



LOWER MANHATTAN DEVELOPMENT CORPORATION

Invitation to Cultural Institutions For the World Trade Center Site

The Lower Manhattan Development Corporation

seeks information from institutions interested in creating an interpretative museum of the events of February 26, 1993 and September 11, 2001 on the World Trade Center site. LMDC is also seeking information from cultural institutions interested in locating or being part of cultural facilities and/or programs on the World Trade Center site. Information gathered from cultural institutions will be used to further develop World Trade Center site plans. This is not a formal Request For Proposals and will not result in the awarding of contracts or grants.

Lower Manhattan Development Corporation

John C. Whitehead, Chairman

Kevin M. Rampe, President

June 30, 2003

**Responses may be sent as soon as possible,
but no later than September 15, 2003, 5:00 PM (EDT)**

Questions must be submitted in writing or email to John Hatfield, Assistant Vice President, Memorial, Cultural & Civic Programs, jhatfield@renewnyc.com, no later than July 15, 2003. Addenda to this invitation, including responses to any questions, will be posted on the LMDC web site www.renewnyc.com on July 28, 2003. LMDC will not accept questions via any other methods.

I. Introduction

The Lower Manhattan Development Corporation (“LMDC”) was established in the fall of 2001 to redevelop and revitalize Lower Manhattan in the aftermath of September 11, 2001. LMDC is a subsidiary of the New York State Urban Development Corporation, doing business as Empire State Development Corporation (“ESDC”), a political subdivision and public benefit corporation of the State of New York, created by Chapter 24 of the Laws of New York, 1968, as amended. LMDC is governed by a sixteen member Board of Directors, eight of whom were nominated by the Governor of the State of New York and eight of whom were nominated the Mayor of the City of New York. LMDC is funded by federal appropriations administered by the United States Department of Housing and Urban Development (“HUD”) through its Community Development Block Grant (“CDBG”) program.

LMDC released a *“Blueprint for the Future of Lower Manhattan”* in 2002. This early document set forth principles and objectives for the revitalization of Lower Manhattan and included initiatives for culture. Since September 11, 2001, both New York State Governor George E. Pataki and New York City Mayor Michael R. Bloomberg have given their unwavering support to cultural institutions in Lower Manhattan. In April, Governor Pataki announced an invitation to cultural institutions around the world to express interest in locating on the World Trade Center site. Mayor Bloomberg has provided a *“Vision of Lower Manhattan”* that calls for an expanded role for culture in Lower Manhattan.

II. Objectives of the Invitation to Cultural Institutions (“ICI”)

In fulfilling its mission to revitalize Lower Manhattan, LMDC is seeking information from cultural institutions or organizations (“Respondents”) interested in locating, or being a part of, cultural facilities or programs on the World Trade Center site.

An interpretive museum to the events of February 26, 1993 and September 11, 2001 located on the World Trade Center site is an essential element to memorialize and honor those who died. This museum should educate, inform and inspire by telling the individual stories of the victims and the contributions of all toward the rescue, recovery and relief efforts and allow for ongoing, changing programs. These events could be related within a broader social, political or historical context.

In addition to an interpretive museum to the events of February 26, 1993 and September 11, 2001, LMDC is in search of cultural institutions that will establish and maintain Lower Manhattan as a world class cultural destination full of vitality, energy and diversity. Cultural institutions animate a neighborhood and define a community. New cultural facilities and the activities they support will honor and celebrate life while providing an appropriate setting for remembrance.

The successful revitalization of Lower Manhattan will be, in part, dependent on the ability of cultural institutions to stimulate economic development. Commerce and creativity are interdependent economic drivers. Cultural facilities and activities that complement existing institutions will create a critical mass of opportunities that will improve the quality of life for workers, visitors and residents of Lower Manhattan.

The LMDC is committed to working with local, regional, national and international institutions of various scales and disciplines in developing a preeminent cultural district. The LMDC is interested in cultural organizations that are able to provide a diverse and broad range of cultural programs and activities for this growing residential and business district.

LMDC has received many unsolicited proposals from cultural organizations interested in being part of the redevelopment of the World Trade Center site. These proposals have included institutions interpreting the events of February 26, 1993 and September 11, 2001 within the context of freedom, democracy, and the history of NY; a performing arts center with multiple uses including facilities for theaters, music, opera and dance; and other cultural facilities for art, history and educational institutions with international programming. Institutions that have already expressed interest should respond to this ICI by resubmitting and updating their proposals. This ICI is also intended to solicit additional ideas from local, national and international cultural institutions.

The information collected through this process will be utilized to further develop the site plans for the World Trade Center area and to determine whether LMDC will make any commitment to cultural institutions interested in locating or programming on the World Trade Center site. This ICI is not intended for cultural institutions interested in proposing programs or facilities beyond the World Trade Center site. LMDC, in collaboration with New York State and New York City agencies, is developing an approach for the cultural development of Lower Manhattan.

LMDC is open to considering interest from a variety of Respondents including, but not limited to:

1. Museums or institutions whose mission would be to inform and educate people about the events of February 26, 1993 and September 11, 2001;
2. Centers for international culture;
3. Performing arts centers, theaters, cinemas;
4. Art, history, social or interpretive museums or institutions;
5. Educational institutions and/or libraries with cultural purpose and focus;
6. Programming for indoor and outdoor public spaces;
7. Visual art studios and performing arts rehearsal spaces; and
8. Multimedia and multidisciplinary organizations.

Joint ventures of individual organizations, collaborations or mixed-use facilities are encouraged.

III. World Trade Center Site

A. Context of Lower Manhattan

Lower Manhattan enjoys many distinctive features, including historic monuments, great architecture, a waterfront on three sides, and a strong commercial and residential base. Anchored by Wall Street, Lower Manhattan is the global center of finance and the third largest central business district in the United States. It is also the fastest growing residential area in New York City. Lower Manhattan is also the center of New York City's government, home to several major educational institutions, and the site of several new and established museums and cultural institutions. Finally, Lower Manhattan is an important tourist destination, with more than seven million visitors per year, and millions more expected upon completion of the memorial. Within this context, the cultural development of the World Trade Center site must be done in a manner that is both respectful of the events that occurred there and supportive of broader objectives for the revitalization of Lower Manhattan.

For additional information on Lower Manhattan, visit www.LowerManhattan.info.

B. Recent developments of the overall World Trade Center Site plan

The Studio Daniel Libeskind concept for the World Trade Center site plan preserves and reveals the slurry walls of the "bathtub" area as a symbol and physical embodiment of the resilience of American democracy and freedom in withstanding the attacks of September 11, 2001. The preserved slurry walls, together with the footprints of the twin towers, create the 4.7-acre site for the memorial competition.

This plan proposes several areas where cultural facilities may be developed around the memorial site. A proposed interpretive museum sits along the edge of the memorial site at September 11th Place, which is also one of the entrances to the memorial site. At street level, the World Trade Center site plan creates a lively public realm by restoring Greenwich and Fulton streets.

Two proposed grand spaces form entrances to the memorial site. On the east, the Wedge of Light creates a plaza along Fulton Street from the St. Paul's churchyard to the entrance to the proposed interpretative museum. The Fulton corridor reopens west of the Museum as the Park of Heroes, another major new open space.

For additional information on the World Trade Center site planning and a description of the Studio Daniel Libeskind plan, please go to the LMDC web site, www.renewnyc.com.

C. Memorial

On April 28, 2003 the LMDC launched then open, international World Trade Center site Memorial Competition. The competition seeks design concepts for a memorial to be built on the 4.7 acre area designated within the World Trade Center site plan. LMDC will select a design that will remember and honor all loss of life from the terrorist attacks on February 26, 1993 and September 11, 2001. A design concept will be selected in the fall of 2003 and will be developed in conjunction with the overall site planning process.

D. Cultural areas

Cultural organizations are a key element of the development of the World Trade Center site plan. The cultural buildings have been clustered to form a complex of institutions framing and protecting the memorial site. There are several locations on the site which Respondents may consider for facilities or programming. Illustrations of potential cultural facilities are indicated in the attached drawings. Respondents may express interest in proposing capital projects to locate on one or more of these sites. These drawings are for illustrative purposes only and are intended as placeholders for site planning. Further development of cultural facilities would be dependent upon specific architectural requirements of each cultural institution and/or program.

Respondents may propose to utilize a portion or the entirety of the proposed facilities, or public open spaces, described below. A preliminary breakdown of areas and opportunities for cultural facility development is as follows:

1. Museum (Southeast intersection of Greenwich St. and Fulton St.) estimated as 100,000 to 180,000 square feet.
2. North Cultural Building (along Fulton St.) estimated as 100,000 to 120,000 square feet.
3. South Cultural Buildings (along Greenwich St.)
 - 3a. South Cultural Building estimated as 35,000 to 45,000 square feet.
 - 3b. South Cultural Building estimated as 65,000 to 75,000 square feet.
4. Performing Arts Center (Northeast intersection of Greenwich St. and Fulton St.) estimated as 150,000 to 250,000 square feet.
5. Public Open Spaces
 - 5a. Heroes Park estimated as 44,000 square feet.
 - 5b. Wedge of Light estimated as 68,000 square feet.
 - 5c. September 11th plaza (under museum) estimated as 30,000 square feet.

The total area dedicated to cultural uses within the current site plan range is in excess of 400,000 square feet. Please refer to illustrations in Exhibits A, B and C for additional information.

IV. Submission Requirements

Respondents interested in submitting their information are required to follow the recommended guidelines and instructions contained in this Invitation to Cultural Institutions ("ICI"). In the event it becomes necessary to revise any part of this ICI, revisions will be provided by an addendum posted on the LMDC web site: www.renewnyc.com. LMDC assumes no obligation, no responsibility and no liability for costs incurred by the Respondents.

Respondents should provide a clear and concise description of the proposed cultural organization's financial and management capabilities. LMDC appreciates that existing organizations may be able to provide a different level of detail than Respondents proposing ideas for organizations that do not yet exist.

A. Required Information

1. Respondents to this invitation should clearly state the nature of their facility or program and whether their interest is in an interpretive museum for the events of February 26, 1993 and September 11, 2001 or another type of facility and/or cultural program on the World Trade Center site (information provided by Respondent should not exceed 1 page).
2. Description of cultural facility or program on the World Trade Center site including (information provided by Respondent should not exceed 2 pages):
 - a) Proposed programming and mission of cultural institution, including, as applicable, international aspects, community outreach and educational programs;
 - b) Documentation of a proven track record establishing the organization has accomplished the proposed program(s) or can accomplish the proposed program(s);
 - c) Description of previous experience with capital projects, development of new facility, as operator, manager, designer and/or builder and previous experience of key individuals with capital projects for cultural facilities or programs;
 - d) Current organizational structure including list of Board of Directors; and
 - e) Disclosure of any conflicts of interest and other information/issues that LMDC should be aware of for the purposes of this ICI.
3. Financial information, to the extent possible, including (information provided by Respondent should not exceed 3 pages):
 - a) Pro Forma capital budget cost of construction, including detailed sources breakdown;

- b) Pro Forma operating budget including capitalized interest and start up expenses specified above;
- d) Description of prior experience with capital campaigns;
- e) Description of prior experience with debt offerings or other borrowings;
- f) Summary of the most recent three years of financial statements of operational expenses;
- g) Potential contribution to the economic development of the World Trade Center site; Lower Manhattan community, and New York City; and
- h) Indicate federal tax status as a profit or nonprofit institution, e.g. IRC 501(c)(3).

Respondents may not assume any financial contribution from LMDC toward programming and/or capital costs of construction. Respondents need not include items relating to costs associated with the acquisition or lease of the land.

4. Detailed description of facility uses and building requirements including a range of both footprint areas and total square feet. If available, a summary of an architectural program outlining the types of use and amount of square feet required for various spaces within the proposed facility would be helpful (Information provided by Respondent should not exceed 2 pages).

5. All Respondents must complete, to the extent possible, Attachment 1: Summary of Response.

B. Instructions for Respondents

All responses must contain the Required Information described above to the extent possible. All information must be presented in a single volume and provided on standard 8.5 by 11 inch paper, minimum of 12 point type size, single spaced, and not exceed nine (9) pages including Attachment 1: Summary of Response. If you respond to this ICI, please prepare five (5) bound copies and one unbound copy of responses. All responses must be received by LMDC no later than 5:00 p.m. EDT on September 15, 2003 at the address set forth below. LMDC may consider written requests for deadline extensions and will announce any extensions on our web site, www.renewnyc.com.

Please deliver copies of your responses to:
John Hatfield
Assistant Vice President
Memorial, Cultural & Civic Programs
Lower Manhattan Development Corporation
One Liberty Plaza, 20th Floor
New York, NY 10006
Attn: Culture on WTC site

C. Schedule

- June 30, 2003 – ICI Issued. Responses may be sent immediately after this date.
- July 15, 2003 – Questions due.
- July 28, 2003 – Answers posted on web site.
- September 15, 2003 – Responses to invitation due.

D. Plans

LMDC will consider the submitted information beginning in the fall of 2003 along with information developed through other planning initiatives. The information gathered from these processes will be used to further develop World Trade Center site plans.

V. Questions and Addenda

Any addenda to this ICI will be posted on the LMDC web site, www.renewnyc.com.

Questions about this ICI must be submitted by July 15, 2003 in writing or via email to John Hatfield, jhatfield@renewnyc.com. Answers to all questions will be posted on our web site by July 28, 2003.

VI. Legal information

A. Disclaimer

The issuance of this ICI and the submission of information by a Respondent or the acceptance of such information by LMDC do not obligate LMDC in any manner. This ICI seeks information that will assist LMDC in its planning efforts.

LMDC reserves the right (i) to amend, modify, or withdraw this ICI, (ii) to revise any requirements of this ICI, (iii) to require supplemental statements or information from any firm, (iv) to accept or reject any or all responses hereto, (v) to extend the deadline for submission of responses thereto, (vi) to select and to negotiate, or hold discussions or enter into agreements with any firm for cultural or related facilities at any time before, during or after the submission dates referred to herein, (vii) to waive defects and allow corrections of deficient responses which do not conform to the instructions contained herein, and (viii) to cancel this ICI, in whole or in part, if LMDC deems it in its best interest to do so. LMDC may exercise the foregoing rights at any time without notice and without liability to any firm or any other party for their expenses incurred in the preparation of the responses hereto or otherwise. Responses to this ICI will be prepared at the sole cost and expense of the firms. No copies of materials submitted in

response to this ICI will be returned.

B. LMDC Nondiscrimination Affirmative Action Policies

LMDC is an equal opportunity employer. It is the policy of the State of New York, and the LMDC, to comply with all federal, State and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status, and to take affirmative action in working with contracting parties to ensure that Minority and Women-owned Business Enterprises (“M/WBEs”), Minority Group Members and women share in the economic opportunities generated by LMDC’s participation in projects or initiatives, and/or the use of LMDC funds. LMDC is a subsidiary of the Empire State Development Corporation (“ESDC”) and its non-discrimination and affirmative action policy will apply to this contract. LMDC has established a 20% M/WBE participation goal for the entire redevelopment project.