



NEW YORK CITY REGIONAL ECONOMIC DEVELOPMENT COUNCIL
2013 Progress Report

September 2013

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PART ONE

Overview of Progress



Superstorm Sandy dealt a serious blow to the metropolitan New York region. This necessarily affected REDC strategy and implementation plans for 2013, as city priorities shifted to recovery, rebuilding and an urgent focus on improving the resiliency of vulnerable communities and infrastructure. The result has been some delay in implementation of some projects, and revisions to REDC strategy and priorities that are reflected in this plan update. Fortunately, the city, state and federal governments mobilized quickly to address the implications of Sandy, positioning the region to rebound and address critical issues swiftly and effectively. That process is well underway and the proposed priorities in this Progress Report, if funded, will complement and reinforce the work that is underway to insulate the region against rising sea levels and extreme weather events.

STRATEGY OVERVIEW

The New York City Regional Economic Development Council (REDC) strategy in 2013 has focused on continued efforts to realize the vision that the Council laid out in its original plan for the continued strengthening of New York City as a center of global economic activity and innovation while also making the local economy more inclusive, alleviating conditions

of poverty, and better preparing New York City's residents for good jobs in a innovation economy. Importantly, this is a five-borough strategy that encourages partnerships between government, business, labor, academia and civic organizations as well as inter-regional cooperation aimed at maximizing benefits of economic growth and job creation for the entire state.

In October 2012, less than a month after completion of the 2012 REDC Progress Report and Plan Update,

The priority projects that the REDC targeted in its first two years reflected efforts to build on the city's strengths (its strong academic research institutions, its thriving tech startup community, and the strength of the city's anchor industries) while shoring up those areas that threaten the city's continued vitality and growth, including a skills gap that has left many people behind in the innovation economy, aging and inadequate infrastructure, a shortage of affordable housing, the concentration of poverty

Superstorm Sandy necessitated revisions to the REDC strategy and priorities—the proposed priorities in this progress report will complement and reinforce the work that is under way to insulate the region against rising sea levels and extreme weather events.

and joblessness in certain economically distressed communities, and a challenging business climate.

IMPLEMENTATION OVERVIEW

The REDC has focused on the implementation of a range of strategically important projects over the past year as well as on accelerated development in the fifteen areas of New York City that were designated as “Opportunity Zones” for development and job creation in the Council’s initial 2011 Five-Year Strategic Plan. As detailed in the following progress report, implementation of many aspects of the updated plan is going well, backed by collaborative efforts between the REDC, the city, and state agencies. The transformational “Applied Sciences Initiative” is moving forward, with both Cornell Tech and the NYU Center for Urban Sciences Program having begun to teach their first classes of students in temporary locations, and development approvals and construction plans for their permanent campus facilities being processed according to schedule. Similarly, the Steiner Studio, Green Manufacturing Building and New Lab projects in the Brooklyn Navy Yard, and Create@Harlem Green are all moving forward on schedule, albeit with some funding gaps.

In addition to challenges and delays associated with Superstorm Sandy, the REDC has encountered obstacles to timely implementation of several priority projects and plan strategies, including:

- The New York City Region has not been successful in winning the largest grants in the competitive REDC process, so that several of the Council’s priority projects did not receive the full funding needed to proceed to the development or implementation phase.
- Negotiations stalled between the City and the Hunts Point Terminal Produce Market on the private financing component required to redevelop the market. This market renewal was intended to anchor a major expansion of the food industry in the South Bronx and contribute to a larger produce supply chain extended through upstate New York. At such time that the market owners are prepared to fund their share of redevelopment costs, the REDC will be strongly in favor of the State’s support of this important project.
- Although the Staten Island Economic Development Corporation (SIEDC) has made progress in mobilizing local support and moving forward with planning for the Staten Island “Green Zone,” state

legislation to provide the incentives required to implement the zone was not enacted this year.

- Finally, despite extensive outreach to more than a dozen upstate universities and investment organizations, the SeedStart Enterprise Program was not successful in attracting any viable upstate startups from the more than 100 applications for its accelerator and mentoring program. There appears to be a serious dearth of state-based entrepreneurial firms in the enterprise software space outside New York City. On the other hand, two of the seven firms accepted for the initial program came from other states and have now set up operations in New York.

OVERVIEW OF JOB CREATION AND INVESTMENT

The REDC views the creation of good jobs as a central focus of all of the economic development initiatives that it supports. Through public hearings and private meetings with project sponsors, investors, developers and employers seeking state aid, the REDC has made clear that good jobs, local employment, commitment to on-the-job training and career ladders are key criteria to receive support. Model

projects include those in the Brooklyn Navy Yard, where all employers receiving aid have committed to these principles and are implementing local hiring and training initiatives. The various partnerships developed or encouraged through the REDC are further described in the detailed progress report that follows. The total amount invested in New York City, both public and private, through rounds I and II of the Regional Council initiative comes to \$1.36 billion. Approximately 11,500 jobs will be created or retained through these projects.

The Council is particularly focused on the creation of partnerships to ensure that residents of economically distressed communities develop the skills and capacities to fill new jobs as

part of its Opportunity Agenda initiative this year. As part of that, The City University of New York (CUNY) is working with the New York City Department of Education, private employers, the Partnership for New York City and various industry associations to scale up successful “early college” education models and career and technical education initiatives in order to provide students and graduates with the skills, knowledge and workplace experiences needed to prepare them for 21st century jobs and careers.

PUBLIC ENGAGEMENT

Implementation of the public engagement process has been intense and highly successful, with the REDC becoming an effective clearinghouse for proposals seeking state funding as well as a coordinator of regional and inter-regional planning efforts. Following is a summary of public engagement initiatives that have taken place since the last plan update was submitted in September 2012. These activities have been undertaken in order to fulfill the obligation of the Council to engage the public in its economic development strategies, and to promote awareness of the Council and of its plan.

Timeline of Major Public Engagement Initiatives

DATE	EVENT
12/7/12	Tour of the Brooklyn Navy Yard
	Lieutenant Governor Duffy and the Strategic Implementation Assessment Team – comprising Secretary of State Cesar Peralas, NYS Office of General Services Commissioner RoAnn Destito, NYS Tax and Finance Commissioner Thomas Mattox, NYS Department of Agriculture and Markets Commissioner Darrel Aubertine, NYS Environmental Facilities Corporation President and CEO Matt Driscoll – visited the Brooklyn Navy Yard to participate in program highlighting REDC priority projects, tour the Brooklyn Navy Yard’s CFA projects and listen to the REDC’s presentation of its 2012 Progress Report.
2/25/13	NYC REDC Meeting
	<ul style="list-style-type: none"> Deputy Secretary Leecia Eve gave an update on the state’s Superstorm Sandy response and then spoke about the State of the State and budget initiatives, including the following: <ul style="list-style-type: none"> Innovation Hot Spots. NYSUNY 2020 and NYCUNY 2020. Reforming the IDA (Industrial Development Agencies) State Sales Tax Exemption. Invest in Infrastructure through New York Works. REDC Priority Projects Presentations on Current Status: <ul style="list-style-type: none"> The Brooklyn Navy Yard Green Manufacturing Center (2011), Macro Sea’s New Lab (2012), and the Steiner Studios Media Campus (2012) were presented by Chris Tepper, vice president for planning and development for the Brooklyn Navy Yard Development Corporation. The New York Genome Center (2012) was presented by Bill Fair, vice president of strategic operations at the New York Genome Center. Mark Castiglione, acting executive director of the Hudson River Valley Greenway and Hudson River Valley National Heritage Area, gave a presentation on the Path Through History initiative.

DATE	EVENT
3/22/13	Path Through History Workgroup Meeting at ESD
	The workgroup discussed potential ideas for the implementation project including print and television ads, digital advertising, creating an NYC heritage tourism app and creating signage tied in with the CitiBike program. The group chose to hire a public relations firm to implement a combination paid and earned media plan.
4/4/12	Regional Council Leadership Workgroup in Rochester
	The workgroup meeting provided an opportunity for the REDC co-chairs to discuss the outcomes and lessons learned from last year's process, as well as engage in a constructive discussion regarding a new process for this coming year. Kenneth Adams, president and CEO of Empire State Development Corporation, and members of the Strategic Implementation Assessment Team were also in attendance.
4/24/13	Announcement of the Enterprise 2013 Startup Accelerator Program
	The REDC and NYC SeedStart announced the Enterprise 2013 Startup Accelerator Program, inviting startup companies in the enterprise software sector to participate in a 3 month program to accelerate their business development. More than 100 companies applied to the program; seven were accommodated in the first round.
5/9/13	REDC Meeting
	<ul style="list-style-type: none"> • The NYC REDC heard from Kenneth Adams regarding the 2013-2014 New York State budget, including the following initiatives: <ul style="list-style-type: none"> • Business Incubator and Innovation Hot Spot Program, funded with \$5 million • Innovation Venture Capital Fund, funded with \$50 million • CUNY 2020/SUNY 2020, and initiatives under which \$55 million in new capital funding was allocated to each university system • MarketNY, a new initiative to promote upstate tourism and agriculture • The REDC heard a report from REDC member Stuart Appelbaum, president of the Retail, Wholesale, and Department Store Union, on the new Opportunity Agenda Initiative. • The REDC heard a report from REDC member Marlene Cintron on the scoring committees' endorsement of 15 Environmental Justice grants. • REDC Chairman Goldstein described a process for the council to endorse New York City's 80 X 50 Study under the Cleaner, Greener Initiative, Phase I. • Rachel Gold of the New York State Department of Labor presented on the Work For Success Initiative. • Jerry Salama of Janus Properties gave an update on the current status of the NYC REDC Priority Project, CREATE @ Harlem Green.
5/15/13	Governor Cuomo's Regional Economic Development Council Leadership Summit
	Members Stuart Appelbaum and Kenneth Knuckles attended on behalf of the REDC.
6/13/13	Development of the Opportunity Agenda
	The REDC Executive and Opportunity Agenda Committees developed an approach for New York City region's submission for the Opportunity Agenda, which was later posted online.

DATE	EVENT
6/25/13	REDC Meeting
	<ul style="list-style-type: none"> • NYC REDC members Stuart Appelbaum and Kenneth Knuckles gave an update on Governor's REDC Leadership Summit. • Andrew Kennedy, assistant secretary of economic development, provided an overview of the 2013 CFA, the REDC competition, and Governor Cuomo's new START-UP NY initiative.
6/25/13	REDC Public Forum
	<ul style="list-style-type: none"> • The NYC REDC heard from 45 presenters on projects to be considered as CFA Round III Priority Projects. • 2013 Consolidated Funding Application Workshops: • The NYC REDC also held training workshops in each of the city's five boroughs to provide an overview of the Consolidated Funding Application (CFA) process, as well as how to access economic development funding from state agency programs through one application for the third round of Governor Cuomo's Regional Council initiative to stimulate job creation and economic growth. Between June 17th and July 23rd, the NYC REDC held five CFA workshops, one in each borough, attended by a total of 397 individuals representing various businesses and non-profit organizations.
6/25/13	NYC REDC SART Meeting
	<ul style="list-style-type: none"> • Bonnie Devine took over as DOS Strategic Planner for the State agency resource team. The members met to discuss the Interagency SART Plan. • The NYC REDC held meetings in each of the five boroughs to solicit feedback from community stakeholders regarding best practices and strategies for helping low-income and unemployed populations enter the workforce. The meetings also focused on the Opportunity Agenda funding programs and helping to identify groups eligible to apply. Attendees included a mix of non-profits, chambers of commerce, employers and state agency representatives. Between July 17th and 29th these workshops attracted 106 participants.
8/7/13	Discussion of Cities Resiliency Plan
	The REDC Cleaner, Greener Committee held a conference call with representatives of NYSERDA and the Mayor's Office of Long-Term Planning and Sustainability to discuss the City's Resiliency Plan, and the REDC role in supporting and carrying out aspects of that plan.

Path Through History Workgroup

A \$100,000 grant from the Governor's office is being used by the New York City Path Through History Workgroup to hire a consultant to develop and execute a media campaign, both through social media and earned media, to highlight a specific group of hidden or unknown attractions in the five boroughs of New York City to tourists as well as local residents.

Rather than focusing on increased tourism to large, iconic sites that are already heavily trafficked, the project aims to enhance awareness of and access to an initial 100 attractions (sites, venues, cultural communities, and under-promoted neighborhoods) situated within the City's five boroughs. The chosen attractions will be both visitor-ready and neighborhood accessible for a unique tourism experience. The New York Landmarks Conservancy is the fiscal agent.

Opportunity Agenda Workgroup

As described in the timeline above, the Opportunity Agenda Workgroup, consisting of Members Stuart Appelbaum, Wellington Chen and Sheena Wright, held five meetings to solicit

feedback from community stakeholders regarding best practices and strategies for helping low-income and unemployed populations enter the workforce. The meetings also focused on the Opportunity Agenda funding programs and helping to identify groups eligible to apply.

REDC Executive Committee

Finally, the Executive Committee of the NYC REDC, comprised of Kenneth Knuckles, Stuart Appelbaum, Steve Hindy, Kathryn Wylde, and NYC REDC Chairman Matthew Goldstein, has several times acted on behalf of the Council to review and comment on confidential funding requests that were submitted to the Empire State Development Corporation throughout the year.

PERFORMANCE MEASURES

While it is too early for final metrics on REDC projects, the REDC is requiring interim reports from projects sponsors and various agencies on the status of project approvals, required financing commitments and implementation. The REDC relies on the City administration to monitor and provide reports

on City actions, and on ESD and other state agencies to gather and relay information on state-funded initiatives. Regular reports are provided to the REDC and sponsors of key projects have been invited to attend and report at public meetings.

The performance measures that guide funding recommendations of the REDC include: the number and quality of new jobs created through REDC initiatives; the amount of private investment leveraged by state investment; the partnerships established between employers, educational institutions and nonprofit organizations; and the impact of projects on increasing opportunity in distressed communities and among low-income households. The REDC will also seek to measure the impact of projects on the overall economy of the region and the rest of the state. As detailed in the Opportunity Agenda section of this report, the 2014 strategy is to rely on new data being drawn from the state's Wage Reporting System to measure the outcomes for individual workers of investments in education, workforce development and economic development initiatives.

PART TWO

Implementation



OPPORTUNITY ZONE UPDATES

In its initial 2011 five-year plan, the REDC identified fifteen economically distressed or underdeveloped areas of New York City poised for substantial job-generating development activity as a result of recent rezoning and infrastructure investments. These areas were given funding preference by the REDC under the theory that concentrated investments would accelerate and maximize the city wide economic impact of limited public resources. Following are updates on the progress of those "Opportunity Zones."

125th Street (Manhattan)

A combination of private, public and community initiatives are transforming 125th Street into a world-class cultural destination and a regional business district. Current initiatives advance the goals set forth in a comprehensive rezoning of 125th Street approved by New York City Council in 2008, and include construction of the Manhattanville campus of Columbia University, as well as plans for the redevelopment of Mart 125, Harlem Create and the Victoria Theater. Taken together, these initiatives and projects will serve as

catalysts for continued economic resurgence throughout Upper Manhattan.

Update

- The National Urban League, Hudson Companies and BRP Development Corporation have been designated to develop 450-500,000 square feet of commercial space, New York State's first-ever civil rights museum, the new headquarters for the National Urban League and 114 units of mixed income housing units. In February 2013 and June 2013, the ESD Directors conditionally designated the developer and approved the General Project Plan respectively.
- The public areas surrounding the 125th Street Metro-North station are being redeveloped to make them more safe, engaging, and appealing environments.
- The New York City Landmarks Commission has approved redevelopment plans for the Corn Exchange building and work on this project is moving forward. The historic base of the building will be rehabilitated and an additional six new floors will create a total of approximately 31,000 square feet of commercial space.

Lower Manhattan

Despite the devastating terrorist attack of September 11, 2001 and the ravages of Superstorm Sandy, Lower Manhattan is thriving again as a 24/7 neighborhood. The commercial redevelopment of the World Trade Center is adding more than 10 million square feet of Class A office space complemented by significant growth in parks and open space.

Update

- Construction of the two-mile-long East River Waterfront Esplanade is progressing with the opening of the Pier 15 café pavilion and Community Board approval of designs for the area from Catherine Street to Pike Slip.
- A series of public events and concessions hosted in the privately-owned public spaces, Water Street Pops!, launched to energize the Water Street business corridor.
- Following its full land-use approval in October 2012, the RFP for the Seward Park Mixed-Use Development Project RFP received a robust response from a variety of developers. The New York City Economic Development Corporation (NYCEDC) and Department of Housing Preservation and Development are working with the community task force to finalize the path forward for these long-underutilized sites, which will bring affordable housing, commercial space, retail, open space and a revitalized Essex Street Market to one of the city's most dynamic and diverse neighborhoods.
- Chinatown Manpower Project, Inc. received a \$95,539 NYS Department of Labor grant in round II of the Regional Council initiative that will be used to train 64 unemployed workers as Certified Nurse's Aides or bookkeepers. The project

commenced in July 2013 and will be completed in December 2014.

Hudson Yards (Manhattan)

The Far West Side of Manhattan is the "final frontier" of undeveloped space in Midtown. The redevelopment of Hudson Yards will transform this neighborhood into one of the largest commercial and residential districts in the city, with up to 12 million square feet of Class A office, residential, hotel, retail, cultural and parking uses, 12 acres of public open space, and a 750-seat public school.

Update

- NYCEDC has started work on blocks one through three of Hudson Boulevard Park; completion is expected in spring 2015.
- The Culture Shed, an innovative, open-air pavilion designed by Diller Scofidio + Renfro to host a range of activities by local and international organizations spanning the worlds of visual art, design, media and performance in the Hudson Yards district, was approved by City Council in July 2013.
- Time Warner and Coach have both announced their intention to relocate corporate headquarters to the Western Railyards.
- The Related Companies announced its plans to move forward with construction of the platform over the Railyards that is required to support the Culture Shed and new commercial construction anchored by Time Warner.
- Related signed two tenants for the first tower of Hudson Yards and arranged financing for the project as its construction advances. L'Oreal, the Paris-based cosmetics company, will take 402,000 square feet at the south tower for its U.S. headquarters. German software

company SAP America has agreed to lease 115,000 square feet on the top four floors. The developer also completed deals for \$1.4 billion in financing for Hudson Yards, including a construction loan led by Starwood Property Trust, Inc.

Coney Island (Brooklyn)

Despite the ravages of Superstorm Sandy, Coney Island is positioned to become a major waterfront destination over the next three decades with nearly 5,000 new units of housing, approximately 25 acres of entertainment attractions, more than 25,000 construction jobs and 6,000 permanent jobs. Rezoning to support this new development was completed in 2009, followed by the development of several new amusement parks and other investments that are attracting more visitors and private investment to this historic neighborhood.

Update

- Steeplechase Plaza, a 2.2-acre public open space that serves as the western entryway to the revitalized amusement district, was opened last year. It is home to the restored B&B Carousel, Coney Island's last remaining historic carousel. The landmarked Parachute Jump was also outfitted with exciting new lighting enhancements unveiled in June.
- Construction is ongoing at Coney Island Commons which will include 195 units of affordable housing and a new state-of-the-art 44,000 square foot YMCA. The development began accepting applications in spring 2013 and the new YMCA is set to open this winter.



- 2012 was one of the most successful summer seasons on record for Coney Island, with more than 759,000 visitors taking over 2.6 million rides at Luna Park and the addition of nearly two acres of amusements to Scream Zone, including a 24-cart Go-Kart track, the 110-foot Boardwalk Flyer free-fall ride, and a 3-Point-Challenge basketball game.
- The City's HireNYC Program listed 500 open positions and achieved 400 total hires for the summer of 2013, many from the surrounding neighborhood. In addition to Central Amusement International, Nathan's Famous, and Deno's Wonder Wheel Park, boardwalk restaurants and a new Applebee's Restaurant on Surf Avenue also joined the hiring program.

Downtown Brooklyn

Spurred by a rezoning in 2004, Downtown Brooklyn has become one of the fastest-growing neighborhoods in New York City, doubling in population in the last decade. With the completion of the Barclays Center, several cultural institutions, and commercial developments to complement its population growth, Downtown Brooklyn is poised to be one of the city's most active central business districts. This area also anchors Brooklyn's participation in the innovation economy, with NYU Polytechnic Institute at its center.

Update

- The Downtown Brooklyn Partnership will renovate a public plaza and the interior and exterior of six buildings in Downtown Brooklyn. The organization was awarded a NYS Division of Homes and Community Renewal (HCR) grant of \$200,000 in round II of the Regional Council initiative.

- The New York University Center for Urban Science and Progress (CUSP) commenced classes at MetroTech in September 2013. NYU has also started design/development for 370 Jay Street, formerly an MTA building, which is expected to become the permanent home for CUSP in September 2017.
- The Brooklyn Tech Triangle Task Force issued an RFP for a strategic plan to spur investment in the emerging technology sector of Downtown Brooklyn, DUMBO, and the Brooklyn Navy Yard in July 2012, and published the resulting report in July 2013. The report, funded in part through an ESD grant of \$100,000, describes several strategies to be used to further support the development of this fast-growing industry cluster.
- Pursuant to the Downtown Brooklyn Cultural District Plan, the BAM South project closed in July 2013 and will be developed into a 32 story, 350,000 square foot building with residential, commercial, cultural and public spaces.
- In March 2013, NYCEDC signed an agreement with a developer for the construction of Willoughby Square, an approximately one-acre open space located above an underground, automated garage. Pre-development work is underway, with construction commencement expected mid-2014.
- The Myrtle Avenue renovation project will use \$500,000 in NYS HCR funds to renovate approximately five buildings with 15 residential units and nine commercial units. The total project cost will be \$1,315,000, with \$675,000 committed from property owners and \$115,000 from the Myrtle Avenue Business Improvement District.

Brooklyn Navy Yard

The Brooklyn Navy Yard is a 300-acre industrial park on the Brooklyn waterfront, once the site of one of the nation's most storied naval shipbuilding facilities. It is now home to over 300 industrial businesses employing nearly 6,400 people, up from 3,600 in 2001, a figure that is projected to double in the next five years. The Brooklyn Navy Yard Development Corporation (BNYDC) is the not-for-profit corporation that manages the Brooklyn Navy Yard on behalf of its owner, the City of New York. BNYDC leases space in the Yard, promotes local economic development, develops underutilized areas and oversees modernization of the Yard's infrastructure. With the support of New York State, city, federal and private investments in new green buildings and infrastructure, the Yard has become a national model for sustainable urban industrial parks and home to modern manufacturers that are tech-driven and socially responsible.

The Navy Yard's 40 buildings have been 99% leased for nearly ten years. During that same period, BNYDC's Employment Center has placed over 2,000 people in jobs, the vast majority of whom live in the surrounding communities. As a result of this track record, the Navy Yard is now in the midst of its largest expansion since World War II, adding more than 1.8 million square feet of new industrial space and 2,500 jobs over the next two years.

Update

- BNYDC placed over 250 local residents in jobs within the past year; 25% of all placements live in public housing, 15% are veterans and 10% are formerly incarcerated. BNYDC placed an additional 200 high school and college students in paid internship positions that provided career-readiness and in-

troduced them to burgeoning sectors in New York City's economy.

- BNYDC raised over \$700,000 in private funding to help support the Brooklyn Navy Yard Center at Building 92, an exhibition and visitor center that helps connect people to the history of craft and labor in the Yard and its relevance today as a model for sustainable urban industrial development.
- Construction of the Green Manufacturing Center began in the summer of 2012. The 215,000 square foot building, with additional new mezzanine space, will create space for nearly 300 permanent jobs. Tenants will include Crye Precision, designers of combat apparel, in 80,000 square feet; and New Lab, a high-tech design and prototyping center, in 84,000 square feet of space. Crye Precision was awarded \$1 million in round I of the Regional Council initiative, while New Lab was awarded \$1.25 million in round II of the Regional Council initiative. The ESD Directors approved an additional \$2 million (for a cumulative total of \$3.25 million) for New Lab in August 2013.
- Construction has begun on Building 77, a nearly 1 million square foot building in the center of the Navy Yard. BNYDC is in negotiation with Jack Basch, LLC (Shiel Medical Laboratories), for 250,000 square feet of medical office space that will retain over 450 full-time jobs and create 300 new jobs in the building. Shiel Medical Laboratories will receive up to \$2.8 million in Excelsior tax credits from ESD for the project.
- On December 19, 2012, Steiner Studios was awarded \$5 million in grant funds in round II of the Regional Council initiative to help support the development of a 50-acre Media Campus at the Navy Yard.
- Duggal Visual Solutions will renovate its manufacturing facility in the Navy Yard and purchase and install large scale, high-tech printing equipment. Duggal Visual Solutions will invest \$14.02 million and create 160 new jobs. The company received \$881,000 in Excelsior tax credits in round II of the Regional Council initiative.
- In December 2012, BNYDC leased approximately 104,000 square feet to a joint venture between Forest City Ratner and Skanska to fabricate the modular units to be used in the first modular high rise of its kind at the Atlantic Yards.
- BNYDC has stabilized two historic structures in anticipation of a deal with a development partner to create a large-scale supermarket, neighborhood retail and light industrial space on the 6-acre Admirals Row site.
- BNYDC is in negotiations on a lease for an approximate 450,000 square foot building with one of the country's premier developer of co-working space.
- The Pratt Center conducted an independent economic impact study that found that the Navy Yard is responsible for \$2 billion in annual economic output and another \$2 billion in induced earnings in the local economy.
- BNYDC's development projects all include aggressive Minority-, Women- and Locally Owned Enterprises goals. On its last two major projects, 40% of the dollar value of all construction contracts went to MWBEs.

Greenpoint-Williamsburg (Brooklyn)

The 2005 rezoning of Greenpoint-Williamsburg set the stage for the continuing revitalization of these vibrant neighborhoods, creating new oppor-

tunities for much-needed affordable housing, facilitating local commercial development, promoting light industrial activity in appropriate areas, and establishing a plan for a continuous publicly accessible esplanade and new public open spaces along the waterfront. Since the rezoning, the combination of zoning incentives, housing programs and commitments of public land has resulted in the construction of 860 units of affordable housing. Commercial development — new cafés, restaurants, galleries, boutiques and hotels — has boomed, and dozens of tech startups are now based in the area. The City’s commitment of over \$315 million to support the creation, improvement and expansion of open spaces has financed the acquisition of the first two phases of Bushwick Inlet Park, the design and construction of multiple sites such as Greenpoint Playground Comfort Station and Sternberg Park dog run, and various projects at McCarren Park, including the restoration of McCarren Park Pool and construction of WNYC Transmitter Park.

In addition, the City has leveraged more than \$50 million in private investment for new public open space along the waterfront at the Northside Piers, The Edge, 184 Kent and 155 West Street. The rezoning also included incentives for new pier development, which created a new transportation option for Greenpoint and Williamsburg — the East River Ferry.

Update

- On September 10, 2012, the City officially opened WNYC Transmitter Park along the East River in Brooklyn. This \$12 million project includes an esplanade for passive recreation, and 1.6 acres of open space to provide residents and visitors with increased access to the Greenpoint waterfront. The transformation of WNYC Trans-

mitter Park builds on the 2005 Greenpoint-Williamsburg rezoning and its plan for continuous public access to the area’s shorefront. Located on the site of the former WNYC radio transmission towers, the new park includes a new overlook to the south, new seating, and a waterfront esplanade that will provide connections to adjacent sites. A pedestrian bridge was built across an excavated historic ferry slip and restored as a wetland accessible to visitors. The center of the park includes a large open lawn with a separate children’s play area featuring a nautical theme to reflect the site’s context. It also includes a spray shower and nature gardens.

- A newly constructed recreational pier at the end of Kent Street also opened in the spring of 2013.
- The City is currently seeking public approvals to sell the development rights of 65 Commercial Street to Waterview at Greenpoint. Proceeds from this sale will allow the City to pursue construction of the Box Street Park on a City owned site that is currently occupied by the Metropolitan Transit Authority.

Southwest Brooklyn

Sunset Park’s waterfront offers an opportunity for industrial and manufacturing businesses that have had difficulty finding appropriate space elsewhere. With an extensive waterfront and freight rail infrastructure, as well as access to numerous local truck routes, Southwest Brooklyn offers a unique opportunity for multi-modal transportation. The city’s 2009 Sunset Park Waterfront Vision Plan put forward a framework for breathing new life into one of the city’s most important maritime industrial areas. The plan sets guidelines for investment for the next 20 years and anticipates creating or retaining 20,000 jobs in

the area. Important projects such as the reactivation of the South Brooklyn Marine Terminal, the redevelopment of the area’s aging freight rail network, and building a new waterfront park are already underway.

Update

- With financial support of the Department of State, remediation and preliminary construction of Bush Terminal Piers Park is completed, which will make the long-envisioned waterfront public access a reality for Sunset Park residents. The development of Bush Terminal Piers Park will feature two multiuse sports fields, viewing areas for restored tidal pools, and a naturalized preserve area.
- Preliminary construction is complete on the renovation of Salmar Properties’ Federal Building #2 in Sunset Park, and the building is open for leasing. The previously vacant 1.1 million square foot warehouse building is being converted to a state-of-the-art industrial facility, with 85% of the space to be used for light manufacturing purposes and 15% for retail. Salmar Properties has invested more than \$35 million to transform the warehouse into a modern industrial center and the full renovation will create about 1,300 permanent industrial jobs and 400 construction jobs.
- NYCEDC has nearly completed the rehabilitation of South Brooklyn Marine Terminal. The \$115 million project has leveraged an additional \$52 million in private investment on the site. Two tenants now occupy space at SBMT: the Axis Group, a logistics company specializing in the automotive industry that will utilize the terminal for automobile processing and import/export via ocean-going vessels; and Sims Metal Management, which will soon complete construction of a

new recycling facility to handle New York City's municipal recyclables. The two facilities are expected to generate over 250 new jobs for the Brooklyn waterfront. Both parties will maximize waterborne transportation to reduce trucking in the local and regional networks.

- Through a \$354,900 grant from round II of the Regional Council initiative, the Department of State continues to support implementation of the 14-mile Brooklyn Waterfront Greenway, which runs from Newtown Creek to Bay Ridge, and is partnering with the NYC DOT in implementing the Sunset Park Connector from the Hamilton Avenue Bridge at Gowanus Canal to the new Bush Terminal Piers Park. With a \$600,000 Department of State grant from round II of the Regional Council initiative, the New York City Department of Transportation, in partnership with UPROSE, will identify preferred connecting corridors from the upland neighborhood to the waterfront, the Greenway and the new Bush Terminal Piers Park.
- The NYS Environmental Facilities Corporation is supporting the construction of the Gowanus Canal Sponge Park through a \$535,000 grant awarded in round II of the Regional Council initiative. This multi-functional public space system will slow, absorb and filter stormwater runoff.

Hunts Point (Bronx)

The Hunts Point peninsula is home to the city's primary food wholesaling and distribution hub (the Hunts Point Food Distribution Center), occupying 330 acres, supporting more than 115 businesses, and employing 10,000 workers. The area is also home to the Hunts Point Terminal meat, fish and produce markets, along with many other food-related companies. The 2004 Hunts Point Vision Plan articulat-



ed a coordinated strategy for fostering business and job growth at the food distribution center. Despite stalled negotiations with market owners, the City remains committed to modernizing the Produce Market, which will both attract new business activity and ensure the food distribution center continues to play a primary and increasingly sustainable role in the city's and state's food supply chain.

Update

- The City has successfully worked with the federal government to obligate funds for significant rail improvements that will complement redevelopment.
- The City released a Request for Proposals (RFP) in May 2013 to construct and operate a modern industrial facility at the Halleck Industrial Development Site, with a preference for food-related industrial uses. The 425,000 square foot site, vacant and shovel-ready, occupies a prime location in the Hunts Point Food Distribution Center.

- GrowNYC, an environmental non-profit that operates farmers markets, community gardens and educational programs in New York, will use an ESD grant of up to \$250,000 for a portion of the costs of expanding its facility, which involves leasing, preparing and equipping a plot of land located in the Hunts Point section of the Bronx that will operate as a wholesale greenmarket. The new location will replace GrowNYC's current wholesale greenmarket that operates out of the New Fulton Fish Market. Preparation of the land will involve paving what is now an unfinished lot. In addition, GrowNYC will lease and equip an existing facility nearby to serve as GrowNYC's new distribution hub.

South Bronx

A rezoning in 2009 has begun to transform a waning industrial waterfront area and the lower Grand Concourse into a vibrant, mixed-use, mixed-income community with new waterfront open space. Completion of the South Bronx Greenway will also help attract investments to the neighborhood.



Update

- The South Bronx Greenway will provide extensive waterfront pathways, inland green streets, and multiple new waterfront open spaces to connect Hunts Point and Port Morris residents to the waterfront. The completion of the Hunts Point Avenue/Spofford Avenue Streetscape, the Lafayette Avenue Streetscape, and Hunts Point Landing have provided new landscaped medians, bicycle lanes, landscaping and trees, and a 1.5 acre public open space with a fishing pier, tidal pools, a kayak launch, and passive recreational areas.
- By fall 2015, construction of Food Center Drive will be completed, converting it from two-way to one-way. The transformation will ease congestion and allow for the construction of a 1.25 mile Class I (fully separated) bicycle/pedestrian lane,

which will be the first of its kind in the Bronx.

- The Randall's Island Connector, made possible with a \$350,263 round II Regional Council grant from the Department of State, is expected to start construction in spring 2014. The Connector will allow residents of the South Bronx to easily access over 400 acres of recreational amenities on Randall's Island. The quarter mile pathway will include new lighting, landscaping, an at-grade rail crossing, and a pedestrian bridge over the Bronx Kill.
- A \$1.125 million round I Regional Council grant from the New York State Environmental Facilities Corporation is facilitating waterfront park development, "green streets," and a 18,000 square foot green roof at St. Mary's Recreation Cen-

ter. Construction is expected to begin in fall 2013 or spring 2014.

- In round I of the Regional Council initiative, Action Environmental Systems, LLC, a recycling facility, was awarded a \$250,000 grant to support a new optical sorting system. New processing equipment has been installed and testing of it is underway.
- Several other housing and housing improvement projects are in process. With a \$1,049,997 round I Regional Council grant from the State Division of Homes and Community Renewal, the Association for Rehabilitative Case Management and Housing, Inc. is constructing 60 units of affordable housing in the South Bronx, including 42 units for persons with special needs. Upon completion, the project will provide six units for persons with mobility impairments and three units for persons with hearing and/or vision impairments. Also with the support of the Division of Homes and Community Renewal, Bronx Shepherds Restoration Corp. is helping elderly and disabled Bronx residents with emergency repairs and accessibility improvements.

Long Island City (Queens)

Long Island City has been slowly increasing its population and jobs since it was rezoned in 2001. This process was accelerated with the construction of JetBlue's headquarters in the historic Brewster Building, which brought over 1,000 jobs to the neighborhood. The Queens Plaza Pedestrian and Bicycle Improvement Project has helped improve circulation and transform this primary entry point into a dynamic and appealing gateway.

Update

- With a \$150,000 round II Regional Council grant through the Department of State's Environmental

Protection Fund Local Waterfront Revitalization Program grant, the Office of the Queens Borough President, in collaboration with the Coalition for Queens, will prepare a Tech Zone Strategic Plan for the Western Queens East River waterfront. The Strategic Plan will consider critical issues of the local economy, land use and the environment, transportation, infrastructure, urban design, and workforce development, in order to support tech innovation industry growth, entrepreneurship, and revitalization of an underutilized waterfront.

- With \$200,000 in assistance from the Excelsior tax credit program through round I of the Regional Council initiative, Shapeways, Inc. is leasing approximately 155,000 square feet of industrial space to construct and equip a manufacturing facility and office space. Construction of a 3D printing facility is also underway.
- Hunter's Point South is transforming a largely vacant site into a mixed-use, middle-income housing development with permanently affordable apartments. The first phase is expected to be completed in 2014 and includes two mixed-used buildings of more than 900 housing units and roughly 20,000 square feet of new retail space. All of the housing in the first phase will be for low-, moderate- and middle-income families. Other additions will include five acres of new waterfront parkland, a new school, new retail space, and parking. The State Environmental Facilities Corporation is supporting implementation of stormwater harvesting and reuse in two of the buildings to irrigate planted roof areas on the buildings. Ground was broken on the first two residential buildings in spring 2013.

Jamaica/Southern Queens

Jamaica benefits from a thriving downtown commercial district and world-class transportation access (the AirTrain, LIRR, and two subway lines all connect at Jamaica's recently redeveloped intermodal hub), making Jamaica an attractive destination for new residents and businesses. Downtown Jamaica's redevelopment will have a multiplier effect throughout Southeastern Queens, extending to JFK Airport and the Rockaway Peninsula.

Update

- A suite of projects in Downtown Jamaica leverage existing transportation infrastructure and make the area more accessible and attractive for users. The reconstruction of the Sutphin Underpass is now complete and retail tenancing is underway. Spaces are expected to open by end of 2013. The Atlantic Avenue Extension project, which is expected to start in early 2014 and will be completed in 2015, will extend Atlantic Avenue and connect it with 95th Avenue, creating a new gateway to downtown Jamaica and new public parks.
- NYCEDC is supporting the Queens Royalty Campaign, a destination marketing program led by the Jamaica Center BID, which is currently underway and will run through fall 2013. The programming aims to elevate the image of Downtown Jamaica by leveraging Jamaica's history, engaging young people and artists, and hosting events for locals, visitors and office workers.
- With the support of the State Division of Homes and Community Renewal, 161st Street Jamaica Apartments, a mixed-use, mixed-income project is being developed by the Bluestone Organization. It will include office and commercial (retail) space and is expected to be

completed in 2014. The project will consist of two towers, below grade parking garage, recreational space, a common laundry, a lobby with mailbox and package facilities, and bicycle storage.

Flushing/Willets Point (Queens)

Flushing is home to one of the largest communities of people of Chinese descent outside of China (and its Chinese-American population is now larger than Manhattan's Chinatown), as well as large populations of other Asian and non-Asian immigrants. This has powered Flushing's significant economic growth, allowing the neighborhood to add jobs in each of the last six years, despite the recession. The planned redevelopment of Willets Point will accelerate the neighborhood's growth and also have significant environmental benefits, most directly linked to the revitalization of the Roosevelt Avenue corridor.

Update

- The Flushing Commons project will transform what is now a municipal parking lot in Downtown Flushing into a vibrant, mixed-use development that brings open space, a new community venue, residences, a 62,000 square foot YMCA facility, and retail opportunities to the neighborhood. This project will bring an estimated 2,600 construction jobs and 1,900 permanent jobs to Queens, and will be a catalyst for other projects in Downtown Flushing.
- Queens Development Group, a joint venture between Related Companies and Sterling Equities, was selected in June 2012 to develop the first phase of the Special Willets Point District, approved by the City Council in 2008. This will include remediation of more than 20 acres of toxic land, activation of 126th Street with hotel and retail



uses, and the construction of 2,500 housing units, 35% of which will be affordable housing. Additionally, the project will feature the development of a retail and entertainment destination on the parking lot to the immediate west of Citi Field. Overall, this expanded vision will infuse the community with \$3 billion in private investment, and will create 7,100 permanent jobs and 12,000 direct construction jobs with MWBE and local hiring goals of 25%.

- Substantial progress has been made on the off-site infrastructure improvements over the past year, with completion on target for the end of 2013.
- The public approvals process accompanying the development of Willets Point is progressing, with approval by the Community Board

and Borough President in the spring/summer of 2013.

North Shore (Staten Island)

The North Shore is home to 179,000 residents and the Island's maritime industry, which employs 2,200 people at an average salary of \$51,000. Six neighborhoods (St. George, New Brighton, West Brighton, Port Richmond, Mariners Harbor-Arlington, and Jersey Street) located on the North Shore have underutilized land or vacant buildings available to support development. North Shore 2030, a report by the Department of City Planning (DCP) and NYCEDC, puts forward a twenty-year vision for the area from the Staten Island Ferry Terminal to Howland Hook Marine Terminal.

Update

- New York Wheel, LLC and BFC Partners are working to redevelop over 14 acres along the waterfront in St. George. The New York Wheel and Empire Outlets projects were certified into Uniform Land Use Review Procedure (ULURP) in spring 2013, and are nearing the completion of their permitting process.
- The first phase of the New Stapleton Waterfront broke ground this year on a \$150 million, 900-unit mixed-use private development with 30,000 square feet of ground floor retail and accessory parking. Adjacent to the mixed-use development, the City is investing over \$30 million in a new waterfront esplanade, restored tidal wetlands, and improved infrastructure in the area.

West Shore (Staten Island)

The West Shore offers more than 1,000 acres of properties for development, with potential for significant maritime and industrial job creation. Nearly 40 initiatives are currently underway to unlock growth in the neighborhood, including development of publicly-owned sites at Charleston, Arlington Yard, and the New York Container Terminal (NYCT). The Department of City Planning and NYCEDC recently completed a comprehensive study of the area called Working West Shore 2030: Creating Jobs, Improving Infrastructure and Managing Growth. The SIEDC Green Zone initiative continues to make progress in rehabilitating brownfields and other unused property for industrial use, and promoting a light rail project on the West Shore.

Update

- NYCT and the Port Authority anticipate entering into an extension of their lease agreement of the Howland Hook facility to December 31, 2029. Under the terms of the lease extension, NYCT will commit capital investments over the life of the lease to build on the \$375 million that the Port Authority has invested at Howland Hook since 2000. To complement the Port Authority's commitment, ESD is providing a \$15 million grant that will retain at least 250 full-time permanent jobs and enhance the competitiveness of this critical maritime shipping facility in New York Harbor.
- In July 2013, NYCEDC and the Port Authority of NY/NJ issued a joint Request for Expressions of Interest for development at the Teleport Industrial Park, an office park located on a 100-acre campus that currently includes five commercial buildings with 700,000 square feet of office space, as well as another 40 acres on five development parcels. The Teleport remains an important piece of Staten Island's economic development and job creation strategy, and figures prominently in the Working West Shore 2030 vision plan.
- The planned redevelopment of an approximately 65-acre site in Charleston with retail uses, a park, a new public library, a public school, and senior housing was certified into ULURP in May 2013 and is heading towards its full approval process later this year. A developer has been selected for Retail Site "A," an approximately 11-acre parcel on the site.
- Large portions of Staten Island's West Shore have been identified within the proposed boundaries of the new Staten Island Industrial Business Zone (IBZ), a designation which will expand services

available to industrial and manufacturing businesses, ensuring the future strength of New York City's industrial sector by creating competitive advantages over locating in other areas. A vote on this designation will take place in fall 2013. With support from the New York Department of State, the City has begun implementation of the 482-acre East Park section of Freshkills Park, formerly the Fresh Kills Landfill, and to design and construct bike and pedestrian trails, a wetland boardwalk, flexible-use lawns, a kayak and canoe launch, primary and secondary entrances, and an ecologically-sensitive parking area.

2011 and 2012 Priority Projects

Following are updates on the REDC's round I and II Priority Projects.

CornellNYC Tech: The Technion-Cornell Innovation Institute (part of the Applied Sciences Initiative)

Approvals will be in place to begin construction of the \$2 billion, two-million-square-foot applied science and engineering campus on Roosevelt Island by January 2014. The State's Roosevelt Island Operating Corporation has been involved in this process, helping to ensure that the campus becomes an important part of this community.

The selection of the Cornell-Technion consortium—which pairs two of the world's top institutions in the fields of science, engineering, technology and research—to establish the campus marked a major milestone. This consortium was selected based on the large scale and vision of the consortium's proposal, the long and

CFA-Funded Project Activity

	2011	2012
Total Number of CFA-funded Projects	50	50
Contracts for Funding Sent to Applicants by State Agencies	47	44
Contracts Executed	45	37
Projects Started	40	21
Projected Completion Through CY2013	22	10
Projected Completion Through CY2014	13	17
Projected Completion Through CY2015	11	17
Projected Completion Through CY2016 or beyond	2	6
Total CFA Award Amount	\$66.2M	\$51.3M
Expected Total Project Value	\$741.9M	\$620.5M

*Note: Three 2011 CFA project applications have been withdrawn by project applicants. These projects represent a total of \$965,943 in funding.



impressive track record of both institutions in generating applied science breakthroughs and spinning off new businesses, its financing capacity, the its focus on collaboration between academia and the private sector, and overall capacity to execute the project. In addition to providing the Roosevelt Island site, the City offered \$100 million in city capital to assist with site infrastructure, construction, and related costs.

The City's investment is expected to generate more than \$23 billion in economic activity over the next three decades, as well as \$1.4 billion in direct tax revenues. The project will directly lead to employment growth, with 20,000 construction jobs and 8,000 direct permanent jobs. Cornell Tech will develop and own the campus and assume responsibility for its operations.

Immediate priorities/ project next steps

Cornell Tech is proceeding with design and planning for the new campus, and has completed the City's ULURP process. The first phase of the Roosevelt Island campus will open no later than 2017; however, Cornell Tech has already begun classes in temporary space donated by Google. Forest City Ratner has been selected as the project manager/developer.

New York University Center for Urban Science and Progress (part of the Applied Sciences Initiative)

The MTA building at 370 Jay Street in Downtown Brooklyn will be redeveloped as the location of the Center for Urban Science and Progress (CUSP) which will focus on research and development of technology to address the critical challenges facing cities, including infrastructure, tech integration, energy efficiency, transportation congestion, public safety, and public health. Aside from NYU, other participants in this project include CUNY, Carnegie Mellon University, the University of Toronto, the University of Warwick, and the Indian Institute of Technology Bombay, as well as two leading companies, IBM and Cisco. CUSP will grant academic degrees in engineering and sciences. NYU named Steven Koonin, a theoretical physicist who has served as undersecretary of energy for science and as provost of the California Institute of Technology, as CUSP's inaugural director. New research and technologies developed at the center are expected to generate \$5.5 billion in overall economic impact and 7,700 jobs over the next three decades.

Immediate priorities/project next steps

Classes began in temporary space at the MetroTech Center in Downtown Brooklyn in September 2013. CUSP will begin the first phase of construction work on the 370 Jay Street building in the fall of 2014.

Staten Island Green Zone

Three major components of the development of the Staten Island Green Zone are underway. The Staten Island Economic Development Corporation started work with the New York City Department of Environmental Protection and a private engineering firm in July 2013 on the implementation of a sanitary sewer and stormwater management system for the Green Zone in order to help address the lack of essential infrastructure that leads to flooding and standing water. This system will increase property values and create development opportunities as well as preserve and expand local wetlands. Phase 1 of 3 will be completed in September 2013.

Foreign trade zones (FTZs) were created to provide special customs procedures to U.S. plants engaged in international trade-related activities. In an effort to duplicate the economic benefits generated by the Port Authority's New Jersey FTZ, SIEDC is

working with NYCEDC to increase FTZ opportunities on Staten Island. Designations are expected for companies in the Green Zone starting in 2014.

Many land parcels on the West Shore suffer from underdevelopment, wetland and shoreline issues, and contamination. SIEDC is a finalist for a requested \$400,000 in funding from the New York State Department of State's Brownfield Opportunity Area program to provide technical support and money to implement a brown-field redevelopment plan for the Green Zone.

It should also be noted that incentives for private investment contemplated to attract development and job creation in the Green Zone have been introduced in state legislation, but not yet enacted.

NYC SeedStart

NYC SeedStart Enterprise received a \$550,000 REDC Grant in 2012 to launch a program to accelerate the development of startup enterprise software companies. A three-month intensive program for the initial group of seven companies, selected from a pool of over 100 applicants, began in July 2013. These are all companies working on technology solutions for big business (enterprise software). Each of the seven companies has received seed capital as well as mentoring, co-working space and networking opportunities. The program has recruited 50 mentors and speakers to serve as resources to help the startups refine strategy and products. SeedStart estimates that it will support the creation of 150 new jobs.

Five venture capital firms have provided matching capital, and technology companies such as Google, Amazon Web Service and CA have also supported the program. The first

Accelerator Demo Day is planned for October 2013, at which the companies will pitch themselves to a room full of potential future investors.

The next cohort of companies is planned for launch in January of 2014.

Brooklyn Navy Yard Green Manufacturing Center

The Brooklyn Navy Yard Development Corporation (BNYDC) is developing the \$60 million, 215,000 square foot multi-tenant Green Manufacturing Center projected to create up to 300 jobs.

Update

- Crye Precision, an existing Navy Yard tenant, signed a lease in September 2012 for an 85,000 square foot wing of the building. BNYDC is engaged in ongoing lease discus-

sions with New Lab (Macro Sea) for a 50,000 square foot wing of the building. BNYDC is analyzing leasing opportunities for the final 80,000 square feet wing of the building.

- BNYDC closed on \$12 million of New Market Tax Credits in September 2012 and Historic Tax Credits in August 2013 to partially finance the project. Both forms of tax credits were provided by New York State.
- An ESD Incentive Proposal for the project was signed on April 3, 2012; ESD Directors approved the project on August 12, 2012; and ESD Grant Disbursement Agreements were signed on April 5, 2013.
- Plaza Construction was selected as the Construction Manager on this project. Partial demolition, re-

NYC SeedStart Enterprise—First Round Participants

Participant	Description
Alluring Logic	A smarter, mobile CRM tool for retail sales associates, which allows sales associates to access retail information from an iPad while in the store while working with customers.
CaseRails	A full-featured word processor and light-weight document management system, laser-focused on increasing the accuracy and efficiency of legal document drafting.
Hublished	A community for businesses to share webinars.
NimbusBase	Provides a platform for developer's that utilizes a user's personal cloud storage to store their app data.
Partpic	A mobile application that helps people identify and purchase industrial supplies.
Quandora	A Question & Answer software for Teams and Communities.
Vidaao	An all-in-one video marketplace, matching video production experts to companies that need video production services.

pair and painting of the steel and foundation work are complete. New roof panels, wall panels and windows are in fabrication. Roof panels are expected to be on site at the end of October 2013; wall panels and windows will follow. The remainder of the rehabilitation work is targeted for completion in early 2015.

Hunts Point Terminal Produce Market

The Hunts Point peninsula is home to the city's primary food wholesaling and distribution hub (the Hunts Point Food Distribution Center), occupying 330 acres, supporting more than 115 businesses, and employing 10,000 workers. The area is also home to the Hunts Point Terminal meat, fish and produce markets, along with many other food-related companies. The 2004 Hunts Point Vision Plan articulated a coordinated strategy for fostering business and job growth at the food distribution center. The City remains committed to modernizing the Produce Market, which will both attract new business activity and ensure the

food distribution center continues to play a primary and increasingly sustainable role in the city's and state's food supply chain.

Update

- The City has delivered on its public commitment by securing more than \$170 million in city, state, and federal funds for the construction of a larger, more sustainable and modern facility for the produce market. The market owners have not come through with their matching participation in the financing of the project and, as a result, negotiations for redevelopment of the facility are currently stalled. The City has successfully worked with elected and government officials to obligate federal TIGER funds for significant rail improvements at the market that can begin independently of and complement future redevelopment.
- The City released a Request for Proposals (RFP) in May 2013 to construct and operate a modern industrial facility at the Halleck Industrial Development Site, with

a preference for food-related industrial uses. The 425,000 square foot site, vacant and shovel-ready, occupies a prime location in the Hunts Point Food Distribution Center.

- Construction has commenced on the conversion of Food Center Drive from a two-way to one-way road, easing congestion and allowing for the construction of a new shared bicycle/pedestrian lane.

Taystee Bakery/CREATE@Harlem Green

The Taystee project is a planned 275,000 square foot mixed-use development located in the long-vacant Taystee Bakery complex. The project has been approved for \$10 million in state funding through the NYC REDC. Located between West 125th and West 126th Streets, the property was the former home of the Taystee Cake Bakery, closed in the late 1970s. In the decades since its closing, the building has been vacant and suffered decay. A local developer, Taystee Create LLC, will develop the property with a project that can accommodate a mix of commercial, industrial, community and retail users with varying preferences – from small, independent space to those with larger, long-term space needs. The Taystee Building is currently in the design/development phase, with demolition of existing buildings expected to commence in fall 2013. The ESD Directors approved the project on March 20, 2013.

New York Container Terminal at Howland Hook

New York Container Terminal (NYCT) is the largest container terminal in the State of New York and the largest private employer in Staten Island. This year, NYCT successfully concluded negotiations with the Port Authority of New York & New Jersey to address





concerns regarding bridge tolls that reduce the competitiveness of the terminal relative to similar facilities in the harbor. Abatement of toll charges for trucks coming to the Container Terminal will allow the terminal to compete on a more even playing field with other distribution facilities in the Northeast region.

Toll abatement is also a key component of plans to significantly expand the NYCT's capacity to serve projected increases in container volume driven by world trade and the expansion of the Panama Canal. On July 18, 2013, ESD approved a \$15 million grant to assist with \$28.2 million in capital expenses for this project, and to retain 250 NYCT jobs over five years. NYCT and the Port Authority anticipate entering into an extension of their lease agreement of the Howland Hook facility to December 31, 2029. Under the terms of the lease extension, NYCT will commit capital investments over the life of the lease to build on the \$375 million that the Port Authority has invested at Howland Hook since 2000.

New Lab

Located at the Green Manufacturing Center at the Brooklyn Navy Yard, New Lab will transform a total of 84,000 square feet of space (including an additional mezzanine space that will be built in addition to the current 50,000 square foot wing) into a high-tech design and prototyping center that will enhance the Yard's initiative to become a national model for sustainable industrial parks. What was once a facility for building state-of-the-art ships will incubate new companies and technologies and support the renaissance of new manufacturing taking place in the Brooklyn Navy Yard. Entrepreneurs, educators, and businesses in disciplines ranging from additive manufacturing, biotech, advanced robotics, architecture, and industrial design will work alongside one another in this unique space. The project will support the creation of 300 new jobs.

Update

- While Macro Sea was awarded \$1.25 million in round II of the Regional Council initiative, the NYC REDC also recommended a reallocation of \$2 million in state

funding, for a total of \$3.25 million, to allow the \$20 million project to move forward. ESD approved the \$3.25 million grant on August 22, 2013.

- In response to early interest in New Lab, the development team opened "New Lab Beta" in March 2013. New Lab Beta, located in Building 280 of the Brooklyn Navy Yard, provides a temporary home for tenants to begin groundbreaking work that will continue in the completed New Lab space. This 8,000 square foot facility is serving as a testing ground for programming and collaboration while also housing some of the Navy Yard's most innovative tenants, including Terreform ONE and RockPaperRobot.
- Construction work on the building's core and shell has commenced as the New Lab team continues to develop the interior design. New Lab is expected to open in its permanent home at the Green Manufacturing Center in 2015.

New York City Wetlands Mitigation Bank

In 2013, working with \$500,000 awarded through round II of the Regional Council initiative, the New York City Economic Development Corporation, in partnership with the Department of Parks and Recreation, Department of City Planning, and the Department of Environmental Protection, launched the Mitigation and Restoration Strategies for Habitat and Ecological Sustainability (MARSHEs) Initiative to explore strategies that enhance and protect coastal areas while fostering sustainable waterfront development. In the past year NYCEDC has worked with the State Department of Environmental Conservation to explore the feasibility of mitigation banking in New York City, and has undertaken the design and develop-

ment of a pilot mitigation bank in Staten Island that is under review by regulatory agencies. The project has the potential to leverage public and private investment to restore up to 90 acres of tidal wetlands through developer contributions. Altogether, 60 public and private projects are in the pipeline over the next five to seven years. Once implemented, these projects could spur a more than \$576 million in infrastructure investment and support the creation of 3,500 jobs. The project is seeking regulatory approvals by the end of the year and to begin construction in 2014, subject to available funding.

REDC Brownfield Cleanup and Development Grants

After the award of a \$500,000 round II Regional Council grant from ESD in December 2012, the New York City Office of Environmental Remediation (OER) established and is now processing REDC Brownfield Cleanup Grants to fund a portion of cleanup costs on brownfield projects enrolled in the New York City Voluntary Cleanup

Program. These grants are administered by OER under the New York City Brownfield Incentive Grant Program, which also includes grants by the City for brownfield cleanup costs.

To date, the REDC Brownfield Cleanup Grant funding process has commenced on nine brownfield cleanup projects in three boroughs: Queens, Brooklyn and Staten Island. REDC grant funding awards of \$147,933 are anticipated on these sites. These projects will also receive \$670,000 in grants from OER to cover more than \$1,164,000 in documented cleanup costs. Under this program, OER and the developer provide almost seven dollars in city and private matching funding for every dollar of REDC funds for cleanup grants. Based on current projections, REDC Grant funds will be fully earmarked by October 2013 and disbursed by the end of December 2013.

The nine brownfield properties supported by State and City funding have been vacant and unproductive for an average of almost 17.3 years. Cleanup is now enabling investment of over

\$155 million of private capital in new construction that is currently underway and will yield over 690,000 square feet of new development that will include a range of new uses including retail, office, and residential space. These nine new developments are estimated to generate 230 permanent new jobs and 326 construction jobs.

Brooklyn Navy Yard Steiner Studios Media Campus Phase III

On December 19, 2012, it was announced that Steiner Studios had been awarded \$5,000,000 in ESD funds toward the \$137,000,000 Phase III of the Steiner Studios Media Campus Master Plan at the Brooklyn Navy Yard. This phase consists of development of the adjacent Kent Avenue site and predevelopment, design, site work and construction for the expansion of the Media Campus onto the Naval Hospital Campus Annex, a site that has been vacant for nearly 30 years and lacks any modern infrastructure. Upon award, Steiner engaged a design architect and engineering consultants. The architectural design of over 100,000 square feet of new stages, a perimeter acoustic and security enclosure, and a new entrance on Kent Avenue are nearing completion. Civil engineering and entitlements for the new stages, perimeter enclosure and Kent Avenue entrance are well under way and expected to be complete in fall 2013.

Steiner expects to start construction of the new sound stages in early 2014 with completion expected in early 2016. Architectural design and engineering of the Grand Stair Plaza and necessary infrastructure for the Naval Annex is expected to commence in early 2014. After that, Steiner expects to commence construction of the perimeter enclosure, Kent Avenue entrance, and infrastructure on the Naval Annex the second quarter of 2014, with completion in the second quarter



of 2016. In all, the project will create 600 full-time jobs and 751 construction jobs.

Duggal Visual Solutions Brooklyn Navy Yard Expansion

This project involves the significant expansion of an established manufacturer at the Brooklyn Navy Yard. Duggal Visual Solutions is the largest manufacturer and supplier of print, computer imaging, wide-format graphics, and display services in the United States. The new facilities, including the “Duggal Greenhouse,” will be housed in formerly vacant and abandoned buildings and will transform them into a flagship for advanced technology and processes in digital manufacturing.

Duggal Visual Solutions will renovate its manufacturing facility in the Brooklyn Navy Yard and purchase and install large-scale, high-tech printing equipment. The company received \$881,000 in round II 2012 CFA Funding in December 2012, and had accepted the incentive funds proposal as of June 2013. This state-of-the-art digital manufacturing facility will create 160 new jobs.

Wonton Food, Inc.

Wonton Food, Inc. will undertake a substantial expansion of its manufacturing operation and workforce at two of its locations in New York: Brooklyn and Queens. The project will create 30 new full-time permanent employees (26 new jobs in Brooklyn and four new jobs in Queens), with an investment of \$3.885 million in new commercial kitchen equipment and related plant upgrades, and result in 369 retained jobs. ESD has offered the company Excelsior Tax Credit incentives valued at up to \$980,000. While Wonton Food has scaled back its original job growth projections, it has already hired new workers and invested in over \$600,000 worth of plant upgrades.

M. Fried Store Fixtures

M. Fried Store Fixtures and SSD, Inc. will renovate an abandoned and vacant industrial building into a manufacturing facility of display showcases and fixtures. The company plans to employ 26 new full-time permanent employees by June 30, 2017 as well as retain 110 existing full-time permanent employees. M. Fried has been offered up to \$300,000 Excelsior Tax Credits toward a total project cost of \$2,053,000.

Gotham Greens

Gotham Greens is the developer and operator of the city’s and the country’s first and only operational commercial-scale urban rooftop greenhouse, located in Greenpoint, Brooklyn. Gotham Greens will expand its current business operations by building a high-tech, hydroponic facility on the roof of an existing manufacturing building located in Jamaica, Queens. The project will create 30 new jobs.

Gotham Greens will construct rooftop greenhouse facility in Jamaica, Queens. The facility will yield over 500 tons of fresh produce each year and will include installation of state-of-the-art efficient LED lighting system and other efficiency and renewable energy technologies. The company has accepted an offer of \$152,000 in Excelsior Tax Credits toward the costs of this project.

New York Genome Center

This project involves the creation of a \$135 million, 400+ person not-for-profit genome sequencing facility backed by 10 leading medical institutions, the Partnership Fund for New York City and other industry partners. The Genome Center signed a lease in June 2012 in order to secure a location at 101 6th Avenue, Manhattan (in the West SoHo neighborhood). The project was awarded a \$1.5 million grant in round II of the Regional Council



initiative. A ribbon cutting event is planned for late September 2013.

Victoria Theater Redevelopment

The project, a redevelopment of the National register eligible Victoria Theater, located at 233-237 West 125th Street, is for a \$143 million, 386,000 square foot mixed-use building. The development will include a hotel, 229 residential rental units, half of them priced affordably for low- and moderate-income households, 25,000 square feet of cultural arts space, 27,000 square feet of retail, and 84 underground parking spaces. It will retain, restore and reuse the Theater’s south building, including the theater’s historic lobby, 125th Street building façade, marquee and signage. The project is expected to create up to 580 construction-related jobs and 373 permanent jobs.

Significant progress has been made on securing all needed approvals and to the project plan. Next steps on the project include final approvals from State and City entities, and the finalization of project financing arrangements.



Bay Plaza Retail Center Expansion

Prestige Properties will be building a 780,000 square foot enclosed mall at its Bay Plaza Mall location — a \$303 million investment that will bring more than 2,000 construction jobs and 1,700 permanent jobs. The indoor mall will be the first of its kind built in New York City in almost 40 years and will include the first Macy's department store to open in the Bronx. Completion of a long-planned improvement to the access ramp coming off of I-95N (Exit 13) at a projected cost of \$3 million is critical to the project. The New York State Department of Transportation and the Thruway Authority have agreed to share the cost of funding the access ramp improvement, which is currently in the final design phase.

The Thruway Authority is seeking a Temporary Easement (expected by early September) on a small parcel of land needed for the project. Request for Bids for the access ramp are expected to go out by the end of September 2013, with construction to begin in early November.

Franklin D. Roosevelt Four Freedoms Park

The Four Freedoms Park on Roosevelt Island was completed in the fall of 2012. It is the first memorial to Franklin Delano Roosevelt within New York City, and a major new destination for residents and tourists. With support from a \$200,000 grant awarded in round II of REDC funding, architectural and engineering studies are being undertaken to determine the feasibility and cost of an adaptive reuse of the former Smallpox Hospital into a visitors' center for the park. The Gothic Revival-style structure is at the southern tip of Roosevelt Island, amidst 15 acres of open space that includes the Franklin D. Roosevelt Four Freedoms Park and Southpoint Park.

Technical challenges with awarding the grant are temporarily delaying progress on the study. These challenges are expected to be resolved shortly after the appointment of board members to the Roosevelt Island Operating Corporation in fall 2013.

Greenpoint Manufacturing Design Center 1102 Atlantic Avenue

The Greenpoint Manufacturing Design Center ("GMDC"), a nonprofit economic development organization, is redeveloping a former auto parts warehouse facility at 1102 Atlantic Avenue in Crown Heights into a multi-tenanted manufacturing facility. The nearly \$14.4 million investment will create 54 construction jobs and support 14 small businesses and 50 permanent jobs. The facility will be the seventh industrial redevelopment project for GMDC, which offers low-cost production space to small and mid-sized manufacturers.

GMDC purchased the building in November 2012 for \$5 million and has secured \$4.485 million in NYC

Grant funds, \$4.095 million in New Market Tax Credits and a \$2.5 million bank loan to finance the project. The project is currently in the final design phase and GMDC has contributed \$1 million in equity into the project. Renovation work is expected to begin as soon as the project's \$1.9 million funding gap is closed.

Randalls Island Hell Gate Connector Project

NYCEDC, in partnership with the New York City Department of Small Business Services, will complete Phase II construction of the Randall's Island Connector and install landscaping and green stormwater management infrastructure. The connector will provide a critical transportation link and at-grade pedestrian and bicycle pathway over the Bronx Kill, the waterway that connects the Harlem River to the East River. The contract for this Phase II part of the project has not yet been executed. An Invitation For Bids for the entire project is slated for release by the end of August 2013.

NEW STRATEGIES

Superstorm Sandy had a massive physical and economic impact on the city. The storm has resulted in a significant new focus on the planning and infrastructure needed to greatly improve our resiliency and responses to what are expected to be more frequent extreme weather events and rising seawaters. In June 2013, the city released a comprehensive study and set of recommendations with respect to its long term resiliency strategies under the umbrella of PlaNYC 2030. Many of the recommendations of this resiliency report are reflected in this updated REDC plan. While the investments required to harden the city's assets against climate change are significant, they will also create jobs and boost economic activity.

As New York City comes to the end of Mayor Bloomberg's 12-year tenure, the REDC is also reflecting on the period of solid economic growth and diversification that took place under his leadership. The beginning of 2014 will bring a new mayor who will likely have different priorities but will certainly want to see job creation and private investment continue. The REDC intends to play an important role in the mayoral transition, seeking to ensure continuity of support for its priority projects and to incorporate the new administration's agenda into the REDC strategic plan. Because the REDC is broadly representative of business, labor and civic interests from across the five boroughs, it will likely continue to serve as a platform in which to build consensus on key projects and policies and will serve as a valuable resource for the new mayor.

It is also likely that the next mayor will share the REDC's commitments to

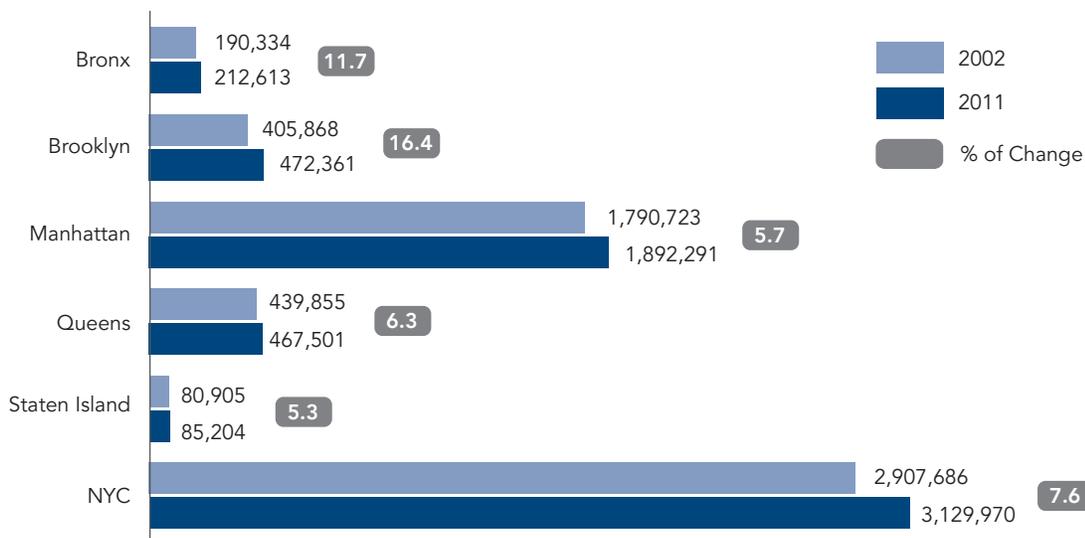
targeting assistance to economically distressed neighborhoods, increasing good employment opportunities for low-income individuals, encouraging business startups and small business activity, and supporting the development of affordable housing. Some candidates have suggested that they will substantially recast the city's economic development activities, particularly as they relate to corporate retention/attraction subsidies and development incentives. These will be conversations that the REDC will need to engage in and, hopefully, provide the city's new leadership with useful, independent input on economic development policies. On the regulatory and legislative front, most candidates have indicated sympathy with the concerns of business about bureaucracy, fines and the difficulties of operating in the city and moving projects forward on an efficient basis. These are areas where the REDC can be a source of information and sup-

port for streamlining and removing barriers to growth.

The high tech, creative and tourism sectors are currently the most important drivers of economic growth in the city. The REDC reiterates its commitment to support these areas as top priorities in all five boroughs. State support has helped transform Brooklyn into the borough with the highest levels of job growth, nearly triple the rate of growth in Manhattan over the decade, emanating from high tech, new manufacturing and film production in the Brooklyn Navy Yard, the Barclays Center and supportive investments in parks and amenities. The REDC expects a similar transformation in northern Queens, anchored by tech spinoffs from Cornell Tech and state support for the emerging innovation economy in Long Island City that gained impetus from the development of JetBlue's headquarters and international operations center. The

Brooklyn and the Bronx Saw the Greatest Job Growth Over the Decade

NYC Private Sector Employment By Borough, 2002 – 2011



SOURCE: NYC Economic Development Corporation and the New York State Department of Labor and Bureau of Labor Statistics

REDC vision this year focuses on the emerging opportunity for economic transformation on Staten Island, the borough contributing the least to the city's overall GDP growth and the only outer borough that actually lost ground over the past decade. A private investment of more than \$500 million from creating a new destination tourism cluster of economic activity in St. George offers real promise for a turnaround in the stagnant Staten Island economy.

The consequences of Superstorm Sandy also clarified the need for city-state cooperation with respect to revisiting the design and planned investment in the city's vital infrastructure, particularly in the transportation sector. During Sandy, the single greatest economic disruption to employers came from the shutdown of and damage to the transportation system, followed by the electrical and communications systems. The REDC is accordingly amending its strategic plan to focus on resiliency and redundancy

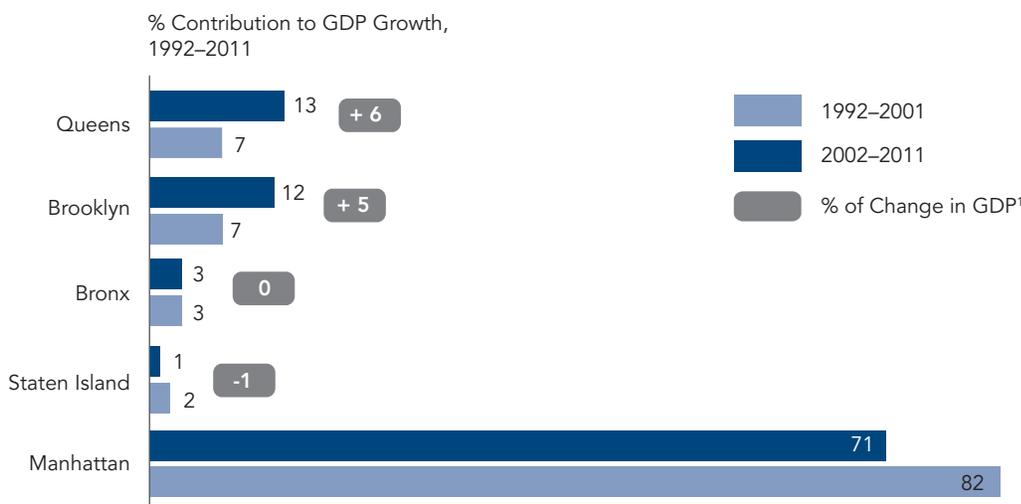
as critical issues in all infrastructure planning.

The emergence of new centers of employment across the five boroughs requires rethinking and expanding public transit options, most importantly through the expansion of Bus Rapid Transit (of which MTA Select Bus Service is an example), but also ferries. A recent report by the Partnership for New York City documented the negative economic implications of the fact that New York City residents and workers have one of the longest commutes in the country. There also is growing attention to conditions at the regional airports that are critical to continued economic growth. As the Port Authority moves forward with upgrading various airport facilities, the REDC needs to prioritize airport access and help ensure support for these investments.

Another major area that requires immediate and coordinated attention by the city and state is the need for

expanded investment in affordable housing development. Excluding Staten Island, the average rent in New York City rose to \$3,000 per month in 2013, well beyond what is affordable to 75% of the population. High housing costs are a main reason for the loss of middle-income jobs and households in NYC, making it difficult for employers to expand their middle wage jobs in the city. The city's existing inventory of subsidized housing is in deteriorated condition and the new development pipeline is inadequate to accommodate demand. A long term investment strategy encompasses all five boroughs remains central to the vision of the NYC REDC and is echoed in the City's long-term resiliency plans. This includes telecommunications and broadband capacity as well as water and waste, energy and food distribution systems. The importance of these considerations has been underlined by New York City's experience with Superstorm Sandy.

Of the Outer Boroughs, Staten Island Contributes the Least to the City's GDP



NOTE:
1) Real GDP

SOURCE: McKinsey analysis of data from Moody's Analytics

Opportunity Agenda

SUMMARY

The NYC REDC has adopted an Opportunity Agenda that focuses on creating opportunities for upward mobility for the nearly 21% of the region's population living below the federal poverty level. This will in large part be carried out through education, training, and workforce development initiatives that provide low- and moderate-income households with better preparation for employment and stronger connections to the workplace, whether as employees or entrepreneurs. Given the fact that low-income New York City residents live in communities throughout the city, the NYC REDC has chosen not to limit the Opportunity Agenda initiatives to specific geographic areas. Instead, its focus is on serving specific geographic communities or populations within New York City that exhibit high unemployment rates and high rates of poverty, specifically unemployment rates at least 1.5 times the citywide average (8.7% as of July 2013), and incomes considered very low according to standard measures (below 50% of area median income, which in NYC is \$49,461 for a household).

The REDC is committed to the creation of jobs that pay wages that reflect the high cost of living in the city and to educational and credentialing programs that prepare students for jobs in growth sectors of the regional economy, including health care,



technology, tourism, and creative industries.

STATEMENT OF OPPORTUNITY

With 56% of the state's impoverished residents, New York City clearly faces the largest-scale challenge among all the state's regions when it comes to the task of providing adequate opportunities for upward mobility and career development and advancement for low-income New Yorkers. The fact that the city has one of the largest populations of non-English speaking

residents (41% foreign born) and the most intense geographic concentration of low-income residents may even serve to perpetuate what can become an intergenerational culture of poverty. Furthermore, low-income residents in urban areas may be geographically isolated, living in neighborhoods far from centers of employment and with inadequate transportation and a lack of other services that are essential to achieving social and economic mobility.

In early August 2013, the New York State Department of Education released the results of the first-ever



standardized tests of public school students in accordance with new “Common Core” national educational standards. New York City students demonstrated disappointing results — only 29.6% were found to be proficient in Math and 26.4% in English. Among Black and Latino students, the numbers were worse — just 15.3% of Black students demonstrated proficiency in Math and 16.3% in English. Among Hispanic students, 18.6% and 16.6% were proficient in Math and English, respectively. Given that the majority of Black and Hispanic children in public schools are low-income, these results illustrate one of the key challenges facing low-income households: a “skills gap” that prevents so many students from qualifying for available, good jobs and achieving upward mobility.

This is particularly true when it comes to the math and science skills that are so critical to success in the “new economy.” Out of the 50 states, New York’s high school students ranked 42nd in average SAT Math scores in 2012. And, at the post-secondary level, only 11% of all students graduating from New York City colleges and universities earned a degree in a STEM (science, technology, engineering or math) field, compared with 16% in Austin, Boston, San Francisco and San Jose, illustrating that com-

petitor cities are doing a better job of preparing students for the high-growth jobs of the future. The energy utilities and financial institutions that are a source of good jobs for city high school graduates now require more math and technology background than most public school graduates have. Both high-tech firms and small advanced manufacturing companies in the city’s highest growth industries report a lack of relevant preparation among public school and community college graduates. Public feedback, such as that at the Queens Opportunity Agenda Work Group meeting that took place in late July, also bolsters the idea that the REDC should be focusing in a significant way on developing the pipeline of young and older adults with both technical and academic skills for the new economy. Substantially increasing the number and proportion of qualified high school and college graduates, particularly those with strong STEM knowledge, will constitute a major step toward closing the skills gap that prevents low-income New Yorkers from accessing good available jobs and careers.

A second challenge facing low-income residents is that the job requirements for many of the city’s key industries are changing, threatening current job-holders who lack the credentials

to adapt to a new work environment. Health care is an example of an industry that has been the gateway to the middle class for several generations of New Yorkers, but where the shift of employment opportunities from acute hospital care to primary and preventive care is disrupting the industry and its workforce. New York City, with labor, education, local government and industry collaboration, has led efforts to create “stackable credentials” and provide retooling of skills for hospital workers to make the transition to the new jobs emerging in the industry, but this remains a nascent effort that needs to be supported and scaled.

Finally, it is clear that the current educational and workforce development offerings at the city’s public schools and universities, as well as the private and nonprofit training agencies, are not performing at levels required for New York City to offer opportunities for advancement to many of its lower income residents. Up to now, there has been no systematic tracking of outcomes of these programs that funders can use to direct resources. This year, a new law authorizing the State to draw outcome data on these programs from its Wage Reporting System (WRS) was enacted. This will enable state and city agencies to establish performance measures to judge the efficacy of the several billion



dollars invested in career and technical education, training, and workforce development by government each year. With WRS data, it should be possible for government agencies and educational institutions to determine what programs are succeeding in preparing low-income people for available jobs, based on hiring, wage, and retention statistics.

The sheer numbers of individuals and families struggling to make ends meet, and the seeming intractability of their situations have become a threat to the overall economic vitality of the region and all of New York State. The sense of hopelessness that comes with conditions of significant income inequality is beginning to distort the city's social and political environment, placing a strain on the city's resources that detracts from needed investment in education and economic growth. It is also raising concerns about the future stability of the city among employers. By 2020, there will be a 21% increase in the number of jobs in the city that require an associate degree or higher. Either the city's labor pool will be prepared to take these jobs, or the regional economy will suffer as employers relocate to places that have an adequate supply of well-trained workers and a more favorable business climate. Clearly, the city's continued role as a global center of business,

finance and innovation depends on reaffirmation of the fact that New York is a premiere city of opportunity for all.

OPPORTUNITY AGENDA STRATEGIES

The REDC Opportunity Agenda strategies begin with analysis of industry trends and job growth sectors that represent the greatest potential for college and career advancement for low-income New Yorkers over the next decade. Resources that the REDC is using to inform its strategies include the NYC Jobs Blueprint published by the Partnership for New York City, as well as ongoing analysis of trends and projections by the U.S. Bureau of Labor Statistics, the New York Federal Reserve Bank and the New York City Labor Market Information Service based at CUNY.

There are three components to the strategy for expanding opportunity for economically distressed New Yorkers:

1. Building more robust partnerships between employers, the public school system, and the public university system to ensure that public education is relevant to the

demands of the contemporary workplace;

2. Creating a fully integrated, comprehensive workforce development system that enables people to move up the career ladder; and
3. Targeting state funding to projects and programs that lead to gainful employment and upward mobility.

IMPLEMENTATION PLAN

The actions required to implement the Opportunity Agenda strategies begin with ratification by the REDC of the amended Regional Plan and endorsement of priority projects for the current CFA competitive funding round that reflect the Council's strategic priorities. In terms of the immediate opportunity to secure \$100,000 for launching the Opportunity Agenda, the REDC proposes that these funds should be directed to the CUNY Research Foundation for development of a program to support the accelerated rollout of the Pathways in Technology 9-14 early college school to career model, in partnership with the city and state Departments of Education and private sector employers. This will build upon the Governor's 2013-20

New York State Pathways in Technology Early College High Schools program and allow CUNY's Early College Initiative to manage the interface between its community colleges, the educational agencies, employers and other stakeholders.

The second implementation project will involve advocacy for reform of the workforce development system, utilizing new data available through the Wage Reporting System. The REDC will join with the New York City Workforce Funders Group, a consortium of foundations that support workforce development by enhancing the effectiveness of the City's public and nonprofit workforce development programs, to inventory existing programs that are funded to support the training and placement in jobs of low-income populations and to coordinate efforts to identify those training programs that are performing well and those whose results indicate they are not responsive to current industry needs. The REDC will also work with the Workforce Funders Group to develop a universal system of assessment, data and information management to track program effectiveness and to ensure responsive programmatic changes.

Finally, in tandem with ESD, the REDC will determine what the sponsors of current and pipeline projects are doing to train, employ and provide career ladder options for low-income people and residents of economically distressed communities. The REDC will use the findings of its inventory of current programs to assist employers in taking advantage of successful sources of workforce development. The REDC will also make compliance with its workforce development goals a key criterion for its funding recommendations on future projects.

PERFORMANCE MEASURES

The NYC REDC expects that the following indicators will serve as metrics for the effectiveness of these strategies:

- The number of new industry-partnered Early College High Schools opened in New York City, and the strength and breadth of the employer partnerships supporting those schools.
- Performance indicators for the schools themselves, including retention and graduation rates, and the number of college credits and

college degrees earned in conjunction with high school degrees by graduates of the schools.

- Data drawn from the State's Wage Reporting System will provide the single most important indicator of the success of these schools and industry partnerships. Access to information regarding the long-term earnings and industries of employment for graduates of the schools will allow government agencies and public education systems to much more precisely measure the effectiveness of their investment strategies and programs.
- Data from the Wage Reporting System, more broadly implemented, will also serve as the basis for evaluating the success of the full range of publicly and privately supported workforce development programs in New York City, allowing all stakeholders to define and measure success in these programs on a much more comprehensive basis than was possible in the past.

PART FOUR

List of Proposed 2014 Priority Projects

In selecting the priority projects listed below, the council used its previously published criteria, as follows:

- **Multi-region economic impact:** The growth industries of the future will be organized as multi-faceted clusters of mutually reinforcing activities, ranging from university-based research and product testing, to manufacturing or agricultural production, to access to capital and, finally, access to markets. New York City will identify and prioritize in its strategic plan projects that have multi-regional dimensions. This will also serve to boost the economic revitalization of the more economically depressed regions of the state.
- **Relief of conditions of economic distress:** New York City has the majority of New York State residents living below the poverty line. Unfortunately, few short-term employment solutions exist for people living in poverty who lack the education and skills required to qualify for most of the good jobs available in the 21st-century economy. Priority for support will therefore go to projects that provide opportunities for training and skills development and create improved opportunities for commu-



nities and individuals in conditions of economic distress.

- **Transformative role:** Projects that receive priority in this plan are those that are: 1) most likely to transform some sector of the city economy, by serving as the catalyst for the launch, significant expansion or modernization of a growth industry cluster; and/or 2) contribute to the resurgence of an economically distressed community and/or improve the quality of

life or expand opportunities for the city's lower-income populations.

- **Feasibility:** Priority projects for competitive funding must have committed financing, a clear time frame for implementation, and a business plan that indicates long-term economic sustainability.
- **Measurable impact:** Project plans must include projections of what they will contribute to economic growth in terms of job creation, investment, business revenue

generation, community benefits, cluster development or other indices that can be monitored and measured.

- **Leveraging:** Projects that seek public funds must demonstrate the extent to which a state investment will leverage private and other public contributions, both directly to the project and indirectly through the project's multiplier effects in the city and state.
- **Job creation:** Only projects that directly or indirectly create and/or retain jobs receive priority, with special consideration for the quality of jobs as measured by wage levels and benefits, permanence, and/or access to longer-term career advancement opportunities.
- **Innovation:** New York City has a number of assets that position it for competitive advantage in the innovation economy. Projects that strengthen and build upon these innovation assets (research universities, industry pioneers, early-stage investors, entrepreneurial networks) will receive priority.
- **Interregional cooperation:** In addition to emphasizing multi-region economic impact, the council is seeking proposals that contribute toward building industry clusters across multiple regions of New York State.
- **Partnerships between business and institutions of higher education:** The council is prioritizing business-higher education partnerships that would capitalize on the state's higher education assets in research, workforce development, education and training in ways that directly contribute to creating jobs, developing new businesses and hiring local residents.

- **Strong private sector investment & engagement:** Projects designated as "priority" by the council must have substantive partnerships with businesses and/or private sector employers.

2014 PROPOSED PRIORITY PROJECTS

For this funding cycle, the REDC's top priority is a cluster of projects on the north shore of Staten Island. Staten Island is often characterized as the "forgotten borough," such has certainly been the case when it comes to economic development. Over the past decade, Staten Island has experienced the least economic growth and produced the fewest new jobs of the five boroughs. Superstorm Sandy added significantly to the challenges facing Staten Island, as its coastal communities were severely affected, with many homes and businesses suffering considerable damage. The borough is also poorly served by public transportation, contributing to the challenges facing its commuters and businesses. This year, there is a unique opportunity to turn around the lagging Staten Island economy, thanks to a cluster of exciting development projects that, together, will create over 1,200 construction jobs and 1,250 permanent jobs, and establish a visitor destination that could become one of the city's most active tourism sites. Importantly, these four projects come as a package that, together, will not only spur economic growth but also provide the infrastructure required to rebuild and help protect the St. George Ferry Terminal and adjacent coastal properties from future damage resulting from extreme weather and rising sea levels.

There is no location in the city, and arguably across the state, where the investment of \$25 million in state

economic development capital grants can serve a greater catalytic role than that which can be achieved through the redevelopment of Staten Island's "front door," the St. George Waterfront. The funds would go to cover a portion of the cost of the extraordinary public infrastructure that must be developed to deal with post-Sandy mitigation and historic landmark requirements, and to create appropriate access for the millions of additional people who will be attracted to the site via water and roads. The projects targeted by the REDC include the city's first full-service retail discount outlet mall (Empire Outlets), a hotel and related specialty shopping area (Lighthouse Point), and – most significantly – the construction of the world's largest observation wheel, which will offer incredible vistas of the harbor and beyond, at the terminus of the Staten Island ferry (the New York Wheel). In addition, the REDC proposes support for rebuilding the quarters that house the Sandy Hook Pilots Association, which was badly damaged by Superstorm Sandy and serves as the base of operations for the pilots who guide shipping traffic within the New York Harbor. Together, these projects create a critical mass of economic activity that can truly be a catalyst for economic rebirth in Staten Island. While the retail and hotel development included in this package would not typically require public subsidy, the infrastructure required to create a safe, resilient and accessible site adds more than \$30 million to project costs, requiring a substantial public investment to leverage a private investment that will total more than \$500 million in total.

In addition to the Staten Island cluster of projects, the REDC has identified a few additional catalytic projects to be funded with the balance of the maximum \$25 million state award.

Capital Funding Projects

New York Wheel, LLC (DBA Staten Island Wheel)	
Total Project Cost	\$330,000,000
Description	This 625-foot high observation wheel on the northern tip of Staten Island will be visible from Battery Park, Downtown Manhattan and multiple competing observation attractions. A 38-minute ride on the wheel will offer views of the Statue of Liberty, the Manhattan skyline, the Verrazano Bridge and other features of the local landscape. The Wheel will have 36 capsules with capacity for up to 40 people each, with a maximum ridership each hour of 2,000. The project will also encompass a 92,000 square foot terminal building with 40,000 square feet of related commercial space, 15,000 square feet of back-of-house space, 16,000 square feet of retail space, 7,000 square feet of restaurant space, 6,000 square feet of exhibition space, and 8,000 square feet of theater/community facility space. The terminal building will strive for Platinum LEED certification and energy self-sufficiency, with 150,000 square feet of green roof space that will help mitigate stormwater runoff and solar panels with the capacity to support up to 15% of the building's energy needs. To replace existing parking that is currently on the proposed 7.9-acre site, the sponsor will develop an adjacent 950 car and 20 bus parking facility, as well as a water taxi pier.
Total Jobs Projected	700 full time jobs and 400 construction jobs.
Implementation Timeline	Design and permitting underway; construction projected to start in May 2014; projected opening date of July 2016.
	The project addresses several key REDC criteria, including: multi-regional economic impact, through the creation of a world class, large-scale destination attraction in the New York harbor and a permanent exhibition offered in conjunction with Cornell University's Atkinson Center for a Sustainable Future; relief of conditions of economic distress by helping to spur economic rejuvenation of the North Shore; and providing the local community with employment, private investment, and educational and cultural opportunities. Just as crucial is the role that this transformational project will play in anchoring five-borough hospitality and tourism opportunities.

Lighthouse Point	
Total Project Cost	\$227,453,316
Description	The Lighthouse Point project is a mixed-use waterfront development at the base of the Staten Island Ferry. The project involves the restoration and activation of four deteriorated buildings, a set of underground vaults, and a brick perimeter wall on the site of the historic Office Building and U.S. Lighthouse Depot Complex, as well as the construction of three new buildings. The project includes retail shops, restaurants, a 164-room hotel and approximately 96 residential units housed in historic buildings along a waterfront esplanade. The total square footage of retail, office, hotel and residential space is 500,000 square feet. There will also be an amphitheater, a bike trail, waterfront access, public open space, green markets, esplanade and a Workforce1 Career Center.
Partners	NYCEDC
Total Jobs Projected	374 permanent jobs, 668 construction jobs.
Implementation Timeline	The project will begin in December 2013; end date projected to be in 2017.
	The project will also activate the currently dormant esplanade-connection from the community to the waterfront in line with DCP North Shore study.

Brooklyn Navy Yard Development Corporation — Building 77	
Total Project Cost	\$76,000,000
Description	This project will renovate an 18-story, 960,000 square foot industrial building in the Brooklyn Navy Yard. The 1940s reinforced concrete structure lacks windows on its lower 11 floors, as it was used to store munitions and supplies while the upper floors housed the office of the Yard's Commandant. What was once used as a warehouse will be transformed into a hub for manufacturing and technology company uses. The work will include window replacements on the upper six floors; possible installation of windows on the three top windowless floors; renovation of entrances and corridors on the ground floor and mezzanine; a modernization of the base building; updating of mechanical, electrical, plumbing, fire protection, and life safety systems; reconstruction of interior stair well and shaft enclosures; roof replacement and façade repairs; and restoration of the steel radio tower on the roof of the building. The building will seek LEED Silver Certification.
Partners	Shiel Medical Laboratories (as anchor tenant)
Total Jobs Projected	1,500 new jobs, 53 construction jobs.
Implementation Timeline	Construction has begun and is projected to be completed by the end of 2015.
	The Brooklyn Navy Yard, due to its success in sustainable industrial urban job creation, continues to be a focus of REDC attention and resources. Building 77 in particular will reactivate nearly one million square feet of an underutilized historic asset into an active center for manufacturing and technology-based businesses. Opportunities are also presented by the burgeoning Brooklyn Tech Triangle. According to a recent study by the Center for the Urban Future, the New York City region now has one of the fastest growing tech innovation sectors in the U.S., and space, particularly in Brooklyn, is in heavy demand.

The Empire Outlets Project	
Total Project Cost	\$219,950,000 (\$30,000,000 for public infrastructure improvements)
Description	The Empire Outlets will transform the underutilized public land on the North Shore of Staten Island next to the Staten Island Ferry Terminal. The property, currently occupied by a parking lot, has been moribund for decades. The new development will include 1.1 million square feet of space for 65-75 outlet stores, 8-12 restaurants, 30,000 square feet of event space, a 1,250-space parking garage, and amenities including pedestrian walkways, plazas, a waterfront esplanade and green roofs. The project is projected to attract 4 million visitors annually, with average spending of \$180 million per year. As a condition of its approval of the project, the City Planning Commission required that the developer build access ramps that fully link and integrate the Staten Island transportation hub with surrounding areas and make the waterfront more climate-resilient.
Total Jobs Projected	1,306 new full-time permanent jobs and 1,940 construction jobs
Implementation Timeline	Construction begins in 2014; opening anticipated in November 2016; full occupancy projected by 2018.
	<p>The project aligns with REDC strategies in addressing urban blight and infrastructure needs along the Staten Island waterfront, providing economic opportunity and creating jobs in an area of relative unemployment and decay and significantly leveraging private investment. Together with the New York Wheel and the Staten Island Lighthouse Point project, it will establish a tourist and visitor destination that will be transformative for the Staten Island economy.</p> <p>While requested state assistance would be used only to help fund the public infrastructure component of this project, the REDC wants to ensure that both the construction and permanent jobs created through any subsidized project represent a path toward upward mobility for employees and that the project provides business opportunities for MWBE firms. The REDC is looking for commitments by the project developer to ensure that construction contractors and retail tenants on the project adopt responsible employment practices, including fair wages and benefits and a career ladder, and maximize the use of MWBE firms.</p>

Sandy Hook Pilots' Association	
Total Project Cost	\$4,500,000
Description	The Sandy Hook Pilots are the primary providers of pilotage service to ships entering and departing from the Port of NY and NJ. Their base of operations on the North Shore of Staten Island was damaged during Superstorm Sandy to the point where an entirely new building is needed. This project calls for the construction of a 14,000 square foot LEED Platinum facility to be located eight feet above the flood plain. It will house a machine and engine repair shop, administrative offices, a dispatch and operations command center, and back-up systems for communications and power.
Partners	New York City Industrial Development Authority, Federal Emergency Management Authority, Federal Small Business Administration
Total Jobs Projected	20 new jobs, 130 jobs retained, 20 construction jobs
Implementation Timeline	Construction is expected to begin in April 2014.
	The pilots provide vital services that support the chain of intrastate, interstate, and international commerce not just in the New York Harbor but throughout all of New York State and up and down the Eastern Seaboard. Every good or commodity entering the Port of New York and New Jersey arrives at the hands of a pilot. Currently, the pilots employ 130 people, the vast majority of whom are New York State residents, in a range of positions.

BrightFarms (BSP Greenhouse, LLC)	
Total Project Cost	\$4,293,648
Description	Located in the Southwest Brooklyn Opportunity Zone, the proposed project calls for the construction of an approximately 65,000 square foot greenhouse to be located atop the historic Liberty View Industrial Plaza at 850 Third Avenue in Sunset Park, Brooklyn. If built, this will be the world's largest rooftop farm, growing up to 1,000,000 pounds of fresh lettuce and tomatoes, or enough crops to meet the fresh vegetable consumption needs of up to 5,000 New Yorkers, as well as preventing up to 1.8 million gallons of stormwater from going into local waterways. By eliminating the length and complexity of the produce supply chain, this farm will grow produce that is fresher, tastier, and more sustainable than produce shipped across the country.
Total Jobs Projected	20 new full-time jobs, up to 150 construction jobs.
Implementation Timeline	Construction begins June 2014.
	BrightFarms has the potential to play an important role in offering accessible and sustainable healthy foods to New Yorkers, providing jobs and career opportunities to residents of an economically distressed neighborhood, and promoting large-scale sustainable urban agriculture.

Madelaine Chocolate Novelties, Inc.	
Total Project Cost	\$2,943,000
Description	As one of the largest employers in the Far Rockaways, Madelaine suffered more than \$53.8 million in damage and destroyed inventory from Superstorm Sandy. Madelaine is working to re-establish its workforce, which is currently at 80 employees; prior to the storm it employed 317 people. In an effort to speed up its recovery, the company has requested support for the purchase and installation of manufacturing equipment to replace that which was damaged beyond repair by over four feet of sea water. The new equipment will be used to expand the company's product line, increase capacity and improve operating efficiencies.
Total Jobs Projected	162 new jobs.
Implementation Timeline	Equipment purchases to take place in January 2014.
	Supporting Madelaine Chocolates is a priority for the REDC because of the company's role in supporting the economic vitality of the Rockaways, where it employs primarily local residents. The company is one of the largest private employers in the Far Rockaways. The REDC also seeks to support companies heavily affected by the 2012 superstorm.

"Made in New York" Media Center	
Total Project Cost	\$585,000
Description	The "Made in New York" Media Center will serve as a center for media content creation in the entertainment and new technology sectors, providing a centralized hub for community, collaboration, innovation, workforce development and entrepreneurship. The Media Center will provide workspace, educational programs, and networking and special events for content creators and entrepreneurs. The center will be located in the DUMBO neighborhood of Brooklyn, helping to meet the well-documented need for additional space within the Brooklyn Tech Triangle.
Partners	NYCEDC, Mayor's Office of Media and Entertainment, Two Trees Management Co.
Total Jobs Projected	14 new full-time jobs, with incubator space for 126 individuals.
Implementation Timeline	Construction is in late stages, projected completion in early 2014.
	The Media Center has the potential to play a transformative role creating jobs and new business models; promoting economic development and seeding future business opportunities; and incubating digital media businesses through subsidized workspace, professional services and mentorship, networking opportunities, and connections to venture capital.

Excelsior Tax Credit Projects

Architectural Grille	
Total Project Cost	\$3,746,300
Description	Architectural Grille produces high-end metalwork for use in air conditioning, heating, ventilation, decorative screening, and artwork, in the Gowanus Canal area of Brooklyn. The company experienced significant damage during Superstorm Sandy and is in the process of rebuilding. It seeks to purchase six state-of-the-art manufacturing machines, hire 15 new employees to supplement its current 32-person workforce, and provide training for both new and existing employees. The goal is not only to rebuild and restore the company to its pre-Sandy productivity levels, but to become more competitive and offer more economic opportunities to local residents.
Total Jobs Projected	15 new full-time jobs.
Implementation Timeline	Planning has commenced; completion in 2016.
	This project will support economic growth and job creation in an economically distressed community, resulting in the improvement of the quality of life for Gowanus residents and residents of the surrounding areas of Brooklyn by providing employment opportunities; and the expansion of an innovative advanced manufacturing company serving national and international markets.

BrightFarms (BSP Greenhouse, LLC)	
This project is also proposed for capital funding; please refer to the previous section for a project description and rationale.	

Fastener Dimensions, Inc.	
Total Project Cost	\$6,003,820
Description	Fasteners Dimensions, Inc. is a manufacturer and distributor of screws, nuts and bolts, hydraulic fittings, aircraft, aerospace and military components located in East New York, Brooklyn. The company is looking to upgrade its East New York manufacturing facility and train its skilled workers. Upgrades will include improvements to manufacturing equipment, office equipment, installation of an HVAC system serving the offices and manufacturing floor, and critical safety upgrades. The expected outcome of the training is a skilled workforce that is better equipped to increase production. The upgrades to the production machinery and facility will increase production, help Fastener Dimensions create new jobs, increase the amount of space that the facility has for production and offices, and improve workplace safety.
Total Jobs Projected	10 new full-time jobs, 24 jobs retained, 5 construction jobs.
Implementation Timeline	Design and permitting begin in January 2014.
	This small manufacturing company supports REDC priorities by providing job opportunities in the manufacturing sector in an economically distressed neighborhood.

Hansel 'n Gretel Brand, Inc.	
Total Project Cost	\$2,491,081
Description	Hansel n' Gretel is a delicatessen meat manufacturer located in southeastern Queens, providing significant inventory for distribution through the Hunts Point Terminal Food Market. The company is faced with a need to undergo extensive renovations and equipment and facilities upgrades in order to remain competitive and meet industry requirements. It is requesting support for the work of adding metal cladding to walls, sealing floors, rerouting drains, upgrading cooling systems, expanding security and inventory tracking systems, and creating a "positive pressure room" for slicing.
Total Jobs Projected	47 retained, 10 new jobs, 21 construction jobs
Implementation Timeline	Construction begins January 2014; project completion in June 2014.
	Hansel 'n Gretel is a small MWBE business in a diverse neighborhood, and part of the city's base of small food manufacturing companies. The upgrades will allow for the continued employment and opportunity for advancement of a mostly non-native English speaking workforce in a company with a history of promoting managers from within.

Ralph Rucci, LLC	
Total Project Cost	\$2,020,000
Description	This designer fashion label, which currently employs 39 people, is seeking to expand by leasing an additional 12,000 square feet of space at its current location. The project will convert vacant and underutilized space into an energy efficient headquarters with modern machinery, lighting, and equipment needed to manufacture couture and high end women's clothing. Over the next five years, Ralph Rucci will cease all overseas manufacturing activities and perform all design and manufacturing processes at the expanded location in the Garment Center District in the Chelsea neighborhood of Manhattan.
Total Jobs Projected	39 retained jobs, 30 new full-time jobs, 20 construction jobs
Implementation Timeline	Renovations begin by the end of 2013; completion by the end of 2014.
	The project will bring garment manufacturing jobs back to the city, helping to revitalize the city's manufacturing industry.

Sailthru, Inc.	
Total Project Cost	\$2,160,000
Description	Sailthru, Inc., founded in the United Kingdom, is a technology-services company that supports e-commerce and media through the provision of real-time automated data systems using client-generated databases. These systems support improved business practices such as acceleration in time to first purchase, reduction in campaign set-up time, increases in email engagement, and increases in page views for publishers. Its clients include Thrillist, AOL, the New York Post, and Business Insider. Sailthru is looking for new office space in order to support expanded operations in the Hudson Square neighborhood of Lower Manhattan.
Total Jobs Projected	112 retained jobs, 176 new jobs
Implementation Timeline	Project completion in 2015.
	Sailthru's continued growth will support the REDC goal of growing the technology sector. Its clientele is primarily e-commerce and media companies, for which it enhances the effectiveness e-marketing efforts.

ShopKeep POS, Inc.	
Total Project Cost	\$1,079,765
Description	ShopKeep POS, Inc. sells cloud-based software that allows small- and medium-sized businesses to operate Point-of-Sale (POS) systems using an iPad. These systems ring sales, accept credit and debit card transactions and mobile payments, and print and email receipts. The majority of ShopKeep POS's customers are coffee shops, bakeries, restaurants and small retail shops, many of which are owned by minorities and immigrants. The company's average annual wage is \$92,000.
Total Jobs Projected	365 new jobs
Implementation Timeline	Project completion in 2015.
	ShopKeep POS is a technology company offering a crucial service to and reducing costs for small- to medium-size businesses, many of which are located within the region.

World Business Lenders, LLC	
Total Project Cost	\$1,437,500
Description	World Business Lenders is a financial services operations center located in midtown Manhattan, which offers business loans to small- and medium-size businesses. The company, which currently employs 100 people in sales, customer service, loan operations, loan servicing, accounting, human resources and administration, expects to expand significantly over the next five years. The capital investment per projected new hire over that period is estimated at \$2,500.
Total Jobs Projected	100 retained jobs, 575 new full-time jobs
Implementation Timeline	Project completion in 2018.
	The company plays an important role in supporting small business growth in the city, and also has incentives to relocate elsewhere.

Projects that Support the Opportunity Agenda

Closing the Gap: Classrooms to Careers (City University of New York)	
Total Project Cost	\$112,900
Description	<p>Closing the Gap: Classrooms to Careers will develop tools that enable employers in the health care, energy, and technology sectors to develop partnerships with 9-14 College & Career Preparation schools, including those schools selected to be part of Governor Cuomo’s Pathways in Technology Early College High School Program. Through their work with these schools, employers will have the opportunity to develop education and training programs specifically tailored to their staffing needs. 9-14 College & Career Prep schools are based on a three-way partnership between a community college, a lead employer, and a high school. Students enter in the 9th grade, work through an integrated sequence of high school, college, and workplace learning experiences, and have the opportunity to earn a high school diploma, an associate degree and industry credentials simultaneously. The Closing the Gap project will develop the tools and structures that lead employers will need to provide a rigorous, supported training environment for aspiring young professionals. Examples include: guidelines for employers hosting student interns, including draft staffing plans for internship management; training materials and sample discussion topics for employer mentors working with students; outreach materials for prospective internship sites; discussion protocols that employers and college faculty can use to refine links between degree requirements and skills needed by employees; and training materials for school staff who manage internship programs.</p>
Partners	New York City Department of Education, IBM, SAP, Montefiore Medical Center, National Grid, Con Edison
Implementation Timeline	Project implementation and completion in 2014.
	<p>In line with the NYC Regional Economic Development Council’s Opportunity Agenda, the Closing the Gap program is based on the belief that the needs of distressed communities can be served in part through stronger connections to employment and to successful preparation for employment. Newly opened schools are located in economically distressed neighborhoods including the South Bronx, Central Brooklyn, and Long Island City. By aiding prominent employers in the healthcare, energy and technology industries in developing strong partnerships with local community colleges and schools, the Closing the Gap program will significantly improve job and career prospects for hundreds of young people in these communities. The tools created will increase the capacity of employers to support young people and to increase their skills and training. Closing the Gap intends to develop the methods, protocols, and tools necessary for more and more industries to join in this kind of collaboration.</p>

Innovation Hot Spot

Queens Tech Incubator	
Total Project Cost	\$4,100,000
Description	<p>The project will expand the Schutzman Center for Entrepreneurship at Queens College, which will establish a new Queens Tech Incubator in Long Island City. The incubator will provide workspace for technology industry entrepreneurs and startups, offer education and events to build the technology industry workforce, and support emerging companies by providing business development services. As the first high-tech incubator in the borough, the project will become a nexus for the growing Queens Tech community. In addition to hosting innovative tech companies, the incubator will offer communal workspace, an event space, and a hardware prototyping workshop to further foster collaboration and accelerate startup growth. The Incubator will host over 40 residents, and is anticipated to generate 30 indirect jobs each year as startups grow. A variety of courses will educate over 300 people yearly, preparing them to start new companies, grow their businesses, and create jobs. Occupying a ground floor space in the Falchi Building, the Incubator will add to the new energy and vibrancy of the neighborhood. Jointly developed and co-hosted programming will actively integrate academia with industry practices. Funds are requested to support the renovation of space, purchase of furniture, fixtures and equipment and operational expenses. The project sponsors have identified \$2,395,000 in private support for the Queens Tech Incubator.</p>
Partners	Queens College, Cornell Tech, York College, Coalition for Queens
Total Jobs Projected	30 new jobs
Implementation Timeline	Formal launch of incubator to take place in February 2014.
	<p>The Queens Tech Incubator will serve a transformative role in the economic and community development of Queens and the New York City region. By attracting emerging companies and generating startup activity, the Queens Tech Incubator will bolster the growing tech community in Queens, creating new jobs, increasing demand for amenities, and encouraging additional economic investment in the area.</p>

NYS Business Incubator Project

NYDesigns Incubator Project	
Total Project Cost	\$3,256,546
Description	The NYDesigns incubator project will implement a plan focused on establishing Long Island City, Queens as a competitive hub of innovation for young companies developing physical products. The plan responds to the shift in business types represented at NYDesigns and applies best practices in incubation methodology to address the development needs of a range of companies engaged in design and production. Funding requested will support expansion and customization of business support services; improvements in tracking and evaluating progress of graduated businesses; and redefining organizational and staff roles to support a significant expansion of programming. NYDesigns has identified \$2,880,000 in private funding to support the incubator.
Total Jobs Projected	151 new jobs
Implementation Timeline	Expansion implemented in January 2014
	NYDesigns seeks the designation of New York State Business Incubator in order to reinforce and invigorate its mission of catalyzing sustainable growth for young businesses in design, technology, and the sectoral overlaps between the two. The project will support the REDC priorities of innovation cluster development, small business development, and strengthen the Long Island City Opportunity Zone's role as a technology innovation community.



Other Priority Projects

In addition, in accordance with the requirements of the statewide CFA project endorsement standards, following is a list of projects given a 15 as part of the NYC REDC scoring process. The list includes projects that have requested CFA funds process through the Cleaner, Greener Communities Program of the New York State Energy Research and Development Authority (NYSERDA), and through funding streams included in the Opportunity Agenda initiative described in Part Three of this document.

Car Charging Holdings, LLC

This project will install electric vehicle charging stations throughout all five boroughs to serve the projected growth in electric vehicles used as yellow taxicabs and private for-hire vehicles. While these 110 new “EC Fast Charging stations” will be installed along high-volume taxi routes and major traffic arteries with the goal of serving taxis, they may also be used by the general public. Supporting electrification of the taxi fleet is a key component of reducing vehicle emissions in New York City overall.

Flushing-Jamaica Select Bus Service Project (New York City Department of Transportation)

The City Department of Transportation, in partnership with New York City Transit, has implemented five Bus Rapid Transit (BRT) projects. The projects (branded as Select Bus Service (SBS)) combine relatively low cost improvements to bus operations and street design that have been shown to increase bus speeds by approximately 20%, and bus ridership on improved corridors by approximately 10%. Six bus routes connect Flushing and Jamaica on three primary corridors: Main Street, Kissena Boulevard/Parsons Boulevard, and 164th Street. The north-south transit connection between Flushing and Jamaica is characterized by bus trips that are longer and slower than the citywide average. The goal of the Flushing-Jamaica SBS project is to make bus travel more efficient and attractive and to develop advanced traffic management solutions to minimize congestion. Connecting these areas with faster and more reliable bus service will help to encourage regional economic goals. First, improved bus service connecting to major rail hubs (five subway lines and two major Long Island Rail Road stations) in both neighborhoods facilitates regional employment access.

Second, more reliable north-south bus service to Jamaica will help to bring new development to a commercial district being revitalized after years of disinvestment. Finally, SBS encourages modal shift away from private vehicles and allows buses to operate more efficiently, which reduces greenhouse gas emissions and supports broader regional sustainability goals.

TLC Electric Vehicle Program (New York City Taxi and Limousine Commission)

Under this project, the TLC requests funds to enable the New York City taxicab industry to replace existing vehicles with electric vehicles. The project will be structured with the goal of increasing the size of the electric taxi fleet while at the same time improving drivers’ and owners’ comfort with the technology and the behavioral changes they will need to make in order to accommodate this technology. In addition, given the perception by some in the industry that electric vehicle technology is not viable economically, the TLC will also use this project to evaluate the economic pros and cons of electric taxi operation.

The project will incorporate the selection of a vendor to purchase, install and operate a small network of “quick



chargers” so that electric vehicle taxicabs have locations for recharging their batteries during their work shifts. These electric taxicabs will be put into regular operation by individual program participants (paid by TLC through this program) and for use throughout the five boroughs. Given that the vast majority of these trips will take place in Manhattan, the chargers installed as part of the project will be located primarily in Manhattan, although some may be sited at or near the airports and East River crossings. Operators of the electric taxis will be selected through an auction system structured to assist the TLC with measuring the extent to which the perceived economic downside of electric vehicle operation improves as drivers and owners gain familiarity with the technology.

600 Gulf Avenue (SIEDC)

New York Fragrance is constructing a \$3 million, 15,000 square foot warehouse and outlet shop on the West Shore of Staten Island, within the Staten Island Green Zone, the proposed West Shore Brownfield Opportunity Area (BOA) and the soon-to-be-announced West Shore Industrial Business Improvement District. The warehouse is projected to employ up to 100 people. Through this project, individuals will be trained and placed in several different types of positions within the new warehouse and outlet store, including shipping man-

ager, sales executive, sales manager, marketer, and distribution/logistics coordinator.

Access Code (Coalition for Queens)

Access Code provides technical skills training and job placement and readiness services to populations typically underrepresented in the tech community. Access Code helps workers upgrade their skills, trains workers for currently unfilled jobs in the fast-growing NYC tech industry, increases economic mobility and earnings, and corrects the diversity imbalance that persists in the city’s technology companies.

The New York Digital Health Accelerator

The health care industry is one of the city’s largest private sector employer. In order to sustain its growth and improve its economics, the state must deploy a new generation of health information technology that care providers can use to improve their efficiency and effectiveness. The New York Digital Health Accelerator is a partnership between the New York State Department of Health, a non-profit consortium of providers called the eHealth Collaborative, and the national hub of the rapidly growing health care information technology industry to ensure that provider institutions have the tools required

to succeed in the new health care environment.

The Accelerator pairs health tech startup companies with health care institutions and venture capitalists to create new IT tools and spur job growth. The 9-month program provides companies with mentorship and feedback from their potential customers. The participants engaged directly with a broad network of 23 provider organizations in New York, including hospitals such as New York Presbyterian, North Shore LIJ, Albany Medical Center, Montefiore, Mount Sinai, Catholic Health System, long term care providers, community health centers, and primary care physicians. The program provided \$300,000 of funding per company from a syndicate of leading venture capital and strategic investors (Aetna, Janssen Healthcare Innovations, Milestone Venture Partners, New Leaf Venture Partners, Partnership Fund Quaker Partners, Safeguard Scientifics, and UnitedHealth Group).

The Accelerator’s results to date are excellent: Each of the participating companies has grown rapidly and created jobs, hiring 40 new employees across the companies with plans to hire 61 additional staff by the end of 2013. As of September 2013, the companies had raised \$5 million with one company being acquired. This project did not apply for CFA funding in the current round, but is included for future consideration for State support.

OTHER NOTABLE PROJECTS

In addition, in accordance with the requirements of the statewide CFA project endorsement standards, following is a list of projects given a 20 or 15 as part of the NYC REDC scoring process. Projects are listed by borough; project sponsors, where different, are in parentheses.

Bronx

Bronx Museum Community Engagement Programs

Corbin Hill Farm (Schoharie County)

FEGS OTDA SNAP (Federation Employment and Guidance Service, Inc.)

SoBRO SNAP

The Crossings at Southern (BDG Hunts Point, LLC)

Brooklyn

Biotech Grows In Brooklyn (Downstate Technology Center Inc)

Brooklyn Navy Yard Admirals Row (BDG BNY LLC)*

ChargePoint New York City Fleet

Community Allies (Sunset Park Health Council dba Lutheran Family Health Centers)

Creative Coalitions (Brooklyn Arts Council)

Eastern Gateway (Downtown Brooklyn Partnership)

EXPLORE BROOKLYN (Brooklyn Alliance, Inc)

1102 Atlantic Avenue (Green Manufacturing and Design Center)

Housing Works OTDA SNAP

Project Reach Youth College Access (Sunset Park Health Council dba Lutheran Family Health Centers)

Southwest Brooklyn Industrial Development Corporation

St. Nicks Alliance

Willoughby Square (NYC Economic Development Corporation)

Manhattan

Building New York Regenerative Medicine Infrastructure (The New York Stem Cell Foundation)

Carnegie Hall

CCNY Continuing and Professional Education (The Research Foundation of CUNY)

College Access (Northern Manhattan Improvement Corporation)

George Washington Bridge Bus Station Development*

Henry Street Historic Preservation Project (Henry Street Settlement)

La Marqueta Mile Feasibility (Harlem Community Development Corporation)

New Museum Incubator

New York Proton Center

NYUPoly Incubator Proposal*

Solar 2 (CEC Stuyvesant Cove, Inc.)

Workforce Development (Northern Manhattan Improvement Corporation)

Queens

Building Bridges for Business (Queens Economic Development Corporation)

Large Bioswale Stormwater Bioretention (New York City Department of Environmental Protection)

Locomotive Repower Project (Waste Management of New York, LLC)

Meadow Lake Promenade Restoration (NYC Department of Parks and Recreation)

New Science Classrooms (New York Hall of Science)

QEDC Entrepreneur Space Recharge NY

Queens Artists at Work (Queens Council on the Arts)

Staten Island

Catalyst Revitalizing Waterfront Parks (New York City Department of Parks and Recreation)

Spec It Green Partnership (Pratt Institute)

* Received a score of 20

Conclusion



Over the past thirty months, the NYC REDC has built broad consensus among its diverse constituencies around the strategies, priorities and values that will make the city stronger, more vibrant and more inclusive. The REDC has embraced the innovation economy, while seeking to ensure that economically distressed communities and low-income households have the opportunity to participate fully in it. Although REDC members have been disappointed that the New York City region has not won the big prizes in the competitive REDC rounds, its members nonetheless believe that the region has benefited greatly from the process of working together and with state leadership to frame a new vision and to establish a number of creative partnerships and transforma-

tive projects for the city that could not have otherwise happened.

The coming year will be one of major transition in New York City government. The REDC Strategic Plan should provide a source of continuity in economic and community development priorities as a new city administration takes the helm. The REDC plan and progress reports represent a resource that the new Mayor can use to quickly assess the nature and status of city-state initiatives that are underway across the five boroughs. The REDC certainly intends to schedule an early briefing with the Mayor and his or her transition team to share the perspective of the Council and, hopefully, to establish a working relationship that will both sustain the momentum of priority projects and quickly incorpo-

rate the new Administration's agenda into the REDC 2014 plan.

The Opportunity Agenda is an area of particular importance in discussions with the new city leadership. Closing the skills gap that holds back so many city students and workers requires a long-term commitment by local government to undertake major reforms in both the city's approach to career and technical education and to the reorganization of the city's workforce development system. This can only be accomplished through a collaborative relationship with New York state agencies, as well as in partnership with employers and organized labor, educational institutions and nonprofit service providers. The REDC is a ready-made vehicle for facilitating these relationships; its Opportunity Agenda represents an excellent place to start with these reform initiatives.

As key elements of the strategic plan are implemented, the REDC will continue its active engagement with the communities of the city, seeking input and providing information. In partnership with the state government, the REDC has already had a significant impact on how economic and community development decisions are made in the region. It will be important to monitor the results of this more inclusive planning and funding process as projects are completed, jobs are created and filled, and intra- and inter-regional partnerships are cemented.

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GRAPHICS:

Rich Sheinaus, CUNY

DESIGN:

Annabelle Ladao, Partnership for New York City

SPONSORSHIP ACKNOWLEDGMENTS:

Support for the production and publication of this strategic plan has been provided by The City University of New York and the Partnership for New York City

