

Keynote
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General Contractors Association of New York Annual Lunch
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Good Afternoon. It is a pleasure to be here at the General Contractors Association Annual lunch.

I would first like to recognize your hard work and support for our efforts. From the tremendous recovery efforts after September 11th to rebuilding the critical subway and transportation infrastructure, your accomplishments have inspired all of us.

So much has been achieved yet, as you well know, we have only just begun our work. Together, we will rebuild lower Manhattan as a model 21st century central business district that is the envy of the world.

The approximately \$12 billion rebuilding effort on the World Trade Center site alone will produce 50,833 person-years of direct construction jobs. 10,000 new jobs a year will be created each year of construction and 100,000 permanent jobs once the site is complete. The work you undertake will not only drive our economy, it will serve as a “shot heard around the world” to terrorists that we will not be defeated.

A little over three years ago we were struggling in the aftermath of terror and clinging to hopes and dreams for a new lower Manhattan. Today, we have a tremendous site plan, a powerful memorial, and some of the best and the brightest in the architectural community. All contributing to what will be a fitting memorial and a marquee address for commerce and culture ---and just as you led our recovery in the immediate aftermath of the attacks, it is all of you, here today, that will bring these artistic ideas to reality.

However, as with any historic endeavor, how we got to this point is as important as what we have, and will, achieve. The rebuilding effort from planning through construction must reflect our highest American ideals.

From its inception, the LMDC has drawn not only on the resources of our government entities, our city, our state and our country—but on the resources of each and every citizen. In light of the attacks on our democracy that occurred on September 11th, an open and inclusive planning process was more than an idea—it was a necessity.

LMDC conducted over 75 public meetings, participated in Community Board meetings, and continuously meets with community groups, civic organizations and public officials.

During the public comment period in the first phase of the planning process for the World Trade Center site, LMDC received over 10,000 comments from around the world. During the Plans in Progress campaign, LMDC received over 15,000 comments on the Innovative Design Study for the World Trade Center site and the draft Memorial Mission Statement and Program. In fact, when the nine designs were released in December of 2002, our website received close to 5 million hits per day.

The planning process was not without its initial bumps in the road. But, it was a process that engaged the public in a way unprecedented for a major development and, most importantly, it was a human process that honored and respected the sacrifice of those we lost.

A consensus emerged after this outpouring of public interest. And, as we all know, a site plan was selected.

The plan allows for a new street grid, the development of major public spaces. And, most importantly, the flexibility for rebuilding consistent with market demand.

The fundamental ideas behind the master plan continue to serve as principles that drive site plan development. These principles address the relationships between the parts and serve as aspirations for the final completed site.

The Master Site Plan includes many iconic elements. A vast, powerful and lasting tribute to the heroes of September 11, with an underground museum that will tell the stories of lives cut short and the greatest rescue effort in history.

The world's tallest tower that will rise and restore our city's skyline, a new cultural center that will enclose and protect the memorial, and a new PATH terminal that will not be just a world-class transportation hub but a work of art.

And World Trade Center 7, the last building to fall, has been the first to rise—last week Larry Silverstein topped off building 7—ahead of schedule.

The Freedom Tower will be a high-rise building, an innovative mix of architecture, structure and mechanical systems. The building will incorporate state-of-the-art life safety systems--this will not only be one of the safest buildings in the world, it will be environmentally sound as it strives for silver LEED certification.

Work has begun on the tower and we made a first step in reclaiming New York's skyline this July 4th, when in a historic ceremony New York Governor Pataki, New Jersey Governor McGreevey, and New York Mayor Bloomberg laid the cornerstone for the Freedom Tower.

The parking garages that were below the Customs House in the original World Trade Center are in the process of being removed and test borings are being put into place for the footings. The fifth office tower in the Libeskind site plan will be located on the site of the former Deutsche Bank building. The LMDC has taken possession of this scarred building and is currently in the process of developing a deconstruction plan. This building is currently being secured and made safe. Work will begin with gross cleaning of the building next month.

The centerpiece of LMDC's efforts is the creation of a permanent memorial honoring those lost.

Currently the Design Team, is working on design-- pedestrian flow, fire exits, the real nuts and bolts of the project. And schematic design will be complete by the end of this year.

The memorial will remember and reflect on the loss of our heroes while our new cultural facilities will reaffirm life.

Earlier this year a vibrant mix of diverse and dynamic cultural programming was selected for the World Trade Center site.

This year-round cultural programming will spur cultural activity in lower Manhattan creating a world-class cultural destination. The Joyce International Dance Center, the International Freedom Center, the Signature Theatre, and the Drawing Center have all been offered space on the site, and will in turn share the space by offering other programming opportunities to the community, improving the quality of life for workers, visitors and residents of lower Manhattan.

And just last month, Frank Gehry and the Norway firm Snohetta were selected to design the complexes that will house them—we will see those schematic designs early next year.

In light of the tremendous progress and extensive construction activity that will occur in lower Manhattan we also recognize the need for construction coordination across both public and private sector development. Both on and off- site.

In close coordination with the state and the city, we have been holding construction coordination meetings--*Regular* meetings with all relevant agencies involved in lower Manhattan projects-- the LMDC, MTA, PA, NYSDOT, NYC DOT, EDC, FTA, Silverstein, Tishman, and NYPD--to discuss Schedules, Logistics Planning, Safety and Procurement, Workforce, Transportation and Traffic management.

This group has met with Frank McArdle and will continue to meet with the GCA and you, the contractors, to ensure that lower Manhattan projects are planned and built in a coordinated manner. Logistics are key, and LMDC and all of the agencies recognize the magnitude of the rebuilding that will happen in lower Manhattan in the next five years and the need to focus now on logistics and schedule.

Soon there will be an even more formal framework for the coordination-- a joint city-state construction command center formed in accordance with joint executive orders.

Beyond the site, LMDC's efforts have proceeded with the aim of linking the revitalization of various lower Manhattan neighborhoods into a series of vibrant mixed-use communities.

The transformation of lower Manhattan into a 24-hour mixed-use community requires investments to improve the daily experiences of residents, workers, and visitors alike.

We have created and revitalized 13 parks and open spaces, improved accessibility in and around the site, implemented a streetscape program on Broadway and beautified the stock exchange area.

And while we worked on the immediate needs of the residential and business community, we have planned for long-term growth.

We have secured 4.55 billion dollars from the federal government to improve transportation and we are putting these dollars to work in transforming the lifeblood of any city—its transportation infrastructure.

And, we will be looking to you to implement this vision. Public investments in transportation infrastructure will spur private growth, and will maintain downtown's status as the financial capital of the world. We need to continue to attract companies like Goldman Sachs which recently announced that it will build its world headquarters in lower Manhattan.

And, just as we involved communities and people from around the world in *planning* the new World Trade Center, we must ensure that there are opportunities for all *in building* the New World Trade Center.

On September 11th, over 90 countries lost family, friends and neighbors. The rebuilding of the World Trade Center site will be our legacy to future generations. Just as September 11th was a day of shared sacrifice, we must ensure that all are offered the opportunity to share in the rebuilding effort. The rebuilding of lower Manhattan must reflect the diversity of New York City and the diversity of the heroes we lost that day.

The LMDC has made great strides towards ensuring that minorities and women will be a part of this historic process. LMDC has established a goal that at least 20% of our contracts awarded to Minority and/or Woman Owned Business Enterprises.

Early on in the process, we learned that dissemination of information on the rebuilding, specifically information on opportunities to participate in the rebuilding process for minority and women owned businesses, was critical. We immediately established a regular email and fax distribution list to groups representing the minority and women business and worker community and certified minority and women owned firms.

In addition to the outreach we do on all of our contracts and other procurement opportunities, we created a young leadership program aimed at minorities and women—in our first year, we were seeking 12 summer fellows and received over 700 applications from undergraduates, graduate students, and recent graduates. Eleven of the twelve summer fellows were female and nine of the twelve were minorities as defined in the guidelines established by the State of New York. The minority interns represented numerous ethnicities and were placed in most of the departments within the LMDC. LMDC continued this program last fall and this past summer. It has been tremendously successful and it highlights the interest of these communities in the rebuilding effort.

We have attended and hosted events aimed at informing women and minorities of the many rebuilding opportunities. In January of this year we kicked off our quarterly “Opportunity Downtown” series with an all-day event sharing information about the rebuilding and contracting opportunities, with presentations on the major projects downtown. We were joined by all of our partner state, city and federal agencies --the Building and Construction Trades Council of Greater New York, Building Trades' Employers Association, The Regional Alliance for Small Contractors, various private companies involved in the rebuilding and the General Contractors Association.

The event drew more than 700 participants representing over 400 businesses.

In March, we began raising awareness among women about the numerous career opportunities in the construction industry -----700 women attended the panel discussion and watched experienced tradeswomen provide hands-on demonstrations.

Females account for only 2% of construction workers --we must increase their involvement. This is a responsibility we must together meet. The GCA has been supportive in our efforts, ensuring that women get into the trades. Governor Pataki, and the heads of the MTA, Port Authority, and State DOT are all committed to helping women participate in the rebuilding.

The LMDC and our partner agencies have also attended and will continue to attend Non-Traditional Employment for Women (NEW) Tradeswomen Coffeehouses to discuss opportunities downtown. LMDC and Gilbane Building Company, LMDC's General Contractor for the Deutsche Bank deconstruction, attended a coffee-house meeting at NEW and spoke to a crowd of about 40 tradeswomen on July 30th. NYS DOT and the contractor for the promenade project on Route 9A have made the same commitment.

NEW has a pre-apprenticeship program providing both hard and soft skills to qualified women. Currently, NEW graduates roughly 160 women of which a majority go into the construction trades. Given that NEW has been training women for the last 25 years, most women currently in the construction trades came from NEW.

I am proud to announce that LMDC is currently working with NEW on a new advertising campaign to boost women's participation that will launch in the upcoming weeks.

And we are not alone in our efforts--Governor Pataki and Mayor Bloomberg stand steadfast in ensuring diverse participation in the reconstruction.

The Governor signed into law the City sponsored Coordinated Construction Act that will ensure that city agencies involved in the massive job of rebuilding can embrace some of the best practices that the State agencies and authorities already use by setting goals and monitoring procedures for M/WBE participation.

Mayor Bloomberg has formed a new M/WBE Advisory Board with 23 men and women who will help guide the administration economic development policy.

The private sector has already taken a leadership role. Silverstein Properties required Tishman to hire a community compliance officer to ensure its contractors comply with Port Authority goals for MWBE participation.

Silverstein formed a Contractor's Opportunity Council to proactively identify MWBE's and provide them with updates on upcoming projects, and has become the first private partner in Construction Skills 2000, a program established to recruit and prepare high school students for apprenticeships and careers in the building and construction industry. Over 80% of Construction Skills students are African American or Hispanic.

If you have been down to see the amazing work going on at WTC 7, you have seen a workforce that represents the diversity of New York. Larry Silverstein and Dan Tishman should be applauded not only for their commitment to rebuilding, but for doing so in a way that ensures diversity.

Today, I ask all of you to join us in making the commitment to honor those lost on September 11 by launching a rebuilding effort that breaks new ground and establishes new standards in a diverse construction workforce. New York City is in the midst of the greatest public and private development and construction efforts since the end of World War II and minority and women-owned businesses must be a part of this exciting new era.

And as we continue to move forward in the rebuilding of the World Trade Center site and the overall revitalization of lower Manhattan, one thing is certain, with partners like the General Contractors Association lower Manhattan's future is not only bright, but it will be achieved.

Thank you and I would be happy to take questions.