

**EXHIBIT A EXECUTIVE SUMMARY**

**The City of New York**

**ExhAExecutiveSummary.pdf**

*City of New York National Disaster Resilience Competition Phase 2 Application*  
*Exhibit A – Executive Summary*

When New York City (the City) released *One New York: The Plan for a Strong and Just City* (*OneNYC*) in April 2015, it strengthened the City’s plan for achieving a more equitable, resilient city ([Source](#)). In the City's NDRC Phase 1 Application ([Source](#)), the City described an approach to resiliency with goals aligning with the City’s overall resiliency policy as laid out in *OneNYC* – embracing the coastline, planning ambitiously, creating a stronger more resilient city, and keeping the City affordable ([Source](#)).

The City, led by the Mayor’s Office of Recovery and Resiliency (ORR) and joined by the Department of Housing Preservation and Development (HPD), New York City Economic Development Corporation (NYCEDC), the New York City Housing Authority (NYCHA) and The Trust for Public Land have come together to develop the Lower Manhattan Protect and Connect Project, which creates stronger physical and social connections and expands upon robust coastal protection construction. Each organization brings extensive experience in managing, planning, and implementing resiliency projects while working collaboratively with the New Yorkers. Together, they form a strong team that is committed to successfully implementing the Project.

Under Phase 2 of the HUD National Disaster Resilience Competition (NDRC), the City has chosen Lower Manhattan as the Target Area from the potential locations outlined in the Phase 1 Application. The Target Area is critical due to the significant low-to moderate- income population that lives and works in this extremely vulnerable, low-lying area, its significance to local small business health, for the transportation mobility it provides for millions of commuters, and because of its role in the global economy. The Project Area also has significant Unmet Recovery Needs (URN) from its qualifying disaster, Hurricane Sandy (DR-4085).

The City will execute the Lower Manhattan Protect and Connect Project to increase resiliency across the Target Area by implementing the three Project Activities. *Coastal Protection*, extending south from Montgomery Street to the N Moore Street at the north of Battery Park City, will include new

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potential recreational space, walkways, bicycle paths, and retail space to connect communities to and along the waterfront. The coastal protection components will connect to and expand the City’s East Side Coastal Resilience (ESCR) project ([Source](#)). These three integrated coastal protection components will provide coastal protection and stormwater drainage solutions to the entire Target Area and serve as connective ribbon along the edge of Lower Manhattan. *New York City Housing Authority’s (NYCHA) Stormwater Management through Placemaking* provides green and gray stormwater management that addresses upland flooding in the Target Area through placemaking solutions across nine NYCHA developments from 14<sup>th</sup> Street to the Brooklyn Bridge. This Activity creates community gathering and recreational space that connects NYCHA residents to their neighbors, improves water quality, reduces sewer overflows and treatment costs, reduces urban heat island effect, and reduces atmospheric CO<sub>2</sub> concentrations. The *Multi-Family Housing Retrofit Program* includes building upgrades to five HPD affordable housing complexes. These upgrades will reduce risk of future power and utility losses, reduce operating costs and carbon emissions due to improved energy efficiencies, help maintain the housing affordability in the Target Area, and will improve the quality of life and security for residents who are predominantly low income and elderly.

The three Activities of the Lower Manhattan Protect and Connect Project combine together to create a holistic approach that uses multiple lines of defense to protect vital infrastructure, housing, jobs and some of the City’s most vulnerable populations. It is a feasible, scalable, and innovative approach to building a resilient community, investing in affordable housing, and offering physical protection from extreme flooding. It forges stronger connections in the form of continuity of operation for local businesses, social and economic equality between different neighborhoods, opportunities for economic revitalization through new retail space and jobs, new public spaces for healthy recreation, and expanded connectivity for residents and area visitors. This resilient approach will ensure that Lower Manhattan can remain a stable foundation during shocks and stresses, and serve as a replicable outward model,

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creating greater resilience across all of the City boroughs, the region, the nation, and around the world.

The estimated cost to construct the three Activities, based on the current understanding of existing features and design criteria for the Project, is estimated to be \$608 million. Total Target Area investments of \$875 million create \$6.8 billion in benefits, yielding a benefit cost ratio of 7.87. A detailed breakdown of the assumptions and costs is included in Attachment F

([AttFBenefitCostAnalysis.pdf](#), p. 4).

The City's plan is to implement similar initiatives across all five boroughs to protect numerous federal, state, city, philanthropic and private investments, including post-Sandy repairs funded by Community Development Block Grant-Disaster Recovery (CDBG-DR) and Federal Emergency Management Agency (FEMA). The City and its partners continue to prove their long-term commitment to resilience through adopting legislation, raising building standards, aligning development practices with best available science, and coordinating the multiple long term resilience plans.

The City is applying for \$500 million dollars in CDBG-NDR funding to add to its significant financial commitments with more than \$405.8 million in direct and supporting leverage, including a direct financial commitment of \$108 million in City capital dollars. While these funds would support the planning and implementation of resiliency measures across Lower Manhattan and the Battery and the City is already taking steps to implement this project before the completion of this competition. The City and its Partners have continued to build on four years of extensive outreach and engagement of governmental, public, and private stakeholders. The Lower Manhattan Protect and Connect Project is an outcome of this effective community engagement and planning. The Lower Manhattan Protect and Connect Project will strengthen an important part of the City's coastline - physically, socially, and economically - for all New Yorkers to enjoy.

Supporting documents for this application may be found at a Dropbox site. The Dropbox link and Password to be emailed separately to: ResilientFuture@hud.gov