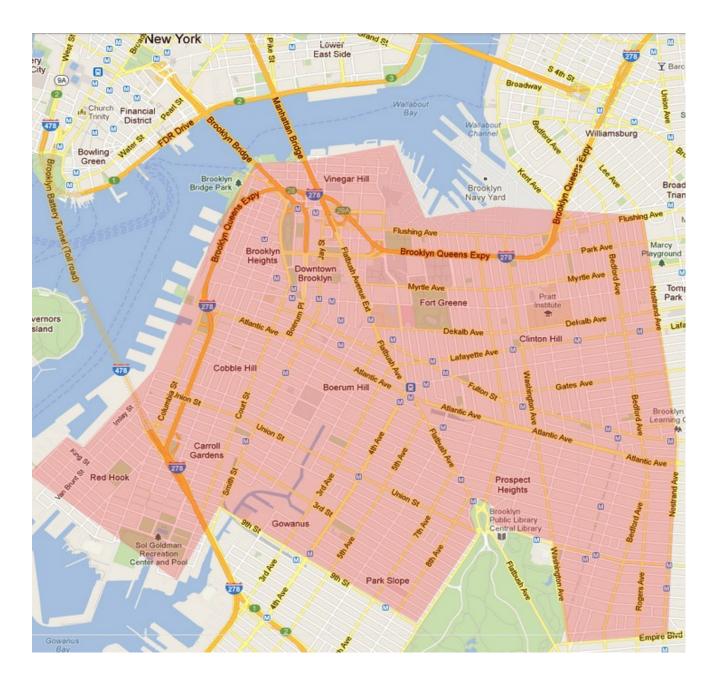
BK GATEWAY TRANSPORTATION VISION: PLANNING FOR NOW AND THE NEXT GENERATION OF DOWNTOWN BROOKLYN



A report from the Tri-State Transportation Campaign, Prospect Heights Neighborhood Development Council, Park Slope Civic Council, Boerum Hill Association and the Office of New York City Council Member Letitia James

December 2012

Background:

The neighborhoods of Prospect Heights, Crown Heights, Fort Greene, Clinton Hill, Brooklyn Heights, Downtown Brooklyn, Carroll Gardens, Red Hook, and Park Slope face significant transportation challenges. Existing traffic and parking congestion, demands on transit service and dangerous roads for cyclists and pedestrians already pose hurdles for residents, businesses and the environment. The opening of Barclays Center in September 2012 has further compounded these challenges.

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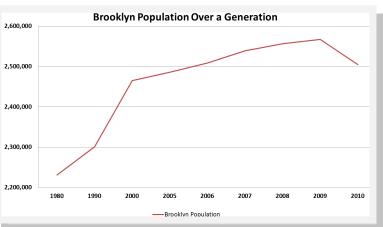
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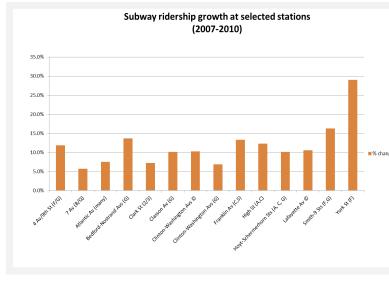
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Brooklyn's population as a whole has grown dramatically over the past 30 years. In 1980, a little over 2.2 million people lived in Kings County.¹ By 2010 that number was slightly higher than 2.5 million.² Since 1990, transit ridership in New York City has skyrocketed, growing by over 40%, while traffic growth has increased only 10% and has remained flat for over a decade. Transit ridership from 2007-2010 at stations in the BK Gateway study area—whose boundaries are the East River, Flushing Avenue, Nostrand Avenue, Empire Boulevard,



and 9th Street—have grown from just over 5% at the 7th Avenue B/Q stop to approximately 28% at the York Street F station.³



Graph 1: Brooklyn Population Change, 1980-2010. Source: US Census Bureau.

Response:

In light of these demographic changes, and also in response to the lack of a comprehensive and satisfactory transportation demand management plan from the New York City Department of Transportation and the developer of the Atlantic Yards site, Forest City Ratner Companies (FCRC), on March 31, 2012, the office of New York City Council Member Letitia James, Tri-State Transportation Campaign, the **Prospect Heights Neighborhood** Development Council, the Park Slope Civic Council, the Boerum Hill Association, Transportation Alternatives and the Pratt Center for Community

Table 1: Station Ridership Changes, 2007-2011. Source: MTA

Development held a community workshop to identify key transportation areas of concern. In July 2012, FCRC released a Transportation Demand Management (TDM) plan for the immediate vicinity of the site.⁴ It is the opinion of the authors of this document, having studied the TDM plan, that it does not adequately address the transportation needs and challenges of the study area.

At the March 31st community meeting, the Tri-State Transportation Campaign provided a brief overview of the challenges facing the study area, drawing upon existing plans and resources for the location, Census data, and crashstat.org.

The approximately 50 attendees provided feedback on proposed solutions to parking challenges, traffic congestion, transit issues, and bicycling and pedestrian access and safety. The attendees broke into groups according to the aforementioned issue areas to discuss the policy prescriptions put forward and to generate additional ideas to address the transportation and land use challenges facing the study area.

This report outlines the BK Gateway Vision plan which was developed in response to the concerns and solutions discussed during the March 31, 2012 community workshop. The report and Vision Plan will be shared with city agencies, community boards, local elected officials, community organizations and residents to help develop a comprehensive transportation and land use management plan that addresses the growing traffic, safety, transit, and land use challenges in the BK Gateway study area.



Initial challenges identified and included:

- Congested roadways and poor parking policies
- Inadequate transit infrastructure
- Unsafe biking and walking infrastructure

Image 1 (above): Pedestrian and cycling injuries are a significant problem in the study area. Source: crashstat.org





Image 2 (above): The study area has 'many transit choke points'. Source: Downtown Brooklyn Surface Transportation Circulation Study

Image 3 (left): Parking and curbside management is a challenge in the study area.

BK Gateway Vision Plan Key Recommendations and Findings:

The New York City Department of Transportation must develop a comprehensive plan that studies and analyzes transportation impacts in the BK Gateway study area. Current proposals are inadequate to address the large scale development occurring at the Atlantic Yards site, and do not accommodate the explosive growth that has occurred and is expected to occur in the study area.

• Implement comprehensive curbside management plan:

- A more effective approach to dealing with curbside space is needed throughout the study area, including:
 - Residential parking permits*;
 - Congestion pricing and;
 - Other parking policy reforms

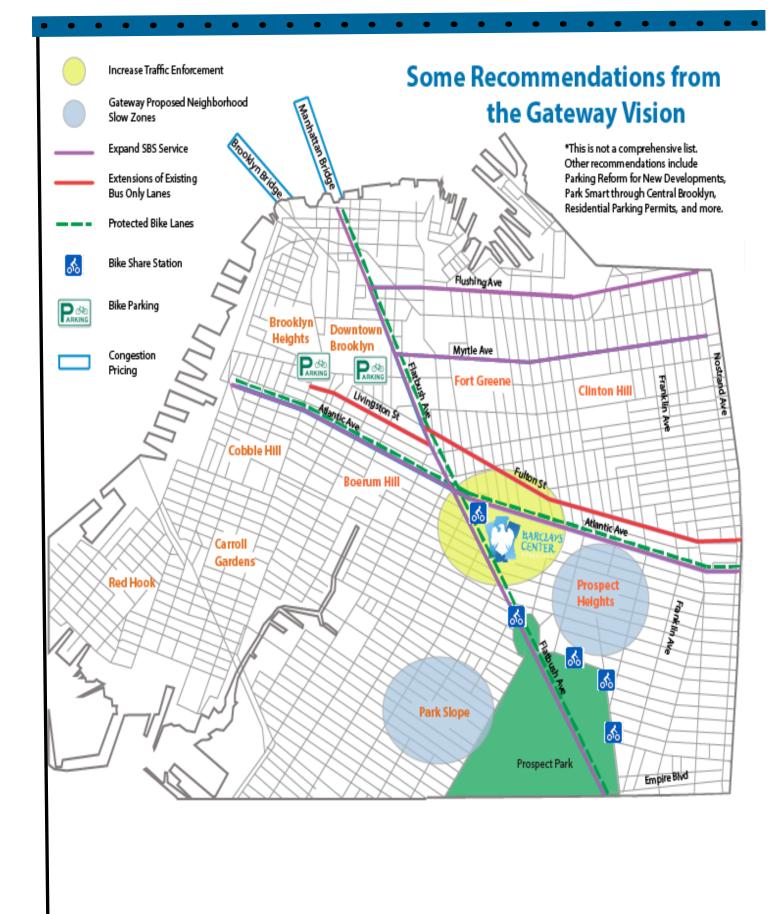
• Bolster transit access and service:

- Maintenance of transit service, and targeted expansion of service, in the study's footprint including:
 - Additional service on event days paid for by Forest City Ratner;
 - Enhanced bus service in the study area and;
 - Targeted subway service improvements along R, N and D, as well as the reinstatement of B37 and B65 (evening).

• Enhance safety and access for pedestrians:

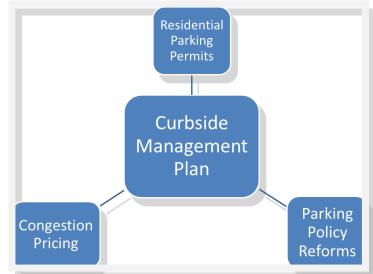
- Targeted pedestrian safety improvements for pedestrians including:
 - Expansion of the Downtown Brooklyn Traffic Calming Program and;
 - Creation of a 'Pedestrian Safety Rapid Response Team' for the area around the Barclays Center is necessary to address unforeseen problems that have developed since the arena's opening.
- Enhance safety and access for cyclists:
 - Targeted cyclist safety improvements are needed in the study area as well as additional cycling amenities including:
 - Secure bike parking throughout the study area and at Barclays Center;
 - Expanded protected cycling network, particularly along Flatbush and Atlantic Avenues;
 - Sufficient bike share stations in the study area and a large station located at the Barclays Center and;
 - Bicycle safety curriculum in New York City schools.

* While NYCDOT has recently ruled out RPP for Atlantic Yards, the BK Gateway Vision Plan believes that RPP is a necessary component to any curbside management program moving forward.



Curbside Management Plan *

Traffic congestion and parking challenges are facts of life in the BK Gateway study area. The BK Gateway working group initially proposed several ideas to mitigate and address these challenges, including congestion pricing, residential parking permits, expansion of NYCDOT's PARK Smart Program and the establishment of parking maximums for new developments in the study area. During the breakout group discussion, participants debated the merits and drawbacks of each idea and injected new ideas into the discussion that have subsequently been incorporated into the vision plan. A key outcome of the breakout group was a shift in how these issues were



framed and presented. Initially, these issues were presented as parking and traffic congestion problems. However, as a result of breakout group input, this section now addresses these issues more broadly under the banner of curbside management. The working group did this through a three-pronged approach:

<u>Congestion Pricing</u>: Thirty percent of all traffic congestion in downtown Brooklyn is automobiles trying to access the free East River Bridges.⁵ Congestion pricing or tolling of the East River Bridges would reduce the amount of through traffic affiliated with 'price shopping' for free bridges. Congestion pricing would also generate significant revenue for the existing transit system within Brooklyn and could support targeted transit expansion.

<u>Residential Parking Permits</u>: Residential Parking Permits (RPP) have been very effective at mitigating parking congestion in various cities, particularly around transit stations, downtowns and arenas. The Downtown Brooklyn Council conducted a 2006 study analyzing the potential for various types of RPP including traditional RPP upon request or market based pricing.⁶ This study should be further explored to include the entirety of the neighborhoods listed above, with particular attention to the communities directly impacted by the Barclays Center.

Broader Parking Reforms:

- <u>Establish Parking Maximums for New Developments:</u> Parking minimums eat into the potential for developers to create more affordable housing and only encourage residents to own a car. In June 2012, the New York City Department of City Planning (DCP) proposed new zoning regulations for Downtown Brooklyn parking.⁷ While a welcome step, the plan does not go far enough to address outdated zoning regulations that overly accommodate automobiles at the expense of affordable housing and transit support.⁸ Adopting zoning in central Brooklyn that encourages developers to build less parking could serve as a way to decrease car ownership, reducing congestion in the area. In lieu of parking provisions, and to further encourage transit use, developers could also pay for expanded transit service through a transit impact fee.
- <u>Expanded PARK Smart Program</u>: The city should expand its PARK Smart program, a program to make parking easier while reducing congestion and improving safety.⁹ Currently the program is limited to Park Slope and Greenwich Village, but should be expanded throughout central Brooklyn. The PARK Smart program in Park Slope includes meter rates of \$2.00 per hour from noon to 7:00 pm and \$1.00 per hour at all other times that

*In discussions with the BK Gateway working group, it was decided to rename the Parking and Traffic Congestion section, the Curbside Management section in order to better reflect the breadth of issues facing the study area.

meters are in effect in the PARK Smart zones on Fifth and Seventh Avenues. Using market-based approaches to manage parking would free up precious curbside space, including space necessary for deliveries, and reduce the amount of parking space cruising that adds to congestion in neighborhoods.

- Parking Surtax: Adding a surtax to parking garages within the footprint of the Barclays Center could further discourage driving to events at the Barclays Center. However, the success of this policy prescription is likely to increase if coupled with RPP.
- Extend Meter Times on Roads Surrounding Barclays Center: Extending meter regulations beyond 7 pm on roads surrounding the Barclays Center will deter event SF Park uses technology to rationalize parking prices. Source: goers from occupying parking spaces needed for business customers.



trendcentral.com

Transit:

Provision of transit service is integral to the success of future development in the study area. The summer 2012 MTA announcement of service restoration and expansion was welcome news for transit riders. The permanent extension of the G train to Church Avenue and the reinstatement of weekend service on the B69 was especially welcome since these two items were initial requests as part of the BK Gateway proposed vision. The proposed new service to connect downtown Brooklyn and the Brooklyn Navy Yard should be the cornerstone of a broader land use and transportation study. This corridor, in particular the portion along Flushing Avenue, has seen robust development in recent years including the opening of a new museum at the Brooklyn Navy Yard and the expansion of New York City's filmmaking industry. These developments, coupled with the Brooklyn Tech Triangle Coalition's request¹⁰ for a "master plan" to address land use and transportation challenges should serve as a catalyst for the NYCDOT and NYC Department of City Planning to undertake a comprehensive land use and transportation study to identify how to best accommodate existing and potential growth. Additional transit enhancements should include:

- Expansion of Existing Service: The MTA is set to increase fares in 2013. Any new revenues generated must be dedicated to expand existing service, like on the B71, and restore previously cut service like the B37, B2 weekend service and B65 evening service.
- Build on and Implement the 2010 Downtown Brooklyn Surface Transit Circulation (DBSTC) Study:
 - Expand Select Bus Service: Select Bus Service has been shown to reduce travel times and increase ridership on the routes on which it has been introduced. Implementing SBS on Nostrand Avenue and expanding SBS to Flatbush, Myrtle, Atlantic and Flushing Avenues, as well as select routes along the Columbia waterfront, will provide central Brooklyn residents with greater transportation choice and fill much needed gaps in the city's rapid transit network while also addressing transit challenges highlighted in the DBSTC.¹¹
 - Extend Fulton Street and Livingston Street Bus Lanes: Extending the hours and length of bus only lanes along Fulton Street and Livingston Street will speed up transit service for riders and reduce congestion in central Brooklyn.

- Fast Track Transit Components of Downtown Brooklyn Transportation Blueprint:
 - *Real Time Bus Arrival Information:* Implement passenger information signs in downtown Brooklyn along high ridership routes. This should be coupled with an expansion of the MTA Bus Time program to key routes in the study area
 - *Bus Priority at 'Hot Spots':* Introduction of one or more bus priority elements on certain corridors in the study area should be pursued. This might include signal prioritization, separated bus lanes and pre-board fare collection, among other bus service enhancements.
- Developer Provision of Transit Service to Barclays Center: Free transit passes to arena events and the provision of free ferry service from NJ to Fulton Ferry should be underwritten by FCRC. This idea is no longer a part of the developer's Transportation Demand Management (TDM) plan, however it should be revisited as the TDM plan is reviewed and refined. Developer support for transit operations has precedent. Developers and institutions from throughout the country provide transit support to cash strapped agencies to support additional transit service. For example, when Portland, Oregon's Health Sciences University (OHSU) needed to expand, strong community concern arose over the congestion that would come with a larger facility. To address this, OHSU and other area medical institutions entered into a partnership with the city and its transit agency to bring express bus service to the area—the group paid for 70 percent of the operating costs, while the transit agency picked up the rest of the tab.¹² Orlando, Florida's second-largest hospital made a one-off payment of almost \$380,000 that went towards improvements on two transit routes serving the hospital. The hospital also has contributed \$25,000 per year towards transit, helping employees and patients get to the facility.¹³ And closer to home, the Six Flags Great Adventure amusement park in New Jersey has contributed to the operating costs of NJ Transit's #307 bus, which brings people to the popular park.¹⁴ The MTA and FCRC should build upon this precedent and develop a public private partnership to support additional service to the BK Gateway study area.

Pedestrian Safety:

From 2002-2009, there have been thousands of pedestrian injuries and fatalities within the BK Gateway study area.¹⁵ While NYCDOT has made significant strides to improve pedestrian safety throughout Brooklyn and the city, more should and could be done:

- <u>Neighborhood Slow Zones (NSZ):</u> NSZs enhance pedestrian safety and further reduce dependence on automobiles, mitigating congestion in the process.¹⁶ Boreum Hill recently received an NSZ designation but similar applications for Prospect Heights and Park Slope were rejected.
- <u>Downtown Brooklyn Traffic Calming (DBTC)</u> <u>Program:</u> By all accounts the DBTC program has been successful in creating more walkable and livable communities.¹⁷ However, the program must be expanded throughout the Gateway



study area, going beyond the initial coverage zone of Park Slope, the Columbia waterfront, Downtown Brooklyn and Fort Greene.

Rapid Response Team for Arena Area: The opening of the Barclays Center arena is an occasion to study the challenges and dangers facing pedestrians. It has already been demonstrated that, after arena events, pedestrian infrastructure is so inadequate that pedestrians spill out from narrow sidewalks onto Flatbush and Atlantic Avenues. Pedestrians crossing Atlantic Avenue en masse after events have forced police to stop traffic for long periods of time. To better address these, and other unexpected outcomes of arena operations, NYCDOT should develop a pedestrian safety rapid response team to quickly identify pedestrian safety problem areas and work to develop and implement safety measures as issues develop.

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Cycling:

Cycling has grown in popularity and feasibility over the past decade in New York City. Yet in many areas of the study area, cycling is not a safe or viable transportation option. Since 2002, there have been hundreds of bicycle injuries and fatalities on the study area's streets. NYCDOT must build upon its substantial progress to reduce congestion and promote cycling by implementing the following:

- <u>Bike Share:</u> NYC's upcoming bike share program will provide a much needed additional transit option for New Yorkers. Many residents of the study area will be well represented by Bike share stations, but some in the study area may not have access to the system in its initial phases. Bike share must be included in the plan zone, particularly on the eastern and northeastern sides of Prospect Park.
- Expand Cycling Network in Brooklyn: As cycling has grown in popularity in central Brooklyn, safer cycling infrastructure is needed. For example, separated bike lanes along all of Washington Avenue and Fulton Street should be explored, as should better cycling connections in Red Hook. Extending the Franklin Avenue bike lane to Empire Boulevard, as well as exploring the potential to create a protected bike lane along Atlantic and Flatbush Avenues should also be priorities for NYCDOT. The continuing implementation of the Brooklyn Waterfront Greenway should also expand bike access.
- Improve Access to Prospect Park: Creating more seamless bicycle linkages in the study area to Brooklyn's premier park from all directions, and especially the west and south, will not only enhance livability, but will also enhance the health of the borough.



Citi Bike will provide an viable transportation option for the study area, if it is supported sufficiently. *Source: NYCDOT*



Secure bike parking is key to encouraging cycling. Washington, DC BIKESTATION. Source: loonyhiker

- <u>Bike Parking:</u> The 400 space bike parking lot at the Barclays Center is not enclosed or staffed, as was previously promised, a significant disappointment for potential customers who wish to cycle to the arena. NYCDOT and FCRC should reconsider this decision and ensure that anyone who wishes to cycle in and around the Barclays Center will have a secure, enclosed parking area whether events are taking place or not. If demand increases, bike parking should be further expanded in the arena footprint. NYCDOT should be more active in identifying bike parking needs and not be merely reactive in responding to bike parking requests.
- <u>Education in school curricula:</u> NYCDOT should partner with the Department of Education to incorporate cycling safety in school curricula. Educating children at an early age about the rules of the road and how cycling is a viable transportation option will help people cycle more safely but will also help to normalize cycling as a transportation choice.

Conclusion:

The transportation and land use challenges facing the BK Gateway area must be addressed as central Brooklyn attracts more development, new industry, and people. These challenges have been compounded by the opening of the Barclays Center in September 2012. The tools to address these challenges already exist and have been successfully implemented elsewhere in New York City, throughout the country and world. Through successful collaboration, central Brooklyn will be able to welcome, and better accommodate, industrial, business and population growth. New York City Department of Transportation and New York City Department of City Planning must work with the community to develop a comprehensive land use and transportation management plan and implementation strategy. DCP should revisit outdated zoning codes for parking that impact local traffic and the diversity of housing stock. NYCDOT should implement pedestrian and cycling safety measures throughout the BK Gateway study area and work with MTA to promote enhanced bus service in the area. The MTA must reinstate previous service cuts to key bus and subway routes in the study area and work with Forest City Ratner Companies (FCRC) to identify a dedicated funding source from the developer to support expanded transit service on event days. Finally, the study area's elected officials must work to identify the necessary funding sources to implement community ideas and create a space for community members to engage in ongoing dialogue about the future quality of life of the BK Gateway area.

Appendix I: Parking and Traffic Congestion Group Feedback and Notes

The Parking and Traffic Congestion breakout group identified numerous concerns and solutions for the challenges facing BK Gateway area.

Concerns:

The breakout group identified concerns that broke into two broad categories: the type of traffic utilizing streets and street planning and use. The outreach group highlighted cut through traffic to free bridges as a main concern facing the study area as well as the expected increase of freight traffic in Brooklyn in the future.

A particular area of focus for the group was street space usage. Broadly, this included the need to think of streets as places and the need to manage streets better. The lack of access for commercial traffic was raised as a concern as was the lack of information on traffic impacts in neighborhoods, particularly north of Atlantic Avenue.*

Solutions:

The Parking and Traffic Congestion breakout group overwhelmingly identified the need to:

- Price the East River Bridges as the primary tool to mitigate cut through traffic and manage the proposed increase in freight traffic. The group identified Sam Schwartz's plan as a potential vehicle to price the bridges, but agreed that the benefits of a pricing plan need to be better communicated to areas outside of the BK Gateway area.
- Implement Residential Parking Permits (RPP) as a tool to manage parking. There was broad agreement among the group for RPP use during arena events but the prospect of a broader blanket RPP proposal was less popular.
 - An additional method to mitigate parking issues was an idea to levy a surtax on parking garages during arena events*.
 - A solution with less support included implementing turning restrictions onto residential streets during peak times for arena events.
- An additional area of discussion that took place was implementing parking maximums as opposed to parking minimums.

* Group feedback ideas incorporated into the final plan

Appendix II: Transit Service Feedback and Notes

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The Transit Service breakout group identified that the preservation and expansion of existing service, particularly on event days, was the top priority for them.

This included:

Maintenance of the G train expansion to Church Avenue and addition of cars to existing G trains to bolster capacity;

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- Restoration of the F express service;
- Reinstatement of weekend bus service on the B2;
- Reinstatement of B37 and B69 weekend service*;
- Reinstatement of B65 evening service*;
- Expansion of Select Bus Service in certain areas and;
- Better coordination of service including the fact that the B57 begins service too late in the morning.

The breakout group found that incentives from FCRC to encourage event participants to ride transit, while welcomed, would do little to reduce congestion and entice event-goers to forego their vehicles. The group did believe FCRC should provide funding to support the transit system, but they were unsure what the form the support should take.

The transit breakout group also believed that working group's initial suggestion to expand the 2nd Avenue subway into Brooklyn was 'esoteric' and that the proposal for streetcars and/or circulators should not be a priority*.

The breakout group also believed that opposition to fare hikes may be moot, and considered the future fare hikes to be a 'done deal.'*

* Group feedback incorporated into the plan (or removed from proposed plan based on feedback).

Appendix III: Pedestrian Safety Group Feedback and Notes

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The Pedestrian Safety breakout group identified three distinct sections of discussion. In the first section, participants were invited to identify specific pedestrian safety issues. In the second part, on the basis of the issues that were identified, people were invited to propose solutions. The third section attempted to identify some top solutions from among those proposed, although the facilitator assured all participants that all proposed solutions had merit and would be considered.

Safety Issues:

- Vehicular Speeds;
- Distracted Drivers and pedestrians;
- Dollar vans on Livingston Street not being mindful of crossing pedestrians;
- Traffic volume and behavior on Third Avenue. Particularly between Baltic and Dean Streets;
- Traffic volume and behavior on Bond, Hoyt and Nevins Streets, especially through Wyckoff Gardens and Gowanus Houses and many school crossings;
- Traffic on Bergen and Dean Streets;
- Unsignaled intersection of Flatbush Avenue and Nevins Street;
- Bicycles not following the rules of the road or other applicable laws, e.g. riding on sidewalks;
- Trucks cutting corners;
- Drivers parking in non-parking spaces, e.g. by fire hydrants, at bus stops and in no-standing areas;
- Pedestrian signal timing;
- Narrow sidewalks;
- Confusing traffic movements at various intersections, e.g. Flatbush and Atlantic Avenues, Flatbush Avenue and Avenue U;
- Trucks using residential streets as through routes;
- Junction of Flatbush Avenue, St. John's Place and Plaza Street West, where the approach from St. John's Place is governed by a flashing red signal; and
- Lack of traffic enforcement.

Solutions: The participants in this breakout group were asked to rank their suggestions in order of priority.

High Priority:

- Widen sidewalks where possible, especially in the Atlantic Yards area; introduce bulb-outs, medians and chicanes, etc.;
- Introduce time of day signal timing, especially in school area; and
- 'Daylight' intersections.

Medium Priority:

• Introduce Neighborhood Slow Zones and mitigate speed in general;

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- Enhance crosswalks;
- Introduce leading pedestrian indicators or 'Barnes Dance' solutions to allow more crossing time for children, the disabled and senior citizens;

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- Introduce more street lighting;
- Traffic and truck enforcement;
- Control truck movements (i.e. keep trucks on designated truck routes);
- Increase traffic enforcement at key locations (Flatbush and Atlantic Avenues were noted in particular) and increase school crossing guards and ensure crossing guards are at all school crossings;
- Education campaigns with PSAs, focusing on the rules of the road and mutual awareness by all users of the road; and
- Require bicycle riders to be licensed and hold insurance, to facilitate enforcement and generate revenue.

Low Priority:

- Restore two way traffic on Third Avenue north of Atlantic Avenue;
- Change direction of selected one-way streets;
- Discontinue 4-way stop signs in favor of traffic signals;
- Install new, high visibility street signs;
- Better communication;
- Pedestrians must speak up and raise their concerns to city agencies and elected officials; and
- NYCDOT must communicate and consult better with communities, not introducing new measures before having done so.

Appendix IV: Cycling Group Feedback

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The Cycling breakout group focused on areas of access and parking, enforcement and to a lesser extent, education.

Access:

The group found that better access to and over bridges was needed, including a Brooklyn Bridge path extension into the median of Atlantic Avenue and the Jay Street approach to the Manhattan Bridge. The group also suggested that a lane of traffic be given to cyclists on the Brooklyn Bridge in the off peak direction.

The outreach group also suggested the need for protected and direct routes on Atlantic and Flatbush Avenues, as well as spot improvements on Dean Street, including moving the bike lane on Dean Street to the opposite side of the street around the arena area. The group also suggested the acceleration of more lanes in south and central Brooklyn including a buffered lane along Prospect Park Southwest and the extension of the bike lane on Fifth Avenue.

Parking was a priority for the outreach group, especially as New York City becomes primed to launch its Bike Share program later this year. The group suggested a large bike share station at the Barclays Center with on hand staff to expedite the redistribution of bicycles. The group also suggested valet bicycle parking for arena events as well as educational opportunities at the venue. The outreach group also indicated that more bicycle parking, like bicycle corrals, is needed at subway stations that are currently at parking capacity, including DeKalb Avenue, Jay Street-MetroTech and Borough Hall.

Education and Enforcement

The outreach group also indicated that greater enforcement and education, of motorists and cyclists, is necessary. The group suggested a conversion to a Chicago style enforcement. The group also supported a ticket diversion program where cyclists and motorists would be required to take a safety education class in lieu of paying a fine or ticket. Education should also be included in school curricula.*

One additional suggestion from the bicycling outreach group included the adoption of statutes that would legalize an "Idaho Stop" in New York City. This law would allow cyclists to treat stop signs as yield signs.

* Group feedback idea incorporated into final plan.

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Other Resources

Atlantic Yards EIS, http://esd.ny.gov/subsidiaries_projects/ayp/AY_FEIS.html

BrooklynSpeaks Platform, http://www.brooklynspeaks.net/advocacy

Better Transit for Brooklyn by Konheim and Ketcham, http://www.communityconsulting.org/index.htm

Reports by Bruce Schaller, Current NYCDOT Deputy Commissioner for Traffic and Planning, http://www.schallerconsult.com/

Unity Plan, http://www.unityplan.org/UnityPlanDoc_v6.pdf

Sustainable Streets Index and other NYCDOT materials, http://www.nyc.gov/html/dot/html/about/ssi.shtml