“We can revitalize our downtown economy, manage and complete our construction activity, build a 21st Century transportation system, support world-renowned cultural institutions, and create a dignified and lasting Memorial. We can and we will accomplish each of these goals.”

– Governor George E. Pataki
State of Lower Manhattan Address, November 2004
The LMDC’s Historic Mission...
Remember
Rebuild
Renew
Mission of Renewal:

The Lower Manhattan Development Corporation (LMDC) was created by Governor George E. Pataki and then-Mayor Rudolph W. Giuliani in the aftermath of the September 11, 2001 attacks to help plan and coordinate the rebuilding and revitalization of Lower Manhattan, defined as the neighborhoods south of Houston Street. The LMDC is a joint State-City corporation governed by a 16-member Board of Directors, half appointed upon the recommendation of the Governor of the State of New York and half upon the recommendation of the Mayor of the City of New York. The LMDC was charged with ensuring that Lower Manhattan recovers from the attacks and emerges even better than it was before. The centerpiece of the LMDC’s efforts was the planning of a permanent memorial honoring those lost, while reaffirming the democratic values that came under attack on September 11th by creating a vibrant plan for rebuilding the entire World Trade Center site.

Working in cooperation with its partners in the public and private sectors, the LMDC also coordinated short-term revitalization projects and long-term planning for Lower Manhattan beyond the World Trade Center site – from river to river. Throughout, the LMDC has remained committed to an open and inclusive process in which the public has played a central role in shaping the future of Lower Manhattan.

George E. Pataki  
Governor, State of New York

Michael R. Bloomberg  
Mayor, City of New York

Kevin M. Rampe  
Chairman, LMDC

Stefan Pryor  
President, LMDC

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The LMDC Board would like to thank Founding Chairman John C. Whitehead and past Board members Roland Betts, Paul Croty, Lew Eisenberg, Christy Ferer, Richard Grasso, Sally Hernandez-Pinero, Ed Lewis, Marc Shaw, Stan Shuman, Billie Tsien, Howard Wilson, Deborah Wright, and Frank Zarb.
Dear Friends,

Nearly five years after the devastating attacks of September 11, 2001, a new Lower Manhattan has emerged. Through efforts we have launched together, Lower Manhattan is poised for the future—a 21st Century central business district that will serve as a model for the world. Collectively we restored our nation’s financial markets and taught the nation and the world that we, as New Yorkers, would not fade, that we would fight to maintain our position as the financial capital of the world—and we have succeeded.

Together, we created an ambitious plan for the World Trade Center site, for Lower Manhattan, and ultimately for this entire city and region and are fulfilling every facet through dramatic advance and solid results. Currently under construction at the World Trade Center site is one of the tallest towers in the world, a world-class transportation hub, and a powerful memorial and memorial museum that will tell the story of September 11th and recall the heroes who we lost, and the courage New Yorkers showed on that day.

The spirit that gripped our city and state in the days and weeks following that fateful day has only grown brighter and the confirmation of that spirit is evidenced throughout all of Lower Manhattan. Residents are moving downtown in droves, tourism is at an all-time high, and new amenities are emerging every day, continuing Lower Manhattan’s transformation into a 24/7 community.

I couldn’t be more optimistic about the progress we are making. Revitalizing and rebuilding our city requires a ceaseless commitment. We have that commitment and we have the support, the talent, and the energy to complete our mission. We have a single vision for the future of Lower Manhattan and the foundations are being laid in concrete. Downtown is thriving and our future is even brighter than it has ever been before, for our businesses and their employees, downtown residents and visitors.

Sincerely,

George E. Pataki
Governor, State of New York

Dear Friends,

Five years ago, Lower Manhattan was the site of the nation’s worst terrorist attack. Many painted a dark and gloomy picture for Lower Manhattan’s future.

Today, that picture could not look any brighter. Businesses, residents and retailers alike are returning to Lower Manhattan. Vacancy rates are going down and asking rents are rising. Significant public investments are being made in the area’s transportation links, parks, cultural institutions, and schools.

This would not have been possible without the cooperation of a variety of public and private organizations. Primary among them has been the Lower Manhattan Development Corporation (LMDC). Working with the city, state, and federal governments as well as the private sector, the LMDC has provided the means to make the necessary investments that are ensuring Lower Manhattan’s recovery.

The LMDC has also played a lead role in coordinating the planning for the World Trade Center site, which will return to being a hub of commerce and culture, helping to knit together the various neighborhoods that comprise Lower Manhattan.

Central to the planning has been the World Trade Center Memorial, which is now moving full steam ahead and which will be a beautiful and fitting tribute to all those who lost their lives on that tragic day.

There is much work still remaining in completing Lower Manhattan’s recovery, but the groundwork has been laid for Lower Manhattan to remain one of the world’s truly great downtowns. And I have every confidence it will.

Sincerely,

Michael R. Bloomberg
Mayor, City of New York

Dear Friends,

Five years after September 11th attacks, Lower Manhattan continues its dramatic revival. Led by Governor Pataki and Mayor Bloomberg, and informed by public opinion, the LMDC facilitated this resurgence by developing and implementing a multifaceted plan to ensure Lower Manhattan’s rebirth as a premier 21st Century central business district.

The gains are unmistakable and the progress is irrefutable. At the World Trade Center site, construction is underway on the Memorial and Memorial Museum, the iconic Freedom Tower, and a world-class transportation hub. 7 World Trade Center has been rebuilt and hundreds of companies have reaffirmed their commitment to downtown.

Beyond the site, numerous LMDC-funded initiatives have been completed or are underway, including grant programs, major waterfront and park initiatives, new housing, school buildings, and cultural institutions.

Downtown’s reemergence is gaining momentum. In the wake of the worst terrorist attacks in our nation’s history, we have stood tall and rebuilt a downtown that will serve as a beacon of freedom and a testament to our nation’s resilience.

I am proud to serve as the Chairman of the LMDC and to have the opportunity to again work with our dedicated staff. I would like to acknowledge and thank them, both past and present, for their commitment to the revitalization of downtown. And of course, without the steady leadership and patience of our Founding Chairman, John C. Whitehead, the foundations for recovery might never have been laid.

Very truly yours,

Kevin M. Rampe
Chairman, LMDC

Dear Friends,

It has been only five years since September 11th. In the days that followed that tragedy, I remember well how my own residential street, about a block from the World Trade Center site, was cordoned off. I witnessed moving vans lining up as residential vacancy rates soared as high as 50% in some buildings.

Since those days in 2001, Lower Manhattan has experienced a remarkable recovery and renewal. We are now the fastest growing residential market in the city, and the LMDC’s initiatives have helped enhance our neighborhoods from river to river. Our collective vision for the World Trade Center site is now truly becoming a reality, with construction occurring in every corner of the 16 acres. When finished, the magnificent Memorial and spectacular towers will inspire the world—in tribute to those we lost and to our city’s resilience.

As the LMDC’s first employee, it has been an honor to be a part of this effort. The commitment and dedication of the LMDC staff has been extraordinary; the team at the agency has worked tirelessly with all of our stakeholders—victim’s families, survivors, residents, community groups, business leaders, world-class architects, non-profit leaders, and everyone from around the world who took a moment to add their voices to our unprecedented public process—to ensure that we advance.

This report offers a snapshot of what the LMDC has achieved. We have reached multiple milestones in the past five years, and our plans have ensured that many more are on the horizon. This is a pivotal moment for Lower Manhattan. The LMDC has put in place the momentum that will propel downtown into its future as a vital and attractive place to visit, a beautiful and welcoming place to live, and a dynamic and prosperous central business district. Thank you to all the many partners who have made our progress possible.

Yours truly,

Stefan Pryor
President, LMDC
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**APPENDIX:**

- AN INDEPENDENT ECONOMIC ANALYSIS OF LMDC’S INITIATIVES 58

**ATTACHMENT:**

- INTERACTIVE TIMELINE CD-ROM OF LMDC INITIATIVES
EXECUTIVE SUMMARY

The September 11, 2001 attacks devastated Lower Manhattan. We suffered the tragic loss of 2,749 people at the World Trade Center (WTC). Seven buildings were destroyed and, with their collapse, 30 million square feet of commercial office space was lost or damaged. Sixty to 80,000 jobs disappeared and more than 65,000 commuters were dislocated by the destruction and flooding of the PATH train and the collapse of the 1, 2 & 9 subway tracks. Five subway lines and 12 subway stations were affected or closed. 3.6 million tons of debris filled the World Trade Center site.

In the months following September 11th, Lower Manhattan continued to suffer additional losses. Commercial and residential occupancy rates dropped, with the residential occupancy rate falling to 50% in some areas, tourism evaporated, and the quality of life plunged. Some thought Lower Manhattan might never recover.

It was in this context that Governor Pataki and then-Mayor Giuliani, recognizing the need for a single entity to help plan and coordinate the rebuilding of the World Trade Center site and the revitalization of Lower Manhattan, created the Lower Manhattan Development Corporation (LMDC).

In the five years since September 11th, Lower Manhattan has witnessed the beginning of a dramatic rebirth. At the World Trade Center site, construction is underway on the Memorial and Museum, the iconic Freedom Tower, and the new Fulton Transit Center. Surrounding the site, the West Street Southern Promenade has opened to the public, and the new Fulton Transit Center is underway, including grant programs, new housing, schools, and recreational piers surrounding Lower Manhattan.

LMDC’s investments will have a long-term economic impact of approximately $20 to $22 billion annually, and 104,000 to 119,000 jobs by 2025.

- Ensuring the Return of Vibrancy and Culture: The LMDC has invested in the creation and enhancement of a diverse, exciting network of cultural vibrancy in Lower Manhattan. In addition to $50 million dedicated to the Performing Arts Center at the World Trade Center site, the LMDC has made over $37 million in grants to 64 cultural institutions in every downtown neighborhood.

- Revitalizing Beyond the WTC Site: A central component of the WTC Master Plan is the restoration of Fulton and Greenwich Streets through the site – connecting the communities of Lower Manhattan for the first time since a super-block was created for the construction of the Twin Towers. The LMDC committed to the creation of ambitious revitalization plans for these streets, extending the energy of the WTC redevelopment outward.

- Improving the Quality of Life in Lower Manhattan: The LMDC has invested in initiatives to improve the quality of life downtown, including nearly $275 million for the creation or revitalization of more than 140 acres of parks – the largest investment in Lower Manhattan’s public spaces since the days of Robert Moses. Major initiatives on the waterfronts, when combined with Battery Park, will create 10 consecutive miles of boardwalks, green spaces, and recreational piers surrounding Lower Manhattan.

- Developing a Strategy to Create a 21st Century Transportation Infrastructure: With more people than ever expected to visit, work, and live downtown, a comprehensive transportation system is fundamental to revitalization efforts. The LMDC has funded plans for several transportation initiatives, including a feasibility study for a Rail Link from Lower Manhattan to Eastern Queens and JFK Airport.

Just five years since the worst terrorist attack in our nation’s history, Lower Manhattan has shown that it can and will secure its position as a premier 21st Century central business district—a mixed use community, vibrant day and night. With grit and with grace, downtown has turned the corner.
“I was proud of making my voice heard and honored to have the opportunity to participate in an historic process, the result of which will stand as a great symbol of the freedoms we Americans hold so dearly and take, all too often, for granted.”

– Participant
Listening to the City Town Hall Event, July 2002
Informing and Engaging the Public

The LMDC engaged in a public dialogue throughout the rebuilding and redevelopment. We conducted more than 200 public meetings, received ten-of-thousands of comments, distributed thousands of flyers and outreach materials, and carried out extensive outreach to victim’s families. In the last five years, our website has received tens of millions of visitors from around the world.

Outreach campaigns were also instrumental in disseminating information and collecting public comment on the LMDC’s efforts. Plans in Progress, a comprehensive outreach campaign launched after the release of the nine design concept plans for the World Trade Center site, solicited public input on the design concepts and the creation of a permanent memorial. Public Perspectives, a similar campaign initiated after the start of the Memorial Competition, invited family members and the public to share their thoughts and feelings directly with the Memorial Jury.

The LMDC has involved the public in all its efforts. Meetings, such as the Neighborhood Outreach Workshop series, solicited input directly from the community on the community’s priorities for Lower Manhattan. In addition, all LMDC-funded projects were framed in Partial Action Plans for which the LMDC undertook comprehensive outreach efforts inviting public comment. Outreach included: placing advertisements in newspapers, posting draft plans on the LMDC’s website, summarizing projects proposed in the plans, and distributing hardcopies of the draft plans in English, Spanish, and Chinese to civic and neighborhood-based organizations throughout Lower Manhattan.

The LMDC has demonstrated that a public agency’s plans benefit from more rather than less public input – and that a comprehensive outreach and feedback process can lead to results that have credibility and, as a result, durability.

ONLINE AND KIOSK OUTREACH

The LMDC has sponsored initiatives to ensure that residents, employees, and visitors are aware of the latest information on the rebuilding process, ongoing construction projects, and all that Lower Manhattan has to offer. These activities include:

- The development of a comprehensive website, renewnyc.com, that offers archives of all LMDC public documents and announcements, including Spanish and Chinese translations
- The development of an additional website, lowermanhattan.info, that serves to notify the public about all downtown news, events, and construction projects
- The creation of informational kiosks at the World Trade Center site and in Chinatown

COMMUNITY AWARENESS INITIATIVES

The LMDC also launched community awareness initiatives based on particular projects. For example, in December 2005, the LMDC provided funds to the New York City Office of Emergency Management (OEM) to enhance community preparedness in the area of the LMDC’s 130 Liberty Street deconstruction. The LMDC’s funding enabled the OEM to expand the Battery Park City Community Emergency Response Team (CERT), which educated the community about the project and provided information on how to respond in the event of an emergency. The CERT recruited residents and workers in the area of 130 Liberty Street to become members, and provided in-depth training, including first aid and first responder assistance.

“I couldn’t come in with a shovel and a pair of gloves—but this has allowed me to do something, however small, to express my love and support for NYC and the victims.”

– Online participant

Listening to the City, July 2002

“Five years ago, the courage and spirit of New Yorkers were tested in ways we never could have imagined, and in the wake of the attacks on September 11th, 2001, we came together with tremendous strength and compassion to rebuild our City. By continuing to show that spirit—by continuing to embrace our freedoms, live with courage, and make this an even better city for all our children—we honor the memory of all those we lost every day of the year.”

– Mayor Bloomberg
"This is a journey that, in a sense, began within moments of the attack—with the first flower laid gently on the steps of Trinity Church, the first candle to flicker in Union Square Park, the first heartfelt message inscribed on the viewing platform overlooking Ground Zero."

– Kevin M. Rampe
LMDC Chairman (President 2002-2005)
LMDC Press Conference, November 2003

REMEMBERING AND RECOVERING

*The Sphere, relocated as an interim memorial in Battery Park. Sculptor: Fritz Koenig*
Remembering Those Lost: The centerpiece of the LMDC’s work has been the creation of a fitting memorial to honor those lost. While the permanent World Trade Center Memorial is under construction, the LMDC has launched a number of interim memorial initiatives to ensure that people have a place to mourn and reflect on those lost on September 11th and in the 1993 bombing at the World Trade Center.

The Sphere
Fritz Koenig’s *The Sphere*, a 45,000 pound sculpture made of steel and bronze, adorned the fountain at the World Trade Center’s Tobin Plaza from 1971 to 2001. Bent and damaged, but still recognizable, the sculpture was relocated with LMDC funds to Battery Park, where it stands as a powerful temporary memorial commemorating the lives of those lost on September 11th and in the 1993 World Trade Center bombing. On the six month anniversary of September 11th, a dedication was held to recognize the artwork officially as an interim memorial and to light an eternal flame in memory of those lost.

The Family Room
In response to victims’ family members’ requests for a private, elevated indoor area overlooking the World Trade Center site, the LMDC established the Family Room, providing space for quiet contemplation. This room has been accessible at any time of day as a private place of refuge for all family members, serving as a tribute to those they lost, with its walls covered with pictures, poems, and cards in memory of their loved ones.

The Tribute Visitor Center
With $3 million of LMDC funding, the September 11th Widows and Victims’ Families Association constructed the Tribute Center at 120 Liberty Street, across from the World Trade Center site. The 6,000 square foot visitor and educational center tells the stories of what happened on September 11th and in the days that followed, and how those events affected peoples’ lives throughout the region and around the world. In addition to programming in the Center itself, Tribute offers guided tours around the World Trade Center site with members of the September 11th community.

StoryCorps
StoryCorps is a national initiative to instruct and inspire Americans to record each other’s stories in sound. The LMDC funded the construction of a “Storybooth” in the temporary PATH terminal at the World Trade Center site. The booth is open to the general public, and special access is given to families remembering those lost on September 11th, as well as rescue workers and survivors. StoryCorps adds the recordings to the StoryCorps Archive, housed at the American Folklife Center at the Library of Congress, and to an archive for the World Trade Center Memorial Museum, which will become an oral history of September 11th, the recovery, and the rebuilding.

Tribute in Light
The LMDC has sponsored Tribute in Light from 2004 through 2008. Illuminating the night sky on September 11th of every year, Tribute in Light serves as an enduring symbol of hope, uniting the families of those who lost loved ones, New Yorkers, the nation, and the world.

“We realized that the best thing we can do to help is an artistic gesture that might offer consolation or a sense of hope.”

– Julian LaVerdiere
Designer of “Tribute in Light,” with Paul Myoda
IMMEDIATE RESIDENTIAL AND BUSINESS RECOVERY EFFORTS

LMDC’s Residential Grant Program

Following September 11th, residential occupancy rates plummeted, falling below 50% in some buildings. To stabilize the residential community and fuel its resurgence, the LMDC created the Residential Grant Program. The program infused $227 million in grants to more than 65,000 households and played a central role in restoring occupancy rates to more than 95%, as well as in spurring new investment.

A survey of residents conducted by the Alliance for Downtown NY found that nearly 32% of all current residents living below Chambers Street had moved to the area between September 2001 and May 2003. Among those new residents, a majority stated that the LMDC’s grant had been a factor in their decision to move to Lower Manhattan. Battery Park City today boasts the highest occupancy rate in its history, and Lower Manhattan is the fastest growing residential market in the city. The Downtown Alliance also notes that in the years since September 11th, the housing stock in Lower Manhattan has grown by 5,804 units— a 38% increase. This translates into approximately 10,200 additional residents over the past five years.

Stabilizing Our Businesses

Simultaneous with the residential exodus following September 11th, businesses were moving away from Lower Manhattan. Sixty to 80,000 jobs disappeared, along with 10 million square feet of office space at the World Trade Center site, Lower Manhattan slipped from the third to the fourth largest central business district in the country.

The LMDC immediately joined with early efforts by the Empire State Development Corporation (ESDC) and the New York City Economic Development Corporation (EDC) to stabilize the business community. The grant programs, which were administered by ESDC and EDC and funded in part by the LMDC, included:

- The WTC Business Recovery Grant Program
- The Small Firm Attraction and Retention Program
- The Job Creation and Retention Program
- The Disproportionate Loss of Workforce Grant

These initiatives stabilized the commercial sector, preserved and created over 250,000 jobs at over 16,000 firms, and spurred $1.6 billion in economic output and an additional 10,777 jobs.

“After September 11th, moving vans lined downtown’s streets every day. The LMDC’s programs helped to reverse the exodus—stabilizing and energizing the residential and business base and confirming downtown’s unshakable determination to reach uncharted heights of renewal.”

– Stefan Pryor
LMDC President
Opening of 90 West Street, October 2005
To ensure that Lower Manhattan’s communities reconnected, the LMDC funded initiatives to make it easier for residents, workers, and visitors to navigate the World Trade Center site and surrounding areas during the rebuilding process.

The September 11th attacks destroyed the pedestrian bridges connecting the World Trade Center to the World Financial Center. In the morning peak hour, 6,000 pedestrians used the bridge connecting to the Winter Garden alone. To ensure pedestrians crossing Route 9A would be able to do so simply and safely, the LMDC funded two pedestrian bridge projects – one at Vesey Street and one at Liberty Street.

In reconnecting the communities, the LMDC also helped to return neighborhood amenities lost on September 11th. For example, in June 2003, the greenmarket that was a main attraction at the World Trade Center for over 18 years returned to Lower Manhattan, just a block away from its original location. The greenmarket’s return was one of many short-term quality of life improvements aimed at restoring downtown’s sense of community, increasing pedestrian traffic, and aiding local businesses in economic recovery.
The Libeskind plan promises to add an element of modern vision and magnificence to the already striking New York City skyline. These buildings will stand proudly as living reminders of New Yorkers’—and Americans’—strength and resilience for decades to come.

— Governor George E. Pataki
Announcement of Master Plan Selection
The LMDC’s planning efforts attracted the attention of millions of people from around the world. Throughout the planning process, the LMDC solicited and received an extraordinary number of public comments. Thousands more participated in public meetings, workshops, and hearings. The public input that drove this process was crucial to the Master Plan’s long-term viability.

In the summer of 2002, the LMDC initiated a worldwide search for design and planning professionals to propose visionary plans for the World Trade Center site. The challenge, among the greatest of our time, was to transform a 16-acre void into a place where those we lost are remembered and life is celebrated.

The LMDC received submissions from around the globe. From the 406 proposals received, a panel of experts convened by the LMDC selected seven of the most innovative teams. These teams produced nine designs, which were released to the public in December 2002. Upon their release, the LMDC launched a comprehensive outreach campaign called Plans in Progress. By the conclusion of the campaign, over 8 million people had visited the presentation of plans on the Internet, and the LMDC had received over 12,000 comments. The plans were evaluated based on public comment and numerous quantitative and qualitative factors, including setting for an appropriate memorial, how well the plan established practical street block and development parcels, and connectivity with surroundings. Designs by two teams, THINK and Studio Daniel Libeskind, were then selected as finalists. Both concepts were further developed and in February 2003, Memory Foundations by Studio Daniel Libeskind was announced as the master plan for the World Trade Center site.

Memory Foundations

Daniel Libeskind’s Memory Foundations master plan for the World Trade Center site leaves portions of the slurry wall that held back the Hudson River on September 11th exposed as a symbol of the strength and endurance of American democracy. At its heart, the plan reserves a majestic setting for the Memorial in the area formerly occupied by the Twin Towers. A 1,776’ tall spire creates a powerful new skyline for Lower Manhattan, with a spiral of four additional towers evoking the torch of the Statue of Liberty. The plan remembers the lives of those lost while supporting a dramatic rebuilding that reasserts life and hope.
The core of the LMDC’s work has always been the creation of a magnificent memorial to honor those lost on September 11, 2001, and February 26, 1993.

In April 2003, the LMDC launched what became the largest memorial design competition in history. In a true testament to September 11th’s impact around the world, across six continents, from 63 nations and 49 states, 5,201 individuals answered the call to create a memorial in honor of all who died so tragically that day.

Competitors were advised to design concepts consistent with the Memorial Mission Statement and Program developed by committees convened by the LMDC that included family members, residents, survivors, first responders, arts and architecture professionals, and community leaders. These committees premised their work on an initial memorial mission statement and program developed by the LMDC Families Advisory Council, as well as on thousands of public comments generated at public meetings in every borough of New York City, Long Island, Connecticut, and New Jersey — and on our website from around the world.

All 5,201 proposals were evaluated by a prestigious Memorial Jury, which included world-renowned artists and architects, a family member, a Lower Manhattan resident and business owner, representatives of the Governor and Mayor, and prominent arts and cultural professionals.

Reflecting Absence
On January 6, 2004, the LMDC announced Reflecting Absence, by Michael Arad and Peter Walker, as the selected design for the Memorial. In its powerful articulation of the footprints of the Twin Towers, this Memorial will ensure that future generations remember where the towers once stood and never forget each individual life taken. It will be a place for families and friends to remember, a final resting place for those who have not been identified, and a place where thousands will come to reflect upon and share personal and collective loss.

In April 2004, Davis Brody Bond LLP joined the Memorial design team as Associate Architect. Davis Brody Bond also serves as the Design Architect for the Memorial Museum.

In June 2006, Governor Pataki appointed developer and construction manager Frank Sciame to oversee a process to ensure the Memorial and Memorial Museum would stay on budget while remaining true to the designers’ vision. Sciame was able to achieve this goal, working with the LMDC, the World Trade Center Memorial Foundation, and the Port Authority in a month-long process informed by victims’ families, the Lower Manhattan business and residential communities, members of the LMDC’s Memorial Jury and Memorial Center Advisory Committee, architects, and other stakeholders.

Construction on the Memorial began in the summer of 2006, and will be completed in September of 2009.
EXPERIENCING THE MEMORIAL & MEMORIAL MUSEUM

The Memorial

Visitors will enter the Memorial quadrant through an unexpected urban forest, a lush space with a canopy of hundreds of oak and sweetgum trees. Twin awe-inspiring voids will puncture the horizontal expanse of the plaza, representing the area where the Towers once stood. The voids will contain enormous waterfalls cascading into reflecting pools below. The names of those lost on September 11, 2001, and February 26, 1993, will surround the pools, inscribed on parapets.

Visitor Orientation Education Center (VOEC) and Memorial Hall

A complement to the Memorial and Memorial Museum, the VOEC will serve as an iconic presence for the Memorial Museum upon arrival at the site, and will help to create a seamless visitor’s experience. The VOEC will offer visitor services such as ticketing, as well as educational spaces for visiting school groups and scholars. Visitors will enter the VOEC and choose (a) to ascend to a site-wide orientation experience and education exhibits or (b) to descend to the Memorial Hall (located between the two pools) and the Memorial Museum. Within the connecting hall, visitors will have the opportunity to view the waterfalls of both the north and south pools in a place for gathering and reflecting below grade.

Memorial Museum

Accessed through the Memorial Hall, the Memorial Museum will be located in a vast below-grade space where it will tell the stories of September 11, 2001, and February 26, 1993. The Museum will contain information about the individual lives lost and will convey the events of the day and the breathtaking worldwide outpouring of support in the rescue and recovery. The Museum will provide access to the slurry wall that held back the Hudson River and the box-beam column remnants of the Twin Towers. Artifacts both monumental and intimate will be part of the Museum’s dynamic exhibits.

WORLD TRADE CENTER PERFORMING ARTS CENTER

Celebrating Life Through Culture

As part of the Master Plan for the World Trade Center site, Daniel Libeskind included a Performing Arts Center (PAC) to provide a home for cultural activity, reaffirming life in the aftermath of tragedy. From the LMDC’s earliest public outreach, the presence of a cultural element on the World Trade Center site was identified as a key to the economic revitalization and transformation of Lower Manhattan.

The Joyce Theater Foundation and the Signature Theatre Company have been identified as the prospective lead tenants of what promises to be the core of Lower Manhattan culture. Designed by architect Frank Gehry, the PAC will be a state-of-the-art performing arts facility, with theaters, galleries, and rehearsal studios hosting an international array of dance companies and the finest in contemporary theater – as well as educational programs for school groups, community workshops, open rehearsals, and other public programs.

Programming at the WTC Performing Arts Center will reflect and draw from the existing diversity of New York City, creating an even more vibrant hub of culture and commerce: a live, work and visit community for the world. The LMDC has committed over $50 million toward the Performing Arts Center project.

“With this Memorial design, we fill the final void in our site and help fill the void in our hearts.”

– Kevin M. Rampe
LMDC Chairman (President 2002-2005)
December 2004 Memorial press conference

“Seeing cultural facilities on the World Trade Center site will infuse vitality, contribute to the downtown economy, and provide a foundation for a truly active, diverse, and mixed-use neighborhood.”

– John C. Whitehead
LMDC Founding Chairman
The Freedom Tower
Construction of the Freedom Tower commenced on April 27, 2006. This iconic and graceful building, designed by architect David Childs and consistent with Libeskind’s Master Plan, will soar to 1,776 feet and serve as an inspirational and enduring beacon in the New York City skyline. The Tower’s design evokes classic New York skyscrapers in its elegance and symmetry.

The Freedom Tower will employ an extraordinary level of life safety features and security, and will further its distinction as a world-class model of energy efficiency and environmental sustainability. Located on the northwest corner of the World Trade Center site, the Freedom Tower’s footprint, measuring 200 feet by 200 feet, is the same size as the footprints of the original Twin Towers.

The building will offer 2.6 million square feet of office space, tenant amenity spaces, an observation deck, world-class restaurants, and broadcast and antenna facilities. The Tower will culminate in an observation deck and glass parapet at 1,362 and 1,368 feet respectively—the exact heights of World Trade Center Towers 1 and 2.

WTC Transportation Hub
In March 2005, prep work began on the World Trade Center Transportation Hub, designed by Santiago Calatrava, with an official groundbreaking in September 2005. This Port Authority project will link the PATH train with 13 downtown subway lines and the World Financial Center via a West Street underpass. The full-service hub will also accommodate future rail service to JFK International Airport and Long Island. The hub will be operational in 2009 and will eventually serve more than 80,000 PATH riders daily.

Southern Site Expansion
The LMDC is acquiring the remainder of the area immediately south of the World Trade Center site shown on the Master Plan. The expansion of the World Trade Center site via this acquisition allows for the relocation of a security zone to the Liberty Street parcel, increased open space at ground level for the new “Liberty Park,” and the addition of the fifth tower of the spiral at the 130 Liberty Street site. In relocating south certain infrastructure, such as the security zone, the footprints of the original Twin Towers remain largely untouched by infrastructure unrelated to the Memorial. Liberty Park will serve as a buffer to the Memorial while also allowing for the reconstruction of St. Nicholas Greek Orthodox Church, which occupied the western portion of the parcel before it was destroyed on September 11th.

Environmental Review Process
The planning process for the World Trade Center site culminated in a comprehensive environmental review of the World Trade Center Memorial and Redevelopment Plan. Working with green design experts, the LMDC also developed sustainable design guidelines that establish a new level of environmental quality for an urban center model. The Environmental Impact Statement and supplemental analyses provided the public with yet another set of opportunities to consider and comment on the details and impacts of the Plan through public hearings and the LMDC’s advanced web-based comment forms.
“Lower Manhattan will epitomize the best of New York—a neighborhood of people, commerce and culture with public spaces that engage all New Yorkers.”

– Mayor Michael R. Bloomberg

Announcement of selection of Gehry as architect of the Performing Arts Center
The destruction of the World Trade Center site with Battery Park. Development of Greenwich Street South could result in a one-time increase in New York City output of $982.5 million and 10,305 jobs. Annual operations of new facilities created by the plan could generate more than $300 million in output and 2,821 additional jobs.

**Fulton Street**

Fulton Street will become a major river-to-river thoroughfare extending through and outward from the WTC site. The LMDC allocated $38 million in funding to revitalize this corridor and enable it to better serve visitors and the communities of surrounding the site to permeate outward.

**Greenwich Street South**

Prior to September 11, 2001, the Greenwich Street South area, defined as the area between Liberty Street and Battery Place, from Broadway to West Street, was experiencing a steady rebirth, as pockets of outdated office buildings were converted to residences. The destruction of the World Trade Center, followed by the subsequent recovery effort, nearly stopped the area’s redevelopment by cutting off access to the rest of the city. Compounding the problem, several large buildings in the area were severely or permanently damaged and remain vacant.

The LMDC recognized that this area, which includes the 8-acre Brooklyn Battery Tunnel Plaza, is the single-largest development opportunity downtown after the World Trade Center site. The LMDC-funded Greenwich Street South study looks at ways to unlock the full potential of the Brooklyn Battery Tunnel Plaza by examining ways to incorporate new housing and neighborhood amenities into the area as well as the ability to forge new connections between neighborhoods. The plan envisions the transformation of this area into a new residential enclave and open space for Lower Manhattan-linking the World Trade Center site with Battery Park. Development of Greenwich Street South could result in a one-time increase in New York City output of $982.5 million and 10,305 jobs. Annual operations of new facilities created by the plan could generate more than $300 million in output and 2,821 additional jobs.

“Re-establishing Fulton Street through the World Trade Center site would make it a thoroughfare that stretches from river to river. With ferry stops on each end—and two major transit hubs in the middle—Fulton would join Broadway as one of the two great arteries in Lower Manhattan.”

– Mayor Bloomberg

Vision for Lower Manhattan Address

December 2002

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**REVITALIZATION BEYOND THE WTC SITE**

One of the central components of the WTC Master Plan is the restoration of Fulton Street and Greenwich Street through the site. For the first time since a super-block was created during the construction of the World Trade Center, the communities of surrounding the site will be connected, allowing the energy of rebuilding on the site to permeate outward.

**Fulton Street**

Fulton Street plan includes:

- Retail and Façade Improvement Programs: To help improve the overall look and retail viability of Fulton Street, a grant program will assist property owners and retailers with efforts to restore building facades, improve commercial storefronts, and enhance and modernize outdated interior retail spaces. Design Guidelines will ensure that the grants meet the overall vision for the corridor while respecting its historic character.

- Streetscape Improvements: Comprehensive streetscape improvements will be made to enhance the pedestrian and vehicular experience. Potential upgrades will include new sidewalks and curbs, roadway resurfacing, street furniture, street lighting, way finding signs, and plantings.

- Targeted Improvements to Street Wall: The project will provide funding to study and implement focused improvements to the street wall at the north side of Fulton Street between Gold and Pearl Streets, which is currently inconsistent with the rest of the street.

- Enhancement of Existing Open Spaces: Titanic Memorial Park, at the corner of Fulton and Water Streets, will be refurbished through restoration of the lighthouse and improved seating. Additionally, the Pearl Street Tot Lot, bounded by Fulton, Pearl, and Water Streets, will be renovated to become a more welcoming area for children and families.

- Creation of New Open Spaces: A new 10,000 square-foot park will be created at the corner of Fulton and Gold Streets and it will become a focal point for neighborhood activity. In addition, a new children’s playground will be created at Burling Slip. At 22,000 square feet, this new park will be an inviting complement to the South Street Seaport Museum and provide needed recreation area for Lower Manhattan’s growing residential population.

- Greenpoint Avenue:

- WNYC Studios, 450 Studios, and 350 Studios

- “Quality of Life”

- Greenwich Street:

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– Mayor Bloomberg

Vision for Lower Manhattan Address

December 2002
Central to the transformation of Lower Manhattan into a 21st Century central business district was the creation and refurbishment of parks and open spaces. Under Governor Pataki and Mayor Bloomberg’s leadership, and informed by public comment, the LMDC contributed nearly $273.7 million to create or revitalize more than 140 acres of parks – the largest investment in Lower Manhattan’s public spaces since the days of Robert Moses. Residents and visitors alike can escape the busy city streets by entering one of the many vibrant parks of Lower Manhattan.

In addition to one-time benefits including $444 million in output and 3,402 jobs, the Louis Berger Group notes that parks improvements can be expected to produce increases in commercial rents and residential property values as the presence of improved amenities increases demand for properties surrounding parks.

The Parks of Lower Manhattan
The LMDC has provided $46 million for the renovation of 19 parks and open spaces from Canal Street to Battery Park. Work on 13 of the projects is already completed, and six more are underway, with completion of all parks projects scheduled for 2009. The renovations touch every neighborhood of Lower Manhattan and improve the quality of life for every constituency. Renovations include increasing the size of parks, enhancing the landscaping, and adding play equipment for the growing number of children in the neighborhood.

“Paramount to the revitalization process in Lower Manhattan is improving the quality of life for its residents. These ‘green’ amenities will help lift the spirits in Lower Manhattan as the area evolves into a true mixed-used community.”

– Kevin M. Rampe
LMDC Chairman
(President 2002-2005)
Opening of ballfields on Pier 40

Some examples of the 19 parks renovations:

Drumgoole Plaza
Improvements include replacement of damaged pavement, installation of benches and new flowering plants and trees. This park is heavily used by Pace University students, area residents, and workers.

Brooklyn Bridge Park
Improvements were created with community input and included table tennis, a tai chi area, and new planting beds.

Bowling Green Park
New York City’s oldest park was renovated with new sidewalks, plantings, benches, and lighting, and the historic cast iron fence was restored.

“Revitalized parks and open spaces play a central role in our vision for Lower Manhattan by increasing the quality of life downtown for residents, employees and visitors.”

– Mayor Bloomberg
Opening of East River ballfields

Legend

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Lower Manhattan

Brooklyn

Photos courtesy of NYC Parks & Recreation

Sources: LMDC, LMDCC, NYC Department of Parks & Recreation, Map Studio and Lion, NYC DOT
Along the East River:
The East River Waterfront is an essential component of the ongoing revitalization of Lower Manhattan. The LMDC has committed $150 million to create a spectacular waterfront esplanade that completes the Manhattan Greenway and reconnects the communities of Lower Manhattan to the East River Waterfront.

The esplanade will stretch an entire 2-mile length of the river’s edge, from historic Battery Park to East River Park on the Lower East Side. New pavilions are planned for underneath the FDR Drive viaduct that may include commercial, cultural, and community uses.

Some of the exciting projects included as part of the East River Waterfront initiative include a new plaza in front of the historic Battery Maritime Building and an expansive entrance to East River Park.

Along the Hudson River:
With $70 million in funding, the LMDC has ensured the complete renovation of the Tribeca section of the Hudson River Park. Construction began in July 2006 and will convert long abandoned piers into accessible recreation spaces that support active recreation, small boating opportunities, and a commitment to the environment. Construction will be completed in 2009.

Among the Tribeca segment’s features will be:
- The complete reconstruction of Piers 25 and 26
- The construction of the upland park and public esplanade, including a habitat planting zone, lawns, seating areas, overlooks, a skate park, a mini golf course, volleyball courts, basketball courts, and other active and passive recreation opportunities.

LMDC funding for other portions of the Hudson River Park supported the conversion of interior courtyard space on Pier 40 into ball-fields and the creation of three new tennis courts between West Houston and Spring Streets, replacing the courts destroyed at the World Trade Center on September 11th. These facilities opened to the public in May of 2005.

“ln its rapid development, Hudson River Park has quickly become one of New York’s most treasured open spaces. Through funding from the LMDC, we will be able to complete the Tribeca section of this five-mile, 550-acre park and provide the community with even more recreational space and access to the river.”

– Governor Pataki
State of Lower Manhattan Address
May 2005

Together with the Tribeca segment of the Hudson River Park and Battery Park, the East River Waterfront will complete 10 consecutive miles of boardwalks, green spaces, and piers surrounding Lower Manhattan.
The September 11th attacks severely impacted Chinatown. With the assistance of an LMDC working group composed of Chinatown community representatives, the LMDC identified the community’s priorities and created and implemented programs to address those needs. LMDC began by launching an award-winning tourism promotion campaign called Explore Chinatown, which brought millions of new visitors to the neighborhood to shop, eat, and visit Chinatown’s cultural institutions.

Taken together, the LMDC’s Chinatown initiatives represent a more than $170 million investment in the community.

Other LMDC initiatives include:
- The community’s first Local Development Corporation, which will conceive, coordinate, and implement economic development projects for the neighborhood’s recovery
- A comprehensive Clean Streets Program to improve sidewalk and street sanitation conditions – one of the top concerns of Chinatown residents and businesses
- Construction of the Chinatown visitor kiosk to guide newcomers to the neighborhood
- Major traffic and transportation plans to improve conditions created in part by post-9/11 security
- The rehabilitation of parks including Columbus Park and its historic pavilion
- Plans for a Chinatown arts center
- $40 million in Residential Grant disbursements as incentives to rent, purchase, or remain in Chinatown
- $60 million in Business Recovery grants to maintain the success of Chinatown businesses and spur economic growth

CHINATOWN REVITALIZATION
AFFORDABLE HOUSING

During the LMDC’s historic public process, residents and community leaders consistently stressed the need for affordable housing in a newly revived Lower Manhattan. Recognizing that affordable housing helps to expand and ensure a diverse residential population, which creates a strong sense of community throughout Lower Manhattan, the LMDC allocated $50 million for affordable housing projects, including:

**Chinatown/Lower East Side Acquisition Program**
This program provides funding for non-profit organizations to purchase existing residential buildings and preserve them as affordable housing for moderate and low-income tenants. The program will generate and preserve up to 160 units.

**Site 5B**
LMDC funding subsidized the creation of 77 new middle and low-income residential units in a larger market-rate building. The building also includes significant retail space. The groundbreaking for this project took place in February 2006.

**Masaryk Towers**
Masaryk Towers is a 1,100 unit rent-regulated complex that is primarily occupied by low and moderate income tenants. LMDC funding will allow for significant capital improvements without a rent increase or assessment for tenants. The building has already had to impose a carrying charge increase of 29% in recent years to make other capital improvements.

**Knickerbocker Village**
This is a 1,584 unit complex on the Lower East Side that is occupied primarily by low and moderate income tenants. LMDC funding will allow for significant capital improvements without a rent increase or assessment for tenants.

In addition to the creation and preservation of affordable housing units, these initiatives will create one-time increases in the economic activity of New York City as the public investment is spent on planning, construction, and rehabilitation activities – amounting to over $58 million in output and 438 jobs.

“Affordable housing both in Lower Manhattan and citywide is fundamental to New York City’s long-term economic prosperity and is at the heart of the Administration’s $3 billion commitment to create and preserve 65,000 homes and apartments over five years.”

— Mayor Bloomberg
LMDC press conference, June 2005

QUALITY OF LIFE IMPROVEMENTS

**New York Stock Exchange**
The LMDC conducted several security and streetscape studies that resulted in enhancements that protect the New York Stock Exchange/Financial Core in the post-9/11 world while also enhancing the surrounding environment.

The first phase, completed in 2006, saw streets repaved and unattractive temporary barriers replaced with more decorative, permanent ones. As part of this process, Broad and Wall Streets – which fell into disrepair over past years as increased security measures made routine maintenance difficult – were resurfaced. A new wrought-iron-style fence was installed around the perimeter of the Stock Exchange and attractive bronze-sculpted objects replaced concrete Jersey barriers.

Additional streetscape and security improvements were put in place through 2006, making the area a more attractive place to live and work, while enhancing security. Though the closure of intersections around the Exchange to all but pedestrian traffic was a necessary security measure in the aftermath of 9/11, it presented a unique opportunity to create a new pedestrian oasis in the center of downtown, complete with “Euro-cobble” paving stones and outdoor plaza seating on Broad Street.

**Reconstruction of Fiterman Hall**
On September 11th, Fiterman Hall, a 15-story office building being converted to academic use for the Borough of Manhattan Community College, was partially destroyed by the collapse of 7 World Trade Center. The building was the largest donation ever made to a community college and was just weeks away from opening. Recognizing BMCC’s role as a key contributor to a vibrant community in Lower Manhattan, the LMDC contributed $15 million toward the construction of a new Fiterman Hall. The Pei Cobb Freed & Partners designed building will have classroom, lab, and office space to accommodate BMCC’s growing student body.

**Beekman School**
The need for an East Side K-8 public school has long been advocated by the downtown community, and with Lower Manhattan’s status as the fastest growing residential neighborhood in the city, the need is more pressing than ever. The LMDC allocated $20 million to make the dream of a new school a reality. The Beekman School will soon be constructed within a new mixed-use development on Beekman Street. The building will also include residential condominiums, rental apartments, an ambulatory care facility for New York Downtown Hospital, and retail space.

In addition to helping to fulfill Lower Manhattan’s growing needs for educational facilities, the LMDC’s investment in these buildings will produce an output of $428.2 million and 3,589 jobs through local construction spending.
CULTURAL REVITALIZATION

With the World Trade Center Performing Arts Center as its core, the LMDC has invested in the creation and enhancement of a diverse and exciting network of cultural vibrancy in Lower Manhattan – contributing $37 million in grants to 64 cultural institutions in order to enhance and restore the vital cultural life of every Lower Manhattan neighborhood and every art form. The grants are expected to leverage more than $410 million in investments for cultural institutions below Houston Street.

This investment will secure a diverse and broad range of arts programming that supports Lower Manhattan’s transformation into a 24/7 community. New cultural institutions and events will complement the assets of neighborhoods already rich in cultural and historic sites.

Some of the exciting projects included within the 64 grants include site acquisition for the Drawing Center, which is planning its new home in Lower Manhattan, as well as for the Lower Manhattan Cultural Council and Three-Legged Dog, both of which lost their homes on September 11th. The Flea Theater will expand and renovate its current spaces to raise the theater to off-off-Broadway standards with LMDC funds, and the National Museum of the American Indian will create a new education pavilion for public programs and performances. Significant LMDC funds go toward the construction of a new seven-story architectural landmark building for the New Museum of Contemporary Art on the Bowery. Also on the Lower East Side, the Tenement Museum will create new exhibitions including an Irish family apartment of the 1860s and a German saloon of the 1870s. The New York Chinese Cultural Center – the country’s only full-time professional school of Chinese dance – will reconfigure its spaces to increase its programs. And the National Archives will create extraordinary exhibits of some of our nation’s most important documents in Federal Hall.

These are only a few of the dynamic projects included in the LMDC’s cultural enhancement grants. Taken together, the total investment in these initiatives will result in $727.4 million in output and 7,409 jobs as funds are used for construction activities, capital investment, and events – while radiating resiliency, vibrancy, and hope in Lower Manhattan.
TOURISM INITIATIVES

According to the Alliance for Downtown New York’s most recent report, tourism in Lower Manhattan has rebounded with positive growth in 2004, 2005, and year-to-date 2006. In 2005, attendance at selected Lower Manhattan attractions reached 4.5 million, the highest level since before September 11th.

September 11th severely impacted Lower Manhattan’s tourism industry. The LMDC responded by sponsoring several festivals and tourist-related programs that have succeeded in bringing thousands of new visitors downtown. In addition to attracting visitors, these tourism initiatives have advanced downtown’s image as one of New York’s most vibrant destinations for arts, entertainment, and culture thereby contributing to Lower Manhattan’s attractiveness for new employers and residents.

The LMDC’s contributions to tourism have included:

**TriBeCa Film Festival**
The TriBeCa Film Festival was founded in response to September 11th to celebrate New York City as a major filmmaking center and contribute to the long-term recovery of Lower Manhattan. Since its inception, the Festival has attracted hundreds of thousands of visitors to Lower Manhattan, created more than a thousand part-time and permanent jobs, and benefited dozens of not-for-profit organizations. The LMDC’s funding for the TriBeCa Film Festival has enabled the institution’s presentation of free family events, including the Family Festival Day, the TriBeCa All Access Program for minority and ethnic filmmakers, the Drive-in Series, and a series of free panels featuring filmmakers from around the world.

**Museums of Lower Manhattan**
The LMDC spearheaded a collective of 15 Lower Manhattan museums and historic sites to increase awareness of the area’s incredibly rich and diverse cultural offerings—all within walking distance of one another. The collective captures the essence of New York’s first neighborhood by chronicling a wide range of cultural aspects of American life. Museum content and exhibits range from fascinating multimedia shows to intimate galleries of moving personal artifacts to historic landmarks. All of the participating institutions have reported significant gains in visitorship.

**River to River Festival**
The River to River Festival was established in 2002 through a collective effort of downtown partners, spearheaded by the Alliance for Downtown New York. Over the past five summers, River to River has established itself as one of the area’s largest and most reliable forces for generating audiences and driving awareness of the cultural richness of Lower Manhattan. The Festival offers over 500 spectacular free events in unique locations throughout Lower Manhattan every summer. River to River consistently delivers an audience from outside Lower Manhattan of over one million people, 70% of whom shop and dine in Lower Manhattan as part of their Festival experience according to a survey by Audience Research Analysis.

In addition to sponsoring River to River as a whole, the LMDC also initiated a new series within the Festival called “Arts on the Horizon,” featuring events produced by the Joyce Theater Foundation, the Signature Theatre Company, and the Drawing Center—highlighting these dynamic institutions’ programming as they prepare for their new homes downtown.

Time Out New York, in its September 2005 issue, hailed the River to River Festival as, “One of the City’s 10 cultural institutions, arts organizations, and venues that weren’t around 10 years ago that we can’t live without now.”
TRANSPORTATION

The destructive effects of September 11, 2001, have necessitated restoration and catalyzed renewal of Lower Manhattan’s transportation system. As Lower Manhattan rebuilds, it is critical not only to restore the transportation functionality lost due to the attacks, but also to anticipate and accommodate the range of changes that September 11th has triggered.

Key to the recovery and future success of Lower Manhattan is accessibility. Downtown must provide swift, convenient, and comfortable transportation for commuters from within the city, workers from throughout the region, and travelers from other parts of the world.

The LMDC worked with the Metropolitan Transit Authority, Port Authority of New York and New Jersey, and New York State Department of Transportation to publish a report in April 2003 entitled “Lower Manhattan Transportation Strategies.” The report laid the groundwork for the progress we see today – enabling Lower Manhattan to grow into an even stronger center of international commerce and rise to its role as a major visitor destination.

World Trade Center Transportation Hub

In early September 2005, construction began on the Santiago Calatrava designed World Trade Center Transportation Hub. This Port Authority project will link the PATH train with 15 downtown subway lines and the World Financial Center via a West Street underpass. The hub will be operational in 2009 and will eventually serve more than 80,000 PATH riders daily.

Fulton Street Transit Center

The MTA began the first phase of construction on the Fulton Street Transit Center on August 30, 2005, with the start of work on the Dey Street Concourse. When completed, the user-friendly station will ease customer crowding, reduce travel time, and provide underground connections linking the existing subway lines to PATH and ferry services.

South Ferry Station

Construction of the new South Ferry Station is underway and will be completed by the end of 2007. The completely redesigned station will accommodate a full-length, 10-car subway train, rather than the 5-car platform that exists today. The upgraded South Ferry Station will improve the commuter experience for passengers traveling to Lower Manhattan and for Staten Island residents headed for destinations in Manhattan.

JFK Rail Link

Lower Manhattan is the nation’s fourth largest central business district and the center of the international financial industry. However, rail access from Eastern Queens and the Long Island suburbs requires multiple transfers and is time consuming. A direct rail link from Jamaica to Lower Manhattan via the existing Long Island Rail Road Atlantic Branch and a new tunnel underneath the East River, with an intermediate stop in Brooklyn, has been identified as a key element needed to support Lower Manhattan’s economic recovery.

In conjunction with the series of improvements planned for Lower Manhattan, a new rail link from Long Island and JFK International Airport into downtown is expected to create as many as 80,000 permanent jobs in Lower Manhattan and Downtown Brooklyn, and to produce about $9-$12 billion in economic output annually. The rail link will also enhance the ability of Lower Manhattan to compete with other world economic centers such as London, Frankfurt, and Tokyo. In 2004, a feasibility study was completed and an environmental review is currently under way.

Yonkers Ferry

The LMDC provided $4.2 million to establish the first ferry transportation services between Lower Manhattan and Westchester County (via the City of Yonkers). Ferry service is an important factor in expanding Lower Manhattan’s labor pool and enhancing access to the growing populations of New York’s suburbs.
MOVING FORWARD

Under the leadership of Governor Pataki and Mayor Bloomberg, the LMDC has put the plans and projects in place to ensure that the best of Lower Manhattan is yet to come.

The Future of Lower Manhattan

Soliciting and drawing upon unprecedented public participation, the LMDC selected a fitting memorial, developed a viable site plan that provides for a dramatic rebuilding while honoring those lost and, with our off-site initiatives, ensured Lower Manhattan’s rebirth as a vibrant community. The progress we have made in the 5 years since the September 11th attacks has been substantial. Our planning efforts are largely complete and construction is well underway.

During the next few years, the benefits of the LMDC’s investments will be compounded, as the impact of investments in developments at the World Trade Center site and in transportation infrastructure build on the impacts of investments made before. By 2025, the major development projects undertaken by the LMDC are estimated to increase economic output in New York City by approximately $20 to $22 billion annually, and increase employment by 104,000 to 119,000 jobs. Together, these investments will position Lower Manhattan as a thriving 21st Century downtown, ensure that it serves as a key economic engine for the nation, and secure its position as the financial capital of the world.

We would like to thank all of our partners in the process – and the public – for their time, their commitment, and their dedication to revitalizing Lower Manhattan.

“Every dollar we commit to reviving Lower Manhattan will create many more dollars worth of growth and opportunity for years to come. And that is good for this city, and good for all who live and work in this community.”

– Governor Pataki
State of Lower Manhattan Address
November 2004