



Lower Manhattan Development Corporation

World Trade Center Memorial and Cultural Program General Project Plan

June 2, 2004

1. Introduction

The Lower Manhattan Development Corporation (“LMDC”) is charged with assisting New York City in recovering from the terrorist attacks on the World Trade Center and ensuring that Lower Manhattan emerges as a strong and vibrant 21st century central business district. The centerpieces of LMDC’s efforts are the creation of a permanent memorial remembering and honoring the thousands of innocent men, women, and children lost in the terrorist attacks (the “Memorial”) and cooperation with other public and private entities in the revitalization and redevelopment of the World Trade Center site (the “WTC Site”) and adjacent areas (the “Southern Site”) in the Borough of Manhattan in New York City. The WTC Site and the Southern Site, as described specifically in Section 4 below, will be referred to collectively as the “Site.”

LMDC, a subsidiary of the Empire State Development Corporation (“ESDC,” 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 the United States Department of Housing and Urban Development (“HUD”) and The Port Authority of New York and New Jersey (“Port Authority”), the World Trade Center Memorial and Cultural Program (the “Memorial Program”). The Memorial Program, for which construction is expected to begin on or before January 2005, includes the planning, selection, coordination and construction of a Memorial and Memorial Center, and the planning and possible construction of memorial-related improvements and cultural uses at the Site to complement the redevelopment of commercial office space, retail space, conference center and hotel facilities, open space areas, a reconstructed church and certain infrastructure improvements at the Site (the “Redevelopment Program”). LMDC and Port Authority will plan these Programs together to constitute a land use improvement and civic project for the redevelopment of the Site (the “WTC Memorial and Redevelopment Plan”). The planning process will also include other appropriate public and private entities.

2. LMDC and Port Authority Roles

LMDC will be responsible for implementation of the memorial 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 Redevelopment Program 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 Redevelopment Program to be located outside the WTC Site. The WTC Memorial and Redevelopment Plan may also require or involve consents, approvals or other supporting actions by other local, state or federal agencies in connection with its approval and implementation. As described in Section 10 below, LMDC has conducted a coordinated environmental review of the combined WTC Memorial and Redevelopment Plan.

In carrying out the Memorial Program, LMDC conducted an international competition that in January 2004 resulted in the selection of a winning Memorial design, “Reflecting Absence,” by Michael Arad and Peter Walker. An interpretive museum will be developed, known as the Memorial Center that will tell the story of the events of September 11, 2001 and February 26, 1993. LMDC will provide initial funding for the design, development, and construction of the Memorial and Memorial Center, will plan for memorial-related improvements and cultural facilities and uses, and will oversee the overall implementation of the Memorial, Memorial Center and cultural programming and, possibly, elements of the Redevelopment Program, including all required coordination with the Port Authority, HUD, the State of New York, the City of New York and other public and private entities. LMDC will also continue to coordinate the Memorial Program with the plans and implementation schedule for the Redevelopment Program.

3. Project Objectives

The rebuilding of the Site as a mixed-use center of commerce, public spaces, and culture, with a 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 terrorist attacks while revitalizing Lower Manhattan.

a. 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 at 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. Visitors from around the world will come to the Site to learn about the events of September 11, 2001 and February 26, 1993 and to remember those who were lost. The proposed plan described below and graphically depicted on Attachment 1 (World Trade Center Memorial and Redevelopment Plan, Proposed Site Plan as of June 2004) provides appropriate access, circulation, structural support, utilities and other necessary services to the Memorial and Memorial Center.

b. Revitalizing Lower Manhattan

The current conditions of the Site 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 Site as a functioning part of Lower Manhattan is a priority objective for this project. This project is intended to re-establish the Site 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, downtown has also become the fastest

growing residential neighborhood in New York City and a major destination for regional, national and international travelers. The loss of commercial office space on September 11, 2001 has impaired Lower Manhattan's ability to grow as a world-class 21st century central business district. Restoration of this commercial space is critical to Lower Manhattan's future. To serve the resulting mix of workers, residents and visitors, 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 also be 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 Site will be redeveloped as quickly as possible to reduce its blighting effect on the immediate area. In addition, Lower Manhattan's status as the nation's third largest central business district will be threatened without the redevelopment of the Site.

4. Project Location

The Site is located in Lower Manhattan on two sites: (i) the WTC Site, bounded by West, Vesey, Church, and Liberty Streets; and (ii) the adjacent two city blocks south of the WTC site, one bounded by Liberty, Washington, Albany and Greenwich Streets, and the other bounded by Liberty, West, Cedar and Washington Streets, and portions of two streets: Liberty Street between those blocks and the WTC Site and Washington Street between Cedar and Liberty Streets (collectively, the "Southern Site"). The Southern Site includes those properties commonly known as 130 Liberty Street, 140 Liberty Street and 155 Cedar Street. The boundaries of the Site are shown on Attachment 1 (World Trade Center Memorial and Redevelopment Plan, Proposed Site Plan as of June 2004).

5. Project Setting

The Site is located in Lower Manhattan, the historic "downtown" core of New York City. Today, downtown is characterized by narrow, winding canyons of first-generation skyscrapers standing beside modern office towers located on open plazas and along the district's principal streets. Rich in history and historic architecture of every era and style, Lower Manhattan is a global center of finance, the center of New York City's government, the home of several major educational institutions, and the site of many new and established museums, historical and cultural institutions.

The Site is surrounded by several distinct neighborhoods, each with different characters and uses. Tribeca, to the north of the Site, has evolved since the construction of the original World Trade Center into one of Manhattan's premiere residential neighborhoods through the conversion of mid-rise office and warehouse buildings into loft apartments. Immediately to the south of the Site is the Greenwich South district, characterized by Class B and C office buildings, some of which are being converted to residential use by private developers. East of the Site lies the Fulton corridor, a commercial area in which aging building stock is slowly being converted to residential use. Wall Street and the historic financial core are located southeast of the Site. Immediately to the west of the Site is Route 9A/West Street, a state highway that formerly lined

the Hudson River and formed the western edge of the island. Across West Street from the Site, Battery Park City has been developed over land fill as a mixed-use neighborhood, including a substantial residential community, the World Financial Center and other office towers, retail stores, riverfront parks, and open space.

One of the densest concentrations of mass transit in the United States is situated in and around the Site, serving a downtown with one of the highest percentages of transit riders of any business district in the country. Fourteen subway lines run within one-quarter mile of each other, spanning from the Port Authority Trans-Hudson (“PATH”) terminal in the middle of the Site to an MTA New York City Transit facility that runs along Fulton and Dey Streets east to William Street. Numerous city and private bus lines also serve the area.

On September 11, 2001, terrorist attacks destroyed every structure on the WTC Site: the World Trade Center office towers, commercial and government low-rise buildings, the hotel, and the underground concourse, PATH terminal and subway stations. The properties constituting the Southern Site, adjacent to the WTC Site, were also destroyed or damaged and blighted by the events of September 11, 2001: the Deutsche Bank office tower at 130 Liberty Street was severely damaged, remains uninhabitable, and will be deconstructed; the small St. Nicholas Church at 155 Cedar Street was destroyed; and the property at 140 Liberty Street was and remains blighted by dust, debris and the condition of the surrounding properties. Several other buildings surrounding the Site were also severely damaged, including one that housed two electrical substations, with some remaining unoccupied today. Some streets remain closed or occupied by safety installations and construction equipment. Many businesses and residents in the area surrounding the WTC site were at least temporarily displaced—others have still not returned, including the activities formerly conducted at the Southern Site. While the WTC Site remains closed to the public, a wide sidewalk and viewing area with a commemorative viewing wall has been created along the east side of the site on Church Street. The portion of Liberty Street between the WTC Site and the Southern Site also contains a commemorative viewing wall and is open to pedestrians from Church Street to the temporary bridge over West Street to Battery Park City.

Construction began on a temporary PATH station in the summer of 2002 and was completed in November 2003. This station restores service to the WTC Site until the Permanent WTC PATH Terminal can be constructed. The Permanent WTC PATH Terminal would be constructed within the Site but is not part of the WTC Memorial and Redevelopment Plan. The Permanent WTC PATH Terminal is expected to include an architecturally prominent station building, underground concourses, and expansion of the capacity of PATH trains with additional platforms and longer platform lengths.

The MTA New York City Transit is planning a redevelopment of the Fulton and Dey Street transit facility into a large, central transit center to be located at Broadway between Fulton and John Streets. This project, which is not part of the WTC Memorial and Redevelopment Plan, will rehabilitate, reconfigure, and enhance the multilevel complex and subway stations serving nine different lines.

6. The Memorial Program

a. General

The Memorial Program, when combined with the Redevelopment Program, will create a new mixed use development with a significantly different configuration than existed on the Site before September 11, 2001. New cultural buildings will make the site a destination for visitors throughout the region, and bring new activity to the neighborhood after business hours and on the weekends. Most significantly, a Memorial and Memorial Center will sit at the heart of the Site, drawing visitors from around the world to learn about what happened on September 11, 2001 and on February 26, 1993, to remember those who died, and to provide a continually evolving context for these historic events.

b. Uses

i. Memorial

Almost immediately after the tragic events of September 11, 2001, a broad public consensus emerged that a fitting Memorial be created at the WTC Site, and that it be the defining element of the rebuilding process. The design of the Memorial is based on the concept “Reflecting Absence” by Michael Arad and Peter Walker, selected in January 2004 by an independent jury after an international competition. The winning design concept includes an approximately 3-acre at-grade landscaped plaza surrounding two pools of water recessed approximately 30 feet below grade. Visitors can descend to the level of the pools via inclined walkways around the perimeter of the voids. Names of victims will be inscribed around each of the pools at this lower level.

The Memorial Center will be located beneath the landscaped plaza to the west of the former Twin Tower footprints. It will house artifacts that tell the story of the attacks on the World Trade Center, and will provide access to a portion of the western slurry wall to the lowest level of the structural bathtub. Access to remaining box beam column base remnants will also be provided at the lowest level of the north and south tower footprints, approximately 70 feet below grade.

The Memorial is expected to attract millions of visitors each year. In addition to the challenge of creating a dignified and respectful setting within a thriving downtown, the Memorial setting and these additional visitors must be accommodated in a manner that considers and complements the other uses on and around the Site.

ii. Cultural Buildings and Programming

Throughout the extensive public participation process organized by LMDC, numerous comments called for the development of cultural buildings and programming at the Site. A new cultural core in Lower Manhattan would celebrate life and diversify and revitalize the surrounding area. In addition to the Memorial Center described above, the site plan includes two sites for new cultural facilities, comprising a total of approximately 500,000 square feet. Users of these facilities will be identified through selection procedures currently underway. An 800 to 2,200-seat performing arts venue is a likely occupant of one of these sites at the northwest corner

of Fulton and Greenwich Streets. To enhance the architectural prominence of this venue and promote its identity as a major new cultural institution, the performing arts venue will be separated from Tower 1 (“Freedom Tower”) by at least approximately 30 feet, unless otherwise required by the program of the cultural institution selected for the site. Potential tenants for the site at the southwest corner of Fulton and Greenwich Streets may range from museums, exhibition spaces, and cultural centers to libraries, performance space and rehearsal space.

7. The Redevelopment Program

The Memorial Program will be compatible with and complement the Redevelopment Program. The Redevelopment Program includes redevelopment of certain uses that existed on the Site prior to September 11, 2001, but reflects and respects the Memorial Program uses new to the WTC Site. Infrastructure and utilities will be located to allow for better integration with the Memorial Program and Redevelopment Program elements. Public open space will also be provided. The current configuration of the program elements described below is depicted in Attachment 1.

a. Commercial Office Space

The Site contained approximately 12.7 million square feet of office and governmental space: (1) the WTC Site contained approximately 10.9 million square feet of office space in addition to approximately 500,000 square feet of space at the U.S. Customs House; and (2) the Southern Site contained approximately 1.3 million square feet of office space. The Redevelopment Program provides for the development of approximately 10 million square feet of Class A commercial office space, of which approximately 8.0 to 8.5 million square feet will be located in four buildings on the WTC Site, and approximately 1.5 to 2.0 million square feet will be located on the Southern Site in one building.

b. Retail

The World Trade Center contained highly diverse retail stores that served visitors and downtown workers as well as neighborhood residents. The new retail program at the WTC Site will provide for up to 1 million square feet of retail. Retail uses at or above grade will be maximized while providing spaces for other at-grade uses.

c. Hotel and Conference Center

The Marriott Hotel at the WTC Site was a 22-story hotel with 820 rooms, with meeting and support space. Most of its customers were business travelers. Lower Manhattan needs to replace this hotel space to serve existing and expected new businesses and residents, as well as the visitors to new cultural and Memorial uses.

Downtown lacks a large venue for conferences. Conference facilities will be created on the Site because of its central location and excellent access to the regional transportation network. The Redevelopment Program will provide for a hotel with up to 800 rooms and up to 150,000 square feet of conference space.

d. Streets and Public Open Spaces

The WTC Memorial and Redevelopment Plan extends Fulton and Greenwich Streets through the WTC Site. These streets will connect adjacent neighborhoods and support the active street life that is characteristic of New York City. It also allows for the possible design and construction of Cortlandt and Dey Streets between Church and Greenwich Streets. The final status of Cortlandt and Dey Streets is subject to future discussion among the Port Authority, LMDC and the City of New York. The WTC Memorial and Redevelopment Plan extends Cedar Street between Greenwich and Washington Streets on the Southern Site, improving vehicular and pedestrian traffic flows.

In order to optimize the pedestrian experience, minimum sidewalk widths of 15 feet will be implemented throughout the Site, except that sidewalks will have a minimum width of 25 feet along Greenwich Street north of Liberty Street, Fulton Street (with the exception of the north edge of the Memorial site), the west side of Church Street, the north side of Liberty Street, the east side of Route 9A north of Liberty Street, and the south side of Vesey Street between Washington and Church Streets.

Streets through the site will be designed and built to meet or exceed New York City Department of Transportation (NYCDOT) standards and will have the following directions and lane capacity, except as may be agreed to by NYCDOT:

<u>Street</u>	<u>Direction</u>	<u>Lane Number</u>
Church	Northbound	4
Greenwich	Southbound	4 or 5
Vesey	Eastbound	4
Fulton	Westbound	3
Liberty*	Eastbound	3

* In the event the truck ramp is located elsewhere on the Site, the direction and lane capacity of Liberty Street are to be determined.

The WTC Site contained a public plaza raised above street level. The plaza contained a sculpture and was the setting for occasional public events such as concerts and dance performances. The Redevelopment Program calls for a series of public open spaces to be located throughout the WTC Site including the “Wedge of Light” plaza at Fulton and Church Streets, the “PATH Plaza” at Greenwich Street south of the proposed permanent PATH Terminal entrance, and Liberty Park south of Liberty Street between Route 9A and Greenwich Street. A public plaza will also be located in front of the performing arts venue on Fulton Street, unless otherwise required by the program of the cultural institution selected for the site. These parks and plazas will accommodate a range of different active and passive recreational uses.

e. St. Nicholas Greek Orthodox Church

The WTC Memorial and Redevelopment Plan provides for reconstruction of the St. Nicholas Greek Orthodox Church, which was located on the southwestern portion of the Southern Site and was destroyed on September 11, 2001. The church will be rebuilt within the new park area to the south of Liberty Street.

f. Infrastructure and Utilities

Infrastructure and service areas for the components of the WTC Memorial and Redevelopment Plan will be primarily located below-grade and accessed via the Liberty Street vehicular ramp. The Liberty Street ramp will be relocated if a feasible alternative location within the Site is identified by LMDC and the Port Authority, and the environmental effects of such alternative location are no greater than those associated with the Liberty Street location. The majority of uses at the Site, including the Memorial, cultural, commercial office, retail and hotel, will share this below-grade servicing infrastructure, while below-grade service and circulation areas for the Freedom Tower, some cultural uses, and some below-grade retail may be separated from the remainder of the site's below-grade service network and may use a separate entrance in the vicinity of the Freedom Tower.

The WTC Memorial and Redevelopment Plan will accommodate visitors to the Memorial, and the museum and cultural uses, in a dignified and respectful manner that considers and complements the Memorial setting. Visitor services and amenities will be provided at the Site. These will include a bus parking facility.

Mechanical equipment areas, utility zones, storage areas, and other building service areas and connections will also be located primarily below grade at the Site.

8. Design Guidelines

The redevelopment of the Site will be carried out in phases over an anticipated period of approximately 12 years. In order to assure that the open spaces, buildings and other features designed and built throughout the entire development period reintegrate the site with the rest of Lower Manhattan, exemplify excellence in design, are consistent with the vision for the site, and are compatible with the intent of the WTC Memorial and Redevelopment Plan, a set of design guidelines will be adopted by LMDC and the Port Authority with input from involved and interested parties, including the Department of City Planning and the Port Authority's net lessees, to guide future development for both the Memorial Program and the Redevelopment Program. The City of New York, acting through its Department of City Planning, will participate in the drafting or modification of those design guidelines set forth in Attachment 2.

The design guidelines will outline general building envelopes for each identified commercial development parcel, including height, bulk, massing, floor plates, setbacks and lobby locations. For the Memorial Program, they will define (1) location; (2) use; (3) street/open space connections and edges; and (4) sustainability. For the Redevelopment Program, they will define (1) retail boundaries, volumes and plan concepts; (2) street/open space edges and connections, as well as service access points; and (3) sustainability, security and life safety, and

material/aesthetic issues for building facades and retail storefronts. The guidelines process is intended to be flexible enough to accommodate future modifications as changing conditions may require and will include mechanisms to do so as needed.

The design guidelines will constitute a significant component of the land use plan and controls for the Site.

9. Relocation

All above and below grade structures at the Site were destroyed or severely damaged on September 11, 2001. Structures that remain are unoccupied. Even before September 11, 2001, there were no residential occupants on the Site. No relocation will be caused by the proposed WTC Memorial and Redevelopment Plan.

10. Environmental Review

LMDC, acting as lead agency under both the National Environmental Policy Act (“NEPA”) and the New York State Environmental Quality Review Act (“SEQRA”), conducted a coordinated environmental review of the WTC Memorial and Redevelopment Plan. LMDC prepared a Generic Environmental Impact Statement (“GEIS”) as part of that review. The GEIS process included extensive opportunities for the public to comment on the environmental impacts of the proposed project prior to final approval by LMDC.

11. Funding and Operation of the WTC Memorial and Redevelopment Plan

The Memorial Program will be administered and operated by public or not-for-profit entities. LMDC proposes to use existing HUD Community Development Block Grant funds and other public and private contributions for the Memorial Program.

The Port Authority will be responsible for the components of the Redevelopment Program to be located at the WTC Site.

LMDC and the Port Authority, working with the City of New York, will cooperate in developing a plan for implementation of the components of the Redevelopment Program to be located at the Southern Site, which will be funded by a combination of public and private sources.

Redevelopment of the Site may require acquisition or disposition of property and/or lease or development agreements. In such case, LMDC, ESDC, the Port Authority, or other governmental entities may acquire title to property by negotiated purchase, where possible, or by condemnation.

12. Zoning

The WTC Site is zoned for commercial uses under the New York City Zoning Resolution (zoning classifications C6-4, C5-3). However, the WTC Site is exempt from zoning requirements because property owned, controlled or operated by the Port Authority is not subject to the jurisdiction of the city or state of New York.

The Southern Site is zoned for commercial uses under the New York City Zoning Resolution (zoning classification C6-9). Redevelopment of the Southern Site will be exempted from these zoning requirements pursuant to the UDC Act.

Instead, the Site will be developed in substantial conformance with the design guidelines that will form part of the land use plan and controls for the Site. The proposed WTC Memorial and Redevelopment Plan is nonetheless consistent with local land use plans and nearby zoning classifications. Consistent with the program described in Section 7 above, the WTC Memorial and Redevelopment Plan currently includes open space, a church, and an approximate 57-story, 1.6 million square foot commercial office tower on the Southern Site.

ATTACHMENT 1

**WORLD TRADE CENTER MEMORIAL AND REDEVELOPMENT PLAN
PROPOSED SITE PLAN
AS OF JUNE 2004**

[separate attachment]

ATTACHMENT 2

CERTAIN DESIGN GUIDELINES

The City of New York, acting through its Department of City Planning, will participate in the drafting or modification of those design guidelines set forth below:

1. for commercial buildings other than Tower 1: (a) a minimum and maximum streetwall requirement; (b) a minimum first setback or similar requirement; (c) a minimum percentage retail frontage requirement on Greenwich, Church and Fulton Street frontages; (d) provisions designed to maximize the amount of ground floor retail space relative to lobby and other uses; and (e) a minimum percentage ground floor transparency requirement on Greenwich, Church and Fulton Street frontages;
2. size, height, projection and illumination controls for exterior retail signage, including special controls for Greenwich Street frontages facing the Memorial site;
3. design standards and configurations for security devices installed in streets, sidewalks or other open spaces to ensure, to the maximum extent possible consistent with security needs, that such devices are integrated with streetscape elements and do not impede pedestrian flow; and
4. maximum slope, elevation and other grade controls for streets and sidewalks, in order to provide an appropriate streetscape transition between level changes and protection of view corridors.