

**LOWER MANHATTAN DEVELOPMENT CORPORATION**

**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 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 has 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. This plan details the proposed expenditure of up to \$65,259,894.74 to fund the items listed below. Of this proposed funding, \$64,259,894.74 will be taken from the remaining amounts from the \$2.78 billion allocation. An additional \$1,000,000.00 in program income is proposed in this Partial Action Plan to be allocated to the World Trade Center Memorial Foundation. This funding will not be taken from the remaining Community Development Block Grant funding. An overview of the proposed funding is as follows:

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. **Tribute in Light**
3. **Story Corps Project**
4. **Living Memorial Project**
5. **Lower Manhattan Tourism - River to River Festival 2004**
6. **Planning and Administration**

To date, HUD has approved eight Partial Action Plans totaling nearly \$1.80 billion out of the \$2.78 billion allocation. LMDC has issued a total of nine Partial Action Plans. The approved 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	9/15/2003	\$750,000,000.00

	Rebuilding		
5	Tourism and Communications	1/28/2004	\$2,421,052.63
6	Affordable Housing	Pending submission to HUD	\$52,631,578.95
7	World Trade Center Memorial and Cultural Program and Lower Manhattan Tourism	July 6, 2004	\$176,134,105.26
<b>Total Funding Allocated to Date</b>			<b>\$1,850,231,388.26</b>

Versions of these plans are viewable 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 billion grant and will be subject to a public comment period with later submission to HUD.

This Partial Action Plan proposes the allocation of up to \$64,259,894.74 of the remaining \$2.78 billion allocation for activities relating to the development and implementation World Trade Center Memorial and Cultural Program, the Story Corps and Living Memorial Projects, Tribute in Light, and the River to River Festival 2004. An additional \$1,000,000.00 is proposed to be allocated from program income, which is not part of the \$2.78 billion allocation.

<b>Partial Action Plan Activities</b>	<b>Allocation by Activity</b>
Memorial Trade Center Memorial and Cultural Program:	\$57,500,000.00
1A. World Trade Center Memorial and Memorial Center	\$34,980,000.00
1B. World Trade Center Memorial Foundation	\$1,000,000.00
1C. World Trade Center Performing Arts Center	\$12,260,000.00
1D. World Trade Center Museum Complex	\$ 9,260,000.00
Tribute in Light	\$3,500,000.00
Story Corps Project	\$500,000.00
Living Memorial Project	\$296,900.00
River to River Festival 2004	\$200,000.00
Planning and Administration	\$3,262,994.74
<b>Total</b>	<b>\$ 65,259,894.74</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 initiatives are also 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 of this and future Partial Action Plans are located in Manhattan, south of Houston Street.

**Public Comment to the Partial Action Plan**

This Partial Action Plan proposes to allocate funding for activities regarding the planning, development, and implementation of activities related to the World Trade Center Memorial and Cultural Program, continuance of the Tribute in Light project, preliminary planning and creation of the Story Corps and Living Memorial Projects, and Lower Manhattan Tourism.

This Partial Action Plan is open to public comment. HUD requires that the public comment period extend for thirty calendar days from the date of publication of this plan. Public comment must be made in writing and may be delivered to the LMDC either by posted mail or by electronic mail, addressed as follows:

**By post to:** Public Comment on LMDC Partial Action Plan No. 8  
Lower Manhattan Development Corporation  
1 Liberty Plaza, 20<sup>th</sup> Floor  
New York, NY 10006

**Electronically at LMDC's, web site [www.renewnyc.com](http://www.renewnyc.com)** under Funding Initiatives-Partial Action Plans – Comments.

The deadline for receipt of public comment is September 8, 2004. Comments delivered by fax or telephone cannot be considered.

## **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 Cultural Redevelopment Plan (WTCMR Plan), which was developed in cooperation with the Port Authority of New York and New Jersey (Port Authority). As part of the Plan, LMDC proposes to implement the new memorial and cultural uses embodied in LMDC's Amended General Project Plan (GPP), dated September 16, 2003. LMDC has undergone an extensive public process for over two years to develop the WTCMR Plan and other initiatives. The following is an overview of this process.

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

The Principles and Preliminary Blueprint laid the 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 revised Principles and Preliminary Blueprint 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 each of 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 the fall of 2002, LMDC launched an international design competition for an innovative land use plan for the World Trade Center 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 World Trade Center Site. As the master planner, Studio Daniel Libeskind, L.L.C. is responsible for the site plan. A significant part of Studio Daniel Libeskind’s work on the site plan was the planning of an integrated memorial and cultural district that could accommodate the selected memorial design. Principle 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, and Daniel Libeskind presented a revised site plan. The revised site plan enhances the key design principles by relocating portions of commercial space off the site, providing for park space in the area south of Liberty Street, and placing truck and bus-servicing infrastructure away from the memorial area. The revised master plan may be viewed on the LMDC website at [http://www.renewnyc.com/plan\\_des\\_dev/wtc\\_site/new\\_design\\_plans/Sept\\_2003\\_refined\\_design.asp](http://www.renewnyc.com/plan_des_dev/wtc_site/new_design_plans/Sept_2003_refined_design.asp).

In December 2003, Governor George E. Pataki and Mayor Michael R. Bloomberg unveiled the design for the Freedom Tower, the tallest building in the world. The design is a collaboration between Daniel Libeskind and architect David Childs of Skidmore, Owings and Merrill. The Freedom Tower reflects the main design principles set forth in *Memory Foundations*. The torqued geometric shape of the building resembles the Statue of Liberty. The Freedom Tower will contain 2.6 million square feet of office space, retail, rooftop restaurants, and an observation deck. A network of cables will rise above the occupied space to 1,550 feet and within the cables will be space for wind turbines capable of generating 20% of the building's energy. On top of the cables, a 276-foot spire will be placed. 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**

The planning process for the WTC Site included the development of the comprehensive World Trade Center Memorial and Redevelopment Plan (WTCMR Plan) and an environmental review of this plan. The WTCMR 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 WTCMR 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). LMDC prepared a Generic Environmental Impact Statement (GEIS) as part of that review.

To guide the preparation of the GEIS, LMDC prepared a Draft Scope. The Scope 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 Generic Environmental Impact Statement. On June 2, 2004, the LMDC Board approved the adoption of the Record of Decision and Lead Agency Findings Statement (ROD) pursuant to NEPA and SEQRA reviews of the WTCMR Plan and the adoption of findings pursuant to the General Project Plan (GPP) for the World Trade Center Memorial and Cultural Program. The documents are available on LMDC's website at [www.Renewnyc.com](http://www.Renewnyc.com).

### **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 developed a clearly defined process that was closely coordinated with the planning and redevelopment of the WTC Site. Two major components of the Memorial development process were 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 public was asked to comment on the preliminary draft mission statement and program through a series of public meetings and mailings conducted in the summer and fall of 2002.

Two 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 program, which took into account the Families Advisory Council's preliminary draft and the public comments received. The revised draft mission statement and program were then 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. The two committees then finalized the draft mission statement and program based on public comment. The final 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 the memorial at the World Trade Center Site to honor the victims of the terrorist attacks of September 11, 2001 and February 26, 1993. The LMDC received 5,201 memorial design submissions from 63 nations and 49 states making it the largest design competition in history. 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, 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 Competition 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 Competition 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.

### **Memorial Center**

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:

- 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
- 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. Public comment on these recommendations was accepted through July 1, 2004.

### **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 selection of a vibrant mix of institutions to be located on the WTC Site. The Joyce International Dance Center, the International Freedom Center, the Signature Theatre, 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.

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

On February 6, 2004, Governor George E. Pataki and Mayor Michael R. Bloomberg announced the appointment of a nine-member search committee to select the Chair of the World Trade Center Memorial Foundation, Inc (Foundation). The Foundation is a non-profit entity that will raise funds for and coordinate the planning and construction of the Memorial, the Memorial Center, and related cultural facilities on the World Trade Center site.

The search committee is chaired by LMDC Chairman John C. Whitehead and includes the following members: Paula Grant Berry, family member; Monika Iken, family member; Ira M. Millstein, Senior Partner, Weil, Gotshal and Manges, LLP; George Mitchell, former United States Senator; Richard Parsons, Chairman of the Board and Chief Executive Officer, Time Warner Inc.; Marshall Rose, Chairman of the Georgetown Group; Walter Shipley, former Chairman of Chase Manhattan Corporation; and, Preston Robert Tisch, Co-chair of Loews Corporation.

The Chair of the Foundation will lead a distinguished board of directors in undertaking the historic fundraising campaign to implement architects Michael Arad's and Peter Walker's design for the memorial on the World Trade Center Site. The Foundation will also conduct fundraising for related cultural facilities at the World Trade Center Site. The Foundation will undertake coordination and planning activities related to the construction of the Memorial, cultural facilities, and the Memorial Center, which will preserve artifacts from the attacks and convey individual stories of lives lost.

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

LMDC, a subsidiary of the Empire State Development Corporation (a political subdivision and public benefit corporation of the State of New York), is proposing to undertake, pursuant to the New York State Urban Development Corporation Act ("UDC Act") and in cooperation with HUD and the Port Authority, the World Trade Center Memorial and Cultural Program (the "Memorial Program") as part of the implementation of the WTCMR Plan. As set forth in the General Project Plan, LMDC will implement the Memorial Program which 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. The planning process will also include other appropriate public and private entities.

LMDC will be responsible for implementation of the Memorial, Memorial Center, and cultural uses that comprise the Memorial Program, while the Port Authority will be responsible for the commercial, retail, conference center and hotel facilities, open space areas, and infrastructure components of the WTCMR 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 WTCMR Plan to be located outside the WTC Site. LMDC conducted a coordinated environmental review of the combined WTCMR Plan.

*Project Area*

The comprehensive Project Site includes the WTC Site and the Southern Site. The WTC Site is bounded by Liberty, Church, and Vesey Streets and Route 9A. The Southern Site comprises two adjacent blocks south of the WTC Site – one bounded by Liberty, Washington, Albany, and Greenwich Streets, and the other bounded by Liberty, Cedar, and Washington Streets and Route 9A – and portions of two streets: Liberty Street between those blocks and the WTC Site and Washington Street between Cedar and Liberty. The total Project Site is approximately 20.6 acres.

The Memorial and Cultural Program is comprised of approximately 6.87 acres in the western half of the WTC Site. The Memorial and Memorial Center will comprise approximately 4.87 acres and the cultural institutions will comprise approximately 2 acres.

*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 WTCMR 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 WTCMR 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 WTCMR 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 WTCMR, as detailed above in Section B – Background, since early 2002.

The full implementation of the WTCMR 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 \$34,980,000.00:

- The total estimated cost associated with prior activities related to the Memorial and Memorial Center portion of the preparation and development of the WTCMR Plan is up to \$9,705,000. This includes such activities as planning, conducting design competitions, environmental review, public outreach activities, and staff time, as detailed in Section B – Background. 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 have been 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 beginning in 2004 is \$25,275,000. This will include 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.

## 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 WTCMR 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 WTCMR 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 International Dance Center and the Signature Theatre will share the cultural space that will be the World Trade Center Performing Arts Center. The Performing Arts Center will include a 900-1000 seat theatre that will house approximately 30 different dance companies from around the world, in addition to a complex of three 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 WTCMR 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 \$12,260,000.00:

- The total estimated cost associated with prior activities related to the Performing Arts Center as part of the overall WTCMR Plan is up to \$5,356,000. This includes such activities as planning, environmental review, public outreach, and staff time, as detailed in Section B – Background. 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 have been 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 for the current phase beginning in 2004 is up to \$6,904,000. This will include 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.

## 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 WTCMR 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 \$9,260,000.00:

- The total estimated cost associated with prior activities related to the Museum Complex as part of the overall WTCMR Plan is up to \$3,939,000. This includes such activities as planning, environmental review, public outreach activities, and staff time, as detailed in Section B – Background. 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 have been 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 for the current phase beginning in 2004 is up to \$5,321,000. 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.

## **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 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 ("StoryBooth") 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 Corps 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 Corps 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 Corps portion of this project 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 Corps portion of this project 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 former 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.

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 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. As it is Internet-based, it will provide an opportunity for family members and others around the world to provide and access information about the victims.

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 will 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 2004**

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 has drawn 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 funding will provide prominent sponsorship for the festival, which will result in top logo placement, placement in prominent advertising, and an LMDC presence at events, where information on the rebuilding and revitalization efforts will be disseminated to thousands of attendees.

#### Project Area

River to River events are held at various venues throughout Lower Manhattan for the 3-month duration of the festival.

#### Project Objectives

The River to River Festival, now in its third 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. Eight-six percent 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 a positive impact on the businesses in the area by drawing more than 2 million people in the first two years of the festival to the neighborhood.

#### Schedule

The River to River 2004 Festival takes place from May 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, AT&T, WNYC, NBC Channel 4, Marriott, Century 21, J&R Music World, Starbucks Coffee, and others.

#### Total Estimated Cost

The Festival's total 2004 budget is \$5.9 million. Of this, partner and in-kind funding comprises \$3.2 million, and River to River sponsor funding is \$2.1 million. LMDC funding will not exceed \$200,000.

### **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 World Trade Center 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 11, 2001 and its aftermath. Specifically, LMDC's off-site 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. Additionally, legal, audit, and investigation activities are performed on an ongoing basis in relation to programs funded by the LMDC CDBG allocation.

This Partial Action Plan outlines the re-allocation of certain planning and administration activities, as described above, that were specifically undertaken to develop the World Trade Center Memorial and Cultural Program and conduct outreach related to the project. LMDC incurs additional planning and administrative costs not specifically related to this project, including planning and outreach activities related to off-site projects as described above, and ongoing overhead costs such as office rent, equipment, supplies, and administrative salaries.

HUD has authorized the use of up to 5% of the total CDBG allocation to LMDC for costs associated with planning and administration activities, including costs for overhead, personnel, and consultants. This Partial Action Plan proposes the allocation of \$3,262,994.74 towards LMDC's planning and administrative activities.