

**LOWER MANHATTAN DEVELOPMENT CORPORATION**

**Amended Partial Action Plan No. 8  
for  
The World Trade Center Memorial and Cultural Program, Related Initiatives,  
and Lower Manhattan Tourism**

**Overview**

The Lower Manhattan Development Corporation (LMDC) has prepared the following Amended Partial Action Plan with regard to the \$2 billion federal grant for the World Trade Center disaster recovery and rebuilding efforts administered by the United States Department of Housing and Urban Development (HUD). LMDC received additional funding through a \$783 million grant from HUD for damaged properties and businesses (including the restoration of utility infrastructure) as well as economic revitalization related to the terrorist attacks at the World Trade Center. The approved Partial Action Plan 8 detailed the proposed expenditure of up to \$65,259,894.74. Of this proposed funding, \$64,259,894.74 was allocated from the remaining amounts from the \$2.78 billion allocation, and an additional \$1,000,000.00 from program income (not from the \$2.78 billion allocation) to be allocated to the World Trade Center Memorial Foundation. This amended Partial Action Plan details the proposed expenditure of an additional \$41,900,000.00 for activities related to the World Trade Center Memorial and Cultural Program (detailed below), an additional \$500,000.00 for the River to River Festival 2005, and an additional \$2,231,578.95 for planning and administration, totaling \$44,631,578.95. The total amount allocated for this Partial Action Plan with amendments is \$108,891,473.69 from the remaining amounts from the \$2.78 billion allocation to fund the following items:

1. **World Trade Center Memorial and Cultural Program:**
  - 1A. **World Trade Center Memorial and Memorial Center;**
  - 1B. **World Trade Center Memorial Foundation;**
  - 1C. **World Trade Center Performing Arts Center;**
  - 1D. **World Trade Center Museum Complex**
2. **Lower Manhattan Tourism - River to River Festival 2005**
3. **Planning and Administration**

To date, HUD has approved ten Partial Action Plans totaling nearly \$1.96 billion out of the \$2.78 billion allocation. To date, LMDC has issued a total of twelve Partial Action Plans, and, as of June 29, 2005, has amended or revised five Partial Action Plans. The approved, amended, revised and pending Partial Action Plans are listed in the table below:

<b>PAP No.</b>	<b>Purpose of Partial Action Plan</b>	<b>Date Approved</b>	<b>Total Expenditure for PAP</b>
1	Residential Grant Program, Employment Training Assistance Program, Interim Memorial, and Planning and Administration	9/25/2002	\$305,892,500.00
2	Business Recovery and Economic Revitalization	11/22/2002	\$350,000,000.00
3	Cultural and Community Development	6/14/2003	\$24,047,048.42
4	Short Term Capital Projects, Long Term Planning, Supplemental Funds for Business Recovery Grant Program	8/6/2003	\$156,105,103.00

S-1	New York Firms Suffering Disproportionate Loss of Life	9/15/2003	\$33,000,000.00
S-2	Utility Restoration and Infrastructure Rebuilding	9/15/2003	\$750,000,000.00
5	Tourism and Communications	1/28/2004	\$2,421,052.63
6	<b>Revised</b> Affordable Housing Program	Draft for public comment released 6/29/2005	\$52,631,578.95
7	WTC Memorial and Cultural Program and Lower Manhattan Tourism	7/6/2004	\$176,134,105.26
	<b>Amendments</b> to WTC Memorial and Cultural Program	6/08/2005	\$45,305,031.58
8	The WTC Memorial and Cultural Program, Related Initiatives, and Lower Manhattan Tourism	11/23/2004	\$64,259,895.74
	Memorial Foundation ( <i>Funds generated from program income and not 2.78 billion allocation.</i> )		\$1,000,000.00
	<b>Amendments</b> to WTC Memorial and Cultural Program, and Lower Manhattan Tourism	Draft for public comment released 5/17/2005	\$44,631,578.95
9	WTC Memorial and Cultural Program, Tribute Visitors' Center, Lower Manhattan.info, Pace Green Roof	3/8/2005	\$51,442,105.26
	<b>Amendments</b> to WTC Memorial and Cultural Program	Draft for public comment released 6/29/2005	\$21,052,631.58
<b>Total Funding Allocated through approved, amended and revised Partial Action Planned from \$2.78 billion allocation</b>			\$2,076,922,631.37
Total Funding Allocated to Date			\$2,077,922,631.37

These plans are available on the LMDC website at [http://www.renewnyc.com/FundingInitiatives/partialact\\_plans.shtml.htm](http://www.renewnyc.com/FundingInitiatives/partialact_plans.shtml.htm)

Future Partial Action Plans will detail the projected expenditure of the remainder of funds available from the \$2.78 billion grant and will be subject to a public comment period with subsequent submission to HUD.

The approved Partial Action Plan 8 proposed the allocation of up to \$64,259,894.74 for activities relating to the World Trade Center Memorial and Cultural Program, the Story Corps WTC Story Booth Project, the Living Memorial Project, Tribute in Light, and the River to River Festival. An allocation of \$1,000,000.00 was also approved for the WTC Memorial Foundation from LMDC program income (not part of the \$2.78 billion allocation).

The amendments to Partial Action Plan 8 propose the allocation of additional funds in the amount of \$41,900,000.00 for the World Trade Center Memorial and Cultural Program, including the

Memorial and Memorial Center, Performing Arts Center, Museum Complex. The amendments to the Partial Action Plan also propose additional funding for the River to River Festival for 2005 in the amount of \$500,000.00. Planning and administration funds have been adjusted to reflect the amended amounts for these activities in the amount \$2,231,578.95. There have been no amendments or changes to other activities in the approved Partial Action Plan. The total allocation for the amended Partial Action Plan 8 is \$108,891,473.69.

<b>Partial Action Plan Activities</b>	<b>Original Allocation by Activity</b>	<b>Amended Allocation by Activity</b>
<b>Memorial Trade Center Memorial and Cultural Program:</b>		
1A. World Trade Center Memorial and Memorial Center	\$34,980,000.00	\$13,600,000.00
1B. World Trade Center Memorial Foundation	\$1,000,000.00	unchanged
1C. World Trade Center Performing Arts Center	\$12,260,000.00	\$4,100,000.00
1D. World Trade Center Museum Complex	\$ 9,260,000.00	\$24,200,000.00
Tribute in Light	\$3,500,000.00	unchanged
Story Corps WTC Story Booth Project	\$500,000.00	unchanged
Living Memorial Project	\$296,900.00	unchanged
River to River Festival	\$200,000.00	\$500,000.00
Planning and Administration	\$3,262,994.74	\$2,231,578.95
<b>Total</b>	<b>\$ 65,259,894.74</b>	<b>\$44,631,578.95</b>
<b>Total Allocation for PAP 8 with Amendments</b>		<b>\$108,891,473.69</b>

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**

The 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 have been designed to meet particularly urgent community development needs resulting from the September 11th World Trade Center disaster. These activities have particular urgency because LMDC has determined that existing conditions resulting from the September 11<sup>th</sup> World Trade Center disaster pose 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 are not available to meet such needs. The funds allocated in this Partial Action Plan relating to the World Trade Center Memorial and Cultural Program also are for the prevention of blight that could result absent intervention to address the existing conditions resulting from the events of September 11, 2001. The geographic areas of focus for this and future Partial Action Plans are located in Manhattan, south of Houston Street.

## **Public Comment to Partial Action Plan 8**

Partial Action Plan 8 allocated funds to the World Trade Center (WTC) Memorial and Cultural Program activities, which include the WTC Memorial and Memorial Center, the WTC Performing Arts Center, and the WTC Museum Complex. In addition, this Partial Action Plan proposes the allocation of funds to the WTC Memorial Foundation from program income, and not from the remaining Community Development Block Grant funding. Finally, this Partial Action Plan proposes to allocate funds to Tribute in Light, Story Corps WTC Story Booth project, Living Memorial project, Lower Manhattan Tourism—River to River Festival 2004, and planning and administration. This Partial Action Plan was made available to the public for comment from August 10, 2004 to September 8, 2004. Comments were accepted by posted mail and electronic mail. LMDC placed Invitations to Public Comment for Partial Action Plan 8 in English, Spanish, and Chinese daily newspapers and in weekly community newspapers serving Lower Manhattan. In addition, the draft plan was made available on LMDC's website ([www.renewnyc.com](http://www.renewnyc.com)). LMDC delivered and mailed copies of Partial Action Plan 8 in English, Spanish, and Chinese to more than 90 community, 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 copies of Partial Action Plan 8 in three languages to more than 125 Lower Manhattan civic and community organizations, 15 elected officials, and all of LMDC's Advisory Council members.

LMDC received forty-three comments regarding Partial Action Plan 8. These comments and the responses to these comments have been incorporated into this Partial Action Plan as Submitted to HUD and may be viewed in section **VII Responses to Public Comments**.

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

The amendments to Partial Action Plan 8 relate to the allocation of additional funds for the World Trade Center Memorial and Cultural Program: Memorial and Memorial Center, Performing Arts Center, Museum Complex.

Public comments on the draft Amended Partial Action Plan were accepted from May 17, 2005 through June 15, 2005 by posted mail and electronically. LMDC placed Invitations to Public Comment in English, Spanish, and Chinese daily newspapers and in weekly community newspapers serving Lower Manhattan. LMDC also delivered and mailed English, Spanish, and Chinese copies of the Amended Partial Action Plan to over 90 civic and neighborhood-based organizations throughout Lower Manhattan, including Community Boards 1, 2, and 3, civic organizations, several tenants' associations and public libraries. In addition, LMDC sent electronic notices, fact sheets, and comment cards in three languages to over 150 Lower Manhattan neighborhood organizations and individuals, and elected officials that represent all or parts of Lower Manhattan south of Houston Street.

LMDC received thirteen comments in response to the amended Partial Action Plan 8. These comments have been incorporated into this Partial Action Plan as submitted to HUD, and are presented and responded to in section **VIII Response to Public Comment on Amended Partial Action Plan** (Page 27).

## **Public Participation to Date**

Since its inception, LMDC has solicited and received an unprecedented amount of public comment from all over the world regarding the rebuilding of the World Trade Center site, the creation of a permanent memorial, and the revitalization of Lower Manhattan. Several Advisory Councils representing a broad spectrum of groups affected by the World Trade Center attacks – including victims' families, business owners, arts and cultural institutions, and downtown residents – have consulted with LMDC throughout the process on issues of concern to their respective constituencies.

LMDC conducts public meetings that provide an avenue for the public to express their thoughts and concerns about the rebuilding efforts and the revitalization of Lower Manhattan. Public meetings and meetings with the Advisory Councils have focused on the redevelopment of the World Trade Center site, the creation of a permanent memorial, and broader issues such as transportation, cultural and civic issues, and economic development in the aftermath of September 11, 2001.

LMDC conducts additional outreach initiatives, such as mailings to city, state, and federal elected officials and civic and community organizations, participates in Community Board meetings, and meets regularly with community groups, civic organizations, and public officials to ensure that the opinions of those impacted are taken into account. In the summer of 2003, LMDC conducted a series of outreach workshops in the communities of Lower Manhattan. At the workshops, participating members of the community described priorities for their communities and proposed projects to address those priorities.

LMDC has also sponsored several public exhibits that provided visitors with information and the opportunity to submit written comments on the revitalization efforts. LMDC has received nearly 10,000 comments at the exhibits.

On a continuous basis, the LMDC web site solicits public feedback on a variety of topics, such as World Trade Center Site planning, the World Trade Center Site Memorial, transportation, Lower Manhattan neighborhoods, and Partial Action Plans. LMDC has received thousands of comments through its web site.

LMDC also gathers public input through its Funding Application Process. The Funding Application Process provides an opportunity for members of the public, through their funding proposals and subsequent meetings with LMDC staff, to articulate their perceptions of, and solutions to, the diverse needs of Lower Manhattan.

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

### **A. Needs and Objective**

On September 11, 2001 terrorist attacks killed 2,749 people and destroyed every structure on the WTC site, including the World Trade Center office towers, commercial and governmental low-rise buildings, the hotel, the underground concourse, 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 remains uninhabitable and the small St. Nicholas Church at 155 Cedar Street was destroyed. While the WTC site remains closed to the public, a wide sidewalk and viewing area with a commemorative viewing wall have 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 is open to pedestrians from Church Street to the temporary bridge over West Street to Battery Park City.

The significant loss of life, jobs, and commercial space has affected the vitality of Lower Manhattan and continues to pose a threat to the financial, emotional, and cultural vitality of the neighborhood. The Memorial and Cultural Program is intended to counter the blighting effect of the events of September 11, 2001, and to provide a permanent memorial that will allow 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 will foster the growth of Lower Manhattan as a vibrant cultural and financial district, to remember and restore the WTC site, and to repair the underlying fabric of Lower Manhattan.

### **B. Background**

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) in cooperation with The Port Authority of New York and New Jersey (Port Authority). As part of the WTC Plan, LMDC proposes to implement the new memorial and cultural uses, embodied in the LMDC's General Project Plan (GPP), as amended December 16, 2004. The LMDC has undergone an extensive public process for over two years to develop the WTC Plan and other initiatives. The following is an overview of the components of this process.

#### **Principles and Preliminary Blueprint for the Future of Lower Manhattan**

The Preliminary Blueprint and Principles laid groundwork for LMDC rebuilding and revitalization efforts. The Preliminary Blueprint proposed goals and objectives of the revitalization as well as actions to take to realize those goals.

The creation of a fitting memorial is the first goal in the Preliminary Blueprint, symbolizing its importance to the mission and objectives of LMDC. The first Preliminary Blueprint goal proposes to "Respect the site of the World Trade Center as a place of remembrance, and reserve an area of the site for one or more permanent memorials." It goes on to affirm, "A sacred, respectful memorial must be erected to honor the thousands who perished and the emergency responders who gave their lives in the line of duty."

The Preliminary Blueprint and Principles may be viewed on the website of the LMDC at <http://www.renewnyc.com/content/pdfs/PrinciplesBlueprint071102.pdf>

## **Preliminary Design Concepts**

In July 2002, the LMDC and the Port Authority released six design concepts for the WTC site. These designs sparked a public debate, beginning with “Listening to the City,” a town hall forum attended by over 4,000 interested individuals. Through this public forum, LMDC was able to enrich and refine its redevelopment planning goals. The LMDC continued this dialogue by convening meetings with its Advisory Councils and by conducting public meetings in each of the five boroughs of New York City and New Jersey. An exhibit of the six design concepts was displayed at historic Federal Hall in Lower Manhattan, which drew over 17,000 visitors. Comment cards were distributed to visitors to allow them to provide feedback. The results of this public dialogue led to the next phase of the planning process, the Innovative Design Study.

## **Innovative Design Study**

In fall of 2002, LMDC launched an international design competition for innovative land use plan for the WTC site. Seven teams were selected out of 406 submissions. The teams were guided by the Innovative Design Study Program, which called for a fitting setting for the memorial, a distinctive skyline, mixed uses on the site, and enhanced transportation. After the release of the seven plans on December 18, 2002, LMDC embarked on Plans in Progress, an extensive public outreach campaign that again brought the public into the planning process. The outreach initiative involved an exhibition of the seven site plans at the World Financial Center Winter Garden that drew over 100,000 visitors, the distribution and collection of comment cards next to the exhibition, and a documentary of the seven teams each describing its design which was disseminated to every public library in New York City. Presentations of the seven designs could be viewed and comments submitted on the LMDC website. In addition, LMDC held a public hearing, which was simulcast in all five boroughs and Long Island, and a separate hearing in New Jersey. In total, the outreach campaign yielded over 13,000 comments.

On February 27, 2003, Governor George E. Pataki and Mayor Michael R. Bloomberg announced the selection of Memory Foundations by Studio Daniel Libeskind as the design for the WTC site. As the master planner for the WTC site, Studio Daniel Libeskind, L.L.C. is responsible for the Master Plan and Design Guidelines for the World Trade Center Site. A significant part of Studio Daniel Libeskind’s work on the Master Plan was the planning of an integrated memorial and cultural district that could accommodate the selected memorial design. Design concepts of Memory Foundations included the exposure of the slurry wall, the development of a memorial and cultural district adjacent to the slurry wall, and the creation of a 1,776-foot tall building, the Freedom Tower, which would restore the majestic skyline of Manhattan.

## **Master Planning Phase**

In September 2003, the LMDC, Port Authority of New York and New Jersey, and Daniel Libeskind presented a revised master site plan. The revised site plan enhances the key design principles by relocating portions of commercial space off the WTC site, providing for park space in the area south of Liberty Street, and placing truck and bus-servicing infrastructure away from the memorial area. Memory Foundations includes Freedom Tower, a 1776-foot high tower that will contain 2.6 million square feet of office space, retail, rooftop restaurants, and an observation deck. The building will include state of the art security technology including extra fireproofing, structural redundancy, and chemical and biological filters for the air supply.

## **Environmental Review of the Redevelopment of the World Trade Center Site**

An important step in the development of a comprehensive strategic plan is environmental review. The WTC Plan includes the construction of a Memorial, Memorial Center, and memorial-related improvements, as well as commercial, retail, museum and cultural facilities, new open space areas, new street configurations, and certain infrastructure improvements at the WTC site and at certain adjacent sites to the south. LMDC conducted a coordinated environmental review of the WTC Plan, pursuant to federal statute, as the recipient of HUD Community Development Block Grant program funds (42 USC § 5304(g)) and as lead agency under both the National Environmental Policy Act (NEPA) and the New York State Environmental Quality Review Act (SEQRA) and its implementing regulations (6 NYCRR Part 617). That review culminated in a Draft and Final Generic Environmental Impact Statement (GEIS).

LMDC began the environmental review with a Draft Scope that was reviewed at two public scoping meetings held at the Tribeca Performing Arts Center at the Borough of Manhattan Community College in July 2003. Public comments on the Draft Scope were received at the scoping meeting and in writing until August 4, 2003. LMDC addressed these comments in the Final Scope of the GEIS issued in September 2003.

In January 2004, the LMDC Board approved the Draft GEIS and it was released for public comment until March 15, 2004. Public hearings were held to solicit comment on the plan and the Draft GEIS at Pace University on February 18, 2004.

On April 13, 2004, the LMDC Board approved the Final GEIS. On June 2, 2004, LMDC issued a Record of Decision and Findings Statement (ROD), concluding the environmental review process. On April 1, 2005, LMDC completed a supplemental Environmental Assessment (EA) of Proposed Refinements to the WTC Plan and a finding of no significant impact (FONSI) beyond those disclosed in the FGEIS. Public comments were received on the EA and FONSI through May 6, 2005. The Final GEIS, the ROD, EA, and FONSI are all available on LMDC's website.

## **Memorial Mission Statement and Program**

LMDC made an early commitment to the establishment of a fitting memorial to honor those killed in the terrorist attacks on September 11, 2001 and on February 26, 1993, as well as to recognize the outpouring of emotional, material and financial support provided by businesses, government agencies, nonprofit organizations and individuals in response to the attacks. To guide the development of a memorial, the LMDC has developed a clearly defined process that is closely coordinated with the planning and redevelopment of the WTC site. Two major components of the Memorial development process are the creation of a memorial mission statement and a memorial program. The LMDC Families Advisory Council developed the preliminary draft mission statement and program in the summer of 2002. The draft mission statement described the purpose of the memorial, while the program described the principles that the memorial must embody and the elements it must feature to be considered in the memorial competition.

The draft mission statement and program were released for public comment from January 8, 2003 through February 2, 2003. The LMDC convened meetings of its Advisory Councils to discuss the draft mission statement and program, and a public hearing, which was held in Lower Manhattan and simulcast to every borough of New York City and Long Island, was held on January 14, 2003. Comments were also received on the LMDC website. By the end of the comment period, LMDC received over 2,000 comments. Two separate committees, convened by the LMDC and comprised of family members, residents, survivors, first responders, arts and architecture professionals and community leaders drafted a revised version of the mission statement and

programs which incorporated the public comments. The finalized memorial mission statement and program are viewable on the LMDC's website at

<http://www.renewnyc.com/Memorial/memmission.shtml.htm>.

### **Memorial Competition**

In April 2003, the LMDC launched a worldwide competition to design a memorial at the WTC 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. On November 19, 2003, the LMDC unveiled the eight finalists' designs for the World Trade Center Site Memorial Competition. Images of three-dimensional models of the designs and of key design elements, as well as animations of the finalists' concepts for their designs are viewable on the Memorial Competition website:

<http://www.wtcsitememorial.org/>.

On January 6, 2004, the thirteen-member World Trade Center Site Memorial jury announced the winner of the memorial design competition, Reflecting Absence, by architect Michael Arad and landscape architect Peter Walker. On January 14, 2004, World Trade Center Site Memorial winners Michael Arad and Peter Walker presented a refined memorial design. The design proposes a space that conveys the feelings of loss caused by the destruction of the World Trade Center and the death of thousands of individuals on September 11, 2001 and February 26, 1993. The design features reflecting pools within sunken voids that encompass the footprints of the Twin Towers within a grove of trees and provides a final resting place for the unidentified remains of those killed in the terrorist attacks of September 11, 2001 and February 26, 1993.

### **Memorial Center Recommendations**

LMDC and Studio Daniel Libeskind, working in collaboration with the memorial design team of Michael Arad and Peter Walker, established the location for a below grade Memorial Center dedicated to the events of September 11, 2001, and February 26, 1993. On April 8, 2004, the LMDC announced the formation of a Memorial Center Advisory Committee to make recommendations for the development of program elements and the curatorial mission of the Memorial Center at the World Trade Center Site. The Advisory Committee includes historians, preservationists, curators, victims' family members, residents, survivors, and first responders.

The Memorial Center will be integrated into the memorial/cultural complex and will tell the countless individual and collective stories of the terrorist attacks on February 26, 1993 and September 11, 2001. It will honor those individuals who lost their lives in the attacks and recognize the acts of heroism that arose from these tragedies. Programming will include, among other elements, the display and preservation of artifacts from the World Trade Center Site. The Memorial Center that will be located on the WTC site will seek to 1) Educate and inform by telling stories of the victims of the terrorist attacks on February 26, 1993 and September 11, 2001, and of the rescue, recovery, and revitalization efforts; and 2) Convey these stories in a broader social, economic, and political context. On June 2, 2004, LMDC released the Advisory Committee's draft recommendations for the Memorial Center, and public comments on these recommendations were accepted through July 1, 2004. On December 16, 2004, the schematic design for the Memorial and Memorial Center was unveiled.

## **Cultural Institutions**

LMDC issued an Invitation to Cultural Institutions 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. Cultural institutions will contribute energy and diversity to Lower Manhattan while establishing Lower Manhattan as a cultural hub. They will celebrate life and provide a fitting environment for remembrance. In total, the LMDC received 113 expressions of interest in being located on the WTC site.

LMDC established criteria for the cultural institutions to be located on the WTC site, including: celebration of life while providing an appropriate setting for remembrance; creation of a critical mass of opportunities to improve the quality of life in Lower Manhattan, a diverse range of cultural programs for residents and businesses, and the potential for contributing to the economic development of the WTC site and New York City.

On June 10, 2004, the LMDC announced the tentative selection of a vibrant mix of institutions to be located on the WTC site. The Joyce Theater Foundation's International Dance Center, Signature Theatre's Signature Center, the International Freedom Center, and the Drawing Center have all been offered space on the site. In addition to their own programming, the institutions will host other events and organizations such as the Tribeca Film Festival and the Orpheus Chamber Ensemble. Performance spaces, screening rooms, galleries, education programs, and rehearsal spaces will also be made available for community and cultural uses. Since that time, the four institutions have been working closely with the LMDC to conduct detailed feasibility analyses of their proposed programming, funding capacity, and space requirements. On May 19, 2005, the schematic design for the WTC Cultural Center was unveiled.

### **World Trade Center Memorial Foundation, Inc.**

On December 1, 2004, Governor George E. Pataki and Mayor Michael R. Bloomberg announced the selection of 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. The Foundation will undertake coordination of funding and construction of an interpretive center, which will preserve artifacts from the attacks and convey individual stories of lives lost, as well as conduct fundraising for the related cultural facilities. On April 7, 2005, the Board of Directors appointed Gretchen Dykstra as the President and CEO of the Memorial Foundation. For more information regarding the World Trade Center Memorial Foundation, Inc. please visit their website at: <http://www.wtcmemorialfoundation.org/>

The memorial and cultural institutions will be funded with a combination of private funds donated by individuals and groups to the Foundation, public investment, and investment that will be made by the cultural institutions that are selected to locate on the site.

### **C. World Trade Center Memorial and Cultural Program – Breakdown of Activities**

LMDC will implement the General Project Plan for the World Trade Center Memorial and Cultural Program (the "Memorial Program") in cooperation with the Port Authority as part of the implementation of the WTC Plan. As set forth in the General Project Plan, the Memorial Program includes the planning, selection, coordination and construction of a Memorial and Memorial Center, the planning and possible construction of memorial-related improvements, and the coordination 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. At the same time, the Port Authority will be responsible for the commercial, retail, conference center and hotel facilities, open space areas, and infrastructure components of the WTC Plan to be located at the WTC site. LMDC and the Port Authority will cooperate in developing a plan for implementation of the components of the WTC Plan to be located outside the WTC site. LMDC conducted a coordinated environmental review of the combined WTC Plan.

### 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) a series of adjacent parcels 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, (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 between 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 those 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, will advance the goals of the 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.

#### Remembering the Victims of the Terrorist Attacks

The Memorial will ensure that future generations never forget the thousands of people who died on September 11, 2001 in New York, in 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 will be set in a context that bustles with the activity of Lower Manhattan, yet provides a quiet and respectful setting for remembrance and contemplation. Family members of victims and visitors from around the world will come to the Project Area 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 current conditions of the Project Area are “substandard and insanitary” under the UDC Act and impair the sound growth and development of Lower Manhattan. In addition, there is 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 is a priority objective for this project. This project is intended to eliminate the blighting effects resulting from the events of September 11, 2001, and to re-establish the Project Area as a locus of commerce, 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 should include cultural and other amenities that help make the area a lively environment all day, every day.

The long-term presence of an essentially empty, excavated space in the heart of New York's financial district would become a blight that makes the area less attractive for businesses, residents and visitors. It is important to New York City's economy that, as business leases in Lower Manhattan come up for renewal, businesses will have confidence that the Project Area will be redeveloped as quickly as possible to reduce its blighting effect on the immediate area. 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.

The following are specific activities that will be undertaken as part of the Memorial and Cultural Program:

### **1. World Trade Center Memorial and Memorial Center**

As discussed in detail in the Background section above, LMDC, in carrying out the Memorial Program, conducted an international competition for the selection of the Memorial design and engaged in, and is currently engaging in, a broad spectrum of activities related to the planning, design, and implementation of the Memorial and Memorial Center. Prior activities specifically related to the Memorial and the Memorial Center were critical with respect to the overall planning process that led to the comprehensive WTC Plan. Moving forward, LMDC will provide initial funding for the design, development, and construction of the Memorial, will plan for memorial-related improvements, and will plan for and oversee the overall implementation of the Memorial as well as the Memorial Center, and possibly, elements of the WTC Plan, including all required coordination with HUD, the Port Authority, the State of New York, the City of New York and other public and private entities. LMDC will also coordinate the Memorial Program with the plans and implementation schedule for the WTC Plan. Associated costs include planning and design, public outreach, environmental review, consultant costs, and staff costs associated with these functions.

#### Beneficiaries

The thousands of relatives and friends of the nearly 3,000 victims of September 11, 2001 and February 26, 1993 will benefit from the memorial to their loved ones. Others immediately affected by the events, including survivors, area residents and workers, will equally benefit from the project. This project will also benefit the thousands of visitors to the Memorial and Memorial Center, which will allow them to honor those who were killed in the attacks. The Memorial and Memorial Center will 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.

#### Schedule

LMDC has carried out activities relating to the development and implementation of the WTC, as detailed above in Section B – Background, since early 2002.

The full implementation of the WTC Plan will begin in 2004 and extend through 2015. The Memorial and Cultural Program portion of the redevelopment plan, specifically the Memorial and Memorial Center, will begin in 2004 and extend through 2009.

Federal and Other Resources

The Memorial and Memorial Center will be funded with a combination of private funds donated by individuals and groups to the World Trade Center Memorial Foundation, Inc., and public investment. In the future, 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.

Total Estimated Cost

The total estimated cost for this activity is up to \$48,580,000.00:

<b>World Trade Center Memorial and Memorial Center</b>	
Activity prior to 2004	\$9,705,000.00
Activity beginning 2004	\$25,275,000.00
<b>Amended Activity</b>	<b>\$13,600,000.00</b>

- The original Partial Action Plan outlined total estimated cost associated with prior activities related to the Memorial and Memorial Center portion of the preparation and development of the WTC Plan, up to \$9,705,000. This includes such activities as planning, conducting design competitions, environmental review, public outreach activities, and staff time. Such activities were conducted since the inception of the LMDC. The costs associated with these activities were paid for through LMDC’s Planning and Administration budget, as outlined in previous Partial Action Plans. These costs were identified as critical to the planning, design, and preliminary implementation of the Memorial and Cultural Program, and are being identified in this Partial Action Plan as program-related costs specifically associated with the Memorial and Memorial Center.
- The total estimated cost for the planning, development, and preliminary implementation of the Memorial and Memorial Center for the current phase outlined in the original Partial Action Plan, beginning in 2004 is \$25,275,000. This included activities such as pre-design engineering, schematic design, design development, and coordination for the construction of a Memorial, Memorial Center, and the planning and possible construction of memorial-related improvements 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, infrastructure improvements, and public outreach efforts.

**Amended Activity for the WTC Memorial and Memorial Center**

- LMDC proposes an additional \$13,600,000.00 for the for the planning, development, and preliminary implementation of the Memorial and Memorial Center , bringing the total allocation requested in Partial Action Plan 8 for work beginning in 2004 to \$38,875,000.00. These additional costs include the continuation of design, including 1) design development, construction documents, and 2) construction administration for the Memorial and schematic design, design development, construction documents, and construction administration for the Memorial Center. These additional costs also include pre-construction and construction costs for the Memorial and pre-construction costs for the Memorial Center. Costs include planning and design, sustainability and security consultants, public outreach, environmental review, institutional planning, and other consultant and staff costs associated with these functions. Costs are also included for conservation, research and registrar consulting services related to the identification, documentation, and registration of resources, information and artifacts.

## **2. World Trade Center Memorial Foundation, Inc.**

As discussed above, the Foundation will undertake coordination, planning, and administrative activities leading to the construction of the Memorial, Memorial Center, and cultural facilities. LMDC will allocate income from license fees to the Foundation to support the Foundation's ability to carry out these activities. This funding will only be used by the Foundation to carry-out HUD eligible activities. These licensing fees are expected to be received from publishers and others who make authorized use of images and other copyrighted materials that were created as part of the development of the Memorial and Cultural Program.

### Beneficiaries

The thousands of relatives and friends of the nearly 3,000 victims of September 11, 2001 and February 26, 1993 will benefit from the memorial to their loved ones. Others immediately affected by the events, including survivors, area residents and workers, will equally benefit from the project. This project will benefit the thousands of visitors to the site by fostering 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, and by creating a world-class cultural destination. This project will also benefit businesses, workers, residents, and visitors throughout Lower Manhattan.

### Schedule

The full implementation of the WTC Plan will begin in 2004 and extend through 2015. The Memorial and Cultural Program portion of the redevelopment plan will begin in 2004 and extend through 2009. The Foundation will begin its coordination, planning, and administrative activities in 2004. The Foundation's activities will extend beyond the full implementation of the WTC Plan.

### Federal and Other Resources

The memorial and cultural institutions will be funded with a combination of private funds donated by individuals and groups to the Foundation, public investment, and investment that will be made by the cultural institutions that are selected to locate on the site. In the future, 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. The coordination, planning, and administrative activities funded through this plan will be funded through licensing fees expected to be received from publishers and others who make authorized use of images and other copyrighted materials that were created as part of the development of the Memorial and Cultural Program LMDC activities. These fees are considered Program Income, meaning that the income was earned as a result of LMDC HUD grant supported activities such as the Innovative Design Study and the Master Planning efforts. This Program Income will be added to the total funds committed to LMDC's HUD grant. As a result this plan makes no allocation from LMDC's \$2.78 billion in Community Development Block Grant funds for this activity.

### Total Estimated Cost

The total estimated cost for the allocation of license fees to the Foundation for coordination, planning, and administrative activities is up to \$1,000,000.00. These license fees are program income and as a result this plan makes no allocation from LMDC's \$2.78 billion in Community Development Block Grant funds for this activity.

### 3. World Trade Center Performing Arts Center

As discussed above, cultural uses on the rebuilt WTC site will provide a variety of important uses as part of the overall redevelopment 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, and will serve both businesses and residents.

On June 10, 2004, the LMDC announced the selection of a vibrant mix of institutions to be located on the WTC site. The Joyce Theater Foundation's International Dance Center and Signature Theatre's Signature Center, will share the cultural space that will be the World Trade Center Performing Arts Center. The Performing Arts Center will include several theaters of different sizes that will house approximately 30 different dance companies from around the world, in addition to a complex of two smaller theatres that will house distinctive year-round programming showcasing the world's finest dramatists. Public space and activities that will be part of the Performing Arts Center could 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.

#### Beneficiaries

Those immediately affected by the events, including survivors, area residents and workers, will equally 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

The full implementation of the WTC Plan will begin in 2004 and extend through 2015. The Memorial and Cultural Program portion of the redevelopment plan will begin in 2004 and extend through 2009, including the planning, design, and development of the cultural institutions on the site. Specific activities outlined in this Partial Action Plan will begin in 2004.

#### Federal and Other Resources

The memorial and cultural institutions will be funded with a combination of private funds donated by individuals and groups to the World Trade Center Memorial Foundation, Inc., public investment, and investment that will be made by the cultural institutions that are selected to locate on the site.

#### Total Estimated Cost

The total estimated cost for this activity is up to \$16,360,000.00:

<b>World Trade Center Performing Arts Center</b>	
Activity prior to 2004	\$5,356,000.00
Activity beginning 2004	\$6,904,000.00
Amended Activity	\$4,100,000.00

- The total estimated cost outlined in the approved Partial Action Plan associated with prior activities related to the Performing Arts Center as part of the overall WTC Plan is up to \$5,356,000. This includes such activities as planning, environmental review, public

outreach, and staff time. Such activities were conducted since the inception of the LMDC. The costs associated with these activities were paid for through LMDC's Planning and Administration budget, as outlined in previous Partial Action Plans. These costs were identified as critical to the planning, design, and preliminary implementation of the World Trade Center Memorial and Cultural Program, and are being identified in this Partial Action Plan as program-related costs specifically associated with the Performing Arts Center.

- The total estimated cost for the planning, development and preliminary implementation of the Performing Arts Center outlined in the approved Partial Action Plan for the phase beginning in 2004 is up to \$6,904,000. This includes activities such as planning, schematic design, and coordination for the proposed Performing Arts Center on the WTC site to complement the overall cultural uses and the redevelopment of commercial office space, retail space, conference center and hotel facilities, open space areas, infrastructure improvements. The planning and schematic design for the performing arts facilities includes: development of initial business and other institutional plans for each cultural institution and an initial business plan for the joint operation of the performing arts facilities; development of detailed program requirements for each cultural institution and for the shared spaces to be used in schematic design; and development of schematic designs for the performing arts facility. It also includes architectural services for planning, pre-design engineering, and schematic design; pre-construction construction management services; sustainable design planning; financial and management consulting services; theatrical and other design consultants; and cost estimators.

#### **Amended Activity for the Performing Arts Center**

- LMDC proposes an additional \$4,100,000.00 for the for the planning, development, and preliminary implementation of the Performing Arts Center, bringing the total allocation requested in Partial Action Plan 8 for work beginning in 2004 to \$11,004,000.00. The work on the Performing Arts Center, which began in 2004, is continuing and includes activities such as planning, schematic design, and coordination for the proposed Performing Arts Center on the WTC site. Costs associated with ongoing planning include environmental review and other consultant and staff costs.

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

The Museum Complex will be located within the second proposed cultural facility on the WTC site and will be comprised of the International Freedom Center and the Drawing Center. 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.

#### Beneficiaries

Those immediately affected by the events, including survivors, area residents and workers, will equally 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

The full implementation of the WTC Plan will begin in 2004 and extend through 2015. The Memorial and Cultural Program portion of the redevelopment plan will begin in 2004 and extend through 2009, including the planning, design, and development of the cultural institutions on the site. Specific activities outlined in this Partial Action Plan will begin in 2004.

Federal and Other Resources

The memorial and cultural institutions will be funded with a combination of private funds donated by individuals and groups to the World Trade Center Memorial Foundation, Inc., public investment, and investment that will be made by the cultural institutions that are selected to locate on the site.

Total Estimated Cost

The total estimated cost for this activity is up to \$33,460,000.00:

<b>World Trade Center Museum Complex</b>	
Activity prior to 2004	\$3,939,000.00
Activity beginning 2004	\$5,321,000.00
Amended Activity	\$24,200,000.00

- The total estimated cost outlined in the approved Partial Action Plan associated with prior activities related to the Museum Complex as part of the overall WTC Plan is up to \$3,939,000. This includes such activities as planning, environmental review, public outreach activities, and staff time. Such activities were conducted since the inception of the LMDC. The costs associated with these activities were paid for through LMDC’s Planning and Administration budget, as outlined in previous Partial Action Plans. These costs were identified as critical to the planning, design, and preliminary implementation of the World Trade Center Memorial and Cultural Program, and are being identified in this Partial Action Plan as program-related costs specifically associated with the Museum Complex.
- The total estimated cost for the planning, development and preliminary implementation of the Museum Complex outlined in the approved Partial Action Plan for the phase beginning in 2004 is up to \$5,321,000.00. This includes activities such as planning and coordination for the Center on the WTC site to complement the overall cultural uses and the redevelopment of commercial office space, retail space, conference center and hotel facilities, open space areas, infrastructure improvements. The planning and schematic design for the Museum Complex includes: development of initial business and other institutional plans for each cultural institution and an initial business plan for the joint operation of the Museum Complex; development of detailed program requirements for each institution and for the shared spaces to be used in schematic design; and development of schematic designs. It also includes architectural services for planning, pre-design engineering, and schematic design; pre-construction construction management services; sustainable design planning; financial and management consulting services; exhibition and other design consultants; and cost estimators.

## **Amended Activity for the Museum Complex**

- LMDC is requesting an additional \$24,200,000.00 for the for the planning, development, and preliminary implementation of the Museum Complex, bringing the total allocation requested in Partial Action Plan 8 for work beginning in 2004 to \$29,521,000.00. These additional costs include the continuation of design for the Museum Complex, including design development and construction documents. These additional costs also include pre-construction costs for the Museum Complex. Associated costs include planning and design, sustainability and security consultants, public outreach, environmental review, consultant costs, and staff costs associated with these functions.

## **II. Tribute in Light**

Marking the six-month anniversary of the World Trade Center tragedy, on March 11, 2002, two beams of light rose from a site just north of the World Trade Center site into the night sky to honor those lost on September 11th and to celebrate the spirit of all the New Yorkers who have worked to rebuild and renew our City. Conceived in the aftermath of the September 11th tragedies, Tribute in Light is an artistic gesture bringing together the vision and talent of numerous individuals who, shortly after the attacks, independently envisioned two beams of light rising from downtown New York. Organized by the Municipal Art Society and Creative Time, Tribute in Light was conceived by team of architects John Bennett and Gustavo Bonevardi of PROUN Space Studio, artists Julian LaVerdiere and Paul Myoda, architect Richard Nash Gould, and lighting designer Paul Marantz. Universally embraced by the public, the Governor and Mayor announced the return of Tribute in Light for one night as part of the City's commemoration of the second anniversary of September 11<sup>th</sup> as a tribute to the memory of those lost and a symbol of the spirit of the great City of New York. At that announcement, they indicated that Tribute in Light would be brought back each year for one night on September 11<sup>th</sup> as part of City's commemoration. Under certain conditions the Tribute in Light could be seen from up to 25 miles away in any direction.

With the designation of Tribute in Light as an integral part of the City's annual commemoration of September 11<sup>th</sup>, the Municipal Art Society, as one of the founding organizers and sponsors of this installation, in cooperation with the City of New York, is seeking support for the ongoing presentation of the Tribute in Light commemoration. LMDC funding will be used for the purchase of lights, technical support, and on-going maintenance for the first five years of the annual memorial commemoration.

### Project Area

The site for this year's commemoration on September 11, 2004 has been identified as Lot 26 in Battery Park City. Support has been indicated by the Battery Park City Authority, owner of the site, for this year. Several other sites are being considered for future years, including sites within the vicinity of the World Trade Center site and Battery Park City. The Battery Park City Authority, the Mayor's office and other City agencies have committed to identifying and securing sites for the next five years.

### Project Objectives

Support of this installation is consistent with LMDC's mission to create a permanent memorial honoring those lost. It will provide a valuable public service in that its continuance will ensure that on each anniversary of September 11, 2001, the thousands of people who were killed that day and the loss of the World Trade Center and its impact on New York City and beyond will be

commemorated. In addition, the World Trade Center Site Memorial Competition jury recommended, in their selection of Reflecting Absence as a permanent memorial on the World Trade Center site, that provisions be made to accommodate the annual showing of Tribute in Light as part of the memorial experience. Prior to the completion of the permanent memorial, it will serve as an interim memorial to those who were killed on that day.

#### Beneficiaries

The thousands of relatives and friends of the nearly 3,000 victims of September 11, 2001 and February 26, 1993 will benefit from the memorial to their loved ones. Others immediately affected by the events, including survivors, area residents and workers, will equally benefit from the project. Tribute in Light can be seen from up to 25 miles away in any direction. Illuminating the night sky, it serves as an enduring symbol of hope, uniting the families of those who lost loved ones, New Yorkers, the nation, and the world.

#### Schedule

LMDC funding will be provided beginning in 2004 for a period of five years.

#### Federal and Other Resources

Gateway National Park has agreed to provide storage for the lights. Support has been indicated by the Battery Park City Authority, owner of the site, for this year. The Battery Park City Authority, the Mayor's office and other City agencies have committed to identifying and securing sites for the next five years.

#### Total Estimated Cost

The total estimated cost for the project is \$3,850,000.00. Total estimated LMDC funding is up to \$3,500,000.00. The Municipal Arts Society will provide the remainder of funding for the project.

### **III. Story Corps WTC Story Booth Project**

Story Corps is a national initiative to instruct and inspire Americans to record each other's stories in sound. This is achieved by collecting broadcast-quality oral history interviews with the guidance of a trained facilitator in a sound-proof booth. Sound Portraits Productions proposes to install and operate a booth ("Story Booth") for one year at or near the World Trade Center site. The aim is to record precious bits of family history, memories, humorous tales, or other stories. Story Corps would like specifically to reach out to family members of victims to record stories about their loved ones, and reach out to other visitors to the site, including area residents, survivors, and others, to recount stories of September 11, 2001 as well as other experiences. At the end of each 40-minute session, the participants walk away with a CD of their interview. 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. Passers-by will be able to hear samples of recordings from the booth.

Funding for this project will include installation and operation for one year.

### Project Area

The Story Booth will be located on or near the World Trade Center site and will serve family members, survivors, others affected by the September 11<sup>th</sup> attacks, and the thousands of visitors to the site.

### Project Objectives

The WTC site is currently visited by people from all over the world. Visitors and families of victims have expressed a need for opportunities to reflect, remember, and communicate in a structured environment before the completion of the permanent memorial at the World Trade Center site. The project is a means to involve victims' families and the public in communicating by collecting, preserving, and telling the complete stories of their loved ones and of the events. It will promote learning and healing until a permanent memorial is built.

This project will provide a valuable public service, as it is not only essential to the healing process, but vital to curators, historians, academics and others that will be charged in the future with interpreting the events of these attacks. It also speaks to a greater public need to know more about the lives lost so tragically. Future use of the Story Corps could include incorporation into the Memorial Center as part of the permanent World Trade Center Memorial. The project will serve as an interim memorial through which family members, survivors, residents, and others affected by the events of September 11, 2001 can share their stories, grieve, and heal, until the permanent memorial is built. It will also provide the public-at-large with a deeper understanding of the impact of the attacks until the permanent memorial is built.

### Beneficiaries

The thousands of victims' families and visitors from around the region, the U.S., and the world will benefit from the Story Booth project for a period of time before the completion of the permanent memorial. It will give family members, first responders, survivors, residents, and others who were affected by September 11, 2001 a chance to share their stories, and it will provide a deeper understanding of the loss of life and the impact of the attacks for the public at large.

### Schedule

Development and implementation will begin in 2004. The funding for the project will extend for a one year period.

### Federal and Other Resources

The total estimated cost for the Story Booth is \$611,120. LMDC funding of up to \$500,000 will ensure successful installation and operation. It is estimated that the remaining \$111,120 would be raised by Sound Portraits Productions through existing foundation support and new private funding sources.

### Total Estimated Cost

The total estimated cost for the Story Booth is \$611,120. The total estimated cost for the LMDC portion of the funding is up to \$500,000.

#### **IV. Living Memorial Project**

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. September's Mission Foundation is working in partnership with Pace University, the New York State Museum, New York State Archives, and the NY Historical Society on the Living Memorial Project. September's Mission is a not-for-profit organization to support the development of a memorial at the World Trade Center site. Via this project, family members, friends and children can provide material about their loved ones including photos, videos, letters, newspaper clippings chronicling the victim's life, letters, artwork, poetry, etc. In addition, the public will be invited to provide material regarding the events of September 11, 2001 and the 1993 bombing. Over time, this collection of information will serve as a living memorial and a lasting repository documenting for all time the lives lost on these tragic days. To ensure privacy, the Living Memorial project will allow family members to restrict access to their loved one's library. The Living Memorial project is a response to requests from several family groups for a means to tell the complete stories of their loved ones and of the events of September 11, 2001 to create connections among families, children and the public to promote learning and healing until a permanent memorial is built. As it is Internet-based, it will serve family members, survivors, and others who may not be physically able to visit the World Trade Center site. It will ensure the preservation of the memory of those lost and the historic circumstances surrounding the events. On September 8<sup>th</sup>, 2004, Living Memorial began its internet based operations, and received overwhelming public support through electronic correspondence.

Funding for this project will include, but is not limited to, professional and technical services required to oversee and execute this project, public outreach and participation events, business requirements analysis, technical architecture design, story boards that illustrate how the site will work, and initial interface design and build-out, testing, refining, and implementation of the interactive website for public use.

##### Project Area

The Living Memorial is internet based and will provide an opportunity for family members and others around the world to access information about the victims. The internet portals will be near the World Trade Center site and will serve family members, survivors, others affected by the September 11<sup>th</sup> attacks, and the thousands of visitors to the site.

##### Project Objectives

The WTC site is currently visited by people from all over the world. Visitors and families of victims have expressed a need for opportunities to reflect, remember, and communicate in a structured environment before the completion of the permanent memorial at the World Trade Center site. This project is a means to involve victims' families and the public in communicating by collecting, preserving, and telling the complete stories of their loved ones and of the events. It will work to create connections among families, children and the public to promote learning and healing until a permanent memorial is built.

This project will provide a valuable public service, as it is not only essential to the healing process, but vital to curators, historians, academics and others that will be charged in the future with interpreting the events of these attacks. It also speaks to a greater public need to know more about the lives lost so tragically. Future use of the Living Memorial Project could include incorporation into the Memorial Center as part of the permanent World Trade Center Memorial. It will serve as interim memorials through which family members, survivors, residents, and others

affected by the events of September 11, 2001 can share their stories, grieve, and heal, until the permanent memorial is built. It will also provide the public-at-large with a deeper understanding of the impact of the attacks until the permanent memorial is built.

### Beneficiaries

The thousands of victims' families and visitors from around the region, the U.S., and the world will benefit from the Living Memorial project for a period of time before the completion of the permanent memorial. It will give family members, first responders, survivors, residents, and others who were affected by September 11, 2001 a chance to share their stories, and it will provide a deeper understanding of the loss of life and the impact of the attacks for the public at large.

### Schedule

Development and implementation will begin in 2004. The funding for the project will extend for a one year period.

### Federal and Other Resources

September's Mission will seek, at a minimum, a one-for-one match, in actual dollars, for every dollar LMDC dedicates to this proposal to allow Phase II to launch immediately upon successful completion of Phase I. Matching grants are anticipated to equal \$296,900. In addition, it is anticipated that in-kind donations that can be quantified in value such as technology equipment, services and software, a site administrator, dedicated space for housing, etc. will result in a total match that is closer to three to one, with the in-kind donation portion totaling approximately \$593,800. Therefore, total income projections are \$890,700.

### Total Estimated Cost

The total estimated cost for the Living Memorial project is nearly \$1.2 million. The total estimated cost for the LMDC portion of the funding is up to \$296,900.

## **V. Lower Manhattan Tourism - River to River Festival**

The River to River Festival ("Festival") was launched in 2002 by the Alliance for Downtown New York ("Downtown Alliance") and major arts organizations and event producers. It is the largest free cultural arts festival in New York's history. The Festival has successfully attracted new and diverse audiences to the downtown area who not only enjoy the free arts events, but also stay to experience Lower Manhattan's rich history, retail shops, and restaurants. In its first two years of existence, the Festival drew over one million people per year to Lower Manhattan. The festival is comprised of more than 500 events that take place throughout Lower Manhattan from May through September. Free public events include a diversity of music, dance, and other cultural activities. LMDC has allocated funding for the River to River Festival in 2002 and 2004

### **River to River Festival 2004**

The approved Partial Action Plan 8 allocated \$200,000.00 for the River to River Festival in 2004. LMDC funding provided prominent sponsorship for the festival, which resulted in top logo placement, placement in prominent advertising, and an LMDC presence at events, where information on the rebuilding and revitalization efforts was disseminated to thousands of attendees.

## River to River Festival 2005

The amended Partial Action Plan 8 proposes the \$500,000 for sponsorship of the River to River Festival in 2005. Similar to 2004, \$200,000 of these funds will go to support the Festival's umbrella marketing campaign. This commitment from LMDC allows the Festival to deliver the summer-long, high-impact communications platform, supporting the costs associated with delivering the Festival's mission of presenting free, world-class summer programming in Lower Manhattan as an economic driver for the community. LMDC sponsorship will include all the appropriate rights and benefits afforded this high level of support, including superior visual credit with logo on signage, banners, and posters, logo on full season's ads (NY Times, TimeOut NY, NY Post, etc) on a rotating basis on small format ads, LMDC's ID prominently presented on radio and TV promotional spots (sponsor logo identity on WNBC TV spots will be made available this year on a voluntary basis to our high level sponsors, but sponsors who elect to participate in this campaign will have to pay WNBC a surcharge that are to be defined), LMDC's stand-alone logo on Festival street lamp banners in Lower Manhattan, LMDC's on-site display at 20 events/major venues, high profile visibility in announcement/launch event, VIP seating at select events, and enhanced website presence.

LMDC also proposes that \$300,000 of these funds be devoted specifically to the creation of a series presenting the four cultural institutions selected to be located at the WTC site at the River to River Festival in 2005. This sponsorship will allow the Festival to produce high profile special events with the four cultural institutions, including concept and program development and curation, and overall production management and execution. This series will generate both public and media interest in the missions and programs of the cultural institutions, as well as shed light on their selection for relocation to Lower Manhattan and the World Trade Center. The Festival will also provide a platform whereby the institutions can attract new audiences and sources of financial support critical for the success of their expanded programming and facilities. Funds for this cultural institutions series will go directly to the Festival to cover programming for each institution at cost. The cultural institutions will make in-kind donations of their staff time in return for their participation and exposure in the Festival.

Various programs by the cultural institutions may include, but are not limited to, the following:

- **Joyce Theater / Dance:** Interactive public dance programs exploring different genres of social dance. Such events would link performances by professional dance companies to public instruction and participation.
- **International Freedom Center / Film and Speech:** Public programming that would explore and celebrate heroes and freedom fighters. Pre- or post-performance dialogues would invite the public to interact with writers, politicians, and other intellectual personalities whose work is directly related to the film topics.
- **Signature Theatre / Multi-Disciplinary Performing Arts:** Public programming may include provocative performances and conversations featuring playwrights as artists in other realms (film, music, etc.)
- **The Drawing Center / Visual Art:** Public programming may include their creation of a temporary, site-specific installation by Drawing Center artists, functioning as a venue for interactive outreach programs.

### Project Area

River to River events are held at various venues throughout Lower Manhattan for the 4-month duration of the festival.

### Project Objectives

The River to River Festival, now in its fourth year, was created to help revitalize Lower Manhattan by providing arts and cultural events to those who live, work, and visit Lower Manhattan. It also attracts thousands of visitors to the area, who then stay to eat, shop, and explore other area venues. Based on the Festival's survey results, 46% of the audience was attending a downtown cultural event for the first time, and 68% of attendees not living or working downtown stayed to dine, shop, or sightsee. 86% of those surveyed said that River to River contributed to downtown's recovery.

### Beneficiaries

The Festival benefits those who live, work, and visit Lower Manhattan by providing free public events. It has had a positive impact on the businesses in the area by drawing more than 3 million people to festival venues and to Lower Manhattan during its three years of existence.

### Schedule

The River to River 2005 Festival takes place from June through September.

### Federal and Other Resources

River to River benefits from a variety of private and public sponsors, including American Express, PACE University, Con Edison, GMC, WNYC, NBC Channel 4, Marriott, Century 21, J&R Music World, Starbucks Coffee, and others.

### Total Estimated Cost

The Festival's total projected budget for 2005 is \$8.2 million. Of this, sponsorships, partners, and in-kind funding are anticipated to provide at least \$6.8 million.

## **VI. Planning and Administration**

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

As outlined in this Partial Action Plan, 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 include the other neighborhoods in Lower Manhattan that have been affected by September 11th and its aftermath. Specifically, LMDC's planning activities include 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 will continue to develop and propose concept plans for specific 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 large-scale public meetings and hearings; periodic printed newsletters and reports; an up-to-date, comprehensive, and interactive web site ([www.RenewNYC.com](http://www.RenewNYC.com)); extensive electronic communications; and other public outreach and participation efforts. In addition, LMDC continues to maintain its network of community contacts through its Advisory Councils.

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. The approved Partial Action Plan proposed the allocation of \$3,262,994.74 towards LMDC's planning and administrative activities. Based on the amendments to the World Trade Center Memorial and Cultural Program Activities and the River to River Festival 2005, an additional \$2,231,578.95 has been added, increasing the total amount allocated for planning and administrative activities to \$5,494,573.69.

## **VII. Response to Public Comment**

This section addresses the comments received from the public following the release of the proposed Partial Action Plan 8, from August 10, 2004 to September 8, 2004. The following section details the forty-three comments received and responses to those comments.

### Comments on the World Trade Center Memorial and Cultural Program

**LMDC received forty-two similar comments from individuals and organizations that support the continued development of the cultural components at the World Trade Center site. However, the letters also express concern that LMDC has not addressed community development projects that were submitted by local community and cultural organizations. These letters call on the LMDC board to designate CDBG monies for these community-based organizations.**

LMDC remains committed to fulfilling its mission in an open and inclusive manner. Since its inception in late 2001, LMDC has placed high priority on involving the public—victims' families, business owners, downtown residents, elected officials, and other community stakeholders—in the rebuilding of the World Trade Center site and the overall revitalization of Lower Manhattan. In so doing, LMDC has completed many initiatives, both on the World Trade Center site and throughout Lower Manhattan communities.

LMDC has implemented a number of off-site Lower Manhattan community initiatives, including the Residential Grant Program for Lower Manhattan residents, in recognition of the personal, family, and living expenses that were incurred as a result of the attacks on the World Trade Center. In addition, LMDC worked in cooperation with ESDC and allocated funds for the recovery and revitalization of downtown's small and large businesses, which are crucial to Lower Manhattan's redevelopment. LMDC has also supported various tourism related initiatives, recognizing that tourism is a key and sustainable economic driver for Lower Manhattan's diverse residents and businesses. These tourism activities include the Chinatown Tourism and Marketing Campaign, the History and Heritage Campaign, and the Tribeca Film Festival, among others.

Similarly, LMDC, in consultation with participants from community groups, local businesses, and city and state government agencies, allocated funds for short-term capital projects designed to

benefit residents, businesses, workers, students and visitors. These short-term capital projects include, but are not limited to, the Downtown Alliance Streetscape Program, Hudson River Park improvements, Millennium High School, and enhanced pedestrian access across West Street. LMDC has also allocated funds for the rehabilitation of 14 parks projects, by the New York City Department of Parks and Recreation, throughout Lower Manhattan's communities.

LMDC has also engaged in long-term planning activities that will enhance Lower Manhattan as a premiere location to live, work, and visit. Among LMDC's long-term planning activities are the Chinatown Access and Circulation Study, the Fulton Street Corridor Planning Study, the Airport Access and Circulation Study, and the East River Planning Studies and Improvements. All of the previously discussed LMDC initiatives, and others, are available for viewing on LMDC's website at [www.renewnyc.com](http://www.renewnyc.com).

As LMDC moves forward with the allocation of the remaining CDBG funds, it will continue to actively gather input from community stakeholders on the redevelopment of Lower Manhattan. There are many demands on the remaining CDBG funds, and various community groups and stakeholders have come forward with specific requests and have outlined priorities for the funds ranging from affordable housing to cultural projects to transportation priorities. The LMDC will continue to meet with community groups regarding specific funding proposals as well as attend community board meetings and other forums where potential projects are identified and discussed. The LMDC intends to explore all factors and determine the most effective uses for these funds in a manner that will create the most impact in the comprehensive revitalization of Lower Manhattan.

**LMDC received one comment opposing the expenditure of additional funds for the World Trade Center Memorial and Cultural Program. The comment specifically alleges non-compliance, by the LMDC, with statutes of public input and procurement practices.**

The WTC Memorial and Cultural Program has been the subject of a number of Partial Action Plans, competitive planning initiatives, hearings and exhibits, and request for proposals, many of which are designed specifically to engage the public and to gather public input. As noted on page 5, LMDC has conducted extensive public outreach and participation initiatives.

LMDC develops Partial Action Plan documents to outline all proposed expenditures of CDBG funds and to provide descriptions for all funding projects and initiatives. Partial Action Plans are released to the public for comment for a period of 30 days (extended from 15 days in Partial Action Plan 7), and are widely disseminated throughout Lower Manhattan communities upon release. All LMDC Partial Action Plans may be viewed and downloaded on the LMDC website at [www.renewnyc.com](http://www.renewnyc.com). Following the public comment phase, they are submitted to HUD for approval. To date, LMDC has issued ten Partial Action Plans for public comment, of which, eight have been approved by HUD.

LMDC will continue to engage the public and gather public input through public hearings and meetings throughout Lower Manhattan communities on various funding activities. These forums provide LMDC an opportunity to gather input from various community stakeholders, including residents, large and small business owners, elected officials, and civic organizations.

## VIII. Responses to Public Comments on the Amended Partial Action Plan

This section outlines comments received from the public on the proposed amendments to Partial Action Plan 8 from May 17, 2005 through June 15, 2005. The following section details the thirteen comments received and responses to those comments.

### **WORLD TRADE CENTER MEMORIAL AND CULTURAL PROGRAM**

**LMDC received seven comments from 9/11 Family Members stating various objections to WTC Memorial and Cultural Program. The comments include: 1) all seven of the comments object to the placement of, and allocation of funds for, cultural programming at the WTC Site, specifically the International Freedom Center and other planned cultural institutions; 2) two of the comments stated objections related to the underground design components of the Memorial and Memorial center; 3) one of the comments stated objections to the allocation of funds for the cultural institutions to participate in River to River 2005; and 4) one of the comments stated objections to the allocation of funds to the WTC Memorial Foundation, particularly for cultural programming at the WTC Site.**

In the aftermath of the September 11 attacks, LMDC and the Port Authority jointly undertook an extensive and historic public planning process focused on rebuilding the World Trade Center site and creating a permanent memorial to the victims. This comprehensive planning process resulted in the selection of Studio Daniel Libeskind's *Memory Foundations* to serve as the master plan for the redevelopment. The master plan provides for a permanent Memorial and Memorial Museum, as well as cultural, open space, and commercial uses at the WTC Site, and extends to include an additional four acres south of Liberty Street, permitting the relocation of portions of the commercial space, adding open space, rebuilding of the church that was in that area on September 11, and placement of truck and bus-servicing infrastructure away from the memorial area.

Throughout the planning process LMDC has sought and received public feedback on the master plan and all uses at the WTC Site through numerous public meetings, exhibits, regulatory review processes, and LMDC's interactive website. The LMDC is committed to continuing to work with victims' families, residents, survivors, and all those impacted by September 11<sup>th</sup> to honor the lives we lost, build a fitting memorial, and realize the master plan for the World Trade Center site.

**LMDC received one comment requesting funding for the development of a "Meditation and Healing Garden" at the World Trade Center Site.**

On January 6, 2004, following the historic international WTC Site Memorial Competition, LMDC announced the selection of *Reflecting Absence* by Michael Arad and Peter Walker to serve as the design for the Memorial. *Reflecting Absence* powerfully articulates the footprints of the Twin Towers, conveying the primary symbol of void and loss. At the same time, it provides for the surrounding plaza design to include teeming groves of trees as a symbol of life and rebirth. The WTC Memorial and Memorial Center will provide the opportunity for future programming and space for remembering and honoring all those lost. For more information on the WTC Memorial and Memorial Center, please visit the LMDC website at [www.renewnyc.com](http://www.renewnyc.com).

**LMDC received one comment asserting that the tallest building in the world should be placed at the WTC Site. The comment further expressed disapproval of the Museum Complex building.**

On June 29, 2005, Governor George E. Pataki, Mayor Michael R. Bloomberg, WTC developer Larry A. Silverstein and architect David Childs announced the revised design for the Freedom

Tower. The Freedom Tower will soar to 1,776 feet, highlighting the New York City Skyline. For more information on the Freedom Tower, please visit the LMDC website at [www.renewnyc.com](http://www.renewnyc.com).

**LMDC received two comments that advocated that the twin towers be rebuilt at the WTC Site as designed by Donald Trump.**

LMDC continues to accept comments related to the redevelopment of the WTC Site and the revitalization of Lower Manhattan. The restoration alternative was considered as part of the environmental review process completed on June 2, 2004 discussed on page 8. After an extensive and historic public planning process, LMDC is moving forward with *Memory Foundations* by Studio Dan Libeskind, which serves as the master plan for the WTC Site. For more information on the developments at the World Trade Center Site, please visit the LMDC website at [www.renewnyc.com](http://www.renewnyc.com).

**GENERAL COMMENTS**

**LMDC received one comment from a 9/11 Family member objecting to the allocation of funds without accountability specifically related to the draft Allocation Plan.**

LMDC continues to place a priority on seeking public comments for its activities. On April 13, 2005 LMDC released for public a draft Allocation Plan to guide the allocation of LMDC's remaining Community Development Block Grant (CDBG) funds. The draft Allocation Plan articulated principles and objectives, priorities, and allocation categories. The draft Allocation Plan was guided by over 75 public meetings and tens-of-thousands of public comments. As part of the release and public comment period, LMDC conducted a public hearing at the Museum of the American Indian in Lower Manhattan on April 27, 2005 to provide various stakeholders with an additional forum for providing their feedback. As a result of the additional comments received by the public—including 9/11 family members, elected officials, civic and cultural organizations—LMDC revised the Allocation Plan. Both the draft and revised funding Allocation Plans are available on the LMDC website at [www.renewnyc.com](http://www.renewnyc.com).

On May 25, 2005, Governor George E. Pataki and Mayor Michael R. Bloomberg announced a comprehensive allocation plan for the remaining LMDC Community Development Block Grant funds. Elements of the plan included funding for the WTC Memorial Foundation, Lower Manhattan community and cultural amenities, neighborhood rejuvenation projects, and investments in Chinatown. Information on specific projects outlined as part of the announcement will be provided in future Partial Action Plan drafts for public comment.

**LMDC received one comment regarding the LMDC Draft Allocation Plan that supported the allocation of \$70 million to build the Lower Manhattan section of Hudson River Park.**

The amendments to Partial Action Plan 8 pertain to the allocation of additional funds for the World Trade Center Memorial and Cultural Program and River to River 2005. On June 16, 2005, the LMDC Board approved the allocation of funds for Hudson River Park. More information on this project will be provided in future Partial Action Plans.