

NEW YORK CITY
REGIONAL ECONOMIC DEVELOPMENT COUNCIL



2014 PROGRESS REPORT

AUGUST 15, 2014

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Overview of Progress



and communities. During this year of transition in the City's government, the REDC has worked to ensure that the new Mayor's economic development team is informed about the REDC's strategic plan and fully engaged in implementation of regional priority projects.

The REDC has established three working groups, comprised of REDC members and other community leaders. The **Workforce Development, Global NY and Veterans** work groups are focusing on 1) implementing the Opportunity Agenda (education, workforce development and connection of lower income individuals to jobs); 2) finding ways to maximize the economic benefits of globalization and technology through expansion of exports, inter-regional cooperation, and industry-university collaboration; and 3) expanding the employment and training opportunities for the region's veterans. In addition, the REDC Executive Committee has stepped up to fill the gap left by the resignation of the REDC co-chairs and has become more proactive in design and development of projects that respond to REDC priorities.

In terms of project implementation and outcomes in this third year of the strategic plan, the following are some highlights of what has been accomplished in New York City in conjunction with Governor Cuomo's highly inclusive and collaborative approach to regional economic development:



STRATEGY AND IMPLEMENTATION OVERVIEW

The Regional Economic Development Council for New York City (REDC) continues to focus on design and implementation of public-private and inter-regional partnerships in order to accelerate economic growth and job creation in the city and state and to extend the benefits of growth to the most economically distressed individuals

During this year of transition in the City's government, the REDC has worked to ensure that the new Mayor's economic development team is informed about the REDC's strategic plan and fully engaged in implementation of regional priority projects.

- **The Brooklyn Navy Yard has emerged as a National Model for Urban Manufacturing Innovation Hubs.** Home to 330 businesses and 7,000 jobs, the Brooklyn Navy Yard has developed into an engine for industrial job creation and economic development. With aggressive public and private sector investment, including Steiner Studios, New Lab, and a showcase workforce development initiative, the Brooklyn Navy Yard Development Corporation anticipates the number of employees in the Yard will grow to nearly 15,000 over the next five years.
- **The city's entrepreneurial "Tech Sector" is experiencing explosive growth.** The city is home to a large cluster of successful high-tech startups, built with the help of state incentives supported by the REDC. For example, Brooklyn-based Etsy provides an e-commerce platform on which 55,000 New York State artisans and micro-entrepreneurs sold \$68.6 million in goods in 2013 (in May 2014 Etsy was awarded up to \$5 million in Excelsior tax credits tied to job creation in New York City and Hudson, NY). Meanwhile, the State has provided the funds to underwrite an inter-regional partnership between the New York Genome Center and the University at Buffalo's Center for Computational Research. The center is a world leader in using supercomputers to apply genomic research to medical diagnosis and treatment, and its work will seed the next generation of life sciences companies.
- **Anchor industries are being stabilized.** The financial services industry has gone through some difficult times, but it remains the city's economic engine, supplying 30% of the total private sector payroll and 20% of tax revenues. Other states and countries around the world are competing for New York's financial services jobs, but state initiatives are ensuring that companies retain and increase jobs here. For example, despite offers of enormous subsidies from New Jersey, the Bank of New York Mellon Corp. recently signed a 20-year lease for a new headquarters in Lower Manhattan. MasterCard, headquartered in Purchase, NY, has established an important new technology lab in Manhattan, helping to anchor an emerging financial technology cluster in the city. The media industry is establishing new clusters at the World Trade Center and Hudson Yards, while the Barclays Center is contributing to the city's thriving tourism and entertainment sectors.
- **NY Rising and Recovery from Sandy.** Staten Island's North Shore was devastated by Superstorm Sandy, but will be rebuilt and transformed with the construction of the largest observation wheel in the Western Hemisphere along with new retail centers and hotels. With state assistance, the North Shore will be made more resilient



and receive an economic boost from projects that will create over 1,700 permanent jobs. All the business districts impacted by the storm are up and running, with new and restored protective infrastructure in place or in progress.

- **Affordable Housing.** State assistance has resulted in construction starts on more than 12,000 affordable housing units across New York City.

For the coming year, the REDC hopes to build on these successes. Some of the priority projects that are recommended for support and will be more fully detailed in this document include:

- The next wave of projects at the **Brooklyn Navy Yard** will be housed in Building 77, an 18-story industrial building that is being transformed into a manufacturing/tech hub. With REDC and state support, New Lab, a collaborative design and advanced manufacturing space, has successfully opened a pilot beta lab and is in construction on a facility that will accommodate designers, engineering schools and 3-D printing, among other innovative companies and partnerships. At the same time, Steiner Studios, the nation's largest film and television production studio outside of Hollywood, is building 180,000 square feet of new sound-

stages and associated facilities, as well as NYC's first true streetscape backlot where permanent building facades are used for filming outdoor scenes.

- As part of the Governor's Global NY initiative, the REDC proposes support for a new **Airport Exports Improvement Project**, involving construction of an air cargo facility to increase capacity and expedite export activity at JFK Airport, creating over 100 jobs.
- The **Brooklyn Army Terminal (BAT)** is a huge, City-owned facility that currently houses approximately 100 businesses and employs more than 3,600 people, and has potential to expand along a parallel track with the Brooklyn Navy Yard. The de Blasio Administration has committed \$100 million to transform an additional 500,000 square feet at BAT into industrial and office space that will accommodate dozens of industrial companies employing over 1,000 people. The REDC proposes that BAT should be an important locus of Global NY as a center of production and export activity.
- **Brooklyn Brewery** is positioned to be one of New York State's great international export success stories. The REDC and the State are working with the Brewery to find a location in New York City or the Metro New York Region for construction of a new 200,000 square foot production facility to accommodate increasing demand for its product from around the world.
- A new tech and manufacturing cluster is also emerging in Long Island City, Queens, spurred on by the development of the new Cornell-Technion project on Roosevelt Island. The REDC endorses state funding for preparation of a **Long Island City Comprehensive Plan** that will fully engage the community in this local transformation and ensure that workforce development, appropriate infrastructure, and other



local priorities are incorporated in the economic development plan.

- Along the 125th Street corridor in Harlem, the REDC is supporting two important projects that will reinforce the community's historic role as a cultural center for communities of color. **Loews Victoria Theatre** will be re-developed into a 386,000 square foot, mixed-use building that will include over 200 residential units and a 210-room hotel. The project will create 373 new jobs. Nearby, the National Urban League will build a new headquarters, along with new housing, retail and office space, a conference center, and the state's first civil rights museum. These projects will reinforce continuity of African-American leadership in this penultimate phase of the renaissance of Harlem.
- The **Hunts Point Terminal Produce Market**, which represents 7,000 jobs in the South Bronx, was an original priority of the REDC. While financing for a new facility never came together, the current plan is to carry out a facility modernization that will allow the Market to remain in the Bronx and serve a growing local demand for fresh produce. The City is leading efforts to

assist in financing this project, which the REDC supports.

- The REDC Workforce Development Work Group has prioritized support for career and technical education (CTE) and believes REDC members can be helpful in increasing work-based learning opportunities, including internships and apprenticeships, by creating partnerships with employers and unions. The REDC is recommending State support for a public-private partnership between Bronx-based nonprofit **Per Scholas** and **Doran Jones**, an IT consulting firm, that will prepare and employ disadvantaged trainees for tech jobs that are onshored from other countries. As a result of Governor Cuomo's commitment to statewide P-TECH replication, the NYC Department of Education received a state grant to support the **Business Technology Early College High School (B-TECH)** a partnership with SAP, Queensborough Community College and the NYC Department of Education. B-TECH will welcome its inaugural class of 100 ninth graders in September. Members of the REDC actively support this expansion of CTE programs in the public schools.



OVERVIEW OF JOB CREATION AND INVESTMENT

During the past three years, New York State grants, tax incentives, and other forms of direct assistance to projects in the five boroughs through the Consolidated Funding Application (CFA) and REDC process have resulted in creation or retention of 14,500 permanent jobs and leveraged a total investment of more than \$1.9 billion in other public and private funds. The REDC considers this a meaningful start, but much remains to be done. There are still 327,000 city residents who are unemployed and looking for work, nearly half of whom have been job-hunting for more than six months. Meanwhile, the Metro New York Region has lost 123,000 mid-wage jobs due to global competitive factors and technology.

The REDC, New York City Economic Development Corporation (NYCEDC) and Empire State Development (ESD) are working with employers and developers to ensure that state-assisted projects maximize opportunities for local hiring

and training initiatives. The REDC has focused on projects that generate a range of good jobs, including jobs that are accessible to lower-income individuals without advanced education. One major challenge in the city is the dominance of the service economy, where good jobs tend to require high-skill levels. In response, the REDC has identified expansion of technology-aided manufacturing as a way to create more well-paying, “blue collar” jobs, building on the work of the Brooklyn Navy Yard.

This year, through the Global NY initiative, the REDC will help businesses in the city capitalize on their exporting potential and connect disadvantaged populations to the jobs created. The REDC is developing a global export and marketing strategy that identifies how the City and the greater metro area can build upon existing assets to support growth within the tradable goods sector of the economy. The REDC also hopes to leverage assets of other regions of the state to complement what the City can offer to growing exporters.

Priority Projects — Progress on Implementation

PRIORITY PROJECTS — FUNDING RECEIVED AND PROJECTS STARTED

Round I

NYC SeedStart	
Total Cost	\$1,800,000
Awarded Funding	\$550,000 grant
Description	NYC SeedStart offers six, twelve-week competitive startup accelerator programs designed to launch new technology companies in New York focusing on advertising, infrastructure, e-commerce, digital content, and mobile technology. The first twelve-week program, which began on July 8, 2013, was focused on enterprise software and saw over 150 applications for 7 available spots in the program. Of the 7 companies that were selected, 6 are still in operation in New York City and have created 12 new jobs. The company was awarded a \$550,000 ESD grant in Round I of the REDC initiative to assist with the \$1.8 million project which is expected to support the development of more than 40 small technology businesses.
Total Actual Jobs to Date	12 new jobs
Total Jobs Projected	150 new jobs
Lead Agency	ESD
Update	An ESD Incentive Proposal was signed on May 14, 2013, and the project was approved by the ESD Directors on June 28, 2013. The second three-month intensive program is expected to launch in October 2014 and will be focused on financial technology.

CREATE @ Harlem Green	
Total Cost	\$72,188,364
Awarded Funding	\$10 million grant
Description	Taystee Create LLC was established by Janus Partners LLC and Monadnock Construction, Inc. to acquire and redevelop the former Taystee Bakery Complex in Harlem. The project includes the revitalization and physical transformation of the former Taystee Bakery Complex into a mixed-use facility that will have 100,000 square feet of manufacturing space, 90,000 square feet of office space, 40,000 square feet of retail space and 10,000 square feet of community space. The project will target manufacturing, commercial, retail, and community facility users, with a specific focus on locally-based enterprises looking to expand in low-income neighborhoods where market rents remain relatively affordable. In addition, the project will bridge the Apollo Theater/West 125th Street entertainment district with the arts and science communities of City College and Columbia University and create a central gathering place for the diverse residents of the area. The company was awarded \$10 million in ESD grant assistance in Round I of the REDC initiative. The project is anticipated to cost \$72,188,364.
Total Jobs Projected	440 new jobs
Lead Agency	ESD
Partners	NYCEDC
Update	The ESD incentive proposal was signed on October 11, 2012, and ESD Directors approved the project on March 20, 2013. Demolition of the existing structures began in January 2014 and construction is expected to begin in the fall of 2014.
Opportunity Zone	125th Street Corridor

Brooklyn Navy Yard Green Manufacturing Center	
Total Cost	\$60,382,556
Awarded Funding	\$6 million in grants; \$12 million in New Market Tax Credits
Description	The project involves the redevelopment of Brooklyn Navy Yard Buildings 28, 123, and 128 into a 215,000 square-foot, multi-tenanted industrial facility known as the Green Manufacturing Center. BNYDC plans to adaptively reuse the steel frames and concrete foundations of these buildings, which are three separately constructed yet connected, turn-of-the-century, former U.S. Navy machine shops. As part of BNYDC's commitment to sustainable growth, it aims to achieve a LEED Silver certification from the U.S. Green Building Council for this Project. The total project cost is \$60,382,556. The Brooklyn Navy Yard Green Manufacturing Center is a REDC priority project from Round I of the REDC initiative and will create at least 300 new jobs. Construction of the Green Manufacturing Center began in the summer of 2012. The building, with additional new mezzanine space, will create space for nearly 300 permanent jobs. Tenants will include Crye Precision, a designer and manufacturer of combat apparel, which will occupy 80,000 square feet; and New Lab, a high-tech design and prototyping center, which will occupy 84,000 square feet of space. Brooklyn Navy Yard Development Corporation has received \$18 million in New York State support for the project, including a \$1 million ESD Downstate Revitalization Fund grant, a \$5 million ESD REDC grant and a \$12 million New Market Tax Credit allocation.
Total Actual Jobs to Date	156
Total Jobs Projected	500 new jobs
Lead Agency	ESD
Partners	NYCEDC
Update	The ESD incentive proposal was signed on April 3, 2012, and the ESD Directors approval was on August 16, 2012. Construction commenced in July 2012. It is anticipated that construction will be completed by December 2015.
Opportunity Zone	Brooklyn Navy Yard

Round II

New York Genome Center	
Total Cost	\$158,500,000
Awarded Funding	\$1.5 million grant (REDC Round I) and \$55.75 million grant (Special Appropriation)
Description	<p>Founded in 2010, New York Genome Center (NYGC) is an independent, nonprofit organization at the forefront of transforming biomedical research and clinical care with the mission of saving lives. NYGC focuses on translating genomic research into clinical solutions for serious diseases. NYGC represents an unprecedented sharing of data and resources among premier institutions, which will dramatically increase the quality and speed of research outcomes to advance clinical care. This collaboration will help forward the advances leading to a new era of personalized medicine, accelerate the development of new diagnostics and treatments for human diseases, and provide an engine for life science commercialization in the region. NYGC members and partners include: Albert Einstein College of Medicine, American Museum of Natural History, Cold Spring Harbor Laboratory, Columbia University, Cornell University/Weill Cornell Medical College, Hospital for Special Surgery, The Jackson Laboratory, Memorial Sloan-Kettering Cancer Center, Icahn School of Medicine at Mount Sinai, New York-Presbyterian Hospital, The New York Stem Cell Foundation, New York University, North Shore-LIJ, The Rockefeller University, Roswell Park Cancer Institute, Stony Brook University, and IBM. In 2012, NYGC signed a lease at 101 Avenue of the Americas in order to accommodate genomic sequencing and sequencing support services, bioinformatics and data interpretation, research labs and lab support, hotel offices for visiting researchers, and space for offices and training. Given the importance of this project and the costs involved, NYGC submitted a proposal under the Consolidated Funding Application in 2012 to assist with the construction and renovation of the new facilities. NYGC was later awarded \$1,500,000 in Round II of the REDC initiative to assist with this priority project.</p>
Total Jobs Projected	533 new jobs
Lead Agency	ESD
Partners	NYS Genomic Medicine and Big Data Center
Update	<p>In January 2014, the Governor announced a \$105 million award for genomic medicine and supercomputing for the NYS Genomic Medicine and Big Data Center, including \$55.75 million for the New York Genome Center and \$47.5 million, from the Buffalo Billion Initiative. The Governor's initiative was modeled after the successful blueprint for nanotechnology innovation in Albany, which has produced significant research, private investment, and new jobs to the Albany area. NYGC has committed to match the \$55.75 million dollar for dollar with funds raised separately. With this new alliance, the NYGC will be fully focused on implementing advanced genomic research and expanding its application through world-class technology and the best physician-scientists available. The \$1.5 million REDC Round II grant and the \$55.75 million grant from a special appropriation were approved by the ESD Directors on July 17, 2014. It is anticipated that construction will be completed by December 2015.</p>

Gotham Greens	
Total Cost	\$6,666,665
Awarded Funding	\$152,000 in Excelsior Jobs Program Tax Credits
Description	Gotham Greens is the developer and operator of the city's and the country's first commercial-scale urban rooftop greenhouse, located in Greenpoint, Brooklyn. Gotham Greens will expand its current business operations by building a high-tech, hydroponic greenhouse facility on the roof of an existing manufacturing building located in Jamaica, Queens. The \$6.6 million project will result in the creation of 30 new jobs. The company was awarded a \$152,000 in Excelsior tax credits assistance through Round II of the REDC initiative.
Total Jobs Projected	30 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed March 1, 2013, and a lease was signed for 47,000 square feet on April 1, 2014. Construction has begun and is expected to be complete by the 1st quarter of 2015. All 30 new jobs will be created by the 2nd quarter of 2015.
Opportunity Zone	Jamaica/Southeast Queens

Urban Electric Power	
Total Cost	\$6,182,768
Awarded Funding	\$522,000 in Excelsior Jobs Program tax credits and a \$1 million NYSERDA grant
Description	Urban Electric Power ("UEP") has established a facility in New York City that will prototype and test energy storage devices and produce battery systems developed at City University of New York's Energy Institute. The battery systems will meet growing market demand, in New York State and beyond, for emerging grid-scale applications such as peak shaving and renewables integration, and established markets such as uninterruptible power supply. UEP was awarded \$522,000 in ESD Excelsior Jobs Program tax credits and a \$1.0 million NYSERDA grant in round II of the REDC initiative. The project is located at 429 W. 127th Street in Harlem.
Total Jobs Projected	4 retained jobs and 64 new jobs
Lead Agency	NYSERDA, ESD
Update	The ESD Incentive Proposal was signed on May 1, 2013. In addition, the project was jointly announced by NYSERDA and CUNY on August 6, 2013. Manufacturing is expected to begin at the facility in 2015. Since May 1, 2013, 12 jobs have been created. In addition, since August 2013, UEP has been working with potential manufacturing partners to quickly scale up production and has closed on additional private financing to further commercialize the battery technology.
Opportunity Zone	125th Street Corridor

REDC Brownfield Cleanup and Development Grants	
Total Cost	\$1,164,000
Awarded Funding	\$500,000 grant
Description	The NYC Brownfield Cleanup Program (City BCP) is managed by the NYC Mayor's Office of Environmental Remediation (OER). In its first 16 months of operation, the program has engaged 70 new development projects spanning over 140 NYC tax lots. After the award of a \$500,000 ESD grant in Round II of the Regional Council initiative, OER has 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 (BIG) Program, which also includes grants by the City for brownfield cleanup costs.
Total Jobs Projected	609 new jobs and 2,217 construction jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on March 15, 2013 and the project started on December 19, 2012. To date, the REDC Brownfield Cleanup Grant funding process has commenced on 21 brownfield cleanup projects in all five boroughs. REDC grant funding awards of \$457,440 are anticipated on these sites. Under this program, OER and the private developer provide almost seven dollars in city and private matching funding for every dollar of state REDC funds for cleanup grants. The 21 brownfield properties supported by State and City funding have been vacant and unproductive for many years. The Brownfield Cleanup program is now enabling the development of the following: 580 affordable housing units; 521 market rate units; 272,208 square feet of retail; 16,035 square feet of office space; and 551,985 square feet of community facility space. These projects are expected to result in 2,217 construction jobs and 609 full-time permanent jobs.
Opportunity Zone	125th Street Corridor

Wonton Food Inc.	
Total Cost	\$640,000
Awarded Funding	\$556,635 in Excelsior Jobs Program Tax Credits
Description	Wonton Food Inc. seeks to undertake an expansion of its manufacturing capacity and workforce at its Brooklyn location. The company proposes to create 23 new full-time permanent employees; invest in \$640,000 in new commercial kitchen equipment and related plant upgrades; and to train both existing and new employees. The company currently employs 369 workers at three locations in Brooklyn, Queens and Plainview, Long Island. With the proposed expansion, Wonton Food expects to increase capacity and revenues by at least 25%, and to provide its new and existing workforce with solid, practical and transferable skills in the food manufacturing industry. The company was awarded up to \$556,635 in Excelsior Jobs Program Tax Credits assistance in Round II of the REDC initiative.
Total Jobs Projected	369 retained jobs and 23 new jobs
Lead Agency	ESD
Update	The ESD incentive proposal was signed on March 10, 2014. Construction started in March 2014 and is expected to be completed in December 2014.

M. Fried Store Fixtures	
Total Cost	\$2,053,000
Awarded Funding	\$300,000 in Excelsior Jobs Program Tax Credits
Description	M. Fried Store Fixtures and its affiliate, SSD, Inc., renovated a vacant, underutilized building – located in a distressed industrial area — to expand their manufacturing facility and consolidate all of their operations under one roof. With the rehabilitation of this new building, they expanded their footprint by approximately 92,000 square feet and increased their production capacity by at least 25%. The company plans to employ 26 new full-time permanent employees by June 30, 2017 and retain 110 existing full-time permanent employees. The company was awarded up to \$300,000 in Excelsior Jobs Program Tax Credits in round II of the REDC initiative.
Total Jobs Projected	110 retained job and 26 new jobs
Lead Agency	ESD
Update	The ESD incentive proposal was signed on April 15, 2013. Construction started on the project in April 2013 and was completed in June of 2013.
Opportunity Zone	Greenpoint – Williamsburg

Connect Industrial Business Zone (Connect NYC)	
Total Cost	\$14,000,000
Awarded Funding	\$1,636,346 grant (Connect NY Broadband Program)
Description	The program is designed to assist businesses in unwired or underwired buildings by expanding access to broadband infrastructure in strategically identified Industrial Business Zones. In collaboration with private sector Internet Service Providers (ISPs), the City will build on its efforts to eliminate digital deserts by expanding fiber optic build-out to businesses located in these underserved neighborhoods. Up to \$14 million is available through the program.
Lead Agency	ESD
Update	The grant award was announced on March 5, 2013. ESD's Incentive Proposal was signed on January 29, 2014. The ESD Directors are expected to approve the project in September 2014.

Franklin D. Roosevelt Four Freedoms Park	
Total Cost	\$275,000
Awarded Funding	\$200,000
Description	The Franklin D. Roosevelt 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 will be 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.
Lead Agency	NYS Office of Parks, Recreation and Historic Preservation
Update	The contract for assistance is expected to be signed in late summer 2014. All materials for the preparation of the Conservancy's contract are in Albany and the Conservancy has started to prepare the RFP for consultant services for the study, expected to be released in the fall of 2014.

Bay Plaza Retail Center Expansion	
Total Cost	\$3,000,000
Awarded Funding	\$3,000,000 grant
Description	Prestige Properties is building a 780,000 square foot, enclosed mall at its Bay Plaza Mall location. The more than \$300 million project will create 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. In order to ensure the success of the mall and the safety of motorist and area residents, the NYS DOT and the Thruway Authority began construction of a long-planned improvement project to the access ramp coming off of I-95N (Exit 11). At a cost of approximately \$3 million, the access ramp project is expected to be completed in time for the mall grand opening in August 2014 and will support 25 construction jobs.
Total Jobs Projected	2,000 construction jobs and 1,700 permanent jobs
Lead Agency	ESD
Update	The \$3.0 million grant was awarded between Rounds II and III of the REDC initiative. The Bay Plaza Mall's grand opening will be held on August 14, 2014.

Duggal Visual Solutions Inc.	
Total Cost	\$14,025,000
Awarded Funding	\$881,000 in Excelsior Jobs Programs Tax Credits
Description	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 those buildings 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 \$14.03 million project will result in the creation of 160 new jobs. The company is receiving up to \$881,000 in Excelsior tax credits assistance through Round II of the REDC initiative.
Total Jobs Projected	265 retained jobs and 160 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on June 28, 2013. Construction started in July 2013 and is expected to be complete in December 2015.
Opportunity Zone	Brooklyn Navy Yard

Round III

Fastener Dimensions	
Total Cost	\$4,803,820
Awarded Funding	\$100,000 in Excelsior Jobs Program Tax Credits
Description	Fastener Dimensions, Inc. is a manufacturer and distributor of screws; nuts and bolts; hydraulic fittings; and 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 training will result in a more 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. The \$4.8 million project will result in the creation of 10 new jobs. The company is receiving up to \$100,000 in Excelsior tax credits assistance through Round III of the REDC initiative.
Total Jobs Projected	24 retained jobs and 10 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on April 14, 2014. The project started in late April 2014, and is projected to be completed by December 2017.

World Business Lenders	
Total Cost	\$1,437,500
Awarded Funding	\$750,000 in Excelsior Jobs Program Tax Credits
Description	World Business Lenders is a financial services operations center located in midtown Manhattan that offers business loans to small and medium-size businesses. The company, which currently employs 104 people in sales, customer service, loan operations, loan servicing, accounting, human resources and administration, expects to expand significantly over the next five years. The \$6.6 million project will result in the creation of 475 new jobs. The company is receiving up to \$750,000 in Excelsior tax credits assistance through Round III of the REDC initiative.
Total Jobs Projected	104 retained jobs and 475 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on February 13, 2014. The project started in late February 2014, and is projected to be completed by December 2018.

Sailthru, Inc.	
Total Cost	\$250,000
Awarded Funding	\$500,000 in Excelsior Jobs Program Tax Credits
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 seeking new office space in order to support expanded operations in the Hudson Square neighborhood of Lower Manhattan. The \$250,000 project will result in the creation of 40 new jobs. The company was awarded \$500,000 Excelsior tax credits assistance through Round III of the REDC initiative.
Total Jobs Projected	112 retained jobs and 40 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on March 3, 2014. The project started in March 2014, and is projected to be completed by December 2015.

ShopKeep POS Inc.	
Total Cost	\$1,079,765
Awarded Funding	\$750,000 in Excelsior Jobs Program Tax Credits
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 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. The \$1,079,765 project will result in the creation of 365 new jobs. The company is receiving up to \$750,000 in Excelsior tax credits assistance through Round III of the REDC initiative.
Total Jobs Projected	77 retained jobs and 365 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on March 14, 2014. The project started in March 2014, and is expected to be completed by December 2015.

Architectural Grille	
Total Cost	\$2,526,300
Awarded Funding	\$121,000 in Excelsior Jobs Program Tax Credits
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 Hurricane Sandy and is still in the process of rebuilding. Architectural Grille will expand its facility and staff by incorporating new production capabilities and offering training opportunities to both newly hired and existing employees. Specifically, the company plans to purchase 4 state-of-the-art manufacturing machines/systems; hire 11 new employees to operate and provide logistical support for these machines/systems; retain 32 existing employees; provide training for the new employees, and provide cross-training for existing employees. The project will have a total cost of \$2.5 million. This expansion will enable Architectural Grille to increase its production capacity, streamline the production process, and expand into new marketplaces. The company is receiving \$121,000 in ESD Excelsior tax credits, which were awarded in Round III of the REDC initiative.
Total Jobs Projected	32 retained jobs and 11 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on March 6, 2014. The project started on May 2014, and is projected to be completed by December 2017.

Ralph Rucci LLC	
Total Cost	\$2,200,000
Awarded Funding	\$411,944 in Excelsior Jobs Program Tax Credits
Description	Ralph Rucci LLC, will expand beyond its existing 13,000 square feet in Manhattan by leasing, renovating and equipping an additional 12,000 square feet of office space to grow its high-end fashion clothing manufacturing operation. At a cost of \$2,000,000, the project will result in the creation of 18 new jobs and the retention of 47 existing jobs. The company received \$411,944 in ESD Excelsior tax credit through Round III of the REDC initiative.
Total Jobs Projected	47 retained jobs and 18 new jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on March 6, 2014. The project started in March 2014, and is expected to be completed by the end of August 2014.

Closing the Gap: Classrooms to Careers

Total Cost	\$115,534
Awarded Funding	\$100,000 grant
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 specially 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. CUNY and the New York City Department of Education are currently working with ten leading employers to develop six schools within the P-TECH 9-14 model. These companies include: IBM (P-TECH); Con Edison and National Grid (Energy Tech High School); Montefiore Medical Center (Health, Education, and Research Occupations High School); SAP (Business Technology Early College School); Microsoft and New York Presbyterian (Inwood Early College for Health & Information Technologies); the American Association of Advertising Agencies, Omnicom Media and Deutche, Inc. (Manhattan Early College School for Advertising). The Research Foundation of City University of New York received a \$100,000 grant in Round III of the REDC initiative for the \$115,534 project.</p>
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on March 17, 2014. The project started in late March 2014, and is projected to be completed by February 2015. The ESD Directors approved this project on July, 17, 2014.

Queens Tech Incubator	
Total Cost	\$4,100,000
Awarded Funding	\$125,000 grant during the 3-year designation
Description	The Queens Tech Incubator is an anchor for technology innovation, community building, and economic development. The incubator provides workspace for technology entrepreneurs and startups, offers education and events to build the technology industry workforce, and supports 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 hardware prototyping workshops 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. Currently occupying concourse 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. The project is expected to cost \$4.1 million.
Lead Agency	ESD
Update	The Queens Tech Incubator is currently finalizing its contract with ESD's division of Science, Innovation and Innovation (NYSTAR).
Opportunity Zone	Long Island City

PRIORITY PROJECTS — FUNDING RECEIVED — PROJECTS IN PRE-DEVELOPMENT STAGE

Round I

Hunts Point Produce Market	
Total Cost	\$322,500,000
Awarded Funding	\$29.5 million grant
Description	Opened in 1967, the Terminal Produce Market occupies 105 acres and operates approximately 660,000 square feet of refrigerated warehouse space, making it the largest produce market in the country. The market is home to 47 merchants ranging from small firms with three employees to large firms with approximately 400 employees for an aggregate total of roughly 3,000 employees. The market captures an estimated \$2 to \$2.3 billion in revenue per year, or 22% of regional wholesale produce sales, equivalent to approximately 60% of the produce sales within New York City.
Total Jobs Projected	Approximately 3,000 direct jobs
Lead Agency	ESD
Partners	NYCEDC
Update	The Market and City signed a 7-year lease extension to keep this critical economic asset in the Bronx until 2021. Hunts Point Terminal Produce Market and the City will also partner for repair work to the existing buildings and site to implement important facility modernizations.
Opportunity Zone	Hunts Point

Round II

Brooklyn Navy Yard Steiner Studios Media Campus	
Total Cost	\$137,100,000
Awarded Funding	\$11.3 million grant
Description	In partnership with BNYDC, Steiner Studios has developed a multi-phase master plan for the transformation of approximately 50 acres in the Brooklyn Navy Yard into a state-of-the-art, full-service Media Campus. The company is receiving \$11.3 million in ESD grant assistance through Round II of the REDC initiative. The ESD grant assistance requires implementation of the third phase of the master plan, which involves expanding onto the 20 acre historic Naval Annex site and a vacant parcel along the Kent Avenue border of the Brooklyn Navy Yard. This project will create approximately 180,000 square feet of new soundstages and associated support space, renovate a 45,000 square feet historic building for use by media companies and/or academic partners, and create NYC's first true streetscape backlot where permanent building facades are used for filming outdoor scenes. In addition, major infrastructure upgrades will occur, including upgrades to gas, water, sewer, electric, and teledata infrastructure. It is estimated that at least 1,100 permanent jobs and 900 construction jobs will be created as a result of this phase of development.
Total Actual Jobs to Date	73 permanent and 2,000 production employees
Total Jobs Projected	1,100 new jobs and 900 construction jobs
Lead Agency	ESD
Partners	NYCEDC
Update	BNYDC was awarded a \$5 million grant in Round II of the REDC initiative. After an ESD Incentive Proposal was signed on September 19, 2013, it was later announced in November 2013 that BNYDC would receive an additional \$6.3 million in grant assistance. Construction is set to start in June 2015, with completion by June 2017.
Application Status	BNYDC is seeking an additional \$9.75 million grant through Round IV of the CFA for phase 4 of its Master Plan, which has a cost of \$74 million. Phase IV will result in an additional 260 new jobs and 624 construction jobs.
Opportunity Zone	Brooklyn Navy Yard

New Lab	
Total Cost	\$19,855,803
Awarded Funding	\$3,250,000 grant
Description	Macro Sea, Inc. is converting two wings of a stunning former shipbuilding factory at the Brooklyn Navy Yard into New Lab, a facility that promotes collaboration between the disciplines of design and fabrication. The BNYDC plan to adapt Buildings 128, 28, and 123 as a Green Manufacturing Center will preserve the history of the Yard as an economic and industrial hub. As master tenant, Macro Sea will transform 84,000 square feet of this space through a \$19.85 million capital project into a high-tech design and prototyping center that will enhance the Yard's initiative to become a national model for sustainable industrial parks, while creating approximately 347 jobs. In response to early interest in New Lab, the development team opened "New Lab Beta" in March 2013 in Brooklyn Navy Yard Building 280. The company was awarded a \$1.25 million in ESD grant assistance in Round II of the REDC initiative, and later received an additional \$2 million in assistance.
Total Actual Jobs to Date	40 jobs
Total Jobs Projected	347 new jobs and 150 construction jobs
Lead Agency	ESD
Update	The ESD Incentive Proposal was signed on August 7, 2013, and the ESD Directors approved the project on August 22, 2013. Construction is expected to be completed by December 2015.
Opportunity Zone	Brooklyn Navy Yard

New York City Wetlands Mitigation Bank	
Total Cost	\$12,500,000
Awarded Funding	\$500,000 grant
Description	The City of New York, in partnership with the State Department of Environmental Conservation (NYSDEC) and State Department of State (NYSDOS), seeks to pilot the City's first wetland mitigation bank at Saw Mill Creek, Staten Island. The Project would clean up, restore and protect 68 acres of wetlands to generate "mitigation credits," which provide offsets for permitted wetland impacts. New York City is a large coastal city that is vulnerable to future coastal storms, whose economy depends greatly on the movement of goods and people by water, and is a desirable place for affordable housing, jobs, and recreation. For these reasons, there is a strong and ongoing demand for development and infrastructure projects on the waterfront. These projects will require mitigation, and mitigation banking provides a proven and superior option to current practice.
Total Jobs Projected	3,500 indirect new jobs
Lead Agencies	NYSDEC and ESD
Update	The ESD Incentive Proposal was signed on August 7, 2013. Construction is expected start in the spring of 2015 and be completed by the spring of 2016.
Application Status	NYC SBS is seeking an additional \$6.0 million in grants through Round IV of the CFA for the project.
Opportunity Zone	West Shore (Staten Island)

Round III

Lighthouse Point	
Total Cost	\$227,453,316
Awarded Funding	\$1,500,000 grant
Description	<p>The Lighthouse Point project is a mixed-use waterfront development at the base of the Staten Island Ferry. The overall project involves the restoration and activation of four historic deteriorated buildings, a set of historic underground vaults, and a historic 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 overall project includes 500,000 square feet of retail, restaurants, a 164-room hotel and approximately 96 residential units housed in historic buildings along a waterfront esplanade. The overall project will create 374 permanent jobs and 668 construction jobs. The project will begin in the fall of 2014 and will be constructed over three phases: 1) retail and parking; 2) hotel/historic; and 3) residential. The overall total project cost is estimated at \$227.4 million. The total square footage of retail, office, hotel and residential space is 405,534 square feet. There will also be an amphitheater, a bike trail, waterfront access, public open space, green markets, esplanade and a Workforce One center. The company is receiving \$1.5 million in ESD grant assistance through Round III of the REDC initiative. The ESD grant assistance requires implementation of the first phase of development, which will consist of 80,000 square feet of retail and \$30.8 million of investment.</p>
Total Jobs Projected	374 new jobs and 668 construction jobs
Lead Agency	ESD
Partners	NYCEDC
Update	The ESD incentive proposal was signed on April 7, 2014. Construction is expected to start in September 2014, and be completed by March 2016.
Opportunity Zone	North Shore (Staten Island)

Empire Outlets Development	
Total Cost	\$313,000,000
Awarded Funding	\$3,500,000 grant
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 approximately 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. The company is receiving \$3.5 million in ESD grant assistance through Round III of the REDC initiative. The ESD grant assistance requires implementation of \$33,552,750 of infrastructure work. This will allow an additional \$280 million investment to occur, which will create over 1,300 new jobs and 1,940 construction jobs.
Total Jobs Projected	1,306 new jobs and 1,940 construction jobs
Lead Agency	ESD
Update	Construction is expected to start in late 2014, and be completed by in the fall of 2016.
Application Status	Empire Outlets seeks supplemental funding to support additional infrastructure expenditures that it must make for its project along the North Shore of Staten Island. This request is to augment \$3.5 million in funding already awarded in Round IV of the REDC initiative, and is needed due to additional costs for infrastructure which were unforeseen in 2013. These costs arise from the project's multiple interconnections with MTA, NYC Transit, and Staten Island Rapid Transit Operating Authority buildings and infrastructure. These additional unforeseen costs total \$10,763,146, which is the amount for which Empire Outlets has applied.
Opportunity Zone	North Shore (Staten Island)

BSP Greenhouse LLC	
Total Cost	\$4,293,648
Awarded Funding	\$350,000 in Excelsior Jobs Program Tax Credits
Description	The proposed project calls for the construction of an approximately 65,000 square foot greenhouse that would be the world's largest rooftop farm. The farm would grow 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. In addition, the project will prevent up to 1.8 million gallons of storm water from going into local waterways. The nearly \$4.3 million project will result in the creation of 20 new jobs. The company was awarded up to \$350,000 in Excelsior tax credits assistance in Round III of the REDC initiative.
Total Jobs Projected	20 new jobs
Lead Agency	ESD
Update	The ESD incentive proposal was signed on April 1, 2014. Site selection is expected to be complete by September 2014, allowing for the permitting process to begin. Permitting is expected to be complete in January 2015 with construction beginning in the first quarter of 2015. Construction is expected to be completed by the 3rd quarter of 2015.

Flushing – Jamaica Select Bus Service	
Total Cost	\$8,750,000
Awarded Funding	\$2,137,500 Cleaner Greener Communities Grant
Description	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) 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.
Lead Agency	NYSERDA
Update	NYSERDA is currently in contract negotiations with the City. Following the full development of the Bus Rapid Transit (BRT) plan, the NYC DOT will work with New York City Transit (NYCT) to implement the full project at a cost of \$8.75 million. A substantial portion of the implementation work will be funded by existing Federal Transit Administration grants and by the NYCT capital program (\$5.9 million). The NYSERDA Cleaner Greener Communities award of \$2,137,500 will primarily cover planning and analysis efforts related to these BRT features: data collection and analysis; development of BRT improvements; and community outreach.

PRIORITY PROJECTS — NO FUNDING REQUESTED

Round I

Cornell NYC Tech	
Total Cost	\$2.0 billion
Awarded Funding	None requested
Description	<p>The first and largest project designation of the New York City Applied Sciences Competition to support and grow the tech industry in NYC, the Cornell NYC Tech campus will be developed by Cornell University in partnership with Technion — Israel Institute of Technology. Over \$2 billion will be invested in a two million square foot campus on Roosevelt Island that will house hundreds of faculty and staff and 2,000 full-time graduate students. Over the next three decades, Cornell Tech is projected to create 20,000 construction jobs, 8,000 permanent jobs, and generate nearly 600 spin-off companies resulting in tens of thousands of additional jobs. The innovative mixed-use graduate academic campus will co-locate academic, residential, private corporate and research and development functions, and hotel/conference space. The project is expected to receive approximately \$100 million in New York City capital and \$350 million in private donations.</p>
Total Jobs Projected	20,000 construction jobs and up to 8,000 permanent jobs over several decades
Lead Agency	NYCEDC
Update	The first "beta" classes have started in temporary space at Google's offices, and the first classrooms on Roosevelt Island are expected to open in 2017. Demolition and interior abatement are currently underway at the site.

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

Total Cost	\$345,000,000
Awarded Funding	None requested
Description	The Center for Urban Science and Progress (CUSP) is a partnership of top institutions from around the globe, led by NYU and NYU-Poly, focused 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. CUSP will grant academic degrees in engineering and sciences. It will convert an old Metropolitan Transportation Authority building in Downtown Brooklyn into 150,000 square feet of classrooms, offices and lab space, with another 40,000 square feet dedicated as an incubator for businesses spun off by CUSP-related research. CUSP will help create up to 2,200 construction jobs and up to 900 permanent jobs. It is expected to generate nearly 200 spin-off companies over the next three decades which are projected to create up to an additional 4,600 permanent jobs.
Total Jobs Projected	900 new jobs and up to 2,200 construction jobs
Lead Agency	NYCEDC
Update	MTA relocation work is expected to be completed by April 2016. By June 2017, construction is expected to be complete. The first class is expected at the campus in September 2017.
Opportunity Zone	Downtown Brooklyn

New York Container Terminal	
Total Cost	\$47,195,774
Awarded Funding	None requested
Description	New York Container Terminal, Inc. (NYCT) is the largest container port in New York State, handling between 12-18% of port volume in New York Harbor. In September 2012, Governor Cuomo announced that the Port Authority of New York and New Jersey, the landlord, had reached an agreement in principle with NYCT on a long-term lease extension through 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 NYCT with 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.
Total Jobs Projected	250 retained jobs
Lead Agencies	PANYNJ and ESD
Update	The ESD Incentive Proposal was signed on June 13, 2013, and the lease was subsequently signed in July 2013. The ESD Directors later approved the project on August 22, 2013. Construction started on the project in April 2013 and is expected to be completed by December 2015.
Opportunity Zone	West Shore (Staten Island)

Staten Island Green Zone	
Awarded Funding	None requested
Description	<p>The West Shore of Staten Island remains one of the most critical areas for the future of industrial development in New York City. SIEDC's "Green Zone" effort has brought about various programs to help bolster and expand opportunities in the area. The SIEDC's West Shore Stormwater Management study was completed in September 2013 and analyzed economic development obstacles caused by a lack of stormwater and sanitary sewers, a reliance on septic systems, and frequent flooding. SIEDC has applied for funding at the City, State and Federal levels to continue phase II of the study and develop specific an engineering plan for future construction. SIEDC was also recently awarded a \$400,000 Brownfield Opportunity Area (BOA) grant from the New York State Department of State. The funding will be used to study contaminated, vacant and under-used sites in the northern portion of the Green Zone and analyze environmental issues and strategic site development. In addition to the infrastructure issues which will be addressed through the BOA, the SIEDC is in the process of launching a Business Improvement District (BID). The BID will provide for quality of life services such as private maintenance, private security, improved signage and advocacy services to assist in working with government agencies.</p>
Update	<p>An influx of new companies is coming into the Green Zone and includes the following:</p> <p>Staten Island Marine Development recently purchased the former LNG tank site in Bloomfield. The 676-acre site south of the Goethals Bridge is the largest vacant parcel in New York City and will eventually be converted into a multi-model logistics center. The project will develop 330 acres for commercial use while also preserving 245 acres of wetlands. They are anticipating 3,000 jobs at the site.</p> <p>Cubit Power is a Canadian company establishing a co-generation facility in the Green Zone. The plant will create virtually no emissions and excess electricity will be sold back to Con Edison for local use. Ice will be manufactured with cutting edge energy efficiency measures and their buildings will be constructed from renewable materials. Cubit anticipates a direct investment in the Staten Island community of \$22 million over 3 years, including 19 new full time manufacturing jobs, locally available emergency ice and dry ice and increased local electricity reliability.</p> <p>Indoor Extreme Sports operates a thriving indoor sports facility in Long Island City featuring indoor archery tag and laser tag. The company recently finalized a lease on a nearly 40,000 square foot abandoned former chocolate factory in the heart of the Green Zone.</p> <p>New York Fragrance is a perfume importer and packaging company based on the North Shore of Staten Island. The company recently built a new 14,000 square foot warehouse and office facility in the Green Zone and expect to open the site by the Fall. It received REDC Round III training grant funds.</p>
Opportunity Zone	West Shore (Staten Island)

PRIORITY PROJECTS — FUNDING REQUESTED, BUT NO FUNDING AWARDED

Round II

Victoria Theatre	
Total Cost	\$143,000,000
Description	The project, a redevelopment of the National Register-eligible Victoria Theatre, located at 233-237 West 125th Street, is for a \$143 million, 386,000 square foot mixed-use building. The development will include a 210 room hotel, up to 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 Theatre’s south building, including the theatre’s historic lobby, 125th Street building façade, marquee, blade sign and signage. The NYS approval process is nearly complete. Next steps include the developers securing financing commitments, final approvals from State and City entities, and advancing the project’s architectural design. The project is expected to create up to 580 construction-related jobs and 373 permanent jobs.
Total Jobs Created	373 new jobs and 580 construction jobs.
Partners	Harlem Community Development Corporation
Update	The Lam Group has been added to the development team. The Lam Group and its affiliates currently employ 1,500 individuals in New York.
Status of Application	The project was designated by the NYC REDC as priority project in Round II of the REDC initiative but was not awarded CFA funding. The project applicant has therefore applied for \$ 6,000,000 in CFA funding in Round IV.
Opportunity Zone	125th Street Corridor

Round III

New York Wheel	
Total Cost	\$376,000,000
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 Created	700 new jobs
Partners	NYCEDC
Update	Costs have risen from \$330 million to approximately \$376 million for various reasons. Infrastructure and amenities were added through negotiations with public agencies and requests by community groups. These include: decking over a 50’ x 998’ rail right of way controlled by the MTA; a seven acre green roof and open space; a 14,000 square foot playground; 820 replacement parking spaces; renovation of an Esplanade; and a six foot widening of a street. The project’s concept design and ULURP Approval was completed in December 2013. Corporate sponsorship and financing is to be completed by October 2014. Construction should commence by December 2014 with operations to commence by December 2016.
Status of Application	The project was designated by the NYC REDC as priority project in Round III of the REDC initiative and was recommended for \$9.0 million in CFA funding, however, the project did not receive a funding award. The New York Wheel has applied for \$5,050,000 in CFA funding in Round IV.
Opportunity Zone	North Shore (Staten Island)

Brooklyn Navy Yard Building 77	
Total Cost	\$134,300,000
Description	The project involves the renovation of one million square feet, 18-story industrial building in the Yard. Currently vacant and most recently supporting less than 100 jobs, the building will be transformed into a vibrant manufacturing/tech hub supporting 3,000 jobs. The project scope includes window replacement and installation; renovation of entrances and corridors on the ground floor and mezzanine; a modernization of the base building architectural, 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 project is designed to attain a LEED Silver Certification by the US Green Building Council for Core and Shell construction.
Total Jobs Created	3,000 new jobs
Partners	NYCEDC
Update	The phase 1 construction permit was issued in November 2012, and construction, with total cost of \$25 million, started in October 2013. The phase 2 permit amendment was filed in June 2014. Phase 2 construction, which has a total cost of \$50 million, is set to begin in August 2014. The phase 3 final design, with a total cost of \$65 million, will be complete in September 2014. The permit amendment permit for phase 3 will be filed in October 2014. The project is expected to be completed by June 2016.
Application Status	The project was designated by the NYC REDC as priority project in Round III of the REDC initiative and was recommend for \$3.7 million in CFA funding, however, the project did not receive a funding award. The Brooklyn Navy Yard Development Corporation has therefore applied for \$15,000,000 in CFA funding in Round IV.
Opportunity Zone	Brooklyn Navy Yard

"Made in NY" Media Center	
Total Cost	\$585,000
Description	The "Made in NY" Media Center serves 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. It provides workspace, educational programs, and networking and special events for content creators and entrepreneurs. The center is located in the DUMBO neighborhood of Brooklyn, helping to meet the well-documented need for additional space within the Brooklyn Tech Triangle.
Total Jobs Created	14 new jobs with incubator space for 126 individuals
Partners	NYCEDC
Update	The Media Center opened in October 2013.
Opportunity Zone	Downtown Brooklyn

Madelaine Chocolate Novelties	
Total Cost	\$2,943,000
Description	As one of the largest employers in the Far Rockaways, Madelaine suffered more than \$53.8 million in facility damage and destroyed inventory from Superstorm Sandy. Madelaine is working to reestablish its workforce, which is currently at 100 employees; prior to the storm it employed 317 people. In an effort to speed up its recovery, the company requested support for the purchase and installation of manufacturing equipment to replace that what was damaged beyond repair by over four feet of sea water. The new equipment would be used to expand the company's product line, increase capacity and improve operating efficiencies.
Total Jobs Created	700 new jobs
Partners	NYCEDC
Update	ESD offered the company \$6.9 million in Empire State Job Retention Program tax credits to aid in the rehiring of the 317 impacted jobs. ESD's Incentive Proposal was accepted on September 16, 2013. The company also received a \$12.9 million loan from the U.S. Small Business Administration. The company has two of its three buildings up and running but is seeking additional funding from the Superstorm Sandy recovery funds to assist with bringing the third building back online.
Opportunity Zone	Jamaica/Southeast Queens

Sandy Hook Pilots' Association	
Total Cost	\$5,725,000
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. The \$5.725 million project will support 20 construction jobs, create 15 new jobs and retain 130 jobs. This workforce includes the pilots, shore men, mechanics, administrators, and various other professionals. Combined, the Association is responsible for creating over \$45 million in direct workforce revenue each year.
Total Jobs Created	130 retained jobs and 15 new jobs
Partners	NYCEDC
Update	Currently in design and permitting phase, construction is expected to begin in September 2014 and be completed by April 2015. The NYS Job Development Authority is now considering a loan for the project. On August 5, 2014 Governor Cuomo announced approval of a \$3.4 million loan to help finance a new headquarters.
Opportunity Zone	North Shore (Staten Island)

REDC ACTIVITIES/PUBLIC ENGAGEMENT

DATE	EVENT
2013	
September 24	REDC submitted its 2013 Progress Report to Allison Walsh, Assistant Director, Regional Economic Development Councils.
November 14	The Strategic Implementation Assessment Team (SIAT), including Secretary of State Cesar A. Peralas, Department of Taxation and Finance Commissioner Thomas H. Mattox, Office of General Services Commissioner RoAnn Destito, President and CEO of the Environmental Facilities Corp. Matthew J. Driscoll, Commissioner and President of the Civil Service Commission Jerry Boone, Chair of the Tourism Advisory Council Cristyne Nicholas, and President and CEO of the New York Power Authority Gil Quinones — visited the Brooklyn Navy Yard to participate in a program highlighting REDC priority projects, tour the Brooklyn Navy Yard's CFA projects and listen to the REDC's presentation of its 2013 Progress Plan. At the meeting, Kenneth Adams announced that the State was increasing its support of the Brooklyn Navy Yard Steiner Studios Media project by \$6.3 million (for \$11.3 million in total).
December 11	Governor Cuomo announced the CFA Awards. The New York City region received a total of \$57.4 million in funding for 60 projects, including funding for several of its priority projects.
2014	
April 9	Regional Economic Development Councils Round IV Leadership Workgroup in Syracuse. Carol Conslato, REDC member, Dr. Suri Duitch, City University of New York (CUNY), and Joseph Tazewell, Empire State Development (ESD) NYC Regional Director attended.
May 13	REDC Meeting at Borough of Manhattan Community College. <ul style="list-style-type: none"> • Overview of Round IV of the REDC Initiative • START-UP NY presentation • NY Rising Community Reconstruction Program Update • 2013 Priority Project Update Lighthouse Point
May 13	Consolidated Funding Application Workshop at Borough of Manhattan Community College.
May 16	NYC REDC and LI REDC Co-Chair and Executive Committee conference call regarding collaborating on Global NY.
May 19	Consolidated Funding Application Workshop at Hostos Community College.
June 3	REDC Workforce Development Work Group Meeting at Empire State Development.
June 3	REDC Veterans Work Group Meeting at Empire State Development.
June 4	REDC Executive Committee Meeting regarding Priority Projects at the Partnership for New York City.
June 11	REDC Global NY Export Workgroup Meeting at the Partnership for New York City.
June 24	REDC Meeting and Public Forum at John Jay College of Criminal Justice. <ul style="list-style-type: none"> • Testimony from 25 project applicants seeking to have their projects designated as "priority projects" by the REDC.
June 27	REDC Global NY Export Workgroup conference call.

DATE	EVENT
July 8	REDC Executive Committee Meeting regarding Priority Projects at the Partnership for New York City.
July 28	Draft Progress Report at John Jay College of Criminal Justice.
August 8	REDC Meeting at New York Genome Center.

All of the REDC meetings and public forums referenced above were videotaped by CUNY TV and posted on-line as part of the REDC’s public engagement effort.

In addition, the REDC Executive Committee acted on behalf of the REDC in several instances to review urgent and confidential requests of ESD.

PERFORMANCE MEASURES

The REDC requires regular reports from project sponsors and public agencies on the status of approvals, financing commitments and implementation of priority projects. New York City monitors and provides reports on City actions while ESD and other state agencies gather and relay information on State-funded initiatives.

The performance measures that guide funding recommendations of the REDC include: the number and quality of new jobs created; the amount of private investment leveraged; 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 applies a variety of cost-benefit analyses to forecast their economic and fiscal impacts.

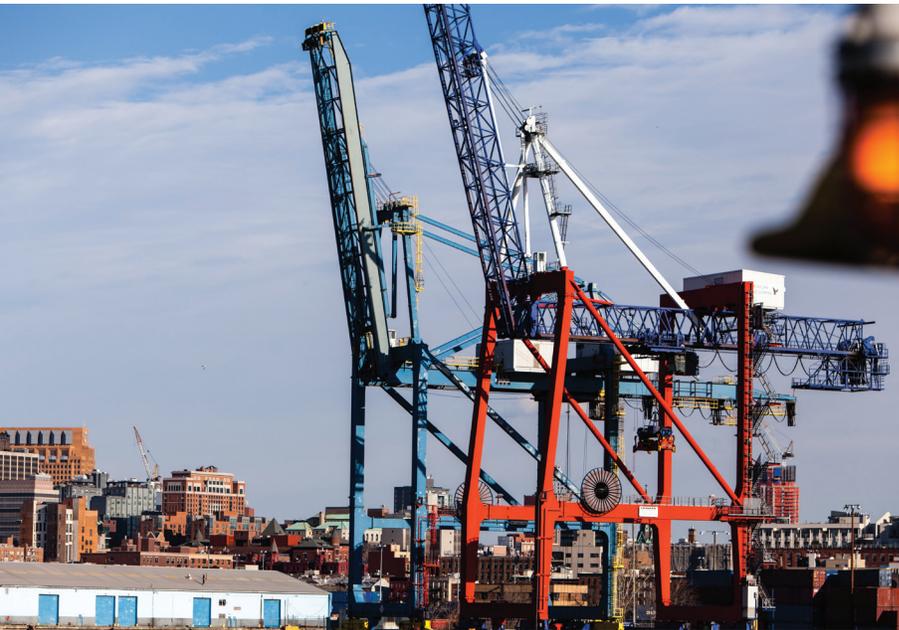
Many priority projects are long-term commitments and involve new construction of facilities that will come on line over the course of several years. For example, the expansions of Crye Precision and New Lab in Brooklyn — the first a recipient of Excelsior Tax Credits and the second a recipient of grant assistance — will ultimately create 375 additional jobs in the region once the Brooklyn Navy Yard’s Green Manufacturing Center is com-

pleted. Equally important, both projects contribute to building the tradable sector and will support companies that export goods globally. Both create hundreds of indirect jobs associated with construction and added economic activity. In the case of New Lab, the completed facility will contribute to the state’s ability to attract innovative firms and top talent in the design and advanced manufacturing sector.

Looking forward, the REDC will continue to focus on projects that are catalysts for job creation in global growth industries and can produce near-term, measurable outcomes, and provide workplace-based skills training opportunities. The REDC will also review annual growth in Gross City Product and export activity, job creation and unemployment rates.

Last year, with leadership from the Cuomo Administration, the State enacted new legislation enabling access to the State Department of Labor’s Wage Reporting System (WRS) that enables public agencies and universities to track outcomes of education and workforce development in terms of whether graduates get jobs, what they are paid, and how they move up the career ladder. Passage of this law was a key early goal of the REDC and the benefits we are beginning to be seen as CUNY and various City agencies apply for access to data and start to use this information in evaluating programs.

Implementation



porting companies to global markets will generate significant economic output for the cities in which they are located.

To sustain a growing economy in the 21st century requires both a vigorous program for exporting locally produced goods and services and a strong marketing program that attracts inward investment in business operations and job creation from international sources. A recent A.T. Kearney study found that the U.S. is the top global destination for job-creating foreign direct investments for the second year in a row. New York City has been a natural magnet for this type of investment, thanks to the fact that companies around the world come to the city's financial district to raise capital. One in ten New Yorkers is employed by a foreign international company; which, in total, contribute an estimated \$58 billion to the local economy.

An estimated 5,400 jobs are created for every \$1 billion of additional export activity, so a targeted export plan can add significant numbers of new jobs to the region. The city's global exports do not measure up to domestic competitor cities. New York City makes up 4.3% of the nation's GDP, but just 1.8% of total exports, and 0.4% of goods exports. New York City's export growth has slowed substantially since the recession, growing at an average annual rate of just 3% after growing at 9% from 2003 to 2008.

When it comes to export of services, firms in New York City — primarily in financial services — have a substantial



2014 REGIONAL PRIORITIES

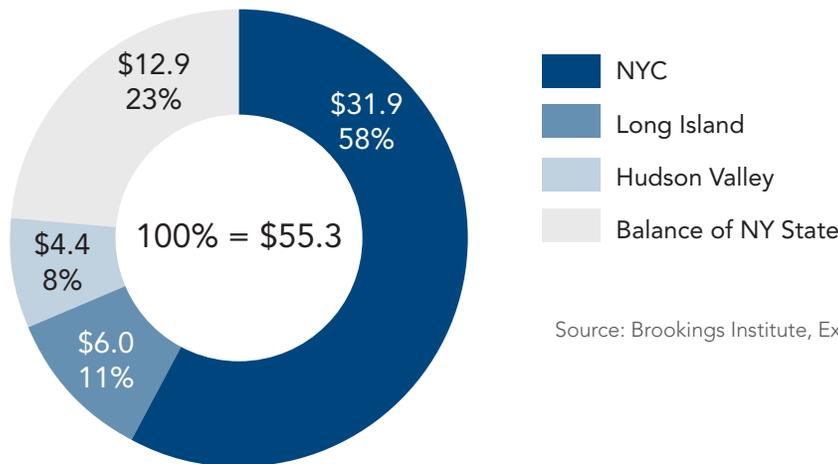
Global NY Export and Marketing Strategy

As of 2012, the values of U.S. exported goods and services reached an all-time record of \$2.2 trillion and accounted for 9.8 million export-related jobs, up 1.3 million since 2009. This trend reflects the growing demand for U.S. products in emerging markets around the world. Nearly 95% of all consumers live outside the nation's borders, yet only 1% of American firms sell a product or service to this base, leaving enormous untapped market potential. Better connecting ex-

footprint in global trade, accounting for \$31.9 billion, or 58%, of New York State's total exported services. The City's global export of goods, however, amounts to only \$5.3 billion annually, far less than the global goods exported from competitor cities like Los Angeles (\$40 billion), Silicon Valley (\$39 billion), and Chicago (\$18

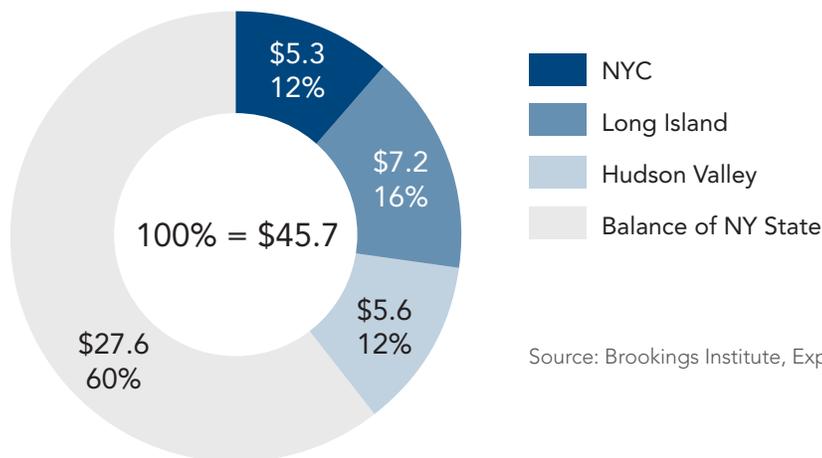
billion).¹ (See Exhibits 1a & 1b.) The city also lags behind its peers in terms of export intensity. International exports represent just 5.3% of the city's GDP, while many competing cities have double or triple that, including in Los Angeles (13.4%), Silicon Valley (11.8%), and Chicago (9.9%). (See Exhibit 2.)

1a — International Exports of Services in New York State \$ Billions, 2012



Source: Brookings Institute, Export Nation 2013

1b — International Exports of Goods in New York State \$ Billions, 2012

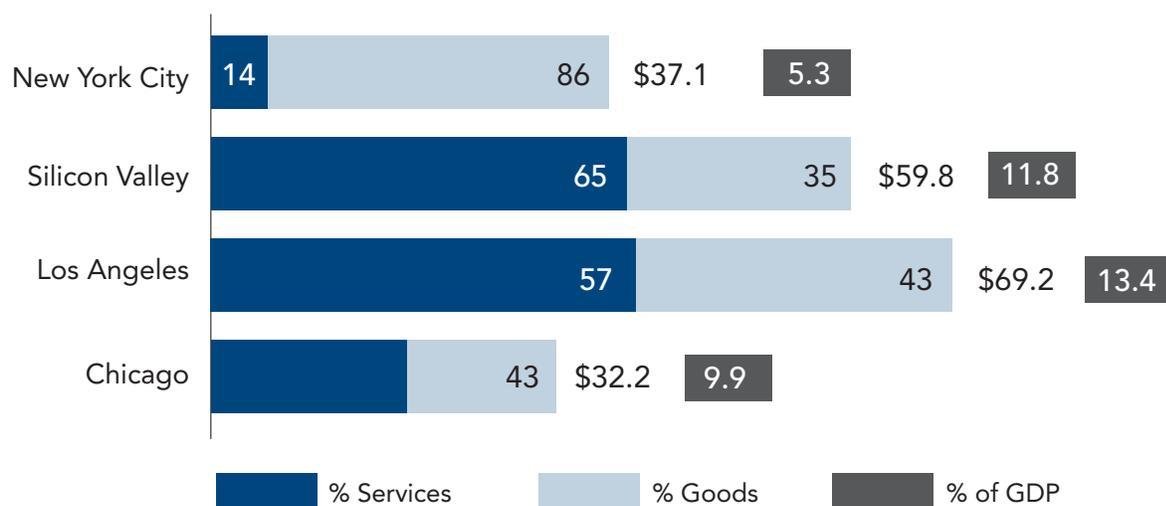


Source: Brookings Institute, Export Nation 2013

¹ NYC includes Bronx, Kings, New York, Queens, and Richmond Counties; Chicago includes Cook County; Los Angeles includes Los Angeles County; Silicon Valley includes Alameda, San Francisco, San Mateo, Santa Clara, and Santa Cruz Counties.

2 — International Export Intensity of Goods and Services

\$ Billions, 2012



Source: Partnership for New York City analysis of data from Brookings, Bureau of Economic Analysis, Bureau of Labor Statistics' Quarterly Census of Employment and Wages, and New York City's Office of Management and Budget.

Action Plan to Increase NYC Exports

The REDC established a Global NY Work Group to develop and oversee its global export and marketing strategy. The group includes representatives from companies that currently export goods, government agencies and economic development groups. Pro bono consulting services are being provided by A.T. Kearney, 32 Advisors and Monitor Deloitte. The Working Group will work with ESD, NYCEDC, and the Partnership for New York City to identify resources to support the implementation of this ambitious plan.

Informed by the Brookings Metropolitan Policy Program's Export Initiative plan and the Global NY Work Group, the REDC is recommending the following initial steps that it will help undertake with public agencies and others for the planning and

implementation of its global export and marketing strategy:

1. Identify advantages and challenges for the production and export of goods;
2. Conduct an inventory and survey of goods manufacturers;
3. Assess sectors poised for high-growth with export potential;
4. Create an exporter one-stop-shop online platform; and
5. Develop a global marketing plan.

1. Identify advantages and challenges:

The first step in the planning process has been to identify both the competitive advantages and the challenges facing companies that want to produce and export goods.

The Working Group came up with an assessment of the advantages and challenges that the city offers producers, concluding that there is great opportunity to expand exports, primarily

through collective action on the part of public-private partnerships and collaboration with other regions that can offer NYC producers space and logistics advantages that the city lacks.

NYC Export Advantages	NYC Export Challenges
<ul style="list-style-type: none"> <p>• Diverse, Globally Connected Economy: New York City is a global headquarters for a variety of industries, including finance, media, fashion, professional services, design and technology. The city is, therefore, well-connected to international markets, has a population with a range of relevant skills that speaks nearly every language in the world, and its transportation and communications networks connect the city to virtually any place. The city also has an opportunity to capitalize on its large cluster of foreign international companies as a resource for helping to market and support local firms in the tradable goods sector.</p> <p>• Hub of Innovation: Thanks to its great universities, research institutions and deep pool of global talent, the city is a hub of innovation and a hotbed of entrepreneurial and creative activity. It is a primary source of new ideas and products in worldwide demand.</p> <p>• Dense Consumer Base: The city is the most densely populated U.S. city with 8.34 million residents in the five boroughs and twice that in the metro region. This density not only allows for producers to test their goods and products on communities with diverse cultures and preferences, but also provides an enormous local sales market.</p> <p>• Global Brand: New York City has an iconic brand associated with excellence, creativity and innovation. The fact that the city is safer and more livable than most global cities, along recent growth in the city's tourism and film industries, have burnished that brand recognized around the world.</p> 	<ul style="list-style-type: none"> <p>• Production Space: New York City lacks efficient, affordable space to accommodate production of goods for export, largely because market-driven industrial development cannot compete with the huge demand for housing.</p> <p>• Inefficient Infrastructure and Poor Logistics: Efficient movement of goods in and out of the region is extremely difficult due to congested and antiquated transportation systems. Investment in road, air, port, and freight infrastructure has been insufficient to keep pace with state-of-good-repair and modernization needs.</p> <p>• Obsolete zoning and regulatory burdens: The zoning and regulatory climate in New York City was designed for an industrial age, creating unnecessary obstacles to modern, advanced manufacturing and discouraging production activity in many mixed-use locations where it would be appropriate.</p> <p>• Isolation of the City's "Maker Class:" The city has 7,000 small manufacturers employing 65,000 people, but most are not plugged into the resources and services that could help them grow. There is no inventory of producers in the five boroughs and little in the way of proactive outreach efforts that would be required to scale up export activity.</p>



2. Conduct an Inventory of NYC

“Makers:” There is no comprehensive analysis of current and potential goods production and exporting activity in NYC. The REDC is undertaking this task with ESD and NYCEDC by reaching out to public agencies, local chambers of commerce, industrial and manufacturing networks, immigrant business advocacy groups and others. This effort involves identifying current New York City-based manufacturers and their export activities, as well as collecting data on the products and destination markets of exported goods through surveys, interviews and other sources. The database, to be housed at the NYCEDC, will be used at the sector level to monitor and evaluate citywide production and export trends, and at the company level to identify opportunities for growth and to connect companies with needed capital and other forms of export assistance.

- **Administer Surveys:** NYCEDC developed a tenant survey that it is circulating to 100 companies at the Brooklyn Army Terminal (BAT), an industrial campus located in Sunset Park, Brooklyn, to assess export activity, growth potential

and pressure points. Preliminary results reveal that more than two-thirds of BAT respondents that currently export goods anticipate growth over the next three years and are interested in a one-stop export shop at BAT. Jamestown Properties, manager of Industry City, also located in Sunset Park, and the Brooklyn Navy Yard Development Corporation plan to administer similar surveys. The NYC U.S. Export Assistance Centers will also reach out to exporting clients on products, needs and growth projections.

- **Conduct Interviews:** As described in the immigrant-owned business section on page 45, the REDC is conducting interviews of successful immigrant owners of companies engaged in exporting to identify challenges specific to this population and share best practices for how to overcome them.
- **Leverage Existing Resources:** The REDC is collecting data from organizations and institutions on export activity. For example, company-level information is available from the Brooklyn and Manhattan Chambers of Commerce which provide services to local companies engaged in international trade.
- **Share Information across Regions:** In conjunction with Long Island and Mid-Hudson Valley, the REDC intends to use information gathered to create shared resources such as data banks on company needs, including space and amenities, in order to maximize export activity in all three regions. (See Inter-regional Collaboration, page 47).

3. Assess High-Growth Sectors: While New York City is home to a wide array of exporting or export-ready businesses, a successful export expansion plan must focus on sectors with the greatest growth potential. In 2013, New York City's manufacturing sector employed half as many workers as it did in 2001, but between 2011 and 2014, the city gained 1,300 new manufacturing jobs, for a total of 76,500. Manufacturing job growth came primarily from technology-enabled manufacturing, food and beverage production, and a vibrant, entrepreneurial maker movement of artisans and independent sellers.



- **Tech-based Manufacturing:** While traditional manufacturing has been on the decline, technology-enabled manufacturing shows promise. For example, manufacturers that fuse design and high-tech methods, such as the 3D-printing companies Shapeways and Makerbot, have seen significant growth in recent years. Incentivized by an REDC Round I award of \$200,000 in Excelsior Job Program tax credits, Shapeways added 25,000 square feet of production space in Long Island City, Queens last year to meet rising demand and will result in 50 new jobs. New Lab, located in the Brooklyn Navy Yard, with state financing and partnerships with design and engineering schools, will be a catalyst for the next generation of advanced production activity in the city. New York City is one of the leading locations for hardware manufacturing startups focused on producing goods at the intersection of high-tech and design, particularly for firms in the early phases of development where access to talent and capital is vital and space is not as great a concern.
- **Food & Beverage:** There has been an uptick in the production of food and beverages in the city due, in part, to increased attention on food security and interest in locally grown and produced food. Green markets across the city further accelerate and reinforce this growth. The borough of Brooklyn, largely synonymous with this sector, now offers certification to authenticate local products through a Chamber of Commerce initiative. Brooklyn Brewery is a model of how a local craft company can grow into a global exporter.
- **“Maker” Movement:** Small scale, independent “makers” now have access to resources such as open source and digital platforms to break into the marketplace with lower overall costs. The well-known company Etsy connects sellers to buyers all over the world through a more direct form of trade. A vast majority of the company's sellers are women running home-based businesses. Their export challenge is navigating the complex and disparate regulations of buyers' countries.



and the State's Global NY program with input from the REDC and the Global NY Work Group. This effort will also utilize established connections that the NY U.S. Export Assistance Center and NYC & Company have in place throughout the world.

4. Create a One-Stop-Shop: The city, state and federal government, as well as nonprofit groups and educational institutions, offer a variety of services to assist local companies with assessments of their export potential, gain access to international markets, to identify financing resources, and manage the logistics of starting or expanding export activities. Unfortunately, services are widely scattered and not necessarily accessible to those who need them. The REDC proposes the integration of export information and support services into an online platform, aligned with the Global NY One-Stop-Shop being created by the State, that is broadly marketed and that agencies can use to identify and organize a response to unmet needs.

5. Develop a Global Export Marketing Campaign: Raising awareness of export opportunities is an important factor in boosting activity in the region. The REDC recommends that this multi-tiered campaign be run by the NYCEDC International Programs office, the ESD International Division,

- Focus on illustrating the benefits of exporting, in coordination with the launch of the one-stop-shop for export resources, for companies in the region that are unaware of their export potential or unequipped to expand into global markets. Links to information on accessing capital, "how to" seminars, and legal and accounting services would be included.
- Target companies outside of the U.S. to market the value proposition of locating production operations in the New York City region to take advantage of its position as a gateway to the U.S. domestic market, its dense consumer base and skilled workforce, proximity to industry clusters, access to capital and expertise in professional services, among other assets, as a way to drive foreign investment. Provide foreign companies with access to federal funding resources and assistance in navigating the tax and regulatory environment that are available for onshoring of foreign companies.
- Advertise the variety, quality and brand of New York-made goods to the international marketplace. Since "global" is not synonymous with foreign, outreach should also include the dense domestic market that is available to New York companies.

Recommendations to Expand Reach of Economic Benefits

In addition to the steps outlined above to boost exports within the city, the REDC recommends complementary strategies to ensure that the economic benefits of expanding trade reach a larger range of New Yorkers and businesses, including:

1. Expand export opportunities for immigrant-owned small businesses;
2. Share regional assets through collaboration;
3. Link workforce development to the maker economy; and
4. Institutionalize inter-regional collaboration.

1. Expand Export Opportunities for Immigrant-Owned Small Businesses:

Foreign-born residents make up 38% of New York City's population, a significantly greater share than the 18% of residents that were foreign-born in 1970. Foreign-born entrepreneurs own close to half of all small businesses in the city. In 2012, there were 9,000 immigrants owning a retail business, making up more than half of all self-employed and incorporated retail business owners. Despite this success, immigrant business owners face heightened challenges, such as having a low level of technology adoption compared with nonimmigrant-owned small businesses, and gaining access to trade credit insurance. In order to identify a wider range of these challenges, and to augment current immigrant-owned business efforts, the REDC makes the following recommendations.

- **Share Best Practices:** The REDC is conducting interviews with successful immigrant business owners identified through the NY

U.S. Export Assistance Council to share their success strategies and best practices for how immigrant business owners can overcome potential barriers to exporting that they face.

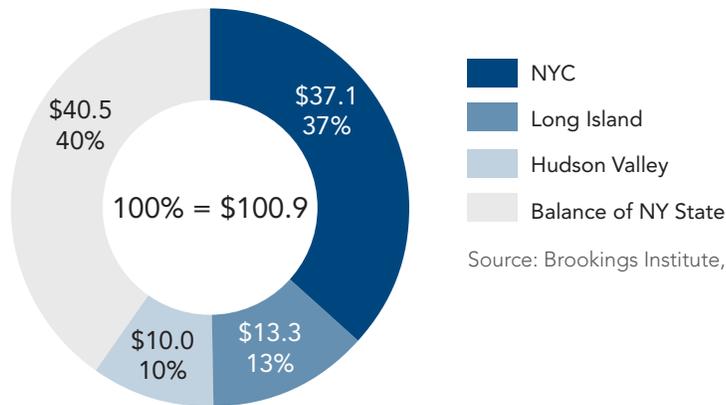
- **Align Existing Efforts:** The City has launched a variety of initiatives to support immigrant-owned small businesses onto which education and assistance on export opportunities may easily be added. For example, the NYC Department of Small Business Services (SBS) Immigrant Business Initiative, which is working with community-based organizations to find and execute solutions to help immigrant-owned businesses start, operate, and grow, will include education and assistance with exporting. Goods-producing immigrant business owners will be connected to programs, such as ESD's Export Marketing Assistance Service to assist them with finding sales agents and distributors for their products abroad, and the START-UP NY Global Immigrant Support Program. As the inventory of exporting manufacturers is developed, specific immigrant-owned businesses will be identified and connected to these resources.
- **Target Outreach to Immigrant-Owned Businesses:** The REDC recommends a series of targeted outreach initiatives for immigrant small business owners to explore their export potential and address exporting challenges faced by this population.
- The NY District Export Council (NY DEC), run by a group of volunteers with export expertise, holds regular Export University programs on the benefits of, and opportunities for, exporting goods. The REDC recommends

that the NY DEC partner with the Mayor's Office of Immigrant Affairs and NYC SBS to host a conference tailored to immigrant small business owners in goods producing sectors with high-growth potential, such as food and beverage manufacturing.

- The NYCEDC plans to host its annual Food Manufacturers Business Expo this winter to bring together food manufacturers with brokers, buyers, distributors, suppliers and industry experts with food manufacturers to gain a competitive advantage and grow their businesses. Many of these companies are immigrant-owned.

2. Share Regional Assets through Collaboration: More New York City companies locally produce goods that are in demand for export, but high operating costs and limited location options within the five boroughs are inevitably constraining their growth and the growth of the tradable sector as a whole. As a result, the REDC is exploring opportunities for inter-regional collaboration for siting production facilities, developing supply chains, tapping into new markets, and creating the logistics infrastructure needed to scale up production and export activity in New York State on terms that are of mutual benefit to the city and to other regions. New York State faces growing domestic and global competition for jobs and investment. Inter-regional cooperation is a largely unexploited tool for increasing the competitive advantage of every region within the state.

3 — International Exports of Goods and Services in New York State \$ Billions, 2012



Source: Brookings Institute, Export Nation 2013



A NEW YORK METRO EXPORT PLAN

The REDC is discussing a coordinated strategy with its counterparts on Long Island and in Mid-Hudson Valley that will capitalize on the unique strengths of each region. The idea is to offer a range of options for companies that want to expand in Metro New York, including affordable locations, ability to move goods to export hubs and markets, a positive regulatory environment, access to suppliers, and skilled labor to meet workforce needs. Ultimately, this program could be extended state-wide. Through its marketing outreach and its various programs, ESD serves as a broker and intermediary between companies and regions around the state. Institutionalizing these functions in collaboration with the REDCs and local economic development agencies will result in a more efficient and comprehensive approach to matching companies seeking to invest and expand with the range of opportunities available to them in New York.

- **Develop an Inter-Region Export Pipeline:** The REDC proposes creating an Inter-Region Export Pipeline, which would establish a virtual network for sharing information and resources between regions, aimed at maximizing investment and job creation in the tradable goods sector. It would coordinate broad-based support for upgrading the inter-regional infrastructure, such as the air cargo, ports and rail links, needed to improve

logistics for exporters and exporting companies. Building on the work of ESD, START-UP NY and local economic development agencies, the Global NY Working Groups in participating regions would proactively identify manufacturers that are poised for growth and maintain a roster of export service and resources available to assist them. The inventory of “makers” will help identify these companies in the New York City region. The pipeline would connect with relevant City and State agencies and those organizations and institutions that can contribute to supporting growth of individual companies and their export activity, and can coordinate with ESD’s Global NY initiatives as they are rolled out.

- **Support Export Infrastructure and Connectivity Improvements:** Re-development of a John F. Kennedy International Airport air cargo facility, a critical export hub, is an example of a project that would be of significant benefit to exporting companies within the New York Metro area. Nearly 1.4 million tons of air cargo pass through JFK each year supporting about 34,000 jobs. The project will attract new cargo business and create approximately 35 jobs along the supply chain for every additional 1,000 tons of cargo handled by the airport. The importance of JFK airport in connecting regions with other New York airports and the rest of country has prompted the three downstate REDCs to explore a potential large-scope, inter-regional effort to encourage the linkages between other regionally-significant hubs, including Long Island (MacArthur), New York City (JFK), and the Mid-Hudson Valley (Stewart). Supporting infrastructure investment — roads, freight, ports, and air cargo facilities — to enhance inter-modal connectivity and ease the movement of goods in and out of the Metro area would encourage foreign direct investment and attract foreign production operations.



3. Link Workforce Development in the Maker Economy:

A metro-focused export plan is strongly supported by Brookings Metropolitan Policy Program research and offers high value for the regional workforce: for every \$10 billion in sales in a metropolitan export industry, its workers earn 10 to 20% higher wages than those in non-exporting jobs. On average, each manufacturing job creates 1.6 additional jobs in local service businesses. Jobs in high-tech manufacturing industries, which require highly-skilled workers and pay above-average wages, generate five additional local service jobs. Education and skills training programs need to be directly linked with employers for internships, mentoring and job placement. The New York City Department of Education and the Partnership for New York City are developing a plan for connecting students with work experience and mentorship opportunities that lead to credentialing and employment in manufacturing and other key growth sectors.

4. Institutionalize Inter-regional

Collaboration: The REDC proposes convening an inter-regional task force comprised of representatives from the newly established Global NY Work Groups around the state to work with ESD on implementation of a statewide export and marketing strategy.

Priority Projects Linked to the Global NY Export and Marketing Strategy

- **Brooklyn Brewery:** In response to rising global demand for its product, Brooklyn Brewery will construct a \$70 million, state-of-the art 400,000 expandable to 1,000,000-barrel brewery in a 200,000 square foot building on 20-25 acres with proximity to the NY/NJ ports. Potential sites for this project in New York State include Staten Island's West Shore and several in the Mid-Hudson region. The Brewery's partner firm, Galvanina, an Italian water bottler, may co-locate a North American operation at the facility, representing an opportunity for \$10 million in foreign direct investment. The Brewery exported 28% of its production in 2013; its export volume is projected to grow to as much as 60% by 2022.
- **Airports Exports Improvements:** JFK Airport ranks first among all airports in the value of imported and exported goods. However, air cargo volumes at JFK have been flat since the early 2000s. Redevelopment of a JFK International Airport air cargo facility, a critical New York Metro region export hub, addresses a primary issue identified by the REDC Global NY Work Group in terms of inadequate facilities to accommodate expanded export activity via air cargo. The air cargo facility project is supported by Long Island and Mid-Hudson REDCs, as it is of significant benefit to exporting companies across the New York Metro area.

- **Brooklyn Navy Yard Building 77:** The project involves the renovation of a building with one million square feet of industrial space in the Brooklyn Navy Yard. Currently vacant, the building will be transformed into a vibrant manufacturing/tech hub supporting 3,000 jobs. While the Yard has enjoyed tremendous success over the past 10 years, in large part because of the REDC's support, it is now poised again, with modest support from the State, to generate far greater economic results. This project will generate as many jobs as the Yard's growth in the last 10 years. The number of Brooklyn's manufacturing jobs has increased — many of which are supported by the success of the city's industrial campuses such as the Brooklyn Navy Yard — and account for 4.1% of the borough's total jobs.

- **BAT Campus Improvements:** NYCEDC manages the the City-owned Brooklyn Army Terminal (BAT), a 55-acre, underdeveloped industrial campus on the Sunset Park waterfront that has potential to develop into a strategic manufacturing hub along the lines of the Brooklyn Navy Yard. BAT currently houses 100 companies, ranging from a biotech research facility to furniture production and fulfillment activities, and about 3,000 jobs. NYCEDC requests state funds to support renovation of another 24,000 square feet dormant building to accommodate the Sunset Park Industrial Workforce Center, a city-sponsored initiative to link lower-income residents to training and employment opportunities and create 74 new jobs. In support of export and global business development, the REDC proposes to work with the City to position BAT as a Global NY Export Hub that can both provide space, technical assistance and other support services to build the export community



throughout the city and in partnership with other regions.

- **CUNY Hub for Innovation and Entrepreneurship:** As a potential Hot Spot Program, the Hub will serve as a startup incubator for new high tech companies in Harlem; offer entrepreneurial courses for local residents; and address how to set up a new business, develop a business concept, product or service, and identify domestic and international markets. The Hub is expected to have measurable impacts for the community including job creation and investment.

Global NY Implementation Agenda

In order to fully realize export opportunities and to continue the work of the export plan, the following actions need to be taken. Descriptions of each action are available in the Global NY Export and Marketing Strategy section on pages 42, 47, and 48, respectively.

- Conduct an Inventory of NYC “Makers”
- Develop an Inter-Region Export Pipeline
- Support Export Infrastructure and Connectivity Improvements
- Institutionalize Inter-regional Collaboration

Implementation Timeline

Initiative	Action Identified by REDC(s)	Progress to Date	Future Actions and Timeline/Completion
Conduct an Inventory of NYC “Makers”	Create a database for a citywide inventory of goods producers and export activity, use to share amongst regions	Began outreach, administering surveys and collecting information from the City, industrial property management companies, etc., to inventory tenants	<ul style="list-style-type: none"> a. Compile inventory of goods manufacturers poised for growth [Winter 2014/2015; Update as needed] b. Create database [Spring 2015] c. Maintain roster of resources and services for exporting companies [Winter 2014/Spring 2015]
Develop an Inter-Region Export Pipeline	Regional coordination of a network for sharing information and resources	Meeting held with Long Island, NYC and Mid-Hudson REDCs	<ul style="list-style-type: none"> a. Establish virtual network for sharing information and resources. [Spring 2015] b. Identify manufacturers in sectors poised for growth by Global NY Working Groups [Ongoing]
Support Export Infrastructure and Connectivity Improvements	Regional coordination on export cargo infrastructure investment	Meeting held with Long Island, NYC and Mid-Hudson REDCs	<ul style="list-style-type: none"> a. Support redevelopment of JFK air cargo facility [Current] b. Support expansion of capabilities at other export hubs (e.g. Stewart Int.) [2015]
Institutionalize Inter-regional Collaboration	Regional coordination on implementation of a statewide export and marketing strategy	Meeting held with Long Island, NYC and Mid-Hudson REDCs	<ul style="list-style-type: none"> a. Establish an Inter-Regional Global NY Task Force [Fall 2014] b. Convene quarterly meetings [Ongoing]

Collaboration with local governments to transform the regional business climate

In an effort to collaborate with the City of New York in transforming the regional business climate, the REDC invited representatives from City Hall and NYCEDC to participate in a series of executive committee and workgroup meetings related to: 1) the identification of possible “priority projects” in connection with Global NY export initiatives, the NY Rising Community Reconstruction initiative, the Cleaner Greener Communities initiative and other 2014 REDC agenda priorities; and 2) the development of foreign direct investment and interregional export strategies. As a result, the City of New York submitted 25 projects for consideration as priority projects.

Support NY Rising Community Reconstruction Plan projects

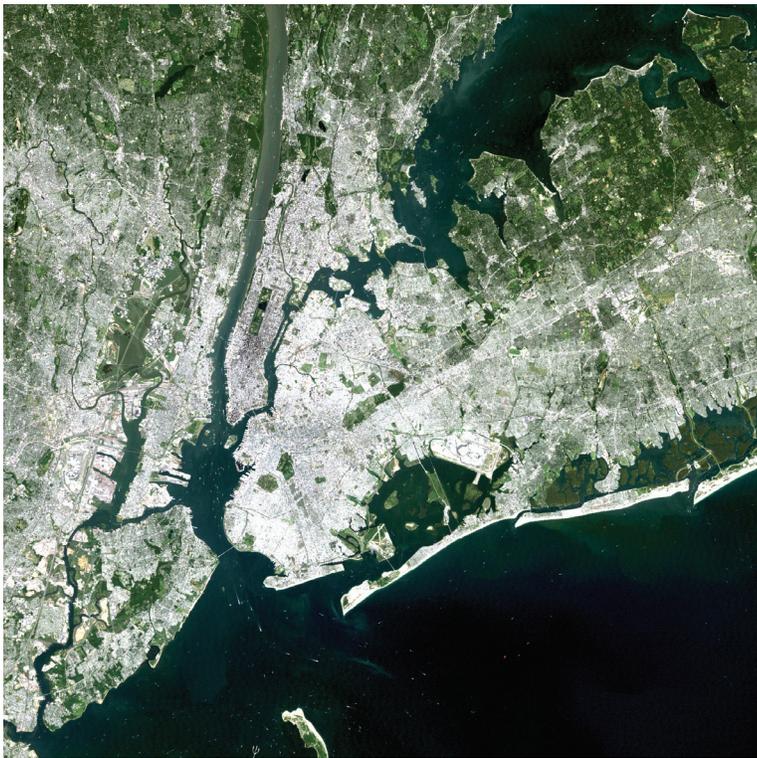
The NY Rising Community Reconstruction Program (NYRCR) was established by Governor Andrew M. Cuomo to provide additional rebuilding and resiliency assistance to communities severely damaged by Superstorm Sandy, Hurricane Irene and Tropical Storm Lee. The program empowers communities to develop innovative recovery plans that consider damage, future threats, and economic opportunities.

In Round One of the NYRCR Program, approximately \$166 million in Community Development Block Grant — Disaster Recovery (CDBG-DR) funding was allocated to fund eligible projects developed by the New York City Region’s 10 NYRCR Communities that sustained substantial damage from Superstorm Sandy. The first round of NYC NYRCR Communities include: Brighton Beach, Coney Island,



Manhattan Beach and Sea Gate; Breezy Point; Broad Channel; Gerritsen Beach and Sheepshead Bay; Howard Beach; Lower Manhattan; Rockaway East; Rockaway West; Red Hook; and Staten Island. A second round of funding was recently initiated, adding an additional \$19 million in CDBG-DR funding for eligible recovery projects. The Round Two NYC NYRCR Communities include: Canarsie, Bergen Beach, Georgetown, Marine Park, Mill Basin, Gravesend, the Bronx, Springfield Gardens and Rosedale.

In addition to these initial allocations, two New York City communities/collaborations (Staten Island and the Southern Brooklyn Committee) were winners in the Rising to the Top competition, bringing a potential \$6 million in additional funds to the region.



NY Rising & REDC

Projects contained in NYRCR Plans are the result of thoughtful consideration of community needs, project costs and potential benefits, and their impact on risks to existing assets. Many are needed to help regions continue to recover from storm damage. At its May 13, 2014 meeting, the REDC received an overall update on the NY Rising Community Reconstruction Program from staff in the Governor's Office of Storm Recovery. The REDC later received a briefing from the Governor's Office of Storm Recovery on projects within the NYRCR plans that parallel the economic development strategies and components outlined within the REDC strategic plan and projects proposed by communities within the REDC's "Opportunity Zones" to identify linkages between the two programs. The REDC is incorporating NYRCR priorities in its plan to ensure coordination and maximum benefit from various funding streams. Some State agencies will also be adjusting their scoring criteria to reflect the importance of NYRCR project implementation.

The REDC will continue to work closely with staff at the Governor's Office of Storm Recovery to ensure collaboration between these two programs and to help identify potential sources of funding to fill gaps in NY Rising planning projects.

General Storm Recovery

New York State expects to receive approximately \$30 billion in federal aid for recovery, rebuilding and mitigation in response to the impacts of the major storms that have hit the state in recent years. These resources will enable New York to build back smarter and stronger and ensure that the State is better prepared for the future. The Governor's storm recovery plan includes: repair and rebuilding from the storm damage; efforts to allow the state, to better respond to future disasters; and initiatives to better protect the State from the impact of future storms.

Special Initiative for Rebuilding and Resiliency

In June 2013, the New York City Special Initiative for Rebuilding and Resiliency (SIRR) released a report outlining a long-term focus on preparing for and protecting against the impacts of climate change. The report presents actionable recommendations both for rebuilding the communities impacted by Sandy and increasing the resilience of infrastructure and buildings citywide. It analyzed the impact of the storm on the city's buildings infrastructure and people; assessed the city's risk in the medium and long term; and outlined ambitious comprehensive but achievable strategies for increased resiliency citywide. It also offered proposals for rebuilding the hardest hit areas (Brooklyn-Queens Waterfront, Staten Island, Southern Brooklyn, Lower Manhattan) to help them emerge safer, stronger and better than before. SIRR came out of the need for long term sustainability planning with climate change at the forefront of the conversation.

Keeping the project pipeline flowing

The REDC hosted two CFA workshops in 2014. The first, at Borough of Manhattan Community College, was held on May 13, 2014. The second, at Hostos Community College, was held on May 19, 2014. A total of 249 people attended these two workshops. In addition, the REDC, as part of the process of identifying potential “priority projects,” held a public forum on Tuesday, June 24 at John Jay College of Criminal Justice. The REDC invited individuals representing companies and organizations with projects proposed for selection as a priority project to testify up to three minutes at this public forum. A total of 25 project applicants spoke at this public forum.

Implementing the Opportunity Agenda through Workforce Development

Much of the unemployed population are not equipped with the skills and the experience needed to qualify for jobs in technology-driven, growth sectors of the city economy. Similarly, less than a third of the city’s public high school graduates are prepared for a career or to enter college without remedial course work. As a result, the REDC has established a Workforce Development Work Group that will focus on initiatives that prepare both students and unemployed residents for jobs in growth sectors of the economy. It is the position of the REDC that, in order to achieve meaningful scale and good outcomes, these initiatives must be “demand-driven,” with industry leadership from employers and unions, and provide for work-based learning through apprenticeships, internships and mentoring.



Software Testing Training & Employment Initiative

The REDC has selected, as a priority project, a joint initiative by Per Scholas and Doran Jones that “onshores” the software testing by major New York institutions that is now commonly conducted overseas. Doran Jones, an IT consulting firm, is partnering with Per Scholas, one of the city’s pre-eminent nonprofit workforce development organizations, to establish an “Urban Development Center” in the Port Morris section of the South Bronx where 450 software testing jobs will be located in a 45,000 square foot space currently being renovated. Per Scholas will develop, recruit for, and conduct the eight-week “Software Testing Education Program” (STEP) that will result in individuals ready to be hired by Doran Jones. This training program is targeted mostly to individuals who do not have higher education credentials and are either currently unemployed or underemployed, and are from the South Bronx and neighboring communities.

The project is being completed in two phases. Per Scholas has raised philanthropic support for Phase One, which entails the renovation of 15,000 square feet of space to house the first 150 graduates of the training program. Per Scholas is applying for a grant from the REDC for assistance with Phase Two — a renova-



tion of an additional 30,000 square feet of space to house 300 more graduates of STEP. Doran Jones is applying for Excelsior tax credits for the 450 newly trained employees that will be hired out of the STEP program. The REDC endorses this project as an innovative model for the kind of public-private partnership that holds the most promise for closing the skills gap.

Job Linkage Initiative

Governor Cuomo's Job Linkage Initiative went into effect this year, instituting requirements for employer connections at SUNY and CUNY community colleges and creating a performance incentive fund. The Initiative has provided a key source of leverage to improve workforce development programs at the CUNY community colleges by requiring that terminal degree programs (i.e. those that should lead directly to a job) demonstrate labor market demand and connections to employers for the first time ever. The \$2 million performance incentive fund to CUNY community colleges is the first State funding tied to workplace outcomes for graduates and in that way has also become a valuable source of leverage to improve the workforce development system in New York City. The REDC is prepared to work with CUNY to identify industry relationships that will support the program.

Refinement of the Regional Opportunity Agenda

The REDC Workforce Development Work Group is comprised of representatives from workforce development training providers, educational institutions and business organizations. The Task Force is focused on the implementation of the REDC Opportunity Agenda, specifically:

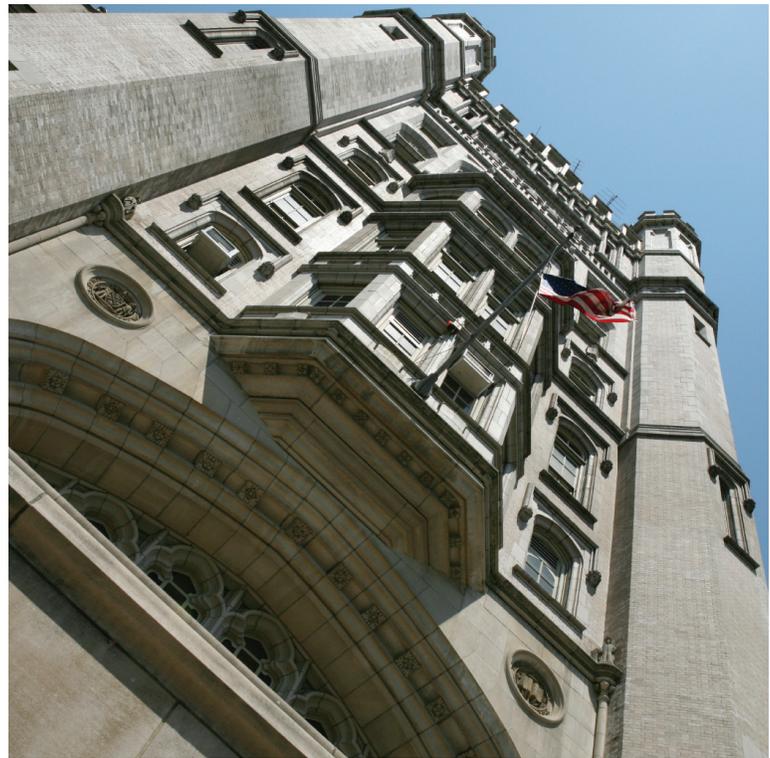
1. Building more robust partnerships between employers, the public school system, and the public university system to ensure that public education is relevant to the demands of the contemporary workplace and that students and graduates gain the work experience required to qualify for good jobs,
2. Support for establishing a fully integrated, demand-driven 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 and ensuring that employers who receive public economic development assistance are providing opportunities and training for the target population.

The Partnership for New York City, a member of the REDC, is working closely with the New York City Department of Education (DOE) and CUNY to bring more industry involvement to the city's schools in a comprehensive and strategic way. To that end, REDC members were instrumental in securing the \$7 million Youth Career Connect federal grant for the DOE that will be used to pay for career connecting and skills training activities. The REDC will seek to ensure that public school and university students have the opportunity to take part in a series of work-based learning opportunities from job shadowing to internships to apprenticeships where appropriate.

Support for Career and Technical Education

Career and Technical Education (CTE) schools and programs including all six NYC P-TECH schools are employer-informed pathways to occupations and offer relevant, work-readiness and technical training as part of the high school and community college experience. All high quality CTE is academically rigorous, employer-informed and offers students an opportunity to receive in-depth skills training through internships. Acknowledgement of quality CTE as a strategy to better prepare New Yorkers for good jobs is widespread. The REDC will identify the best programs and practices in order to bring these initiatives to scale.

Specifically, REDC leadership will inform an assessment of the current landscape of CTE schools and programs, both public and nonprofit. The final product will include a description of what employers are currently doing to support CTE programs and a gap analysis outlining what would be required of employers in order to meaningfully increase the extent to which public school graduates are career ready. Finally, REDC leadership will advocate in support of the legal, regulatory and fiscal obstacles that hinder



the region's ability to achieve a robust CTE program, including for federal and other funding and a legislative and regulatory reform package.

Expanding Work-Based Learning Opportunities for Low-Income Students

The Cuomo Administration has made replication of the P-TECH grade 9-14 Early College high school model, pioneered by IBM, the DOE and CUNY, a priority and provided state funding for expansion. New York City's P-TECH schools include the Business Technology Early College High (B-TECH) school that was awarded state funding and is a focus of the REDC. All six of these schools provide a platform to more strategically organize business leaders, community college faculty, public school staff and organized labor in order to increase work-based learning, internship and apprenticeship opportunities for public high school students. The six-year school model is intended to provide students with a clear path to a middle-





skill career and to develop a native talent pipeline for specific industries.

This project will leverage the REDC Council members and their respective organizations to establish a replicable work-based learning program at B-TECH:

- REDC leadership will convene a working group to determine the best strategy for ensuring that, beginning in year four of the six year to program, all qualified B-TECH students have access to the work-based learning and skills training component of the school model.
- In partnership with CUNY, the DOE, the existing NYC P-TECH schools, the schools' industry partners and advisory boards, and DOE staff the REDC Workforce Development Work Group will produce a blueprint for the work-based learning program at scale.

Key components of the program to be addressed by the REDC leadership, with input from the REDC Workforce Development Work Group include:

- Employer recruitment including a regional marketing campaign designed to expand private sector participation in support of B-TECH and other career and technical education schools by illustrating economic value and providing information to small and mid-size firms interested in participating.

- Ensuring alignment with all tools and materials developed through the REDC-funded "Closing the Gap" project at CUNY. The tools created will increase the capacity of employers to support more young people and expand work-based learning and skills training placements.

Tracking Performance through the Wage Reporting System

Legislation went into effect in late 2013 that enables public agencies and institutions to access the state's Wage Reporting System (WRS) database. New York City agencies and the CUNY system have started to put in place structures and protocols for managing analyses of the data and for maintaining confidentiality.

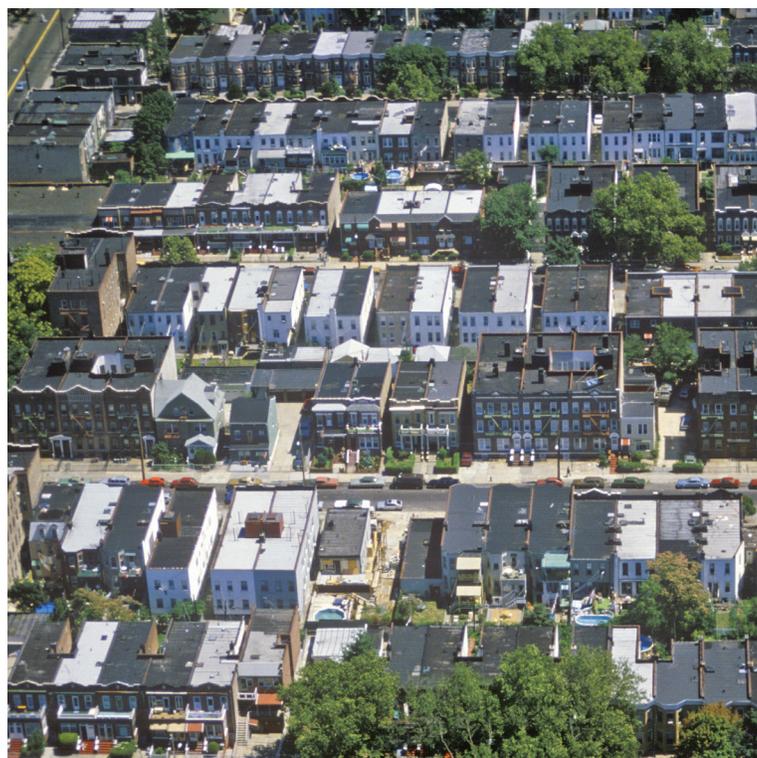
CUNY, for example, now has information on the employers and wages of its graduates — previously information only available through surveys of graduates. Access to this valuable information is allowing the University to better target its programs to the current needs of employers and to help its graduates be more competitive in a challenging labor market. The City's Department of Homeless Services has submitted a request for data to evaluate its "Rapid Employment Model in Assessment" program, a pilot that helps single men in homeless shelters find employment and stay employed through an improved case management system (7,000 men were involved in the pilot project). The goal of the evaluation is to determine if the new case management system improved employment rates and earnings, shortened homeless shelter stays, and reduced the usage of public benefits. In addition, the city's Human Resources Administration, Department of Health and Mental Health, Department of Youth and Community Development, Department of Homeless Services and Department of Small Business Services also have additional requests in process.

In addition to the passage of WRS-enabling legislation, the creation of the City's Jobs for New Yorkers Task Force is bringing new attention to the City's workforce development system and the need for comprehensive reform. The REDC will continue to work with public and private sector partners in order to truly move the needle towards a comprehensive workforce development system that provides opportunities for all New Yorkers.

Promote veterans' participation in the workforce

As part of the REDC's efforts to involve veterans in the work of the REDC and to encourage participation in consolidated funding application, a Veterans Work Group was formed. Participants in this workgroup include veteran business owners, veteran advocacy groups, local development corporations, social services organizations, and representatives from the New York State Division of Veterans Affairs, and the New York State Department of Labor and ESD. Representatives from various organizations from across New York City attended a June 3, 2014 meeting of the workgroup. Topics of discussion included the following: an overview of initiatives presented at the Governor's Veterans and Military Families Summit in March 2014; a discussion of the role that the REDC may play in promoting a veterans-focused initiative; and the consolidated funding application process itself. There was also a facilitated discussion on the opportunities and resources available to veteran business owners.

In this round of the consolidated funding application, the REDC has identified ten projects that either: 1) promote veterans' participation in the workforce; or 2) have project applicants with a history of hiring or assisting veterans.



ADDITIONAL PRIORITY

Support the development of affordable housing

The housing market in New York continues to be among the most expensive in the nation. According to its annual housing survey, the State of New York City's Housing and Neighborhoods in 2013, the Furman Center at New York University paints a picture of a challenging rental market in the city — which 70% of the population relies on for shelter. Already high rents are rising, growing faster than income. The vacancy rate is low and those new units coming online tend to be targeted to serve the luxury market, whereas the number of units affordable to those at the low-to-moderate end of the income scale continues to decline. According to a recent report by Zillow, in New York City, median rent as a share of median income increased from just under 24 percent to almost 40 percent between 2000 and 2013. The cost of housing is an especially heavy burden on lower income and middle-class households.



Strategy” section, the REDC and its counterparts on Long Island and in Mid-Hudson Valley are discussing a coordinated strategy that will capitalize on the strengths of each region and institutionalize a collaborative process to achieve a more efficient and comprehensive approach to supporting the growth of exporting businesses. Specific actions include the development of an inter-region export pipeline; supporting export infrastructure and connectivity improvements; and establishing an Inter-regional Global NY Task Force to institutionalize collaboration. (See pages 38–50 for details.)

New York City faces a crisis of housing affordability. In May, the de Blasio Administration issued a 10-year plan for building and preserving 200,000 units of affordable housing. The implementation of this plan depends on state support in terms of housing assistance as well as tax and regulatory policy. The plan also includes a strategy to create quality construction jobs and workforce development opportunities, consistent with REDC goals.

The State has already responded with support for affordable housing developments across the Opportunity Zones, including in Harlem; Lower Manhattan; Coney Island, Brooklyn; Flushing and Long Island City, Queens; and Staten Island.

STRATEGIES IN SUPPORT OF ONGOING STATE PROGRAMS

Collaboration with other Regional Councils to advance projects and shared objectives

A New York Metro Export Plan

As discussed in the 2014 Regional Priorities, “Global NY Export and Marketing

CUNY 2020 Challenge Grants

CUNY is a leading catalyst for economic revitalization in New York City and New York State. In 2013, the Governor built on a model in place with the State University of New York to enact the CUNY2020 Challenge Grant Program, thereby expanding a statewide strategy of utilizing higher education institutions in economic development initiatives. The goal of the CUNY2020 Challenge Grant Program is to incentivize long-term economic development implementation plans, driven by CUNY’s campuses in areas of their academic strengths. Its capital funds will support programmatic needs, and provide academically aligned, sustainable long-term economic development affecting students and the surrounding community. The success of this program is intended to impact future economic development decisions.

The CUNY2020 Challenge Grant Program provides \$55 million in capital funding, awarded through a competitive process open to all CUNY colleges. Multiple awards have been made to support transformational projects that provide significant economic impact through job creation, advance academic research and student success, encourage collaborations, and leverage investment.

The Governor's office announced the awards for the first round of CUNY 2020 Challenge Grants on July 25, 2014.

Cleaner, Greener Communities Sustainability Plans

In 2011, New York Governor Cuomo announced the establishment of the Cleaner, Greener Communities Program. Administered by NYSERDA, the Cleaner, Greener Communities Program provides resources to New York State communities for the development and implementation of sustainable development practices. The program aims to guide integrated, sustainable solutions, from statewide investments to regional decision-making on land use, housing, transportation, infrastructure, energy, and environmental practices to improve New Yorkers' quality of life.

The Cleaner, Greener Communities Program will provide up to \$100 million in competitive grants to the State's 10 Regional Economic Development Council Zones over two phases. Phase One provided nearly \$10 million to support the development of regional sustainability plans. As New York City already has a sustainability plan in PlaNYC, the City used \$1 million in Phase One funding to study possible pathways to achieve deep carbon reductions by 2050. In addition, the City used this funding to study the economic impact of PlaNYC's initiatives, to complete an audit of its current greenhouse gas inventory, and to develop recommendations to support the City's completion of a neighborhood-level greenhouse gas emissions inventory.

Phase Two of Cleaner, Greener Communities Program commenced in 2013 and provides implementation funding for projects that will reduce greenhouse gas emissions, save energy, deploy renewable energy, and support the achievement of the targets and goals established by the Phase One planning process, providing



economic and environmental benefits for the state's communities.

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%. In 2013, the REDC was awarded \$2,137,500 in NYSERDA funding for the Flushing-Jamaica SBS Project in Queens. The goal of this project is to make bus travel more efficient and attractive and to develop advanced traffic management solutions to minimize congestion. Potential features include bus service streamlining and enhancement, dedicated bus lanes, faster fare collection, transit signal priority, improved curb regulations to reduce double parking, active traffic management techniques, and increased enforcement via the New York Police Department and bus lane cameras. Following the full development of the Bus Rapid Transit plan, the NYC Department of Transportation (DOT) will work with New York City Transit to implement the full project at a cost of \$8.75 million. NYCDOT has substantial experience implementing similar projects and will be able to use existing contracts that





were competitively procured as well as in-house resources. A substantial portion of the implementation work will be funded by existing Federal Transit Administration grants and by the NYCT capital program (\$5.9 million). The NYSERDA Cleaner, Greener Communities award (\$2.1 million) will primarily cover planning and analysis efforts.

New York City Wetland Mitigation Bank

In 2013, working with \$500,000 awarded through Round II of the REDC initiative, the NYCEDC, 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.

New York City is one of the world's largest coastal cities with over 500 miles of shoreline. The city's waterways support diverse uses including transportation of people and goods, residential and commercial development, and recreation — all while providing rich and vital natural resources. The relationship between economic and environmental well-being often creates tension between

development and environmental protection priorities. Because of this tension — and because the City lacks a scaled and streamlined approach to mitigation projects — potentially significant private and public projects are often hampered or suspended. On average, a typical City mitigation project takes over 3.5 years to permit and can cost anywhere from \$450,000 to over \$2 million per acre of wetland restored. (There are instances of permit reviews pending for over five years). In many areas outside of City, wetlands impacts are managed through Wetlands Mitigation Banks which have been operating in the U.S. since the 1970's. There are 28 states today with mitigation banking programs (including New Jersey and Connecticut). Over the past two decades, nearly one million acres of wetlands have been restored by over 1,000 banks. The U.S. Army Corps of Engineers, the primary federal agency issuing permits, supports mitigation banks as a more efficient way of implementing and supervising wetland mitigation.

In December 2013, the NYCEDC issued a request for expressions of interest (RFEI) to identify qualified partners to finance, construct, and operate the city's first wetland mitigation bank located in the Saw Mill Creek Marsh on the West Shore of Staten Island. Through this pilot project, approximately 68 acres of City-owned land, under the jurisdiction of the Department of Parks and Recreation, will be restored and maintained over the long-term. NYCEDC has funded the development of a Mitigation Bank Instrument which is subject to federal and state agency approvals and has submitted the draft Instrument to the U.S. Army Corps for approval — a significant milestone for the advancement of the project. Review, negotiation and a public comment period will take place Q2 and Q3 2014.

The Request for Expressions of Interest (RFEI) sought responses from multi-disciplinary mitigation banking teams



with demonstrated success in the navigation of regulatory approvals, the construction and maintenance of large scale restoration sites, and the marketing and sale of mitigation credits and required developers to outline specific approaches in each of these areas. Based on responses to the RFEI, NYCEDC is conducting additional due diligence during the summer of 2014 before it issues a formal Request for Proposals (RFP). The additional diligence currently being performed includes expanded sampling of contamination at the project site to better determine conditions and cost estimations for remediation to be included in the RFP. Additionally, NYCEDC has issued a survey to members of the Real Estate Board of New York (REBNY) to better demonstrate market certainty around credit demand.

Altogether, 60 public and private projects are in the pipeline over the next five to seven years including six active projects that require immediate mitigation. These active projects are located in four of the five boroughs (excluding the Bronx).

The NYCEDC estimates that mitigation banking would unlock up to 60 waterfront projects spurring \$576 million in infrastructure investments, creating 3,500 new jobs and revitalizing over eight miles of waterfront.

Innovation Hot Spots & NYS Certified Business Incubators

The New York State Business Incubator and Innovation Hot Spot Program was enacted as part of the 2013-14 State Budget and provides significant financial support for business incubators in the state.

The goal of the program is to improve the quantity and quality of incubator services provided to young companies, thereby enabling these businesses to successfully transition from their start-up phase to larger scale commercialization of their products and services. This was one of the strategies laid out by Governor Cuomo in his State of the State Address to more effectively harness the state's innovation assets and to better serve inventors and entrepreneurs.

Currently there are ten NYS Certified Business Incubators and five NYS Innovation Hot Spots. New York City currently has three NYS Certified Business Incubators that were designated in Round III of the REDC initiative. In Round IV, New York City will be eligible for an Innovation Hot Spot designation. The current NYS Certified Business Incubators are listed below:



York City region by deploying best practices and provide mentorship programs, access to relevant programming, business related services and linkage to other economic development programs.

Path Through History

The Path Through History (PTH) Initiative in New York City is focused on developing a marketing program for less well-known heritage tourism sites in the five boroughs. A work group, comprised of 38 historians, educators, tourism experts, and members of the REDC, advises the program. It has convened three times to discuss and determine how to maximize the cultural and historical resources, venues and attractions that make New York City special. After many ideas were suggested — including signage options, and media buys — the group was surveyed and decided the best investment would be to hire a public relations firm to launch a digital and earned media campaign.

Based on the recommendation of the NYC PTH Work Group and the endorsement of the REDC executive committee, a social media consultant, Bow-Bridge Communications (BBC), was selected to be the media consultant for the initiative. BBC is under contract with the New York Landmarks Conservancy, which is acting as fiscal agent. BBC is developing a media campaign, both through social media and earned media, to highlight a specific group of hidden or unknown attractions in 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 25 attractions situated within the city's five boroughs. The chosen attractions are both visitor-ready and easily accessible by public transportation for a unique tourism experience. The program was launched this July with live links in Facebook, Twitter, Pinterest, and Instagram and media stories. Additional releases will



Queens Tech NYS Certified Business Incubator (Queens)

The Queens Tech NYS Certified Business Incubator will link numerous regional assets and business development programs into one unified program. This consortium will assist start-up businesses in the New York City region by deploying best practices and provide mentorship programs, access to relevant programming, business related services and linkage to other economic development programs.

Brooklyn Biotech NYS Certified Business Incubator (Brooklyn)

The Brooklyn NYS Biotech Certified Incubator will link numerous regional bio-based assets and business development programs into one unified program. This consortium will assist start-up businesses in the New York City region by deploying best practices and provide mentorship programs, access to relevant programming, business-related services and linkage to other economic development programs.

NYU-Poly NYS Certified Incubator (Manhattan)

The NYU-Poly NYS Certified Incubator will assist start-up businesses in the New

focus on information such as exploring NYC waterfronts, family fun, heritage trails and culture corridors, iconic New Yorkers and NYS history.

EXISTING REGIONAL STRATEGIES

The REDC continues to focus its efforts on fifteen geographic areas of New York City in which there is significant momentum for economic growth and opportunity.

Opportunity Zone Updates

In its Strategic Plan, the REDC chose to designate certain communities across the five boroughs as priority areas for public and private investment. The goal was to concentrate resources in order to accelerate the momentum of community revitalization and job creation. As the update below suggests, this strategy has proven extremely effective and the results have been transformative.

125th Street (Manhattan)

NYCEDC, in collaboration with DOT, MTA, Community Board 11, and other has developed a plan for improving pedestrian safety and providing amenities around the Harlem-125th Street Metro-North station. NYCEDC plans to move forward with designs for the project and to funding sources to implement the capital project in 2014–15.

Construction is underway for the redevelopment of the Corn Exchange building. The historic base of the building is being rehabilitated and an additional six floors will be added with about 31,000 square feet of new commercial space. Construction is expected to be complete in 2015.

In the broader Harlem neighborhood, NYCEDC has helped create two new business incubators — Harlem Biospace and Harlem Garage. Harlem Biospace is a 2,300 square foot wet-lab business



incubator for early-stage life sciences companies that is seeking State support to expand its facilities in the current CFA funding process, with support from the REDC. Harlem Garage provides access to affordable workspace for freelancers, startups, small businesses and non-profit organizations in Harlem. These incubators will help to foster and diversify entrepreneurship in Harlem.

Construction is underway for the revitalization of the former Taystee Bakery Complex into a 240,000 square foot mixed-use facility. Taystee Create LLC received a \$10 million grant in Round I of the REDC initiative for the \$72.2 million project. The project is expected to create 440 new jobs.

In the fall of 2013, Urban Electric Power opened its new energy storage devices prototyping testing facility at 429 W. 127th Street in Harlem to produce battery systems. The \$6.2 million project is receiving \$1.522 million in a NYSERDA grant and ESD Excelsior Job Program tax credits awarded in Round II of the REDC



initiative. The project will result in the creation of 64 new jobs.

Lower Manhattan

The REDC supported ESD's package of support to secure the commitment of Bank of New York Mellon to keep its headquarters in New York City, leasing 350,000 square feet in Lower Manhattan under a 20 year lease.

Construction of the two-mile-long East River Waterfront Esplanade is progressing with the first section of the work from Maiden Lane to Pier 16 and Pike Slip to Pier 35 scheduled to open in 2014. Work at Pier 35 is also underway and expected to be complete in 2015.

Development of the Seward Park urban renewal site is moving forward as a \$1.1 billion mixed-used development project known as Essex Crossing. Located near the intersection of Essex and Delancey Streets, the nine sites in Essex Crossing will become a 1.65-million-square-foot development anchored by 1,000 units of housing, half of which will be permanently affordable for low, moderate, and middle-income households and senior citizens. The project also includes a 15,000-square-foot open space, a new and expanded Essex Street Market, a

dual-generation school operated by the Educational Alliance, a community center run by Grand Street Settlement, a rooftop urban farm, the Andy Warhol Museum, 250,000 square feet of office space, and a diverse mix of retail space. Seward Park will also become a hub of small-business incubation, with micro-retail spaces and creative and tech co-working and incubator space. Groundbreaking is anticipated in 2015.

In fall 2013, the Howard Hughes Corporation began construction on the \$200 million redevelopment of Pier 17 which is expected to be complete by the end of 2015. In 2014, the community formed the South Street Seaport Working Group to articulate their priorities for future development in the Seaport area.

Following the severe impact of Superstorm Sandy, the City engaged in an effort to study and develop resiliency measures for the Lower Manhattan area. One such effort, the Lower Manhattan Multi-purpose Levee study, examined the feasibility of this potential groundbreaking resiliency measure, which could function as the foundation of a new sub-district that includes storm-resilient infrastructure and creates economic development opportunities by supporting residential, retail or commercial uses, providing open space, serving as transportation infrastructure, and/or providing parking.

Hudson Yards (Manhattan)

Construction is ongoing on blocks one through three of Hudson Boulevard Park; completion is expected in 2015. The Related Company has committed to an expansion of affordable housing with the addition of another 139 units. Affordable apartments will also be added to the first phase of the project on the eastern platform, delivering benefits to low- and middle-income families sooner than planned. The Related Companies announced its plans to move forward with construction of the platform over the rail yards that is required to support

the Culture Shed and new commercial construction anchored by Time Warner. Empire State Development offered both L’Oreal and SAP America Excelsior Jobs Program tax credits of \$5.5 million and \$3.4 million, respectively, to encourage the companies to move into the new south tower at Hudson Yards.

Coney Island (Brooklyn)

The Alliance for Coney Island received a \$225,000 grant in Round III of the REDC initiative for its One and Only Coney Campaign. The campaign aims to draw tourists by marketing and expanding seasonal events and programs such as Coney Island Flicks on the Beach and Friday Night Fireworks. A press release announcing the overall project was issued in June 2014. Approximately four bus shelter ads were produced in the campaign, including an ad on the “Coney Island Friday Night Fireworks” which will run from June 20th to August 29, 2014. Finally, the grant is expected to go before the ESD Directors for approval in August 2014.

In June 2014, Central Amusement International (CAI) opened the Thunderbolt, Coney Island’s first custom roller coaster since the Cyclone was built in 1927. This is part of a Revitalization Plan that aims to generate billions of dollars in economic activity and create tens of thousands of jobs by preserving and expanding the historic amusement area, investing in district-wide infrastructure, and building new housing, commercial and community space. Over \$140 million has already been invested and thousands of jobs created, with an additional \$180 million proposed by Mayor Bill de Blasio for the coming years. Close to 400 employees have been hired in the area as part of a locally-targeted employment initiative.

Downtown Brooklyn

The NYU-Poly Incubator was designated a NYS Certified Incubator in Round III of the REDC funding and will receive \$125,000 during its three-year designa-

tion. The incubator is providing start-up businesses with a range of support. In March 2014, NYU-Poly also launched the Urban Future Lab to support promising startups focused on clean technologies.

Construction is expected to begin in 2014 on the BAM South project to transform a parking lot into a new state-of-the-art, 32-story mixed use facility, including approximately 50,000 square feet of creative and cultural space that will be shared by BAM, 651 ARTS, and the Brooklyn Public Library. In addition, the building will include approximately 23,000 square feet of ground level retail, as well as approximately 300 to 400 apartments, 20% of which will be affordable. Plans also include a 16,000 square foot public plaza to provide desired open space for community residents, local artists and visitors. The plaza is designed to allow for a variety of outdoor programming, including dance and theater performances, film presentations, open air markets, craft fairs, and other community uses.

The Willoughby Square development will break ground in 2014, ensuring greater access to recreational and open space, and underground parking in the growing area of Downtown Brooklyn. Groundbreaking will allow for remediation and other site preparation to begin immediately.

Brooklyn Navy Yard

The Brooklyn Navy Yard is a premiere industrial park owned by the City and managed by the BNYDC, a private not-for-profit whose mission is industrial job creation and economic development. The REDC has consistently identified Navy Yard projects as funding priorities and New York State has provided it with significant funding through Excelsior and Capital programs, helping to support growth of 330 businesses that employ approximately 7,000 people. With various projects that are now in construction, phases of design or contemplation, BNYDC anticipates the number of employees



in the Yard could grow to nearly 15,000 in the next five years.

Construction in Building 77, a priority project of the REDC, is underway. The scope of the now \$140 million renovation project has changed in order to create additional job opportunities in the building. It is anticipated that the nearly one million square foot building will be home to a variety of tenants employing a total of roughly 3,000 people. Jack Basch, LLC (Shiel Medical Laboratories) remains the anchor tenant, with 250,000 square feet of medical office space that will retain over 450 full-time jobs and create 300 new jobs in the building. ESD granted Shiel Medical Laboratories up to \$2.8 million in Excelsior Jobs Program tax credits for the project.

Construction of the Green Manufacturing Center began in the summer of 2012 and is still underway. The building is expected to be complete by December 2015. BNYDC is in lease negotiations with an existing Yard tenant to lease the third and final wing of the building. The building is being partially funded through Federal and State Historic Rehabilitation Tax Credits and New Market Tax Credits and \$6 million in ESD grants.

It was announced in November 2013, that Steiner Studios is receiving an additional \$6.3 million in ESD grant assistance in addition to a \$5 million REDC Round II

award. The ESD grant assistance requires implementation of the third phase of the master plan, which involves expanding onto the 20 acre historic Naval Annex site and a vacant parcel along the Kent Avenue border of the Brooklyn Navy Yard. This project will create approximately 180,000 square feet of new soundstages and associated support space, renovate a 45,000 square feet historic building for use by media companies and/or academic partners, and create the city's first true streetscape backlot where permanent building facades are used for filming outdoor scenes.

BNYDC is in negotiations to lease rooftop space at the Yard for construction of a combined one megawatt solar array, with \$3 million in capital funding provided by NYSERDA.

Through its on-site Employment Center, BNYDC is on track to meet and exceed its 2013 achievements of placing more than over 250 local residents in jobs within the year — 25% are residents of public housing, 15% are veterans and 10% are formerly incarcerated individuals. BNYDC placed an additional 200 high school and college students in paid internship positions at businesses within the Yard.

Greenpoint-Williamsburg (Brooklyn)

As part of the Greenpoint-Williamsburg Waterfront Open Space Master Plan, several parcels along the East River and Newtown Creek in Brooklyn are to be developed by the City as parkland, including Box Street Park and the Newtown Barge Park to provide expanded recreation to support the transitioning neighborhood. Newtown Barge Park is being redeveloped to enhance and expand public open space, and Box Street Park will be developed primarily for active recreation. Construction on Newtown Barge Park and Box Street Park is expected to begin in 2015 and 2016 respectively.

In 2013, East River Ferry Service was extended until at least 2019 — a five-year extension in response to enormous demand. The pilot service, which will continue to operate seven days a week, provides year-round ferry service between East 34th Street and Pier 11 in Manhattan, Long Island City in Queens, Greenpoint, North Williamsburg, South Williamsburg, and Brooklyn Bridge Park/DUMBO in Brooklyn, and seasonal weekend service to Governors Island.

Southwest Brooklyn

NYCEDC continues to develop rail infrastructure in Sunset Park to promote greater rail efficiency and activity. Rail connection to SIMS is now active, receiving regular railcar deliveries, and further reducing truck traffic and promoting green transportation.

The City and NYCEDC continue to make significant capital investments to improve and expand BAT. Mayor de Blasio has proposed \$100 million to be invested in the transformation of 500,000 square feet at the BAT from raw, unusable space to fully leasable space that can support dozens of industrial companies and create thousands of jobs. BAT is a critically important site for good industrial jobs, as well as a prime location for industrial companies looking to grow and expand in New York City. More than three million square feet of leasable space at BAT is now 99% occupied by approximately 100 businesses employing more than 3,600 people.

SUNY Downstate's Technology Center was deemed a New York Certified Incubator in Round III of the REDC initiative and will receive \$125,000 annually during its three-year designation. The incubator will link numerous regional bio-based assets and business development programs into one unified program. SUNY Downstate was designated as a START-UP NY tax free zone in March 2014.



Modern Meadow and Americord Registry, LLC were among the first 12 businesses that will expand or locate in New York as a result of START-UP NY. Modern Meadow is a development stage biotechnology company that uses the latest advances in tissue engineering to develop novel biomaterials such as cultured leather and meat products which require no animal slaughter and much lower inputs of land, water, energy and chemicals. The company, with locations in California and Missouri, will be new to New York State and locate at the SUNY Downstate Medical Center BioBat facility in Brooklyn. The company will invest approximately \$6.5 million. Americord Registry, LLC, is an existing bio-tech business in Brooklyn that collects, processes and stores stem cells for future medical or therapeutic use. Americord Registry is developing a proprietary process to harvest stem cells and will be opening a laboratory in the biotech incubator at the SUNY Downstate Medical Center. The company will invest more than \$402,000.

NYCEDC is working to clear and prepare sites at Bush Terminal for development and make necessary infrastructure upgrades. Tully Environmental, Inc. has been selected to develop a green



manufacturing facility on the site that will improve grease handling and alleviate combined sewer overflows into city waterways. Demolition and infrastructure upgrades are expected to begin in late 2014 and Tully is expected to begin construction in 2015.

Construction is ongoing for the development of Bush Terminal Piers Open Space project to transform a 22-acre, long-dormant waterfront brownfield site on the Sunset Park waterfront into a new public recreation resource. Open Space will include: two multi-use baseball/soccer fields, bicycle paths, two tidal ponds, a public comfort station with administrative and operational space for the Department of Parks and Recreation and naturalized areas with exceptional views of NY Harbor.

Hunts Point (Bronx)

Atlantis Management Group has been selected to remediate, construct, and operate the city's first retail Hunts Point Alternative Fuel Facility, with associated truck retrofit facility and retail components. Construction is expected to begin in late 2014. This is an

important project which will encourage the conversion of trucks serving Hunts Point businesses to alternative fuels and help reduce diesel emission impacts in the neighborhood and city. The project, which originated from the Hunts Point Vision Plan, has broad support from local community groups and elected officials.

NYCEDC is in the process of developing the Halleck Industrial Development site for the construction and operation of a modern industrial facility, with a preference for food-related industrial uses. Partner selection is expected in summer 2014.

The Hunts Point Terminal Produce Market rail infrastructure rehabilitation construction is expected to begin in summer 2014. The rail improvements to be funded by a \$10 million TIGER grant will help to address infrastructure needs to ensure the market continues to be one of the largest rail users east of the Hudson River.

In 2014, the City signed a seven-year lease extension through June 2021 with the Hunts Point Terminal Produce Market. The Produce Market and the City will also partner on repair work to the existing buildings and site to implement important facility modernizations. Opened in 1967, the Terminal Produce Market occupies 105 acres and operates approximately 660,000 square feet of refrigerated warehouse space, making it the largest produce market in the country. The market is home to 47 merchants, organized as a cooperative. The upgrading of the Market was an original priority of the REDC.

South Bronx

Hunts Point Landing is a new public open space located at the southern end of the Hunts Point peninsula. Hunts Point Landing, already an informal fishing location, includes a new fishing pier, ecological restoration through tidal pools,



a kayak launch, and passive recreational areas.

The City expects completion of the Randall's Island Connector by the end of 2014. A primary goal of the project is to increase access for Bronx residents to over 400 acres of open space and recreational amenities on Randall's Island by providing an at-grade connection for pedestrians and bicyclists. As a central piece of the South Bronx Greenway, it will provide an important link in the growing regional bicycle network and provide local access to the nearby Port Morris residents. The project will be a quarter mile pathway from 132nd Street to Randall's Island, which will run underneath the historic arches of the elevated Amtrak trestle and will include new lighting, landscaping, an at-grade rail crossing and a pedestrian bridge over the Bronx Kill.

In 2014, Krinos Foods, a Greek and Mediterranean specialty food manufacturer, will begin development of an 110,000 square foot site in the Bathgate Industrial Business Zone. Through tens of millions of dollars in private investment, this long vacant site will now be home to dozens of important jobs, stimulating economic activity.

Long Island City (Queens)

Hunter's Point South is a mixed-use, affordable housing development situated on approximately 30 acres of prime waterfront property that is being developed for 5,000 housing units, 60% of which will be affordable to middle income families. Phase I of the project, with more than 900 housing units and roughly 20,000 square feet of new retail space, will be completed this year. In addition, \$99 million in new funding has been allocated by Mayor de Blasio to enable the necessary infrastructure work to support expansion of the Hunter's Point South project. The overall project is expected to catalyze more than \$2 billion in private investment and create more than 4,600 jobs when construction is fully completed in 2015.

With a \$150,000 Department of State grant, awarded in Round II of the REDC initiative grant through the Department of State's Environmental Protection Fund Local Waterfront Revitalization Program, 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.

The Queens Tech Incubator, located in the Falchi Building, was deemed a NYS Certified Incubator in Round III of the REDC initiative and will receive \$125,000 in funding during its three-year designation.

As part of the Wireless Corridor Challenge, NYCEDC is working to develop a public Wi-Fi network in the Long Island City corridor, along with nine other sites across the city. The total network will cover areas with 180,000 residents, 2,250 businesses, and 325,000 daily pedestrians and the networks will reach over 5,000 unique users per week. By investing \$900,000, the City will leverage over \$3.4 million in private funding to address the “digital divide,” provide increased internet access for residents, and spur small business development in key corridors.

Jamaica/Southern Queens

The City has engaged in a suite of transit-centered infrastructure projects in Downtown Jamaica, including extension of Atlantic Avenue. This project will extend Atlantic Avenue and connect it with 95th Avenue, creating a new gateway to Downtown and a public park. The project includes improved traffic patterns, streetscape enhancements, landscaping and signage. Construction is expected to begin in 2014 and be completed in 2016.

Station Plaza will be progressing on both design and acquisition in 2014. NYCEDC is working in close partnership with the Greater Jamaica Development Corporation in development of Station Plaza. As part of the initiative, Archer Avenue will be realigned and widened to create wider sidewalks and turning lanes for bus traffic, decreasing traffic congestion to create a safer pedestrian environment. The project will also create new bus loading and off-loading lanes that will ease congestion at peak hours. In addition, subway exits currently located on Sutphin Boulevard will be moved off the sidewalks and into newly created public plazas. Bus shelters and retail kiosks in the new plaza spaces will be provided to enhance the pedestrian environment for commuters.

In 2013, NYCEDC issued an RFP for the creation of an incubator space in downtown Jamaica. The RFP was issued for co-working and/or incubator space for freelancers, entrepreneurs, small businesses, and startups in the fashion, technology, new media, arts/cultural, culinary and/or other business sectors. The RFP review process is ongoing.

Flushing/Willets Point (Queens)

Flushing Commons will transform a municipal parking lot in Downtown Flushing into a vibrant, mixed-use development that will provide new community space, increased open space, residential housing, and retail opportunities to the neighborhood. This critical project that will create thousands of jobs (2,600 construction jobs and 1,900 permanent jobs) and a major mixed-used destination, complete with open space and a brand new YMCA. Construction is scheduled to begin in 2014.

Queens Development Group, a joint venture between The 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 CitiField. 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 Minority and Women-owned Enterprises (MWBE) and local hiring goals of 25%. All public approvals were completed in 2013; off-site infrastructure work will be substantially complete by end of 2014; business relocation expect to be completed in 2014 with environmental remediation to commence immediately after.



North Shore (Staten Island)

Empire Outlets, a 340,000-square-foot retail complex featuring up to 125 designer outlet stores and a 200-key, 130,000 square foot hotel, has signed several anchor tenants and is prepared to start construction this summer, pending negotiations over infrastructure improvements required to accommodate the MTA. The project will generate a private investment of \$313 million, create over 1,940 construction jobs and 1,306 permanent jobs. The project received \$3.5 million grant in Round III of the REDC initiative and was deemed a priority by the REDC. It is also contributing to the strengthened resiliency of the Staten Island shoreline.

Also ready to move forward is the construction of the largest observation wheel in the Western Hemisphere, along with a new retail complex and hotel. The New York Wheel will be 625 feet tall — 84 feet higher than the Singapore Flyer, currently the tallest observation wheel in the world. The New York Wheel will be comprised of thirty-six capsules, each able to carry up to 40 passengers with a max capacity of 1,440 people per ride. The wheel is expected to welcome as many as 30,000 riders per day during peak season and an estimated 4.5 million visitors per year.



Construction of the mixed-use Lighthouse Point development will begin in 2014. Triangle Equities plans to construct a 500,000 square foot mixed-use development, including approximately 100,000 square feet of retail space in new and historic buildings, approximately 100 residential units, 160+ room hotel, and structured parking. The residential portion of the development will include 20% affordable units that will remain perpetually affordable. The Lighthouse Point project received \$1.5 million grant in Round III of the REDC initiative and was deemed a priority project.

Construction is ongoing for the first phase of the New Stapleton Waterfront, a \$150 million, 900-unit mixed-use private development with 30,000 square feet of ground floor retail and accessory parking. Roadway infrastructure work is underway by the City, with first section of Front Street reconstruction expected to be complete in 2014. In addition, nearly \$100 million has been allocated by Mayor de Blasio to lay the foundation to move forward with future phases of the project, which would allow for more housing, open space, infrastructure and resiliency improvements.

West Shore (Staten Island)

NYCEDC has established the city's first mitigation banking pilot project, which seeks to restore and protect 68 acres of severely degraded wetlands at the Saw Mill Creek site. Historically the site experienced illegal dumping, the filling of former wetlands, blocked tidal flows and substantial areas overrun by weeds. In the pilot program, the restoration of Saw Mill Creek will generate "credits" of mitigation that can be used to offset permitted and unavoidable future impacts of future waterfront projects. The REDC has recommended State funding of a City-State wetlands mitigation bank that can expand on this model, but the \$500,000 that the State allocated to fund the bank in Round II of the REDC initiative for the \$12.5 million project was insufficient to launch the program. It is again recommended as a funding priority this year.

In July 2013, NYCEDC and the Port Authority of NY & NJ issued a joint RFEI 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. Currently, NYCEDC is reviewing responses to the RFP.

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 received ULURP approval in 2013. A joint venture comprised of Guido Passarelli & Sons, Inc. and Blumenfeld Development Group was selected for Retail Site “A,” and approximately 11-acre parcel on the site. Construction is expected to begin on Retail Site “A” in 2014.

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. The Boundary Commission voted to approve this designation and create the West Shore IBZ in November 2013.

NYCT and the Port Authority entered 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. NYCT is also proposing to deepen Berth 3 from 45-foot water depth to 52-foot water depth in order to accommodate post-Panamax container ships. The company is seeking ESD assistance for the project.

2011–2013 CFA Projects

	2011	2012	2013
Total Number of CFA-funded Projects	50	50	60
Contracts for Funding Sent to Applicants	47	47	41
Contracts Executed	47	44	29
Projects Started	47	38	32
Projected Completion Through CY2013	21	8	0
Projected Completion Through CY2014	13	17	14
Projected Completion Through CY2015	9	7	13
Projected Completion Through CY2016 or beyond	5	15	32
Total CFA Award Amount	\$66.2M	\$51.3M	\$57.4M
Expected Total Project Value	\$741.9M	\$620.5M	\$574.3M

Proposed 2014 Priority Projects



PRIORITY PROJECT SELECTION CRITERIA

As part of its five-year economic development plan for New York City in 2011, and its progress reports in 2012 and 2013, the REDC has identified several criteria for identifying priority projects. These include the following:

- **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 communities 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.
- **Interregional cooperation:** The REDC is interested in proposals that offer a substantive role to companies and/or other organizations in other regions of New York State. The REDC is also seeking to identify strategic plan projects that may have multi-regional dimensions and will serve to boost the economic revitalization of more economically depressed regions of the state.

Priority for support will go to projects that provide opportunities for training and skills development and create improved opportunities for communities and individuals in conditions of economic distress.

- **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.
- **Partnerships with institutions of higher education, such as START-UP NY:** Such partnerships could incorporate a role for higher education in

basic and applied research in an area with potential economic significance, providing training and education programs for local residents, or business incubation, for example.

- **Strong business partnerships:** Projects designated as "priority" by the REDC must have substantive partnerships with businesses and/or employers.

PROPOSED PRIORITY PROJECTS

The following projects are submitted by the REDC for funding under various economic development programs in Round IV of the CFA. With respect to the \$25 million capital grant competition, the REDC has selected projects that address three top priorities of the REDC. Several are long term projects that will require cooperative planning and additional funding commitments among various City and State agencies, but where an REDC commitment now can be a catalyst for substantial new partnerships for job creation and economic inclusion. The priority projects for the competitive grant are:

- **Global NY:** The Brooklyn Navy Yard Building 77 build-out; the Brooklyn Army Terminal redevelopment as a strategic, export-oriented facility; the expansion of the Brooklyn Brewery on a proposed Staten Island site designed to expand international export activity;



and the air cargo facility planned for development at JFK Airport.

- **Opportunity Agenda & Workforce Development:** Support for Per Scholas/Doran Jones training and employment program in the Bronx for 450 software testers.
- **Opportunity Zone Revitalization:** Support for the National Urban League headquarters facility and the Loews Victoria redevelopment.

In order to build on the priorities set by Governor Cuomo for the entire state in this round, the REDC also submits the following projects as priorities:

- **Local Waterfronts Revitalization:** The city's first wetland mitigation bank, the Saw Mill Creek Mitigation Bank, will cleanup, restore and protect 68 acres of wetlands.
- **Innovation Hot Spot Support:** The CUNY Hub for Innovation and Entrepreneurship will spur the growth of a vibrant startup scene in Harlem,

creating jobs for local residents and energizing the local community.

- **Cleaner, Greener Communities:** Support for the NYC Energy Efficiency Market Integration and Assistance Program that will convert energy data into multifamily retrofits.
- **Promoting Veterans Participation in the Workforce:** Support for the expansion of the Josephine Herrick Project which partners professional photographers with veterans in order to expose the veterans to new skills and ways of interacting with their communities.
- **Strategic Planning:** A new tech and manufacturing cluster is emerging in Long Island City which has spurred the LIC Partnership to produce a comprehensive plan to guide future development for the maximum benefit of the community's residents and businesses.

In addition, the REDC submits 12 priority projects for consideration for Excelsior Jobs Program.

2014 Priority Projects

EMPIRE STATE DEVELOPMENT GRANT FUNDS

Brooklyn Brewery	
Total Cost	\$70,000,000
Description	Brooklyn Brewery is seeking to construct, at a cost of \$70 million, a state-of-the art 400,000 expandable to 1,000,000-barrel brewery in a 200,000 square foot building on 20–25 acres with proximity to the NY/NJ ports for container shipment and direct freight rail access to receive raw materials and to ship product out of NY. There will be outdoor fermentation tanks and space for vehicle parking. Potential sites for this project in NYS include those on Staten Island’s West Shore and several in the Mid-Hudson region. This investment will enable them to maintain a rapid growth trajectory, particularly as an international exporter. The Brewery’s partner firm, Galvanina, which bottles sparkling water in Rimini, Italy may also co-locate its North American operation at the facility with an additional investment of \$10,000,000.
Total Jobs Projected	88 retained jobs, 92 new full time jobs, 240 construction jobs
Lead Agency	ESD
Partners	Galvanina
Implementation Timeline	Site selection by end of 2014. Construction complete by 2016, fully operational by end of 2017.
	The Brooklyn Brewery project is a model for the Global NY initiative, scaling up a locally branded product for international export. Brooklyn Brewery exported 28% of its production in 2013 and their export volume is projected to grow to as much as 60% of production by 2022, or approximately 450,000 barrels. Brooklyn Brewery is also an exporter to the rest of the United States: in 2013 production for distribution outside of the NYC metro area was 45%, and their sales volume is expected to continue growing strongly as they open up distribution to the 25 states that are not currently served. This project also represents the opportunity for \$10 million in foreign direct investment.
Opportunity Zone	West Shore (Staten Island)

Urban Development Center (UDC)	
Total Cost	\$2,830,000
Description	Per Scholas is partnering with IT consulting firm Doran Jones to bring 450 new, high-tech jobs to the heart of the South Bronx (Port Morris) through a unique and innovative public-private partnership. The Urban Development Center (UDC) brings together Per Scholas' expertise as an IT training provider, and Doran Jones' expertise as a software testing center operator. Per Scholas is currently renovating 15,000 square feet in the South Bronx for Doran Jones who will employ 150 low income individuals who have completed the STEP training program. The organization is seeking a capital grant to assist with the \$2.8 million phase 2 project, which will build-out an additional 30,000 square feet and allow space for an additional 300 STEP trained professional software testers.
Total Jobs Projected	150 retained jobs, 300 new jobs
Lead Agency	ESD
Partners	Doran Jones
Implementation Timeline	Phase 1 will be completed in September 2014. Phase 2, currently in planning, will begin in 2015.
	The Urban Development Center (UDC) will train low-income, economically-disadvantaged New Yorkers to qualify for, obtain, and advance in the jobs that they create. The UDC initiative capitalizes on New York's vibrant technology industry, one of NYC's fastest growing job creators. The jobs created have an entry-level salary of \$35,000 with ample opportunities for advancement, credential stacking, and the development of transferable skills.
Opportunity Zone	South Bronx

Building 77	
Total Cost	\$134,300,000
Description	The project involves the renovation of a building with 1 million square feet of industrial space in the Brooklyn Navy Yard. Currently vacant, the building will be transformed into a vibrant manufacturing/tech hub supporting 3,000 jobs. Project scope includes window replacement and installation; renovation of entrances and corridors on the ground floor and mezzanine; modernization of the base building architectural, 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 project is designed to attain a LEED Silver Certification by the U.S. Green Building Council for Core and Shell construction.
Total Jobs Projected	3,000 new jobs, 112 construction jobs
Lead Agency	ESD
Implementation Timeline	Construction will begin in August 2014 and will be completed in June 2016.
	The Brooklyn Navy Yard, with its 7,000 employees, has become a national model for sustainable industrial urban job creation and a haven for quality jobs within the State's growing industrial sectors. While the Yard has enjoyed tremendous success over the past 10 years, in large part because of the REDC's support, it is now poised again, with modest support from the State, to generate far greater economic results. This project will generate as many jobs as the Yard's growth in the last 10 years.
Opportunity Zone	Brooklyn Navy Yard

National Urban League Harlem 125th Street	
Total Cost	\$200,000,000
Description	The project is a land use improvement and civic project located at 121 West 125th Street in the City, New York. The Urban League Empowerment Center, LLC will enter into a 99-year ground lease with ESD to redevelop the site as a mixed-use development that will include approximately 66,000 square feet of retail, 75,000 square feet of office, 55,000 square feet of community facility, 24,000 square feet of museum, 56,000 gsf of conference center space, 114 units of residential (50% affordable for low and middle income) and 89,000 square feet of parking (225 spaces). The National Urban League (NUL) will relocate its national headquarters to the office space in the Project, develop a civil rights museum and an Entrepreneurship and Conference Center and establish the Urban Empowerment Fund to support minority entrepreneurs. NUL is currently located in Lower Manhattan.
Total Jobs Projected	100 existing jobs, 247 new jobs, 1,149 construction jobs
Lead Agency	ESD
Implementation Timeline	Construction to begin in the spring of 2016
	This project will create an Entrepreneurship and Conference Center, providing workspace, support and services to local startups, as well as networking and mentoring opportunities. It will also provide a professional forum for presentations and meetings and serve as a space to accommodate neighborhood businesses, nonprofits and others. In addition, the proposed project and civil rights museum will reinforce the historic African American character of Harlem, and provide a permanent home for many of NUL's empowerment initiatives.
Opportunity Zone	125th Street Manhattan

Victoria Theatre	
Total Cost	\$162,780,236
Description	The project, a redevelopment of the National Register-eligible Victoria Theatre, located at 233-237 West 125th Street, is for a \$143 million, 386,000 square foot mixed-use building. The development will include a 210 room hotel, up to 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 Theatre's south building, including the theatre's historic lobby, 125th Street building façade, marquee, blade sign and signage. The NYS approval process is nearly complete. Next steps include the developers securing financing commitments, final approvals from State and City entities, and advancing the project's architectural design. The project is expected to create up to 580 construction-related jobs and 373 permanent jobs. The GPP was affirmed and the final EIS accepted and adopted by the Boards of ESD and HCDC in July 2013.
Total Jobs Projected	373 new jobs, 580 construction jobs
Lead Agency	ESD
Implementation Timeline	Construction to begin late 2014
	The Victoria Theatre is located in the 125th St Opportunity Zone and was designated a Regional Council "Priority Project" in 2012. The primary goal of this project is to redevelop the site in a manner that fosters economic growth through revitalization of the area as an arts, entertainment, cultural, and commercial destination while addressing the need for affordable and market rate housing in the greater Harlem area. The project also includes the preservation of a historically significant site, permanent and affordable space for cultural arts organizations, affordable housing, increased hotel capacity in Upper Manhattan, an area with a population of more than 500,000 and one of the top three destinations for tourists in the city, and additional retail capacity that will generate services and jobs for local residents.
Opportunity Zone	125th Street Manhattan

Airports Exports Improvements	
Total Cost	\$100,000,000
Description	In partnership with the Port Authority of New York & New Jersey, the City of New York released the JFK Air Cargo Action Agenda in February 2013. This Action Agenda includes a variety of recommendations to increase air cargo movement through JFK, including the development of a new large air cargo building. This involves demolition of several buildings to prepare a site, remediation of any environmental problems, and coordination with the Port Authority on selection of a developer and a financial plan for the new facility in the north cargo area of the JFK Airport. This project addresses a primary issue identified by the REDC Global NY Working Group in terms of inadequate facilities to accommodate expanded export activity via air cargo.
Total Jobs Projected	102 new jobs, 300 construction jobs
Lead Agency	ESD
Partners	Port Authority of NY & NJ
Implementation Timeline	Construction of new facility completed by late 2017
	Nearly 1.4 million tons of cargo, including perishable food, electronics, and pharmaceuticals, move through JFK each year, supporting approximately 34,000 jobs. JFK ranks first among all airports by value of imported and exported goods. However, air cargo volumes at JFK have been flat since the early 2000s, as cargo shipping has grown at other airports such as Atlanta, Chicago and Dallas. This project will attract new cargo business to JFK, creating new jobs through a metric of 35 jobs along the supply chain for every 1,000 additional tons of cargo flown through the airport. The importance of JFK in connecting regions with other NY airports and the rest of country has prompted the other downstate REDCs to join with NYC REDC to explore the opportunities of linkage between air cargo hubs at LI (MacArthur), NYC (JFK), and MHV (Stewart). A larger and more efficient air cargo capacity at JFK is necessary to support expansion of goods export in all three regions and the REDCs will work with the NYCEDC, the Port Authority and other relevant agencies to secure financing and other support for this project as part of the Global NY program.
Opportunity Zone	Jamaica/Southeastern Queens

BAT Campus Improvements

Total Cost	\$135,000,000
Description	<p>The NYCEDC manages the City-owned Brooklyn Army Terminal (BAT), a 55-acre, underdeveloped industrial campus on the Sunset Park waterfront that has potential to develop into a strategic manufacturing hub along the lines of the Brooklyn Navy Yard. BAT currently houses 100 companies, ranging from a biotech research facility to furniture production and fulfillment activities, and about 3,000 jobs. NYC has invested \$185 million in renovation to date and recently committed another \$100 million for gut renovation of 500,000 square feet of space that will accommodate 1,000 more jobs. The NYCEDC also plans a \$15 million renovation of a 55,000 square feet stand-alone building that will accommodate another 120 new jobs. The NYCEDC requests state funds to support renovation of another 24,000 square feet dormant building to accommodate the Sunset Park Industrial Workforce Center, a city-sponsored initiative to link lower income people to training and employment opportunities and create 74 new jobs. The REDC proposes to work with the city to position BAT as a Global NY Export Hub that can both provide space, technical assistance and other support services to build the export community throughout the city and in partnership with other regions.</p>
Total Jobs Projected	1,194 new jobs, 811 construction jobs
Lead Agency	ESD
Implementation Timeline	Projects will be completed by 2018
	<p>In support of export and global business development, NYCEDC plans to bring in a private operator to set up and run a shared processing and assembly operation within BAT, as well as mobilizing resources to help businesses within the facility and beyond deal with logistics/supply chain needs, assist with identifying market opportunities for export abroad, and apply for Foreign Trade Zone benefits to promote export-oriented manufacturing. New tenanting at BAT would be targeted, in part, to support exports in high-growth potential industry (e.g., advanced manufacturing, hardware/connected devices).</p>
Opportunity Zone	Southwest Brooklyn

NEW YORK DEPARTMENT OF STATE — LOCAL WATERFRONT REVITALIZATION PROGRAM

Saw Mill Creek Pilot Mitigation Bank	
Total Cost	\$12,500,000
Description	The Saw Mill Creek Pilot Mitigation Bank is a pilot project for the City's first wetland mitigation bank at Saw Mill Creek, Staten Island. This project will cleanup, restore and protect 68 acres of wetlands to generate "mitigation credits," which provide offsets for permitted wetland impacts. As Hurricane Sandy demonstrated, New York City is a large coastal city that is vulnerable to future coastal storms, whose economy depends greatly on the movement of goods and people by water, and is a desirable place for affordable housing, jobs, and recreation. For these reasons, there is a strong and ongoing demand for development and infrastructure projects on the waterfront. These projects will require mitigation, and mitigation banking provides a proven and superior option to current practice.
Total Jobs Projected	3,500 indirect jobs
Lead Agency	ESD
Partners	NYS DEC, NYS DOS
Prior REDC Assistance	\$500,000 Round II grant
Implementation Timeline	Permitting underway, construction will be completed in Spring 2015
	The Project will transform an inefficient regulatory process that stymies economic growth into one that facilitates sustainable economic development, coastal resiliency, and job generation and provide a tool that will reduce permitting time. This will unlock real economic benefits for future projects, that may include storm-protection barriers, ferries, and infrastructure that supports export businesses.
Opportunity Zone	West Shore (Staten Island)

EXCELSIOR JOBS PROGRAM

Brooklyn Brewery	
Total Cost	\$70,000,000
Description	Brooklyn Brewery is seeking to construct, at a cost of \$70 million, a state-of-the art 400,000 expandable to 1,000,000-barrel brewery in a 200,000 square foot building on 20-25 acres with proximity to the NY/NJ ports for container shipment and direct freight rail access to receive raw materials and to ship product out of NY. There will be outdoor fermentation tanks and space for vehicle parking. Potential sites for this project in NYS include those on Staten Island's West Shore and several in the Mid-Hudson region. This investment will enable them to maintain a rapid growth trajectory, particularly as an international exporter. The Brewery's partner firm, Galvanina, which bottles sparkling water in Rimini, Italy may also co-locate its North American operation at the facility with an additional investment of \$10,000,000.
Total Jobs Projected	88 retained jobs, 92 new full time jobs, 88 jobs retained , 240 construction jobs
Lead Agency	ESD
Partners	Galvanina
Implementation Timeline	Site selection by end of 2014. Construction complete by 2016, fully operational by end of 2017.
	The Brooklyn Brewery project is consistent with the Global NY initiative because it is highly export oriented. Brooklyn Brewery exported 28% of its production in 2013 and their export volume is projected to grow to as much as 60% of production by 2022, or approximately 450,000 barrels. Brooklyn Brewery is also an exporter to the rest of the United States: in 2013 production for distribution outside of the NYC metro area was 45%, and their sales volume is expected to continue growing strongly as they open up distribution to the 25 states that are not currently served. This project also represents the opportunity for \$10 million in foreign direct investment.
Opportunity Zone	West Shore (Staten Island)

UDC (Doran Jones)	
Total Cost	\$2,830,000
Description	Doran Jones, an IT consulting firm, is partnering with Per Scholas to establish the Urban Development Center (UDC) where it will create a total of 450 software testing jobs in the South Bronx. Phase 1 of the UDC project is currently underway and 20 of the projected 150 new jobs have been created. Phase 2, the subject of this request, will allow for the creation of an additional 300 jobs for graduates of STEP.
Total Jobs Projected	150 jobs retained, 300 new jobs
Lead Agency	ESD
Partners	Per Scholas
Implementation Timeline	Phase 1 will be completed in September 2014. Phase 2 — in planning phase, construction will begin in 2015.
	The Urban Development Center (UDC) will train low-income, economically-disadvantaged New Yorkers to qualify for, obtain, and advance in the jobs that they create. The UDC initiative capitalizes on New York's vibrant technology industry, one of NYC's fastest growing job creators. The jobs created have an entry-level salary of \$35,000 with ample opportunities for advancement, credential stacking, and the development of transferable skills.
Opportunity Zone	South Bronx

Steuben Food Innovation Center	
Total Cost	\$5,181,250
Description	Steuben Foods will expand its existing pilot plant/R&D center in Jamaica, Queens and create an aseptic processing innovation center. This will create additional capacity to foster new/emerging companies working to develop aseptic food products. Specifically, the Center will house incubator space, temporary offices for companies that are using the Center's resources to test products for viability using aseptic technology. Aseptic technology allows for longer shelf life with greater nutrient retention of products traditionally requiring refrigeration. The project will result in 15 retained jobs and 18 new jobs in NYC.
Total Jobs Projected	15 retained, 18 new jobs, 12 construction jobs
Lead Agency	ESD
Implementation Timeline	Construction will begin and end in 2015
	This project will have a multi-regional economic impact by expanding the inter-regional coordination between Steuben's Jamaica operations and its Elma, NY (Erie County) manufacturing facility where the company employs 535 people. This will result in a broader range of product testing and development downstate and ultimately drive higher volumes of new innovative shelf-stable food manufacturing upstate.
Opportunity Zone	Jamaica/Southeastern Queens

G.A.L Manufacturing Group	
Total Cost	\$9,900,000
Description	G.A.L. Manufacturing makes elevator equipment and builds and repairs elevators from a 100,000 square foot facility in the South Bronx. The company seeks to expand its current facility by adding 10,000 square feet of space on their roof. They will also make ongoing capital investments, improving the interior lay-out, IT systems, and adding new production equipment. In addition, it intends to increase its annual investments in R&D. In all, these investments aggregate to approximately \$10 million over the next 5 years. In addition, G.A.L. will provide training to 300 employees in a variety of areas, including technical skills, process improvement, computer skills and customer service. G.A.L. anticipates adding 53 new jobs over the next 5 years.
Total Jobs Projected	53 new jobs
Lead Agency	ESD
Implementation Timeline	Expansion will be completed by 2016, all components completed within 5 years.
	G.A.L. Manufacturing is located in an Opportunity Zone, an area with high unemployment and poverty. G.A.L. is a major employer in the South Bronx and 30% of its employees are Bronx residents. This project will create jobs and wages for new positions are projected to be in excess of \$42,000. Additionally, G.A.L. seeks to provide both in-house and third party credentialed training for over 300 participants in 2015.
Opportunity Zone	South Bronx

Precision Gear Expansion	
Total Cost	\$5,870,000
Description	Precision Gear Inc., located in College Point, specializes in the manufacture of flight safety and critical products for aerospace, defense and commercial applications. The \$5.8 million project includes the expansion of its leasehold space from 49,364 square feet to 73,930 square feet and the purchase and installation of production equipment and energy-efficient measures that will both help reduce operating costs and its local energy consumption. As a result of the investment, the company will retain 151 and create 20 new jobs.
Total Jobs Projected	151 retained jobs , 20 new jobs
Lead Agency	ESD
Implementation Timeline	Project will begin in October 2014 and end in 2019.
	This project will help the applicant grow revenue and sales and create 20 full-time positions with an average wage of \$50,000 over the next five years. Meanwhile, by using more energy efficient measures, it will reduce the demand on the grid and conserve a significant amount of energy.

Cosmoledo LLC	
Total Cost	\$7,305,000
Description	Cosmoledo, a baker/retailer of French breads and pastries, is expanding its retail presences in Manhattan from two to six locations and is in need of establishing its own commissary. The \$7.3 million project includes renovating and equipping a 30,000 square foot building in the South Bronx into a commercial bakery to service the six retail bakery/restaurants located in Manhattan; resulting in the creation of 164 new jobs.
Total Jobs Projected	164 new jobs, 35 construction jobs
Lead Agency	ESD
Implementation Timeline	Construction will begin in September 2014 and will be completed in 2016.
Opportunity Zone	South Bronx

Jos H Lowenstein Sons Inc.	
Total Cost	\$2,610,000
Description	JHL is a hair, fur, and leather dye manufacturer in East Williamsburg, Brooklyn. The company is seeking funds to renovate and re-tool its existing facility in order to improve product quality and extend shelf life for their hair/fur product line and remain competitive. Their customers range from multinational, world renowned corporations to small, privately held companies.
Total Jobs Projected	18 new jobs, 84 jobs retained
Lead Agency	ESD
Implementation Timeline	Project will be completed in 2016.
	Without proper infrastructure and equipment improvements, the company will be unable to compete with competitors. It is looking to expand its operations and develop new products to market globally.
Opportunity Zone	Greenpoint/Williamsburg

Israel Beigels	
Total Cost	\$5,125,043
Description	Israel Beigels, a kosher bagel manufacturer, has reached peak production capacity at its current location in Clinton Hill, Brooklyn and is in dire need of a larger facility. The \$5.1 million project includes the purchase and renovation of an approximately 75,000 square foot facility in Canarsie, Brooklyn and the purchase and installation of new equipment; resulting in the retention of 150 jobs and the creation of 17 new jobs.
Total Jobs Projected	140 jobs retained, 17 new jobs, 35 construction jobs
Lead Agency	ESD
Implementation Timeline	Construction will begin in January 2015 and will be completed in 2016.
	Israel Beigels is a mainstay employer and manufacturer in the heart of Brooklyn, where they have existed for over 100 years. The company continues to grow and use innovation to keep up with baking techniques, R&D, and production methods to stay lean, fast, and efficient while producing a high quality product.

RapGenius	
Total Cost	\$1,500,000
Description	Genius Media Group (GMG) is a premier emerging growth technology company. Their software platform includes group annotation, a feature that allows users to select a piece of text and add context and analysis. The applications range from explanations of devices used in the Gettysburg Address to the origins of NBA nicknames. GMG intends to continue to expand its products and improve technology to meet growing global need. To allow for this growth the company is looking to lease and renovate new space in Williamsburg, Brooklyn at a cost of \$1.5 million. The project will result in the retention of 30 existing jobs and the creation of 76 new software development jobs.
Total Jobs Projected	95 new jobs, 30 retained jobs
Lead Agency	ESD
Implementation Timeline	Construction will begin in September 2014 and end in January 2015.
	GMG has committed financing, a clear time frame for implementation, and a business plan that indicates long-term economic sustainability. GMG will be a sustained job creator and build upon innovation assets by being a tech industry pioneer in New York.
Opportunity Zone	Greenpoint/Williamsburg

Nuts and Bolts — Terrafina	
Total Cost	\$1,590,000
Description	Terrafina, located in the South Bronx, is a leading manufacturer of nuts, confections, and dried fruits. The project involves expansion to an additional 22,000 square feet of space, plus partial renovation of the facility located at 1610 Bathgate Avenue in the Bronx, an Opportunity Zone. It will also purchase \$1.3 million of machinery, resulting in the creation of 11 new jobs. Terrafina LLC has recently partnered with Meijj, an Asian Food Grocer, and is experiencing a new wave of growth. It needs to increase production by an estimated 25% to serve its local markets and export internationally.
Total Jobs Projected	11 new jobs, 82 retained jobs
Lead Agency	ESD
Implementation Timeline	Construction will begin in June 2015 and the project will be completed by August 2015.
	Terrafina is one of the largest employers in the Bronx with over 82 employees, and plans to expand its operations by increasing its footprint to add 22,000 square feet of space and create 11 new jobs. It will hire locally, provide training and industry recognized credentials, and pay wages that provide economic stability for their workers. Further, the investment and infusion of \$1 million of new equipment and technology, coupled with ongoing training, will help the company meet the international demand for its products as it plans to enter the Turkish market in 2015.
Opportunity Zone	South Bronx

Lady M Confections Co., Ltd.	
Total Cost	\$613,000
Description	Since 2001, Lady M Confections has been manufacturing cakes and other confectionary delights its Long Island City baking facility. Its increased retail presence in New York and Los Angeles, has made current production capacity. This project will allow the company to expand and lease additional space adjacent to its current facility. By expanding its facility and purchasing new production and office equipment, the company will be able to increase production levels and create 35 new jobs.
Total Jobs Projected	35 new jobs, 63 retained jobs
Lead Agency	ESD
Implementation Timeline	Project will begin in December 2014 and be completed in 2019.
	This project will create 35 jobs in the manufacturing industry and will incentivize Lady M Confections to make a \$613,000 investment to build out additional space and purchase kitchen equipment, including mixers, a forty burner stove, and office equipment.
Opportunity Zone	Long Island City

KGBL Expansion	
Total Cost	\$2,652,000
Description	KGBL, MFG, Inc. manufactures custom design furniture showrooms and their product line fashions sophisticated pieces that employ marquetry, leather molding, and precious metal plating techniques worked in fumed white oak, silicon bronze, and Pyrex. Addressing the growing demands of custom-designed furniture in New York City, KGBL MFG will purchase and renovate a 5,000 – 10,000 square foot manufacturing facility in Williamsburg, creating 12 manufacturing jobs. Currently, the company manufacturers these products and sells them through a furniture store, but an increase in demand has caused this business to expand, and it is looking for a facility to support this expansion.
Total Jobs Projected	12 new jobs, 1 retained job
Lead Agency	ESD
Implementation Timeline	Currently in planning stage. Project will be completed 18 months after a site is identified.
	The company will be creating manufacturing jobs and is committed to investing in the continuous development of its employees.
Opportunity Zone	Greenpoint/Williamsburg

NEW YORK STATE INNOVATION HOT SPOT SUPPORT PROGRAM

CUNY Hub for Innovation and Entrepreneurship	
Total Cost	\$ 2,302,121
Description	The Hub will initially occupy around 7,100 square feet at an external commercial site on 215 W. 125th Street in Harlem. A vibrant startup incubator will contribute greatly to the growth of new companies in Harlem once they graduate. This, in turn, will provide greater employment opportunities for local residents and energize the local economy. The Hub, CUNY Technology Commercialization Office, Field Center at Baruch, and Professional Studies at CCNY will offer a professional training course in entrepreneurship specifically designed for local residents who aspire to start new businesses. It will address how to set up a new business, develop a business concept, product or service, and identify domestic and international markets. The Hub will reach out to all CUNY campuses in the 5 boroughs to recruit low income and minority students. Students will join startups as tech assistants and/or interns. This project will result in 25–30 startups and over 50 new jobs.
Total Jobs Projected	50 + new jobs
Lead Agency	ESD
Implementation Timeline	The Hub is expected to house about 15 companies after 18 months, and 25–30 companies by the end of the third year.
	The Hub is expected to have a measurable impact on economic growth in terms of job creation, investment, business revenue generation, and community benefits. At capacity, the Hub could house up to 30 high-tech startup companies which should each employ on average 3–7 employees. Operation of the Hub will include local staff and interns which, together with the member companies, represent hundreds of new, well-paying jobs. Accordingly, an Innovation Hot Spot located at the CUNY Hub is expected to yield a very high economic impact in Harlem. The Hub will reach out to all CUNY campuses to recruit low-income and minority students.
Opportunity Zone	125th Street Manhattan

NEW YORK STATE ENERGY RESEARCH AND DEVELOPMENT AUTHORITY — CLEANER, GREENER COMMUNITIES, PHASE II IMPLEMENTATION GRANTS

NYC Energy Efficiency Market Integration and Assistance Program	
Total Cost	\$11,790,260
Description	The Mayor’s Office, with GreenLightNY and the NYC Energy Efficiency Corp., will create an energy efficiency market integration and assistance program to convert energy data into multifamily retrofits. The program will reduce utility costs by approximately \$56 million across 90,000 households in three years. This supports the City’s Housing New York plan by lowering utility costs, reducing pressure on rents, and freeing up capital for other upgrades.
Total Jobs Projected	1,256 new jobs
Lead Agency	NYSERDA
Partners	Green Light NY, NYC Energy Efficiency Corp.
Implementation Timeline	Project will begin in January 2015 and be completed in December 2017.
	The program is essential to reduce GHG emissions and improve housing affordability. NYC’s buildings account for 75% of emissions, with multifamily buildings accounting for the largest share, and utility costs are rising rapidly. Yet, multifamily retrofits reach 1-3% of units/year, despite ~\$3.5 billion in untapped savings.

EMPIRE STATE DEVELOPMENT STRATEGIC PLANNING AND FEASIBILITY STUDIES

LIC Comprehensive Plan	
Total Cost	\$350,000
Description	Working with local and regional stakeholders, LIC Partnership will produce a comprehensive plan to inform the ongoing development of Long Island City. The plan will deliver a set of projects and action items that can be implemented for the maximum benefit of the community's residents and businesses. The outcomes and deliverables of the plan will include the creation of a workforce development program, physical infrastructure improvement strategies, public-private economic development projects, and revitalization tactics that foster economic growth.
Lead Agency	ESD
Implementation Timeline	12 months
	The LIC Comprehensive Plan is a regional economic priority because it will include workforce development initiatives for those all along the economic and educational spectrums, enabling people to move into employment and up the career ladder. Informed by local employers' needs, the plan will offer programs to link the area's job generators with job seekers, ultimately assisting companies to grow and residents to succeed. This will support the growth of middle-skilled, middle-wage jobs. The plan will also propose specific economic investments and capital projects that will promote economic growth and improve quality of life, benefiting LIC's residents and businesses. Additionally, the plan will promote economic sustainability, and will incorporate tools for efficiency in order to support environmentally responsible practices.
Opportunity Zone	Long Island City

NEW YORK STATE COUNCIL ON THE ARTS — ARTS, CULTURE AND HERITAGE PROJECTS

Josephine Herrick Project Veteran Workforce Investment	
Total Cost	\$61,875
Description	Josephine Herrick Project (JHP) will hire a part-time Program Coordinator at \$27,968 per year plus fringe to design and manage its photography programs. JHP implements photography programs with under-represented communities through partnerships with community organizations, hospitals, universities and libraries. Volunteer professional photographers are matched with a program and teach photography programs at the community organization. JHP has a large veteran program working with VA Hospitals and Community Organizations that serve veterans. JHP also serves youth with multiple risk factors, children on the autism spectrum, and people with physical and sensory disabilities. The Program Coordinator will work with the community partners to ensure successful implementation of the programs, coordinate the volunteers, provide professional development training, manage the calendar of classes, manage the photography equipment, and distribute the photographs that are produced by the participants. It is imperative that JHP hire a Program Coordinator. JHP is capacity building, and has an aggressive plan for growth over the next two years. Currently the organization has 25 community partners and has the potential to grow. With the growth of the organization, JHP plans to make the part-time position full-time and add more staff in the next three years.
Lead Agency	NYSCA
Implementation Timeline	12 months, beginning in December 2014

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.

Citywide

BlocPower Energy Efficiency Portfolio (BlocPower)

Developing Financeable Portfolios of Clean Energy Projects in Low to Moderate Income Communities (BlocPower)

Solar Panel Installation Training (Alliance Computing Solutions)

Technology Innovation in Virtual Smart and Secure Systems (New York Institute of Technology)*

Bronx

En Foco Workforce Grant (En Foco, Inc.)

Former Fordham Library (Spaceworks NYC, Inc.)

Getting to Work (Hostos Community College)

Hunts Point Meat Market Upgrades (Hunts Point Cooperative Market)

ITReady (Per Scholas)*

IT Support Management (Bronx Community College)

Kingsbridge National Ice Center (KNIC Partners LLC)

PLATFORMA: The Bronx Broadway Showcase for Latino Theater (Pregones Theater and Puerto Rican Traveling Theater)

South Bronx Greenway Bruckner Boulevard Planning (NYC Department of Transportation)

The Bronx River Urban Forest Revitalization and Job Skills Training (NYC Department of Parks and Recreation)

Brooklyn

18NewYork

Brooklyn Denim and Tea Factory

Brooklyn Waterfront Greenway Sunset Park North (NYC Department of Transportation)

Center for Entrepreneurship (Long Island University — Brooklyn)

Community Empowerment Program Workforce Development (Sunset Park Health Council dba Lutheran Family Health Centers)

Foodsavers (New York Grant Company)

Resilient Upgrades and Adaptive Reuse of the Manhattan Beach Bathhouse (NYC Department of Parks and Recreation)

SFDS Expansion Project (SFD Shop)

Steiner Studios Master Plan Phase IV* (Steiner NYC)

Workforce Education and Training (Sunset Park Health Council dba Lutheran Family Health Centers)

Manhattan

2014 AMNH NYSCA REDC Project
(American Museum of Natural History)

Center for Women's History (New-York
Historical Society)

Henry Street Workforce Development
Project (Henry Street Settlement)

New York Proton Center (New York
Proton Management)

Park Avenue/125th Street Public Realm
(NYC EDC)

Rehabilitation of La Marqueta Retail
Market Building 4 (NYC SBS)

St. Nicholas Greek Orthodox Church and
National Shrine at Ground Zero (Greek
Orthodox Archdiocese of America)

Solar 2 (Solar One)

Queens

Advanced Aerospace Manufacturing
Training (Magellan Aerospace New York,
Inc.)

Chestnut-Dinmore Industrial
Development (Cypress Hills Local
Development Corporation)

CYMP Workforce Investment Program
Grant (Corona Youth Music Project, Inc.)

Expanding Tourism via the Web (Louis
Armstrong House Museum)

Home Health Aide Training Program
(Sunnyside Community Services)

Far Rockaway Edgemere Vocational
Training Facility (Rockaway Development
Revitalization Corporation)*

Gigabit Incubator (NYC SBS)

Marina 59

Queens International Express (Queens
Council on the Arts)

QueensWay (The Trust for Public Land)*

Staten Island

Empire Outlets (St. George Outlet
Development LLC)*

Lighthouse Point (Triangle Equities)*

Staten Island West Shore Rapid Transit
Project (Staten Island Economic
Development Corporation)

The Wheel (New York Wheel LLC)*

* Received a score of 20.

Conclusion

Over the past three years, the REDC has built broad consensus on priorities for economic and workforce development in the city among its members and the constituencies they represent. The central focus of the REDC has been to maximize job creation and economic growth in ways that increase opportunities for the most disadvantaged residents and communities. The REDC process has ensured that state-funded programs are more accessible and transparent than ever before.

This year, the REDC sought to become more proactive in the planning and implementation of priority projects. This was accomplished by more frequent meetings of the Executive Committee, more rigorous monitoring of project status, and by setting up three important work groups to focus on export of goods, workforce development and veterans.

The REDC tapped the expertise of the private, public and nonprofit sectors to help inform the city's Global NY Export and Marketing Strategy and is prepared, with support of the State, to carry out the objectives outlined in this Progress Report. Priority projects, such as expanding manufacturing space in the Brooklyn Navy Yard and developing a state-of-the-art air cargo facility at JFK Airport, are essential to the success of the export plan. Collaboration with other regions — particularly the Long Island and Mid-Hudson Valley REDCs —



promises to improve upon what the City and Downstate regions can achieve in the manufacturing and export of goods.

To implement its workforce development strategy, the REDC called upon educators and nonprofit service providers in combination with employers and union representatives to form a second work group that is beginning to define what contributions the REDC and State might make to implementation of the “Opportunity Agenda.” Going forward, the REDC screening process for priority projects and funding allocations will be informed by the expertise and analyses of this group.

Based on feedback on past submissions, the REDC has more carefully focused its agenda for State capital funding on a small number of projects that advance clear objectives, rather than casting the widest net. The Excelsior Jobs Program and other categories of funding under the CFA allow for opportunistic investment in a broad range of projects, but the capital priorities are more highly focused on long-term, greatly concentrated activity in key growth sectors and maximize synergies with other regions of the state.



Work Groups

GLOBAL MARKETING AND EXPORT STRATEGY WORK GROUP

MEETING DATE: June 11, 2014

PARTICIPANTS

Zayne Abdessalam, Retail, Wholesale and Department Store Union

Camden Ackerman, New York State Assembly, Office of Speaker Sheldon Silver

Pedro Arboleda, Monitor Deloitte, Deloitte Consulting LLP

Leah Archibald, East Williamsburg Valley Industrial Development Corporation

David Armour, Siemens Corporation

Marlene Cintron, Bronx Overall Economic Development Corp.

Lauren Clancy, 32 Advisors, LLC

Suri Duitch, CUNY

David Ehrenberg, Brooklyn Navy Yard Development Corp.

Althea Erickson, Etsy, Inc.

Kai D. Feder, Capital Budget & Economic Development, Office of the Brooklyn Borough President

Kosha Gada, A.T. Kearney, Inc.

Joseph N. Garba, Office of the Manhattan Borough President

Eric Gertler, Center for Economic Transformation, NYCEDC

Brook Jackson, PFNYC

Barry Johnson, 32 Advisors, LLC

Liza Kent, NYCEDC

Carmela R. Mammias, New York U.S. Export Assistance Center, International Trade Administration

Thomas McKnight, NYCEDC

Michael Moynihan, NYCEDC

Eric Ottoway, Brooklyn Brewery aka TotalBeer.com

Joe Schoonmaker, New York District Export Council

Zachary Smith, NYCEDC

Victor Wong, GoBiz NYC, PFNYC

Kathryn S. Wylde, PFNYC

ESD STAFF

Aaron Kaplowitz, Global NY, ESD

Joseph Tazewell, ESD

MEETING DATE: June 25, 2014

PARTICIPANTS

Zayne Abdessalam, Retail, Wholesale and Department Store Union

Johan Gott, A.T. Kearney, Inc.

Brook Jackson, PFNYC

Carmela R. Mammias, New York U.S. Export Assistance Center, International Trade Administration

Seth Myers, NYCEDC

Eric Ottoway, Brooklyn Brewery aka TotalBeer.com

Jim Singer, A.T. Kearney, Inc.

ESD STAFF

Elizabeth Demitriou, ESD

Aaron Kaplowitz, Global NY, ESD

Joseph Tazewell, ESD

VETERANS WORK GROUP

MEETING DATE: June 24, 2014

PARTICIPANTS

Tracy McDermott, *Bronx Borough
President's Office*

Wendy McClinton, *Black Veterans for
Social Justice*

Fredrick Shuart, *Services for the
Underserved*

Stanley Scriven, *Easter Seals*

Rita Stella, *Easter Seals*

Jukay Hsu, *Coalition for Queens*

Mackenzie Deary, *Coalition for Queens*

Craig Carvana, *America Works*

David Howard, *The Doe Fund*

Jamal Othman, *NYS Veterans Affairs*

Reginald Taylor, *NYS Department of
Labor*

Dr. Allen Burdowski, *St. Francis College*

Kelly Dougherty, *NYC SBS*

ESD STAFF

Allison Auldridge

Andrew Fletcher

Nicole Jordon

Renee Kim

Marion Phillips

Drew Podgorski

Joseph Tazewell

WORKFORCE DEVELOPMENT WORK GROUP

MEETING DATE: Jun 3, 2014

PARTICIPANTS

Zayne Abdessalam, *Retail, Wholesale
and Department Store Union*

Daisie Andrade, *NYCEDC*

Katy Belot, *PFNYC*

Najib Chowdhury, *CUNY*

Marion Cintron, *Bronx Overall EDC*

Cass Conrad, *CUNY*

Curtis Dann-Messier, *CUNY*

Elizabeth Demitriou

Suri Duitch, *CUNY*

Evelyn A. Fernandez-Ketcham, *Hostos
CC, CUNY*

Lisa Gale Van Brackle, *UMEZ*

Liz Gaynes, *Osbourne Association*

Liz Lusskin, *Long Island City Partnership*

Jackie Mallon, *NYC SBS*

Marta Nelson, *CEO Works*

Merrill Pond, *PFNYC*

Tom Ryan, *CEO Works*

Denise Ward, *Queensborough CC, CUNY*

Dave Whitlinger,
NY eHealth Collaborative

STATE RESOURCE TEAM

Allison Auldridge, *ESD*

Cho Yeon Kim, *ESD — NYC REDC Intern*

John Moye, *NYS DOL*

Drew Podgorski, *ESD — NYC REDC
Intern*

Rose Rodriguez, *NYS DOL*

Joseph Tazewell, *ESD*

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