



# IV. Overview of Projects

**R**ecovery, rebuilding, and renewal efforts have included numerous initiatives spearheaded by a multitude of agencies and organizations. This chapter provides an overview of the projects and programs undertaken by LMDC.

First, an at-a-glance matrix of LMDC projects is provided. It lists all of LMDC's initiatives according to the thematic principle to which it primarily relates (see side bar). The implementing agencies or organizations are indicated in the matrix (i.e. LMDC, major rebuilding partners, and other agency/organization). The matrix also indicates whether the initiative is currently completed, ongoing, or planned. Finally, recognizing that these initiatives impact a variety of areas, the matrix indicates the range of thematic principles that are addressed by each initiative.

The matrix is followed by descriptions of all projects and programs referenced in Chapter 2 of the report listed in the matrix.

# At-a-Glance Matrix of LMDC Projects

Projects		LMDC	Major Redevelopment Partner	Other Agency Organization	Completed	Ongoing	Planned	The Public Program	Planning	The Memorial and Related Initiatives	Mixed-Use Community	Transit/Paratransit	Connectivity	Parks, Public Spaces & Waterfront	Infrastructure & Utilities	Economic Development	Historic Culture, Tourism & Arts	Programming	
<b>A. The Public Process</b>																			
A.1	WTC Site Planning, Phase I, received over 10,000 comments	X	X	X				X	X	X									
A.2	Listening to The City, engaged 4,500 Citizens in the Rebuilding Process	X		X				X	X	X									
A.3	Plans in Progress, WTC site Outreach Campaign	X	X	X				X	X	X									
A.4	Public Perspectives, WTC Memorial Outreach Campaign	X	X	X				X		X									
A.5	Chinatown Access Circulation Study Workshop	X		X				X	X			X	X						
A.6	LMDC Website, receives tens of millions of visits	X			X			X											
A.7	Ongoing Advisory Councils and Committees	X			X			X	X										
A.8	Neighborhood Outreach Workshops on funding priorities held in neighborhoods throughout lower Manhattan	X	X	X				X	X										
A.9	Partial Action Plans and Quarterly Reports	X			X			X	X										
<b>B. Planning (On-site and off-site)</b>																			
<b>World Trade Center Master Plan</b>																			
B.1	Innovative Design Study, lead to the selection of Studio Daniel Libeskind's Memory Foundations	X	X	X				X	X	X									
B.2	World Trade Center Master Redevelopment Plan	X	X	X				X	X	X									
<b>Lower Manhattan Planning Studies</b>																			
B.3	Brooklyn Bridge Anchorage Study, connecting communities	X	X	X				X			X	X							
B.4	Chinatown Access and Circulation Study	X	X	X				X			X	X							
B.5	Fulton Street Corridor Retail Study, transforming the Fulton Corridor	X	X	X				X		X	X				X	X			
B.6	Greenwich Street South Study, identifying opportunities in this emerging neighborhood	X	X	X				X		X	X	X	X	X	X	X			
B.7	Open Space and Public Realm Enhancement Study	X	X	X				X		X			X						
B.8	CREATE in Chinatown Feasibility Study, exploring the creation of a major arts and cultural center in Chinatown	X		X				X											X
B.9	East River Waterfront Study, comprehensive improvements to this critical stretch of waterfront	X	X	X				X					X						
B.10	LIRR/JFK Airport Access, connecting Lower Manhattan to the Region's International Airport and Labor Pool	X	X	X				X			X								
<b>C. The World Trade Center Memorial and Related Initiatives</b>																			
C.1	World Trade Center Memorial Competition, received submissions from around the world	X		X				X	X										
C.2	World Trade Center Memorial and Memorial Center	X		X	X			X	X										
C.3	Invitation to Cultural Institutions, solicited interest for locating on the WTC site	X		X				X	X										X
C.4	World Trade Center Museum Complex, housing the International Freedom Center and the Drawing Center	X		X	X			X	X						X	X			
C.5	World Trade Center Performing Arts Center, housing the Joyce International Dance Center and the Signature Theatre	X		X	X			X	X						X	X			
C.6	World Trade Center Memorial Foundation, responsible for building and maintaining the memorial		X	X					X							X			
C.7	StoryCorps Story Booth Project, providing an opportunity for the public to record memories about September 11th and the aftermath	X	X	X				X		X									
C.8	Living Memorial, web-based tool that will provide information about the victims of September 11th	X	X	X				X		X									
C.9	Tribute Visitors' Center, seeking to create a venue for visitors that will foster education and understanding of the events	X	X	X				X		X									
C.10	Tribute in Light, a yearly commemoration of the former World Trade Center through two beams of light	X	X	X				X		X									
C.11	Interim Memorial in Battery Park, the Sphere previously located at the former World Trade Center plaza	X	X	X				X		X									
C.12	LMDC Family Room	X		X				X											
<b>D. Mixed-Use Community</b>																			
<b>Residential Stabilization and Growth Initiatives</b>																			
D.1	Residential Grant Program, aiding over 65,000 families	X		X						X									X
D.2	Millennium High School, the first open-admission high school in lower Manhattan	X	X	X						X									
D.3	Affordable Housing Program, \$50 million allocation	X	X	X			X			X									
D.4	Lower Manhattan Greenmarket	X	X	X				X		X									

## At-a-Glance Matrix of LMDC Projects

Projects		LMDC	Major Manhattan Partnership	Other Agency Organization	Completed	Planned	The Public Program	Planning	The Municipal and Public Utilities	Mixed Use Community	Transportation	Connectivity	Parks, Public Spaces & Waterfront	Infrastructure, Utilities	Economic Development	History & Culture, Tourism & Arts	Environment
<b>E. Transportation</b>	The majority of transportation initiatives were undertaken by the Metropolitan Transportation Authority (MTA) and the Port Authority of New York New Jersey (PANYNJ). A list of these initiatives can be found in Chapter 2: The Public Dialogue and lower Manhattan Revitalization Initiatives.		X	X	X	X			X	X			X	X			
<b>F. Connectivity, Streetscapes, &amp; the Pedestrian Experience</b>																	
F.1	<b>West Street Pedestrian Connections</b> , Liberty Street and Vesey Street Bridges	X	X		X				X	X							
F.2	<b>Downtown Alliance Streetscape</b> , improving this critical corridor	X		X	X				X	X							
F.3	Re-imagining the NY Stock Exchange Area	X	X		X				X	X	X						
<b>G. Parks, Public Spaces, &amp; the Waterfront</b>																	
G.1	Restoring and Improving the <b>Columbus Park Pavilion</b>	X	X		X				X				X				
G.2	<b>14 Neighborhood Park and Open Spaces Projects throughout lower Manhattan</b>	X	X		X	X			X				X				
G.3	<b>Pier 40 Hudson River Park Improvements</b>	X	X		X				X				X				
G.4	<b>Pace University Green Roof Project</b> , creating the largest green roof in the Northeast	X	X	X		X			X				X				X
<b>H. Infrastructure and Utilities</b>																	
H.1	<b>Utility Infrastructure</b> , repairing, restoring, and enhancing for the 21st Century	X	X		X				X					X	X		
<b>I. Economic Development</b>																	
I.1	<b>Business Recovery Grant</b> , aided over 14,000 firms	X	X		X				X							X	
I.2	<b>Employment Training and Assistance Program</b>	X	X		X				X							X	
I.3	<b>Small Firm Attraction Retention Grant</b> , aided over 1,700 firms	X	X		X				X							X	
I.4	<b>Job Creation and Retention Program</b> , aided over 70 firms	X	X		X				X							X	
I.5	<b>Disproportionate Loss of Work Force Grant</b> , helped the companies that suffered the most extreme losses	X	X		X				X							X	
I.6	<b>Opportunity Downtown-Minority and women-owned business enterprise conference 2004</b>	X	X		X				X							X	
I.7	<b>Opportunity Downtown-Business to Business Exchange 2004</b> , partnering small businesses with large firms	X	X		X				X							X	
I.8	<b>Opportunity Downtown-Women Working 2004</b>	X	X		X				X							X	
I.9	<b>Competitive Edge 2004</b>	X	X		X				X							X	
<b>J. History, Culture, Tourism, &amp; the Arts</b>																	
J.1	<b>Tribeca Film Festival 2004 and 2005</b> , sponsoring free public events throughout the Festival	X		X	X				X							X	X
J.2	<b>Splendor of Florence Festival 2004</b> , brought Florentine art and culture to lower Manhattan	X		X	X				X							X	X
J.3	<b>Museums of Lower Manhattan Campaign</b> , marketing lower Manhattan's historic cultural institutions	X		X	X				X							X	X
J.4	<b>River to River Festival</b> , Summer 2002 and 2004, providing free cultural events and performances throughout lower Manhattan.	X		X	X				X							X	X
J.5	<b>Explore Chinatown Campaign</b> , highlighting this unique neighborhood and attracting local, domestic, and international visitors	X		X	X				X							X	X
J.6	<b>Lower Manhattan Communications Outreach Campaign</b> , informing area residents, workers, and businesses about rebuilding efforts	X			X	X										X	
J.7	<b>Lower Manhattan Information Program</b> , providing a one-stop source of comprehensive information	X	X		X		X									X	
<b>K. Environment and Sustainability</b>																	
K.1	<b>Environmental Review Process</b> , conducting a comprehensive EIS process while engaging the public	X	X		X			X	X								X
K.2	<b>Sustainable Design Guidelines</b> , emphasizing green building and design	X	X		X			X	X								X

## **LMDC Project and Program Descriptions**

Listed below are descriptions of LMDC's initiatives to date that have been organized according to the principle of action they most closely address.

### **A. THE PUBLIC PROCESS**

#### **A.1 *World Trade Center Site Planning, Phase I***

LMDC launched a broad public outreach campaign after the release of the six initial concept plans for the World Trade Center site and the preliminary draft Memorial Mission Statement and Program, from July 16, 2002 through September 30, 2002. This extensive effort included a presentation of the plans to civic groups and elected officials, meetings of the LMDC Advisory Councils, an exhibit display at historic Federal Hall in lower Manhattan that included a comment card, the Listening to the City town hall meetings (see below), public meetings throughout all five boroughs in New York City and New Jersey, and an extensive mailing to the families of victims. The LMDC received over 10,000 public comments from around the world during the comment period for this initial phase of the planning process, which set the tone for the level of public involvement throughout the process.

#### **A.2 *Listening to The City***

*Listening to the City* was an innovative, large-scale town hall meeting spearheaded by the Civic Alliance, held on July 20 and 22, 2002 at the Jacob Javits Convention Center attended by 4,500 people. This forum, sponsored in part by the LMDC, sought the broadest participation possible by reaching out to all of the various stakeholders and communities that were affected by the World Trade Center attack, including residents and workers, survivors and families of victims, emergency and rescue workers, business and property owners, citizens and civic leaders, and commuters from the five boroughs, as well as suburban New York and New Jersey. They reflected considerable age, income, ethnic, racial, geographic, and gender diversity as well.

#### **A.3 *Plans in Progress***

*Plans in Progress* was designed to solicit public feedback on the nine designs for the World Trade Center site that emerged as a result of the Innovative Design Study and the draft Memorial Mission Statement and Program. The campaign included meetings with the LMDC Advisory Councils, an exhibit of the nine plans at the World Financial Center Winter Garden, which was visited by over 100,000 people, and included a public comment brochure and a mailing to thousands of victims' family members. A video of the nine design teams was created and included in the exhibit, and also disseminated to every public library branch in New York City, along with the comment brochure. Nearly 15,000 comments were received during the formal comment period associated with this campaign.

#### **A.4 *Public Perspectives***

*Public Perspectives* was designed to allow the World Trade Center Memorial Jury to hear directly from family members and the general public on their hopes and aspiration for the memorial. The campaign included meetings with the LMDC Advisory Councils and the Jury, a large-scale public meeting with the Jury held in lower Manhattan and broadcast live on the LMDC website, and a mailing to thousands of victims' family members. Over 1,000 comments were received during the formal comment period.

#### **A.5 *Chinatown Access Circulation Study Workshop***

The workshop, held at the Church of Transfiguration on Mott Street on June 24, 2004, was the culmination of months of technical analysis and community outreach conducted as part of the Chinatown Access and Circulation Study, which commenced in the summer of 2003 in partnership with the New York City Department of Transportation. Nearly 100 members of Chinatown and surrounding community participated in this event, where they discussed their priorities for implementation of the study's various results and proposed recommendations.

#### **A.6 *LMDC Website***

The LMDC website at [www.renewnyc.com](http://www.renewnyc.com) serves as a vehicle for keeping the public informed about LMDC initiatives and activities. The LMDC continuously updates the website to provide the public with information on all of its initiatives, while proactively soliciting feedback on current initiatives, as well as general comments on the rebuilding process on an ongoing basis. In the last three years, the LMDC website has received tens of millions of visitors from around the world.

#### **A.7 *Advisory Councils and Committees***

The LMDC established Advisory Councils made up of key stakeholder groups such as victims' families, residents, small business owners, corporate and civic leaders, and others. Nearly 70 LMDC Advisory Council meetings have been held to solicit the members' feedback on a variety of initiatives, including the rebuilding of the World Trade Center site and the creation of a permanent memorial. Additionally, special Advisory Councils and Committees such as the Memorial Mission Statement and Program Committees, the Memorial Center Advisory Committees, the 130 Liberty Street Advisory Committee, and the Section 106 Historic Resources Consulting Parties have been convened to provide guidance on specific projects and issues.

#### **A.8 *Neighborhood Outreach Workshops***

The LMDC, in conjunction with the City of New York, held a series of workshops in each neighborhood of lower Manhattan to solicit input from communities on their priorities for funding initiatives to fulfill LMDC's mission of revitalizing lower Manhattan south of Houston Street. The workshops were held through July and August 2003. Participants included area residents, business owners, workers, and representatives from civic, cultural, and community organizations. The workshops provided an opportunity for these community stakeholders to discuss with each other their priorities and brainstorm about projects that they would like to see realized. A comprehensive report on the themes that emerged from the workshops was released in January 2003 and the LMDC invited members of the lower Manhattan community to comment on the outcome of the workshops during a formal comment period that followed the release of the report.

#### **A.9 *Partial Action Plans and Quarterly Reports***

The LMDC develops partial action plan documents that outline the proposed expenditure Community Development Block Grant (CDBG) funds for particular activities. LMDC distributes draft plans to hundreds of lower Manhattan neighborhood organizations and stakeholders and places advertisements inviting public comment on the draft plan in major New York City English, Spanish, and Chinese-language daily newspapers and weekly community newspapers that serve lower Manhattan. The draft plans are released for public comment for a period of 30 days. Public comment is then incorporated into the final plan that is submitted to HUD. Draft and final versions of the plans are available on the LMDC website.

The LMDC is also required to submit quarterly reports to HUD on all of its activities that list the amount

of funds allocated and expended to date, performance measurements, and general updates on all activities that the LMDC has funded through the CDBG, including general administration and planning. Quarterly reports provide the public with a comprehensive understanding of the projects that have been funded to date and are posted on the LMDC's website.

## **B. PLANNING (ON-SITE AND OFF-SITE) WORLD TRADE CENTER SITE PLANNING**

### ***B.1 Innovative Design Study***

In the August 2002, following the Public Dialogue Phase I, LMDC launched an international search for architects to create designs for the World Trade Center site, which called for a fitting setting for the memorial, a distinctive skyline, mixed uses on the site, and enhanced transportation. The criteria for this design competition were based on the result of the public dialogue during the initial phase of the planning process. Memory Foundations by Studio Daniel Libeskind was selected as a result of the competition in February 2003.

### ***B.2 World Trade Center Master Redevelopment Plan***

In February 2003, as a result of the Innovative Design Study, Memory Foundations, the master plan designed by Studio Daniel Libeskind, was selected for the redevelopment of the World Trade Center site. The inspirational design leaves portions of the slurry wall exposed while reserving a majestic setting for the memorial and memorial-related museum. The 1,776 foot tall Freedom Tower ensures the creation of a powerful new skyline for lower Manhattan, while the bustling activity reaffirms life in the aftermath of tragedy. In addition to the memorial, the redevelopment plan will restore commercial, retail, and open space areas, and will also provide for new open space, new street configurations, and certain infrastructure improvements at the World Trade Center site and at certain adjacent sites to the south. The acquisition of adjacent properties located south of the World Trade Center site allow for the full redevelopment plan, including a rebuilt St. Nicholas Greek Orthodox Church, and additional open space that will serve as an extension and buffer to the Memorial area.

## **B. PLANNING (ON-SITE AND OFF-SITE) LOWER MANHATTAN PLANNING STUDIES**

### ***B.3 Brooklyn Bridge Anchorage Study***

LMDC conducted a study to explore urban design solutions for connecting the areas north and south of the Brooklyn Bridge, improving the link between City Hall and the Civic Center to the East River waterfront, and increasing the efficiency and aesthetics of the Brooklyn Bridge anchorage. The results of this study complement the Chinatown Access and Circulation Study, and are pending public release.

### ***B.4 Chinatown Access and Circulation Study***

Access to and circulation within and around Chinatown had been identified as a major area for improvement by members of the community post-September 11th. LMDC, in cooperation with New York City DOT, conducted a study to develop strategies for improving pedestrian and vehicular circulation within and around Chinatown, including Park Row, Chatham Square, Coach Buses, other Bus and Van Services, Parking, and Streetscape. The result of the study was presented to the public at an interactive Chinatown Access and Circulation Workshop at the Church of Transfiguration on June 24, 2004. The workshop allowed participants to engage in discussions about priorities for implementing the various study components. The full study is available on the LMDC website.

### ***B.5 Fulton Street Corridor Retail Study***

LMDC and the NYC Department of City Planning conducted a study to strengthen and enhance the Fulton Street corridor as an important retail and arts/entertainment destination - stretching from the South

Street Seaport to the World Financial Center. The study examines the existing retail, arts and entertainment environment along Fulton Street; analyzes the impact of September 11th on this vital commercial strip; and proposes a revitalization strategy to strengthen and diversify retail outlets and arts/entertainment venues.

#### ***B.6 Greenwich Street South Study***

This urban design study examined ways to revitalize Greenwich Street south of the World Trade Center site by enhancing it as an emerging residential neighborhood, and providing better pedestrian and vehicular connections to the rest of lower Manhattan. The results of the study seek to address bus parking and connectivity issues in the neighborhood, while providing opportunities for additional housing, open space, and cultural uses.

#### ***B.7 Open Space and Public Realm Enhancement Study***

The Strategic Open Space and Public Realm Enhancement Study is one component of the overall renewal of lower Manhattan, and resulted in recommendations for the reconstruction and systemization of existing public open spaces in the Financial District. As a result of this study, Louise Nevelson Plaza was included among LMDC's Neighborhood Parks and Open Spaces Initiatives for planning and design related activities.

#### ***B.8 CREATE in Chinatown Feasibility Study***

LMDC funded a study launched by the Committee to Revitalize and Enrich the Arts and Tomorrow's Economy (CREATE), a consortium of cultural and civic groups, which examines the feasibility of creating a major arts and cultural center in Chinatown. Work on this study is ongoing and is expected to be finalized in the summer of 2005.

#### ***B.9 East River Waterfront Study***

The East River Waterfront study is the first step in claiming this waterfront for use by New York's residents, workers and visitors. Initially dedicated to shipping and industrial uses, the East River waterfront today has been largely abandoned. The East River waterfront design study, spearheaded by the City of New York, suggests improved alternative uses for the waterfront between the Battery Maritime Building and Pier 42 to the north, including the development of open spaces and development sites for a wide variety of uses.

#### ***B.10 LIRR/JFK Airport Access Study***

Working with State and City agencies, LMDC coordinated a transportation study to identify and evaluate long-range opportunities to provide enhanced rail access to the lower Manhattan Central Business District from John F. Kennedy International Airport (JFK) Airport in Queens, and from the Long Island Railroad (LIRR) Station in Jamaica, Queens. The results of the study were released in May 2004, and recommended the construction of a new tunnel under the East River between Brooklyn and lower Manhattan, creating direct service from the World Trade Center to the Long Island Rail Road's Jamaica Station. The new tunnel would allow for a 40% faster commute from Jamaica for Long Island commuters and will provide a one-seat ride to JFK Airport.

### **C. THE WORLD TRADE CENTER MEMORIAL AND RELATED INITIATIVES**

#### ***C.1 World Trade Center Memorial Competition***

In April 2003, the LMDC launched a worldwide competition to design the memorial at the World Trade Center site to honor the victims of the terrorist attacks of September 11, 2001 and February 26, 1993. The LMDC received 5,201 memorial design submissions from 63 nations and 49 states making it the largest design competition in history. As a result of the Memorial Competition, in January 2004, Michael Arad and Peter Walker's Reflecting Absence was selected.



## ***C.2 World Trade Center Memorial and Memorial Center***

The creation of a Memorial at the World Trade Center site continues to be the centerpiece of LMDC's planning process. LMDC is currently engaged in a broad spectrum of activities related to the planning, design, and implementation of the memorial and memorial center. In December 2004, Governor George E. Pataki and Mayor Michael R. Bloomberg joined Architects Michael Arad, Peter Walker, and Max Bond of Davis Brody Bond to unveil the schematic design for the memorial.

## ***C.3 Invitation to Cultural Institutions***

On June 30, 2003, LMDC announced an Invitation to Cultural Institutions (ICI) interested in becoming part of new facilities and programs on the future World Trade Center site. 113 institutions expressed interest as a result of the ICI. A panel convened by the LMDC, composed of representatives from the New York State Council on the Arts and the New York City Department of Cultural Affairs, evaluated the responses to gauge the types of organizations the cultural community in New York and beyond proposed as vital and appropriate components for future development at the World Trade Center site. As a result of the ICI, four world class cultural institutions were selected, including the Joyce International Dance Center, Signature Theatre Company, the Drawing Center, and the International Freedom Center.

## ***C.4 World Trade Center Museum Complex***

Two institutions, the International Freedom Center and the Drawing Center, were selected to be located at the World Trade Center Museum Complex and are currently in a feasibility study stage. The International Freedom Center is a new organization that will become an educational resource for the city, the country, and the world that will include exhibitions centered on humankind's quest for freedom. The facility will include exhibit space, a multi-purpose presentation space, and classrooms. The Drawing Center is the only fine arts institution in the country to focus solely on the exhibition of drawings, and it will present major works by historical figures alongside drawings, illuminating the dynamics of the creative process. It will offer exhibition programs, scholarly publications, public forums, and artists' services, as well as daytime and nighttime public events, including artist talks, panel discussions, and schools and internship programs.

## ***C.5 World Trade Center Performing Arts Center***

Two institutions, the Joyce International Dance Center and the Signature Theatre, were selected to be located at the World Trade Center Performing Arts Center and are currently in a feasibility study stage. This shared cultural space that will include a 900-1000 seat theatre and a complex of three smaller theatres that will house distinctive year-round programming showcasing the world's finest dramatists. In addition, the World Trade Center Performing Arts Center will include educational programs for school groups, community workshops, open rehearsals, and a forum for lunchtime and evening activities such as staged readings, lectures, and demonstrations.

## ***C.6 World Trade Center Memorial Foundation***

The Memorial Foundation is a non-profit entity that will raise funds for and coordinate the planning and construction of the memorial, the memorial center, and related cultural facilities on the World Trade Center site. The Board of Directors, composed of civic and business leaders, leading philanthropists, statesmen, and victims' family members from around the world. In addition, Presidents Gerald Ford, Jimmy Carter, George H.W. Bush, and William J. Clinton will serve as Honorary Members, and have pledged their support for the Foundation. Governor George E. Pataki, Mayor Michael R. Bloomberg, and Former Mayor Rudolph W. Giuliani will serve as Honorary Trustees.

### **C.7**            *Story Corps Story Booth Project*

The Story Corps Story Booth project by Sound Portrait Productions is designed to reach out to family members of victims to record stories about their loved ones, as well as to survivors, rescue workers, and visitors to the World Trade Center site to recount stories of September 11th. The Story Booth will be located at the World Trade Center site, and will specifically aim to record precious bits of family histories, memories, humorous tales, or other stories. At the end of each 40-minute session, the participants will walk away with a CD of their interview, and with their permission, another copy will be housed at the Library of Congress and an additional copy will be made available for the memorial center's permanent collection. The Story Corps collection will grow into an oral history of America.

### **C.8**            *Living Memorial*

The Living Memorial project is an Internet-based information tool that seeks to centrally archive, and make accessible, information related to those lost on September 11, 2001 and February 26, 1993. The Living Memorial project is a response to requests from family groups for a means to tell the complete stories of their loved ones and of the events of September 11th to create connections among families, children and the public to promote learning and healing until a permanent memorial is built. This project was created by September's Mission, a not-for-profit organization. Internet portals will be located near the World Trade Center site and will serve family members, survivors, others affected by the September 11th attacks, and the thousands of visitors to the site.

### **C.9**            *Tribute Visitors' Center*

Tribute Visitors' Center is an initiative created by the September 11th Families Association (WVFA) with the objective of facilitating the interaction between the September 11th community and visitors to the World Trade Center site, in the context of a healing environment. It bridges the gap between those needing to express their stories, and those seeking a real and tangible experience. Tribute Visitors' Center will further serve to revitalize lower Manhattan by providing a space, in close proximity to the World Trade Center site, that will attract family members, survivors, residents, and visitors and provide them with an opportunity to share their experiences and to learn more about the events of September 11, 2001 and the redevelopment and revitalization efforts going forward.

### **C.10**          *Tribute in Light*

Marking the six-month anniversary of the World Trade Center tragedy, on March 11, 2002, Tribute in Light brought together the vision and talent of numerous individuals who, shortly after the attacks, independently envisioned two beams of light rising from downtown New York. Universally embraced by the public, the Governor and Mayor, Tribute in Light returned for one night as part of the City's commemoration of the second anniversary of September 11th as a tribute to the memory of those lost and a symbol of the spirit of the great City of New York. LMDC support of the Tribute in Light will allow for it to be brought back each year for one night on September 11th as part of City's commemoration for 5 years beginning in 2004. Under certain conditions the Tribute in Light could be seen from up to 25 miles away in any direction.

### **C.11**          *Interim Memorial*

"The Sphere for Plaza Fountain," a monument in Battery Park dedicated to fostering world peace through trade that sat atop a granite fountain in the center of the five-acre World Trade Center Plaza, was transformed into the interim memorial for victims of the September 11, 2001 and February 26, 1993 terrorist attacks. The sphere continues to be a symbol of the resilient spirit of New York.

### **C.12** *LMDC Family Room*

In 2002, LMDC created a private family room for victims' family members adjacent to its offices at One Liberty Plaza that overlooks the World Trade Center site. Another private viewing area for family members is located at the World Trade Center site.

## **D. MIXED-USE COMMUNITY**

### **D.1** *Residential Grant Program*

This program, which was created to both retain and attract residents to lower Manhattan after September 11th, has infused \$226 million in grants to more than 65,000 households throughout lower Manhattan. Grants were provided to residents who lived in the area on September 11th and remained as well new residents to the area. Battery Park City today boasts its highest occupancy rate in the area's history. Sixty percent of the grant recipients were in low and moderate income households.

### **D.2** *Millennium High School*

LMDC has allocated funds for Millennium High School, which is located in the financial district, and gives preferential consideration to those who live in lower Manhattan, providing a rigorous education to the growing number of families making downtown their home. The school is the first open admission high school specifically serving lower Manhattan students.

### **D.3** *Affordable Housing Program*

LMDC has allocated \$50 million for an affordable housing program in lower Manhattan to be implemented and administered by the City of New York. Both the LMDC and the City continue to work to develop a program that will provide for the best use of these funds.

### **D.4** *Lower Manhattan Greenmarket*

The Greenmarket farmers' market, a fixture at the World Trade Center before the September 11, 2001 terrorist attacks, returned to lower Manhattan in 2003 at Liberty Plaza, and then returned to the World Trade Center site in 2004 under an agreement with the Port Authority, and with the support of LMDC.

## **E. Transportation**

LMDC continues to work alongside its major rebuilding partners, including the Metropolitan Transportation Authority (MTA) and the Port Authority of New York New Jersey (PANYNJ), in the planning and development of a 21st century transportation infrastructure. Many of the projects that are planned, ongoing, or implemented by the major rebuilding partners, are located in Section E of the report under Progress to Date. A list of these initiatives is provided in Chapter 2 - The Public Dialogue and Lower Manhattan Revitalization Initiatives.

## **F. CONNECTIVITY, STREETSCAPES, & THE PEDESTRIAN EXPERIENCE**

### **F.1** *West Street Pedestrian Connections*

A pedestrian bridge was constructed near the intersection of Vesey and West Streets, and enhancements to the current bridge and walkway at Liberty Street were made. These improvements foster safe pedestrian flows across West Street, as well as appropriately handle the high volumes of daily pedestrian traffic resulting from restored PATH service. An estimated 9,400 pedestrians per hour cross West Street between Albany and Murray Streets during rush hour peak, 6,000 of who cross at Vesey Street. Most of the remaining pedestrian traffic flow is across West and Liberty Streets.

## ***F.2 Downtown Alliance Streetscape***

The Alliance for Downtown New York developed a streetscape program to complete the transformation of Broadway into a grand boulevard worthy of its historic distinction as the Canyon of Heroes. Elements of the Streetscape Plan included sidewalk inserts, sidewalks with specially tinted concrete, and 12” granite curbs with street names and markers of historic Broadway events; new custom lighting designed to improve overall illumination; new benches, bollards, and waste receptacles; and specially-designed signage to facilitate way-finding and identification of significant sites. In addition, this project included the temporary placement of landscaped planters at select intersections in the Financial District to establish an interim security perimeter in advance of more developed and/or permanent security measures.

## ***F.3 NY Stock Exchange Area Security Improvements***

Securing the Stock Exchange area while creating an attractive and welcoming environment for the area’s workers, residents, and visitors has been the goal of this project. The project involved both streetscape and security in the NYSE area. City agencies - led by the Department of City Planning and the Economic Development Corporation - worked with the Police Department to develop more welcoming and effective gateways to the secure area surrounding the Exchange. The project provided more attractive street finishes – such as cobble on the pedestrianized section of Broad Street – and sculpted bronze “No Go’s” in place of less attractive security barriers.

## **G. PARKS, PUBLIC SPACES, AND THE WATERFRONT**

### ***G.1 Columbus Park Pavilion***

LMDC is partially funding the renovation of the Columbus Park Pavilion, a structure erected in 1897. The rehabilitation project aims to address the decay of the building’s infrastructure, and expands on recent renovation efforts by the Parks Department. The project proposes the creation of new community space in the lower level of the pavilion and the refurbishment of the upper loggia for recreational programming. In addition, the project will eliminate barriers and promote accessibility for people with disabilities. LMDC continues to work with the Parks Department toward the completion of this important project that will benefit the Chinatown community.

### ***G.2 Neighborhood Parks and Open Spaces Projects (14)***

LMDC, in its commitment to improving the short-term quality of life of residents, business owners, and workers in lower Manhattan, has committed funds toward the renovation, creation, and rehabilitation of numerous neighborhood parks and opens spaces throughout the area. These include Al Smith Playground, Battery Park, Bowling Green, Canal Lighthouse Park, Coenties Slip, Columbus Park, Brooklyn Bridge Plaza/Drumgoole Plaza, Easter River Park, Old Slip, Sara D. Park, Tribeca Park, Wall St. Park, Washington Park, and Louise Nevelson Plaza. Combined, these neighborhood investments will impact 124 acres of park land, while benefiting lower Manhattan’s 150,000 lower Manhattan residents.

### ***G.3 Hudson River Park Improvements***

The LMDC funded the Hudson River Park Trust (HRPT) creation of 3 new tennis courts and the conversion of the courtyard – formerly a parking lot – of the Pier 40 complex at Houston Street into recreational field space for use primarily as baseball and soccer fields. The tennis courts opened in October 2004, and the remaining improvements are nearly complete.

#### ***G.4 Pace University Green Roof Project***

The LMDC is funding the critical planning and design phase of the Green Roof project. Located at One Pace Plaza, the proposed Green Roof will demonstrate New York City's commitment to innovative and sustainable growth. The Green Roof is the result of extensive cooperation between Pace University, the U.S. Environmental Protection Agency, the NYC Department of Environmental Protection, and the NYC Department of Design and Construction.

### **H. UTILITY AND INFRASTRUCTURE INITIATIVES**

#### ***H.1 Utility Infrastructure***

Congress appropriated \$750 million to assist with the revitalization of lower Manhattan for the restoration of utility service, the rebuilding of utility infrastructure, and to help properties and businesses. The objectives of the Utility Restoration and Infrastructure Rebuilding program are (1) to protect business and residential customers from bearing the cost of the infrastructure rebuilding necessary as a result of September 11th,; and (2) to enhance the revitalization and redevelopment of lower Manhattan as a world-class commercial and residential community by encouraging investment in energy and telecommunications infrastructure. These efforts will contribute to making lower Manhattan a 21st century business district.

### **I. ECONOMIC DEVELOPMENT**

#### ***I.1 Business Recovery Grant***

The BRG program, established by ESDC in cooperation with LMDC, provided grants to businesses (including not-for-profit organizations) with fewer than 500 employees, located in Manhattan south of 14th Street, to compensate them for economic losses resulting from the disaster, thereby assisting in the retention of thousands of jobs both directly and indirectly. The program ended December 2002. When combining ESDC and LMDC funded portions of the BRG program, 14,252 firms employing 138,779 employees received assistance.

#### ***I.2 Employment Training and Assistance Program***

The ETAP program, established by ESDC, in cooperation with LMDC, provided assistance to small businesses and not-for-profit organizations that offered training opportunities to their employees in lower Manhattan. The program ended in May 2003 and assisted 11 small businesses with 333 employees.

#### ***I.3 Small Firm Attraction Retention Grant***

The Small Firm Attraction and Retention Grant (SFARG), established by ESDC in cooperation with LMDC, is a program intended to help retain and create jobs throughout the lower Manhattan area. This program with ESDC and LMDC funding sources has assisted 1,700 firms with more than 26,000 employees.

#### ***I.4 Job Creation and Retention Program***

The Job Creation and Retention Grant Program (JCRP) targets businesses in the area of lower Manhattan south of Canal Street with at least 200 full-time employees that require assistance in maintaining, establishing or resuming a presence in lower Manhattan or elsewhere in New York City. The program also aims to attract companies willing to commit to relocate and/or create 200 or more jobs in lower Manhattan. The JCRP program has benefited more than 4,500 low-moderate wage income persons. The JCRP program has assisted 74 businesses employing a total of 83,074 employees.

### ***1.5 Disproportionate Loss of Work Force Grant***

The Disproportionate Loss of Workforce Grant Program, administered by ESDC, in cooperation with EDC and LMDC, provided \$33 million in program assistance to New York City businesses located in the area of lower Manhattan south of Canal Street on September 11, 2001 that suffered a disproportionate loss of its workforce as a result of the attack on September 11th. This program assisted 10 firms employing more than 6,500 employees.

### ***1.6 Opportunity Downtown - Minority and Women-Owned Business Enterprise Conference 2004***

In January 2004, LMDC, hosted a rebuilding conference for minority and women-owned business enterprises in conjunction with the Manhattan Borough President's Office, The Port Authority of NY & NJ, The Metropolitan Transportation Authority, The State and City of New York, Silverstein Properties, Tishman Construction and various federal agencies involved in the rebuilding of lower Manhattan at Pace University. This conference was the first in a series of quarterly events to increase the flow of information and discuss various contracting opportunities with the minority and women-owned business community. The day-long, free event featured presentations on many of the rebuilding projects that are currently underway or in the planning stages. In addition, panel discussions on strategic joint ventures, acquiring capital, procurement opportunities, how to do business with the government, surety bonding, and purchasing and contracting needs for World Trade Center Building 7 were conducted throughout Pace University. A lower Manhattan Business Exposition concluded the day where business owners were encouraged to visit tables with representatives from over 30 government agencies and private firms currently involved in the redevelopment. The conference drew over 700 participants.

### ***1.7 Opportunity Downtown - Business to Business Exchange 2004***

In March 2004, LMDC sponsored a free event that offered an opportunity for large and small corporations in lower Manhattan the chance to come together and identify mutually beneficial procurement opportunities. Other participants in this exchange included civic organizations that offer assistance to and work with small businesses. More than 140 small business participants directly interacted with 23 corporate participants and 18 government agencies and civic organizations to discover each other's product and service needs. This exchange provided a chance for many participants to develop contacts that will be beneficial to them in the future. Following the exchange, small business participants were encouraged to attend information sessions on tax and finance issues, procurement, small business financing opportunities, and marketing and media strategies. These information sessions addressed topics of interest to many small businesses trying to open, stabilize or grow in the redeveloping community of lower Manhattan. Participants were given take-home materials and had the opportunity to ask specific questions to panels of specialists for each topic. The LMDC provided a corporate, community/civic and small business directory to participants.

### ***1.8 Opportunity Downtown - Women Working 2004***

In March 2004, the LMDC hosted 'Opportunity Downtown: Women Working' - a free informational conference highlighting construction and the construction trades for women looking to explore new careers. This free informational conference was held at PACE University, and included several hands-on demonstrations and a panel discussion with women already in the industry. Hands-on demonstrations were presented in several trades including: painting, carpentry, tile-setting, plumbing and electrical careers. Panelists shared their experiences in the construction trades industry along with industry requirements and challenges and explained the benefits of joining a pre-apprenticeship and apprenticeship program. LMDC also provided an overview of the rebuilding in lower Manhattan and the construction trades jobs that will result from this

revitalization. Over 700 women from around the city attended to learn of the numerous opportunities in the construction industry and in the rebuilding of lower Manhattan. The City and State of New York, Women's Bureau, Nontraditional Employment for Women, NOW Legal Defense and Education Fund, Building Trade Employer's Association and the General Contractors Association were also instrumental in the coordination of this event.

### ***1.9 Competitive Edge 2004***

The Lower Manhattan Development Corporation, in conjunction with other public and private organizations, sponsored the XI Annual Competitive Edge Conference for Minority and Women Business Owners. This program allowed participants an opportunity to meet with major general contractors, key procurement specialists, and government agency certification managers, and provided a networking reception

## **J. HISTORY, CULTURE, TOURISM, & THE ARTS**

### ***J.1 Tribeca Film Festival***

This festival is the first major event to be held in lower Manhattan after the September 11th attacks, and was founded to celebrate New York City as a major filmmaking center, as well as contribute to the long-term recovery of lower Manhattan. It has been responsible for attracting hundred-of-thousands of visitors and generating millions of dollars in revenue for lower Manhattan. LMDC's contribution funds free public events and programs that included the Tribeca Film Festival Guide, the Tribeca All Access Program, the Drive-In, the Festival's Panels and Workshops, and the Tribeca Family Festival, an all-day street fair which spreads over seven-blocks of Greenwich Street stretching from Duane Street to Hubert Street. The total estimated attendance for all events associated with the 2004 Festival was 387,419 and the estimated overall visitor spending in lower Manhattan was \$62.7 million.

### ***J.2 Splendor of Florence Festival***

LMDC sponsored the Splendor of Florence Festival 2004, themed "the original Renaissance of lower Manhattan," celebrated New York City as a premier city of art and culture by creating the opportunity for artistic, cultural, musical, culinary and educational events—all at no cost.

### ***J.3 Museums of Lower Manhattan Campaign***

The Museums of Lower Manhattan campaign is a joint initiative between LMDC and 15 lower Manhattan museums with the goal of promoting downtown as a cultural destination. This project will be coordinated as a broader marketing initiative for lower Manhattan with the objective of revitalizing the member institutions and, in turn, the lower Manhattan area. Participating Museums include: Castle Clinton National Monument; the Eldridge Street Project, Inc.; Federal Hall National Memorial; Fraunces Tavern Museum; Lower East Side Tenement Museum; Museum of Chinese in the Americas; Museum of American Financial History; Museum of Jewish Heritage- A Living Memorial to the Holocaust; Smithsonian National Museum of the American Indian; New York City Fire Museum; New York City Police Museum; South Street Seaport Museum; the Skyscraper Museum; the Statue of Liberty National Monument and Ellis Island Immigration Museum; and the Unwavering Spirit Exhibit, St. Paul's Chapel. The campaign includes a visitor website, print materials, strategic partnerships, and multi-media advertising.

### ***J.4 River to River Festival: Summer 2002 and 2004***

First launched in 2002, and funded in part by LMDC in that first year, the River to River Festival, the largest free cultural arts festival in New York's history, is now comprised of more than 500 free events that take place throughout lower Manhattan from May through September. These events include a diversity of music, dance and other cultural activities, many provided by renowned performers. LMDC subsequently provided sponsorship for the Festival in 2004.

### **J.5** *Explore Chinatown Campaign*

The Explore Chinatown Campaign highlights Chinatown's unique neighborhood characteristics, while attracting visitors from around the region, the country, and the world. The campaign includes numerous events, media placement, subway ads, marketing materials, the Explore Chinatown website, and a Chinatown Information Kiosk. The campaign was launched jointly by the LMDC and the September 11th Fund.

### **J.6** *Lower Manhattan Communications Outreach*

The Lower Manhattan Communications Outreach Campaign informs lower Manhattan residents, employees, and visitors of short-term, quality of life improvements. The campaign consists of three components: the development of branded marketing materials; the creation of informational kiosks at strategic locations downtown (World Trade Center site and Chinatown) that serve as visitor centers to thousands of people; and, the distribution of LMDC print materials and electronic updates.

### **J.7** *Lower Manhattan Information Program*

The Lower Manhattan Public Information Program provides people who live, work and visit lower Manhattan with a single source for essential news and information about the area and its recovery. The centerpiece of the Program is a comprehensive website, [www.LowerManhattan.info](http://www.LowerManhattan.info), which offers regularly updated news and information for area residents, workers, and visitors. Topics include transportation and transit; health, safety and security; rebuilding plans and progress; assistance and incentives; community involvement opportunities; things to do; and lower Manhattan history. This Program also includes the publication of a periodic newsletter distributed throughout lower Manhattan to civic, cultural, and residential organizations, and construction signs informing the public of projects.

## **K. ENVIRONMENT AND SUSTAINABILITY**

### **K.1** *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. The environmental review process included the release of a draft Generic Environmental Impact Statement, followed with a public comment period and public hearings, and the subsequent release of the Final Generic Environmental Impact Statement (FGEIS), for which the public was again provided an opportunity to comment via public hearings, the LMDC website, and regular mail.

### **K.2** *Sustainable Design Guidelines*

The LMDC, working with green design experts, developed sustainable design guidelines. The guidelines seek to encourage developers to achieve the standard LEED certification, and possibly LEED Silver rating. LEED is the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system for green buildings. The design guidelines establish a new level of environmental quality for an urban center model.