



## New York City Regional Economic Development Council

The \$100 million Downtown Revitalization Initiative (DRI) will invest \$10 million in one community in each region ripe for development to transform them into vibrant communities where tomorrow's workforce will want to live, work and raise families. The program emphasizes using investments to reinforce and secure additional public and private investments proximal to, and within, downtown neighborhoods, and in doing so will build upon growth spurred by the REDCs. Each REDC will nominate one downtown in their region best positioned to take advantage of the DRI.

The NYC Regional Economic Development Council (NYC REDC) is currently soliciting interest in the program from communities in the region using the enclosed template. After applications are received, the NYC REDC will consider how interested communities meet the proposed criteria, and request certification by the State of the one downtown that the NYC REDC determines is best positioned to take advantage of the DRI.

Applications are due by **5:00 p.m., Friday, June 3** and should be submitted to the following e-mail address: [NYC-DRI@esd.ny.gov](mailto:NYC-DRI@esd.ny.gov).

### **DOWNTOWN REVITALIZATION INITIATIVE – DOWNTOWN TEMPLATE**

#### **BASIC INFORMATION**

**Regional Economic Development Council (REDC) Region:** New York City

**Municipality Name:** New York City

**Downtown Name:** South Street Seaport District

**County:** Manhattan

Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):

The South Street Seaport Museum was conceived as the main cultural anchor in Lower Manhattan's South Street Seaport area. In the South Street Seaport Downtown, this vital asset will serve as a focal point to brand this city's unique cultural identity and embrace its historic significance. In this capacity the Museum will help strengthen the local economy, create an enhanced sense of place, and deepen the local cultural capacity. The Museum's programming, partnerships and cultural collaborations will serve the local community and will have a significant economic impact on the overall downtown area by attracting businesses, tourists, and local residents to this part of the city. In addition, it will serve as a vehicle to assist in the support and marketing of other local nonprofit cultural organizations.

The South Street Seaport Museum interprets how New York City's great natural harbor became the gateway to America. The Museum employs several key assets—the historic district's restored Schermerhorn Row, the restored 1885 tall ship *Wavertree* and other vessels, and its collection of art and

artifacts—to capture the unique story of the port's role in the development of the City, State and nation as economic, cultural and political powers. The rich history of the port of New York is shared through dynamic exhibitions and education programs, the Museum's vessels, and its research center.

The Museum's current revitalization efforts are built upon nearly five decades of community focus on historic preservation and the development of cultural assets as a key driver for community economic and cultural engagement. Each period tells the story of a community that embraces its historic significance and builds a brand around its unique cultural identity—an identity that like the creative spirit of its inhabitants—continues to adapt and evolve. In the 1967 charter, New York State charged the Seaport Museum with responsibility for interpretation of the district itself. Mayor John Lindsay designated the museum as the district's protector — though he provided no public funding. Through a benefactor, the museum was slated to receive 50 buildings. Instead those properties ended up in the hands of City Hall, which leased the buildings and piers to the museum. With big expenses on both land and water, the museum struggled to fulfill its mandate in the district.

In 1981, the museum accepted a more challenging lease and a “festival marketplace” development. But the New Fulton Market (1983) and Pier 17 emporium (1985) only opened after their developer, the Rouse Company, made numerous (unrealized) promises to help the museum, promote local business and enhance the community. The festival marketplace became the city's No. 1 tourist destination in 1988, but its popularity was brief. Still, the Seaport Museum rose to become NYC's No. 3 history museum. In 1998, Congress named it “America's National Maritime Museum.” The failure of the commercial effort besides the success of the museum underscores the importance of a designated cultural anchor to a real, essential downtown.

Then came the twin blows of 9/11 and Hurricane Sandy, which devastated tourism and destroyed the mechanical and electrical infrastructure of the Seaport area. The Howard Hughes Corporation, which inherited the Rouse contract, is currently building a new mall on Pier 17. Recognizing the challenges of maintaining a massive fleet of historic ships, the Museum has focused on restoration of Wavertree and has found a responsible home for the German barque Peking.

One of the Museum's greatest natural resource a community has is the Artists and Fellows who are part of the creative industries sector of the economy. These are living resources that are always renewable, or, with an international focus, importable. The Museum proposes to initiate a visionary artist residency program, which mirrors existing national models for using the arts for economic development. The artist residency program can be implemented as a comprehensive approach to the revitalization of the Seaport District— with the Museum as a historic entity listed on the National Register for Historic Places. A mixed-use zone is already in place, which allows for business and residential uses to coexist in the same community as they did in the late 1800s and early 1900s. Thus, the planning process will start by developing an inventory of every structure in the neighborhood. This inventory will give a solid understanding of the neighborhood, including the existing housing stock, existing and past land uses and historically significant structures. The community has always been highly involved throughout the previous processes, both formally and informally. Ultimately, it will be this community participation that will create the neighborhood's ownership of the plan and create the political support for the artist residency program. The appeal of becoming a part of a true artist enclave will prove to be an irresistible component of the Seaport District.

The South Street Seaport Museum's residency program will support and enhance the professional development of artists, academics, planners, architects, and resiliency researchers from around the world to introduce New York audiences to appreciation and understanding of contemporary art, culture and resiliency topics. Tailored for professional growth, the program will serve as an active mediator, creating visibility and immersion for all residents in New York City. Programming will facilitate dialogue and collaboration. Integrated activity areas would make the Museum an unparalleled platform for

producing, presenting and contextualizing art and science through a diverse range of international perspectives.

A viable South Street Seaport Museum requires a simultaneous development of both funding sources and a programmatic model that takes advantage of the Museum's greatest assets: the piers, ships, and landmarked buildings of the Seaport district. The Museum proposes to phase in the following elements:

- ❖ In support of the vital role the South Street Seaport Museum plays in the Seaport's cultural landscape, The Lower Manhattan Development Corporation has invested in the Seaport Museum to create the Seaport Cultural Institute, a multidisciplinary arts and community - education center designed to support the creative community and engage the public in Lower Manhattan. The Seaport Cultural Institute represents the first opportunity to create a single portal into the world of ideas that comprise the South Street Seaport Museum Institute. It's an inviting place to start hosting, introducing visitors and the public to the wide range of educators, experts, artisans, conservationists, historians, and entertainers who will help us advance our mission. An open forum, intellectual exchange, and central meeting place, the Seaport Cultural Institute is the symbolic "front door" to the South Street Seaport experience. This capital project will create a new and upgraded permanent SSSM Educational Community Center (11,000 sq. feet). The renovation is crucial to SSSM's ability to properly serve lower Manhattan through educational, public and community programming – including early childhood, after- and summer school, senior programs - and cultural events. We are excited to begin an extraordinary new chapter in the story of the Seaport Cultural Institute—one that will bring contemporary art, performing arts and community and educational programs under one roof for the first time. The Seaport Cultural Institute serves as a space for many audiences—a place where many community constituents – students from surrounding schools, seniors from the adjacent senior center, artists in our community, and many families with young children - can engage in a number of public and educational offerings.

What kinds of activities will happen in the Seaport Cultural Institute? Guest Lectures focusing on economic development, Incubator spaces for small businesses, Symposia and Conferences, Starting Place for Walking Tours and Maker Activities, Pop-Up Gift Shop (merchandise focuses on a theme and changes seasonally), Workspace for Fellows, Home base for a Port City Museum Collective, and Rentable Event Spaces.

Though the Howard Hughes Corporation is a significant force in the Seaport district, the Museum will maintain the historical and cultural infrastructure. All of the Museum's buildings within the district are being preserved.

- ❖ Completing the unparalleled Wavertree restoration project and upon her return Wavertree to Pier 16, open her to the public as a Museum exhibit. Program the ship for the public, for school groups, for summer camps, and for special events and rentals.
- ❖ Provide Family-oriented programming throughout the year, including specific offerings at pre-K, primary school level, and beyond. Summer camps, after school programs, residencies, etc. Recreate programs for Special Needs Audiences (District 7), emphasizing services for youth who are visually impaired/blind.
- ❖ Vibrant and accessible community-based programming that engages New Yorkers in the historic district, on Pier 16, aboard the museum's ships, and throughout the district serving the cultural and social needs of a burgeoning downtown lower Manhattan population.
- ❖ Finish and install the permanent core exhibit with collections as underpinnings of educational programming.
- ❖ Create a vibrant research Center with one of the largest ship and archival and library contents

in the USA.

- ❖ Continue to build upon and expand Bowne Printers and of Bowne & Co. Stationers that continues the age old tradition of job printing. Using historic presses from South Street Seaport Museum’s working collection; our resident printers create individual designs using custom plates or historic fonts. Printing Workshops at Bowne Printers use the traditional methods and historic presses that once documented marine trade for contemporary artisanal projects.
- ❖ Create and increase flexible office spaces for increased number of staff.

## **DOWNTOWN IDENTIFICATION**

This section should be filled out with reference to the criteria set forth in the DRI Guidelines.

- 1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment.

The South Street Seaport is the original downtown of New York City, a historic area in the New York City borough of Manhattan, centered where Fulton Street meets the East River, and adjacent to the Financial District. The Seaport is a designated historic district, and is part of Manhattan Community Board 1 in Lower Manhattan. It is bounded by the Financial District to the west, southwest, and north; the East River to the southeast; and Chinatown and Two Bridges to the northeast.

The South Street Seaport is a historic district with three piers and 11 blocks surrounded by Manhattan’s skyscrapers. It features some of the oldest architecture in downtown Manhattan, and includes the largest concentration of restored early 19th-century commercial buildings in New York City. Its cultural heart is the South Street Seaport Museum’s Schermerhorn Row. Built in 1811-12, the Row was “the city’s first world trade center.” It’s the largest survivor of an era when South Street businesses were making New York “the Empire State” and the United States the world’s rising power. In 1966 preservationists established the South Street Seaport Museum concurrently with the Historic District, and shaped it into what we see today. As nearby neighborhoods were falling to bulldozers, these visionaries made it possible for New Yorkers to remember the sailors, captains and merchants who made the world’s greatest port. To recreate its fabled “street of ships” on the East River, they assembled the museum fleet of historic ships and a number of mercantile buildings.

This entire historic cultural campus includes a number of renovated original mercantile buildings, and historic sailing ships. In addition, there is a public entertainment oriented seaport area that includes the former Fulton Fish Market, and a modern tourist malls featuring food, shopping, and nightlife, with a view of the Brooklyn Bridge.

- 2) Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown.

As a world-renowned destination known for its iconic location, the re-envisioned historic South Street Seaport will create an unparalleled New York neighborhood that is compelling to residents, local workers and tourists. Set against the city’s most captivating waterfront backdrop with views of

The Brooklyn Bridge, Governor's Island and the Statue of Liberty – the South Street Seaport Museum is poised to become Lower Manhattan's much-needed cultural community anchor.

- 3) Past Investments & Future Investment Potential.** Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.

The South Street Seaport Museum opened in 1967 and became an iconic, historic waterfront destination in Lower Manhattan with more than nine million annual visitors. In addition to the 11 square block Museum campus, the area includes retail, dining and entertainment establishments along the East River. The Seaport is only minutes from Wall Street, Tribeca, Battery Park, City Hall and the NYSE. Ranked 26th among the most visited sites around the world by Travel+Leisure, the historic Seaport area is among the top five attractions for NYC with 11 million tourists coming to Lower Manhattan as of 2011 and 15 million expected by 2015 with an estimated \$31 billion in spending. Lower Manhattan is the fastest growing NYC residential market with 900,000 residents within a three-mile radius. Lower Manhattan residents have doubled since 2001, with 60,000 today and 85,000 expected in 2015. This creates an unprecedented opportunity for compelling, one-of-a-kind cultural activities.

Two recent city funded projects include: 1) the 131-year-old Wavertree, a huge, iron-hulled cargo ship with soaring masts that for years was docked at Pier 17, and is set to return to the Seaport in September, after more than a year of restoration work in Staten Island. The 325-foot ship is one of the last boats still floating made largely from wrought iron. The overhaul of the South Street Seaport Museum-owned ship, built in England in 1885, was a 15-month, \$13.5 million city-funded project. Once the restoration will be completed, it will be the jewel in the crown of the historic fleet of ships and include 10,000 square feet of education/exhibition space as well as a

2) On March 18, 2016, Governor Andrew M. Cuomo announced that the Lower Manhattan Development Corporation would fund 14 key projects through a \$50 million legal settlement with Lend Lease Construction LMB Inc. (formerly Bovis Lend Lease LMB Inc.). These projects were awarded to enhance the cultural, recreational and education opportunities in the region and ultimately improve the quality of life for residents in lower Manhattan. The South Street Seaport Museum was awarded \$4,800,000 for Community and Educational Spaces to support the development of a new 11,000-square-foot Educational Community Center; an elevator installation; and new electrical, lighting, HVAC, fire safety, and security systems at the Thompson warehouse at 213-215 Water Street. This proposed new Cultural Community Center will help support the Museum's programs and exhibitions and provide flexible multi-use programmable community spaces to the Seaport and Lower Manhattan.

"This action will help strengthen these neighborhoods in lower Manhattan and create a better environment for people to live, work and visit," said Governor Cuomo. "The Lower Manhattan Development Corporation has been a major force in the rebuilding for this community, and with these projects, this progress will continue for years to come."

- 4) Job Growth.** Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

According to Downtown Alliance:

An Important Economic Engine for New York City and State Lower Manhattan is a critical center of economic activity for the State and the City. The nation's fourth largest business district yields an economic output and fiscal impact that radiates well beyond its borders. Private sector employers in Lower Manhattan paid a total of \$33.05 billion in aggregate wages and salaries in 2014 — 10.9 percent of the \$303.2 billion in wages and salaries paid to all private sector employees in New York City.

In 2013, Lower Manhattan's resurgent and diversifying economy made significant contributions to New York City's Gross Domestic Product (GDP) and to New York City and State tax revenues. Lower Manhattan produced \$62.3 billion in value added in 2013, accounting for 9.2 percent of the City's GDP. The area also generated \$2.45 billion in property, personal income, business, banking, sales and hotel tax revenue for New York City, accounting for 5.9 percent of the City's total. Similarly, Lower Manhattan's economy yielded \$2.4 billion in tax revenues for New York State, accounting for about 3.9 percent of total State receipts. 88,500 firms are based in Lower Manhattan, including Goldman Sachs, Conde Nast, NYSE, Omnicom Media Group and other companies in the financial, insurance and related sectors, bringing 310,000 workers to the area daily. The average household income for Lower Manhattan is \$188,000; 66% of households are well-educated families. According to its five-year strategic plan, revitalization of the South Street Seaport Museum would increase its current staff from 20 to 60 by end of 2020.

Lower Manhattan's economy is expected to advance significantly over the next five years as a result of post-September 11 investments and the area's status as a burgeoning center for some of New York City's highest value, most dynamic industries. Among these advances:

40,000 jobs to be added by year end 2019 –The next five years are poised to bring the most significant employment surge in thirty years and 2/3 of these jobs are expected to be net new jobs for New York City;

Lower Manhattan's employment growth to outpace city's growth – Lower Manhattan annual rate of growth estimated to be 2.4%, well above NYC's expected 1.3% rate;

Majority of new Lower Manhattan jobs will be available to those without a Bachelor's degree – 63% of added jobs expected to be available to those with an Associate's degree or less.

Lower Manhattan's positive growth and development is good news for all New Yorkers because of its unparalleled transit access and a concentration of education, job training and small business resources.

- 5) Attractiveness of the Downtown.** Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.

Had this significant area of the city not been declared a historic district in 1977, the city's largest concentration of early-19th-century commercial buildings would have been destroyed.

At the intersection of Fulton and Water streets, the gateway to the seaport, is the Museum's Titanic Memorial, a small white lighthouse that commemorates the sinking of the RMS Titanic in 1912. Beyond the lighthouse, Fulton Street turns into a busy pedestrian mall. On the south side of Fulton is the seaport's architectural centerpiece, Schermerhorn Row, a red-brick terrace of Georgian- and Federal-style warehouses and counting houses built from 1811 to 1812. Some upper floors house gallery space; shops, bars, and restaurants occupy the ground floors.

South Street, once known as the Street of Ships, runs under an elevated stretch of FDR Drive to Pier 16, where historic ships are docked, including the Schooner Pioneer, a 102-foot schooner built in 1885; the Barque Peking, the second-largest sailing bark in existence; the iron-hulled Wavertree; and the lightship Ambrose. The Pier 16 ticket booth provides information and sells tickets to the museum, ships, tours, and exhibits. Pier 16 is also the departure point for various seasonal cruises.

Pier 17 used to be the home of the Fulton Fish Market, which first opened in South Manhattan in 1807; starting in 1939 it was housed in the New Market Building, just north of the Seaport, but that closed in 2005 when operations were moved to a new 400,000-square-foot facility in Hunt's Point in the Bronx. Pier 17 is a former multilevel dockside shopping mall that is currently undergoing redevelopment and is expected to open in 2017 with a new rooftop space, restaurants, outdoor bars, and an amphitheater.

At present, there are approximately ninety active construction projects ongoing in Lower Manhattan. Although most of these are not in the defined downtown, the identified area is in close proximity to these projects and their mix of residential and commercial activities. These projects represent activity that shows clearly that this downtown is on the rise, with new residents, new activities, and new economic development.

**6) Policies to Enhance Quality of Life.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

- Investments in retail, restaurants, hotels and cultural attractions such as the South Street Seaport Museum will help sustain the continued growth of visitor traffic – not just in lower Manhattan but for New York City as a whole.

- New residential development will help New York City attract and retain the highly educated, highly-skilled workers on whom the continued growth of its economy depends.

**7) Local Support.** Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

The South Street Seaport Museum enjoys broad public support from, among others: Community Board One, the Manhattan Borough President, the local Council Member, State and Federal elected officials, a broad and growing membership base, a robust volunteer group, and a growing community of residents in the district and area. All of these are rooted in a broad recognition of the Seaport Museum as cultural anchor. Our role as convener, interpreter, and protector of the historic Seaport district is an essential component of the revitalization of the downtown area.

The Seaport Museum's Executive Director Captain Jonathan Boulware would be an excellent for the DRI planning committee.

The ongoing redevelopment of Downtown Manhattan, the South Street Seaport Museum and the Seaport Area will contribute in several ways to the continued growth of New York City's economy.

- It will attract billions of dollars in private investment – in new office space, retail facilities, housing and hotels. This investment will support thousands of full-time-equivalent jobs each year in construction and related industries.
- These investments, combined with public and private funds that have already been invested during the past decade, will support the addition of 40,400 jobs in Lower Manhattan between the fourth quarter of 2014 and the end of 2019.
- Over time, expansion of Museum projects will contribute to continued job growth in NYC. Specifically: artists, educators, and members of the community will work in newly developed programs related to the downtown arts district in the South Street Seaport.

**8) Other.** Provide any other information that informed the nomination of this downtown for a DRI award.

In a city as large as New York, the definition of a downtown is open to discussion. The South Street Seaport as a downtown arts district has definable boundaries as outlined in this proposal: continued growth of the economy, cultural contributions by a global group of artists and scholars, job growth and cultural revitalization of the South Street Seaport.

The vision of the South Street Seaport as established in 1967 is still alive and growing. Funding from the DRI will support significant investments already made, encourage future investment, and recreate the Seaport as a cultural anchor for New York City as a whole.