

**LOWER MANHATTAN DEVELOPMENT CORPORATION**  
**Amended Partial Action Plan No. 11**  
**World Trade Center Memorial and Cultural Program**  
**and Cultural Enhancement Initiatives**

All Partial Action Plan 11 funds allocated to the activities identified below have been spent.

**Partial Action Plan 11 is closed.**

**Overview**

Lower Manhattan Development Corporation (LMDC) has prepared the following amended Partial Action Plan with regard to the \$2 billion federal appropriation administered by the United States Department of Housing and Urban Development (HUD) for the World Trade Center (WTC) disaster recovery and rebuilding efforts in the aftermath of the terrorist attacks at the WTC on September 11, 2001. LMDC is also the recipient of another \$783 million federal grant from HUD for damaged properties and businesses (including the restoration of utility infrastructure) as well as for economic revitalization related to the terrorist attacks at the WTC. Other partial action plans detail the expenditure of the remainder of funds from the \$2.783 billion appropriation and are viewable on the LMDC website: <http://renewnyc.com/FundingInitiatives/PartialActionPlans.aspx>.

This Partial Action Plan approved by HUD in November 2006 and revised in December 2015 (to support the creation of the “World Trade Center Ship” activity in the Final Action Plan) detailed the proposed expenditure of up to \$161,549,453 as outlined in the table below. In February 2017, LMDC revised Partial Action Plan 11 to reflect the 2010 transfer of \$915,481 from the Cultural Enhancement Fund in Partial Action Plan 11 to the Community and Cultural Enhancement Fund in the Final Action Plan which reduced the Partial Action Plan 11 allocation to \$160,633,977. This 2010 reallocation of funds to the Final Action Plan had not previously been reflected in this Action Plan though it was properly reflected in the Final Action Plan which was approved by HUD on October 14, 2016. In March 2018, LMDC reallocated the residual balances from activities in Partial Action Plans 2, 4 and 10 totaling \$2,450,000, to the Performing Arts Center activity in this Action Plan increasing the allocation from \$49,000,000 to \$51,450,000 and the overall Partial Action Plan 11 allocation to \$163,083,977.

<i>Partial Action Plan 11 Activities</i>	<i>Original Allocation 3/2006 Amended 12/6/06</i>	<i>Amended Allocation 12/11/15</i>	<i>Amended Allocation 2/24/17</i>	<i>Amended Allocation 3/08/18</i>
I. WTC Memorial and Cultural Program:				
A. Memorial and Memorial Museum	\$75,000,000	\$75,000,000	\$75,000,000	\$75,000,000
B. Performing Arts Center	\$49,000,000	\$49,000,000	\$49,000,000	\$51,450,000
II. Lower Manhattan Cultural Enhancement Fund	\$28,000,000	\$27,463,379	\$26,547,898	\$26,547,898
III. The Drawing Center	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
IV. Planning and Administration	\$8,086,079	\$8,086,079	\$8,086,079	\$8,086,079
<b>Total</b>	<b>\$162,086,079</b>	<b>\$161,549,458</b>	<b>\$160,633,977</b>	<b>\$163,083,977</b>

The initial Partial Action Plan 11 was approved by HUD on March 27, 2006. The Partial Action Plan 11 Amendment, as approved by HUD on December 6, 2006, reduced the allocations for the Cultural Enhancement Fund and the Drawing Center so that these funds could be reallocated to a Community and Cultural Enhancement Fund in the Final Action Plan. The December 2015 amendment reallocated the residual value in the Cultural Enhancement Fund to the Final Action Plan for the World Trade Center Ship. The February 2017 amendment reflects the corrected 2010 transfer from Cultural Enhancement Program in this Action Plan to the Community and Cultural Enhancement Program in the Final Action Plan. The March 2018 amendment increased the allocation for the Performing Arts Center in furtherance of the General Project Plan which identifies a cultural facility on the World Trade Center site.

Any change greater than 5% in the funding committed to a certain activity, the addition or deletion of any activity, or change in the designated beneficiaries of an activity constitutes a substantial amendment and such amendment will be available for public review and approval by HUD.

## **National Objective**

LMDC is a subsidiary of the New York State Urban Development Corporation d/b/a Empire State Development that was created in December 2001 to oversee the rebuilding and revitalization of Lower Manhattan. The activities contained in this Partial Action Plan were designed to meet the particularly urgent community development needs resulting from the September 11<sup>th</sup> WTC disaster. These activities also had particular urgency because LMDC had determined that existing conditions resulting from the September 11<sup>th</sup> WTC disaster posed a serious and immediate threat to the health or welfare of the City of New York and the individual residents of the City and other financial resources were not available to meet such needs. Funds were allocated for the WTC Memorial and Cultural Program initiatives for the prevention of blight that could have resulted absent intervention to address the conditions resulting from the events of September 11<sup>th</sup>. The geographic area of focus of this Partial Action Plan is Manhattan, on or south of Houston Street.

## **Public Comment to the Partial Action Plan**

### ***Initial Partial Action Plan***

Partial Action Plan 11 was made available to the public for comment from December 8, 2005 through January 6, 2006. LMDC received *seven* comments from cultural organizations, and Lower Manhattan residents, and workers regarding the initial Partial Action Plan 11. The comments and the responses to these comments were incorporated into the Partial Action Plan as Submitted to HUD and may be viewed in **Section V Responses to Public Comments**.

### ***The First Partial Action Plan Amendment***

The first amendment to Partial Action Plan 11 was made available to the public for comment from September 29, 2006 through October 30, 2006. LMDC did not receive any comments on the Amendment.

### ***The Second Partial Action Plan Amendment***

The second amendment to Partial Action Plan 11 was made available to the public for comment from August 28, 2015 through September 30, 2015. LMDC did not receive any comments on the Amendment.

### ***The Third Partial Action Plan Amendment***

The third amendment to Partial Action Plan 11 reflects the transfer in 2010 of unused Cultural Enhancement Funds to the Community and Cultural Enhancement Fund program in the Final Action Plan. This amendment was correctly reflected in the Final Action Plan but had not been reflected in this Action Plan until 2017. No comments were received regarding this Amendment.

### ***The Fourth Partial Action Plan Amendment***

The fourth amendment to Partial Action Plan 11 reflects the transfer of residual balances from various completed activities in Partial Action Plans 2, 4 and 10 to the Performing Arts Center activity in Partial Action Plan 11 enabling the acquisition of easements and other rights covering access to and use of certain infrastructure, foundations and other subgrade elements of World Trade Center Site 1B, the intended location of the Performing Arts Center. This amendment was not a substantial amendment and therefore, was not made available for public comment.

Public comments were accepted by posted and electronic mail. LMDC placed Invitations to Public Comment for Partial Action Plan in English, Spanish and Chinese daily newspapers and in weekly community newspapers serving Lower Manhattan. In addition, the text of the draft plans was made available on LMDC's website ([www.renewnyc.com](http://www.renewnyc.com)).

LMDC delivered and mailed copies of the initial Partial Action Plan and the first, second and third amendments in English, Spanish, and Chinese to more than 50 community, residential, civic and cultural organizations throughout Lower Manhattan, including Community Boards 1, 2 and 3, several tenants' associations and public libraries. In addition, LMDC sent electronic notices of the initial Partial Action Plans in three languages to elected officials, LMDC's advisory members, and over 60 Lower Manhattan civic, community and cultural organizations.

### **Public Participation to Date**

As described in earlier Partial Action Plans, LMDC has solicited and received an unprecedented amount of public comment from around the world regarding the rebuilding of the WTC Site, the creation of a permanent memorial, and the revitalization of Lower Manhattan. LMDC also established several Advisory Councils representing a broad spectrum of groups affected by the WTC attacks, including victims' families, business owners, arts and cultural institutions, and downtown residents that have consulted with LMDC on issues of concern to their respective constituencies. Additionally, LMDC's special Advisory Committees, such as the Memorial Mission Statement and Program Committees, the Memorial Center Advisory Committee, the 130 Liberty Street Advisory Committee, and the Section 106 Historic Resources Consulting Parties, provide guidance on specific projects and issues.

LMDC has sponsored and participated in over 100 public meetings and workshops to provide the public with forums to express their views on redevelopment of Lower Manhattan, in the aftermath of September 11, 2001. In addition to large-scale public meetings, LMDC, in conjunction with The City of New York, conducted a series of outreach workshops on overall funding priorities for each of Lower Manhattan's neighborhoods in 2003. At the workshops, participating members of the community described priorities for their communities and proposed projects to address those priorities. The report on these workshops is available on the LMDC website at [www.renewnyc.com](http://www.renewnyc.com). Public meetings have also focused on a variety of specific topics, including the environmental review process, WTC site planning, the creation of a permanent memorial, neighborhood funding priorities, content for the Memorial Museum, and cultural, recreational, and other public spaces.

LMDC has conducted additional outreach initiatives, participated in Community Board meetings, and meets regularly with community groups, civic organizations, and public officials. LMDC has sponsored several public exhibits that have provided visitors with information and the opportunity to submit written comments on the revitalization efforts. LMDC has received over 10,000 comments at these exhibits and through the LMDC website. LMDC has also received additional input on potential Lower Manhattan projects and programs in the form of unsolicited proposals and funding applications.

Based on public input, through the channels outlined above, LMDC produced numerous program documents that have guided the redevelopment and revitalization process, beginning with *The Principles and Preliminary Blueprint for the Future of Lower Manhattan* in 2002. This document established the groundwork for the rebuilding and revitalization efforts by outlining the goals and objectives for the revitalization, along with the necessary actions to realize them. This and other information regarding public participation in the redevelopment and revitalization process are available on the LMDC website at [www.renewnyc.com](http://www.renewnyc.com).

On April 13, 2005, LMDC released a report titled *The Public Dialogue and Lower Manhattan Revitalization Initiatives* that outlined the principles, objectives, priorities, and allocation options for LMDC's CDBG funds. LMDC solicited, received, and reviewed hundreds of public comments through May 1, 2005, and released a revised Funding Allocation Framework on May 25, 2005.

On June 16, 2005, the LMDC Board of Directors adopted a Funding Allocation Plan, consistent with the Funding Allocation Framework, for the remaining federal CDBG funds. The Funding Allocation Plan outlined the allocation of funds for projects at the WTC Site and throughout Lower Manhattan. The Funding Allocation Framework and the Funding Allocation Plan are available on the LMDC's website at [www.renewnyc.com](http://www.renewnyc.com).

## **I. World Trade Center Memorial and Cultural Program**

### **Background**

#### **Needs and objectives**

On September 11, 2001, terrorist attacks killed 2,996 people and destroyed every structure on the WTC Site, including the WTC office towers, commercial and governmental low-rise buildings, the hotel, the underground concourse, the PATH terminal, and subway stations. The structures on the Southern Site, adjacent to the WTC site, were also destroyed or damaged by the events of September 11, 2001; the Deutsche Bank office tower at 130 Liberty Street was severely damaged and uninhabitable and the small St. Nicholas Church at 155 Cedar Street was destroyed. While the WTC Site was closed to the public, a wide sidewalk and viewing area with a commemorative viewing wall had been created along the east side of the site on Church Street and the portion of Liberty Street (between the WTC Site and the Southern Site) was open to pedestrians from Church Street to the temporary bridge over West Street to Battery Park City. The WTC site has since reopened featuring the WTC Memorial and the WTC Memorial Museum along with occupied commercial towers at One WTC and 4 WTC.

The significant loss of life, jobs, and commercial space affected the vitality of Lower Manhattan and continues to pose a threat to the financial, emotional, and cultural vitality of the neighborhood. The WTC Memorial and Cultural Program helps to counter the blighting effect of the events of September 11, 2001, and to provides a permanent memorial for current and future generations to remember and honor the nearly 3,000 people who died on that day in New York City, in Shanksville, Pennsylvania, and at the Pentagon, as well as those who died in the terrorist bombing at the WTC on February 26, 1993. The project restored the WTC Site, repairing the underlying fabric of Lower Manhattan, and helps foster the growth of Lower Manhattan as a vibrant cultural and financial district.

### **World Trade Center Memorial and Redevelopment Plan**

The culmination of LMDC's planning efforts for the redevelopment of the World Trade Center area is the World Trade Center Memorial and Redevelopment Plan (WTC Plan), developed in cooperation with The Port Authority of New York and New Jersey (Port Authority). LMDC employed an extensive public process for over two years to develop the WTC Plan and related initiatives. As part of the WTC Plan, LMDC proposed to implement the new memorial and cultural uses, embodied in LMDC's Amended General Project Plan (GPP), dated February 14, 2007. The Port Authority is responsible for the commercial, retail, conference center and hotel facilities, open space areas, and infrastructure components of the WTC Plan at the WTC site. LMDC and the Port Authority will continue working towards implementation of the WTC Plan components.

LMDC conducted a coordinated environmental review of the combined WTC Plan. Detailed information regarding the components of this process may be found on LMDC's website at [www.renewnyc.com](http://www.renewnyc.com) under the links titled "Memorial" and "Planning, Design & Development."

### **Project area**

The project area is located in Lower Manhattan on two sites (i) the WTC site, bounded by West, Vesey, Church, and Liberty Streets; and (ii) the adjacent two city blocks immediately to the south of the WTC site, comprising (a) two city blocks, one bounded by Liberty, Washington, Albany and Greenwich Streets, and the other bounded by Liberty, West, Cedar and Washington Streets, and (b) subsurface portions of two streets: Liberty Street between those blocks and the WTC site and from the eastern side of West Street to the western side of Greenwich Street, (c) Washington Street from the northern side of Cedar Street and to the southern side of Liberty Streets, and (d) subsurface portions of Cedar Street from the eastern side of West Street to the eastern side of Washington Street (collectively, the "Southern Site"). The Southern Site includes the properties commonly known as 130 Liberty Street, 140 Liberty Street, and 155 Cedar Street.

### **Project objectives**

The rebuilding of the Project Area as a mixed-use center of commerce, public spaces, and culture, with the Memorial at its heart, continues to advance the goals of the New York State Urban Development Corporation Act (UDC Act), the objectives developed by LMDC, and the goals articulated by the Governor of the State of New York and the Mayor of the City of New York—to remember and honor the victims of the September 11, 2001 and February 26, 1993 terrorist attacks while revitalizing Lower Manhattan. The activities outlined below have and will continue to prevent blight and address the conditions resulting from the events of September 11, 2001, at the WTC Site.

- *Remembering the Victims of the Terrorist Attacks*

The Memorial ensures that future generations will never forget the thousands of people who died on September 11, 2001, in New York City, Shanksville, Pennsylvania, and at the Pentagon in Virginia, as well as those who died in the terrorist bombing of the World Trade Center on February 26, 1993. The Memorial provides a respectful setting for remembrance and contemplation. Family members of victims and visitors from around the world come to the site to learn about the events of September 11, 2001, and February 26, 1993, and to remember those who died and those whose lives were changed forever.

- *Revitalizing Lower Manhattan*

The conditions of the Project Area were "substandard and insanitary" under the UDC Act and impaired the sound growth and development of Lower Manhattan. In addition, there was a need for the development of cultural, recreational, community and other civic facilities in Lower Manhattan.

Restoring the Project Area as a functioning part of Lower Manhattan was and continues to be a priority objective for this project. This project continues to eliminate the devastating effects resulting from the events of September 11, 2001, and re-establishes the Project Area as a focus of commerce, cultural and civic space, and amenities, including appropriate commercial and retail uses, as well as supporting facilities, utilities, and infrastructure for the downtown area. While Lower Manhattan is a center of world finance and a major economic engine for the entire region, it has also become the fastest growing residential neighborhood in New York City and a major destination of regional, national and international travelers. For these reasons, revitalization of Lower Manhattan has and will continue to include cultural and other amenities that help make the area a lively environment all day, every day.

The long-term presence of what was essentially an empty, excavated space in the heart of New York's financial district made the area less attractive for businesses, residents, and visitors. It has and will continue to be important to New York City's economy that as business leases in Lower Manhattan come up for renewal businesses have confidence that the Project Area will be completely redeveloped. Similarly, it is important to the stability of the residential community in Lower Manhattan that residents have confidence in the rebuilding and thus continue to live there.

### **World Trade Center Memorial and Cultural Program**

LMDC has undertaken, pursuant to the UDC Act and in cooperation with HUD and the Port Authority, the WTC Memorial and Cultural Program as part of the implementation of the WTC Plan. As set forth in the GPP for the WTC Plan, LMDC has and will continue to implement the WTC Memorial and Cultural Program which included the planning, selection, coordination and construction of the Memorial and Memorial Museum, the planning and construction of memorial-related infrastructure, and the construction of cultural uses on the WTC site and adjacent areas to complement the redevelopment of commercial office space, retail space, conference center and hotel facilities, open space areas, and certain infrastructure improvements by the Port Authority, the owner of the WTC site. The planning process has also included other appropriate public and private entities.

### **National September 11 Memorial & Museum (the "Foundation")**

The National September 11 Memorial & Museum (formally known as The World Trade Center Memorial Foundation, Inc. or WTC Memorial Foundation) is a not-for-profit corporation established to (i) honor the innocent men, women and children murdered in the horrific terrorist attacks of September 11, 2001 and February 26, 1993 through the creation of a permanent memorial at the World Trade Center site and (ii) promote the economic and cultural vitality of lower Manhattan through the development of cultural facilities at the WTC Site. For more information regarding *the Foundation* please visit the website at: <http://www.911memorial.org/>.

The Memorial, Memorial Museum, and cultural uses have been funded with a combination of public resources, and private funds donated by individuals and groups. The advancement of Partial Action Plans 8, 11, 12, S-2 and the Final Action Plan brought the total LMDC commitment to and for the WTC Memorial Foundation to an amount well over \$300 million for the Memorial and Memorial Museum.

#### **A. World Trade Center Memorial and Memorial Museum**

LMDC conducted an international competition for the selection of the Memorial design, and had partnered with the *Foundation* in a broad spectrum of activities related to the planning, design, and implementation of the WTC Memorial and Cultural Program for the Memorial and Memorial Museum. The *Foundation* has worked with the LMDC to ensure a coordinated approach to the implementation of Memorial and Cultural Program.

In this Partial Action Plan, LMDC allocated and spent \$75,000,000 for the WTC Memorial and Memorial Museum for design, construction and program planning.

#### **Beneficiaries**

The thousands of relatives and friends of the nearly 3,000 victims of September 11, 2001, and February 26, 1993, benefit from the memorial to their loved ones. This project has and will

continue to also benefit the thousands of visitors to the Memorial and Memorial Museum, providing them with an opportunity to honor those who were killed in the attacks. The Memorial and Memorial Museum foster greater public awareness of the events of February 26, 1993, and September 11, 2001, and the impact on the victims' families, survivors, area residents, New York City and beyond. This project also benefits businesses, workers, and residents throughout Lower Manhattan and will continue to contribute to the overall economic recovery of Lower Manhattan and New York City, including low and moderate income persons.

### **Schedule**

LMDC has carried out activities relating to the development and implementation of the WTC Plan since early 2002. The Memorial and Memorial Museum have been constructed and are open to the public. The full implementation of the cultural components of the plan may extend into 2020.

### **Federal and other resources**

The WTC Memorial and Cultural Program has been funded with a combination of public investment, private funds donated by individuals and groups primarily to the *Foundation*, and investment that may be made by other cultural institutions that locate on the site. This Partial Action Plan provided an allocation of \$75,000,000 to and for the *Foundation*. The *Foundation* will use its own resources to engage in fundraising for both public sector and private sector funds and individual donations to accomplish its mission. No funds proposed in this Partial Action Plan were used for fundraising efforts and all \$75,000,000 has been spent.

### **Total estimated cost**

The estimated cost for design, construction, and program planning as described in this Partial Action Plan for the Memorial and Memorial Museum exceeded \$300,000,000. In addition, Partial Action Plan 8 allocated \$64,525,972, Partial Action Plan 12 allocates \$100,100,000, Partial Action Plan S-2 allocated \$39,594,000 and the Final Action Plan allocated \$45,810,000 for implementation of the WTC Memorial and Memorial Museum, and other cultural program costs.

<b>World Trade Center Memorial and Memorial Museum</b>	
Partial Action Plan 8	\$64,525,972 *
Partial Action Plan 12	\$100,100,000 *
Partial Action Plan S-2	\$39,594,000
Final Action Plan	\$45,810,000 *
<b>This Partial Action Plan 11</b>	<b>\$75,000,000 *</b>
Total for this Activity	\$325,029,972

\* As of March 1, 2018, WTC Memorial and Memorial Museum funds allocated in these Action Plans have been fully depleted.

### **B. World Trade Center Performing Arts Center**

The WTC Memorial and Cultural Program provides for cultural uses on the rebuilt WTC site as part of a variety of important uses indicated in the overall WTC Plan. The cultural components will help create a world-class visitor destination that will contribute to the economic development of the site and the area, while improving the quality of life for those who live and work in Lower Manhattan. Programming will be broad and diverse, to serve businesses, residents, and visitors.

This Partial Action Plan initially allocated \$49,000,000 for ongoing planning, development, preliminary implementation, and construction of the Performing Arts Center. Previously, in Partial Action Plan 8 as amended, LMDC committed \$11,004,000 for planning, development, and preliminary implementation of the Performing Arts Center. LMDC also allocated \$100,000,000 in Partial Action Plan S-2 for strategic planning efforts, design, and construction costs. The strategic planning efforts included the creation and administration of a non-profit entity dedicated to the Performing Arts Center. Since 2012, planning and design work has been advanced by the World Trade Center Performing Arts Center, Inc. (WTCPAC, Inc.). By early 2018, WTCPAC, Inc. and their consultants were working towards the completion of design development and began creating construction documents.

In March 2018, the Performing Arts Center allocation in this Action Plan was increased by \$2,450,000 to \$51,450,000 to support the acquisition of easements and other rights covering access to and use of certain infrastructure, foundations and other subgrade elements of World Trade Center Site 1B (acquisition), the intended location of the Performing Arts Center. This amendment was not a substantial amendment and therefore, was not made available for public comment. Funds from completed and inactive activities in Partial Action Plans 2, 4 and 10 were transferred to the Performing Arts Center activity in this Partial Action Plan 11. As a result of these transfers, five activities and Partial Action Plan 4 were closed. Upon completion of the acquisition described above, this Partial Action Plan 11 will be closed and WTCPAC, Inc will have access to and the rights to proceed with the planned construction of the Performing Arts Center on the WTC site.

### **Beneficiaries**

Those immediately affected by the events, including survivors, area residents, and workers, will benefit from the project. This project will also benefit businesses, workers, residents, and visitors throughout Lower Manhattan and will contribute to the overall economic recovery of Lower Manhattan and New York City.

### **Schedule**

LMDC has carried out activities relating to the development and implementation of the WTC Plan since early 2002. The full implementation of the WTC Plan, including the Performing Arts Center, was begun by the LMDC in 2004 and may extend into 2022.

### **Federal and other resources**

The WTC Memorial and Cultural Program has been funded with a combination of public investment, private funds donated by individuals and groups, and investment that may be made by the cultural institutions that locate on the site. This Partial Action Plan allocates \$51,450,000 for the Performing Arts Center. No funds proposed in this Partial Action Plan will be used for fundraising efforts.

### **Total estimated cost**

The total estimated cost for ongoing planning, development, preliminary implementation, and construction as outlined in this Partial Action Plan 11 was \$51,450,000.

Previously, in Partial Action Plan 8 as amended, LMDC committed \$11,004,000 for planning, development, and preliminary implementation of the Performing Arts Center. In Partial Action Plan S-2, LMDC allocated \$100,000,000 for strategic planning and construction efforts.

<b>World Trade Center Performing Arts Center</b>	
Partial Action Plan 8	\$11,004,000
Partial Action Plan S-2	\$100,000,000
<b>This Partial Action Plan 11</b>	<b>\$51,450,000</b>
Total for this Activity	\$162,454,000

## **II. Lower Manhattan Cultural Enhancement Fund**

### **Description**

The initial Partial Action Plan 11 allocated \$35,000,000 for the Lower Manhattan Cultural Enhancement Fund. The first Partial Action Plan Amendment reduced the allocation by \$7,000,000 to \$28,000,000. The second and third amendments further reduced the allocation from \$28,000,000 by \$536,621 (in 2015) and \$915,481 (in 2010) to \$26,547,898. The Cultural Enhancement Fund provided grants through a competitive selection process to not-for-profit organizations for projects and programs that provided cultural facilities or programming in Lower Manhattan, and demonstrated the ability to spur long-term Lower Manhattan revitalization, benefiting area residents, workers, businesses, and visitors. Grants were provided to not-for-profit organizations that, through proposed or existing facilities and activities, demonstrated excellence, animated the neighborhood, and supported cultural life in Lower Manhattan.

Not-for-profit organizations had to submit funding applications to LMDC. LMDC reviewed all funding applications and convened an Advisory Panel— including representatives from New York City and State agencies and other advisors knowledgeable on culture and Lower Manhattan— that made funding recommendations to LMDC. Funding applications were reviewed and evaluated in accordance with the Cultural Enhancement Fund Guidelines available on LMDC's website at [www.renewnyc.com](http://www.renewnyc.com).

On March 9, 2006, the LMDC Board approved recommendations by the Cultural Enhancement Fund Advisory Panel to provide up to 63 organizations with grants totaling up to \$28,000,000 for planning and/or construction of major capital projects, events, and program enhancements. The first amendment to Partial Action Plan 11 reduced the Cultural Enhancement Fund by \$7,000,000 to \$28,000,000. This \$7,000,000 was reallocated to the Final Action Plan Community and Cultural Enhancement Fund through which similar cultural activities were eligible for funding. The second amendment to Partial Action Plan 11 reduced the Cultural Enhancement Fund by \$536,621 to \$27,463,379 which represents the full amount of funding necessary to complete this activity. The residual Cultural Enhancement Fund balance of \$536,621 was reallocated to the Final Action Plan to help fund a new World Trade Center Ship activity. The 2010 amendment reduced the activity balance in this Action Plan to \$26,547,898 enabling the transfer of \$915,481 to the Final Action Plan in support of cultural activities directly related to the World Trade Center tragedy funded through the Final Action Plan and Partial Action Plan 8.

### **Program objectives**

Supporting cultural life emerged as an important Lower Manhattan redevelopment objective following an extensive public outreach and planning process. Investment in Lower Manhattan's cultural assets has served as a catalyst for increased residential, commercial, retail, and other neighborhood activities. In realizing this objective, the Cultural Enhancement Fund was

implemented for projects in Lower Manhattan that met the needs resulting from the events of September 11, 2001, addressed or prevented blight, and benefitted low-and-moderate-income communities. Funded projects had the capacity to spur the revitalization of Lower Manhattan and successfully benefit area businesses, residents, and visitors.

### **Beneficiaries**

The Lower Manhattan Cultural Enhancement Fund has benefitted Lower Manhattan area residents, workers, businesses, and not-for-profit organizations by supporting the area's cultural life. The Cultural Enhancement Fund has also successfully benefitted low-and-moderate-income communities, addressed or prevented blight, and met needs resulting from September 11, 2001.

### **Project area**

The project area for the Cultural Enhancement Fund was defined as Manhattan, on or south of Houston Street.

### **Schedule**

Activities related to the Cultural Enhancement Fund began during the fall of 2005, including the acceptance and review of funding applications. Sixty-three organizations were selected in March 2006 to receive funding and as of November 2015, all of the organizations ultimately funded have completed their projects or programs. The Cultural Enhancement Fund objectives have been met.

### **Federal and other resources**

The initial Partial Action Plan 11 allocated \$35,000,000 for the Cultural Enhancement Fund. The first amendment reduced the allocation to the Cultural Enhancement Fund to \$28,000,000 and the second amendment further reduced the allocation to \$27,463,379. The last amendment reflecting the 2010 transfer to the Final Action Plan reduced the Cultural Enhancement Fund to \$26,547,898.

### **Total estimated cost**

The total cost included in this Partial Action Plan for the Lower Manhattan Cultural Enhancement Fund was \$26,547,898 which has been fully spent.

## **III. The Drawing Center**

### **Description**

The Drawing Center is the only fine arts institution in the country to focus solely on the exhibition of drawings. It was established in 1977 to demonstrate the significance and diversity of drawings throughout history, to provide opportunities for emerging and under-recognized artists, and to stimulate public dialogue on issues of art and culture. The Drawing Center offers exhibition programs, scholarly publications, public forums, and artists' services. It has longstanding relationships with such established museums as MoMA, The Met, The Whitney, Tate, and The Pompidou Center. Past exhibitions have presented drawings by acknowledged masters including Michelangelo, Pablo Picasso, and James Ensor, major contemporary artists such as Louise Bourgeois and Ellsworth Kelly, and local and international emerging artists.

Partial Action Plan 11 originally allocated up to \$10,000,000 to the Drawing Center for capital expenditures related to a new location in Lower Manhattan. The Drawing Center was selected through a competitive process from among 113 submissions from organizations interested in locating on or participating in cultural programming at the WTC site.

In summer of 2005, the Drawing Center, in coordination with the LMDC, began a search for an alternative location that would better serve the Drawing Center's needs while also enabling the institution to contribute to the revitalization of Lower Manhattan. The Drawing Center identified and secured a new location which has allowed the institution to reach larger and more diverse audiences through a variety of exhibitions and programs, as well as expand and broaden its educational programming. The selected site for the Drawing Center is located in Lower Manhattan, south of Houston Street, and contributes to the revitalization of Lower Manhattan. The transactions related to the Drawing Center's new location, including the terms of any lease, were subject to the evaluation and approval of LMDC. The specific funding amount to be provided to the Drawing Center was subject to review and approval by LMDC, and determined based upon a number of factors, including the size and nature of the transaction; the positive impact on area businesses, residents, visitors, and other cultural organizations; and the project's potential to contribute to the long-term revitalization of Lower Manhattan.

The Drawing Center was initially selected as part of the Invitation to Cultural Institutions (ICI) issued by LMDC on June 30, 2003, to solicit information from cultural institutions and organizations interested in locating on or participating in cultural programming at the WTC site. It was selected through a competitive process from among 113 submissions of interest from organizations interested in locating on or participating in cultural programming at the WTC site. In summer of 2005, the Drawing Center, in coordination with LMDC, began a search for an alternative location that would better serve Drawings Center's needs while also enabling the institution to contribute to the revitalization of Lower Manhattan. The Drawing Center established general characteristics appropriate for its home, conducted feasibility studies, and identified several sites for further exploration. In December 2012, the Drawing Center moved into their new home at 35 Wooster Street.

The Amended Partial Action Plan 11 reduced the Drawing Center allocation by \$8,000,000 to \$2,000,000, and reallocated the \$8,000,000 to the Final Action Plan Community and Cultural Enhancement Program and the Cultural & Community Events & Installations Program with the Drawing Center preserved as an eligible recipient. The Drawing Center received funding enabling them to establish their home in Lower Manhattan where it continues its exhibitions and programs.

### **Project objectives**

The objective of this activity was to contribute to Lower Manhattan's cultural life, benefiting area residents, workers, businesses and area cultural institutions. The Drawing Center's new location in Lower Manhattan has allowed the organization to reach larger and more diverse audiences through its exhibitions and programs, improve and expand its services to artists, broaden and strengthen educational programming, and pursue collaborations with other cultural institutions in the area to build a dynamic community for arts and culture in Lower Manhattan. The Drawing Center's new location has and will continue to benefit low and moderate income persons. It has also assisted in the revitalization of Lower Manhattan and successfully benefitted area businesses, residents, and visitors.

## **Beneficiaries**

The Drawing Center's new location has benefitted Lower Manhattan area residents, workers, businesses, and not-for-profit organizations by supporting the area's cultural life. Additionally, the new location has benefitted low-and-moderate-income communities and met needs resulting from September 11, 2001.

## **Project area**

The project area for the Drawing Center relocation is in Lower Manhattan, south of Houston Street. The selected site for the Drawing Center has and will continue to contribute to the revitalization of Lower Manhattan.

## **Schedule**

Activities related to the Drawing Center's new location began at the end of 2005 and were completed by early 2013.

## **Federal and other resources**

The Drawing Center's new location was funded with a combination of public investment, private funds donated by individuals and groups, and the Drawing Center. This Partial Action Plan allocated and expended \$2,000,000 for the Drawing Center's new location in Lower Manhattan. Funds were distributed based on a matching structure, defined by the size and nature of the transaction. No funds proposed in this Partial Action Plan were used for fundraising purposes.

## **IV. Planning and Administration**

LMDC engages in broad planning and administration activities relating to the recovery, remembrance, and rebuilding efforts in Lower Manhattan, defined by the LMDC's bylaws and charter, as the entire area of Manhattan on or south of Houston Street.

LMDC's planning activities began with the site planning for the WTC Site and the areas immediately surrounding the site. The agency's off-site planning activities included the other neighborhoods in Lower Manhattan that were affected by September 11<sup>th</sup> and its aftermath. Specifically, LMDC's off-site planning activities have included analyses of Lower Manhattan's transportation, traffic, housing, and related amenities, open space, and economic development capacity, needs, and potential. Based on the results of these analyses, LMDC has and will continue to develop and propose concept plans for areas and projects in Lower Manhattan.

LMDC's administrative activities include, and will continue to include, extensive public information and coordination activities relating to its LMDC planning work. As part of its coordination activities, LMDC serves as a facilitator of outreach and discussions between affected communities as well as the public at large and government agencies and officials. LMDC's public information work will continue to include public meetings and hearings, printed newsletters and reports, as deemed appropriate, a dedicated website ([www.renewnyc.com](http://www.renewnyc.com)), electronic communications, and other public outreach and participation efforts. In addition, LMDC continues to consult advisory councils and other community and civic groups. Program monitoring, finance, legal, audit, and investigation activities are performed on an ongoing basis in relation to programs funded by the LMDC CDBG allocation.

HUD has authorized the use of up to 5% of the total CDBG allocation to LMDC for costs associated with planning and administration activities, including costs for overhead, personnel, and consultants. This Partial Action Plan 11 allocated \$8,086,079 for planning and administration activities.

## **V. Responses to Public Comment**

This section addresses the comments received from the public following the release of Partial Action Plan No. 11 from December 8, 2005 through January 6, 2006. LMDC received a total of *seven* comments from cultural organizations, and Lower Manhattan residents and workers. These comments all addressed the Cultural Enhancement Funds.

### Lower Manhattan Cultural Enhancement Funds

**LMDC received six comments (from one cultural organization, one New York City resident, and four Lower Manhattan workers) recommending that Cultural Enhancement Funds be used to attract new cultural groups to Lower Manhattan, and to support those cultural organizations that continue to suffer the impact of slow recovery as a result of September 11, 2001.**

As stated in Section II of this Partial Action Plan, such groups are among the fundamental beneficiaries of the CEF Program.

**LMDC received one comment from a cultural organization that stressed the importance of the arts as part of the downtown fabric. This comment states that LMDC has put forth a fair plan to release significant funds to help spark long-term growth and stability. This is a much needed vote of confidence in the arts and represents a unique investment in New York City. Finally, the corporation has assembled a stellar group of advisors who will bring independence, intelligence and rigor to their evaluations of proposals.**

Comments noted.

LMDC did not receive any comments related to either the first or second amendments to Partial Action Plan 11.