



NYC REGIONAL ECONOMIC DEVELOPMENT COUNCIL

MEETING AGENDA

October 4, 2011
8:30 a.m.

York College
Jamaica, Queens

Session Four

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|--------------------|---|
| 8:30 – 8:45 a.m. | Welcome and Introduction
Lieutenant Governor Robert Duffy
Chancellor Matthew Goldstein, CUNY |
| 8:45 – 8:55 a.m. | Presentation
Robert D. Yaro, President, Regional Plan Association |
| 8:55 – 9:05 a.m. | CFA Endorsement Standards Discussion
Chancellor Matthew Goldstein, CUNY |
| 9:05 – 9:15 a.m. | Small Business Development Work Group Report
Carl Hum, Brooklyn Chamber of Commerce |
| 9:15 – 9:25 a.m. | Infrastructure Work Group Report
Dr. Suri Duitch, CUNY |
| 9:25 – 9:35 a.m. | Human Capital Work Group Report
Dr. Suri Duitch, CUNY |
| 9:35-10:30 a.m. | Implementation Plan and Performance Measures
Facilitated Discussion (Executive Session) |
| | New York City Regional Issues
Facilitated Discussion of Invited Public |
| 10:30-10:45 a.m. | Reports of Breakout Session |
| 10:45 – 11:25 a.m. | Public Comment |
| 11:25 - 11:30 a.m. | Wrap Up/Next Steps
Lieutenant Governor Robert Duffy
Chancellor Matthew Goldstein, CUNY |

**OPEN FOR BUSINESS:
A NEW STATE GOVERNMENT APPROACH TO ECONOMIC DEVELOPMENT
New York City Regional Economic Development Council: Fourth Meeting
Tuesday, October 4, 2011
York College/CUNY
Jamaica, Queens**

Meeting Summary

Attendees:

Hon. Robert Duffy, Lieutenant Governor

Regional Council Members

Matthew Goldstein, Chancellor, The City University of New York (co-chair)

Stephen Lemson, Vice President for State Government Affairs, American Express Company, representing

Kenneth Chenault, Chairman & CEO (co-chair)

Stuart Appelbaum, President, Retail, Wholesale and Department Store Union, w/Ademola Oyefeso and
Zayne Abdessalan

Marlene Cintron, President, Bronx Overall Economic Development Corporation, w/ Frank Randazo

Steve Grillo, representing Cesar J. Claro, President & CEO, Staten Island Economic Development
Corporation

Carol Conslato, President, Queens Chamber of Commerce

Francine Y. Delgado, Senior Vice President, Seedco

Mike Fishman, 32BJ SEIU, w/Amy Sugimori

Peter Ward, President, Hotel & Motel Trades Council

Steve Hindy, President, Brooklyn Brewery

Carl Hum, President & CEO, Brooklyn Chamber of Commerce

Kenneth Knuckles, President & CEO, Upper Manhattan Empowerment Zone Development Corporation

Gary LaBarbara, President, Building and Constructions Trade Council of Greater NY

Marcel Van Ooyen, Executive Director, Grow NYC

Marcia V. Keizs, President, York College, CUNY, w/ Dr. Alfred Ntoko

Kathryn Wylde, President & CEO, Partnership for New York City

Ashok Nigalaye, Epic Pharma

Steve Spinola, President, Real Estate Board of New York

Elected Officials

Hon. Helen Marshall, Queens Borough President

Jason Razefsky, representing Hon. James Molinaro, Staten Island Borough President

Raymond Sanchez, representing Hon. Ruben Diaz, Jr., Bronx Borough President

Shira Gans, representing Hon. Scott Stringer, Manhattan Borough President

Andrew Steininger, representing Hon. Marty Markowitz, Brooklyn Borough President

Hon. David Weprin, New York State Assembly

Hon. Catherine Nolan, New York State Assembly

Hon. Leroy Comrie, New York City Council

Hon. Francisco Moya, New York State Assembly

Hon. Malcolm Smith, New York State Senate

Hon. Grace Meng, New York State Assembly

Hon. William Scarborough, New York State Assembly
Hon. Barbara Clark, New York State Assembly
Hon. Rory Lancman, New York State Assembly
Hon. Karen Koslowitz, New York City Council
Hon. Vivian Cook, New York State Assembly
Thomas Donaldson, representing Hon. Christine Quinn, New York City Council, Speaker

New York City Mayor's Office

Tokumbo Shobowale, representing Hon. Robert Steel, New York City Deputy Mayor

Regional Council Staff

Joseph Tazewell, NYC Regional Director, ESD
Tara Brooks-Smith, Facilitator, NYS Dept. of Labor
Nydia Loyd, Facilitator, NYS Dept. of Labor
Marion Phillips, Facilitator, ESD
John Moye, DOL
Andrew Fletcher, ESD
Austin Shafran, ESD
Maisha Lopa, ESD Intern

Executive Chamber Representatives

Robert Duffy, Lieutenant Governor
Rodney Capel, Governor's Office
Zach Greenky, Special Assistant, Governor's Office
Brian Quiara, Policy Director, Lt. Governor's Office

State Resource Team

Kiumars Amiri, NYSERDA
Wayne Benjamin, NYS DMV
Joseph Chan, MTA
Janet Cox, Port Authority NY/NJ
Sobeida Cruz, NYS Power Authority
Phillip Eng, DOT
Heather Sporn, DOT
Rachel Gordon, OPRHP
Sharon Griffith, NYSERDA
Venetia Lannon, NYSDEC
Adam Levine, DOT
Ellen Poliski, DOH
Lindsay Robbins, NYSERDA
Gregory Watson, NYSHCS
Charles O'Shea, DOT

CUNY

Jay Hershenson, Senior Vice Chancellor for University Relations & Board Secretary
Suri Duitch, University Associate Dean for Continuing Education
Daliz Pérez-Cabezas, Associate Director of Workforce Programs

Amanda Eyrich Daly, Director of Green Education and Training Programs

I. Welcome and Introductions

Lieutenant Governor Duffy welcomed everyone and invited President Marcia Keizs of York College, host of the meeting, to speak. President Keizs offered a welcome to Jamaica and congratulated the governor on the recent Open for Business statewide conference, which reenergized the council's work.

The lieutenant governor mentioned that today's meeting is being held in the governor's home borough and thanked everyone for their work thus far. The statewide conference on September 27 went well; the announcement about five technology companies investing in the state's nanotechnology sector reflects the type of investment that the governor wants in the state. A CFA workshop for the public will be held after this meeting. He reminded the council that it is responsible for 20 percent of the scores of CFA-submitted projects. The council will continue to meet over the course of the next two years, likely meeting monthly over the next year.

He thanked Chancellor Goldstein and turned the meeting over to him.

Chancellor Goldstein also mentioned the statewide conference and the spirited conversation about venture capital he chaired at that conference. He thanked staff for their work on behalf of the council.

II. Presentation

Robert Yaro, president of the Regional Planning Association (RPA), addressed the council. The RPA was created to develop a long-range strategic plan for New York City in the 1920s and has helped to shape the region's growth for over a century.

New York City has had a pre-eminent place in the global economy and has had good leadership, but it now faces new competition. There are a growing number of places around the world that are investing in infrastructure, urban quality of life, and higher education. New York City cannot relax. He suggested three keys to sustaining competitiveness:

1. Be nice. The city must sustain a high quality of life that attracts skilled people. This includes improving public spaces, public safety, and schools, and making the city an exemplary place to live and work.
2. Be efficient. The city must focus on the efficient movement of goods, people, and information. Its transit, highway, and airport systems require investment. The city must build capacity and creative financing.
3. Be smart. The city should invest in CUNY, premier research institutions, and teaching hospitals, and should support private investments in these institutions to assist expansion plans. New York City is the biggest college town in the country and needs to be more user friendly.

He also suggested three specific investment opportunities for the council's consideration:

1. The redevelopment of the Javits Center site, the largest economic development parcel in Manhattan. RPA suggests selling the center and using part of the proceeds to build a larger conference facility in Queens and part to fund the completion of Moynihan Station and build a conference facility in the Farley Building. The transaction could drive the development of Manhattan's far west side.

2. The redevelopment of the Hunts Points Market, the biggest employment center in the Bronx. This would expand blue-collar employment, improve public health, and offer a link to the agricultural economy.

3. The continued redevelopment of Jamaica. While infrastructure and transportation have improved, there is opportunity for the expansion of transportation and retail and employment growth.

He ended by reminding members that the New York City metropolitan area comprises 60 percent of the state's economy, so it is critical to the future of the state.

III. CFA Endorsement Standards Discussion

Chancellor Goldstein reviewed the work of the council to date: identifying assets, challenges, and opportunities; developing a public participation strategy and a vision statement; identifying strategies, criteria, and regulatory barriers; considering the city's PlaNYC and Hunts Point as a project; and identifying priority projects.

He then reviewed draft CFA endorsement standards. Each funding application reviewed by the council will receive points based on criteria met. A total of 20 points are available (20 percent of a project's score).

The standards cover eight areas:

- Regional Economic Development Vision (1 point)
- Process (2 points)
- Strategies (7 points)
- Implementation (3 points)
- Leverage Resources (3 points)
- Performance Measures (4 points)

The CFA endorsement standards were unanimously approved. Stuart Appelbaum asked for confirmation that the explanation in the "strategies" section (including reference to a multi-region economic impact and the needs of populations and communities in economic distress) includes levels of wage, and Chancellor Goldstein affirmed that it is implicit in that statement.

IV. Small Business Development Work Group Report

Carl Hum reported for the group, which met on September 20 and comprised 24 representatives from the council, small businesses, trade associations, and think tanks. Suri Duitch from CUNY facilitated. Discussion included the need to protect manufacturing; attention to brownfields; continued guidance for MWBEs; engaging local industries; the importance of access to capital (and what the role of the council is in this area); sectors, with a focus on food, fashion, film, technology, and health care; and the need for educational partners.

A question was asked about whether council funds are available for capital; it was unclear whether money could be used to start firms, making the government equity investors.

Steve Hindy suggested that the Brooklyn Navy Yard model should be carefully reviewed for replication in other city locations. The model solves many problems small businesses face in the city (e.g., zoning) and enables them to join a community of entrepreneurs.

V. Infrastructure Work Group Report

Suri Duitch reported on the discussion of the infrastructure group, which comprised a mix of council members and stakeholders.

Discussion included funding and regulatory issues (e.g., high trucking costs, transit). The group talked about what the council should do with projects that address fundamental issues but are expensive and long term (what are the leveraging opportunities?). There were also conversations about economic development in underutilized areas around transit hubs (e.g., Jamaica). They talked about the intersection of transportation and waterfront development, as well as city buildings and the city's plan to improve energy efficiency—e.g., retrofitting projects, a reliable energy grid, the concept of building green infrastructure, recycling/advanced manufacturing. They discussed public-private financing models and the need to utilize them for infrastructure projects (e.g., bus shelters).

Raymond Sanchez noted that an issue with the MTA is that funding is planned for a few years only, and the question mark hanging over later years hinders the ability to plan other projects.

Assemblywoman Barbara Clark suggested that the council should realize that MWBEs may be established entities in city government, but it is still difficult for minority businesses to succeed in the city and state.

VI. Human Capital Work Group Report

Suri Duitch reported on the human capital work group discussion, which started with questions: What is human capital development for the purposes of this plan? What are the policies and strategies needed in the plan, and what drives the process? Is it a supply and demand question? How do you balance the need to improve workers' skills with the fact that opportunities need to be available for workers? Do you end up preparing people for jobs that don't exist? Many felt that the council's goal is to create good jobs, while others felt that this goal must be balanced with a need to address the long-term unemployed in the city and the fact that many communities and populations are in economic distress. The group developed a set of criteria for the plan and the priority projects, including educational attainment gains, partnerships with educational institutions, and addressing the long-term unemployed.

Chancellor Goldstein noted that CUNY has created a jobs task force to address two basic questions: one, what are the jobs that are currently not being filled because of a lack of skilled applicants, and two, what are the jobs going to be tomorrow and how are we going to provide a workforce for those jobs? CUNY is bringing together companies that represent media, computer services, financial services, health care, and higher education to find out what jobs are emerging. Universities must partner with industry to address the disconnect between jobs and skills.

Assemblymember Rory Lancman noted that focusing only on creating jobs would be a missed opportunity; the council should address those who are perennially unsuited or unskilled for many jobs by working with unions and universities.

Mike Fishman said that at the statewide conference there was discussion about the disconnect between training and jobs. It was suggested that some training should be very job-specific and created in partnership with business. Chancellor Goldstein said that the CUNY task force is intended to bridge the gap in communication between the higher education community and business and industry. Universities are obligated to work with faculty to train people for jobs.

Borough President Helen Marshall suggested that any job preparation must emphasize science.

Chancellor Goldstein then thanked the many public officials in attendance, including Assemblymember David Weprin, Assemblymember Catherine Nolan, Councilmember Leroy Comrie, Assemblymember Francisco Moya, Senator Malcolm Smith, Assemblymember Grace Meng, Assemblymember William Scarborough, Assemblymember Barbara Clark, Assemblymember Rory Lancman, Queens Borough President Helen Marshall, and Councilmember Karen Koslowitz.

Chancellor Goldstein then suggested that the council needs a small writing group to produce a draft strategic plan by October 21. Kathy Wylde agreed to chair the writing group, which will also comprise Deputy Mayor Bob Steel, Sheena Wright, Gary LaBarbara, Cesar Claro, and Carol Conslato.

He also suggested that the council needs a scoring group; it already has 350 projects through the CFA process which must be scored. He asked Kenneth Knuckles to chair the scoring group and suggested membership comprising, but not limited to, Stuart Appelbaum, Marlene Cintron, Francine Delgado, Steve Hindy, Carl Hum, Nick Lugo, and Marcel Van Ooyen. He suggested that some CFA projects may need to be included in the five-year plan. He also asked all members to offer ideas for projects consistent with the council's criteria.

Kathy Wylde then clarified the council's responsibility regarding funding, based on a conversation with Irene Baker. The CFA operates outside the strategic plan but is informed by it (which is tricky in the first year, since the plan is not yet completed). The CFA projects are generally not those included in the competitive plan and will be funded through other buckets of funding (\$800 million from state agencies). The scoring committee will look at that pipeline of projects. The second area, which the writing group is focused on, is the transformative projects that will comprise part of the strategic plan. The \$40 million that can be won by four councils in the first year comprise funds plucked from other sources (capital funds and Excelsior tax credits). Projects chosen for inclusion in the strategic plan must fit into one of those buckets and should be shovel ready. This means that in the first year the council is very restricted and will have to work hard to identify projects that will be winners and to build consensus in support of them.

In addition, this new approach does not necessarily fit the laws that currently govern funding sources. Going forward, the council will have to work with legislators to determine how to integrate existing laws with the new process. Part of the plan-writing process includes informing legislators about what needs to happen to match projects with funding in order to encourage growth in public-private partnerships.

Chancellor Goldstein agreed that the \$40 million is highly restricted; tax credits, for example, will not help a not-for-profit educational institution. The council must think about the type of institution submitting a project and the project time frame. He added that the council is determined to submit a winning proposal.

Kathy Wylde added that transformational projects are not just about getting money from the state. A number of projects need state certification and approval to move forward. The council should also think about nonfinancial requests that can be included in the strategic plan.

Lieutenant Governor Duffy noted that CFA projects will still be scored by the council and should reflect the council's vision, as spelled out in the strategic plan. Some of those decisions may be painful, as projects may have received funding year after year but may not reflect the council's priorities. If there are projects that require immediate attention, there may be opportunities for the state to offer some assistance.

Senator Malcolm Smith urged the council to consider a subcommittee that could recommend projects that should move forward quickly without regulations and laws getting in the way. Because of the importance of economic development in this financial climate, the council should ensure that priority projects do not get mired in regulations that lawmakers have put into place.

Lieutenant Governor Duffy reminded the council that it should develop a Letterman list of 10 things that prohibit development, as the governor's priority is to speed up economic development.

Raymond Sanchez suggested that a nonfinancial request could be transforming unused spaces through rezoning for small business development.

Following discussion, former Queens borough president Claire Shulman, now representing the Flushing Local Development Council, suggested to the council that it consider the Flushing Transit Oriented Development Plan (TOD) as a project. Flushing is one of the city's premier economic and cultural regions, but its growth has strained the area and its transit. The TOD project would transform an underutilized station and parking lot into a project to spur economic development, reduce congestion, and provide affordable housing.

VII. Implementation Plan and Performance Measures

The council broke into two groups for facilitated discussion (executive session) to talk about implementation and performance measures, which need to be created both on a global level and for specific projects. The facilitators are Suri Duitch (CUNY), Daliz Pérez-Cabezas (CUNY), Amanda Eyrich Daly (CUNY), Curtis Cravens (DOS), and Joe Tazewell (ESD). At the same time, there will be a facilitated discussion among members of the public.

VIII. Reports of Breakout Sessions

Andrea Kretchmer offered a report on the public discussion. They suggested areas of importance to economic development in three categories:

- Challenges (real estate for manufacturing; government assistance for businesses, especially import and export; guidance through the Small Business Administration; capital for MWBEs and help in streamlining the application process; transportation, especially for small businesses)
- Assets (immigrant workforce; local businesses, including local foods; human capital/cultural diversity; artisans; tourism; hospitality; parks and recreation)
- Opportunities (infrastructure; aviation; connecting industry and education; recycling; maritime and waterfront)

Gail Grimmer reported for the first group. It discussed performance measurements attached to the strategic plan; big-picture performance measurements; and overall implementation measurements.

- In discussing performance measurements attached to the strategic plan, the group talked about the definition of a job. Is it a new job? A retained job? It depends on the project. The first priority is to categorize where the council sees the value of jobs.
- The group discussed how to measure big-picture objectives. It suggested an increase in tax revenue, visible impact (e.g., neighborhood revitalization), and leverage (does it attract other investment, or other businesses?) Also, can quality-of-life issues be measured?
- For implementation measurements, the group asked how projects could be held accountable. Those measurements should be compared to metrics in place for the project. The timing of reports will depend on the timing of the project. A regular reporting structure is needed. The council should put in place trigger mechanisms (e.g., cost increases, output decreases) that would require a report before the prescribed reporting period. Also, how does the council hold itself accountable? What is council's role vs. the state agencies' role? State agencies also have to be accountable.

Raymond Sanchez reported for the second group, whose themes were similar to those of the first group. Four main areas emerged:

- What is the oversight role of the council?
- Developing objective measures around jobs (e.g., jobs created and retained; wages; leveraging)
- Developing measurements around stimulating business growth (e.g., reduction in vacancy rates, new startups, tax revenues, cash flow)
- Developing measures around sustainability (e.g., do you give more points for utilizing underused assets?). Is the project actually being done/meeting benchmarks?

Tokumbo Shobowale added that the group also discussed using the lasting investments made by a project as a measurement (e.g., cultural, infrastructure).

Stuart Appelbaum noted that just as investors expect a return on their investment, the public expects a return on its investment in publicly funded projects. In terms of jobs, the group looked at quality generally.

Borough President Helen Marshall noted that most small businesses are already overloaded with regulations, and the council should ensure that they are insulated from excessive regulation.

Shira Gans from the Manhattan borough president's office said that there is confusion about the role of the council and the support provided by the state. Is the council in the role of a board of directors or is it running the ship? Lieutenant Governor Duffy said that the council is advisory by nature. It is not expected to make decisions by stepping out of its advisory role. However, the process is not finalized.

IX. Public Comments

Jorge Silva-Puras, U.S. Small Business Administration. Representing the White House Business Council, he reviewed what the American Jobs Act could provide New York State through more than \$7 billion, mostly in infrastructure: \$2.98 billion for transit; \$2 billion for school infrastructure; \$214 million in construction (mainly refurbishing foreclosed homes); \$235 million for community colleges; \$1.77 billion to prevent layoffs of teachers, police officers, and firefighters.

Carlyle Towery, Greater Jamaica Development Corporation. Jamaica has great potential, including the FDA regional office and the CUNY Aviation Institute, both at York College. The region gets immigrants and minorities involved in the life of the city, but growth in Jamaica has been modest, and there have been recent losses (e.g., the closing of a hospital and commercial bakery; the largest number of foreclosed homes in the state). There is a need to leverage investments already made in Jamaica.

Jim Angley, The Bluestone Organization. Bluestone, a real estate development company, is developing a mixed-use project in Jamaica, which will provide residential and retail space with green features. It will also be Bluestone's new corporate headquarters and will bring both jobs and income to the area. It is a \$33 million project for which they have requested state capital funds.

Simone Price, Sutphin Boulevard Business Improvement District. The council should support an airport village on Sutphin Boulevard. Comprehensive rezoning enables dense, mixed-use development. This would expand and improve the services the boulevard provides. Business owners support the development of the boulevard, which is in an under-retailed area with many brownfields.

Laurel Brown, Jamaica Center Business Improvement District. The center is located on Jamaica Avenue, one of the busiest retail districts and a magnet for tourists. The council should support the development of a mixed-use airport village. The area has been rezoned and is ready for the next steps. While southeast Queens is a multicultural center of arts, with improving merchandising, it lacks a diversity of retail offerings (e.g., electronics, books, mass-market fashion, hotels, sit-down restaurants).

James Heyliger, Association of Minority Enterprises of New York. The association has a formal arrangement with the Port Authority to help MWBEs. The regional potential in southeast Queens outstrips the rest of New York City and flows into the rest of state. A downtown airport village, for example, would have a far-reaching impact. There are also projects in the area that are job-ready. The way that the association is working with airports could be replicated throughout the state.

Erik Landau, Prospect Park Alliance. The alliance is a public-private partnership with the City of New York to restore Prospect Park in Brooklyn. It broke ground on a lakeside center on 26 acres to transform an ice rink into a year-round recreational facility, restore the Olmstead design, and add new parkland and roadways. The project is financially feasible (85 percent of the money is raised), construction has already started, it invests in green technology, it leverages private resources, it provides jobs, and it generates revenue. It has a winter 2013 completion date and needs another \$11 million.

Harry Wells, York College Small Business Development Center. The center received funding from the jobs bill and is going to start training for food manufacturing, in partnership with local and federal groups. The training workshops will be geared toward companies that have the capacity to export and are looking to expand. The center will also provide technical assistance and help with business and marketing plans to assist companies in expanding to international markets. November 10 is the first workshop.

K.L. Fredericks, U.S. Department of Commerce. In partnership with many state and city agencies, the department is focused on helping specific industries export their goods and services, including helping food manufacturers in the New York City area get their products ready to bring overseas and ready for trade events.

Paul Parkhill, Greenpoint Manufacturing and Design. Greenpoint rehabilitates buildings for small manufacturers. A current project focuses on a building in Crown Heights that will be redeveloped into food manufacturing, generating 52 new, living-wage jobs. The project is using various sources of government funding and tax credits, and the council is urged to include it in its plan.

Shanie Persaud, Guyanese and American Business and Professional Council. The council supports the York College SBDC program for exporting. There are 1,000 cargo companies within the JFK vicinity, and 700+ global trade industries, many owned by immigrants, in the area. There is also a substantial population of immigrants in Queens (75 percent of the population could be considered minorities). Many businesses are ready to export but need access to financing.

Sari Kulka, K.J.L. Property Management. Her family is a small business owner in the area. While the area has been rezoned for commercial development, there hasn't been much activity yet. Sutphin Boulevard has improved, but its potential hasn't been fulfilled. For the promise of Air Train to be filled, the pump needs to be primed; mixed use redevelopment could be successful with a little push from the state.

Wren Longno, Housing and Services Inc. HSI is a nonprofit housing organization. The council should include supportive housing in its plan; it adds jobs, mostly local, and increases property values in local neighborhoods. Permanent supportive housing helps residents gain employment, saves taxpayers money, leverages resources, and brings government support to the region.

Verdia Noel, Council for Airport Opportunity. The council is a trade organization for the airport industry. Aviation is critical to the Jamaica community. Air Train has been beneficial to Queens, but its full potential has not yet been realized. Passengers should not simply move through the community; they should be encouraged to stay. In addition, airport employees need housing and services. The council supports mixed-use redevelopment.

Freddie Batchelor, business owner (Enterprise of Destiny) representing MWBEs. MWBEs comprise talented, organized individuals that can build human capital in the city. The council should include this group in its planning and projects. In addition, recycling is often a stepchild in business, but it represents a pool of jobs ready to be accessed.

Alex Brussovansky, Volunteers of America. The council is urged to include supportive housing as part of its strategic plan. It helps not only those served by housing but also the communities in which it is located, through improved safety, employment opportunities, utilization of local businesses, and the development of neglected properties. Volunteers of America is developing a project in the Bronx for supportive housing, which will create 60-70 temporary jobs and 15 permanent jobs.

Alex Alexandrov, Atlas Development Affordable Housing. It is difficult to start a company on a shoestring budget and through a mobile model, as he did. CUNY could help by embracing this new structure and providing incentives to young people to start businesses (e.g., helping to remove the regulatory hurdles and reducing the cost of incorporation). CUNY could offer workshops on business development and free wi-fi and meeting rooms to help create the professional atmosphere that allows businesses to grow.

Andrea Kretchmer, POKO Partners (affordable housing developer). The lower concourse in the southern Bronx was rezoned in 2009, but nothing new has happened. POKO is supporting a public-private partnership on the block that would double the square footage of Hostos Community College, provide a

new facility for the New York Gauchos, and create an arts and performing center and mixed housing. The project needs money and momentum.

Vishnu Mahadeo, Richmond Hill Economic Development Council. The area is the stepchild of most elected officials, and it needs both economic development and resources for senior residents. The Port Authority has empty buildings that are not being used effectively, and those could be used by minority businesses.

Jack Friedman, Queens Chamber of Commerce. The council should consider the development of a first-class convention center at Willets Point. This was considered a decade ago, and the demand is greater now. New York City is behind other cities in its convention space; it has only the Javits Center. Queens has great transit opportunities, and a convention center would increase tourism throughout the city.

Isa Abdur-Rahman, Farmers Boulevard Community Development Corporation. The council should consider that the definition of “transformative” projects should not exclude small neighborhood revitalization projects. As an adjunct professor at York College, he gets students involved in small local projects that have a significant impact. Funds should be set aside for borough presidents to use as discretionary funding for LDCs, where boroughs get the most transformative bang for the buck.

IX. Wrap-up/Next Steps

Chancellor Goldstein thanked Lieutenant Governor Duffy, President and CEO of Empire State Development Ken Adams, Regional Director Joe Tazewell, and council members for their participation. He also thanked Kathy Wyld and Ken Knuckles for agreeing to chair the writing and scoring groups, respectively. The council’s next meeting is October 25 and will probably be held in the Bronx.

He noted that meeting summaries are available online and that the New York City Open for Business Facebook page has been launched. A CFA public workshop, led by Ken Adams, follows this meeting.

Lieutenant Governor Duffy noted that there are 41 days until the strategic plan is due, and that this is an opportunity to change the state and the five boroughs of New York City. He thanked the council members for staying to listen to the public speakers. This is his 36th regional council meeting, and he hopes that there will continue to be synergies across regions after the first iteration of this process.

The meeting was adjourned at noon.