

District Vision and Major Corridors Vision Plan

November 2024

Gehl

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A TYLin Company

**FLATIRON
NOMAD**



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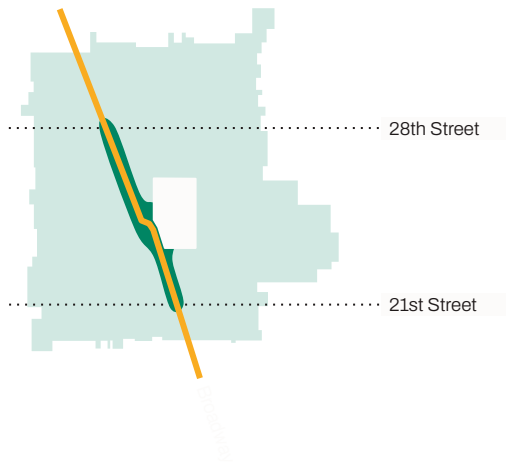
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01

Introduction

WHERE WE'VE BEEN

Since 2007, New York City's DOT, with the Flatiron NoMad Partnership's support, has created over **75,000 square feet of usable public spaces!**



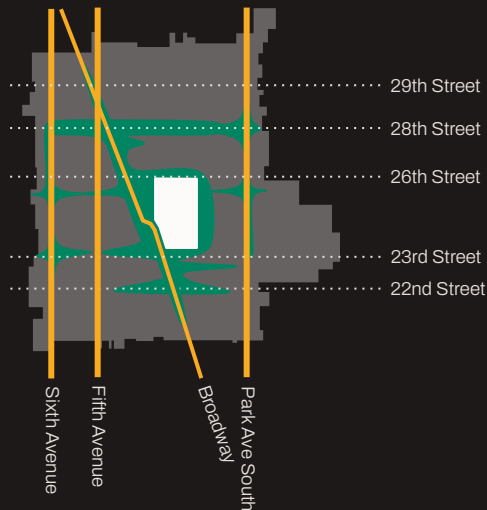
Flatiron NoMad Partnership

Vision Plan

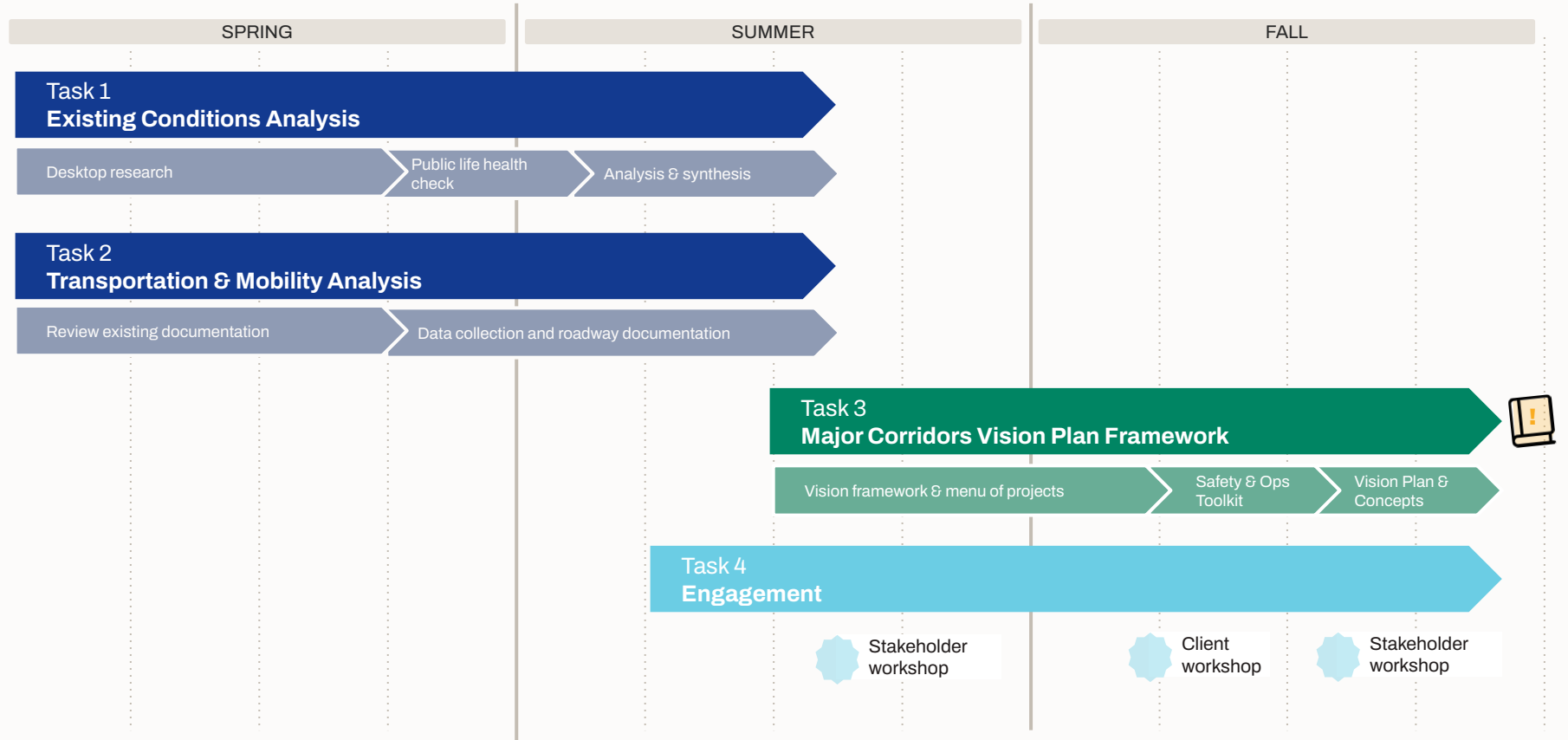
WHERE WE'RE HEADING



How can the Partnership **move beyond Broadway** and continue to lead NYC in creating world class human scale streets?



Project Process



Recent **public life** and **mobility studies** pinpoint ways the public realm can live up to its full potential.

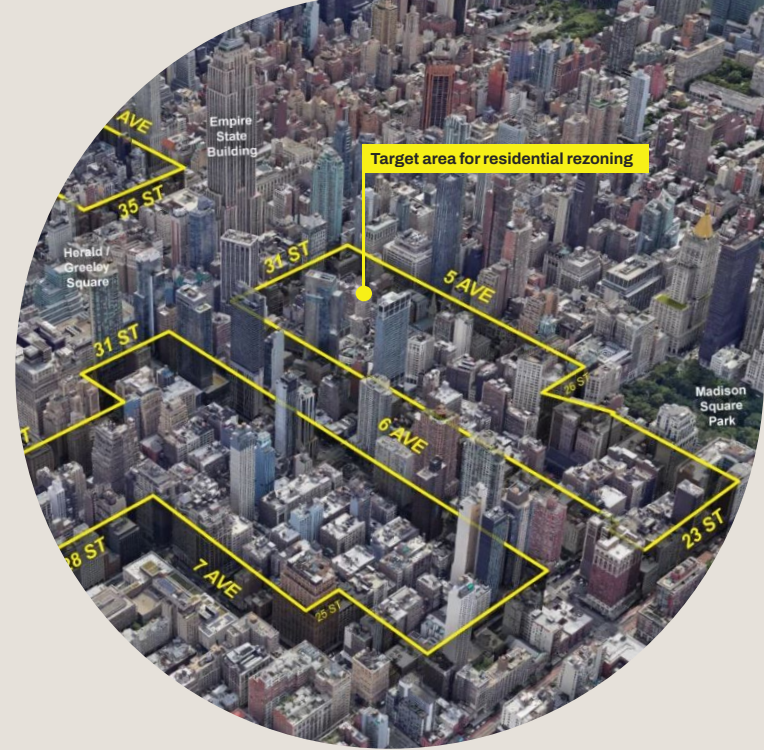


Methods Overview

A multimethod approach
to understanding public
life and mobility trends
across the district



Flatiron NoMad has high volumes of foot traffic, much of it driven by **commuter flows and office hour schedules.**



Increasing residential density
demands a more **mixed-use,**
24/7 character.

Flatiron NoMad is a **transit crossroads** for many arriving to and moving through NYC.



Still, many of the district corridors **prioritize vehicles** and lack quality space for people walking, rolling, or working.

Flatiron NoMad is a **micromobility hub**, with a wide range of rider types — from commuters, delivery workers, and other everyday New Yorkers — riding bikes through the district each day.



30th Street has a mixed conventional and shared bike lane

29th Street and 26th Street have parking-protected bike lanes

20th Street and 21st Street have conventional painted lanes

- Citi Bike Dock
- - - BID Service Area
- Protected Bike Lanes
- Conventional Bike Lanes
- Shared Bike Lanes

Yet **formal rolling infrastructure lags behind demand** — of the major corridors in the district, only Sixth Avenue has a dedicated bike lane while cross-town routes are narrow and have high rates of car encroachment.

From metered parking and truck loading zones to Citi Bike stations and streeteries, **the curb is at an all-time activation high.**



But it's still not enough as uneven enforcement of curb regulations and abuse of curb space by private vehicles force people to vie for space.

The Flatiron NoMad Partnership has had great success curating **people-oriented public spaces that spark vibrant public life year-round.**



However, much of the public life pulse is **confined to Madison Square Park and the adjacent plazas** and doesn't extend opportunities across the district.

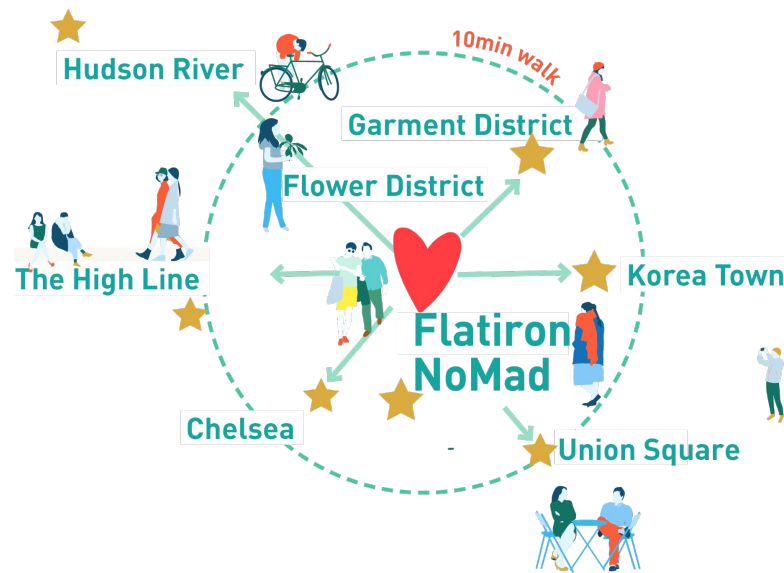
02

Design framework

Vision Statement

Flatiron NoMad is an urban oasis in the heart of midtown — where the lush respite of Madison Square Park and dynamism of Broadway flows across the district.

The public realm blends nature and city life, offering peaceful spots for families, innovators, and visitors amidst vibrant public life. With safe, walkable streets and easy transit access, the area is buzzing with NYC's best culture, food, and everyday amenities.



Four core principles underpin the vision for the public realm.



01

Foster seamless mobility for all modes

Close gaps in existing infrastructure and pilot concepts that boost safe, connected experiences for people walking, rolling, and using transit.



02

Celebrate Flatiron NoMad's unique identity

Bring Flatiron NoMad's history and culture back to the street by piloting concepts that boost identity and wayfinding.



03

Spread the love and invite people to spend time on side streets

Draw energy and lessons learned from activity hubs like Broadway to quieter pockets and corridors.



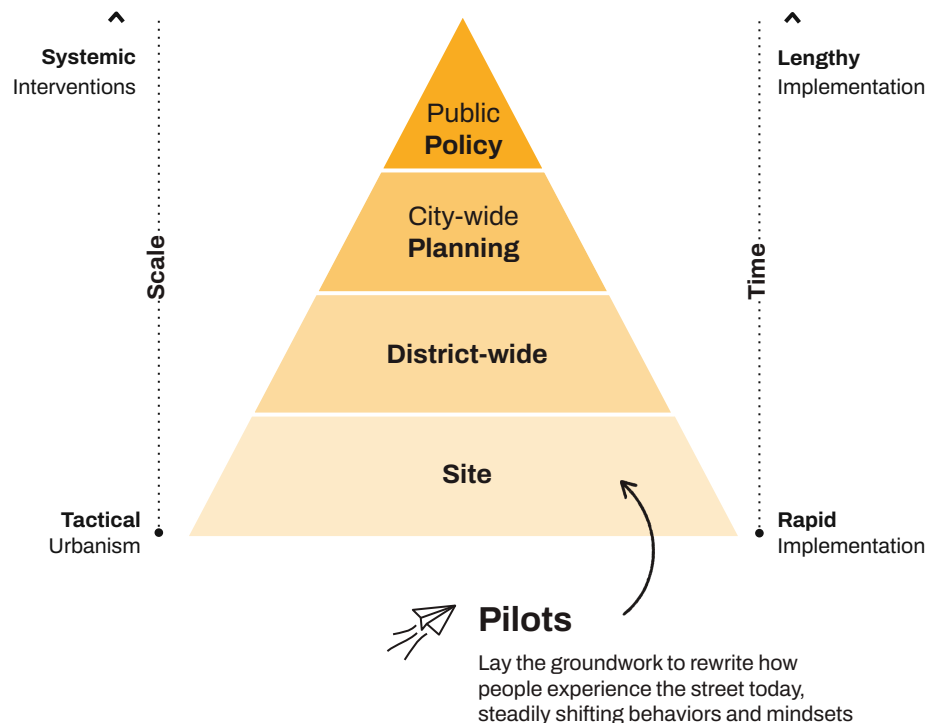
04

Position operations as a tool to support everyday maintenance and innovate public space design

Ensure pilots' success by implementing supportive operational systems.

Vision Framework

The Vision Framework will set a clear direction for the **evolution of the district's public realm** beyond Madison Square Park and Broadway. This will take place via a series of **pilots** that ensure **safer moving experiences** and meet people where they are to **provide moments of both intrigue and respite.**



03

Safety and operations toolkit

Toolkit Purpose

The Safety & Operations Toolkit identifies opportunities for the Partnership to advocate for priority safety and traffic calming initiatives across the district.

It outlines opportunity types and locations the Partnership can suggest to NYC DOT to deploy their quick-build toolkit — for their delivery and subsequent operational and hardscape improvements.

The toolkit is a complement to the pilot projects identified in the larger Flatiron NoMad Major Corridors Vision plan by outlining and spatializing supportive safety and traffic calming initiatives.



Toolkit Typologies

The toolkit explores **five key intervention** typologies



01

Curb Extensions



02

Curb Extensions &
Mid-block Traffic
Calming



03

Expanded
Protected Bike Lane
& Flex Space



04

Turn Restrictions



05

Traffic Signal
Modifications

Overview of Toolkit Intervention Location Recommendations

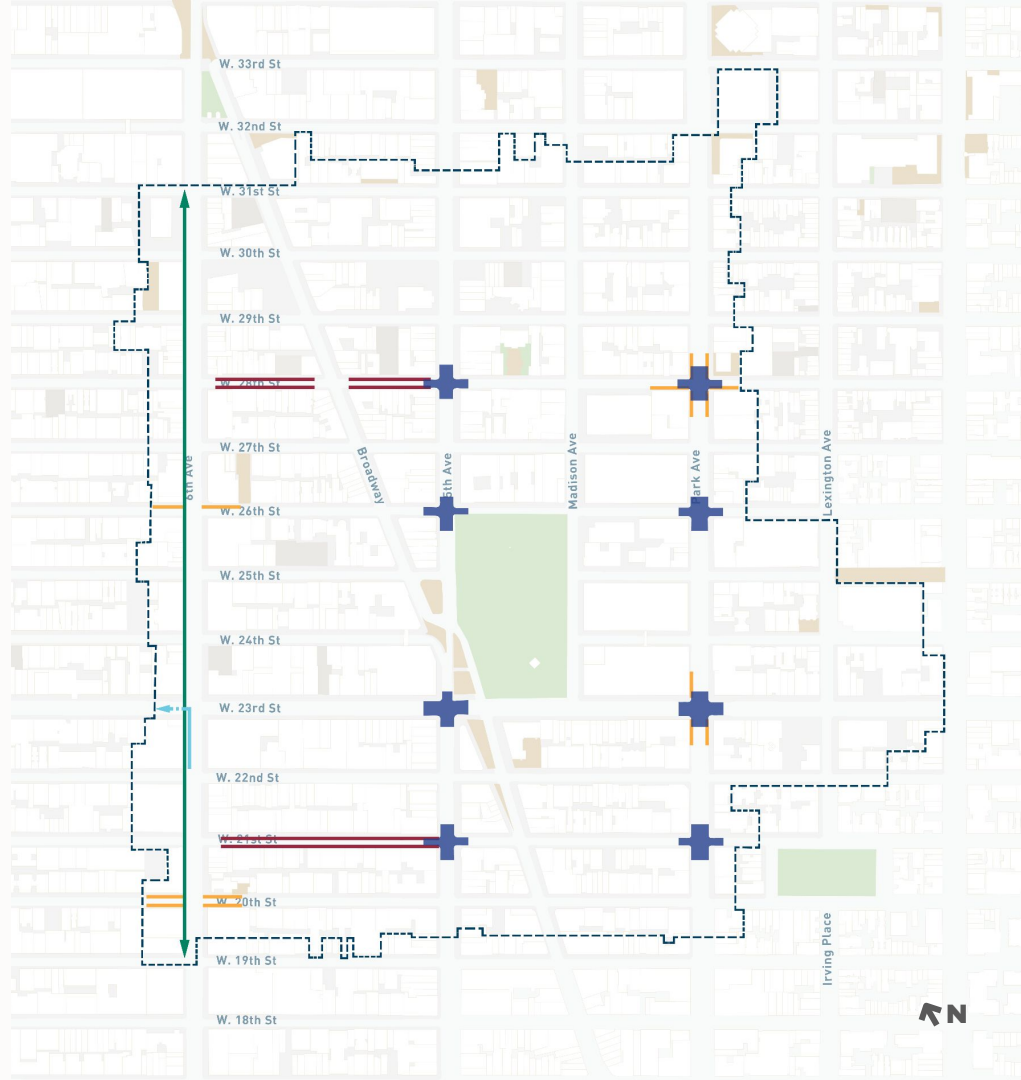
Each intervention typology includes a series of recommended locations within the Partnership's service area where NYC DOT could implement near-term safety and traffic calming elements. Locations were identified based on the project team's analysis of existing conditions. While additional locations for safety improvements are feasible, recommended locations have been chosen to prioritize sites with the most demonstrated need.

LEGEND

- Plazas
- Parks

Intervention Typology

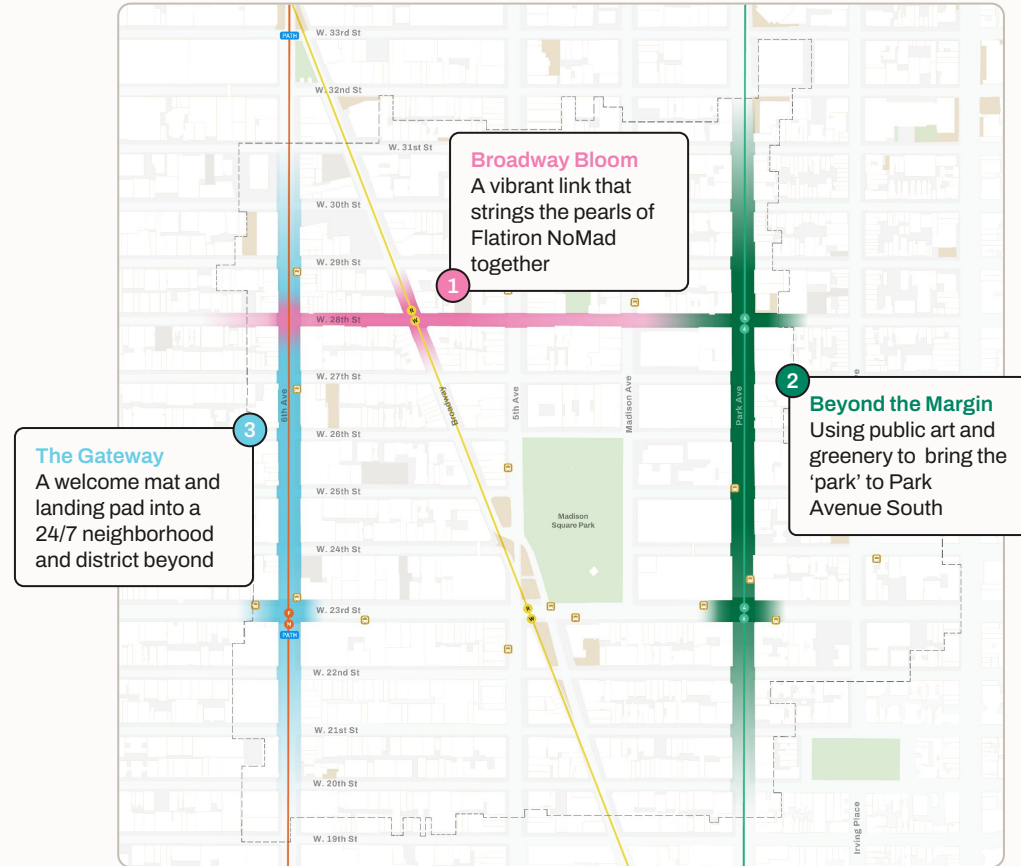
- Curb Extensions
- Curb Extensions & Mid-block Traffic Calming
- Expanded Protected Bike Lane & Flex Space
- Turn Restrictions
- Traffic Signal Modifications



04

Short-listed detailed design concepts

Building upon existing conditions and traffic/mobility analysis, and layered atop the Safety & Operations Toolkit, seven pilot concepts were developed for near-term demonstration projects with stakeholders prioritizing **three** for detailed development.



Broadway Bloom

28th Street between Fifth Avenue & Sixth Avenue

Context & Opportunities

- Activating the short blocks on **28th Street** is an opportunity to test ways to enhance side street activity and spread the love from Broadway
- These blocks benefit from transit access, proximity to public spaces like POPS, landmark vistas, and the Flower District



Broadway Bloom

28th Street between Fifth Avenue &
Sixth Avenue

What if this stretch of 28th Street
transformed from *a side street people opt to
pass by...*

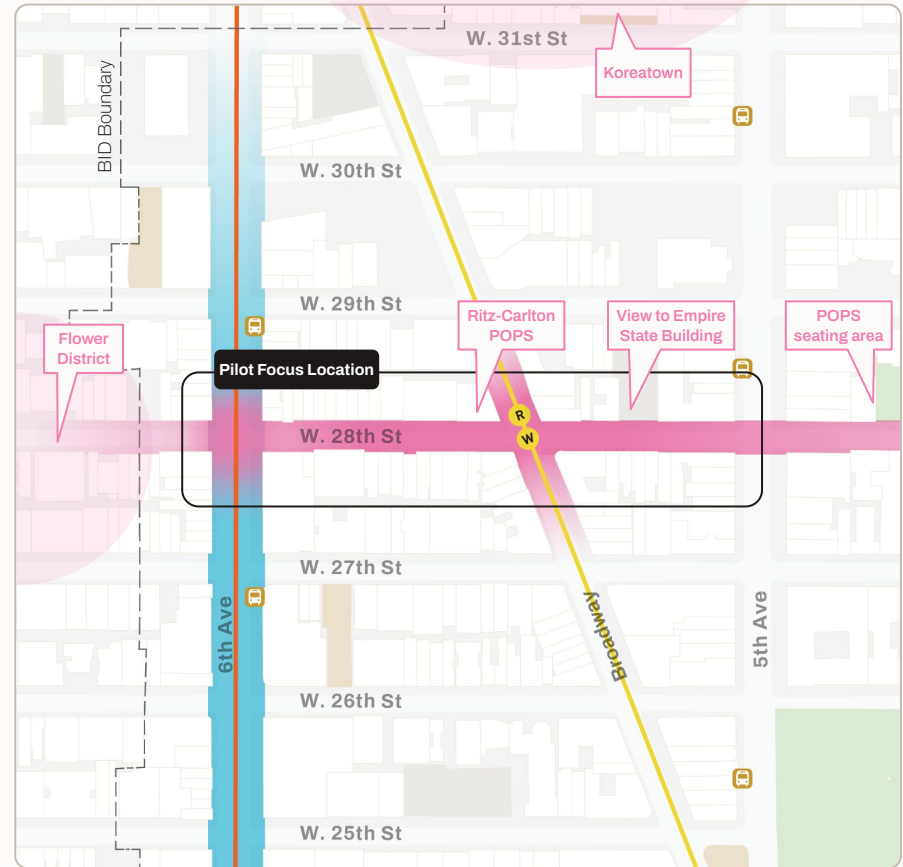
**...to a vibrant green spine that links some
of New York's most iconic destinations.**

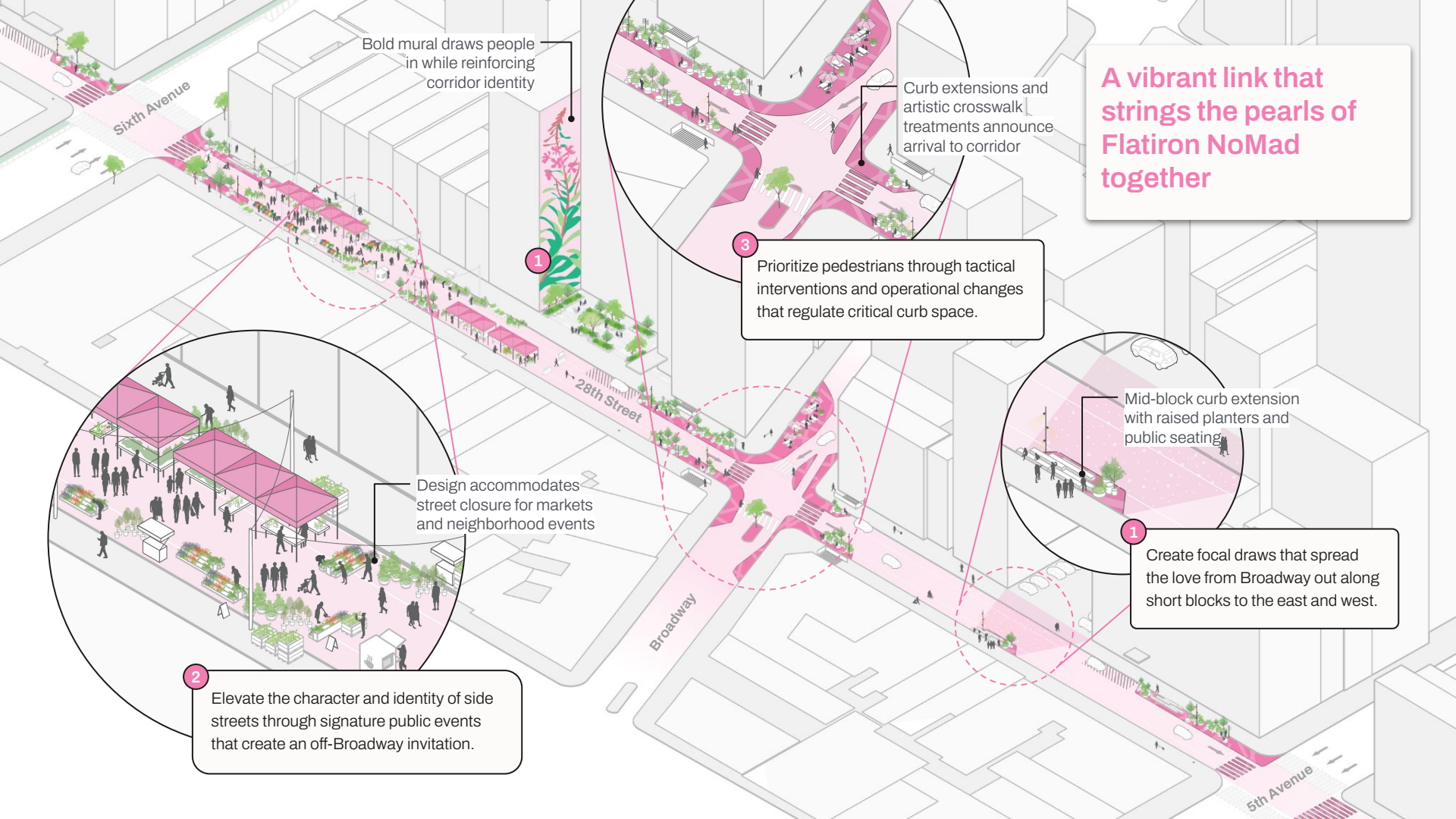


Broadway Bloom

Blooming out from Broadway, position 28th Street as a public life magnet that melds the magic of the Flower District with the buzzing energy of Broadway.

A busy pedestrian thoroughfare and transit hub, an improved public realm activated by events or programming can reinforce all that is special about 28th Street. The reimagined streetscape can imbue the landscape of legacy retail offerings — from the Flower District destination to small-scale wholesalers — and hospitality anchors with the pulsing energy from Broadway.





A vibrant link that strings the pearls of Flatiron NoMad together

Bold mural draws people in while reinforcing corridor identity

1

Curb extensions and artistic crosswalk treatments announce arrival to corridor

3

Prioritize pedestrians through tactical interventions and operational changes that regulate critical curb space.

Mid-block curb extension with raised planters and public seating

1

Create focal draws that spread the love from Broadway out along short blocks to the east and west.

Design accommodates street closure for markets and neighborhood events

2

Elevate the character and identity of side streets through signature public events that create an off-Broadway invitation.

Overall Site Plan

28th Street between Sixth Avenue & Broadway

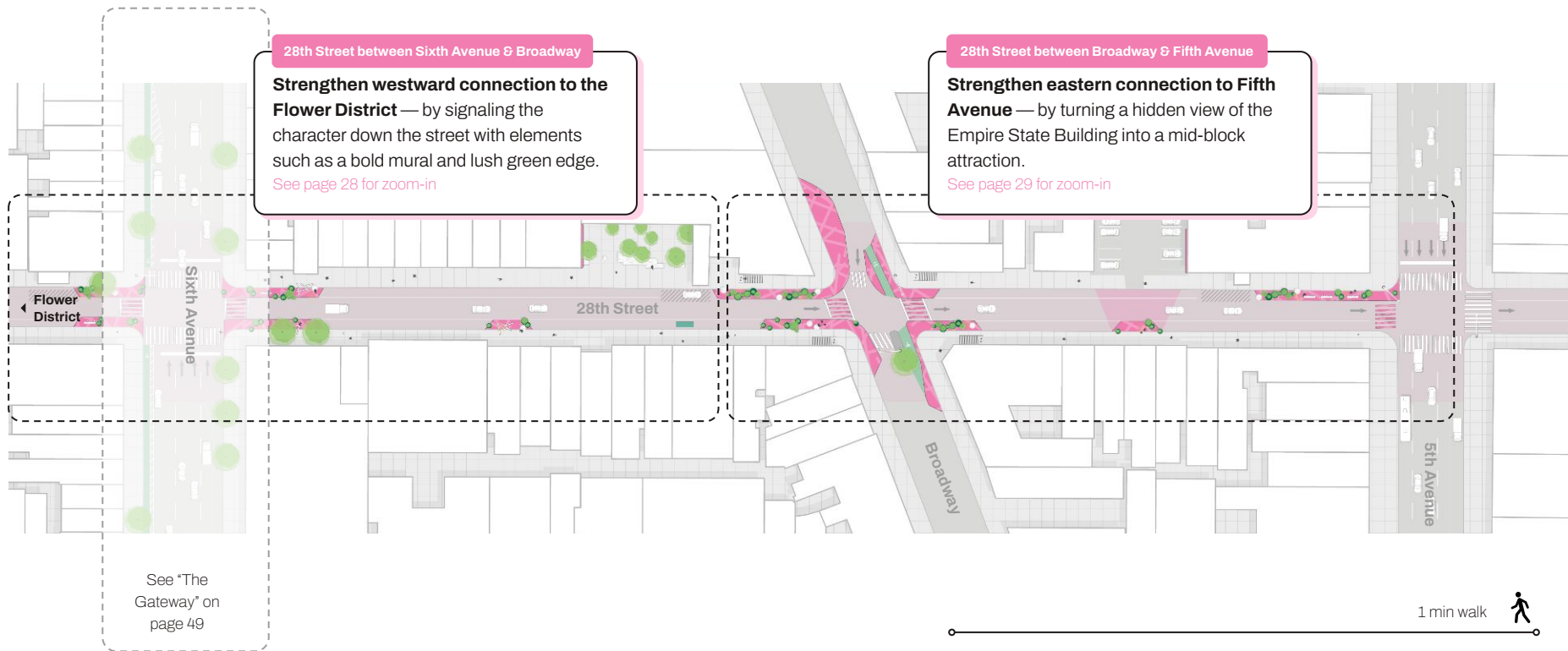
Strengthen westward connection to the Flower District — by signaling the character down the street with elements such as a bold mural and lush green edge.

See page 28 for zoom-in

28th Street between Broadway & Fifth Avenue

Strengthen eastern connection to Fifth Avenue — by turning a hidden view of the Empire State Building into a mid-block attraction.

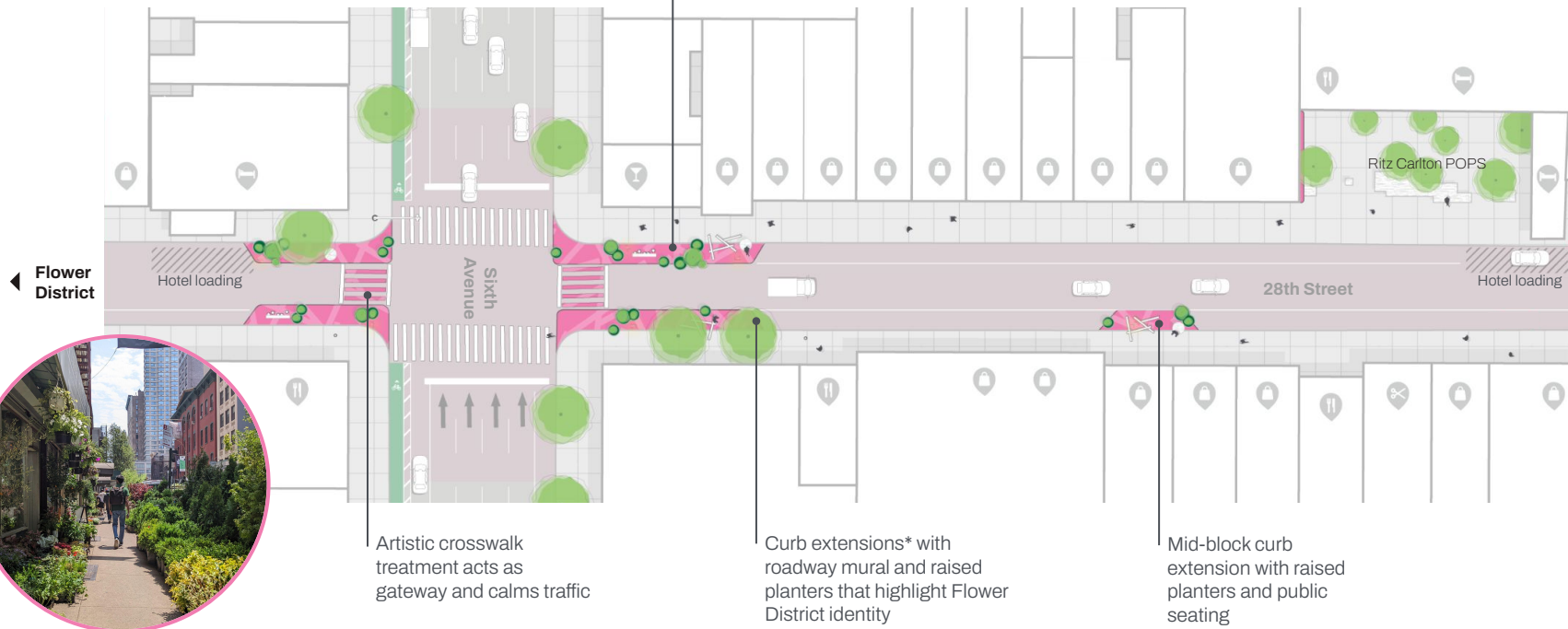
See page 29 for zoom-in



Site Plan Zoom In

28th Street between Sixth Avenue & Broadway

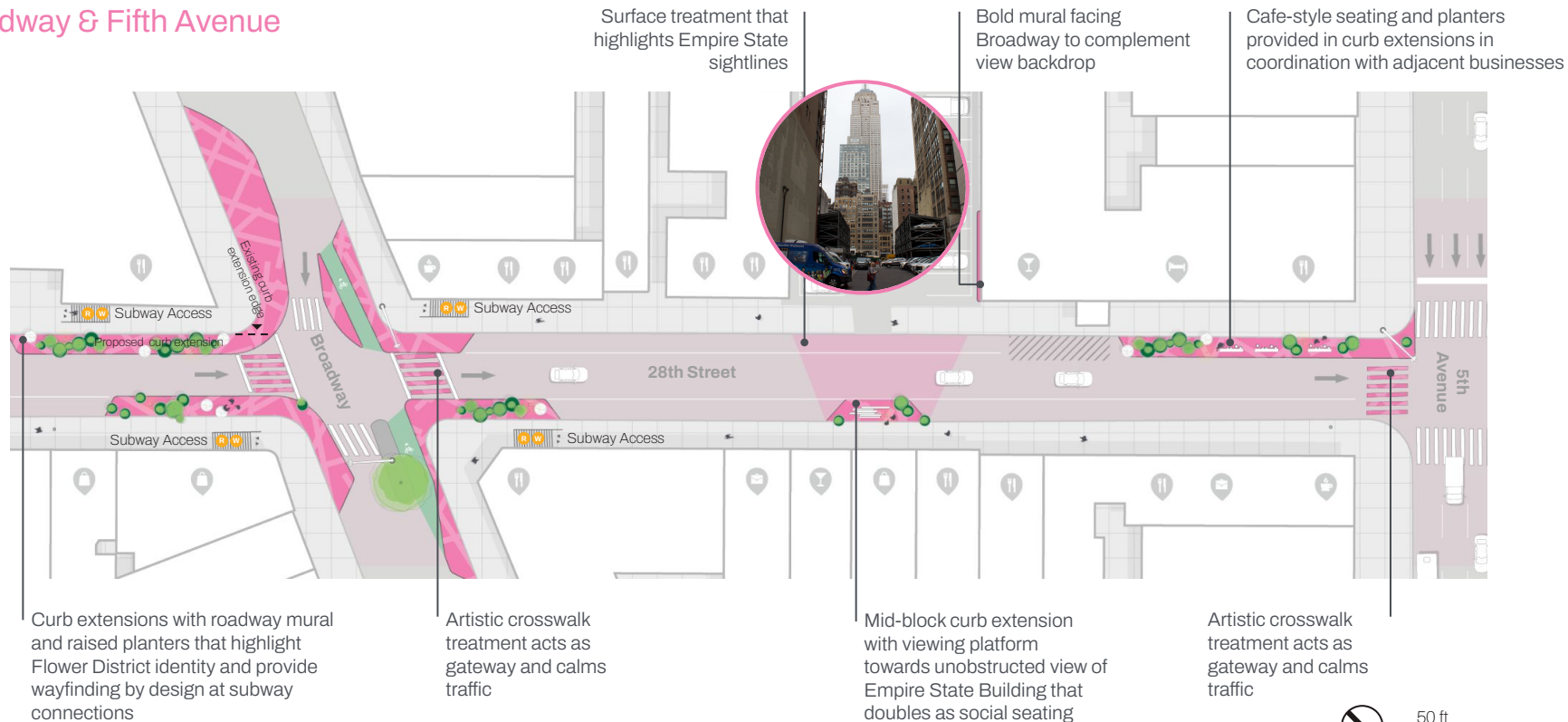
Cafe seating and planters provided in curb extensions in coordination with adjacent businesses



*All curb extensions shown are proposed.

Site Plan Zoom In

28th Street between Broadway & Fifth Avenue



*All curb extensions shown are proposed except NW curb of Broadway & 28th Street as marked on plan.

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Crosswalk murals reinforce the corridor's identity and pedestrian priority



Cities with Successfully Implemented Crosswalk Mural Projects —

Long Beach, CA ([pilot project, 2017](#))

Sacramento, CA ([reference guide](#))

San Francisco, CA ([pilot project, 2024](#))



Celebration and elevation of iconic sightlines

Plant palette showcases the beauty of native flora



Neighborhood flower market

Cost Estimate

Item	Unit Cost	Unit	Total #	Total Cost
Human-scale light features	\$ 11,000.00	ea	12	\$ 132,000.00
Bench	\$ 1,000.00	ea	15	\$ 15,000.00
Tree (new)	\$ 3,600.00	ea	18	\$ 64,800.00
Planter (large)	\$ 3,000.00	ea	54	\$ 162,000.00
Moveable Chair	\$ 900.00	ea	30	\$ 27,000.00
Moveable Bistro Table	\$ 1,650.00	ea	15	\$ 24,750.00
Art work	\$ 200,000.00	ea	1	\$ 200,000.00
Artistic crosswalks	\$ 600.00	ea	5	\$ 3,000.00
Curb Extension artwork	\$ 6.00	sf	8000	\$ 48,000.00
Curb extension lane markings	\$ 1.50	lf	460	\$ 690.00
Flexible delineator	\$ 50.00	ea	90	\$ 4,500.00
Granite block	\$ 1,500.00	ea	12	\$ 18,000.00
<i>Contingency</i>				15%
Total Materials Cost				\$ 699,740.00
Total Cost				\$ 804,701.00

See cost estimate spreadsheet for overview of assumptions

Notes & Considerations:

- Because these are interim designs with many custom features (as opposed to standard capital project work), this estimate uses a number of cost references to best estimate unit costs. For elements where the Flatiron NoMad Partnership has existing material unit costs, these prices are reflected in the estimate.
- The unit costs are likely conservative, high-end estimates and the ultimate figures will largely depend on material sourcing.
- Unit costs and construction elements reflect 2024 pricing.

Implementation

POTENTIAL STAKEHOLDERS

- Commercial Tenants and Property Owners
- NYC Dept. of Transportation (NYC DOT)
- NYC Open Culture Program
- NYC Dept. of Design and Construction (NYC DDC)
- NYC Dept. of Sanitation
- Mayor's Office of Sustainability
- Center for Zero Waste Design
- Local organizations (e.g., NYC Historic Floral District, Tin Pan Alley American Music Project, etc.)

NOW First Moves

1. **Create focal draws** that spread the love from Broadway out along short blocks to the east and west.
2. **Elevate the character and identity of side streets** through signature public events that create an off-Broadway invitation.
3. **Prioritize pedestrians through tactical interventions and operational changes** that regulate critical curb space.

NEXT Mid- to long-term

1. **Develop a long-term programming plan** for blocks adjacent to Broadway (and beyond) that includes a regular cadence of both daytime and nighttime activities.
2. **Curate an engaging historic exhibit that tells the story of Tin Pan Alley**, and a partnership with supportive groups, such as the Tin Pan Alley American Music Project.
3. **Facilitate mobility study** to explore big ideas such as implementing raised intersections or establishing a shared pedestrian-priority street along all blocks 28th Street between Sixth Avenue and Park Avenue South.

NOW First Moves

1 Create focal draws that spread the love from Broadway out along short blocks to the east and west.

1A. Strengthen westward connection to the Flower District by signaling the character down the street with elements such as a bold mural and lush green edge.

- Install artistic crosswalk treatment or curb extension roadway mural at Broadway intersection to calm traffic and mural on blank facade between Broadway and Fifth Avenue to highlight the identity of the Flower District.
- Install planters at expended curb extensions at intersections.
- Create an incentive program for the Floral District businesses and other commercial tenants to adopt and maintain curbside planters.

1B. Strengthen eastward connection to Fifth Avenue by turning a hidden view of the Empire State Building into an mid-block attraction.

- Install artistic crosswalk treatment at Broadway intersection.
- Explore opportunity to install mid-block bulb-out that calls attention to sightlights to the Empire State Building from the pedestrian-perspective.

Note: Flatiron NoMad Partnership is intended to act as prime implementer for all 'first moves'; * some references included here are from national best practice

Regulatory partner	Implementation support	Local references
May be responsible for approving this work	May be supporting this work as an advocate or champion	Places in NYC where similar ideas have been implemented
NYC DOT, Art Program	Local artists, designers, and fabricators; NYC Historic Floral District (potential partner for planting strategy and placemaking that highlights connection to the district)	<p>Curb extension roadway mural — 34th Avenue, between 89th Street and 90th Streets, Queens</p> <p>Thematic sidewalk extension mural — 14th Street Busway</p> <p>Asphalt Art Safety Study* — making the case for the safety benefits of ground-plane treatments</p>
NYC DOT, Art Program	Local artists, designers, and fabricators; Empire State Realty Trust (potential partner for creation of interactive placemaking that highlights connection to the Empire State Building)	<p>Mid-block traffic calming bulb-out — West 22nd Street, between Eighth Avenue & Seventh Avenue, Manhattan</p> <p>Manual on Uniform Traffic Control Devices Reference Guide* — allows asphalt art projects on USA roadways, including curb extensions, midblock, intersections, and crosswalks</p>

2 Elevate the character and identity of side streets through signature public events that create an off-Broadway invitation.

2A. Establish a festival, block party, or flower market event

to enliven the street while supporting local businesses, showcasing local retailers, and celebrating lesser known histories.

- During events, explore opportunities to close 28th Street between Sixth and Fifth Avenues to vehicular traffic during events and to install temporary market stalls and flexible seating.
- Develop a market stall tenancing strategy with an equity lens that centers local entrepreneurship and uplifts existing retailers.
- Explore opportunities to highlight 'tin pan alley' history with curated musical activations.

2B. Partner with local businesses to establish a DOT 'Street Seats' program along the pilot corridor.

- Explore opportunities to install different seat types, from fixed benches to movable and modular chairs and tables for grab-and-go outdoor dining within contextually-responsive curb extensions.

Regulatory partner	Implementation support	Local references
May be responsible for approving this work	May be supporting this work as an advocate or champion	Places in NYC where similar ideas have been implemented
NYC Open Culture Program	Local businesses (floral businesses and other retailers), SBS; Tin Pan Alley American Music Project (TPAAPMP); The Metropolitan Chapter of the Victorian Society in America	<u>Broadway Bites Market brought a unified market stall design approach to Greeley Square</u> — 33rd Street between Broadway & Sixth Avenue <u>Uptown Night Market showcases the talents of locals in the community</u> — 133rd and 12th Avenue in West Harlem, Manhattan
NYC DOT, <u>Street Seats Program</u>	NYC DDC; Local businesses	<u>Street Seats with contextually-responsive, movable dining furniture</u> — New School, E 13th Street and Fifth Avenue, Manhattan

NOW First Moves

3 Prioritize pedestrians through tactical interventions and operational changes that regulate critical curb space.

3A. Rethink curbside management strategy to improve pedestrian experience and maximize operational efficiency for businesses along the corridor.

- Incentivize off-street parking through improved wayfinding and expanded 'commercial vehicle only' hours.
- Convert select existing 'commercial vehicle only' metered parking to 'truck loading zone' spaces and dedicated for-hire vehicle pick.

Note: Flatiron NoMad Partnership is intended to act as prime implementer for all 'first moves'

Regulatory partner

May be responsible for approving this work

Implementation support

May be supporting this work as an advocate or champion

Local references

Places in NYC where similar ideas have been implemented

NYC DOT

[Streamlined curbside management strategy to improve pedestrian experience](#)

— Meatpacking District, Manhattan

[NYC DOT Smart Curbs Pilot](#) — Upper West Side, Manhattan

Goals & Evaluation Criteria

01

Elevate the character and identity of the Flower District

- **Metrics:** Improved interested in and sense of connection to nearby points of interest
- **Methods:** Increase in positive sentiments via stakeholder intercept /online surveys

02

Declutter the public realm to create more space for people

- **Metrics:** Improved perception of pedestrian satisfaction; Increase in number of people moving and staying along the corridor
- **Methods:** Increase in positive sentiments via stakeholder intercept /online surveys; Increase in pedestrian stationary activity and movement count volumes

03

Position the street as a flexible platform for hosting events

- **Metrics:** Increase in events and activations that spill into or directly interact with the street
- **Methods:** Increase in number of event requests and/or event permits granted

Beyond the Margin

Park Avenue South between 23rd Street & 28th Street

Context & Opportunities

- There is momentum on Park Avenue South to redesign the street and **bring back the greenspace** that used to define the corridor, but it doesn't cover the full extent of the avenue.
- How might Park Avenue South **bridge the gap** between people and greenery in the district?



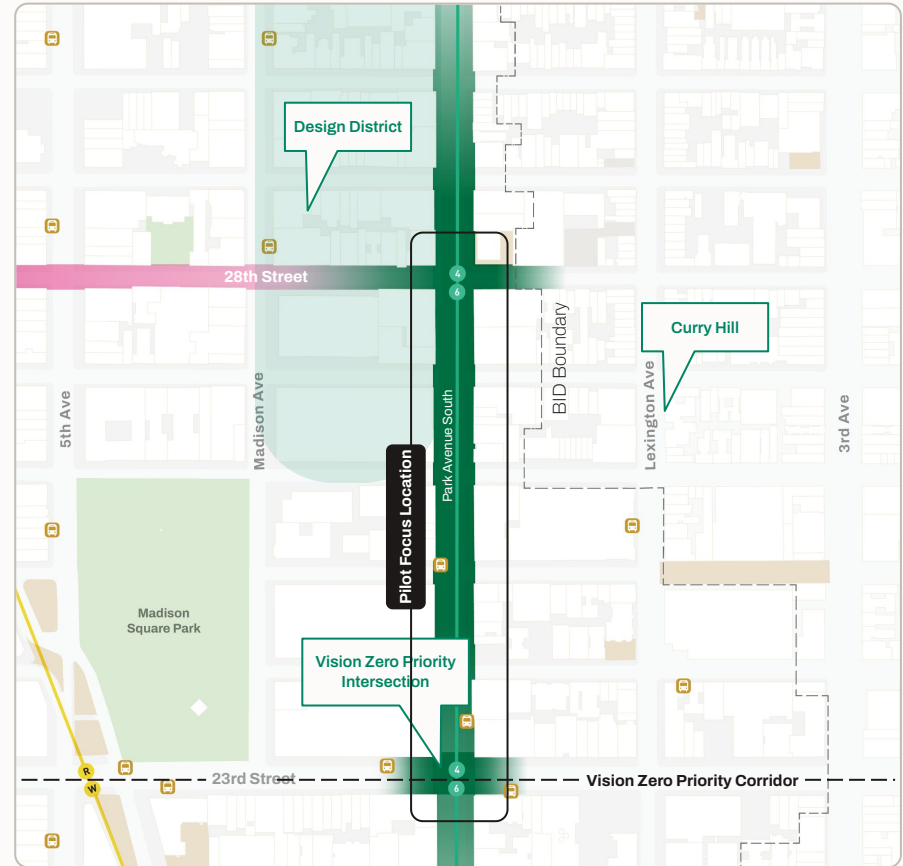
Looking north up Park Avenue South from 28th Street

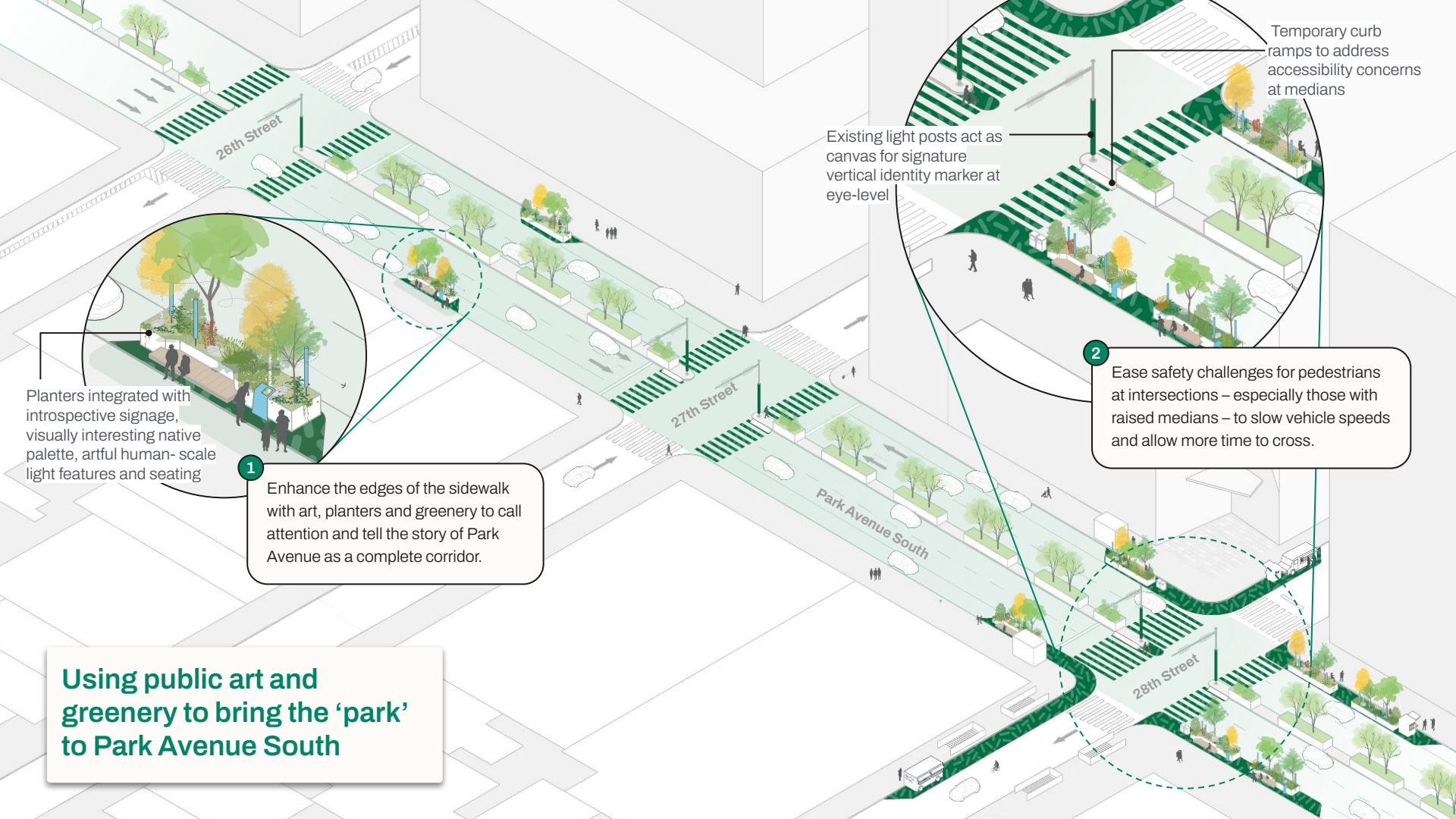
1. [The Nature Conservancy](#)

Beyond the Margin

Reimagine Park Avenue South as a green spine for people to experience, rather than a chain of green islands they can only view from afar

While the medians along Park Avenue South bring some much needed canopy coverage to the district, they position the greenery amidst a roadway where pedestrians can't access or enjoy it. A reimaged public realm will not only making moving along this busy corridor more comfortable and human-scale, but invite passersbys to both reflect on a past landscape and envision a future one.





Temporary curb ramps to address accessibility concerns at medians

Existing light posts act as canvas for signature vertical identity marker at eye-level

Planters integrated with introspective signage, visually interesting native palette, artful human-scale light features and seating

1 Enhance the edges of the sidewalk with art, planters and greenery to call attention and tell the story of Park Avenue as a complete corridor.

2 Ease safety challenges for pedestrians at intersections – especially those with raised medians – to slow vehicle speeds and allow more time to cross.

Using public art and greenery to bring the ‘park’ to Park Avenue South

Overall Site Plan

Park Avenue South from 23rd Street to 28th Street

Park Avenue South between 27th Street & 28th Street

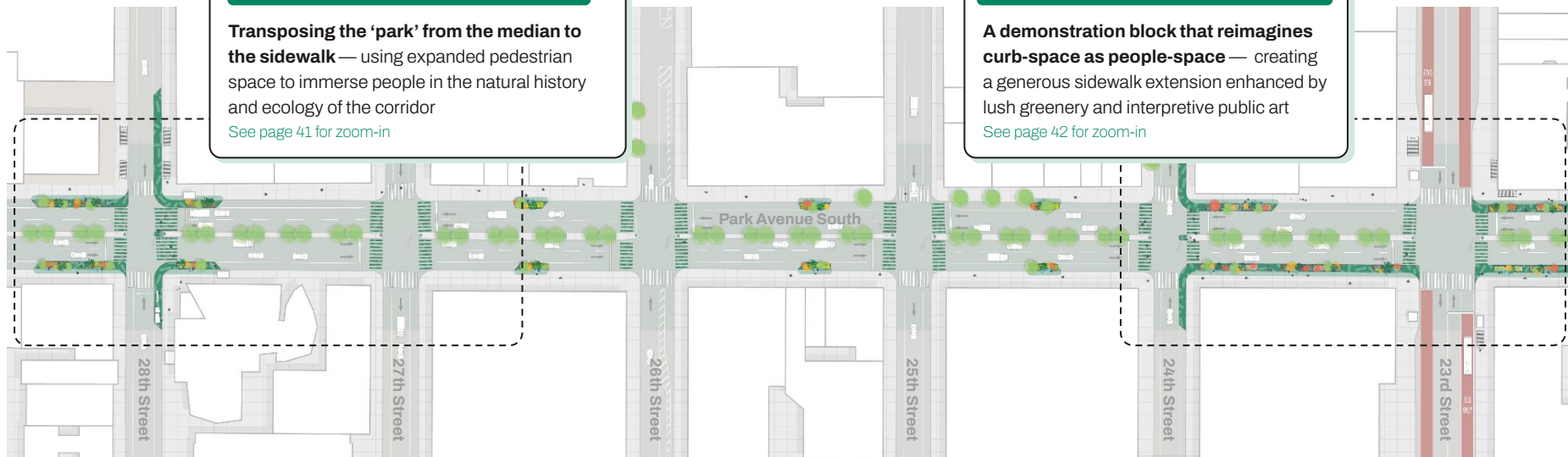
Transposing the 'park' from the median to the sidewalk — using expanded pedestrian space to immerse people in the natural history and ecology of the corridor

[See page 41 for zoom-in](#)

Park Avenue South between 23rd Street & 24th Street

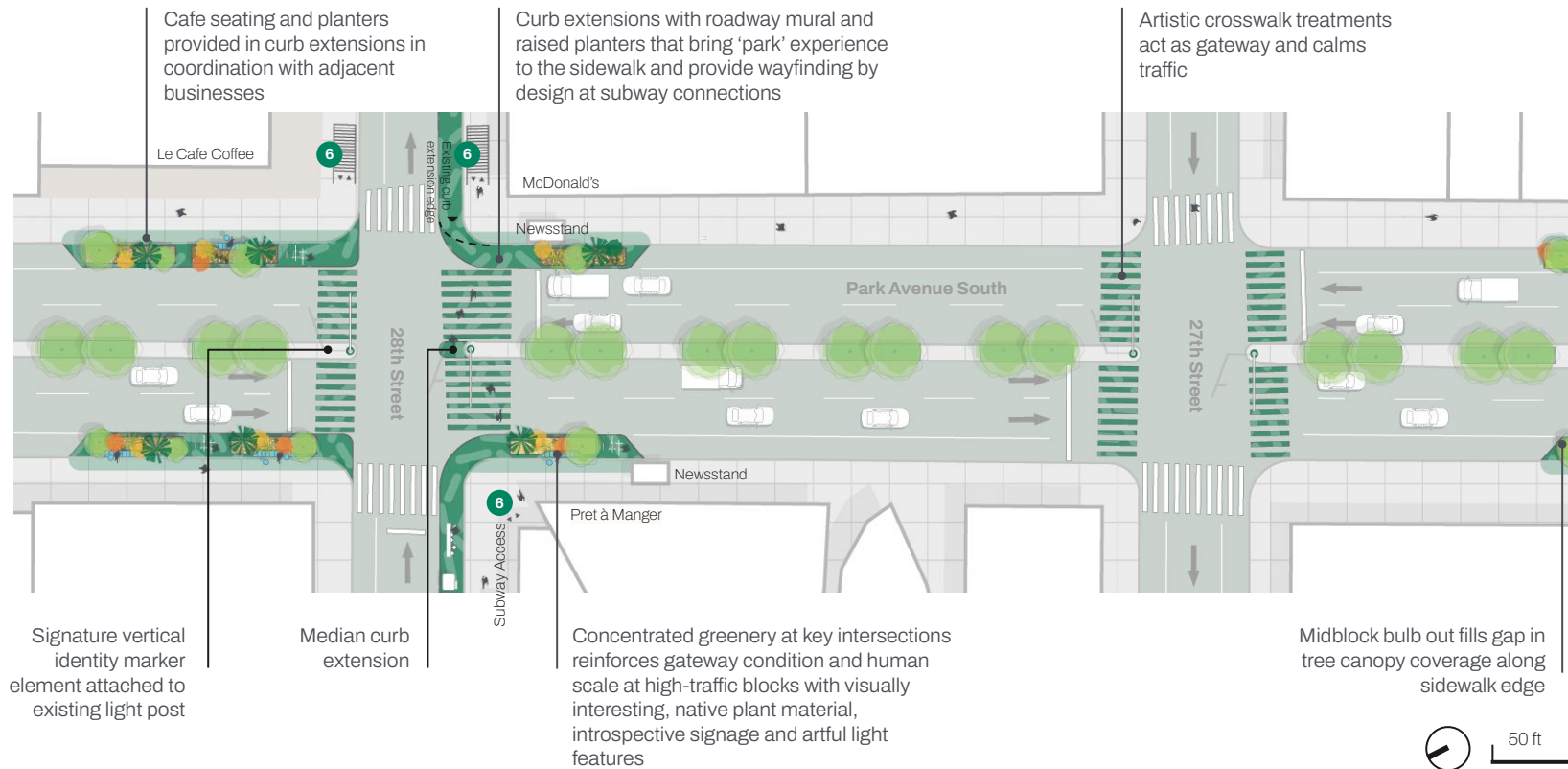
A demonstration block that reimagines curb-space as people-space — creating a generous sidewalk extension enhanced by lush greenery and interpretive public art

[See page 42 for zoom-in](#)



Site Plan Zoom In

Park Avenue South between 27th Street & 28th Street



*All curb extensions shown are proposed except SE curb of Park Avenue South & 28th Street as marked on plan.

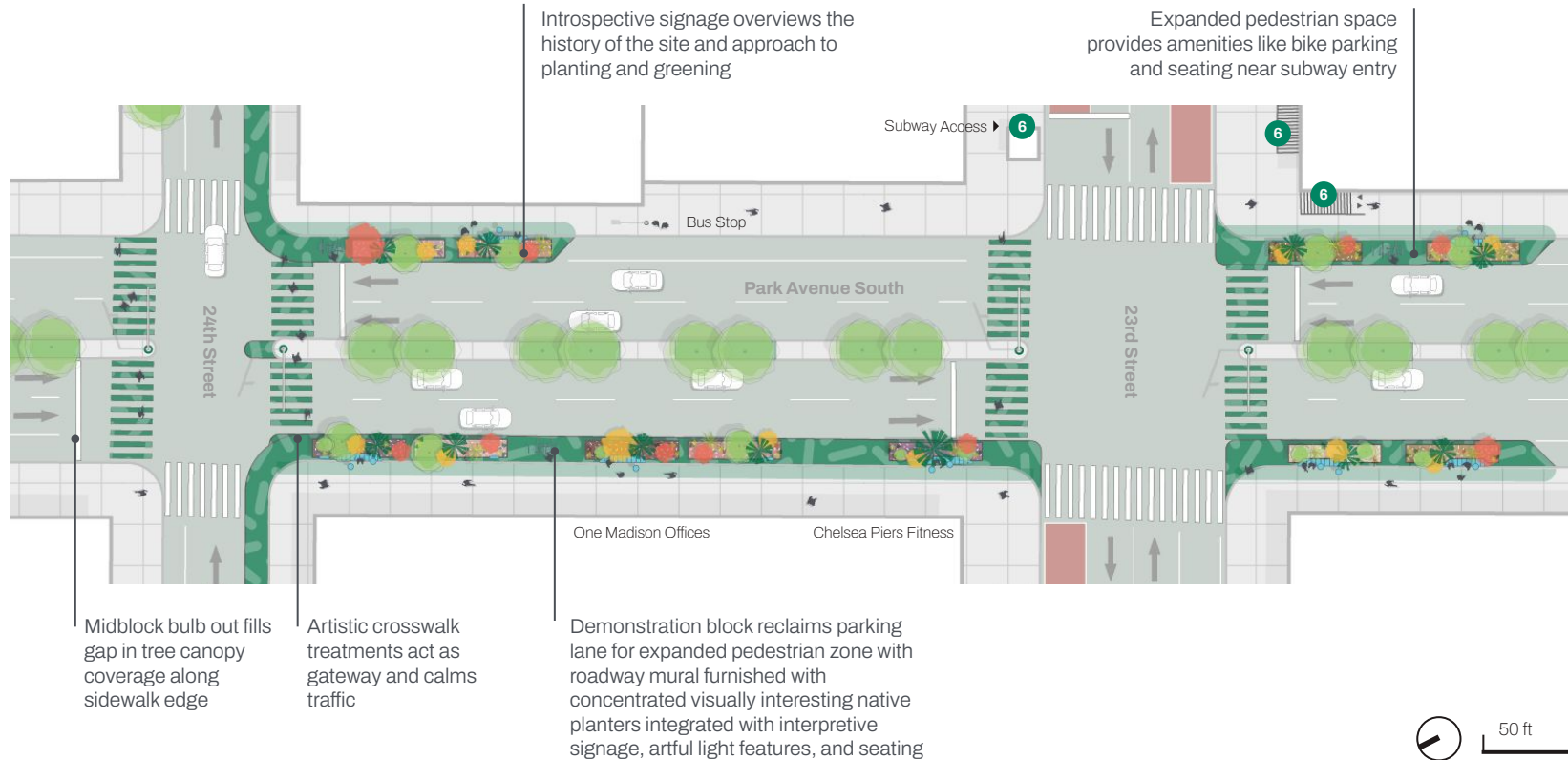
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Site Plan Zoom In

Park Avenue South between 23rd Street & 24th Street



*All curb extensions shown are proposed.

Inviting for nearness
to nature



Exhibiting native flora amidst
a bustling urban backdrop

Interpretive storytelling of
lesser known natural histories



Signature vertical
elements

Cost Estimate

Item	Unit Cost	Unit	Total #	Total Cost
Introspective signage/wayfinding	\$ 1,000.00	ea	15	\$ 15,000.00
Human-scale light features	\$ 7,000.00	ea	23	\$ 161,000.00
Custom pole-mounted wayfinding	\$ 800.00	ea	12	\$ 9,600.00
Bench	\$ 1,000.00	ea	17	\$ 17,000.00
Tree (new)**	\$ 3,600.00	ea	60	\$ 216,000.00
Planter (large)	\$ 3,000.00	ea	24	\$ 72,000.00
Moveable Chair	\$ 900.00	ea	40	\$ 36,000.00
Moveable Bistro Table	\$ 1,650.00	ea	20	\$ 33,000.00
Artistic crosswalks	\$ 600.00	ea	24	\$ 14,400.00
Bike rack	\$ 1,500.00	ea	6	\$ 9,000.00
Curb extension artwork	\$ 6.00	sf	8000	\$ 48,000.00
Curb extension lane markings	\$ 1.50	lf	1200	\$ 1,800.00
Flexible delineator	\$ 50.00	ea	100	\$ 5,000.00
Granite block	\$ 1,500.00	ea	24	\$ 36,000.00
Construction to modify ped ramps	\$ 3,000.00	ea	12	\$ 36,000.00
<i>Contingency</i>				15%
Total Materials Cost				\$ 709,800.00
Total Cost				\$ 816,270.00

See [cost estimate spreadsheet](#) for overview of assumptions

Notes & Considerations:

- Because these are interim designs with many custom features (as opposed to standard capital project work), this estimate uses a number of cost references to best estimate unit costs. For elements where the Flatiron NoMad Partnership has existing material unit costs, these prices are reflected in the estimate.
- The unit costs are likely conservative, high-end estimates and the ultimate figures will largely depend on material sourcing.
- Unit costs and construction elements reflect 2024 pricing.

Implementation

POTENTIAL STAKEHOLDERS

- NYC Dept. of Transportation (NYC DOT)
- NYC Dept. of Cultural Affairs
- NYC Dept. of Design and Construction (NYC DDC)
- Trees NY
- The Nature Conservancy
- New York Restoration Project
- Tenants and Property Owners
- Local artists, designers, and fabricators

NOW First Moves

- 1. Enhance the edges of the sidewalk with art, planters and greenery** to call attention and tell the story of Park Avenue north of 34th Street and Park Avenue South as a unified corridor.
- 2. Ease safety challenges for pedestrians at intersections**— especially those with raised medians – to slow vehicle speeds and allow more time to cross.

NEXT Mid- to long-term

- 1. Initiate a feasibility study for long-term improvements of Park Avenue South** to claim more space for people, similar to effort to upgrade historic medians north of 34th Street.
- 2. Develop and carry out a plan for long term landscape sustainability** that seeks to replant median with native species that provide pollinator habitat and increases canopy coverage along the corridor and across the district.
- 3. Initiate a mobility study** to explore opportunities to provide dedicated rolling infrastructure along Park Avenue South.

NOW First Moves

1 Enhance the edges of the sidewalk with a green border of art, planters and greenery.

1A. Deploy curb extensions that concentrate, native greenery at the sidewalk along intersections and midblock locations to establish gateways and continuous pedestrian experience.

- Establish demonstration block at vision zero priority intersection, on west side of avenue between 23rd and 24th Streets, by reclaiming parking lane for expanded pedestrian zone.
- Convert parking to curb extensions at select intersection and mid-block locations.
- Design and implement native plant palette for planters that showcases species with seasonal interest and ecological benefits.
- Create an incentive program for businesses and commercial tenants to adopt and maintain curbside planters.

1B. Explore artistic ground-plane and surface treatments and signage that tells the history of the corridor and provides subtle traffic-calming at intersections.

- Install artistic surface treatment along curbside pedestrian extension.
- Provide introspective signage that helps with storytelling.
- Add vertical identity markers to existing light posts at eye-level.
- Explore opportunities to add paint to medians to reinforce placemaking applied to pedestrian extensions.

Note: Flatiron NoMad Partnership is intended to act as prime implementer for all 'first moves'
Flatiron NoMad Partnership

Vision Plan

Regulatory partner

May be responsible for approving this work

Implementation support

May be supporting this work as an advocate or champion

Local references

Places in NYC where similar ideas have been implemented

NYC DOT

Trees NY; The Nature Conservancy; New York Restoration Project; Local businesses

Coordinating interim planting effort with businesses in a district
— Fund for Park Avenue

NYC DOT, Art Program

NYC Dept. of Cultural Affairs, Local artists, designers, and fabricators; Local businesses

Thematic sidewalk extension mural— 14th Street Busway
Thematic sidewalk extension mural— Downtown Brooklyn

NOW First Moves

2 Ease safety challenges for pedestrians at intersections – to slow vehicle speeds and allow more time to cross.

2A. Adjust traffic signal timing to prioritize pedestrian and cyclist safety by incorporating Leading Pedestrian Intervals (see “traffic signal modifications” in Safety & Operations toolkit) at intersections where it is not yet included along Park Avenue South.

2B. Continue efforts to address accessibility constraints at raised medians by implementing temporary curb ramps or overseeing curb reconstruction.

Regulatory partner	Implementation support	Local references
May be responsible for approving this work	May be supporting this work as an advocate or champion	Places in NYC where similar ideas have been implemented
NYC DOT, Signals Unit		<u>Leading pedestrian intervals are widely deployed citywide</u> —common at most intersections in Manhattan
NYC DOT, <u>Pedestrian Ramp Program</u>	NYC DDC	

Note: Flatiron NoMad Partnership is intended to act as prime implementer for all ‘first moves’

Goals & Evaluation Criteria

01

Provide expanded tree canopy

- **Metrics:** Increased canopy coverage; decreased sidewalk surface temperature
- **Methods:** Tree canopy survey; Temperature survey

02

Reinforce pedestrian priority

- **Metrics:** Improved perception of safety and/or accessibility
- **Methods:** Decrease in reported crashed and pedestrian injuries

03

Integrate public art within the public realm

- **Metrics:** Improved satisfaction with arts and culture offerings
- **Methods:** Increase in positive sentiments via stakeholder intercept /online surveys

The Gateway

Sixth Avenue between 28th Street & 22nd Street

Context & Opportunities

- Crowded during peak hours but at times feeling **empty and unsafe at dawn or after dark**
- **Sixth Avenue** is Vision Zero Priority Corridor
- **Lacks the moments of delight** that characterize the rest of the district
- With **new development and rezoning on the horizon**, there's a chance to reimagine this vital street and create a better experience for all

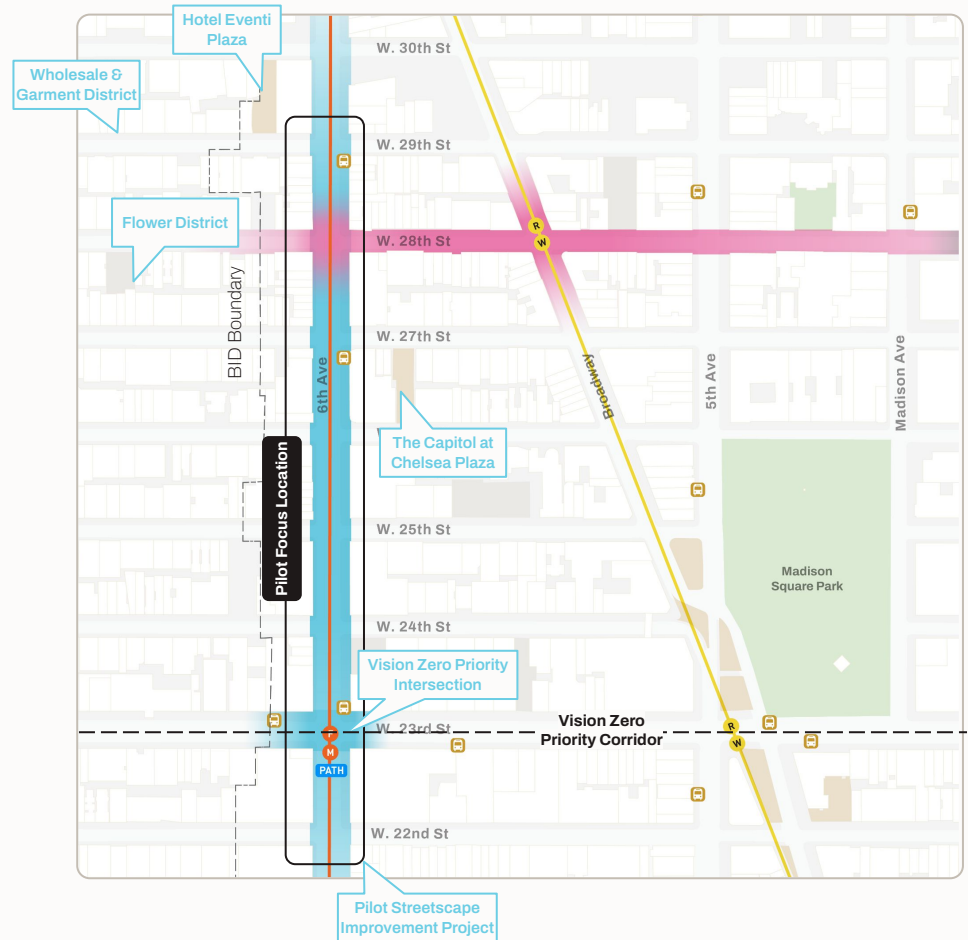


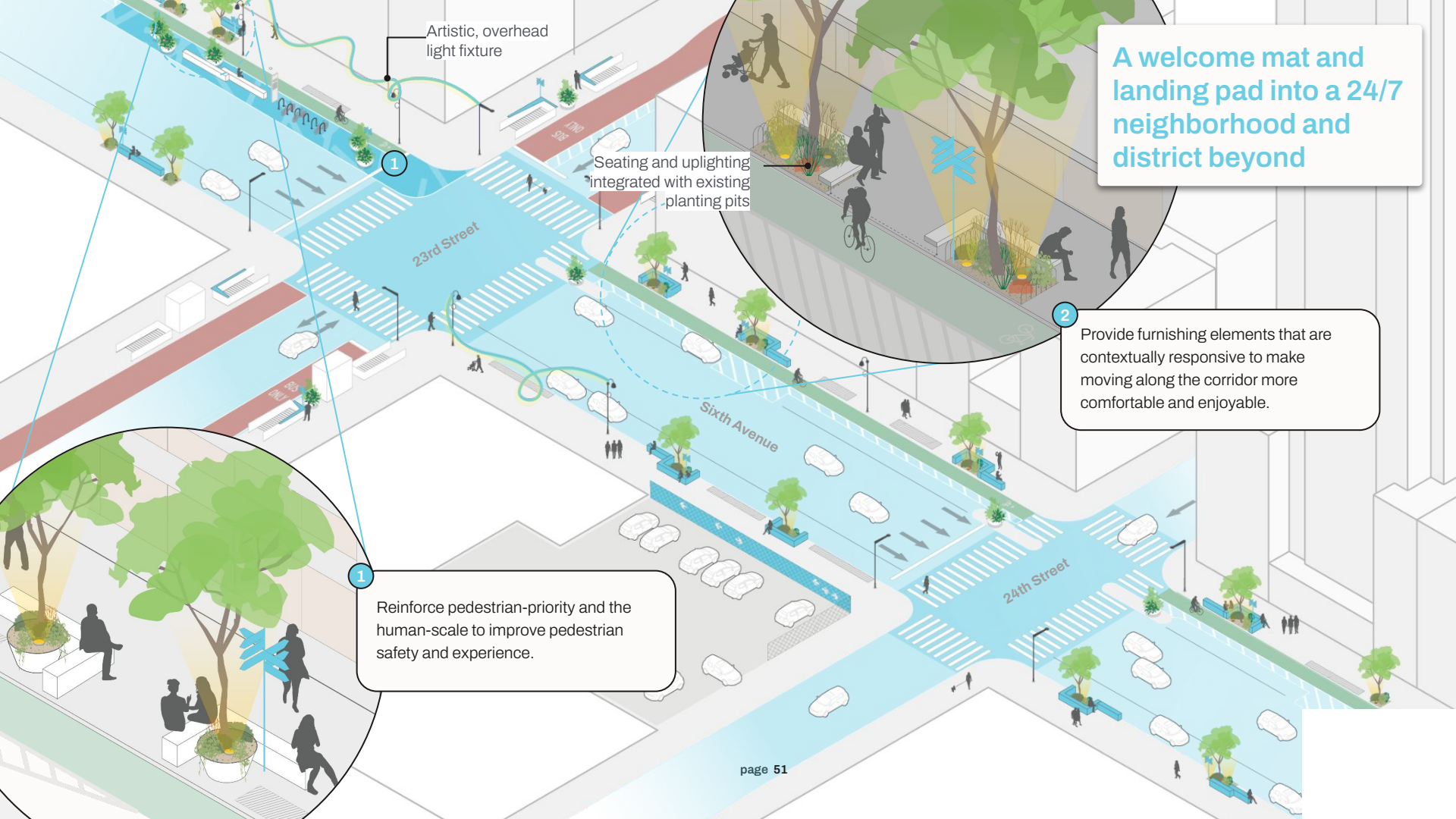
1. VivaCity June 2024 traffic counts

The Gateway

Establish a welcoming gateway into the district

Sixth Avenue is a welcome mat and landing pad for many arriving to Flatiron NoMad — but crowding and clutter make it feel less inviting and comfortable than other corridors across the district. A thoughtful approach to placemaking can streamline circulation and help people moving along the corridor enjoy and appreciate the many gems (both hidden and beloved!) that Flatiron NoMad offer.





Artistic, overhead
light fixture

1

Seating and uplighting
integrated with existing
planting pits

23rd Street

Sixth Avenue

24th Street

1

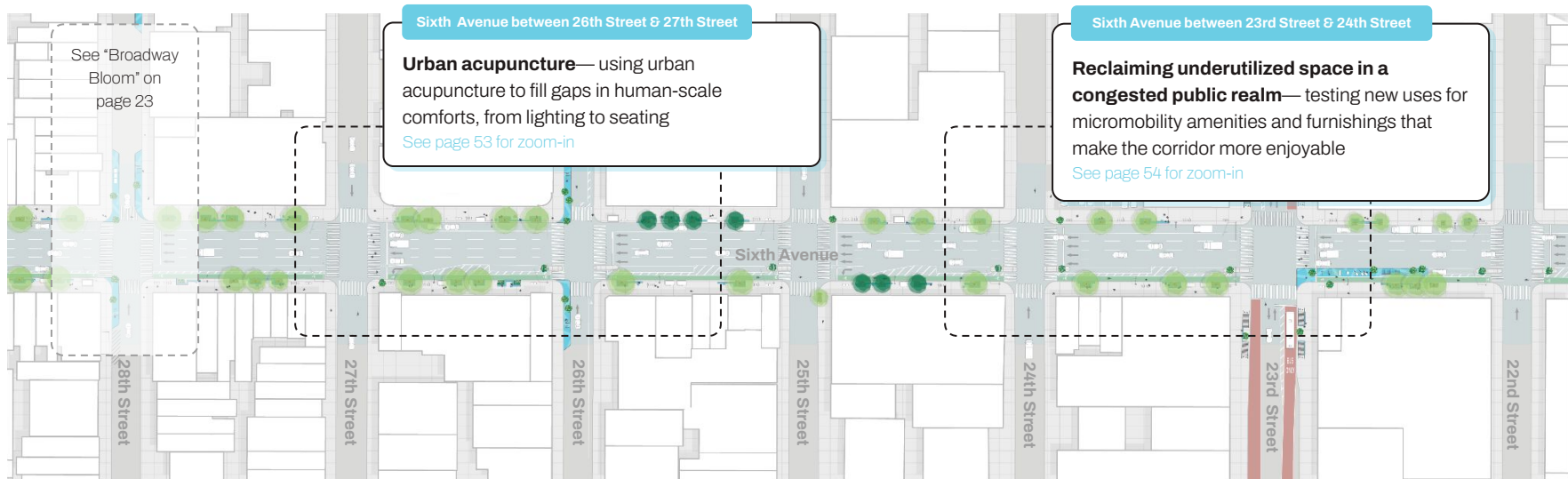
Reinforce pedestrian-priority and the
human-scale to improve pedestrian
safety and experience.

2

Provide furnishing elements that are
contextually responsive to make
moving along the corridor more
comfortable and enjoyable.

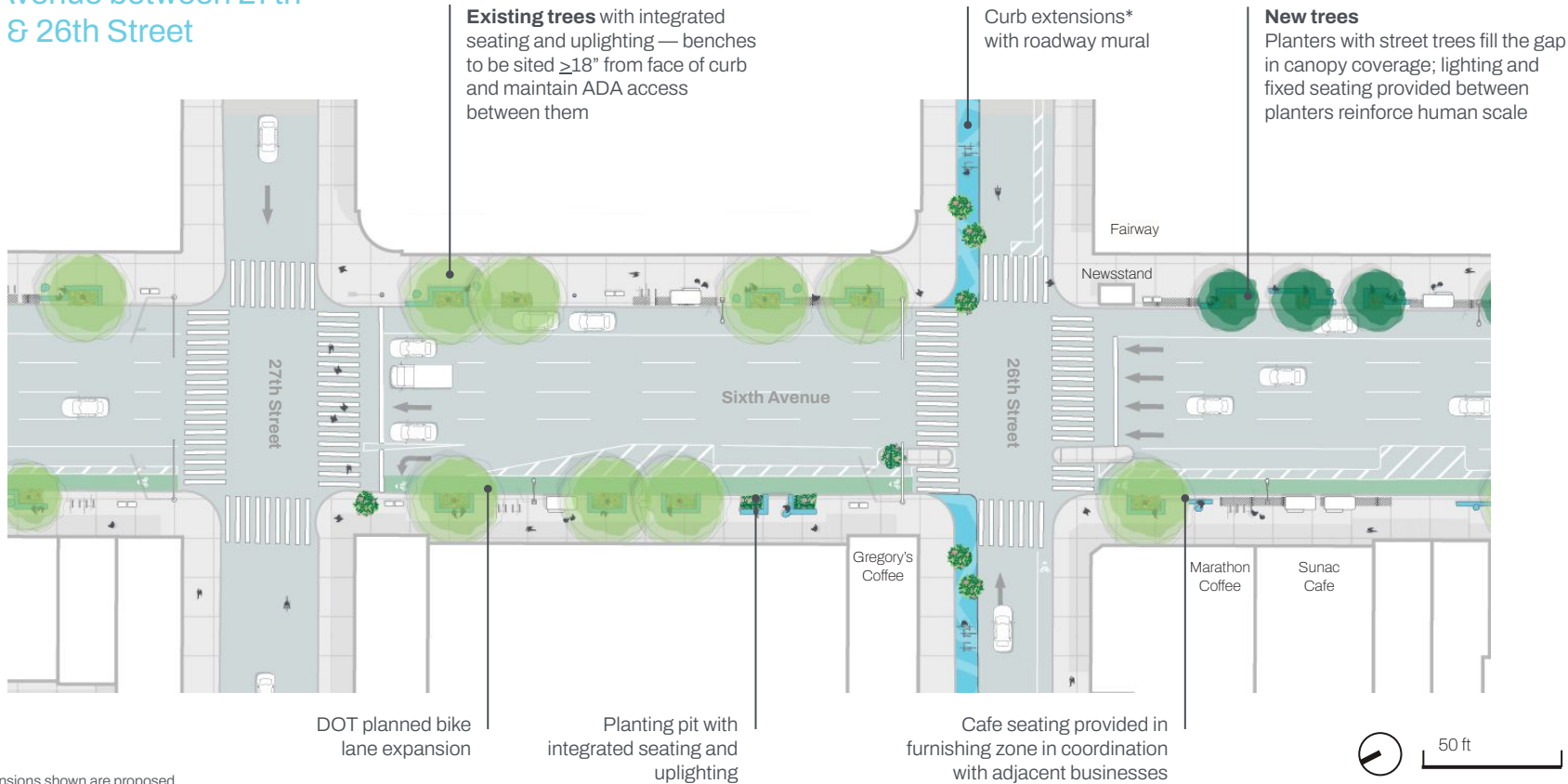
A welcome mat and
landing pad into a 24/7
neighborhood and
district beyond

Overall Site Plan



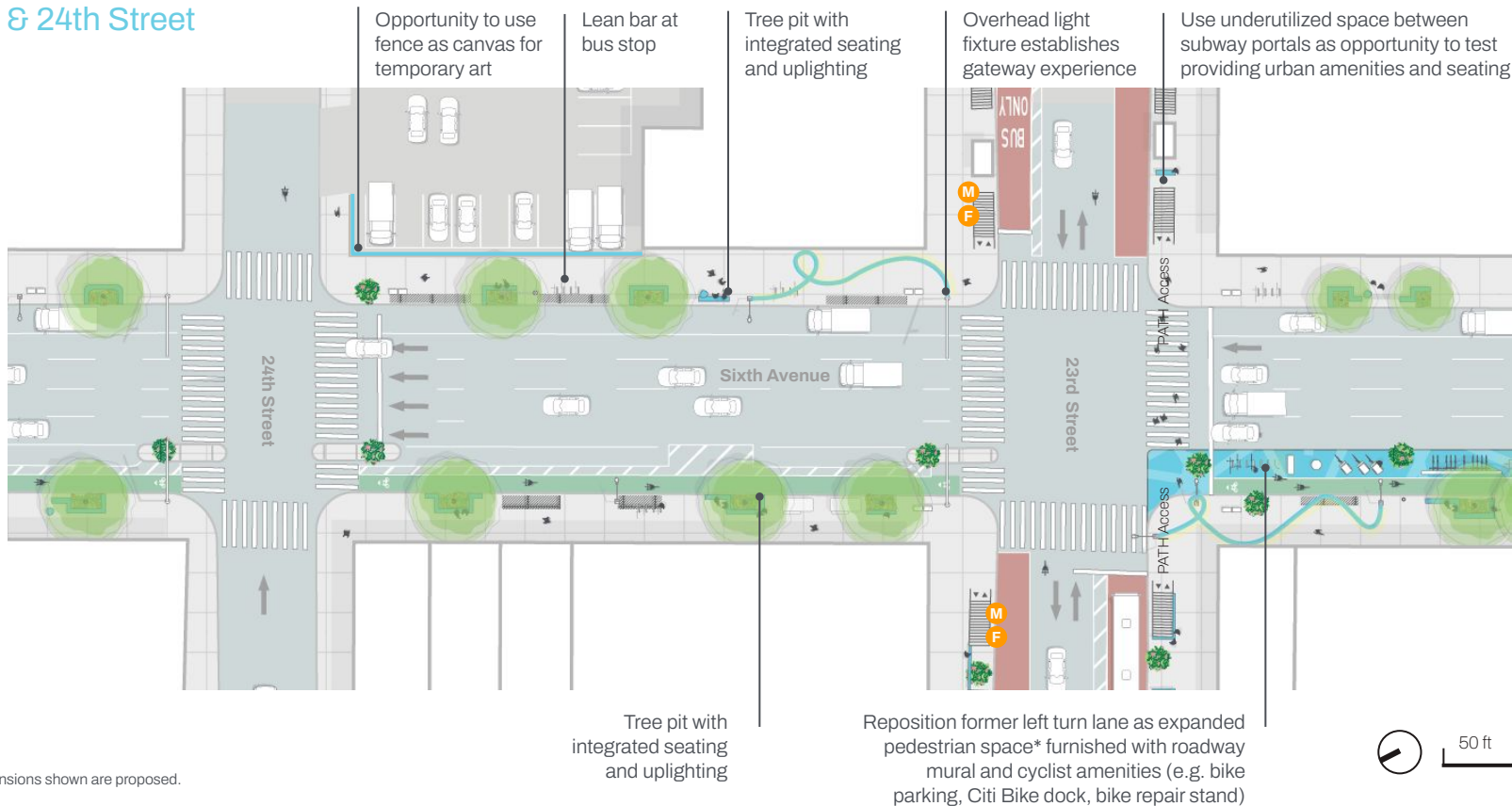
Site Plan Zoom In

Sixth Avenue between 27th Street & 26th Street

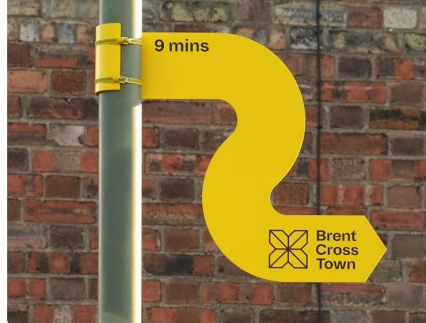
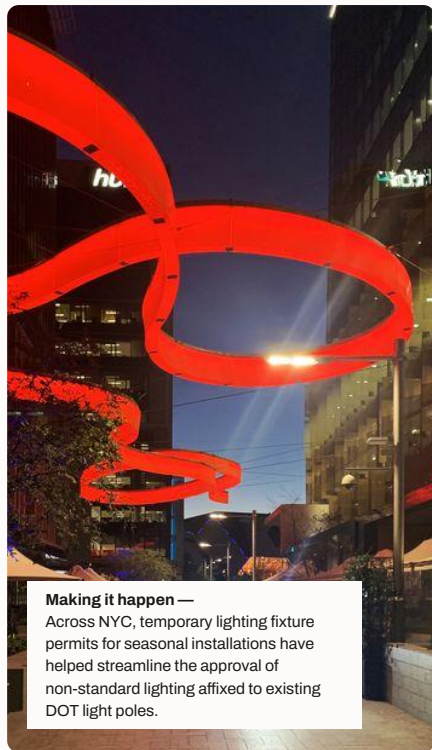


Site Plan Zoom In

Sixth Avenue between 23rd Street & 24th Street



Artistic, overhead light fixture establishes gateway experience

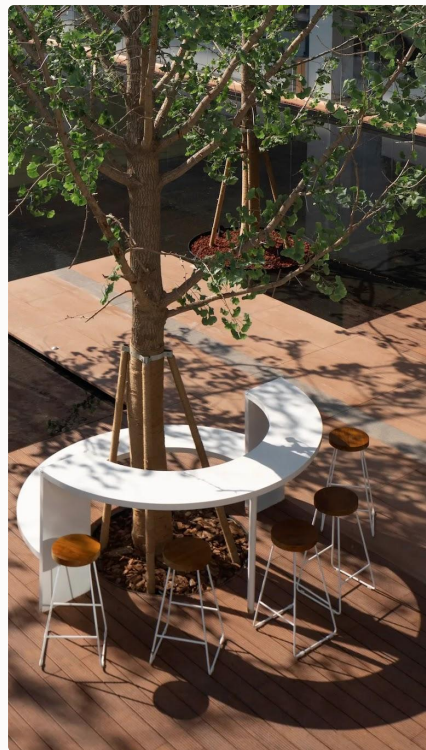


High-impact, low-profile wayfinding



Minimal footprint seating around tree pits

Maximizing the respite pleasant microclimate moments help create



Light cast from trees offers a soft, human-scale glow

Cost Estimate

Item	Unit Cost	Unit	Total #	Total Cost
Wayfinding (attached to existing poles)	\$ 400.00	ea	24	\$ 9,600.00
Artistic Overhead Lighting Fixtures	\$ 25,000.00	ea	2	\$ 50,000.00
Tree Uplighting	\$ 600.00	ea	44	\$ 26,400.00
Bench (custom)	\$ 1,200.00	ea	38	\$ 45,600.00
Tree (new)**	\$ 3,600.00	ea	7	\$ 25,200.00
Planter (large)	\$ 3,000.00	ea	32	\$ 96,000.00
Moveable Bistro Table	\$ 1,650.00	ea	26	\$ 42,900.00
Art work (fence-mounted)	\$ 10.00	sf	600	\$ 6,000.00
Bike rack	\$ 1,500.00	ea	4	\$ 6,000.00
Curb extension artwork	\$ 6.00	sf	2400	\$ 14,400.00
Curb extension lane markings	\$ 1.50	lf	330	\$ 495.00
Flexible delineator	\$ 50.00	ea	60	\$ 3,000.00
Granite block	\$ 1,500.00	ea	8	\$ 12,000.00
<i>Contingency</i>				15%
Total Materials Cost				\$ 337,595.00
Total Cost				\$ 388,234.25

See [cost estimate spreadsheet](#) for overview of assumptions

Notes & Considerations:

- Because these are interim designs with many custom features (as opposed to standard capital project work), this estimate uses a number of cost references to best estimate unit costs. For elements where the Flatiron NoMad Partnership has existing material unit costs, these prices are reflected in the estimate.
- The unit costs are likely conservative, high-end estimates and the ultimate figures will largely depend on material sourcing.
- Unit costs and construction elements reflect 2024 pricing.

Implementation

CORE STAKEHOLDERS

- NYC Dept. of Transportation (NYC DOT)
- NYC Dept. of Cultural Affairs
- NYC Dept. of Design and Construction (NYC DDC)
- Tenants and Property Owners
- Local artists, designers, and fabricators

NOW First Moves

1. **Reinforce pedestrian-priority and the human-scale** to improve pedestrian safety and experience.
2. **Provide furnishing elements** that are contextually responsive — considering microclimate and spatial constraints — to make moving along the corridor more comfortable and enjoyable.

NEXT Mid- to long-term

1. **Initiate a feasibility study to reclaim expanded pedestrian space** by converting continuous blocks (4-6) of parking, proposed between 22nd and 26th Streets, to permanent sidewalk extensions.
2. **Initiate a mobility study** to identify priority corridor-wide improvements such as: expanded cyclist amenities to complement the added space provided as part of DOT's proposed expanded bike lane project and pedestrian amenities, such as raised crosswalks for intersections.

1 Reinforce pedestrian-priority and the human-scale to improve pedestrian safety and experience.

1A. Install an artistic, overhead light fixture along the avenue's pedestrian zone in key moments to visually define the avenue and improve ambiance and perception of nighttime safety while also accenting the character of the district.

- Launch a competition/call for design and fabrication of a signature fixture unique to Sixth Avenue.
- Start by installing fixture at 23rd Street Vision Zero priority intersection

1B. Boost pedestrian safety and visibility using functional, operational interventions that are quick and easy to implement.

- Install red-light cameras for automated enforcement of signals and speed limits at the intersection of Sixth Avenue and 23rd Street.
- Given the relatively low volume of left-turning vehicles, ban left turns from Sixth Avenue to 23rd Street and open up an expanded pedestrian zone at this lane approaching the intersection to reduce vehicular conflict with large volumes of pedestrians crossing.
- Consider banning left turns from Sixth Avenue to 29th Street to bookend the pilot concept while also eliminating the conflict between bicyclists and turning vehicles.
- Install Accessible Pedestrian signal (APS) at intersection (Selis Manor / Visions housing for the blind is located nearby)

Note: Flatiron NoMad Partnership is intended to act as prime implementer for all 'first moves'

Regulatory partner	Implementation support	Local references
May be responsible for approving this work	May be supporting this work as an advocate or champion	Places in NYC where similar ideas have been implemented
NYC DOT, Art Program	NYC DDC; NYC Dept. of Cultural Affairs, Local artists, designers, and fabricators	Non-standard lighting affixed to existing DOT light poles with temporary lighting fixture permit for seasonal installations — Bed-Stuy BID ; Chinatown BID ; Meatpacking District BID
NYC DOT, Signals Unit		A similar approach to banning turns has been successfully implemented at Fifth Avenue and 42nd Street and Seventh Avenue at Times Square. Recently expanded red-light camera program — marking the largest expansion of the red light camera program in New York City's history Accessible Pedestrian Signals — Requests for replacement/additions via DOT here

2 Provide furnishing elements that are contextually responsive to make moving along the corridor more comfortable and enjoyable.

2A. Provide thoughtful furnishings where people need them most, inviting them to take a beat where needed while reducing sidewalk clutter.

- Add seating in the form of benches or leaning bars at key moments (e.g. outside busy storefronts or in areas with comfortable microclimates from street trees) within the sidewalk's existing furniture zone, sited to leverage comfortable microclimates.
- In areas where fixed seating cannot be installed, provide seating around tree pits. In areas where no tree is provided, add canopy via raised tree planters that are integrated with seating.
- Ensure existing street furnishings do not impede clear pedestrian path, by:
 - Relocating trash bins to the area between the subway stairs, so not in the way of people crossing and not the first thing people see when exiting the subway.
 - Relocating newspaper kiosks more in-block along 23rd Street and closer to East- and West-bound bus stops.

2B. Incorporate seamless, intuitive wayfinding along the length of the corridor to guide people to nearby destinations — from within the district to beyond — provided within their path of travel.

Note: Flatiron NoMad Partnership is intended to act as prime implementer for all 'first moves'

Regulatory partner	Implementation support	Local references
May be responsible for approving this work	May be supporting this work as an advocate or champion	Places in NYC where similar ideas have been implemented
NYC OT	NYC DDC; Local businesses	<p><u>Leaning bar at bus stop</u> — 34th Street, Manhattan</p> <p><u>Raised planter with bench integrated along edge</u> — Myrtle Avenue Plaza, Myrtle Avenue between Hall Street and Emerson Place, Brooklyn</p> <p><u>NYC DOT Coordinated Street Furniture Siting Guidelines</u> — provides helpful reference for local design and siting guidelines for street furniture</p>
NYC DOT, <u>WalkNYC</u>		<p><u>Wayfinding Fingerpost makes it easy to orient to nearby destinations</u> — Second Avenue and E 102nd Street, Manhattan</p>

Goals & Evaluation Criteria

01

Provide a safe, seamless movement experience for all

- **Metrics:** Improved sense of safety
- **Methods:** Decrease in reported crashed and pedestrian injuries

02

Establish a clear mobility hierarchy

- **Metrics:** Improved perception of pedestrian satisfaction
- **Methods:** Increase in positive sentiments via stakeholder intercept /online surveys

03

Provide comprehensive and intuitive wayfinding

- **Metrics:** Reduced perception of distance to nearby destinations
- **Methods:** Increase in positive sentiments via stakeholder intercept /online surveys

04

Make people feel comfortable spending time on Sixth Avenue

- **Metrics:** Improved pedestrian satisfaction; increase in number and diversity of people spending time
- **Methods:** Increase in positive sentiments via stakeholder intercept /online surveys; Increase in pedestrian stationary activity

05

Menu of near-term demonstration projects

The Menu of Projects presents a series of pilots focused on what the Partnership can do starting immediately — using pilots to **accelerate broader change.**

Guided by a strong vision, the intent of the Menu of Projects is to focus on more tactical wins the Partnership can kickstart in support of a larger-scale Action Plan to be implemented in the long term. These interventions aim to optimize implementability in the near term, focusing on opportunities to experiment within the boundaries of the public realm.

The ultimate intent of these pilots is to build support from the chorus of public and private actors who govern major corridors, paving the way to capital improvement. By involving community members and seeing how projects are used in real time, pilot projects give people a voice in the planning process and can start to build consensus and excitement around potential improvements, building the case for longer-term interventions.

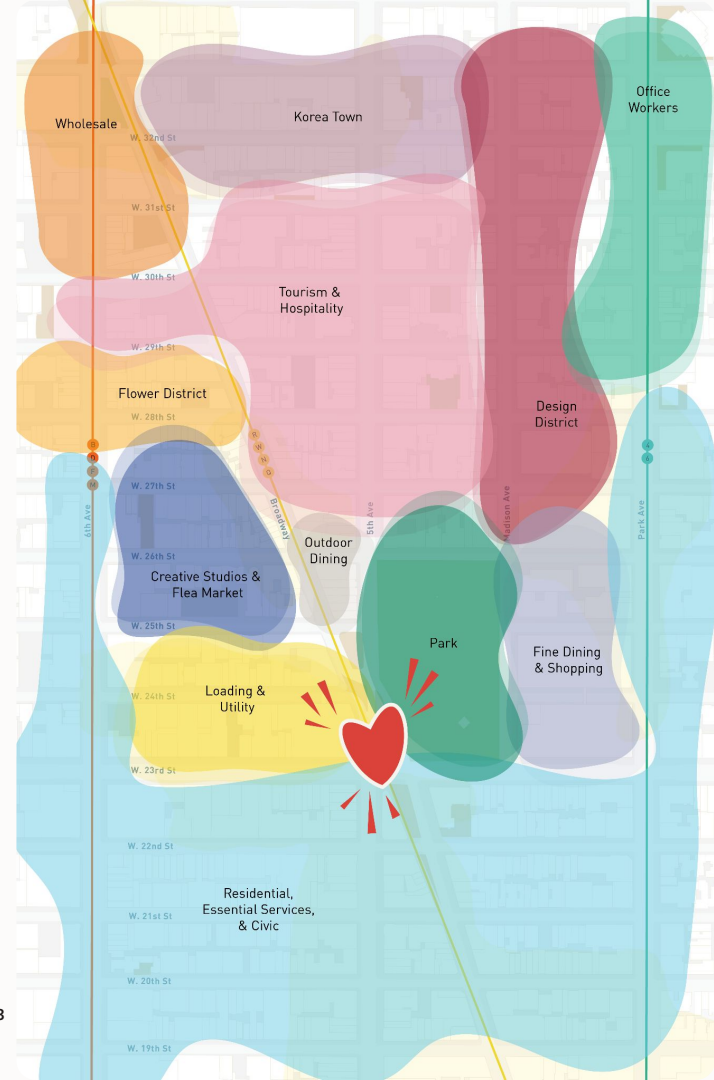
Seven high-impact near-term pilot concepts were developed for consideration

Concepts:

- Respond to challenges and opportunities identified by Partnership priorities, stakeholder engagement, Vision Zero, transit and mobility analysis, and public life observations
- Explore placemaking opportunities across the public realm off of Broadway
- Distribute pilots spatially across the district

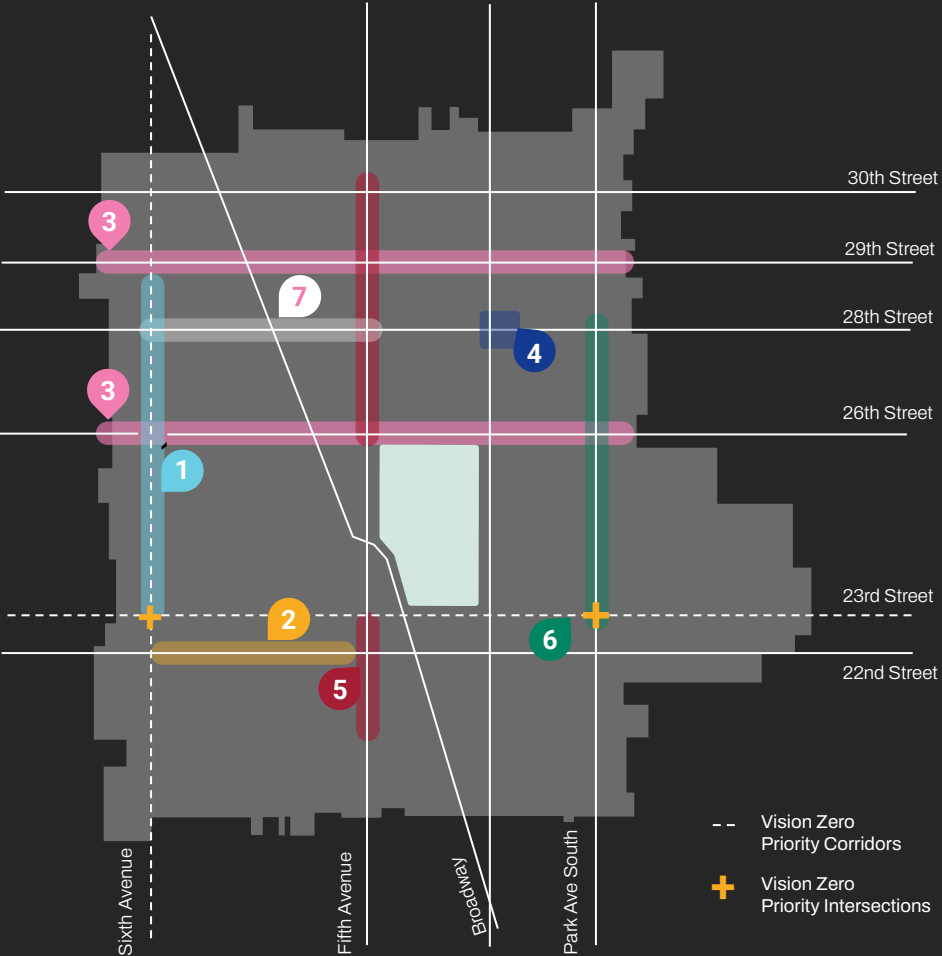
Concepts fall within three buckets, based on how they may be implemented:

1. Implementation as part of a district-wide demonstration project streetscape palette
2. Implementation led by partners
3. Implementation led by the Partnership



Pilot concept overview

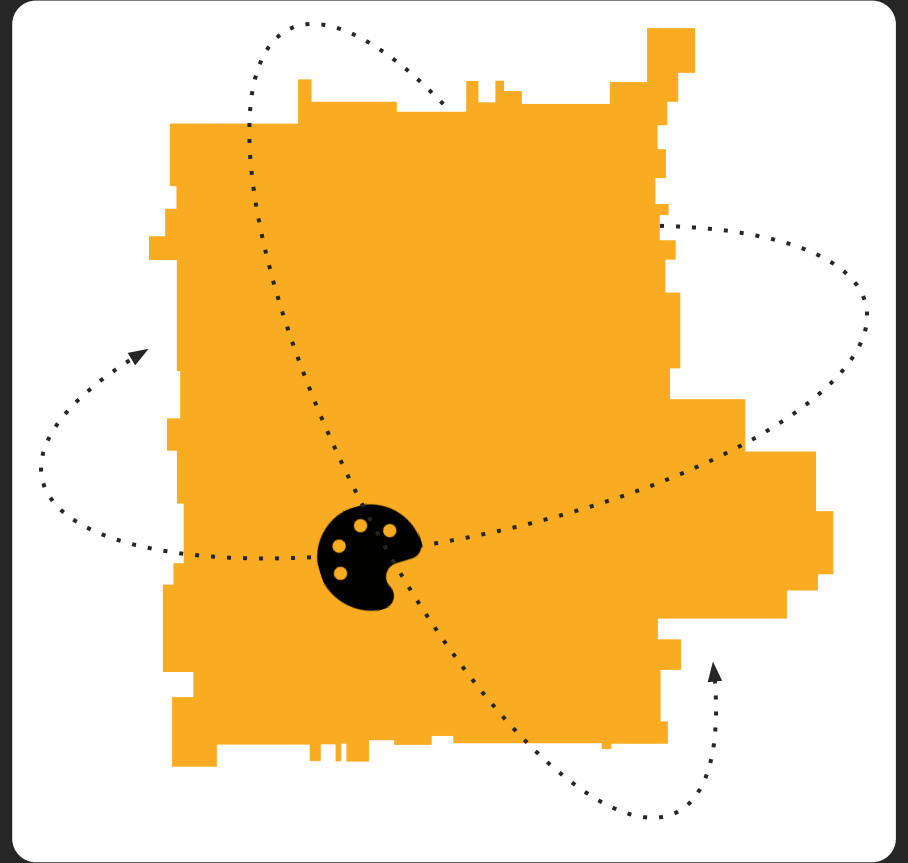
PALETTE	#	PILOT CONCEPT NAME	PILOT TEST LOCATION
	1	The Gateway	Sixth Avenue from 23rd Street to 26th Street
PARTNER-LED	2	Softening the Edge	22nd Street between Fifth Avenue + Sixth Avenue
	3	River to River Bike Connector	26th Street + 29th Street
PARTNERSHIP-LED	4	Pit Stop	28th Street + Madison Avenue
	5	Urban Lily Pads	Fifth Avenue from 20th Street to 23rd Street, and from 26th Street to 30th Street
PARTNERSHIP-LED	6	Beyond the Margin	Park Avenue South from 23rd Street to 28th Street
	7	The Broadway Bloom	28th Street between Fifth Avenue + Sixth Avenue



Concepts for palette implementation

These concepts will be a part of a cohesive design palette for the entire Flatiron NoMad Partnership.

Making each pilot project conform to a thoughtful material and furnishing palette can ensure that the projects elevate and reinforce district identity — translating the visions, goals, and interventions for the district into a tangible and cohesive eye-level experience.

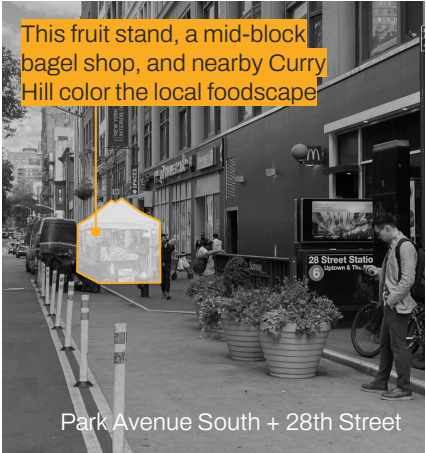
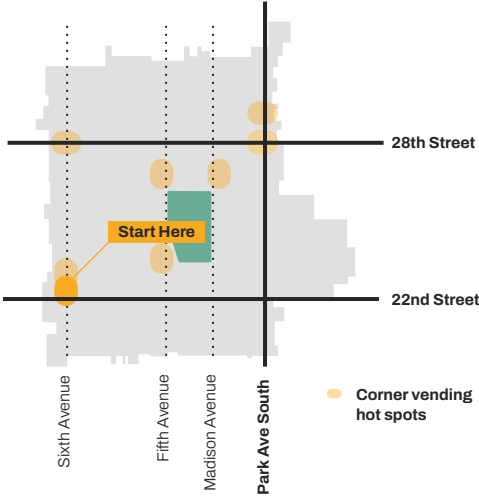




What if the district's commercial corners were designed for public life in motion — compromising on neither vending nor circulation?

From congested sidewalks with fast food offerings with no places to sit...

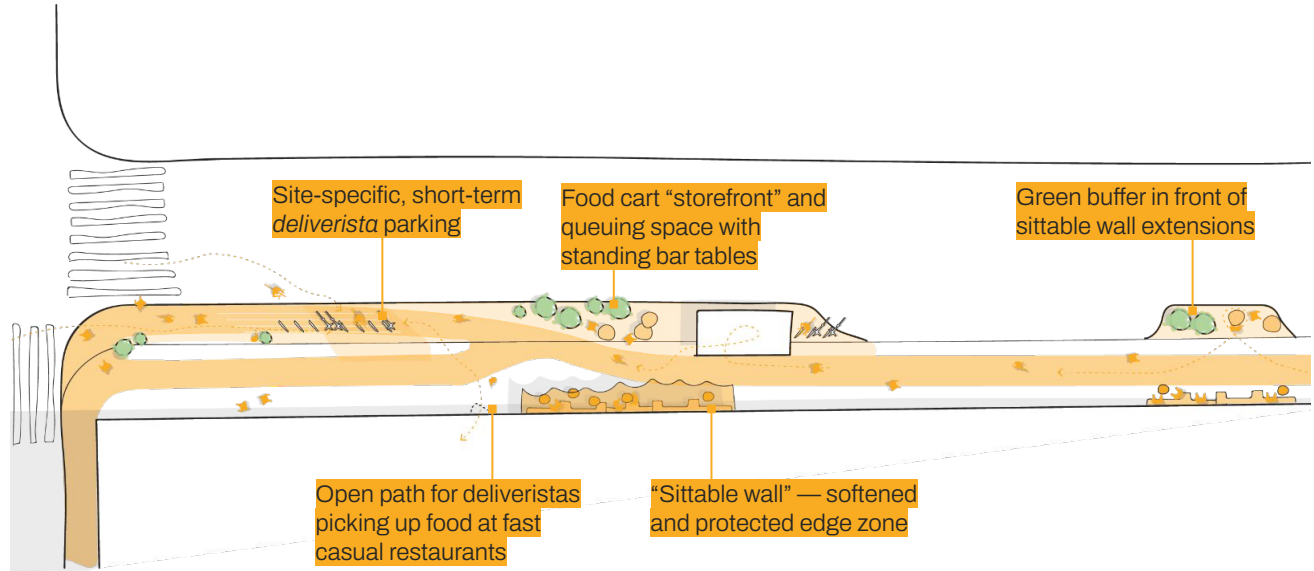
Concentration of fast casual restaurants, existing expanded pedestrian zones and bike parking make the southeast corner at the **intersection of 22nd Street and Sixth Avenue**, ripe to test out methods for better facilitating commercial activity in the public realm



...to corners
choreographed for,
waiting, passing
through or stopping
for a quick bite.

Strategies to get there:

1. **Soften the building edge by providing** a “layover” space with invites to stop and stay.
2. Building on existing reclaimed road space, explore opportunities to relieve a demand for space along the sidewalk by **concentrating functional amenities off sidewalk**, such as short-term bike parking and planters.



What this can look like



Soft building edges for people



A nod to the iconic NYC lunch counter



Bar tables to take a beat



Robust, flexible seating platforms




Dedicated spaces for vending to occupy the street

Concepts for partner-led implementation

The concepts may be implemented by, or in close collaboration with, partners such as NYC DOT or local retailers in support of their ongoing initiatives and programs.

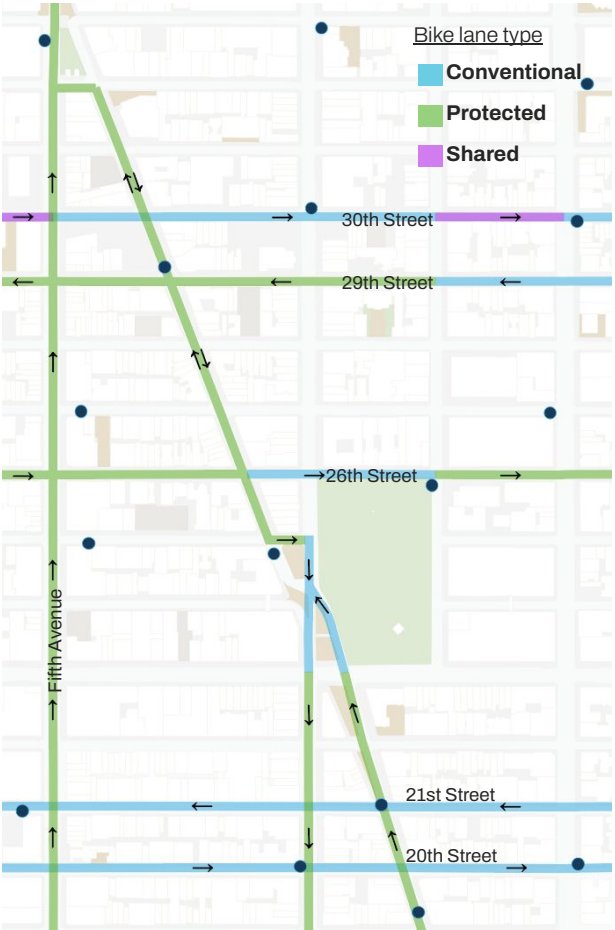
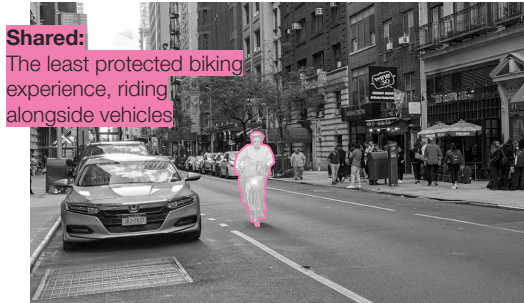
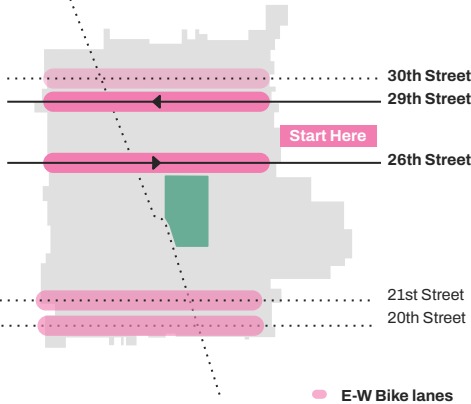


A photograph of a city street scene featuring a dedicated bike lane. In the foreground, a man with a beard and a red helmet is riding a bicycle towards the camera. Behind him, another man in a plaid shirt and sunglasses is also riding towards the camera. Further back, a woman in a red shirt and a man in a green shirt with a yellow helmet are riding away from the camera. The bike lane is separated from the road by a strip of green grass and a white line. The background shows a busy city street with cars, traffic lights, and pedestrians. The text "What if Flatiron NoMad's streets offered the safest and most comfortable route to traverse Manhattan by bike?" is overlaid in white on the image.

What if Flatiron NoMad's streets offered the safest and most comfortable route to traverse Manhattan by bike?

From a patchwork of shared to protected bike lanes ...

- The bike network is **incomplete**
- While inconsistent, **29th and 26th** Streets have the **most protected** bike lane portions and already almost fully **connect the West side** waterfront **greenway** to 1st Avenue to the **east**¹.
- How might we make these connections more seamless across the district for all ages and all abilities?

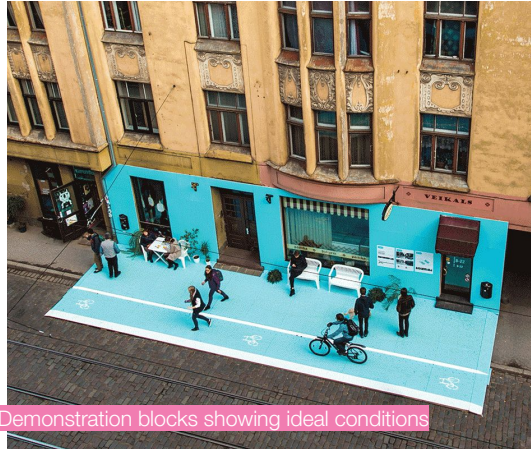


1. [NYC DOT Bike Lane Map](#)

...to a network of dignifying, delightful, and protected lanes.

Strategies to get there:

1. **Protect existing bike lanes** where possible to strengthen experience getting across Manhattan safely and discourage use for delivery unloading and distribution.
2. **Install trip amenities** that can make choosing these lanes attractive, such as leaning bars and trash cans, concentrated near intersections.



Demonstration blocks showing ideal conditions



Environmental wayfinding at bike-level



Low cost barriers from traffic



Foot rests at intersections



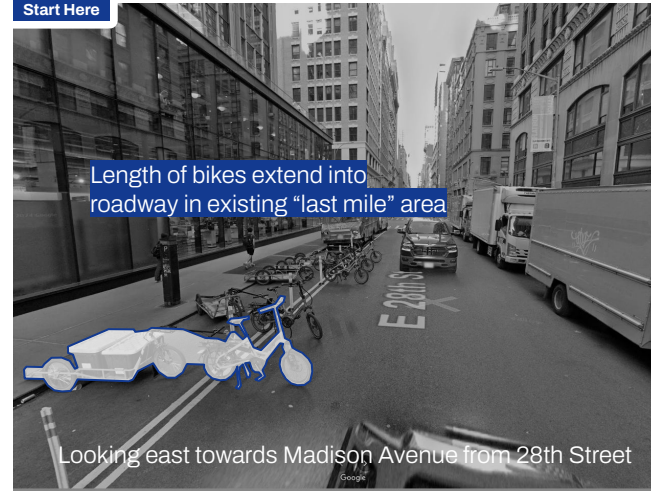
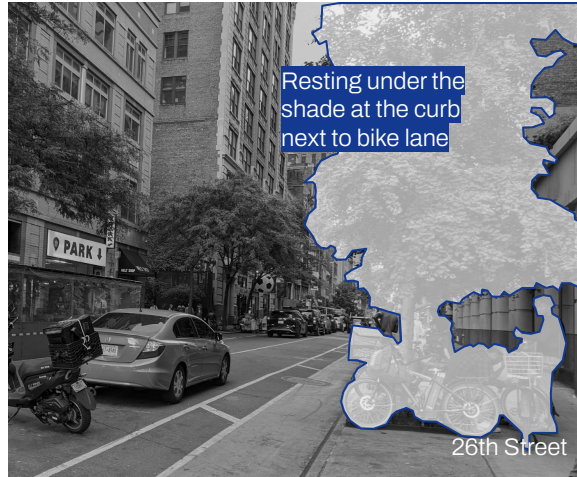
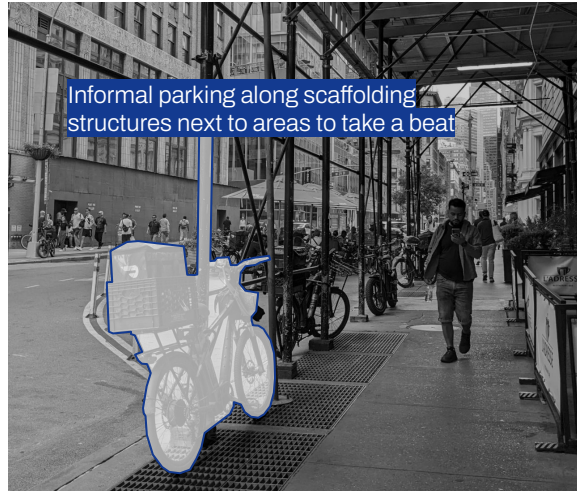
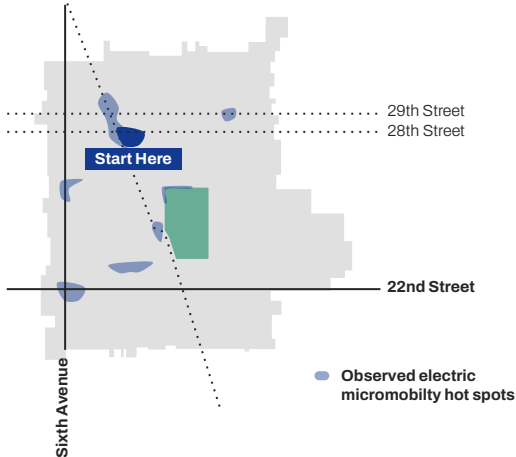
Thoughtful bike amenities



What if the district created a
curbside solution of the future for
New Yorkers on the move today?

From limited infrastructure to support app-based delivery workers...

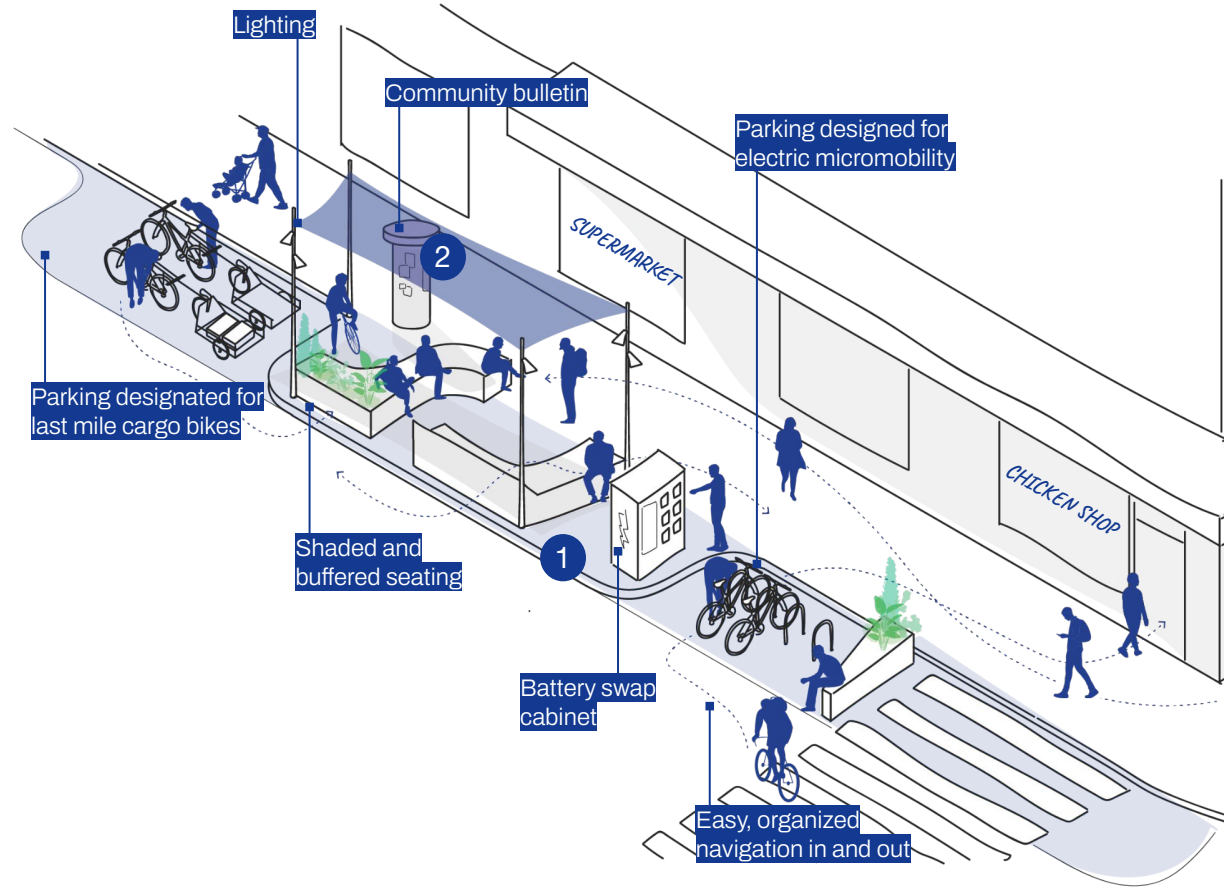
- The number of *deliveristas* spending time in public space has steadily risen with demand for fast food
- Presents an opportunity to expand upon the existing last mile cargo bike delivery area on **28th Street** and explore innovative approaches to curb space management in collaboration with Whole Foods.



... to designated and dignified curb space for all New Yorkers, including those using electric micromobility.

Strategies to get there:

1. **Build on the last mile area to test an expanded curb management pilot** that co-locates necessary public life infrastructure.
2. **Engage with deliveristas, retailers and food and beverage outposts serving the district** to gain deeper insights into their needs, from how delivery workers navigate their daily routines, including where they choose to rest, gather, and connect with one another during breaks, and how operations could be streamlined from the perspective of business operators.



Concepts for BID-led implementation

These concepts are designed to be action-oriented and easily implementable by the Flatiron NoMad Partnership.

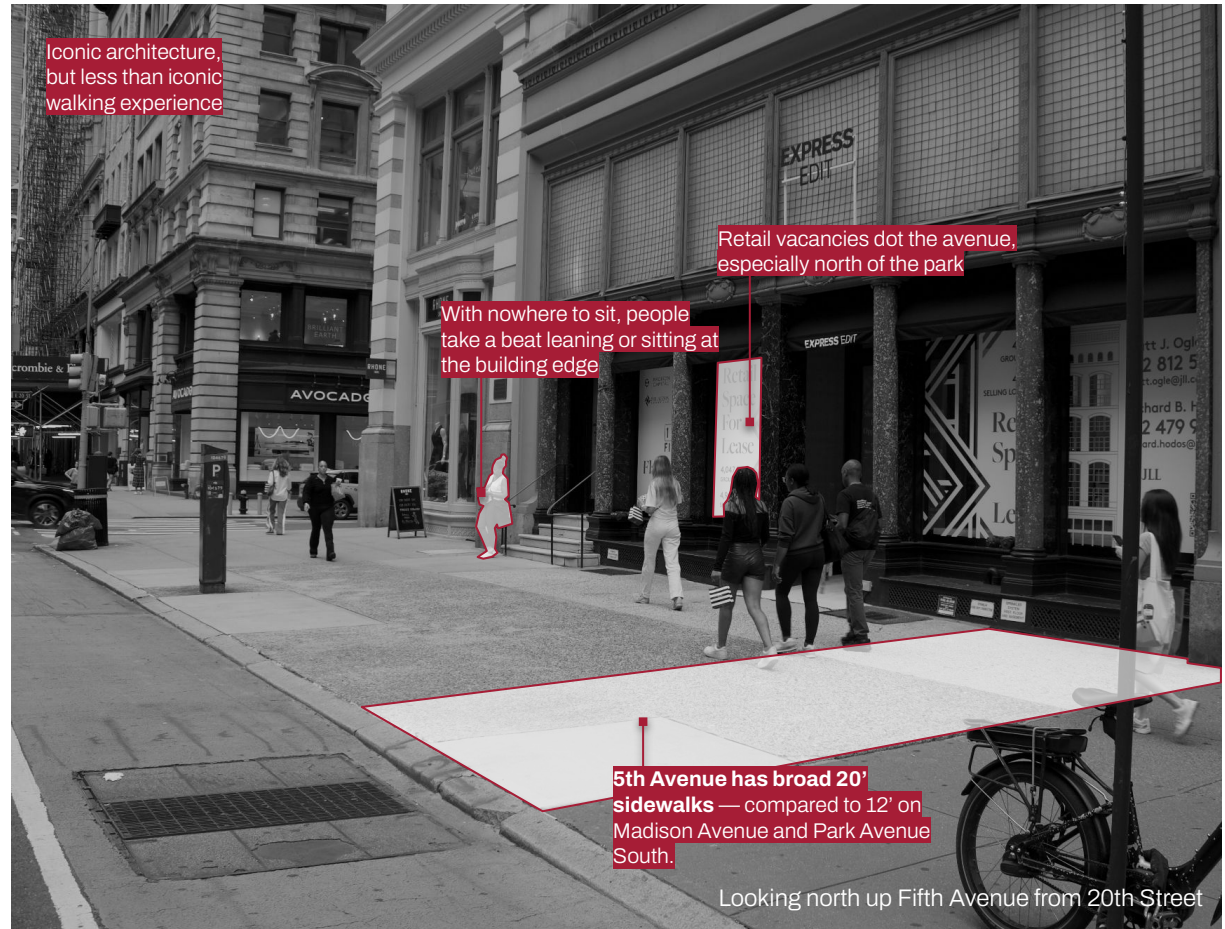
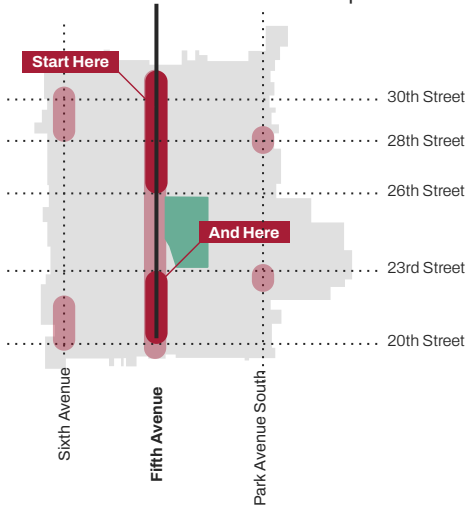




What if Flatiron NoMad had a comfortable place to welcome visitors into the district at key gateway locations?

From district gateways with barren sidewalks and cloistered delights...

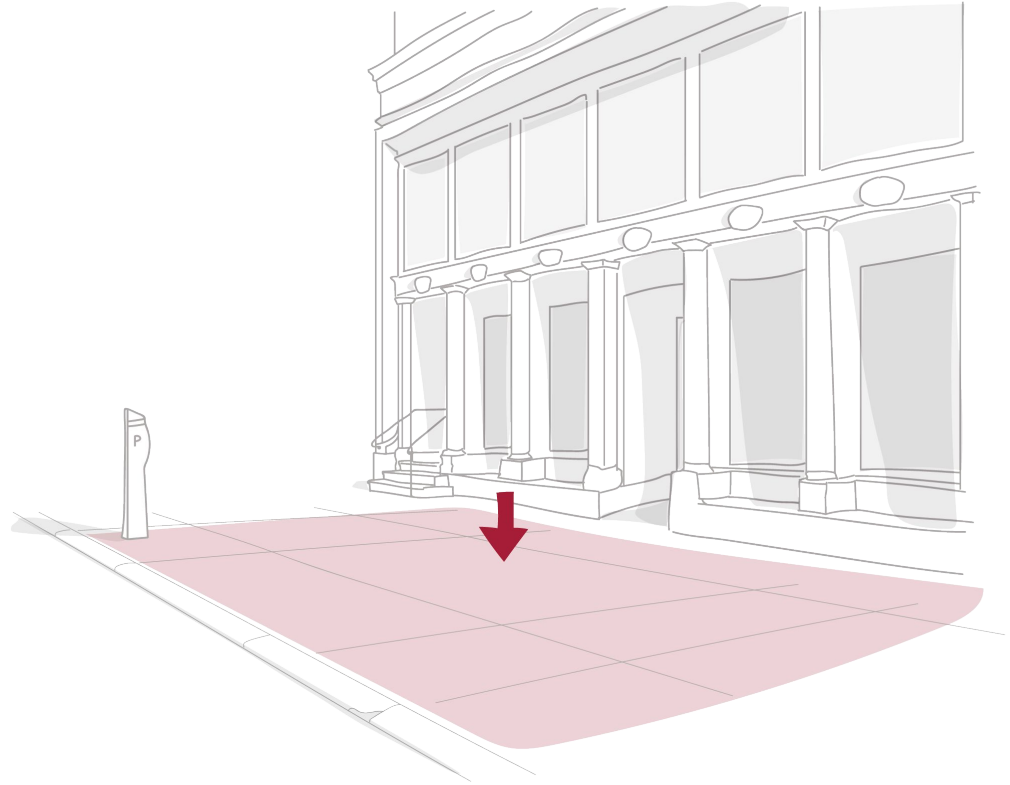
- Fifth Avenue is rich with history and a mix of dynamic retail, wide sidewalks, historic landmarks
- Even so, some sections of Fifth Avenue lacks human-scale comfort and doesn't fully capitalize on the corridor's iconic sense of place



...to a framed promenade dotted with places to land along the way.

Strategies to get there:

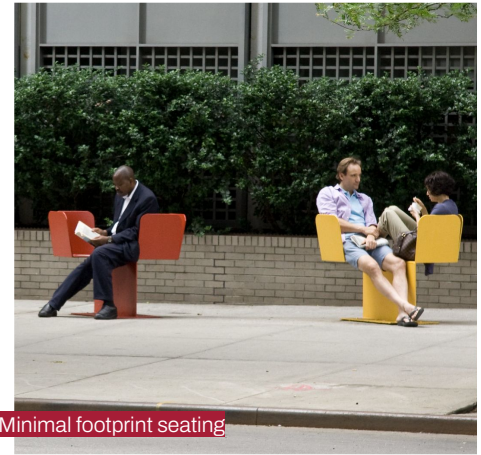
1. **Offer inviting spaces for shoppers and other walkers to pause** and take a break on their way between stores in a way that brings down street scale while avoiding impacting too much sidewalk space.
2. **Use a series of context-based “introspections” that stitch lilypads together** and create a processions through the corridor.
3. As a common destination for tourists, **optimize circulation by implementing curb regulation changes** that make getting to and from shopping or the park a smooth experience.



What this can look like



Taking a pause to orient at arrival



Minimal footprint seating



Soft, human-scale illumination



Point of interest interpretive signage & place-keeping



Play along the way elements

06

Demonstration project streetscape palette

Assessment of today's furnishing palette

Insights from an inventory and assessment of the district's pilot and permanent streetscape furnishing material palette



Palette strengths



Visitors enjoy a wide variety of seating types — from sociable space to gather to quiet moments of respite



The Partnership's branding is visually compelling and easily recognizable across the district



The Partnership is keen at recognizing and responding to the ways people want to use the public realm



Pilot furnishings go a long way in repositioning former vehicular spaces as places for people

Palette challenges



Lighting is primarily at vehicular scale



There is a latent demand for more micromobility amenities — from deliveristas and everyday New Yorkers



An uneven of furniture styles and availability drives a lack of cohesion across the district



Urban amenities — formal and informal — clutter high-demand curbside space

Proposed pilot project palette

Additions and supplements to the Partnership's current pilot project palette



The pilot project palette should...



Reinforce pedestrian priority and the human-scale

Prioritize providing elements at eye-level and oriented to the scale and speed at which pedestrians move.



Respond to latent demands by filling gaps in offerings

Use pilot furnishings to test new ideas and see how people respond and ensure a flexible approach to adapting to changes in the ways people want to use space over time.



Reduce unnecessary visual and physical clutter

Pilot furnishings that are low maintenance, durable, minimal footprint and sited out of pedestrian path of travel.



Make district more dynamic with features that spotlight its character and identity

Prioritize addition of elements that spark interest and intrigue, drawing attention to the natural and cultural history of the district.

Pilot project palette components

01

Surface treatment

- Roadway murals within curb extensions
- Crosswalk art
- Murals
- Epoxy for expanded pedestrian areas
- Temporary curb ramps

02

Lighting

- Speciality corridor gateway lighting
- Tree 'spotlighting'
- Dynamic projections
- Lighting installations on inactive facades

03

Public seating

- Movable StreetSeats
- LeaningBars
- Fixed seating integrated with planters and tree pits
- Low-profile and minimal footprint seating

04

Furnishing zone amenities

- E-bike battery charging
- Trash containerization and waste receptacles
- Bike parking

05

Planting

- Native and ecologically-minded approaches to species selection
- Planters with integrated trellis to create more vertical green
- Raised planters
- Hanging baskets

06

Bike lane amenities

- Intersection foot rests
- Waste bins oriented to bike lanes

07

Bollards & barriers

- Mechanisms for open street closure
- Bike lane bollards

08

Signage & wayfinding

- Interpretive signage
- Destination-based wayfinding attachments
- Bike-level wayfinding

09

Residential amenities

- Playable features
- Market stalls or kiosks

Note: Highlight denotes items which may be a new addition to the Partnership's current pilot palette

01

Surface Treatment

TODAY —

Beige and green surface treatments highlight areas designated for lingering and movement throughout the district. While functional, they could benefit from enhanced visibility to not only reinforce pedestrian zones but also contribute to traffic calming and boost district identity.

TOMORROW —

Expanding and unifying surface treatments across the district would establish a cohesive sense of place and promote a pedestrian-first mindset. By emphasizing pedestrian space and inviting a slower pace, these treatments can signal a new traffic paradigm that prioritizes both safety and social interaction.



Roadway murals within curb extensions



Temporary curb ramps



Epoxy for expanded pedestrian areas



Intersection treatment for cyclist visibility



Reimagining blank facades or temporary vertical surfaces with murals



Creative crosswalks

LEGEND

- E Existing palette element
- N New palette element

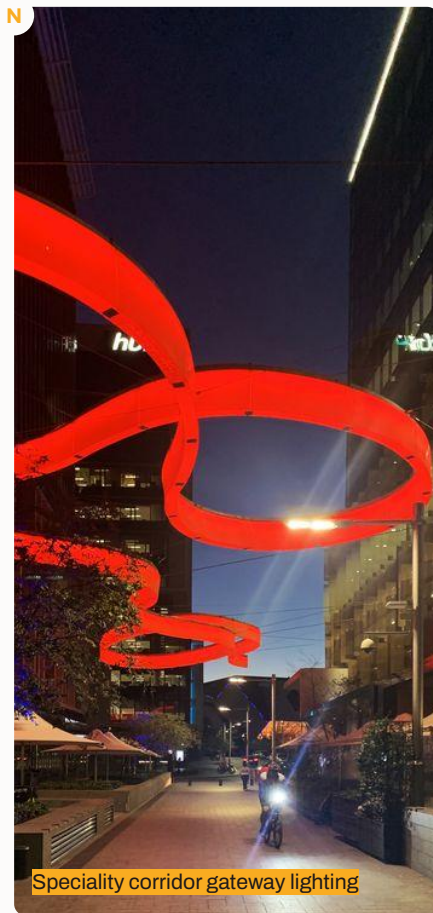
02 Lighting

TODAY —

The district has implemented successful and innovative lighting pilots in the past but permanent lighting is mostly provided at the vehicular scale.

TOMORROW —

Introducing interactive, human-scale lighting will enhance safety and comfort, especially after dark, while setting a balanced ambiance that complements district activities and extends its appeal year-round. This lighting can foster a safer, more inviting environment that supports both aesthetic and functional needs, amplifying the district's character and accessibility.



Vision Plan



LEGEND

- E Existing palette element
- N New palette element

03

Public seating

TODAY —

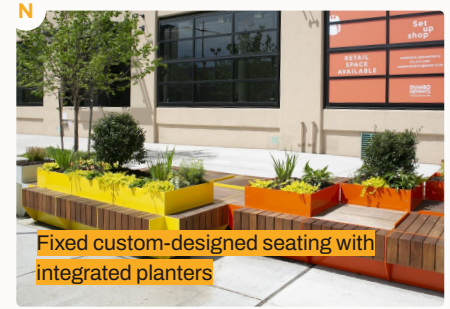
The district features high quality seating within parks and plazas, but corridors are underserved, leading people to seek an array of informal, undignified seating types (e.g., using scaffolding or curbs as makeshift seating).

TOMORROW —

Expanding public seating options beyond parks and plazas will enable people to sit, linger, and socialize comfortably throughout the district. By providing diverse seating types in more locations, the district can ensure a dignified experience for all, creating more gathering spaces and fostering social interaction.



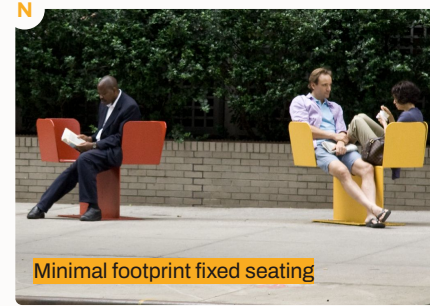
Low-profile edge-style seating for integration within building facades



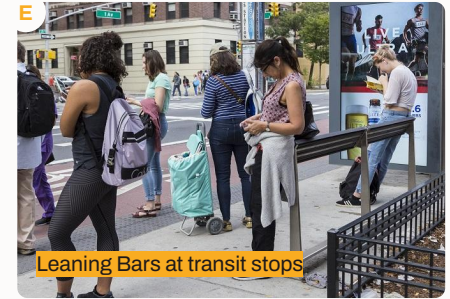
Fixed custom-designed seating with integrated planters



Seating integrated with tree pits and raised planters



Minimal footprint fixed seating



Leaning Bars at transit stops



Movable social and dining seating for use in suitable expanded pedestrian zones as part of a StreetSeats program

LEGEND

- E Existing palette element
- N New palette element

04

Furnishing zone amenities

TODAY —

Furnishing zones, particularly near intersections, are often crowded with a mix of necessary elements (e.g., light poles, waste bins) and informal items (e.g., newspaper dispensers, sandwich boards), making circulation less intuitive.

TOMORROW —

Streamlining these zones by thoughtfully placing amenities can promote smoother circulation, minimize clutter, and create a legible rhythm for public amenities. A more organized, streamlined layout can further enhance the pedestrian experience to support a more cohesive and accessible public realm.



LEGEND

- E Existing palette element
- N New palette element

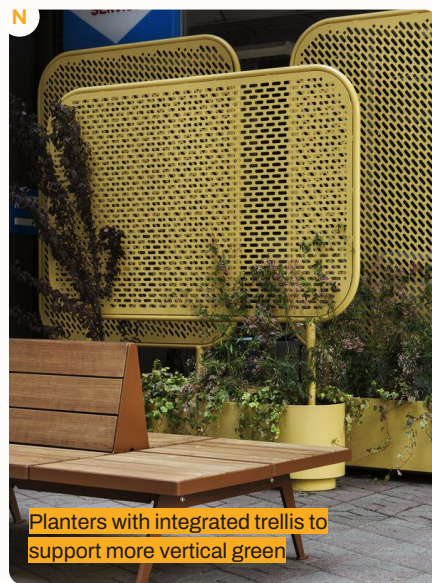
05 Planting

TODAY —

The district's hanging baskets and planters provide visual interest and color across the district. Even so, plant species are largely ornamental and maintenance-heavy — not yet maximizing ecological benefits and an opportunity to immerse people in greenery.

TOMORROW —

A pilot palette focusing on native species could reduce maintenance needs while boosting ecological value by supporting local wildlife and pollinator habitat and enhancing seasonal interest. This approach would allow for a greener, more immersive experience that draws people in and tells the story of local ecologies.



LEGEND

- E Existing palette element
- N New palette element

06

Bike lane amenities

TODAY —

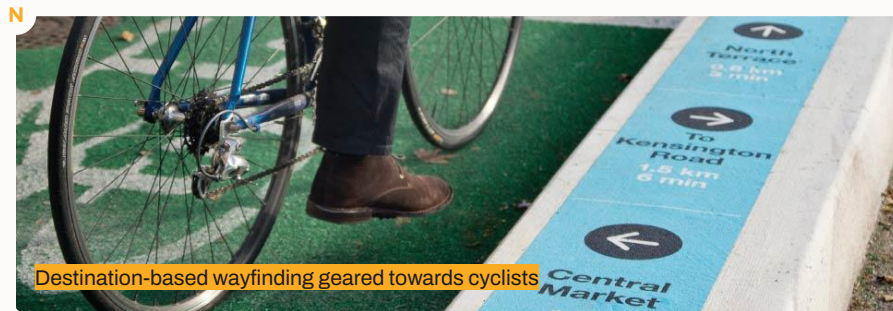
Some corridors provide an exemplary biking experience, showcasing NYC's best-in-class cycling infrastructure. However, other areas lack consistent maintenance and thoughtful design that would make all cyclists, regardless of experience, feel safe and invited ride.

TOMORROW —

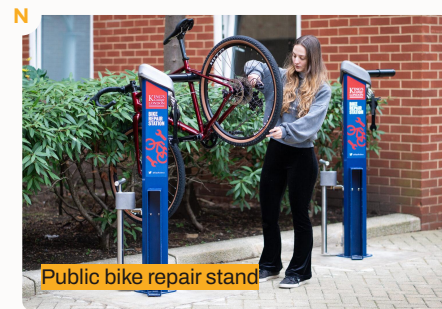
Adding amenities that support various rider types, from professional to recreational, can enhance safety and comfort across the district. Introducing small yet thoughtful features like bike-oriented wayfinding and waste bins can support a more holistic experience that makes people feel supported along their journey.



Vision Plan



page



LEGEND

- E Existing palette element
- N New palette element

07

Bollards & barriers

TODAY —

A range of bollards and barriers are used in the district, both fixed and temporary, supporting the area's active public life by organizing space and adding security.

TOMORROW —

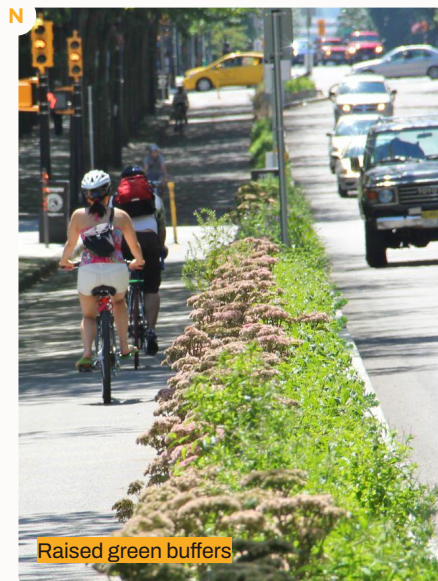
A broader variety of barriers can enhance pedestrian priority and foster a more human-scale environment. Thoughtfully designed barriers can support event spaces, pedestrian zones, and outdoor dining, establishing a balance between accessibility and protection.



Branded barricades for event closures



Barriers from traffic



Raised green buffers



Flexible bollards and granite blocks

LEGEND

- E Existing palette element
- N New palette element

08

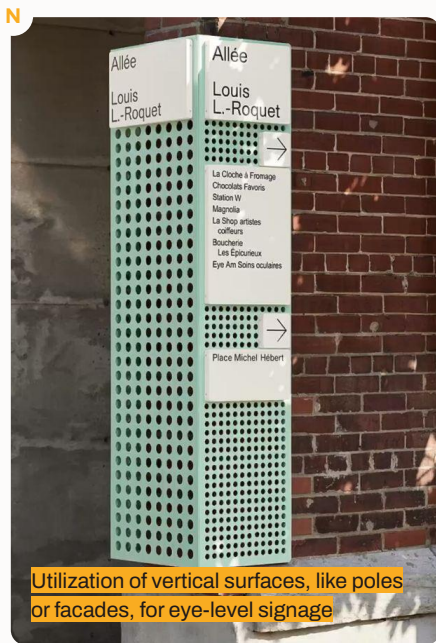
Signage & wayfinding

TODAY —

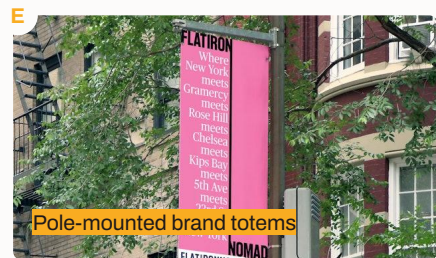
The district's branding is distinctive and effective at establishing a sense of place, yet much of it is mounted above eye level or oriented towards vehicular traffic rather than pedestrians.

TOMORROW —

Signage can be placed at pedestrian eye level, helping people intuitively navigate the area while supporting a sense of discovery. Incorporating district branding and informational guides into paths of travel can make wayfinding more seamless. Creative use of existing structures and surfaces offers the chance to integrate engaging, human-scale information and directions without adding clutter to the public realm.



Utilization of vertical surfaces, like poles or facades, for eye-level signage



Pole-mounted brand totems



LEGEND

- E Existing palette element
- N New palette element

09

Residential amenities

TODAY —

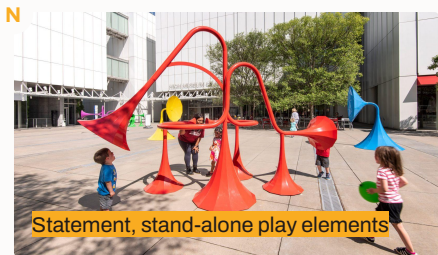
Many corridors lack amenities that reinforce a residential, neighborhood character. Given the uptick of new residential developments on the horizon, the demand for amenities that support these kinds of experiences will continue to increase.

TOMORROW —

A dynamic mix of residential amenities, from playable features to market stalls, will make it more fun and delightful to spend time along district corridors — drawing energy from Madison Square Park’s beautiful playgrounds and gardens to distribute similar quality experiences more evenly across the district.



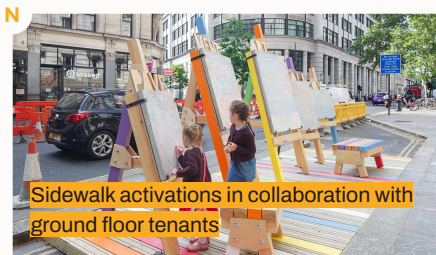
Compact playable features



Statement, stand-alone play elements



Kiosks or market stands for pop-up and temporary activations



Sidewalk activations in collaboration with ground floor tenants

LEGEND

- E Existing palette element
- N New palette element

Appendix

[Existing Conditions Report](#)

[Transportation and Mobility Analysis](#)

[Safety and Operations Toolkit](#)

[Pilot Concept Cost Estimates](#)

Stakeholder Workshop Presentations

+ [Stakeholder Workshop #1](#)

+ [Stakeholder Workshop #2](#)

