

**LOWER MANHATTAN DEVELOPMENT CORPORATION**

**Partial Action Plan No. 10  
for**

**Lower Manhattan Community Revitalization Projects 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 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 (WTC). This Partial Action Plan details the proposed expenditure \$301,458,947 of the remaining \$2.78 billion allocation to fund the following items:

- 1. Lower Manhattan Revitalization Projects**
- 2. Lower Manhattan Tourism**
- 3. Planning and Administration**

To date, HUD has approved 10 Partial Action Plans totaling nearly \$1.96 billion out of the \$2.78 billion allocation. As of September 27, 2005, LMDC has issued a total of 12 Partial Action Plans for public comment, and has amended or revised 6 Partial Action Plans. The approved, amended, revised and pending Partial Action Plans are listed in the table below:

<b>PAP No.</b>	<b>Purpose of Partial Action Plan</b>	<b>Date Approved</b>	<b>Total Expenditure for PAP</b>
1	Residential Grant Program, Employment Training Assistance Program, Interim Memorial, and Planning and Administration	9/25/2002	\$305,892,500.00
2	Business Recovery and Economic Revitalization	11/22/2002	\$350,000,000.00
3	Cultural and Community Development	6/14/2003	\$24,047,048.42
	<b>Amendment</b> Community Development	Released for Public Comment 9/27/2005	\$570,000.00
4	Short Term Capital Projects, Long Term Planning, Supplemental Funds for Business Recovery Grant Program	8/6/2003	\$156,105,103.00
	<b>Amendment</b> Short Term Capital Projects and Long Term Planning	Released for Public Comment 9/27/2005	
S-1	New York Firms Suffering Disproportionate Loss of Life	9/15/2003	\$33,000,000.00
S-2	Utility Restoration and Infrastructure Rebuilding	9/15/2003	\$750,000,000.00

5	Tourism and Communications	1/28/2004	\$2,421,052.63
6	<b>Revised</b> Affordable Housing Program	Resubmitted for Public Comment 6/29/2005	\$52,631,578.95
7	WTC Memorial and Cultural Program and Lower Manhattan Tourism	7/6/2004	\$176,134,105.26
	<b>Amendment</b> WTC Memorial and Cultural Program	6/08/2005	\$45,305,031.58
8	The WTC Memorial and Cultural Program, Related Initiatives, and Lower Manhattan Tourism	11/23/2004	\$64,259,895.74
	Memorial Foundation (Funds generated from program income and not 2.78 billion allocation)		\$1,000,000.00
	<b>Amendment</b> to WTC Memorial and Cultural Program, and Lower Manhattan Tourism	Submitted to HUD 7/26/2005	\$44,631,578.95
9	WTC Memorial and Cultural Program, Tribute Visitors' Center, Lower Manhattan.info, Pace Green Roof	3/8/2005	\$51,442,105.26
	<b>Amendment</b> to WTC Memorial and Cultural Program	Released for Public Comment 6/29/2005	\$21,052,631.58
10	Lower Manhattan Revitalization Projects, Lower Manhattan Tourism, Planning and Administration	Released for Public Comment 9/27/2005	\$301,458,947.37
<b>Total Funding Allocated through approved, amended and revised Partial Action Plans from \$2.78 billion allocation</b>			<b>\$2,379,381,577.74</b>
<b>Total Funding Allocated to Date</b>			<b>\$2,380,381,577.74</b>

Versions of these plans are viewable on the LMDC website at [http://www.renewnyc.com/FundingInitiatives/partialact\\_plans.asp](http://www.renewnyc.com/FundingInitiatives/partialact_plans.asp)

LMDC Funding Allocation Plan

On June 16, 2005, the LMDC Board of Directors approved a Funding Allocation Plan for the remaining CDBG funds, consistent with Governor George E. Pataki and Mayor Michael R. Bloomberg's proposed Allocation Plan, announced on May 25, 2005. The Funding Allocation Plan outlines categories of funding and specific projects, and is available for viewing on the LMDC website at [www.renewnyc.com](http://www.renewnyc.com).

Future Partial Action Plans will detail the projected expenditure of the remainder of funds that are available from the \$2.78 billion grant, consistent with the Funding Allocation Plan referenced above, and will be subject to a public comment period with later submission to HUD.

<b>Partial Action Plan 10 Activities</b>	<b>Allocation</b>
<b>Lower Manhattan Community Revitalization Projects:</b>	
Hudson River Park Segment 3	\$70,000,000
East River Waterfront Projects:	
East River Waterfront Esplanade and Piers	\$139,580,000
East River Waterfront Access	\$10,420,000
Local Transportation and Ferry Service	
Lower Manhattan Street Management Program	\$4,800,000
Lower Manhattan Ferry Service	\$4,200,000
East Side K-8 School	\$20,000,000
Fiterman Hall Reconstruction	\$15,000,000.00
New York Stock Exchange	\$15,000,000
Chinatown Local Development Corporation	\$7,000,000
<b>Lower Manhattan Tourism:</b>	
Explore Chinatown Campaign	\$160,000
Splendor of Florence	\$226,000
<b>Planning and Administration</b>	<b>\$15,072,947</b>
<b>Total</b>	<b>\$301,458,947</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 the particularly urgent community development needs resulting from the September 11<sup>th</sup> WTC disaster. These activities also have particular urgency because LMDC has determined that existing conditions resulting from the September 11<sup>th</sup> WTC 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 Fiterman Hall may also qualify for the national objective addressing slums or blight on a spot basis for the prevention of blight that could result absent intervention to address the existing conditions resulting from the events of September 11<sup>th</sup>. Funds allocated for the Chinatown Local Development Corporation and for the East River Water Front projects may also qualify for the Low and Moderate Income Area benefit national objective. 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 Lower Manhattan Community Revitalization Projects, Lower Manhattan Tourism, and Planning and Administration.

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. 10  
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 October 26, 2005. 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 WTC 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 WTC 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 as well as meetings with the Advisory Councils have focused on the redevelopment of the WTC 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<sup>th</sup>.

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 April 13, 2005, the LMDC issued a Draft Funding Allocation Framework, which articulated draft priorities, objectives, and principles with respect to the allocation of the remaining CDBG funds. The LMDC accepted public comment on this draft Framework through May 1, 2005, and held a public forum on the draft Framework on April 27, 2005 in Lower Manhattan. On May 25, 2005, the LMDC released a revised Funding Allocation Framework, which will serve as the basis for allocating remaining CDBG funds. The Funding Allocation Framework can be viewed at the LMDC website at [www.renewnyc.com](http://www.renewnyc.com) in the Funding Initiatives section.

The LMDC website remains available for the public to provide feedback on a variety of topics related to the redevelopment of WTC Site, the revitalization of Lower Manhattan’s neighborhoods, and LMDC Partial Action Plans. To date, LMDC has received thousands of comments through its website.

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. Hudson River Park Segment 3**

### **Description**

The Hudson River Park Trust (HRPT) was created in 1998 to design, build, and operate a five-mile stretch of self-sufficient waterfront public park along the Hudson River. Hudson River Park extends from Battery Place with a bikeway and walkway that continues for five miles up to 59th Street. HRPT has proposed extensive renovations to the Hudson River waterfront in Lower Manhattan. This Partial Action Plan proposes the allocation of \$70,000,000 for the completion of the Segment 3 of Hudson River Park in Tribeca. Segment 3 runs from Chambers Street to W. Houston Street. Within this area would be two public recreational piers (Piers 25 and 26), an ecological pier, and an adjacent upland park.

The Segment 3 design emphasizes the environment, active recreation, community uses, and small boating opportunities. It also focuses on the Hudson River itself through the inclusion of a planned estuarium – an educational and research center devoted to the Hudson River. The public facilities to be created would include habitat planting areas, a boathouse, a restaurant, a children's playground, volleyball courts, basketball courts, an open lawn, boat docking, mini golf, an informal athletic field, and a skate park. The proposed activities would be linked by beautiful pathways and planted areas and a river-side pedestrian esplanade. LMDC funds for this project would realize plans for this important section of Hudson River Park, and would also provide for any necessary environmental review associated with the funding. This project has gained widespread support from the Lower Manhattan community, including residents, workers, and a wide variety of civic and community organizations.

### **Program objectives**

The proposed activities outlined in this Partial Action Plan for Hudson River Park Segment 3 in Tribeca would enhance the ability of residents, workers and Lower Manhattan visitors to enjoy the Hudson River, a great natural resource. They would protect the Hudson River, including its role as an aquatic habitat; increase the quality of life in the adjoining communities; help alleviate the blighted, unhealthy, unsanitary, and dangerous conditions that characterize much of the area; and stimulate tourism and economic activity. Additionally, the development of Segment 3 of the Hudson River Park would encourage, promote, and expand public access to the Hudson River, promote water-based recreation, and enhance natural, cultural, and historic aspects of the Hudson River.

Although only portions of the overall Hudson River Park have been completed, it already attracts an estimated 6 million visitors each year in recreational users alone. It is also estimated that during the busy summer months, the park is visited by nearly 900,000 people each month. Hudson River Park has served as a location for free concerts, dances, movies, and other educational opportunities. Additionally, the bikeway located adjacent to Hudson River Park and maintained by the Trust has become the most heavily trafficked bikeway in the United States.

### **Project area**

Hudson River Park Segment 3 runs along the Hudson River from Chambers Street to W. Houston Street in Lower Manhattan.

### **Beneficiaries**

The activities outlined in this Partial Action Plan for Hudson River Park Segment 3 will contribute to the overall revitalization of Lower Manhattan, and will benefit the thousands of Lower Manhattan residents, workers, and visitors through the provision of enhanced open space and various public facilities.

## **Schedule**

The proposed activities for Hudson River Park Segment 3 are anticipated to begin in 2006 and continue through 2009.

## **Federal and other resources**

LMDC proposes to allocate funds for this activity for an amount up to \$70,000,000. The remainder of the project budget will be provided through a combination of other public and/or private sources.

## **Total estimated cost**

The total project budget for Hudson River Park Segment 3 is estimated at \$82,000,000. LMDC proposes to allocate funds for an amount up to \$70,000,000.

## **II. East River Waterfront Projects**

In the fall of 2003, The City of New York, in coordination with LMDC, spearheaded the East River Waterfront design study. New York City's East River Waterfront from the southern tip of Manhattan to the East River Park is a long neglected area cut off from Lower Manhattan's vibrant communities by poor access and deteriorating conditions along the water's edge. The East River Waterfront design study provided recommendations for improved alternative uses for the waterfront between the Battery Maritime Building and Pier 42 to the north, including the development of open spaces and development of sites for a wide variety of uses. The East River Waterfront Esplanade and Piers and the East River Waterfront Access projects described below would help reinvigorate this two mile stretch, and enhance use by residents, workers, and visitors. Upon their completion, together with other public initiatives in the area, these two projects will help strengthen the central business district in Lower Manhattan and enhance the viability of its residential communities.

### **A. East River Waterfront Esplanade and Piers**

#### **Description**

Redevelopment of the East River Waterfront Esplanade and Piers, north of Battery Park and south of Pier 42, would revitalize Lower Manhattan communities and the East River Waterfront. The project will solve a number of issues in the area that hinder the realization of the East River Waterfront's full potential. Such issues include under-utilized spaces, like parking lots below the FDR and vacant piers, the absence of sidewalks, and the lack of amenities which dramatically decreases potential visitation to the site. The project will also fill in the missing esplanade in the Lower Manhattan Greenway between Old Slip and Peter Minuet Plaza

Once constructed, the revitalized waterfront would be an approximately two-mile esplanade that includes a mix of open space, cultural and recreational uses, providing a link between the Financial District, Chinatown and the Lower East Side to the waterfront. As a result of this project, the water's edge will be experienced in new ways along the East River. Improvements to the esplanade are meant to harmonize traditional waterfront uses with new commercial, cultural and community programming and invigorate the area with a fresh, innovative design approach. The Plan provides amenities for passive recreation. The existing bike and pedestrian paths will be improved, expanded, and realigned to provide for unencumbered movement without infringing upon other uses along the esplanade. New pavilions are planned underneath the FDR Viaduct and may accommodate a variety of retail, cultural and/or community uses to complement the public open space experience. The Plan calls for improvements to the FDR Viaduct by cladding the elevated roadway to reduce

vehicular traffic noise from above and enhance the ambient lighting below. Several piers on the East River will be transformed into recreational spaces, where active water-related uses would be encouraged alongside passive recreational uses.

Funding for this project would allow for the realization of the East River Waterfront study recommendations, including the further planning, design, environmental review and construction associated with the project.

### **Program objectives**

Revitalization of the waterfront through the East River Esplanade and Piers project seeks to provide public spaces for culture, recreation, and retail in underutilized and inaccessible/abandoned areas on the waterfront that will complete the greenway around Lower Manhattan and reconnect the residents, workers, and visitors to the City's world-class waterfront.

### **Project area**

The project proposes revitalization of the area running along the East River Waterfront from Battery Park to south and Pier 36 to the north and South Street/FDR Drive to the east of in Lower Manhattan.

### **Beneficiaries**

This project will contribute to the overall revitalization of Lower Manhattan and will benefit the residents, workers, and visitors to Lower Manhattan with its enhanced open space and various public facilities. The neighborhoods directly adjacent to the project are the Financial District, South Street Seaport, Chinatown and the Lower East Side, all of whom will be beneficially impacted by the project.

### **Schedule**

Activities related to the East River Waterfront Esplanade and Piers are anticipated to begin in 2005, with full project completion expected by 2013.

### **Federal and other resources**

LMDC proposes to allocate up to \$139,580,000 for the East River Waterfront Esplanade and Piers.

### **Total estimated cost**

The total estimated cost for this activity is up to \$139,580,000.

## **B. East River Waterfront Access**

### **Description**

Connecting the East River Waterfront to its neighboring Lower Manhattan areas of South Street Seaport, Chinatown, the Lower East Side, and East River Park is critical to improving public access to and utilization of the waterfront area. The project would improve the east-west connection to the Waterfront by enhancing the historic slips of Catherine, Peck Slip, Montgomery and Rutgers that were once an integral part of the working waterfront and today function only as city streets and roadbeds. Once a place to berth ships for repairs and maintenance, the slips have been filled in and leave a wide corridor between City blocks. In addition, the project also improves the north-south connection between the East River Park and the proposed East River Waterfront Esplanade by opening an area of roadway that is currently inaccessible.

The East River Waterfront Access project would redesign Catherine Slip, Rutgers Slip, and Montgomery Slips as median open spaces with unifying elements such as seating, paving, and plantings. Peck Slip's historic character would be reinforced by a new vibrant pedestrian plaza with a similar planting vocabulary and punctuated by a water feature, recalling the days when the East River actually flowed into the slips. The project improves the existing conditions on these slips by providing multiple easy and attractive pedestrian access points from the waterfront to the interior of Lower Manhattan. The project would also allow for improved north-south access by opening the closed-off roadway next to Pier 42 to create a walkway and bikeway on the waterside section of the road with a berm parallel to the walkway/bikeway. The berm would be located along the at-grade portion of the FDR Drive and act as a buffer between the waterfront and vehicular traffic.

### **Program objectives**

The improvements to the historic slips and streets would enhance existing spaces, provide more usable public open space, and increase direct public access to the East River.

### **Project area**

The project proposes east-west access improvements and enhancements to existing open spaces at Peck Slip in the South Street Seaport area; Catherine Slip and Montgomery Slip in Chinatown and Rutgers Slip in Lower East Side. North-south access improvements are made south of East River Park to the upland portion of Pier 42.

### **Beneficiaries**

This project would benefit residents, workers, and visitors to Lower Manhattan with its enhanced open space. The neighborhoods directly adjacent to the project are the South Street Seaport, Chinatown and the Lower East Side, all of whom would be beneficially impacted by the project.

### **Schedule**

Activities related to this project are anticipated to begin in 2005, and continue through 2008.

### **Federal and other resources**

LMDC proposes to allocate up to \$10,420,000 for the East River Waterfront Access.

### **Total estimated cost**

The total estimated cost for this activity as outlined in this Partial Action Plan is up to \$10,420,000.

## **III. Local Transportation and Ferry Services**

The September 11<sup>th</sup> attacks destroyed critical portions of Lower Manhattan's transportation system and compounded existing deficiencies, jeopardizing the areas sustainability and future growth as a central business district. By restoring and enhancing transportation service, eliminating deficiencies, and anticipating future needs, Lower Manhattan can continue to lay the foundation for its revitalization. In addition to being the financial capital of the world, Lower Manhattan is home to the fastest growing residential area in New York City, and hosts numerous educational and cultural institutions. As the revitalization of Lower Manhattan continues, investment in Lower Manhattan's transportation alternatives and needs should be aimed at accommodating the rapid pace of a growing 21<sup>st</sup> Century central business district and residential area.

## **A. Lower Manhattan Street Management Program**

### **Description**

LMDC proposes to allocate up to \$4,800,000 for a Street Management Program. Lower Manhattan is home to a street system designed to serve the needs of the 17<sup>th</sup> Century, with narrow roadways and sidewalks and limited cross town access. This system must now serve the purposes of the nation's third largest business district, a growing residential community, and thousands of tourists flocking to Lower Manhattan. With so many competing demands, the street system is overtaxed and must be analyzed as to how to best serve essential street users, such as pedestrians, transit, emergency vehicles and deliveries vital to businesses. To address these competing needs, a dynamic and innovative street management program has been identified, which will include traffic modeling, analysis of delivery options, parking and security design, real time data collection system. It will also develop a series of pilot programs to test various scenarios identified through intensive analysis in a previous phase.

### **Program objectives**

Enhancing Lower Manhattan's street management has been identified as a priority by members of the Lower Manhattan community. The objective of this funding would be to further analyze, identify, and implement solutions to the various street management and traffic flow issues impacting pedestrians, transit, emergency vehicles and deliveries vital to businesses. LMDC funds would be used for projects that include, but are not limited to the following:

- Traffic Model and Construction Coordination: Enhance the existing traffic model to incorporate pedestrian movements.
- Delivery Options, Parking and Security Design: Investigate opportunities to address Lower Manhattan security needs, develop plan for delivery operations, and investigate new curbside management strategies.
- Real Time Data Collection System: Assess real time data to monitor traffic and address traffic concerns as they develop.
- Implementation of Pilot Programs: Develop pilot programs based on the street management framework to measure their effectiveness in addressing a targeted problem.

### **Project area**

The Street Management Program would target the area south of Canal/Rutgers Streets, from Hudson River to East River.

### **Federal and other resources**

LMDC proposes to allocate up to \$4,800,000 for a Lower Manhattan Street Management Program as outlined in this Partial Action Plan.

### **Total estimated cost**

The total estimated cost for this activity as outlined in this Partial Action Plan is up to \$4,800,000.

## **B. Lower Manhattan Ferry Service Program**

### **Description**

LMDC proposes to allocate up to \$4,200,000 for the Port Authority of New York and New Jersey (Port Authority) Yonker's Ferry Service Program. Funds would be provided to Port Authority which will administer the program.

In April of 2003, LMDC, in cooperation with New York City and State agencies, released the Lower Manhattan Strategies Report that identified ferry services as a promising form of transportation for downtown commuters. Ferries' role in the recovery from September 11, 2001, augmented their already existing role in a comprehensive Lower Manhattan transportation network. Enhancing and expanding Lower Manhattan ferry service is a key means of linking Lower Manhattan to the region. Ferries provide a sensible and viable transportation option for a number of reasons, including: the minimal capital investment needed relative to other forms of mass transit, new service can be implemented relatively quickly, and they are particularly suited to Lower Manhattan, where the shoreline is within walking distance of significant portions of the business district. Enhanced ferry service has also been identified by the community during the LMDC's Neighborhood Outreach Workshops conducted in the summer of 2003.

This Partial Action Plan proposes to allocate up to \$4,200,000 to Port Authority for the Yonker's Ferry Service Program. LMDC funds would be provided to Port Authority, which will administer the program, and would be used for costs associated with the operation of the program. These funds would join existing funds provided by other New York City and State agencies to enhance Lower Manhattan's ferry service, including the Port Authority, as well as existing Federal appropriations dedicated to ferry service between Haverstraw, Yonkers, and Lower Manhattan. Although existing ferry services operate between Lower Manhattan and New Jersey, Midtown, Staten Island, Brooklyn, and the Bronx, no ferry service currently exists between Lower Manhattan and New York's northern suburbs.

### **Program objectives**

As the revitalization of Lower Manhattan goes forward, enhancing Lower Manhattan's ferry service to the northern suburbs will benefit the area's existing and future businesses, workers, and visitors to the area. Ferry service to New York's northern suburbs would, among other benefits, eliminate a two or three seat ride with direct ferry service to Lower Manhattan, and provide an alternative mode of travel in the event of rail service disruptions. Ferry service would also expand Lower Manhattan's labor pool and sustain its vitality for existing and future Lower Manhattan businesses.

New ferry services are a key element to retaining and growing Lower Manhattan's commercial base, improving visitor experiences, and raising the quality of life for residents and workers. Expanding ferry services from New York's northern suburbs is also a key component of LMDC's efforts to help transform the waterfront into an active hub for residential development, recreation opportunities and public transportation.

### **Project area**

The ferry service is expected to operate between Lower Manhattan (Pier 11 and the World Financial Center) and Yonkers in Westchester County. Ferry service providers will be given an option to extend the service to the Village of Haverstraw in Rockland County.

## **Beneficiaries**

The enhancement of Lower Manhattan Ferry Service to New York's northern suburbs would benefit existing area businesses, as well as businesses considering relocation to Lower Manhattan. Ferry service would also benefit existing and future workers in the New York's northern suburbs, as well as Lower Manhattan visitors. Such enhancements make Lower Manhattan increasingly attractive to new businesses considering locating downtown.

The Yonkers ferry service will assist existing Lower Manhattan businesses, and businesses considering relocation to Lower Manhattan whose employees live in Westchester and Rockland County. Expansion of Lower Manhattan's labor pool and access to the growing population of New York's northern suburbs is an important factor for sustaining and enhancing the area's vitality. New ferry services can increase the percentage of riders from Westchester and Rockland Counties who choose to work in Lower Manhattan. According to 2000 census data, 20% of Rockland residents and 28% of Westchester residents work in New York City. However, because there is no direct train or ferry service, Lower Manhattan is not an attractive commute. Only 3,143 Rockland residents and 11,686 Westchester residents work in Lower Manhattan.

## **Schedule**

Activities related to ferry service initiatives as outlined in this Partial Action Plan are anticipated to begin in 2006.

## **Federal and other resources**

LMDC proposes to allocate up to \$4,200,000 to Port Authority for the Yonker's Ferry Service Program to enhance Lower Manhattan ferry service to Yonkers, with possible extension to Haverstraw in New York's northern suburbs. LMDC is working with the Port Authority, Westchester County, and Rockland County in coordinating other sources of funds for ferry terminal improvements and operating subsidies. These funds include an appropriation earmarked by Congress for Yonkers and Haverstraw ferry service.

## **Total estimated cost**

The total estimated cost for this activity as outlined in this Partial Action Plan is up to \$4,200,000.

## **IV. New York Stock Exchange Area Security and Aesthetic Improvements - Phase Two**

### **Description**

LMDC proposes to allocate up to \$15,000,000 for the New York Stock Exchange Area Security and Aesthetic Improvements - Phase Two, which focuses on improving the public realm. Public realm improvements would help make the New York Stock Exchange Area a competitive location for businesses and for residents, and enhance the area's attractiveness to visitors. The project would cover enhancements made to the area bounded by Pine Street to the North; Beaver Street to the South; Broadway to the West and William Street to the East.

In Partial Action Plan 4, LMDC allocated \$10,000,000 for Phase One of the New York Stock Exchange Area Security and Aesthetic Improvements. LMDC, in coordination with the New York City Department of City Planning, and the Economic Development Corporation, oversaw the construction of Phase One of the project, which included the installation of security barriers and guard facilities; the repaving of the Broadway intersections at Wall Street and Exchange Place; the installation of cobblestones along Broad Street between Wall Street and Exchange Place; and the placement of NoGo bollards. Phase One also included the addition

of new and more attractive street furniture to facilitate pedestrian circulation and enjoyment of the Financial District. Nearly all the improvements using Phase One funds have been made.

In order to continue with the critical improvements begun in Phase One of the New York Stock Exchange Area project, Phase Two would focus on the next step of improving the public realm. As previously mentioned, the improvements support and enhance the Financial District as a competitive location for businesses and residents. LMDC funds would be used for projects that include, but are not limited to, the following:

1. Fountain on Broad Street – The black security fence along the landmark Broad Street façade of the Exchange will be replaced by a fountain. The fountain will be an aesthetically pleasing division between the pedestrian zone of Broad Street and the Exchange itself.
2. Paving Plan for Financial District – In Phase One of the streetscape and security improvements to the district, Broad Street between Wall Street and Exchange Place was paved with cobble. The element echoes the historic nature of the Financial District while also distinguishing Broad Street as an attractive pedestrianized zone. Phase Two seeks to expand this area to additional portions of the district.
3. Completion of the Broad and Beaver Intersection – Six of the seven intersections were planned and/or completed in Phase One of the project phase. The remaining intersection, Broad and Beaver, will be finished as part of the second part of the project. The City and LMDC are currently presenting the concept to the appropriate City agencies for their approval.
4. Additional New York Stock Exchange Area Security and Aesthetic improvements that serve to enhance the area's streets and facilities, such as lighting, and aesthetic improvement to previous Phase One installations.

### **Project objective**

The objective of the New York Stock Exchange Area - Phase Two is to provide the utmost security for the Stock Exchange area, and to ensure that the environment is aesthetically conducive for the people that work and live in the Financial District. Securing the area has long been a priority for New York City and New York State. The proposed improvements will serve to make the Financial District a competitive location for businesses and an attractive place for residents.

### **Project area**

The project area for the New York Stock Exchange Phase Two project is generally bounded by Broadway Avenue to the west, Pine Street to the North, William Street to the east, and Beaver Street to the south.

### **Beneficiaries**

This project would benefit residents, workers, businesses, not-for profits, and visitors to Lower Manhattan. This project would also serve to benefit the many visitors to the area by providing for aesthetic improvements to the public realm.

### **Schedule**

Work will begin in 2005 and is expected to be completed by 2007.

### **Federal and other resources**

LMDC proposes to allocate funds for the New York Stock Exchange Area Security and Aesthetic Improvements - Phase Two is up to \$15,000,000.

## **Total estimated cost**

The total estimated cost for activities described under Phase Two of the New York Stock Exchange project is up to \$15,000,000.

## **V. Chinatown Partnership Local Development Corporation**

### **Description**

LMDC proposes to allocate up to \$7,000,000 to fund the Chinatown Partnership Local Development Corporation (LDC) that would spearhead community improvements in Chinatown, engage in a combination of short-term projects and long-term planning. The creation of the Chinatown Partnership LDC – a community-based, not-for-profit organization that has brought together major civic organizations, cultural institutions, and businesses in the community – marks a significant milestone for the neighborhood. The Chinatown Partnership LDC was formed in 2004 as a result of the *Rebuild Chinatown Initiative (RCI)* – a comprehensive community assessment and planning initiative that was conducted by Asian Americans for Equality (AAFE) to address the needs of Chinatown in the aftermath of September 11, 2001. Additionally, the City of New York expressed its support to LMDC for the creation of a comprehensive sanitation pilot program for Chinatown. A sanitation program would be funded initially through public investment, with the long-term goal of the community adopting and sustaining the initiative. LMDC proposes to allocate funds for the Chinatown Partnership LDC, in partnership with the September 11<sup>th</sup> Fund, as it has for the Explore Chinatown campaign over the past two years.

#### *Chinatown Clean Streets Program*

The Chinatown Partnership LDC, in conjunction with the New York City Department of Small Business Services (SBS), will implement and oversee a comprehensive, multi-year Clean Streets program. One of the issues consistently identified in post-September 11, 2001, studies and reports on Chinatown has been sanitation. Chinatown, because of its unique neighborhood characteristics including its dense population, many restaurants, and fresh food markets, requires a comprehensive Clean Streets program to address stated community concerns, including build-up of garbage, sidewalk cleanliness, and odor issues.

The Clean Streets program will serve as a pilot, and will allow the community to see first-hand the benefits of this program. The community will have the option of taking over the program upon completion of public funding. The program will include manual and mechanical sweeping of the sidewalks, curbs and gutters, frequent removal of bagged litter from street corners, pressure cleaning of sidewalks, graffiti removal, and additional maintenance. The initiative will also provide for the necessary public outreach and community relations work to ensure that the community understands the benefits of the pilot program and begins to take ownership of the services over time. The program will not replace any existing services provided by the City's Department of Sanitation, nor will it affect any type of decrease in garbage service in the geographic area that the program will cover. The SBS has developed expertise in overseeing and implementing such programs throughout the City with Business Improvement Districts and LDC's, and will work jointly with the Chinatown Partnership LDC.

The Clean Streets program would receive initial funding through public investment for a number of years, with the objective of the community taking over the program, and possibly becoming an official Business Improvement District (BID), or similar program, under which the community sustains the level of service over time.

### *Chinatown Short-term Projects and Long-term Planning*

In addition to the Clean Streets program, the Chinatown Partnership LDC will spearhead many community enhancement projects and initiatives that emerged through the RCI recommendations, including short-term capital projects and long-term planning for additional projects to meet the community's needs over time. LMDC funding will also be allocated to Chinatown projects including, but not limited to, wayfinding, lighting improvements, time-of-day street closures, public outreach and marketing, and others, many of which will occur over a two year period beginning in 2006.

#### **Project objectives**

To date, no single organization in Chinatown has comprehensively tackled these types of short-term improvements and long-term planning needs of the community. As mentioned above, Chinatown Partnership LDC would spearhead community improvements in Chinatown, engage in a combination of short-term projects and long-term planning. The Chinatown Partnership LDC is composed of a diverse Board of Directors, which represents a wide variety of civic, business, and cultural interests in the neighborhood. The organization received start-up funds from the September 11<sup>th</sup> Fund, and was recently awarded a Red Cross grant. The Chinatown Partnership LDC is anticipated to assume oversight of the two year Explore Chinatown initiative, launched by the LMDC and the September 11<sup>th</sup> Fund, beginning next year.

The RCI process, which initially proposed the development of the Chinatown Partnership LDC, was spearheaded by AAFE, with the involvement of a broad-based Steering Committee comprised of Chinatown area stakeholders. Moreover, the community at large was consulted throughout the RCI process through numerous workshops and visioning sessions.

#### **Beneficiaries**

The proposed activities would benefit the thousands of Chinatown residents, as well as local restaurants, retailers, vendors, other businesses, and workers. This activity will also benefit the visitors to the Chinatown community.

#### **Project area**

The Chinatown Partnership LDC, in conjunction with the Department of Small Business Services, will implement and oversee a comprehensive, multi-year Clean Streets initiative for the area generally bounded by Grand Street to the north, Allen and Pike Streets to the east, Worth and Madison Streets to the south, and Broadway to the West.

#### **Schedule**

Activities related to the Chinatown Partnership LDC will begin in 2005 and continue through 2009.

#### **Federal and other resources**

LMDC proposes to allocate up to \$7,000,000 for the four-year budget for the Chinatown Partnership LDC, of which \$5,400,000 will be allocated to the Department of Small Business Services to implement, in conjunction with the LDC, the four-year Clean Streets program; \$1,600,000 will be allocated for short-term community development projects, marketing, and public outreach efforts that will be undertaken by the LDC. The remainder of the LDC budget, not including the Clean Streets Initiative, will be funded jointly by the September 11<sup>th</sup> Fund, LDC Board contributions, and other fundraising efforts.

## **Total estimated cost**

The total project cost for the activities outlined in this Partial Action Plan for four years is approximately \$12,000,000. The total cost for LMDC funding for this activity is up to \$7,000,000

## **VI. East Side K-8 School**

### **Description**

The need for an east side K-8 public school has long been advocated by the downtown community. This project would create a K-8 public school consisting of approximately 97,000 gross square feet. The K-8 public school would be constructed in portions of the ground through fifth floors of a mixed-use development project, which would include residential condominium, rental apartments, an ambulatory care facility for NYU Downtown Hospital, and retail space, on Beekman Street adjacent to NYU Downtown Hospital and Pace University. The site is bounded by Spruce Street to the north, Beekman Street to the south, and William Street to the east.

LMDC proposes to allocate up to \$20,000,000 for costs associated with the school portion of the project and any necessary environmental review, which may include, but is not limited to, planning, design, and construction costs. This project has been a major priority of the Lower Manhattan community, in particular Community Board 1, in addition to various elected officials representing Lower Manhattan.

### **Program objectives**

The objective of this activity is to create a much-needed K-8 school on the East Side of Lower Manhattan, south of Chambers Street. The Department of Education Five-Year Capital Plan for 2005-2009, which provides funding for this project, was developed based on the analysis of area demographics and utilization studies that identified the need for a 600 + seat school in Lower Manhattan. Lower Manhattan is one of the fastest growing neighborhoods in New York City and the burgeoning residential population necessitates building and enhancing community amenities such as schools.

### **Project area**

The project area is currently a parking lot located East of Broadway between Beekman and Spruce Streets, adjacent to NYU Downtown Hospital and Pace University, in Lower Manhattan. The site is bounded by Spruce Street to the north, Beekman Street to the south, William Street to the east and by the lot lines of the existing structures to the west.

### **Beneficiaries**

The thousands of families living in the immediate downtown area will benefit from an additional elementary/middle school to serve Lower Manhattan children. There is currently severe overcrowding of Lower Manhattan schools, specifically, P.S. 234.

### **Schedule**

It is anticipated that the project will begin by late winter-early spring, 2006 and if construction stays on schedule the school would be open for the school year beginning, September, 2008. However, in the event of a delay, school occupancy could be pushed out to September, 2009 as the DOE would not likely occupy the school during the mid-year.

## **Federal and other resources**

LMDC proposes to allocate up to \$20,000,000 for a K-8 public school. The Department of Education, in its Five-Year Capital Plan for 2005-2009, provides funding for this project, and the project is anticipated to receive a commitment for Liberty Bond Financing from the New York City Housing Development Corporation.

## **Total estimated cost**

The estimated cost for the K-8 school portion of the development is up to \$65,000,000. LMDC proposes to allocate up to \$20,000,000 for costs incurred in connection with planning, design and construction. The remaining funds for this project have been outlined in the Department of Education's Five Year Capital Budget for 2005 to 2009.

## **VII. Fiterman Hall Reconstruction**

### **Description**

Fiterman Hall is an existing 15-story Borough of Manhattan Community College building that was partially destroyed when 7 World Trade Center caught fire and collapsed on the afternoon of the September 11, 2001 attacks. At that time, a portion of the building's southern façade was ripped away, and the building continues to present blight on the neighborhood. The existing Fiterman Hall located at 30 West Broadway was built in 1959 as a 15-story office building. It was donated to the community college in 1993 by philanthropists Miles and Shirley Fiterman, and was under renovation to become an academic center in 2001. On the afternoon of the September 11, 2001 attacks, the project was only seven weeks from completion. LMDC proposes to allocate up to \$15,000,000 for Fiterman Hall to join other sources of funding, including funds contributed by the City and State of New York. LMDC funds would be dedicated to costs for (1) planning, design and administrative expenses, including environmental, engineering, and other studies, and (2) enhancement of interior and exterior public spaces on completion of the replacement building, including landscaping, and indoor and outdoor furniture.

### **Program objectives**

The objective of this project is to remove the damaged building from the community and construct a new facility that will house classrooms, computer laboratories, offices, library, assembly and meeting rooms and other spaces to accommodate college programs for the Borough of Manhattan Community College as well as allow for various community uses and spaces.

### **Project area**

The project area is the 15 story, 377,000 square foot, high rise building previously serving the Borough of Manhattan Community College.

### **Beneficiaries**

The Lower Manhattan community at large, including residents and workers will benefit from the removal of the damaged building that still contains residue from the collapse of the World Trade Center. The students of the Borough of Manhattan Community College will also benefit from having access to the rebuilt facility that was originally renovated as part of the campus improvements of 1994 meant to alleviate congestion at that time. Additionally, the presence of an active community college, with faculty, students, and staff, will support the continued revitalization of Lower Manhattan and provide a resource to the community.

## **Schedule**

The preliminary project schedule estimates that the environmental clean up work could begin this winter upon regulatory approval and demolition could be completed in 2006. The new building is estimated to be completed and available for occupancy in approximately early 2009.

## **Federal and other resources**

LMDC proposes to allocate up to \$15,000,000 for the Fiterman Hall project. Additional sources of funding include funds from the City and State of New York, as well as funds obtained from an insurance settlement following the damage of the Fiterman Hall building.

## **Total estimated cost**

The estimated total cost of the project is \$202,000,000. LMDC proposes to allocate up to \$15,000,000 for (1) planning, design and administrative expenses, including environmental, engineering, and other studies, and (2) enhancement of interior and exterior public spaces on completion of the replacement building, including landscaping, and indoor and outdoor furniture.

## **VIII. Lower Manhattan Tourism**

### **Explore Chinatown Marketing and Tourism Campaign**

#### **Description**

In 2004, LMDC, working in partnership with the September 11<sup>th</sup> Fund, launched a two-year, \$2 million tourism and marketing campaign highlighting Chinatown, a neighborhood that was adversely affected by the September 11<sup>th</sup> attacks, and subsequently impacted by the concerns over the SARS outbreak in Asia. LMDC proposes to allocate \$160,000 for the Explore Chinatown Marketing and Tourism Campaign (Explore Chinatown Campaign) for year three.

The Explore Chinatown Campaign, now in its second year, has been very successful in promoting the neighborhood to regional, domestic, and international visitors. The campaign has engaged in various activities, including creating a comprehensive website ([www.ExploreChinatown.com](http://www.ExploreChinatown.com)), developing campaign strategies to market local businesses, assisted community organizations with promotional materials, and opening a visitor kiosk in Chinatown. The Explore Chinatown Campaign effort has created new and enhanced existing Chinatown community events, as well as provided marketing and technical assistance to businesses to help attract tourists and visitors to Chinatown. In an April 2005 survey conducted by the Asian Women in Business (AWIB) of 36 Chinatown businesses, the majority of the businesses indicated increase in revenues since the beginning of the campaign. 53 percent of businesses saw improvement to their bottom line, and 63 percent indicate increased visitors to Chinatown, when compared to April 2004, since the survey was first conducted.

LMDC and the September 11<sup>th</sup> Fund are proposing to provide additional funds for year three of the campaign, to ensure that its critical components can continue on, while the campaign is transitioned to a local community-based organization that will ensure its longevity.

#### **Program objectives**

The objective of the Explore Chinatown Campaign is to highlight the neighborhood and increase the number of visitors to Chinatown, thereby assisting the business and cultural community, and the neighborhood at

large. Funding for year three will allow for two critical campaign components – management of the Explore Chinatown website and ongoing media strategy – to continue for the third year, while the campaign is transitioned to a community-based organization for oversight.

### **Project area**

The Explore Chinatown Campaign seeks to highlight the Chinatown area of Lower Manhattan.

### **Beneficiaries**

The Chinatown Tourism and Marketing Campaign would benefit local restaurants, retailers, vendors, and other businesses, in addition to a variety of cultural institutions, will benefit from increased visitors to the neighborhood.

### **Schedule**

Year three of the Explore Chinatown campaign begins in February of 2006 and ends at the end of January of 2007.

### **Federal and other resources**

The September 11<sup>th</sup> Fund, a not-for-profit foundation, will provide funding for year three of the campaign. To date, the September 11<sup>th</sup> fund has provided \$2.5 million toward the Explore Chinatown Campaign. Additionally, the Chinatown Partnership Local Development Corporation, and community-based not-for-profit organization, will provide additional resources and will assume overall management of the campaign in Year 3. In the future, the Chinatown Partnership's sponsorship and fundraising activities will sustain the campaign.

### **Total estimated cost**

The total estimated cost for Year 3 of the Explore Chinatown campaign is approximately \$600,000. LMDC funding will not exceed \$160,000.

This program is eligible for HUD funding to be used to aid the travel and tourism industry in New York City as allowed and required by the Defense Appropriations Act of 2002, Public Law 107-117.

## **IX. Splendor of Florence Festival**

### **Description**

Splendor of Florence is a festival of artistic, cultural, musical, culinary, and educational events that celebrates a premier city of art and culture – Florence, Italy. The Splendor of Florence Festival enjoyed great success in its debut in Providence, Rhode Island in 1999 and again in Philadelphia, Pennsylvania in 2001. In October 2004, the Festival was presented in Lower Manhattan in multiple venues in and around the World Financial Center. The 2004 Festival was themed “The Original Renaissance of Lower Manhattan.”

In 2006, Splendor of Florence will bring more Florentine masterpieces, cultural events, live performances and artistic demonstrations back to Lower Manhattan. New components under consideration include:

- Extend the length of the festival and include major events to take place on weekends

- Education programs concentrating on partnerships and exchanges for New York and Florentine students
- New exhibition of masterpieces from the Uffizi Gallery in Florence
- Tuscan Culinary Marketplace
- Exhibition from the Florence Museum of the History of Science, best known for its collections of technical culture from Leonardo da Vinci, Cosimo Medici and Galileo
- Sidewalk Chalk Fair
- Music collaborations between Florence and New York City institutions featuring music of various genres
- Host-family program for visiting artisans
- Tourism exchange program
- Tuscan Film Festival

### **Project objective**

The 2006 Festival will build upon the programs established in 2004 and will aggressively seek new opportunities for New Yorkers in Lower Manhattan to become part of this cultural partnership with the city of Florence and the region of Tuscany. Apart from its appeal as an international cultural event, Splendor of Florence is also a celebration of the role Italian-Americans played in building America, especially Lower Manhattan. Entertaining and educational, it will draw visitors not only from the working community of Wall Street, but also from the entire metropolitan area. It is an event that will appeal to area residents, international tourists, and day-trippers from neighboring communities. The majority of the events will be free of charge.

### **Project area**

The project area of the Splendor of Florence Festival consists of Lower Manhattan, defined as the area south of Houston Street. The Splendor of Florence Festival will take place in multiple venues around Lower Manhattan. It will be centrally located at the Winter Garden at the World Financial Center, and would hold programs at Federal Hall and Liberty Park.

### **Beneficiaries**

Local restaurants, retailers, vendors, and other businesses, in addition to a variety of cultural institutions, would benefit from the increased number of visitors to the neighborhood. According to research conducted by Audience Research and Analysis on behalf of Splendor of Florence, the 2004 Festival attracted approximately 175,000 visitors to the festival's primary venues of Federal Hall and the World Financial Center. Federal Hall, which hosted *The Medicis on Wall Street: Portraits from the Uffizi Gallery*, had more visitors during the 6-week run than usually visit in a 6-month period. Of this, 69 percent stated that their primary reason for being in Lower Manhattan that day was Splendor of Florence. Many of the people attending the events were in Lower Manhattan for the first time since 9/11 or for the first time ever. 77 percent of visitors to the festival dined out or participated in other activities the day they visited Splendor of Florence.

### **Schedule**

The Splendor of Florence Festival will occur in October 2006.

## **Federal and other resources**

LMDC proposes to allocate up to \$226,000 for the Splendor of Florence Festival. Other sources of funding for this activity include sponsorships and in-kind donations from corporations and participating artisans and businesses.

## **Total estimated cost**

The total estimated cost for this activity as outlined in this Partial Action Plan is up to \$226,000.

This program is eligible for HUD funding to be used to aid the travel and tourism industry in New York City as allowed and required by the Defense Appropriations Act of 2002, Public Law 107-117.

## **X. Planning and Administration**

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

LMDC's planning activities began with the site planning for the WTC Site and the areas immediately surrounding the site. The agency's off-site planning activities include the other neighborhoods in Lower Manhattan that have been affected by September 11<sup>th</sup> 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 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.

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. Partial Action Plan 10 proposes the allocation of \$15,072,947 for planning and administration activities.