would provide an essential and convenient 500 to 700 room hotel to accommodate shippers, international traders and businessmen of the world. Such a location would command a sweeping view of the Port District and its magnificent, busy harbor.

Facilities for meetings between foreign and American citizens who are engaged in international trade and its allied services would be provided in a world trade club which would occupy two or three upper floors.

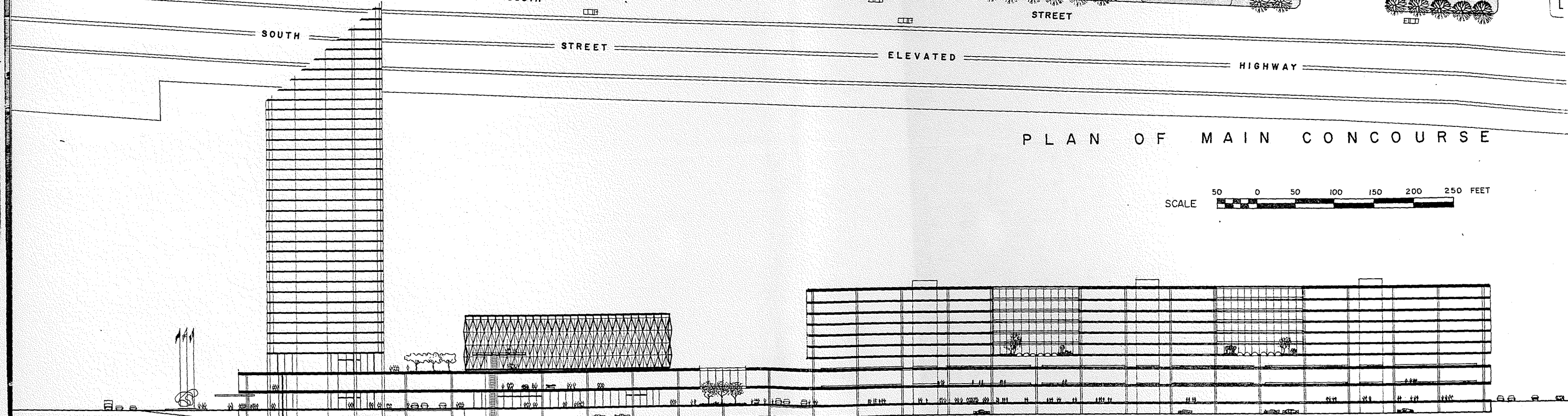
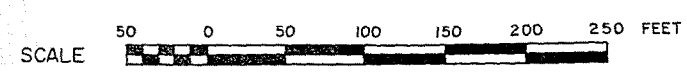
Banquet and flexible meeting and dining facilities would be provided as adjuncts of the club and hotel.

CENTRAL SECURITIES EXCHANGE BUILDING

In the over-all development of the proposed project it appeared important to consider the possibility of providing for a central securities market place. This suggestion has been broached informally to officials of the New York Stock Exchange and they, without making any commitment, indicated a willingness to consider any proposal which might be in the long-range interest of the Exchange. This possibility, while related of course to international trade and the flow of commerce, is typical of the combination of facilities within the center, which would require the cooperative participation of many private interests together with various agencies of government.



PLAN OF MAIN CONCOURSE

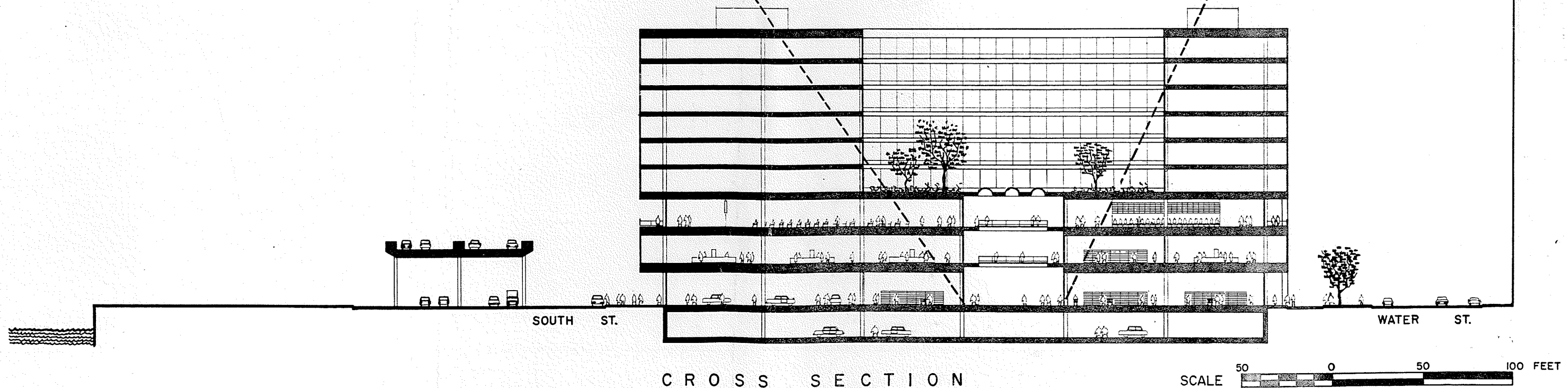


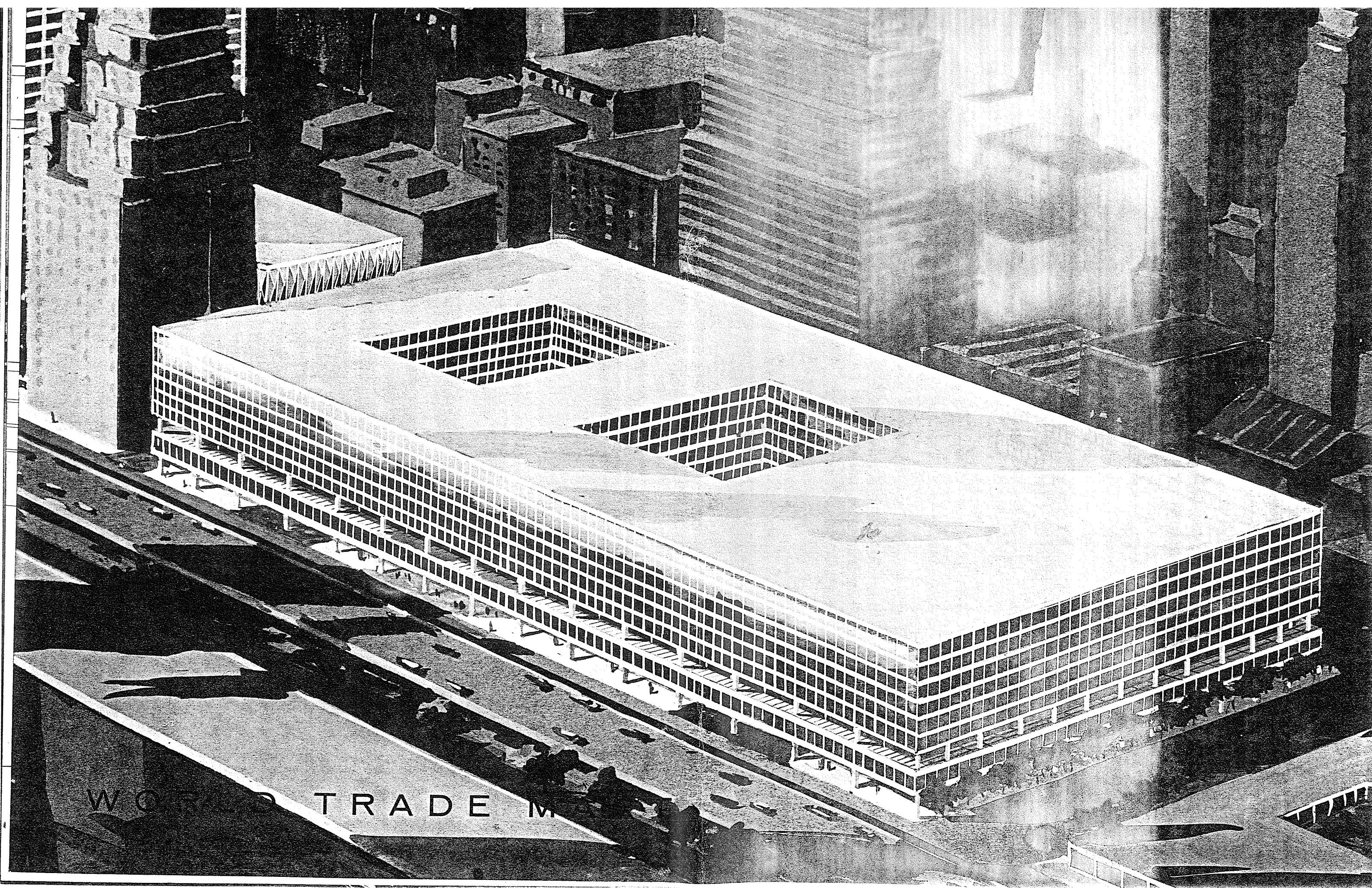
LONGITUDINAL SECTION

← The Main Concourse at street level is particularly planned to facilitate access to the Center. Offsetting of Wall Street and Maiden Lane as they cross the area would accomplish an easy traffic flow and additional off-street approaches parallel to Water and South Streets permit bus, taxi, truck and private car stops with minimum interference to through traffic flow. A 1500-car parking garage underlying the entire project would be served by five ramps.

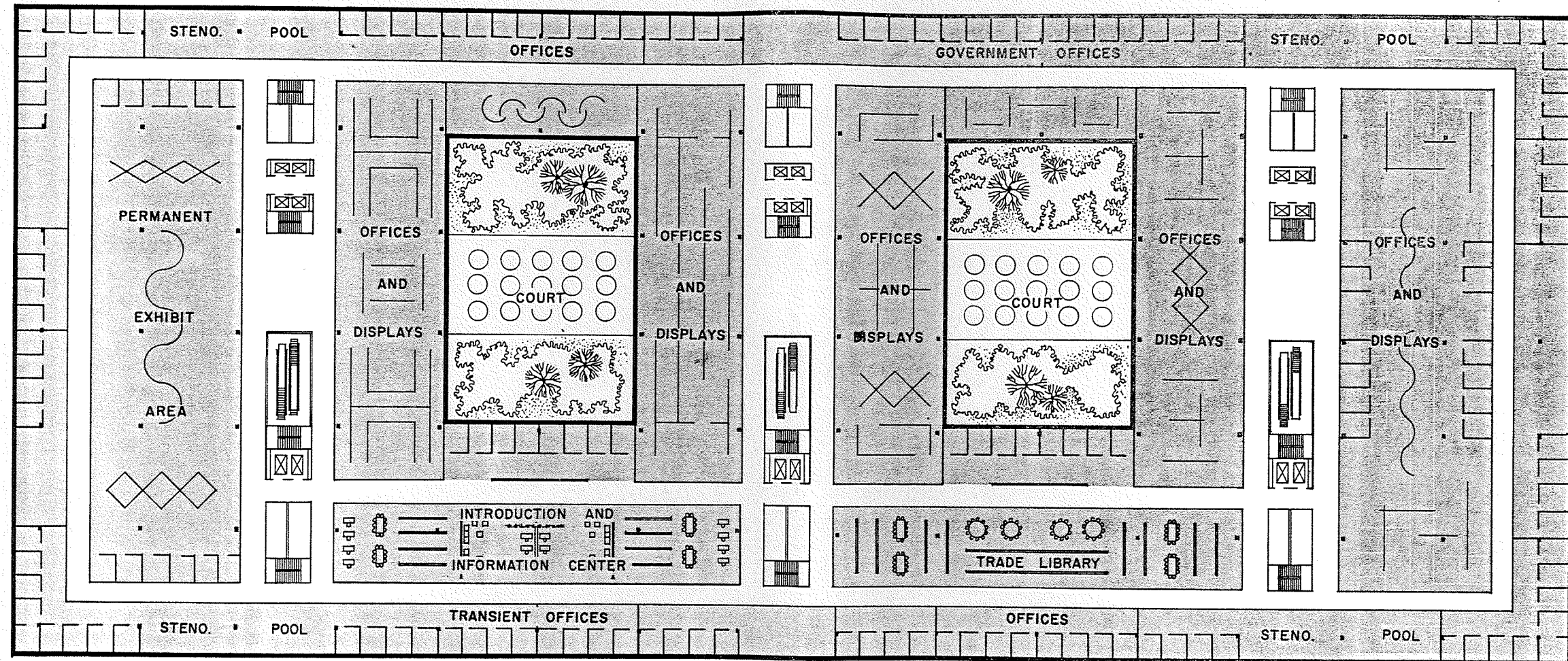


A transverse pedestrian arcade leading from the Wall Street portion of the Concourse to Fulton Street would provide free inside circulation through the project's length. Ample commercial space would also be available along this arcade for the many facilities required to serve the thousands of people working in the Center.



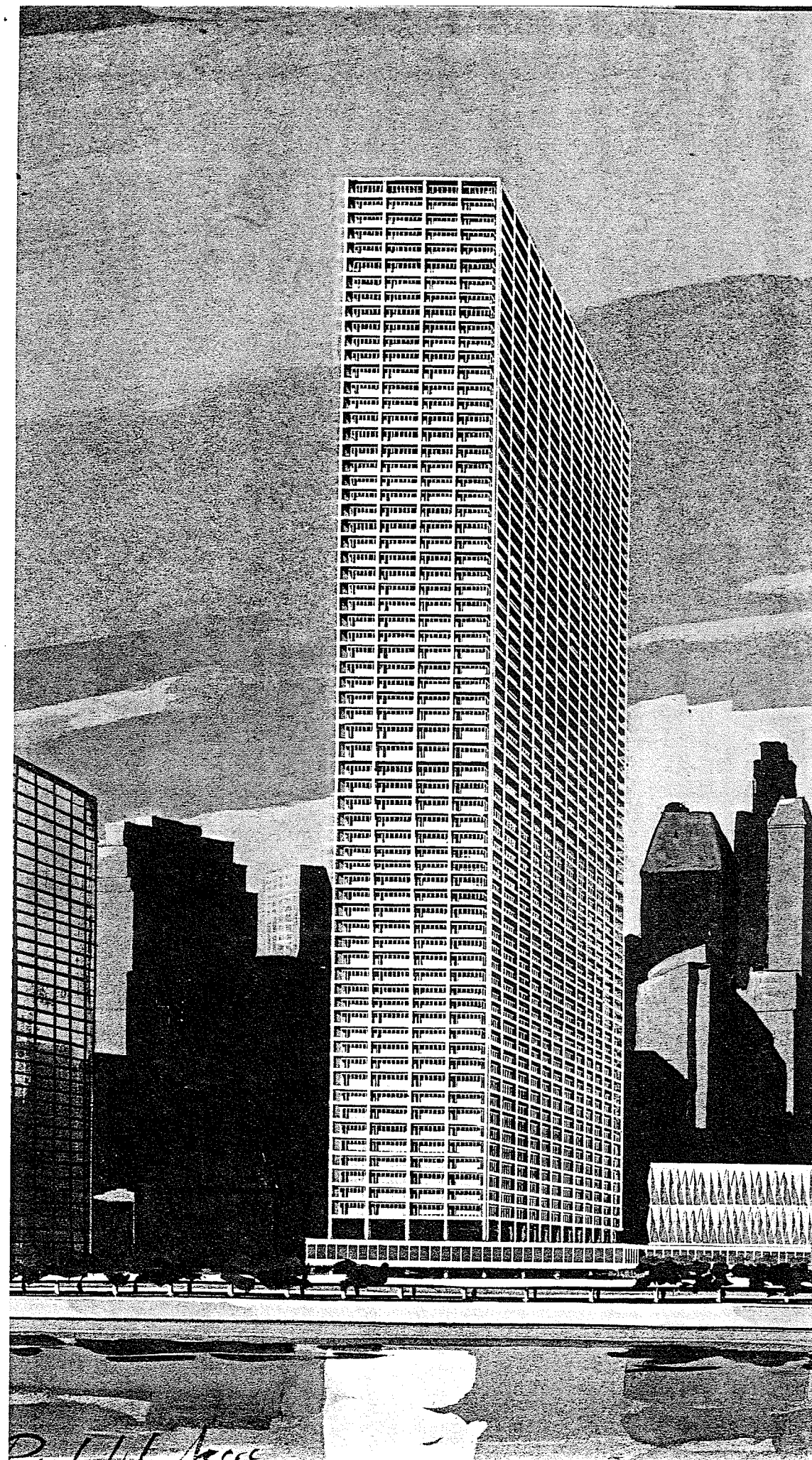


Upper Floor Plan with typical working facilities would include: Introduction and Information Center, multilingual stenographic pool, trade library, display and office space for import-export sales, exhibit areas, offices for transients.



TYPICAL FLOOR PLAN

SCALE 50 0 50 100 150 FEET



WORLD TRADE CLUB
RESTAURANT

HOTEL
500 - 700 ROOMS
REGISTRATION LOBBY

OFFICES

TRADE COMMISSIONS

U.S. AND FOREIGN CORPORATIONS
IN INTERNATIONAL COMMERCE

BANKING HOUSES

BROKERAGE FIRMS

ALLIED ACTIVITIES

CONFERENCE & MEETING ROOMS,
BALLROOMS, RESTAURANTS

INTERNATIONAL EXHIBITS

HOTEL ACCESS - OFFICE ACCESS

PARKING & STORAGE

COMMERCE BUILDING

V. CONCLUSIONS

Interest has been expressed from time to time over the past twenty-five years in the establishment of some type of World Trade Center for the bi-state metropolitan area, but this interest never produced a plan that materialized. In the meantime, trade centers have also been developed in New Orleans, Boston and San Francisco. Trade centers have been developed also in other countries.

Since the development of a Trade Center involves such broad potential benefits to the Port District, it should attract the support of both private enterprise and government. There is a crucial need for further extensive developmental study if practical and workable plans for an actual physical project are to be evolved.

It is appropriate and desirable that a public agency with experience in the planning and development of large and complicated public projects be requested to undertake such a developmental study.

Under the Port Treaty, the States of New Jersey and New York gave to the Port of New York Authority the prime responsibility for promoting and developing the commerce of the Port of New York. The Port Authority therefore carries on a wide program to encourage and protect the flow of exports and imports into and through the Port of New York. The Port Authority is directed by the Port Treaty to undertake the planning of the future development of the trade and commerce of the Port District. The Port Authority is further directed "to make recommendations to the Legislatures of the two States or to the Congress of the United States, based upon study and analysis, for the better conduct of the commerce passing in and through the Port of New York, the increase and improvement of transportation and terminal facilities therein, and the more economical and expeditious handling of such commerce."

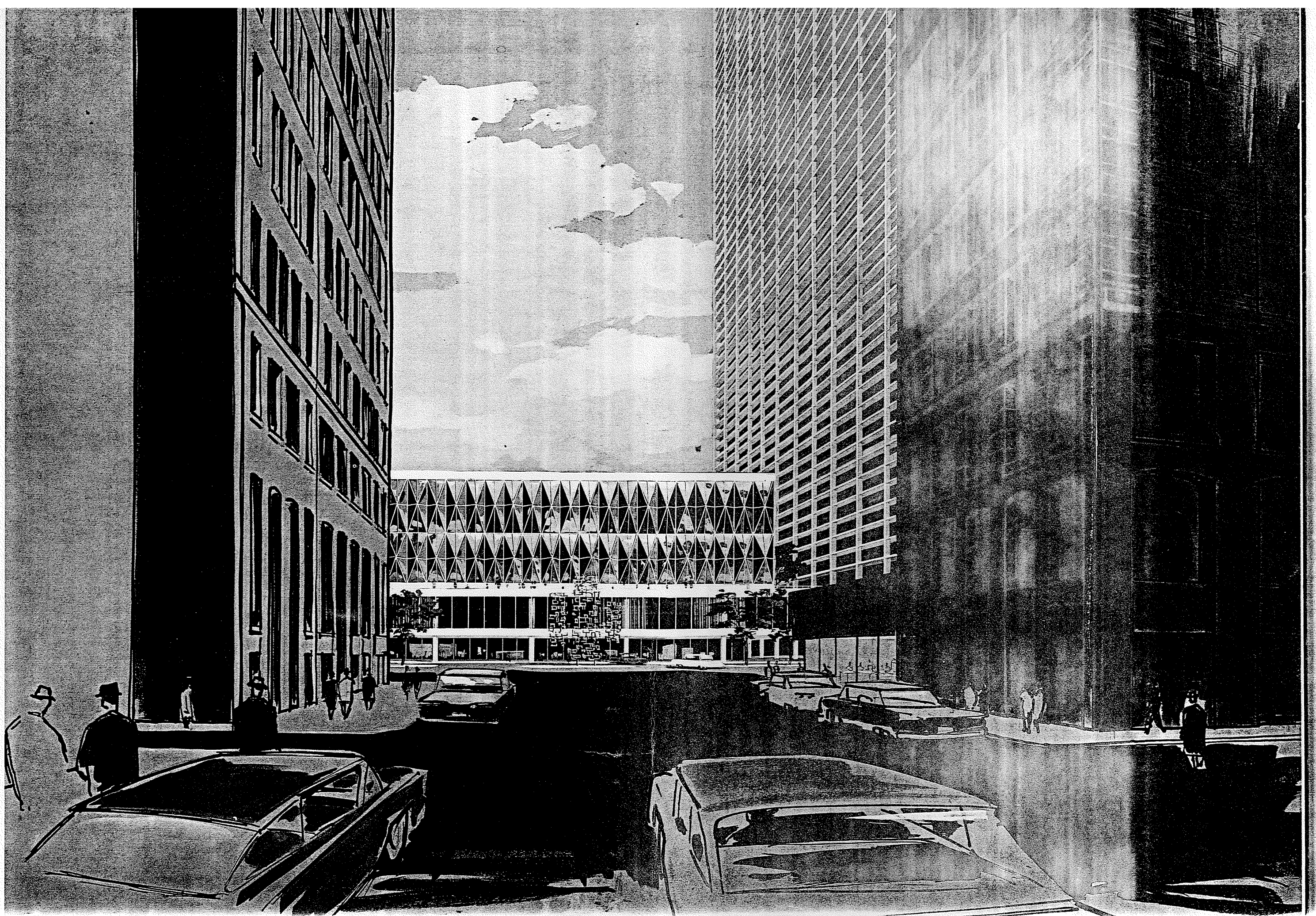
VI. RECOMMENDATION

It is therefore RECOMMENDED:

That the Port of New York Authority be requested to coordinate and make a detailed study of the planning, financing and activation of a World Trade Center within the Port District. In this connection it is recognized that the Port of New York Authority would undoubtedly require the cooperation, indeed perhaps the actual participation, of Federal, State and local government agencies and of business.

It is further recommended that such a study have as its objective the submission of a report containing specific findings and recommendations for the consideration of the Governors and legislatures of the States of New York and New Jersey and of the Mayor and governing bodies of the City of New York.

Opposite is the architect's sketch of the proposed Center looking east near the foot of Wall Street. The broad low building in the center flanked on the right by the Commerce Building might be used to provide office and trading facilities for a central securities exchange, such as the New York Stock Exchange.



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Ralph T. Reed
Howard C. Sheperd

Organization, Membership and Finance

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Isaac B. Grainger
R. Keith Kane
Francis L. Kellogg
James A. McLain
William T. Moore
Charles J. Stewart

Real Estate Committee

John J. Scully, *Chairman*
John Q. Adams
Desmond L. Crawford
Edgar J. Smith
Edmund F. Wagner
Samuel R. Walker
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John L. Cataletto
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Public Relations

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Leslie Davis

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Vice President William Zucker
Vice President Civic Affairs L. Porter Moore
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Harold R. Sleeper
Robert H. Waters

Skidmore, Owings & Merrill, Architects – Engineers

Edward J. Mathews, *Partner in Charge* 6.1903 - ~~had worked on Rock Center~~
Russell Ford, *Project Manager* & other high mgr.

McKinsey & Co., Management Consultants