

Remarks
Governor George E. Pataki
Association for a Better New York
Lower Manhattan Development Corporation Speech
Monday, November 22, 2004

Good afternoon. Thank you for that kind introduction.

I'd like to take a minute to thank my rebuilding partners:

Charles Gargano
John Whitehead
Kevin Rampe
Joe Seymour
Ken Ringler
Katie Lapp
Mayor Bloomberg (Dan Doctoroff)

I want to thank Bill Rudin and the membership of ABNY. You have been there again and again to support the noble cause of rebuilding Lower Manhattan and you have now been kind enough to host four of these lunch speeches.

It may be small consolation to you, but let me tell you up front: This speech is long, but it is shorter than the other three!

*

After September 11th, you and I came together with Mayor Bloomberg, and made a bold and fateful choice:

We chose to create and implement a comprehensive plan for the World Trade Center site, for Lower Manhattan, and ultimately for this entire city and region.

From the beginning, some said our vision was too big and our task too tall.

They insisted that unacceptable, impossible choices would have to be made – pitting residential needs against those of business, transportation against parks, or new housing against great cultural institutions.

They said that politics and parochial concerns would pit people against each other and doom our plan.

Clearly, the naysayers were wrong.

Yes, there have been choices to make, but in the end, you and I have always known that we had only one choice – and that was to move heaven and earth, not only to restore Lower Manhattan, but to transform it into a community that stood taller and stronger than ever before.

And that meant working through the tradeoffs and the challenges, and choosing to fulfill every part of our ambitious plan.

And choose we did.

We chose job creation -- and quality-of-life measures.

Site construction -- and mass transit revamping.

Cultural planning -- and memorial design.

Most of all, we chose public interest over self-interest – and together, are making our nation proud.

As we continue to rebuild and revitalize, we'll still face difficult choices from diverging interests, but today, I will lay out a plan that shows we don't have to compete with each other in Lower Manhattan – or with any other part of Manhattan.

Indeed, 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.

It is our obligation.

Let's start with the engine that drives all of our progress – economic revitalization.

Clearly, we are sowing the seeds for growth, opportunity, and job creation across Lower Manhattan.

Since September 11, seventy-five of our largest downtown companies have made long-term commitments to Lower Manhattan.

Over 1,900 smaller firms have signed long-term leases to build and grow their companies right here.

In total, we've helped more than 15,000 companies – large and small, from professional firms to mom-and-pop retailers and restaurants -- stay in business...and stay downtown.

And as a result, we've created and retained over 250,000 jobs, proving once again that Lower Manhattan is back in business and better than ever.

I am pleased to announce that a week from today, our Empire State Development Corporation will launch a new television campaign – starting with the ad you just saw – to encourage more businesses here in New York and around the country to make Lower Manhattan their home and share in the rewards of our rebuilding.

*

In addition to our job creation and retention efforts, the rebuilding process itself has become a key engine of economic progress.

Each of you should have a report on your table which tells this story.

Produced by an independent economic analysis firm, it paints a vivid portrait of how investments made by the Lower Manhattan Development Corporation have dramatically affected this city.

Already, our efforts to rebuild and revitalize Lower Manhattan are yielding more than \$3 billion in economic impact.

And as the report indicates, we can expect the rebuilding to bring in billions more, creating more jobs and opportunity in the years to come.

In fact, we estimate that long-term redevelopment efforts will bring in over \$25 billion each year and over 130,000 new jobs by the year 2025.

The report is clear: 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.

*

Now, as we look to the future, we need to be clear and prudent. This report makes clear that the choices we make and how we spend our remaining resources are critical not only to our rebuilding efforts, but to our economic revival.

To this end, I have directed the LMDC to work with Mayor Bloomberg and myself to produce a plan for allocation of the agency's remaining funds by March of 2005.

Developing this plan will require us to make choices and set priorities. I would like to begin the conversation by setting some clear priorities today.

First and foremost, we must guarantee that we have the funds necessary to build the memorial to the heroes we lost on September 11th. No task is more important -- creating this memorial is our solemn obligation and strongest mandate.

Next, we must ensure that we have all the resources we need to rebuild the World Trade Center site – in particular the cultural spaces envisioned in our master plan. Our public funds should be used on the site as appropriate for public infrastructure.

In addition, we must make sure we have the funding to fulfill our transportation needs – including the crucial rail link to Long Island and JFK airport.

As part of the rebuilding, we must also restore the facilities nearby the site that were damaged on September 11th -- and that includes Fitterman Hall. This building, an institution of our great City University, was badly injured in the attacks and, three years later, remains wounded. Now we must repair Fitterman – renewing its health and vitality.

And I am pledging my support now to see that this becomes a reality.

Finally, we must decide upon those critical off-site initiatives that will contribute to the broader revitalization of Lower Manhattan – including an investment in Hudson River Park's still-unfulfilled Tribeca section.

In 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.

As we develop this allocation plan, we must engage the public so that all voices are heard – and so that we've created a well-informed and highly effective strategy for Lower

Manhattan's continued resurgence. It's time to assemble this plan – and, working together, we will.

Just last month, together with Larry Silverstein and his team, we raised the last beam of steel for 7 World Trade Center – one month ahead of schedule.

By early next year, the curtain wall – the tower's gleaming glass shell – will be completed.

Next November, we expect 7 World Trade Center will receive its license to open for business – the certificate of occupancy.

And in 2006, we will cut the ribbon for downtown's newest office complex -- ensuring that the last building to fall that tragic day will be the first to reopen.

*

In that same year – 2006, we will begin to see Lower Manhattan's greatest sign of progress when Larry Silverstein fulfills his promise to have steel in the sky for the world's largest building -- the Freedom Tower.

We laid the cornerstone on July 4 as promised.

The original stone was placed deep inside the Trade Center site and I am now pleased to announce that a replica of this stone will be created.

This replica will be on display at ground level – for the public to see – and has also been incorporated into the final plans for the Freedom Tower, so that for years to come, it can

serve as a visible reminder of our resolve to build a new symbol of American strength and confidence.

And work has already begun in preparing the site for construction.

Now I'm pleased to report what we can expect to see in the coming months.

In February, excavation will begin for the construction of the Tower's foundations.

Using hydraulic drills and diesel-powered diggers, workers will break up and remove 18,000 cubic yards of bedrock, creating cavities of up to 25 feet in depth for the building's column footings, which will serve as the roots upon which the Tower will grow.

By April of 2005, concrete and steel will arrive for construction. Workers will fill the hollowed-out bedrock with 6,000 cubic yards of concrete that is reinforced with steel rods, forming the foundation for the Freedom Tower.

And work will begin on the slurry wall – the bathtub that envelops the trade center site. A new, three-foot-thick concrete liner will be created in order to reinforce the wall. This liner will also – literally and symbolically – tie the slurry wall of the old World Trade Center to the new structure of the Freedom Tower.

Later in 2005, the below-grade floor slabs and tower columns will begin to rise off the foundation level and climb into the air.

Taken together, these milestones herald the future, when steel meets sky and touches the stars -- and New York is blessed again with the tallest tower ever built.

Fiterman Hall, the Freedom Tower, and 7 World Trade Center are but three of many projects – public and private – that will be underway, both on and off the World Trade Center site in the coming years.

To say that there will be an enormous amount of construction is an understatement.

To ensure cooperation and improve the quality of life for residents and visitors during the construction period, I called for the creation of a Lower Manhattan Construction Command Center.

Today I'm pleased to announce that Mayor Bloomberg and I have now signed Executive Orders creating the Command Center and empowering it to coordinate the work of our agencies and the private sector.

This Command Center will put all of us on the same path to progress and help ensure that we're fully aligned as we head into the seasons of intensive construction.

And as we reconstruct Lower Manhattan, we will deconstruct as well.

As you know, Senator George Mitchell, who brokered peace in Northern Ireland, also served as a broker for us right here in Lower Manhattan. Thanks to the Senator's help in navigating us through the legal complexities, we can now begin taking down the Deutsche Bank building.

As we deconstruct this building, we will work to use high environmental and safety standards, relying upon the finest demolition and environmental control experts.

As a result, when the work begins, it will be done as carefully and as systematically as any demolition has ever been done.

It will be disassembled piece by piece, from the inside out.

I am pleased to announce that demolition will begin next month.

And that unsightly shell of a building that served as a reminder of fear and hate will be completely removed by the end of next year.

A successful rebuilding plan demands that we revamp our transportation system, not only to repair the damage sustained by the attacks, but to help benefit Lower Manhattan economically.

By bringing this antiquated system into the 21st century, we will help tie this community to the rest of the city, to the metropolitan area, and indeed, to business people, tourists, and travelers across the globe.

Each time we have met here together, I have outlined and updated you on a series of initiatives to achieve these aims.

They include a new World Trade Center Transit Hub, a new Fulton Transit Center, a revamped, state-of-the-art South Ferry subway station, a revitalized West Street, and, most importantly, direct rail access from JFK Airport and the Long Island Railroad system, providing access to the region's workforce and the world's airports.

This month, we've reached a milestone, as our temporary PATH station has now been operating for a full year.

We had expected that daily ridership for this renewed PATH service would reach the level of about 26,000 passengers by October 2004.

In fact, we surpassed that level just weeks after the station reopened last November.

I am pleased to report that over 38,000 passengers came through the station last month – 12,000 more than we had hoped.

Clearly, the World Trade Center PATH station is a true success story for Lower Manhattan.

Soon we will surpass even this success. Our permanent transit hub designed by Santiago Calatrava will be a magnificent complex providing a seamless and unprecedented link from east to west, including all-weather underground pedestrian connections from the ferry service by the Hudson to the PATH station at the Trade Center, and on to Broadway and the subway lines of the Fulton Transit Center.

When this transit hub is completed, Lower Manhattan will have a world-class transportation infrastructure and a grand point of arrival that will deliver people to the World Trade Center site with unparalleled comfort and efficiency.

I'm proud to announce that we will break ground on this visionary station this summer – on time and on schedule.

To the east of the site, I'm pleased to announce that construction will soon start at the Fulton Transit Center.

Next month, the portion of the project involving the 2 and 3 subway lines at Fulton and Nassau and the south entrance to the 4,5 at Maiden Lane and Broadway will begin.

This work precedes the bulk and heart of the project – the actual overhaul of the station at Fulton and Broadway, which will begin next year.

By 2008, commuters will no longer have to walk through a dim subway labyrinth, but will come to work through an easy-to-navigate, sunlit concourse.

To the south, at the tip of the island, construction begins next month on the new South Ferry Station.

Through this work, there will soon be better transfers to the N and W lines and the Staten Island Ferry and improved service on the 1,9 line.

To the west, we'll soon begin revitalizing West Street.

In September, we awarded the construction contract to create the lower promenade.

Next month, we will break ground for the grand promenade, which will extend from Washington to West Thames.

I am very pleased to announce that we've now identified and earmarked full funding for all four of these projects – the Trade Center hub, the Fulton Transit Center, the South Ferry station, and the West Street promenade. We are moving forward together with confidence.

*

And as to the final, central piece of the transportation puzzle:

I'm pleased to announce the start of the environmental review for Long Island/JFK Airport access.

We expect to move aggressively into preliminary engineering within two years – and, after that, construction will start.

As many of you know, last May, I wrote personally to President Bush and asked his support for this vital and important project. I am honored and grateful that he's given his full support for the rail link and is helping us get the funding we deserve.

Now we'll return to Congress to secure the \$2 billion we need as a down payment on this rail access plan -- \$2 billion that is rightfully ours -- from the original \$20 billion federal commitment.

That \$2 billion -- combined with the Port Authority's contribution of \$560 million and the MTA's commitment of \$400 million -- will comprise nearly half the total cost of this essential project. With this massive commitment of funding in hand, we will have the momentum we need to move forward in our plans for 21st century airport access.

I'd like to thank our Congressional delegation for their strong support and help for this effort.

And let's also thank our coalition of advocates -- including Bill Rudin, Roland Betts, Ken Chenault, Tom Renyi, Stan O'Neal, Carl Weisbrod, Steve Spinola, John Zuccotti, Kathy Wylde, and many others -- who've gone to bat for this critically important rail link project.

With your help, I know we will succeed with the new Congress.

One of the most important aspects of the rebuilding is the construction of new cultural facilities at the World Trade Center site.

In June, we selected four exciting institutions to occupy two grand buildings at the site. These buildings will stand as symbols of the enduring grace and goodness of humanity – even in the face of terror and tragedy.

Already, in just five months since their designation, the Joyce and Signature theaters and the International Freedom and Drawing centers are all making significant strides in planning for their new facilities and activities.

For example, the Joyce and the Signature have traveled to California to tour the Walt Disney Concert Hall, a project that has brought a new vitality to Los Angeles' downtown – and that may serve as an example to us as we move forward.

The Disney Hall was designed by Frank Gehry, the newly chosen architect for the World Trade Center Performing Arts building.

The Joyce has assembled some of the nation's finest choreographers to help in the creation of a 21st-century dance theater.

I'd like to recognize Garth Fagan, the Tony-award winning choreographer behind the Lion King, who is with us today. Garth is from Rochester and will bring his talent and his dance company to the Joyce in its inaugural downtown season.

The Signature Theatre Company has begun holding design workshops with some of the most esteemed theater practitioners in the country.

Among these practitioners is Bill Irwin, an award-winning actor, director, and playwright whose credits range from Sesame Street to "The Grinch That Stole Christmas," and who is with us today. Bill, thank you for your vital contribution to this project.

The Drawing Center has traveled to Norway to view the works of their selected architect, Snohetta [SNOW-HETTA]. And I'm pleased that, last week, the Norwegian Prime Minister visited the LMDC to discuss his enthusiasm for the project.

The Drawing Center is already in the process of creating a downtown space where the public can experience and enjoy the simple and profound pleasures of drawing – including an exhibition by leading contemporary American artist Richard Tuttel. Richard is with us today – and I want to thank him for helping to make the Drawing Center successful.

The Freedom Center has formed a committee of outstanding individuals to create vibrant content on the global quest for what our own Declaration of Independence deems the inalienable rights of humanity.

The Freedom Center aims to open at the World Trade Center in 2009 – and that year has important symbolic meaning. It's both the 200th anniversary of Abraham Lincoln's birth and the 80th anniversary of Dr. Martin Luther King's birth. When it opens, the Freedom Center will unveil a major exhibit that explores the birth, rearing, and maturation of liberty in America.

The Freedom Center will also convey stories of courage and inspiration like those of Amchok (am-chuck) Thubten (thub-tin), a Tibetan monk, and Yousif (yew-sif) Hasan (ha-san), a Sudanese citizen, two brave men who fled to America after peaceful political protest subjected them to years of brutal imprisonment in their own countries.

Both Amchok Thubten and Yousif Hasan are with us today. Thank you for making the International Freedom Center – and your dream of freedom – a reality.

While we wait for the cultural institutions to be constructed at the World Trade Center site over the next several years, we must build momentum for the day they will first open to visitors.

To that end, we've decided to build on Lower Manhattan's well-known tradition of great cultural festivals.

They include the Splendor of Florence Exhibit held this fall; the River to River Festival, which brings well over a million people annually downtown; the Tribeca Film Festival, which in its third year had an estimated economic impact of \$72 million, and the new Tribeca Theater Festival which I was proud to launch with Robert DeNiro, Jane Rosenthal, and Craig Hatkoff last month, as well as many other downtown happenings.

I am pleased to announce that next summer, as part of the River to River program of activities, our four exciting cultural institutions will help create a new annual cultural celebration.

This celebration - which we'll inaugurate in such forums as Battery Park and Federal Hall - will give us a taste of what we have to look forward to once the cultural complex is complete.

I'd like to thank the LMDC for its contributions to cultural initiatives and urge them to contribute to the construction of the World Trade Center cultural facilities to get them off the ground and lift our own spirits with them.

Virtually every day, someone approaches me to share their own thoughts, feelings, and memories about September 11th.

This summer, while in Saratoga, I was approached by one of the many brave and tireless iron workers who spent so many sleepless nights at the World Trade Center site.

I told him how proud and how grateful we are for his dedication and sacrifice.

I told him how there remains for us a sacred duty to remember those we lost.

And I assured him that the story of September 11th will be fully told.

Those who perished that day deserve a memorial that honors their lives, mourns their passing, provides solace to their loved ones, and tells their story to the world.

We need to reaffirm our collective choice of making the memorial the centerpiece and our first priority in our rebuilding effort.

And so, step by step, we are implementing the plans for our memorial.

At the start of 2004, two of our memorial architects, Michael Arad and Peter Walker, unveiled their schematic design concept for the entire memorial complex.

Since that time, they've partnered with a third architect, Max Bond of Davis, Brody Bond.

I'm pleased to report that by the end of this year, this December, Michael, Peter, and Max will have fleshed out their concept and created a model for a full and final design for the world to see.

*

Let me give you a brief preview of the underground portion of the memorial complex – the most sacred area of the memorial site.

Picture the old foundations of the Louvre in France or the catacombs at the Vatican.

Families will descend and touch the bedrock as they have every anniversary - and visitors will see the exposed foundation where the towers fell and heroes perished.

Within the north tower footprint will be a room at bedrock dedicated to contemplation and reflection.

This room will include a tomb for the remains of those we found but could not identify.

It will be both a public and private space reserved at certain times for victims' families.

Looking up from the north footprint, visitors will glimpse the sky and the Freedom Tower, where life re-emerges and the human spirit triumphs over terror.

At bedrock, at the edges of the two footprints, we'll see their original box beam columns, laying bare the very roots of the towers as visitors absorb the meaning of what took place here.

Between the two footprints, and to the west, visitors will set sight on the Memorial Center – an immense interpretive museum dedicated to remembering the events of September 11, 2001, and February 26, 1993.

At the westernmost edge of the underground space, visitors will approach and behold the slurry wall – which Daniel Libeskind so eloquently deemed the symbol of America's resiliency and our democracy's durability.

These elements are but a few of what we'll see when Michael, Max, and Peter unveil their completed design for the entire memorial next month.

I know that I speak for all New Yorkers and people from all over the world when I say we can't wait to see the final product. How grateful we are to see our heroes being honored and remembered by your splendid work.

*

The unveiling of the design is just one of the many concrete steps we are taking to make this memorial a reality.

I'm pleased to announce that we've selected a curator for the Memorial Center.

Howard/Revis Design, which has created exhibits at such leading institutions as the U.S. Holocaust Museum and the National Museum of Natural History, will ensure that our museum both bears witness to lives cut tragically short, and tells the inspiring story of the greatest rescue effort in history.

I am pleased to report that Howard/Revis has committed to work with Davis Brody Bond, the architects who are helping produce the designs for the entire memorial complex, as well as the architects who are designing the above-ground museum building.

These teams will together create the design for the Memorial Center.

This way, there will be an aesthetic consistency and creative spirit across the complex – affording countless visitors a unified, uninterrupted, and unforgettable experience.

*

And then, when spring arrives, we will select trees that will line and landscape the plaza surrounding the footprints.

One small tree holds a special place in people's hearts.

This Yew tree – along with its planter – originally stood near the base of one of the towers.

Bruised, battered, and barely alive after the attack, it was eventually moved to the Executive Mansion in Albany, where it could be cared for.

During the move, an NYPD detective who had worked with the recovery teams was visibly affected.

To others, it was only a tree, but for her, it had been the only living thing she had seen that was recovered from the ruins.

I'm pleased to report that our Yew tree – small but strong -- is alive and well and this spring, will finally return to its rightful home at the Trade Center site.

*

As all of us know, building the memorial will be a costly endeavor.

To that end, I have and will continue to encourage the LMDC to support the memorial in any way possible and to invest in this worthy cause.

But what we need is an organization to raise the funds for construction.

I'm pleased to report that we've now formed the Memorial Foundation that will meet this goal.

It will raise resources, and it will own, operate, and govern the entire memorial and cultural complex.

Today, I am proud to announce that all four former Presidents of the United States will serve as honorary members of the distinguished Board of the Foundation.

Presidents Gerald Ford, Jimmy Carter, George H.W. Bush, and Bill Clinton have all pledged their support for our noble cause – helping our nation heal, remember, and renew.

We are grateful that these four historical figures have agreed to continue their service to our great nation by aiding in this endeavor.

Next week, Mayor Bloomberg, John Whitehead, and I will announce the members of the Foundation's Board of Directors – over 20 dedicated individuals from across our state, country, and world, including business people and statesmen, victims' family members and civic leaders. I want to express my gratitude to John Whitehead for his tireless and successful efforts in recruiting a terrific slate and forming this Foundation. We are indebted to you yet again, John.

This group will ensure we have the resources not only to build the memorial but to enable its operation for generations to come.

We look forward to next week's Foundation event and we hope that all of you will lend your support to the Board as it assumes its crucial task.

Teddy Roosevelt once said, “We are face to face with our destiny – and we must meet it with a high and resolute courage.”

From the dawn of our country’s founding, our destiny was clear.

September 11th made it even clearer.

By our example, we are to be a shining light of freedom and progress to every nation.

Three days from now, we will celebrate Thanksgiving, a symbol of that freedom and progress, where America’s forerunners, the Pilgrims, gave thanks.

As we approach this holiday, we, too, are thankful.

We’ve come a long way since September 11th.

And we’re well on the way not only to rebuilding this region, but to making it shine like never before.

What some meant for evil, we are turning to good.

And when our work is done, Lower Manhattan will be a showcase of liberty and a tribute to human dignity, a national treasure and a gift to the world.

As we continue to memorialize and rebuild, may our resolve strengthen and may our courage lead us ever onward.

May we continue to work together to see our task through to the end.

Thank you.