

Table 8.1 Plan implementation comparison

1969 Master Development Plan		1979 Master Plan	
<i>Physical Design Concept</i>			
Megastructure		Extension of Manhattan Grid	
Public Circulation Spine		Streets	
7 Pods		36 Blocks	
Open-Space Decks		Public Parks	
<i>Planning Controls</i>			
City Ownership		BPCA Ownership	
Master Lease		City Repurchase Option	
Master Development Plan		Master Plan	
Special District Zoning		Urban Design Guidelines	
<i>Site Improvement Cost Estimates</i>			
	\$1973	\$1979*	\$1979
Utilities	14.1	25.2	8.5
Civic Facilities	41.1	73.6	3.0
Streets, Spine	58.3	104.4	13.7
Foundations	19.2	34.4	N/A
Architecture and Engineering	26.0	46.5	Inclusive
Contingency	15.8	28.3	Inclusive
Total (\$ million)	\$174.5	\$312.4	\$53.2
<i>Implementation process</i>			
1 BPCA designs service spine		1 BPCA prepares design guidelines	
2 PARB reviews spine design		2 BPCA designs streets and parks	
3 City Plan Commission Amendments		3 BPCA selects developer(s)	
4 Board of Estimate Amendments		4 Developer designs buildings	
5 BPCA starts spine construction		5 BPCA reviews designs	
6 BPCA selects pod developer		6 BPCA builds streets and parks	
7 Developer designs pod platform		7 Developer builds building	
8 BPCA reviews pod/spine connect			
9 Developer designs towers			
10 BPCA approves tower design			
11 PARB reviews pod design			
12 CPC amends MDP (if required)			
13 B of E amends MDP (if required)			
14 Developer builds pod platform			
15 Developer builds first building			

Source: Gordon (1997); courtesy of David Gordon

*1973 Costs inflated to \$1979 using CPI (1973 = 128.4; 1979 = 230.1).

Table 8.1). The first phase of constructing the project involved the building of the World Financial Center with Olympia and York as developer. It was a financial success

at least partially due to government commitments being fulfilled – an expectation that Paul Reichmann carried with him to London and the development of Canary