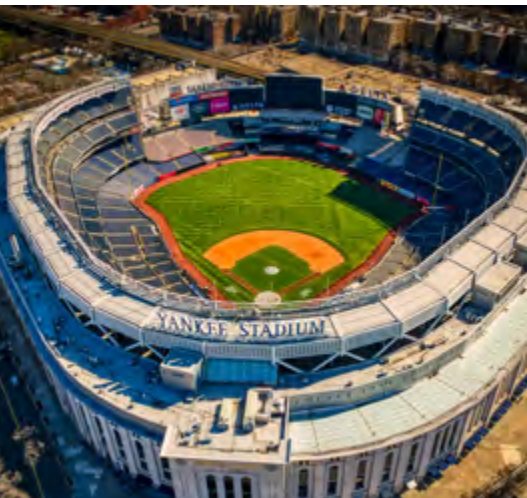




# New York City Regional Economic Development Council



# 2025

## Annual Report & ACHIEVE Initiative Proposal

# New York City Regional Economic Development Council Members

## Regional Co-Chairs

Félix V. Matos Rodríguez  
*Chancellor, City University of New York*

William D. Rahm  
*CEO, Everview Partners, L.P.*

## Appointed Members

Stuart Appelbaum  
*President, RWDSU*

Linda Baran  
*President & CEO, Staten Island Chamber of Commerce*

Wellington Chen  
*Executive Director, Chinatown Partnership*

Faith C. Corbett  
*Assistant Vice President, Public Affairs & Partnerships,  
City Tech, City University of New York*

Michael Cusick  
*President & CEO,  
Staten Island Economic Development Corporation*

Lisa Futterman  
*Regional Director, New York City,  
Workforce Development Institute*

David Garza  
*President & CEO, Henry Street Settlement*

Thomas J. Grech  
*President & CEO, Queens Chamber of Commerce*

Kyle Kimball  
*Vice President, University Relations, Cornell University*

Kenneth Knuckles  
*Vice Chair, New York City Planning Commission*

Melva Miller  
*Chief of Engagement, The New Terminal One,  
JFK International Airport*

Michael Parini  
*Chief Executive Officer & Director, Spur Therapeutics*

Carlo A. Scissura, Esq.  
*President & CEO, New York Building Congress*

Lisa Sorin  
*President, Bronx Chamber of Commerce*

Douglas C. Steiner  
*Chairman, Steiner Studios*

Marcel Van Ooyen  
*President & CEO, GrowNYC*

Jessica Walker  
*President & CEO, Manhattan Chamber of Commerce*

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

Kinda Younes  
*Executive Director,  
Industrial & Technology Assistance Corporation*

## Ex-Officio Members

Adolfo Carrion, Jr  
*Deputy Mayor for Housing, Economic Development  
and Workforce, City of New York*

Vanessa L. Gibson  
*Bronx Borough President*

Antonio Reynoso  
*Brooklyn Borough President*

Mark Levine  
*Manhattan Borough President*

Donovan Richards  
*Queens Borough President*

Vito J. Fosella  
*Staten Island Borough President*

# Table of Contents

<b>I. Executive Summary</b> .....	<b>4</b>
<b>II. State of the Region</b> .....	<b>8</b>
a. Snapshot of Region’s Economic Status .....	9
b. Regional Updates .....	14
<b>III. Participation</b> .....	<b>19</b>
a. Public Outreach and Engagement.....	20
b. Workgroups.....	22
<b>IV. Status of Past CFA Funded Projects</b> .....	<b>23</b>
a. Narrative .....	24
b. Overview of Previously Funded Priority Projects .....	25
c. Overview of Previously Funded Projects .....	29
<b>V. ACHIEVE Initiative Proposal</b> .....	<b>31</b>
a. Initiative Overview .....	32
b. Initiative Proposal.....	34
1. Strategic Rationale .....	34
2. Process .....	39
3. Anchor Projects .....	44
4. Implementation and Spending Plan .....	54
5. Initiative Impacts .....	55
<b>VI. Appendix</b> .....	<b>56</b>



PART ONE

# Executive Summary

The New York City region has been awarded nearly **\$592.3 million** over **14** funding rounds, including **\$421 million** in grants and **\$171.3 million** in Empire State Development Excelsior tax credits. Today, **920** complete and in-progress projects have helped create and retain upwards of **33,300** jobs while leveraging nearly **\$6.5 billion** in private and other public investment.



## Message from Co-Chairs

Governor Hochul, Secretary of State Mosley, and Commissioner Knight:

On behalf of the New York City Regional Economic Development Council (NYCREDC), we are pleased to submit our 2025 Annual Report, including the council's proposal for the Advancing Collaboration for High-impact Initiatives for Economic Visions & Expansion (ACHIEVE) competition.

The NYCREDC's chief goal is the generation of inclusive economic growth across New York City's five boroughs. This update demonstrates the progress of the state's investments in the region towards achieving the REDC's mission. We have conducted thorough engagement with numerous community stakeholders, business sectors, state agencies, and local leadership, fostering a robust pipeline of projects that has increased economic opportunity and strengthened our region's workforce.

In addition, this report details our application to the state's ACHIEVE competition, which involved significant engagement across the boroughs and has led to our selection of a high-potential transformational regional initiative that leverages the New York City area's strengths to deliver for New York State.

We extend our thanks to Governor Hochul, Secretary of State Mosley, and Commissioner Knight, as well as to our council members, for their support of a transparent and inclusive economic planning and development process. We thank you for your continued commitment to strengthening the city's economy through the REDC process, of which we are proud to be a part.

Sincerely,



**Félix V. Matos Rodríguez**  
Chancellor  
City University of New York



**William D. Rahm**  
CEO  
Everview Partners, L.P.

# Executive Summary

The year 2025 has brought economic challenges nationwide, shaped by tariff uncertainties, cuts to federal employment and spending, persistent inflation,<sup>1</sup> a weakening labor market,<sup>2</sup> and a decline in international tourism.<sup>3</sup> New York City has not been immune to these headwinds, and the impacts are evident across its economy. Despite these difficulties, New York City has been resilient, with several indicators pointing to renewed growth and notable economic achievements:

- The city's nominal gross regional product (GRP) reached nearly \$1.3 trillion for the first time, while real GRP grew steadily at 1.8% year over year.<sup>4</sup> New York City remains the state's economic engine, generating 57% of statewide GRP.
- New York City's population climbed to 8.5 million in 2024 with a net increase of 220,000 residents (2.6%) from the prior year.<sup>5</sup> This is the highest population increase of any city in the United States.
- New York City's office attendance leads the nation in return-to-work metrics, with office visits rebounding to only 16% below pre-pandemic levels.<sup>6</sup>
- New York City approved the City of Yes comprehensive rezoning plan in December 2024, which is expected to create 82,000 new residential units over the next 15 years.<sup>7</sup> Furthermore, major neighborhood rezoning efforts in historic centers of employment have been completed or are underway, such as the Garment District, the Brooklyn Waterfront and parts of Long Island City, Jamaica, Crown Heights, East New York, the South Bronx, and other underdeveloped areas of the five boroughs. These neighborhood rezonings can unlock an additional 49,000 housing units, 7.4 million square feet of commercial and industrial space, and more than 30 acres of open space across the city.<sup>8</sup>
- Housing production surged in 2024 with 34,000 new units delivered, which represents a 21.5% increase from 2023 and the largest annual total since 1965.<sup>9</sup> However, more housing supply is still necessary to relieve the housing crisis.
- Congestion pricing is showing favorable results as traffic delays in the Congestion Relief Zone (below 60th Street in Manhattan) are down 25%, while

subway ridership is up 8% since 2024,<sup>10</sup> now at 75% of pre-pandemic ridership levels.<sup>11</sup>

- Despite falling venture capital investments, VC funding in the energy sector surged in the first half of 2025, raising \$31.2 million compared to \$4.6 million in the same period in 2024.<sup>12</sup>

The labor market in New York City shows both strengths and vulnerabilities. As of August 2025, private sector employment in the city reached 4,261,000 jobs, representing a 1.5% increase from the previous year and well above pre-pandemic levels.<sup>13</sup> Unemployment fell to 4.9% in August 2025, down from 5.5% in August 2024,<sup>14</sup> driven by increased hiring in healthcare, life sciences, and education.<sup>15</sup>



Newlab Brooklyn private lab spaces

However, job growth has slowed, mirroring national trends. In the first half of 2025, New York City private sector employment experienced no statistical growth compared to 1.1% in the first half of 2024, and 0.9% in 2023. Despite an overall decrease in unemployment rates, disparities in unemployment rates between social groups remain, with Latino and Black New Yorkers facing higher rates of unemployment at 6.1% and 7.7% respectively compared to white New Yorkers at 2.8%.<sup>16</sup> Meanwhile, the labor force participation rate for working age population between 16 and 64 years declined by 0.8% from 2024, to 73.6% in 2025.<sup>17</sup> These



New York State Regional Food Hub ribbon-cutting in June 2025

trends signal a need to strengthen efforts in workforce development and expanded job pathways into low-barrier, AI-resilient jobs in New York City.

At the same time, the city faces other economic challenges:

- The poverty rate remains elevated at 18.0%, falling only slightly below the 2022 peak (18.3%) and well above the historic low in 2019 (16.0%).<sup>18</sup> Federal assistance cuts could threaten the support for 130,000 (22%) New Yorkers on cash assistance and 860,000 (17%) enrolled in Medicaid.<sup>19</sup>
- New York City had expected tourism to recover to pre-pandemic levels this year; however, a decline in international visitors driven by shifting global sentiment and recent U.S. policy changes led to lower-than-anticipated estimates for 2025.<sup>20</sup> International visitors are now projected at 12.1 million, down 17% from expectations and 800,000 less than 2024. Similarly, the projected number of domestic visitors is 52 million, down 2.0% from initial estimates.<sup>21</sup>

- Venture capital investment totaled \$14.9 billion through August, a 15% decline from \$17.5 billion in the same period in 2024.<sup>22</sup>
- The housing shortage remains acute, with average asking rent hitting \$3,760 in August 2025,<sup>23</sup> \$1,700 more than what the median-income household in New York City can afford.<sup>24</sup>

The New York City Regional Economic Development Council (NYCREDC) continues to advance its strategic plan for inclusive economic growth and job creation across the five boroughs, focusing on communities that have faced historic underinvestment. Amid an upcoming administration change in the city and federal headwinds, a civically engaged private sector, working in partnership with state and local is more critical than ever. To that end, the NYCREDC is aligning its ACHIEVE Initiative Proposal with its ongoing priorities to support new affordable housing and job creation and the rezoning efforts in the city by advancing public-private projects that foster a new dynamic of live-work communities through innovative mixed-use developments.



PART TWO

# State of the Region

# Snapshot of Region's Economic Status

**New York City continues to be the primary driver of the state's overall economy, with the city's gross regional product (GRP) of \$1.3 trillion comprising roughly 57% of the state's GRP of \$2.25 trillion in 2024.**

- Employment within the private sector surpassed 4,261,000 in August 2025, growing by 63,000 from August 2024. This represents a full recovery from the jobs lost during the pandemic, with New York City private sector now employing close to 190,000 more workers than in August 2019.<sup>25</sup> Top employment sectors are healthcare (25% of all jobs), professional services (19%), and financial services (12%).<sup>26</sup> Compared with the previous year, healthcare jobs grew by 70,000, or 7.3%, while both professional services and financial services shrunk by 0.6 % and 0.5%, or 6,000 and 4,000 workers respectively.
- As of August 2025, the unemployment rate was 4.9%, declining from 5.5% since August 2024.<sup>27</sup> However, racial and ethnic disparities in unemployment rates persist. In Q2 2025, the unemployment rate for white New Yorkers was 2.8%, while Asian, Latino, and Black New Yorkers faced higher rates of unemployment at 3.2%, 6.1%, and 7.7%, respectively. Further, these latter groups' unemployment rates have been declining more slowly than those of white New Yorkers over the previous three years, signaling insufficient progress in reducing disparities.<sup>28</sup>
- The city's labor force participation rate has leveled off after four consecutive years of modest increase. In June 2025, labor force participation was 61.7%, decreasing slightly from the record high of 61.9% in December 2024.<sup>29</sup> The decline is more significant when looking only at working-age population (aged 16-64)—in Q2 2025, the labor force participation is 73.6%, dropping by 0.8% since Q2 2024.<sup>30</sup>
- The region continues to capture outsized shares of investment dollars, demonstrated by New York



Brownsville Arts Center and Apartments groundbreaking in September 2025

- City-based firms' receiving 95% of the state's venture capital investment (VCI) during the past year. Since 2021, VCI funding has been decreasing annually, with 2023 total investments amounting to less than 40.0% of 2021 levels. 2024 marked a modest rebound with VCI climbing to \$24.5 billion, a 33.0% growth compared to 2023.<sup>31</sup> However, VCI in the first six months of 2025 has shown signs of slowdown, totaling 18% less than investments from the first half of 2024 at \$10.7 billion.
- New York City's Central Business District Tolling Program came into effect on January 5, 2025, kick-starting the nation's first ever cordoned congestion pricing initiative. The congestion pricing program has shown favorable results, with an expected \$500 million of revenue in 2025 for transportation funding,<sup>32</sup> diminished air and noise pollution, and reduced traffic.<sup>33</sup> The Regional Plan Association estimates that time savings from reduced congestion translates to \$1.3 billion in economic value annually.<sup>34</sup> Meanwhile, Broadway attendance, retail sales, and subway ridership have all increased since the program began.<sup>35</sup>
- New York City had expected tourism to recover to pre-pandemic levels this year. However, international visitors are now projected at 12.1 million, down

17% from expectations and 800,000 less than in 2024. Similarly, the projected number of domestic visitors is 52 million, down 2.0% from initial estimates.<sup>36</sup> However, New York City remains one of the top entry points to the United States, serving as a gateway for the rest of the world.<sup>37</sup>

- High school graduation saw a slight decline in 2024, from 81.1% during the previous year to 80.5%, and remains below statewide average of 84.3%. However, graduation levels remain higher than the pre-pandemic rate of 77.9% in 2019.<sup>38</sup> Educational attainment across the boroughs remains uneven, with 65% of Manhattan holding a bachelor's degree or higher, compared to only 23% of Bronx residents. Despite the geographic unevenness, Queens and Staten Island have each seen a 1.0% increase in the number of residents with a bachelor's degree or higher compared to 2023.
- The poverty rate remains elevated at 18.0% in 2024, falling only slightly below the 2022 peak (18.3%) and well above the historic low in 2019 (16.0%).<sup>39</sup> The slow decline in poverty rates demonstrates that more work needs to be done to address poverty challenges, especially in light of federal assistance cuts. The poverty rate in New York City continues to remain above statewide levels of 14%.<sup>40</sup>

- Housing remains unaffordable to the majority of New Yorkers.<sup>41</sup> Average rents reached \$3,760 in August 2025,<sup>42</sup> which is \$1,700 more than what the median-income household in New York City can afford.<sup>43</sup> To address this longstanding shortage, New York City recently adopted the City of Yes for Housing Opportunity Initiative, which is expected to facilitate the development of 80,000 new housing units in the next fifteen years.<sup>44</sup> Housing production already surged in 2024 with 34,000 new units delivered across the city, which represents a 21.5% increase from 2023 and the largest annual total since 1965.<sup>45</sup> The large number of 2024 completions in part reflected construction that started in advance of the 2022 expiration of the 421-a tax incentive program; the impacts of the replacement 485-x program, enacted in 2024, remain to be seen.
- New York City's office market is recovering as Class A offices see strong leasing demand, with the availability rate reaching 14.7%, the lowest in 5 years.<sup>46</sup> Despite the recovering leasing activity, commercial rents for Class A offices remain lower than pre-pandemic levels at \$62.24 per square foot for 2025 YTD compared to an average of \$66.47 in 2019.<sup>47</sup> Office attendance in New York City leads the nation, at only 16% below pre-pandemic levels as compared to 34% nationwide.<sup>48</sup>

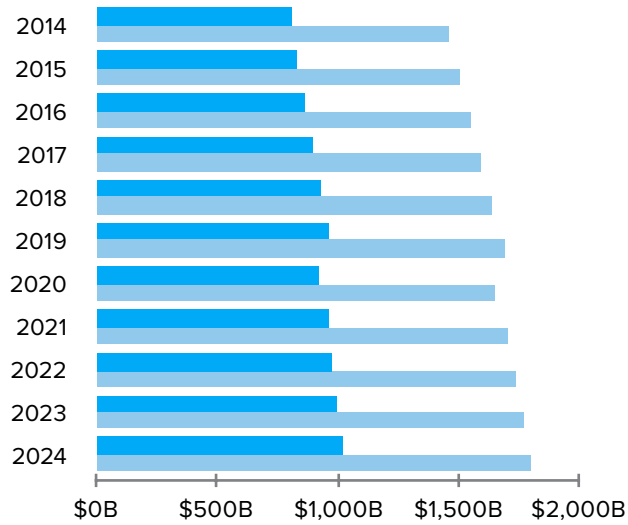


Roundabout Theatre Company's Todd Haimes Theatre groundbreaking in July 2025

# General Economy

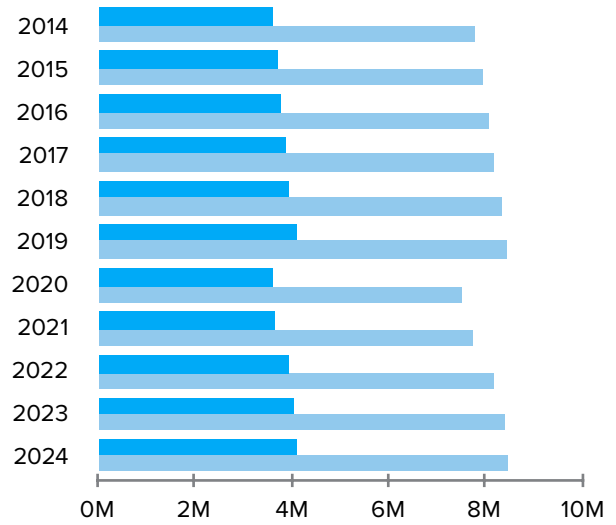
■ New York City   ■ New York State

## 1. Gross Regional Product



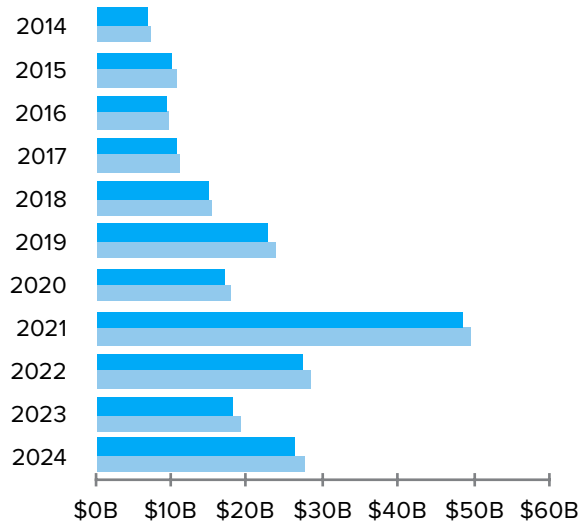
Source: Lightcast  
Note: Figures are inflation-adjusted to 2017 dollars

## 2. Annual Private Sector Employment



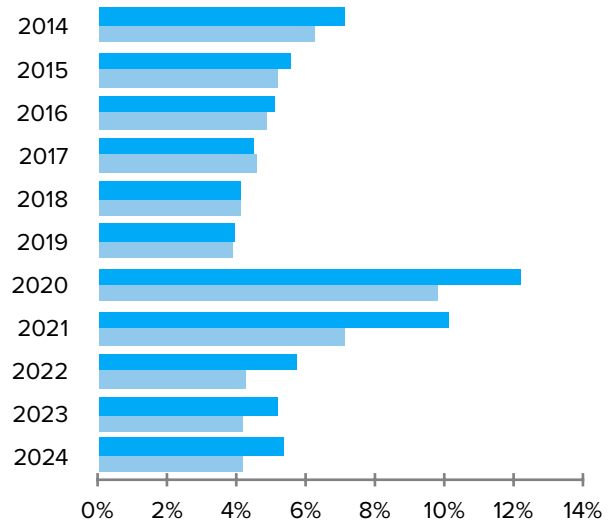
Source: Lightcast

## 3. Venture Capital Investment



Source: Pitchbook

## 4. Unemployment Rate

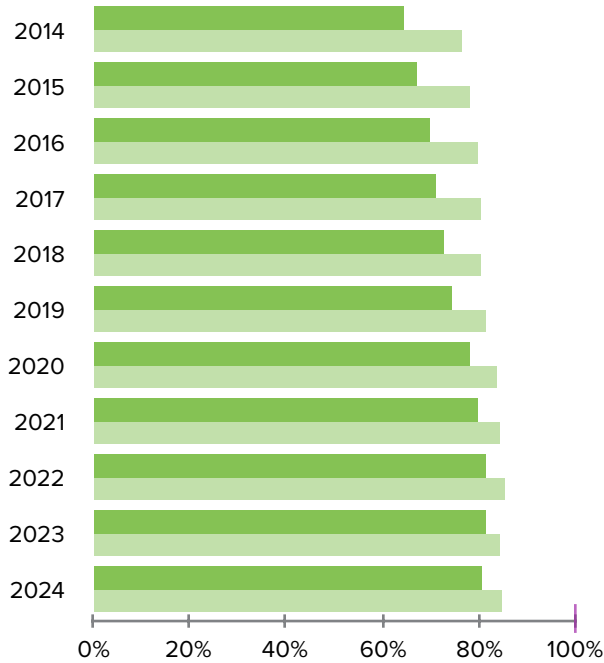


Source: NYS Department of Labor, Local Area Unemployment Statistics

# Quality of Life

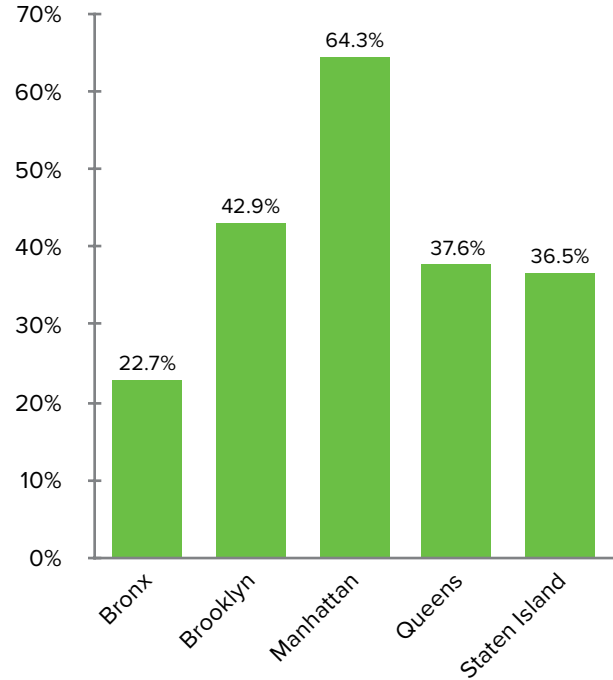
■ New York City   ■ New York State

## 5. Public High School Four-Year Graduation Rate



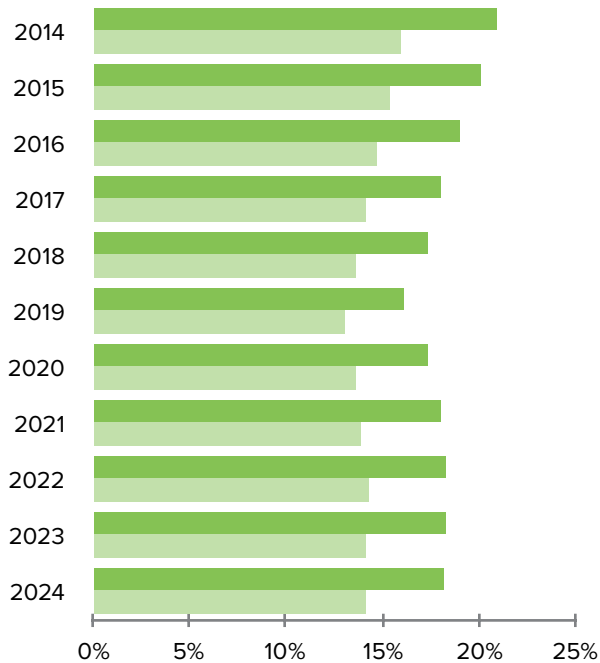
Source: NYC Public Schools; NYS Education Department

## 6. Educational Attainment by Borough, Bachelor's Degree or Higher (2024)



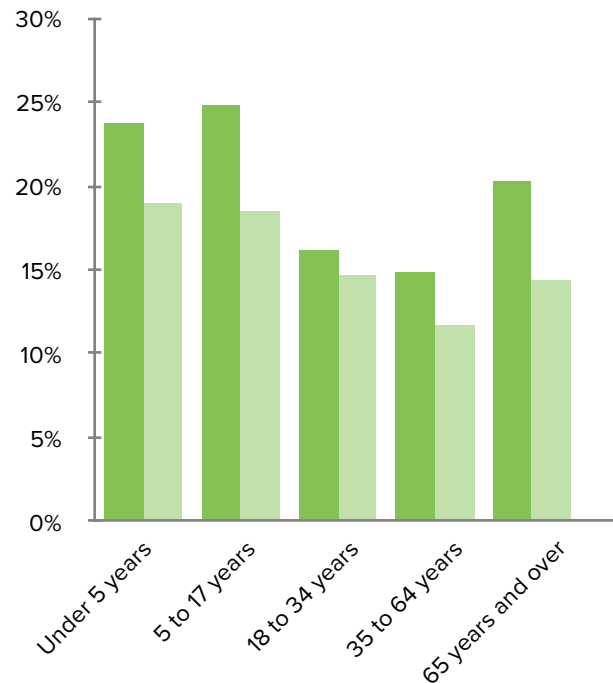
Source: U.S. Census, American Community Survey

## 7. Share of Residents Living in Poverty



Source: U.S. Census, American Community Survey

## 8. Poverty Rate by Age (2024)



Source: U.S. Census, American Community Survey

## Jobs by Industry Sector

2024	New York City	
Industry Sectors and Sub-Sectors	Jobs	% of Total
<b>Construction</b>	<b>142,758</b>	<b>3%</b>
<b>Education</b>	<b>237,137</b>	<b>5%</b>
<b>Health Care</b>	<b>976,587</b>	<b>21%</b>
<b>Financial Activities</b>	<b>500,304</b>	<b>11%</b>
Financial Services	362,866	8%
Real Estate	137,438	3%
<b>Information</b>	<b>213,623</b>	<b>4%</b>
<b>Leisure and Hospitality</b>	<b>443,021</b>	<b>9%</b>
<b>Manufacturing</b>	<b>55,262</b>	<b>1%</b>
<b>Natural Resources and Mining</b>	<b>590</b>	<b>0%</b>
<b>Professional Services</b>	<b>755,991</b>	<b>16%</b>
<b>Trade, Transportation, and Utilities</b>	<b>571,699</b>	<b>12%</b>
Wholesale Trade	122,395	3%
Retail Trade	296,087	6%
Transportation and Utilities	153,217	3%
<b>Other</b>	<b>251,630</b>	<b>5%</b>
<b>Total Private</b>	<b>4,148,602</b>	<b>87%</b>
<b>Government</b>	<b>599,327</b>	<b>13%</b>
<b>Total</b>	<b>4,747,929</b>	<b>100%</b>

# Progress Updates for Key State and Regional Priorities

## Overview of Progress

In its 2023 Strategic Plan, the NYCREDC devised pragmatic strategies focused on three pivotal priority areas—innovation, infrastructure, and workforce—to effectively address the critical challenges confronting the city. These strategies align with the state’s four interconnecting strategies: placemaking (downtown revitalization), workforce development, tradable sectors, and innovation.

## Innovation

Despite a 1.2% national shrinkage in the tech ecosystem, in 2024 New York City maintained around 287,000 tech jobs, experiencing only a 0.2% employment decrease. Through June 2025 this trend has rebounded with the city reaching a record 300,000 jobs in its tech ecosystem, with a growth rate of 4.2%, greater than the national rate of 2.7%.<sup>49</sup> New York City is home to roughly 25,000 tech-enabled start-ups that generated \$621 billion in economic impact between Q3 2022 and Q4 2024. While this is a 2.0% decrease in ecosystem value compared to Q3 2020-Q2 2022, the average global ecosystem’s value shrunk 14% over the same period.<sup>50</sup>

One goal of the strategic plan is to ensure that New York City’s innovation economy provides open and equal access to opportunities for all New Yorkers and advances innovations that drive economic growth. The key focus areas are artificial intelligence (AI), advanced manufacturing, life sciences, and clean tech, seeking to eliminate barriers that make it difficult for founders of all backgrounds to succeed in these areas.

The following is a priority project accomplishment of the past year that advances the NYCREDC’s innovation strategy in these areas:

Governors Island is growing as a center for climate solutions with a diverse community of partners dedicated to research, education, green job growth, and public programs addressing the climate crisis in New York and beyond. Anchoring this initiative is the New York Climate Exchange, a first-of-its-kind, cross-sector

consortium led by Stony Brook University with 48 partners representing universities, businesses, and nonprofits dedicated to climate research, solution development, education, workforce training, and public programs on Governors Island. As a complement to this effort, the Trust for Governors Island is partnering with a development team to create **Buttermilk Labs**, an accelerator hub for commercial businesses and nonprofits working in climate and the environment at the historic Building 301, a 23,000-square-foot waterfront building that formerly served as a school for children of soldiers and later, Coast Guard personnel. Once complete, it will house small and medium-sized offices, co-working space, labs, a convening space, and a café open to the public. The project, which started construction in the spring of 2025 and is set for completion in early 2028, was designated a priority project in NYCREDC Round XI. It is expected to create 150 jobs for employees of the accelerator’s tenants. Empire State Development (ESD) will provide a \$2.5 million grant to the \$28.8 million project.



Building 301 on Governors Island

## Infrastructure

The NYCREDC strategy to improve infrastructure is based on investments to upgrade and modernize the city's built environment, including buildings, energy, and transportation. The strategy prioritizes innovative solutions that expand affordable housing options and climate resilient buildings, enhance efficient, clean, and renewable energy systems, and enable economic growth and job creation. This strategy also includes supporting the development of resilient and energy efficient transportation/distribution alternatives and infrastructure that prioritizes sustainability, reduces congestion, and enhances the reliability of the city's transportation network.

The average New York City rental vacancy rate for the first half of 2025 was 3.3% according to Apartment List's Vacancy Index, the highest half-year average since 2021. A New Yorker earning the city's average annual wage could afford to move into just 1.0% of rentals on the market in July 2025 without spending more than 30% of their annual income. Many New Yorkers are therefore priced out of rental apartments, raising the vacancy rate. The New York City Housing and Vacancy Survey found that the deficit of affordable housing units will grow to 432,000 units by 2032, as growth in demand continues to outpace supply.

The significant investment that the state and REDC regions need to make requires adopting new and creative, as well as proven and trusted, strategies to increase affordable housing production. Governor Hochul's \$100 million Pro-Housing Supply Fund Program is a helpful and innovative tool, designed to reward local governments that are working hard to address New York's housing crisis. As part of the NYCREDC's project development effort for the Pro-Housing Supply Fund Program, NYCREDC staff worked with the New York City's Mayor's Office to identify possible affordable housing developments that would be eligible for the infrastructure funding.

The following are project accomplishments during the past year that advance the NYCREDC's infrastructure strategy:

Located on the North Shore of Staten Island Adjacent to the St. George Ferry Terminal, **Lighthouse Point**—a \$200 million mixed-use project developed by Triangle Equities, will include 115 residential units (with 30 units set aside for affordable housing), 60,000 square feet of commercial space, and 274 parking spaces. The building amenities include a harbor-view terrace, a modern



Lighthouse Point on the North Shore of Staten Island

fitness center and a rooftop lounge. The commercial component will anchor several key tenants, including the College of Staten Island Tech Incubator and The Learning Experience childcare center, with additional retail and service providers to be announced. The development team has also rehabilitated and repurposed the site's historic wall along Bay Street by incorporating it into the building. The development is expected to create approximately 100 permanent jobs and has generated more than 1,200 construction jobs during the building of phase one. The project has received \$16.5 million in ESD loan assistance, including \$1.5 million in REDC Round III assistance. Governor Hochul celebrated the project's completion on June 5, 2025.

**The New York State Regional Food Hub (NYSRFH)** is a 60,000-square-foot facility that will include a cold storage facility for farmers, a food-processing center, and other infrastructure to support local farmers and underserved New Yorkers. The facility, which has a cost of \$45 million, will be operated by GrowNYC, a nonprofit that runs several sustainability programs. NYSRFH will work with a range of small- and mid-sized farms, providing unprecedented access to New York City's wholesale marketplace and address food insecurity in New York City and the region. The facility will enable a 600% increase in locally-sourced food distribution—from approximately 3 million pounds to 20 million pounds annually by 2034—while creating more than 200 new jobs and providing a critical economic lifeline to New York farmers. NYSRFH was designated as a priority project in REDC Round VI and was supported by a \$19 million ESD grant. Governor Hochul celebrated the completion of the project at a ribbon-cutting event on June 17, 2025.

**The Hunts Point Cooperative Meat Market** (the "Meat Market") operates on 60 acres in seven buildings and consists of 52 businesses that employ approximately



New York State Regional Food Hub in Hunts Point, Bronx

2,400 people. It supplies approximately 35% of New York City's meat. The Meat Market was awarded a \$1 million grant (REDC Round XII) that will be used in connection with the \$4.6 million cost to replace six existing boilers and install new hot water heaters, storage tanks, control panels, heat exchangers, pumps, piping, and related components. This will allow the Meat Market to meet FDA and USDA water temperature requirements for the washdown and sanitizing of its equipment. The continued modernization of the Meat Market's facility is critical to securing the food supply for the greater New York City metro area, protecting it from climate, power, or other interruptions. The project was completed in January 2025.

**Brownsville Arts Center and Apartments** is a \$254 million mixed-use affordable housing development in Brownsville, Brooklyn, which is being developed by Gilbane Development, Blue Sea Development, and Artspace. The project will deliver 283 affordable apartments and will include Brownsville Arts Center (BAC), a 28,000-square-foot cultural hub, which will serve as a permanent home for leading local and regional cultural organizations, artists, and community groups. ESD's \$5.5 million in grant funding, recommended by the NYCREDC in REDC Rounds XI and XII, is supporting the construction and fit-out of the BAC space. A groundbreaking event was celebrated on September 9, 2025. Construction is expected to be completed by December 2027.

Breaking Ground is a nonprofit organization founded in 1990 to create and operate the nation's largest permanent supportive housing site—the 649-unit Times Square residence located at West 43rd Street and Eighth Avenue in Manhattan. Today, Breaking Ground operates nearly 4,500 units of permanent housing across New York City. Through its subsidiary, 90 Sands Housing Development Fund Corporation, Breaking Ground plans to design and build out raw commercial



90 Sands in Downtown Brooklyn

space within its 491-unit supportive housing building at **90 Sands Street** in Downtown Brooklyn. The goal is to establish a permanent office headquarters for its new initiative, Project Welcome MAT (Moving on an Accelerated Timeline). Project Welcome MAT is an innovative supportive housing placement program designed to reduce the time between an unsheltered individual's acceptance into housing and their actual move-in. The project scope includes interior architectural work, framing, electrical wiring and lighting, plumbing, HVAC, fire alarm and security system installation, flooring, and furnishings. The office space will be used by Breaking Ground's social services and administrative staff and will also serve as a training facility for street outreach teams. The project was awarded \$400,000 in ESD funding from the Capital Improvement Grants for Pro-Housing Communities Program (REDC Round XIV) to support the \$800,000 project. The project was completed in May 2025.

Through its subsidiary, 1760 Third Avenue Housing Development Fund Corporation, Breaking Ground has recently launched a fully funded \$80 million project to convert a former CUNY dormitory at **1760 Third Avenue** in East Harlem into a mixed-use supportive and affordable housing development. The project will create 434 new units of affordable housing, along with ground-floor commercial space. To further enhance the development, the subsidiary has identified a \$950,000 capital project to remove and replace two rooftop corridor units and 133 water-source heat pump units, which will provide conditioned fresh air throughout the renovated building. These new HVAC systems will be energy efficient, reduce the building's carbon footprint, and ensure a high standard of comfort for both residential and commercial tenants. The project was awarded \$475,000 in ESD funding from the Capital Improvement Grants for Pro-Housing Communities Program (REDC Round XIV) to support the \$950,000 project. The project is expected to be completed by September 2026.

## Workforce

The NYCREDC workforce development strategy is focused on fostering upward mobility and opportunity by supporting the creation of quality jobs and closing the skills gap. This entails investing in education and skill development programs that align with emerging industries, promoting diversity and inclusion in the workforce, and collaborating with employers to ensure a well-prepared talent pool for the evolving needs of the city's economy. The following are priority project accomplishments during the past year that advance the NYCREDC's workforce development strategy, including projects that are specifically targeted on new immigrants:



William Austen Marine Education and Seamanship Center at SUNY Maritime College in the Bronx

SUNY Maritime College is located on the Throggs Neck peninsula in the Bronx at the site of the former Fort Schuyler. SUNY Maritime College educates students for the global marine transportation industry, shipping, engineering, and related areas. The college was awarded a \$600,000 ESD grant (REDC Round VIII) that was used in connection with the \$7.8 million cost to construct and equip a new two-story, 5,300-square-foot building that will be called the **William Austen Marine Education and Seamanship Center**. The facility will house the college's Marine Biology and Marine Transport programs and will include a marine environmental science wet lab and space to support seamanship training for students as well as professional and civilian mariners, including training for members of the New York City police and fire departments. The project was completed in January 2025.

Established in 1988 in Woodside, Queens, **Emerald Isle Immigration Center** (EIIC) first served the needs of the significant Irish diaspora focusing on immigration and nationalization. EIIC is now also located in the Woodlawn section of the Bronx, and it serves New Yorkers from more than 130 nations from two locations,

reaching approximately 35,000 clients annually. EIIC provides legal assistance and educational programs, empowering immigrants to navigate complex systems, become citizens, and thrive in American society. The \$3.1 million renovation project in the Bronx is receiving a \$500,000 ESD grant (REDC Round XI), as well as a \$250,000 grant from the Dormitory Authority of the State of New York, and will transform EIIC's space into a state-of-the-art, fully accessible facility, dramatically enhancing its capacity to serve the community. The project was completed in February 2025.

**New York Immigration Coalition** (NYIC) is a non-profit policy and advocacy organization that represents more than 200 immigrant and refugee rights groups across New York State. The organization provides legal, employment, educational resources, language access, and healthcare services to the immigrant community. In February 2025, NYIC completed the acquisition of a 12,750-square-foot office space at 131 West 33rd Street in Manhattan. The new space will allow the organization to both consolidate and expand its office space in the building. It will also reduce the organization's high leasing costs while increasing its capacity to promote immigration inclusion through expanded services and greater efficiency. NYIC will utilize the new office to create a training institute for community-based organizations serving the immigrant community and serve as a hub for collaboration among NYIC members. The project was awarded a \$1.5 million ESD grant (REDC Round XII) to support the \$8.2 million project.

## Placemaking and Downtown Revitalization

Placemaking and downtown revitalization are cornerstones of the state's and the NYCREDC's strategy. Both are based on the notion that where investment occurs matters. In order to attract a talented workforce, our built environment must emphasize creating accessible job centers, sustainable infrastructure, and livable communities. The following are priority project accomplishments during the past year that advance the NYCREDC's placemaking and downtown revitalization strategy:

**The Studio Museum in Harlem** is a non-profit art museum that since 1968 has been a nexus for artists of African descent locally, nationally, and internationally and for work that has been inspired and influenced by Black culture. The Studio Museum in Harlem was awarded a \$3.5 million ESD grant (REDC Round VIII) that will be used in connection with the \$169.4 million cost to construct its new 82,000-square-foot building located at



The Studio Museum in Harlem

144 West 125th Street in Harlem, which is the same site of its former building. The expanded facility will elevate the Studio Museum's offerings to students, artists, and the Harlem community and is expected to attract more than 300,000 visitors annually, a six-fold increase from its prior building. As a result of this project, the Studio Museum, which has 71 existing jobs, is expected to create 40 new jobs. In addition, 1,600 construction workers were employed during construction. The Studio Museum will open in mid-November 2025.

Since 2012, **Pioneer Works**, an artist and scientist-led non-profit cultural center in Red Hook, Brooklyn, has provided a new model for cultural organizations by offering free, interdisciplinary programming open to all. As a cornerstone of arts and culture, it empowers curious minds across diverse communities, attracting more than 50,000 visitors annually—from students embarking on educational adventures to artists-in-residence pursuing visionary projects. The center fosters innovative thinking through visual and performing arts, music, and sciences, encouraging learning through community-based workshops, continuing education classes, and K–12 STEAM initiatives. Built in 1866, the iconic Pioneer Iron Works facility played a vital role in Brooklyn's industrial revolution, surviving devastating fires and supporting wartime manufacturing before its transformation into a cultural center. Pioneer Works' \$12.7 renovation of the 25,000-square-foot building has modernized this historic structure with comprehensive accessibility improvements, including an elevator connecting three floors of creative spaces, state-of-the-art climate control systems enabling year-round programming, and accessible pathways through the garden that welcome visitors to outdoor installations and community gatherings. These improvements fundamentally reshape how visitors experience the space, ensuring full access to Pioneer Works' diverse offerings—from intimate gallery viewings and hands-on



Pioneer Works in Red Hook, Brooklyn

workshops to outdoor performances and educational programs. Pioneer Works was awarded a \$2.3 million ESD grant (REDC Round XI) and celebrated the completion of the project with a ribbon-cutting event on February 13, 2025.

Roundabout Theatre Company Inc. (Roundabout) celebrates the power of theatre by spotlighting classics from the past, cultivating new works of the present, and educating minds for the future. At a cost of \$24.4 million, Roundabout is planning an overall upgrade of the **Todd Haimes Theatre** (formerly the American Airlines Theatre) located at 227 West 42nd Street in Manhattan, Roundabout's flagship home on Broadway. The Todd Haimes Theatre will receive a myriad of upgrades, including a restoration of the venue's historic interior, maintaining its original Neo-Renaissance style. The elevators of the 107-year-old venue will receive modernization, the restrooms gut-renovated and safety systems updated. The Haimes will also expand accessibility for deaf or hard-of-hearing patrons by installing a Bluetooth-based system that represents the latest technology being integrated into hearing devices and other Broadway theatres today. Additionally, the seats of the theatre will be replaced, which will encompass the addition and improved distribution of accessible seating locations, bringing the total number of accessible seats to 30, up from 19. ESD is providing a total of \$896,000 (REDC Round XI) to the \$4.3 million renovation of the theatre's Penthouse Lobby. These upgrades include: a new elevator vestibule, access control, new restrooms, IT and electrical upgrades, new HVAC system, lighting, and new finishes throughout. The Penthouse Lobby will provide public gathering spaces on the fifth floor of the theatre. Governor Hochul announced the groundbreaking on August 5, 2025. The Todd Haimes Theatre will reopen to audiences in spring 2026.



**NYSDOL Workforce Development Training (WDT) Programs**

- 1. FULL-TIME EMPLOYMENT**
  - Full-time employment
  - WDT Program - Participants receive and receive for-profit training, non-profits, and educational institutions, providing relevant skill development, which can be used to secure employment or the assistance of the State.
- 2. LIMITED TRAINING**
  - WDT Program - Certain segments of the workforce who are at low or multiple-risk occupations, and who previously provided in-market training opportunities and who are currently in training.
  - WDT Program - Participants receive and receive for-profit training, non-profits, and educational institutions, providing relevant skill development, which can be used to secure employment or the assistance of the State.
- 3. AVAILABLE SKILLS**
  - WDT Program - Participants receive and receive for-profit training, non-profits, and educational institutions, providing relevant skill development, which can be used to secure employment or the assistance of the State.

PART THREE

# Participation

# Public Outreach and Engagement

The NYCREDC continues to prioritize public engagement and outreach in the 2025 Regional Economic Development Council Initiative. Below is a comprehensive overview of NYCREDC public outreach and local engagement:

- The NYCREDC met in person at the New York Genome Center on May 21, 2025, and at the Brewster LIC Building on September 12, 2025. The NYCREDC also met via video conference on October 27, 2025. All three meetings were open to the public.
- The NYCREDC hosted a Consolidated Funding Application Workshop on May 21, 2025, at the New York Genome Center. There were 51 attendees.
- The NYCREDC collaborated with the offices of the five borough presidents to solicit applications for the Downtown Revitalization Initiative (DRI) Round Nine, which for New York City has been combined with NY Forward Round Four for a \$20 million award. Through a series of meetings with ESD and Department of State, the offices of the borough presidents were asked to work with local elected

officials, leading employers, and institutions and community groups to submit applications for 2025 DRI competition. Potential community applicants were also invited to attend the September 12 NYCREDC meeting, which included a presentation on the DRI program.

- The NYCREDC members who served as co-chairs of the Greater Morris Park Local Planning Committee (LPC)—Bronx Borough President Vanessa Gibson and Lisa Sorin, President of the Bronx Chamber of Commerce—attended or were represented at a combined total of eight LPC meetings and public workshops in 2025.
- NYCREDC staff held a series of virtual meetings and phone conferences with staff from the City of New York Mayor’s Office and New York City Department of Housing Preservation and Development to discuss potential New York City sponsored projects for the ESD Pro-Housing Supply Funds program.
- NYCREDC staff met in person or held virtual meetings and phone conferences with potential Consolidated Funding Application (CFA) applicants representing the city’s diverse economy. These applicants included:
  - ABBA Voyage
  - Andromeda Community Initiative
  - Apollo Theatre
  - Breaking Ground
  - Columbia University Irving Medical Center
  - Custom Collaborative
  - Douglaston Development
  - Farm to People
  - Flux Factory
  - Greenpoint Manufacturing & Design Center
  - JD Enterprises
  - Lincoln Center for the Performing Arts
  - Manhattan Chamber of Commerce
  - Museum of the Moving Image
  - National Urban League



The Greater Morris Park Downtown Revitalization Initiative Public Workshop

- New York Historical Society
- NY Laughs
- NYC Department of Veterans' Services
- NYC Early Learning Company Inc.
- NYC Economic Development Corporation
- NYC Mayor's Office of Environmental Remediation
- Old First Preservation and Community Foundation
- One World Project
- Queens Economic Development Corporation
- Queens Botanical Garden
- Radical AI
- Snug Harbor Cultural Center & Botanical Garden
- St. Nicks Alliance
- SUNY Empire State University
- Symphony Space
- Theatre Development Fund
- The Cooper Union for the Advancement of Science
- The New School
- The Paley Center for Media
- The Waterfront Museum
- Union Community Health Center
- Union Settlement
- Village of Tannersville
- Woodside On The Move



Greater Morris Park Downtown Revitalization Initiative Local Outreach Event

# Workgroups and Meetings

## ACHIEVE Initiative Proposal

For the ACHIEVE Initiative Proposal, the NYCREDC Team (NYCREDC staff and HR&A Advisors) conducted additional stakeholder outreach to refine the proposed initiative, identify potential anchor projects aligned with initiative goals and timelines, and build partnerships with key stakeholders. In total, the NYCREDC team engaged 48 organizations throughout the process. For a full summary of the stakeholder engagement process and list of organizations engaged, please refer to Part Five: ACHIEVE Initiative Proposal, Table 3 - Stakeholders Engaged.

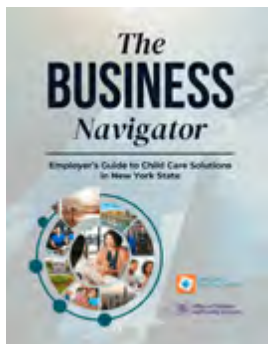
## Community and Downtown Revitalization

The FY 2025 Enacted State Budget includes a ninth round of \$100 million in DRI funding and a fourth round of \$100 million in NY Forward funding. For the second year, the New York City region will receive one \$20 million DRI award for a single winning community.

Through a series of virtual meetings with ESD and Department of State, a work group comprised of representatives from the offices of the borough presidents were asked to work with local elected officials, leading employers, and institutions and community groups to submit applications for DRI. In a few of the meetings, potential community applicants were included. The discussion addressed past issues, best practices, and planned outreach for DRI Round IX.

## Child Care

Funded by the New York State Office of Children and Family Services (OCFS) and developed by the Early Childhood Learning Center (ECLC) with support from ten leading child care resource centers, “The Business Navigator: A Child Care Toolkit” aims to help employers support their employees by aligning work responsibilities with caregiving needs. It



Business Navigator

offers essential resources, case studies, and regional contacts to assist New York State employers in developing or enhancing a child care strategy that meets their employees' needs and provides a strong return on investment.

At the September 6, 2024, NYCREDC meeting, Mary Gamory, Chief Program Officer of the Day Care Council of New York, provided the NYCREDC with an overview of the initiative and call for assistance with identifying businesses within the region to champion the guide and share their child care strategies.

On January 15, 2025, the Business Navigator Toolkit was launched in a webinar event hosted by the NYC Child Care Resource and Referral Consortium. Leadership staff at the Day Care Council of New York and the Early Care & Learning Council participated in the launch, as did Joseph Tazewell, the NYCREDC Executive Director.

An NYCREDC Child Care work group will be convened once the Day Care Council of New York is re-engaged.

## Community and Downtown Revitalization

### Participants

Shurn Anderson

Director of Economic Development,  
Office of the Queens Borough President

Juton Horstman

Director of Planning and Development,  
Office of the Bronx Borough President

Ram Raju, M.D.

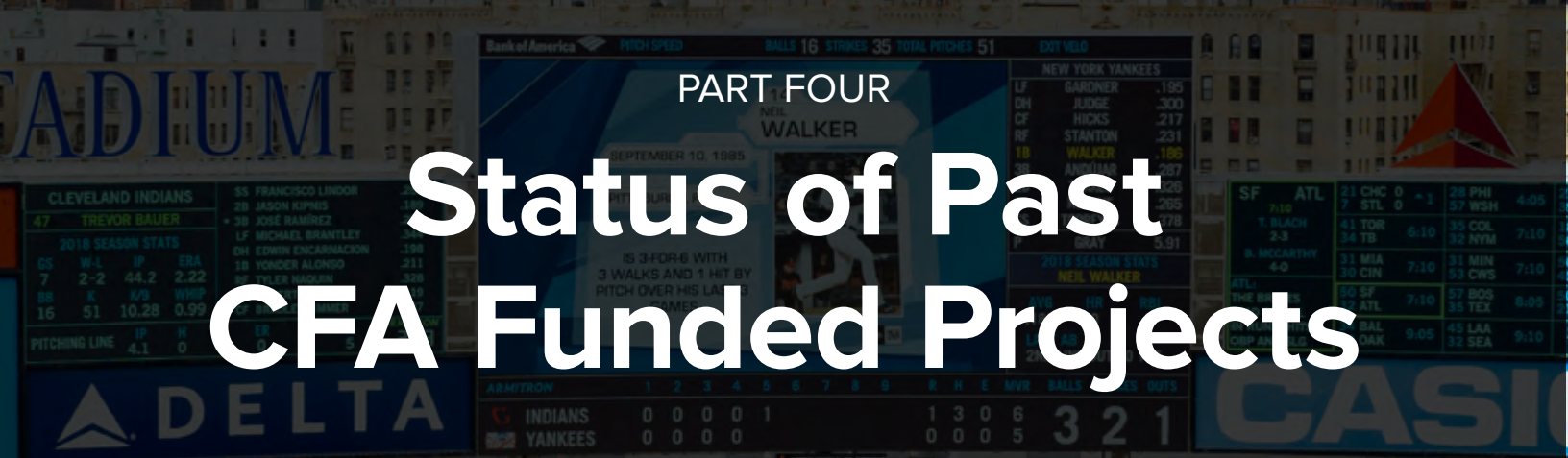
Senior Advisor to the Borough President  
for Inter-Governmental Affairs and Health,  
Director of Economic Development,  
Office of the Staten Island Borough President

Amy Slattery

Director of Budget and Capital Projects,  
Office of the Manhattan Borough President

Erin Wright

Deputy Chief of Staff for Policy,  
Office of the Brooklyn Borough President



# Status of Past CFA Funded Projects

Through the statewide REDC and CFA process, the New York City region has been awarded \$592.3 million in grants and ESD Excelsior tax credits in the 14 funding rounds. The 920 active projects are expected to create and retain 33,300 jobs and leverage nearly \$6.5 billion in private and other public investment.



# Narrative

New York City region has been awarded \$592.3 million in grants and ESD Excelsior tax credits in the first 14 funding rounds for 1,049 total projects. Currently, 48.8% of these projects are complete, while another 35.6% are on schedule.

The region's 920 active projects will create and retain 33,305 jobs. With the assistance of more than \$478.4 million in grants and ESD Excelsior tax credits, these projects will result in nearly \$6.5 billion in private and other public investment, with a ratio of award amount to total project cost of approximately 1:14.

Over the 14 rounds of the CFA, the NYCREDC designated 129 ESD capital-grant-awarded projects as priority projects. The 98 active priority projects have been awarded a total of more than \$135.9 million, which will leverage a total of nearly \$3.7 billion in private and other public investment at a ratio of award amount to total project cost of approximately 1:27. Approximately 70% of the priority projects are either complete or on schedule.



Rendering of Roundabout Theatre Company's Todd Haimes Theatre Penthouse Lobby



GMDC Brownsville Industrial Center at Bridge Rockaway in Brownsville, Brooklyn

# Overview of Previously Funded Priority Projects

## Summary Status of Past Priority Projects by Round

Project Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Round XIII	Round XIV	Total
Project is complete	2	5	1	3	11	10	4	8	2	7	3	3	-	59
Project is on schedule	-	-	1	1	1	2	-	2	1	4	7	3	9	31
Project is progressing more slowly than anticipated	-	-	-	-	-	1	-	1	1	1	1	1	-	6
Project contract not yet executed	-	-	-	-	-	-	-	-	-	1	1	-	-	2
Project canceled or funding declined	2	1	-	2	4	8	5	2	2	3		2	-	31
<b>Total</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>16</b>	<b>21</b>	<b>9</b>	<b>13</b>	<b>6</b>	<b>16</b>	<b>12</b>	<b>9</b>	<b>9</b>	<b>129</b>

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project contract not yet executed
- Project canceled or funding declined

## Leverage of State Investment in All Past Priority Projects

The table below lists the ratio of the total investment in past priority projects to the state investment over Rounds I through XIV of the REDC.

	Total # of Priority Projects	Total Amount of Priority Project Awards	Total Project Cost	Ratio of Award Amount to Total Project Cost
Round I	2	\$15,000,000	\$312,143,692	1:20.81
Round II	5	\$9,386,346	\$292,752,803	1:31.19
Round III	2	\$5,000,000	\$213,998,528	1:42.8
Round IV	4	\$5,500,000	\$687,732,320	1:125.04
Round V	12	\$11,264,000	\$535,297,625	1:47.52
Round VI	13	\$14,875,000	\$426,243,554	1:28.66
Round VII	4	\$1,500,000	\$18,669,108	1:12.45
Round VIII	11	\$14,114,000	\$532,915,536	1:37.76
Round IX	4	\$9,560,000	\$103,103,916	1:10.78
Round XI	13	\$12,092,261	\$125,112,780	1:10.35
Round XII	12	\$19,320,000	\$275,147,993	1:14.24
Round XIII	7	\$6,940,000	\$58,387,480	1:8.41
Round XIV	9	\$11,334,000	\$83,020,998	1:7.32
<b>Total</b>	<b>98</b>	<b>\$135,885,607</b>	<b>\$3,664,526,333</b>	<b>1:26.97</b>

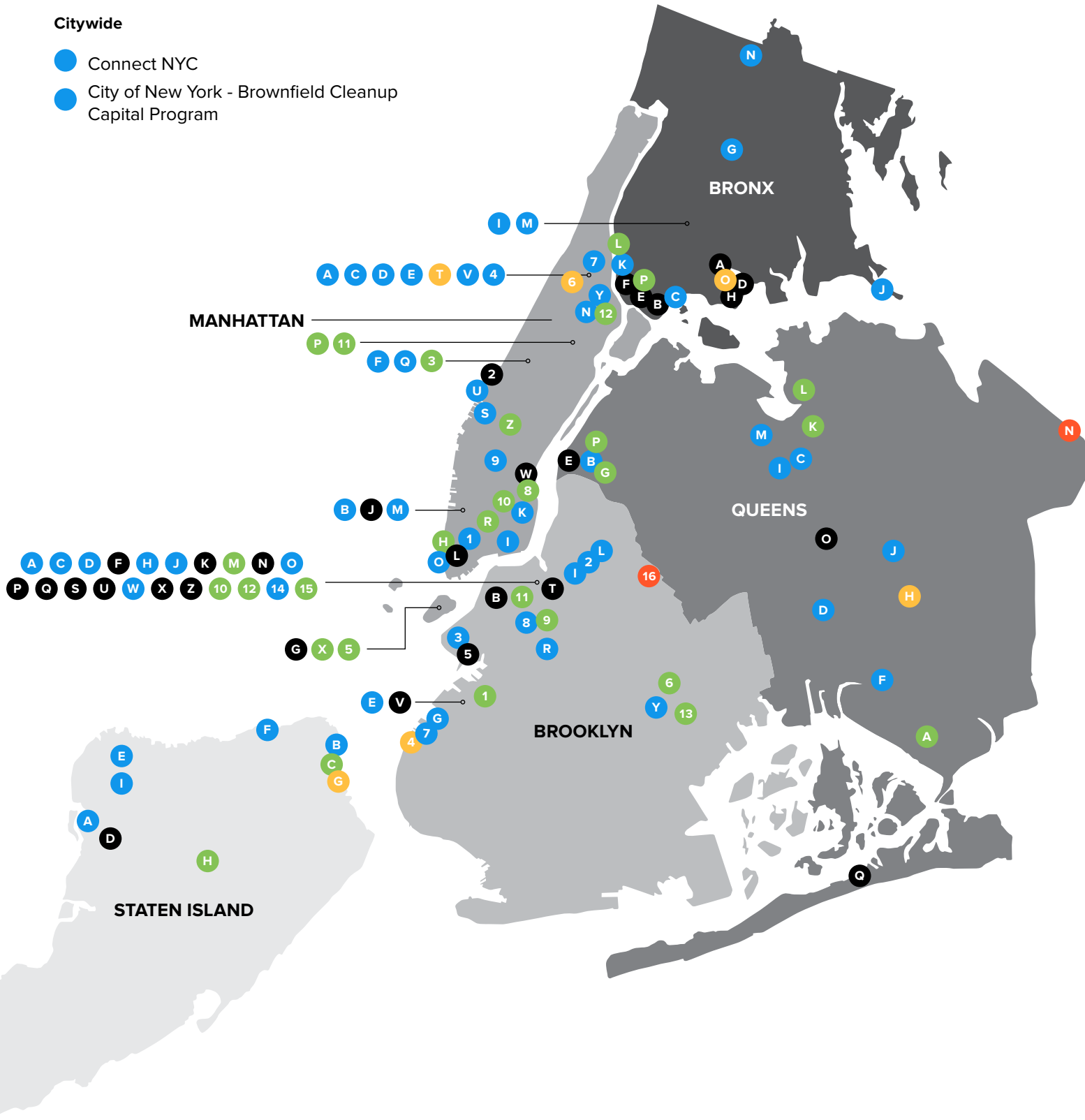
Note: Project data is updated through August 2025. For additional analysis and full appendix of all projects, please visit <https://regionalcouncils.ny.gov/new-york-city> to view the Project Tracking Dashboard.

# Geographic Distribution of Past Priority Projects

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project contract not yet executed
- Project canceled or funding declined

## Citywide

- Connect NYC
- City of New York - Brownfield Cleanup Capital Program



## Geographic Distribution of Past Priority Projects

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project contract not yet executed
- Project canceled or funding declined

### Bronx

---

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">A</span> Hunts Point Produce Market</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">B</span> Urban Development Center - Per Scholas</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">C</span> Silvercup Studios</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">D</span> Hunts Point Cooperative Market</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">E</span> Cosmoledo LLC</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">F</span> Ghetto Film School Culture &amp; Media Center</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">G</span> New York Botanical Garden Conservatory Restoration Project</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">H</span> Hunts Point Market Cooling Towers Replacement</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: blue; border-radius: 50%; padding: 2px;">I</span> Bronx Music Hall Capital Project</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">J</span> SUNY Maritime College - Seamanship Training Center</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">K</span> Great Performances Catering Bronx Project</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">L</span> Universal Hip Hop Museum</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">M</span> Bronx Hall of Music Capital Project Enhancements</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">N</span> Bronx Building Renovation Project - Emerald Isle Immigration Center</li> <li><span style="color: orange; border-radius: 50%; padding: 2px;">O</span> Foodirect</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">P</span> People's Kitchen</li> </ul> |
|--|---|

### Brooklyn

---

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li><span style="color: blue; border-radius: 50%; padding: 2px;">A</span> Green Manufacturing Center</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">B</span> NYC SeedStart</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">C</span> New Lab</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">D</span> Brooklyn Navy Yard - Building 77</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">E</span> NYU Veterans Incubator</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">F</span> Brooklyn Brewery</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">G</span> BioBAT</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">H</span> Smart Cities Innovation Center</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">I</span> Per Scholas</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">J</span> Brooklyn Navy Yard Steiner Studios Media Campus</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">K</span> Medgars Evers START-UP NY: Selfiepay, Inc.</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">L</span> Brooklyn Industrial Development Center</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">M</span> Steiner Studios Master Plan Phase 4</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">N</span> 1776 New York City Tech Accelerator</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">O</span> Brooklyn Navy Yard Transportation System</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">P</span> Medgar Evers START-UP NY: Derbywire, Inc.</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">Q</span> Medgar Evers START-UP NY: Tuki, Inc.</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">R</span> Central Library Business and Career Center - Brooklyn Public Library</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">S</span> B.NYC</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">T</span> Brooklyn Fashion + Design Accelerator</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">U</span> BNY Food Manufacturing &amp; Shared Kitchen Space</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">V</span> Cresilon Inc. Headquarters</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: blue; border-radius: 50%; padding: 2px;">W</span> NYU AR/VR Lab</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">X</span> Nanotronics Project Chip</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">Y</span> GMDC Brownsville Industrial Center</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">Z</span> Newlab Building 127</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">1</span> Education &amp; Welcome Center - Green-Wood Historic Fund</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">2</span> Sure We Can</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">3</span> Pioneer Works Accessibility Upgrades</li> <li><span style="color: orange; border-radius: 50%; padding: 2px;">4</span> PPE Manufacturing - New York Embroidery Studio</li> <li><span style="background-color: black; color: white; border-radius: 50%; padding: 2px;">5</span> Light it up!</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">6</span> Brownsville Arts Center</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">7</span> Back to Africa</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">8</span> Passive House Net Zero Business Expansion</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">9</span> Downtown Brooklyn Partnership REDC Application 2024 1</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">10</span> AYO Labs</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">11</span> Breaking Ground - 90 Sands</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">12</span> Center for Planetary Health</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">13</span> MOHDC Smart Start Nature Academy Capital Program</li> <li><span style="color: blue; border-radius: 50%; padding: 2px;">14</span> Drive Change Capital</li> <li><span style="color: green; border-radius: 50%; padding: 2px;">15</span> Building 50</li> <li><span style="color: red; border-radius: 50%; padding: 2px;">16</span> Collab Studio</li> </ul> |
|---|--|

## Manhattan

---

- A Taystee Lab Building
- B New York Genome Center
- C Victoria Theater
- D National Urban League
- E Harlem BioSpace
- F New-York Historical Society
- G Billion Oyster Project
- H China Institute Facility Renovations
- I Henry Street Settlement Firehouse Renovation
- J Galvanize Tech Campus
- K Lower East Side Girls Club NextGen Nurses Center
- L Celmatix Expansion
- M Cambridge BioLabs
- N Northside Center Construction Project
- O Exalt Youth
- P Icahn School of Medicine at Mount Sinai Capital
- Q New-York Historical Society Equality & Justice for All
- R New Museum Expansion
- S Covenant House Building Project
- T Harlem Gallery of Science
- U Intrepid Reconstruction Capital
- V The Studio Museum Reconstruction
- W TARA Biosystems Expansion
- X Governors Island Climate Resiliency Accelerator
- Y Kitchen Commons
- Z Penthouse Lobby Renovation - Todd Haimes Theatre
- 1 Clinical Simulation Laboratory Expansion - Pace University
- 2 Center for Planetary Health - Newlab
- 3 New-York Historical Society: American LGBTQ Museum Partnership Project
- 4 National Black Theatre Victory Development Project
- 5 Governors Island - Nolan Park Cultural Campus
- 6 CUNY City Innovations Collaborative - Life Science Incubator Facility
- 7 NY Urban League Headquarters
- 8 Solar One
- 9 NY Immigration Coalition Acquisition Project
- 10 Joyce Theatre - New York Center for Creativity & Dance
- 11 1760 Third Avenue Water Pumps
- 12 The Beacon - East Harlem Multi Service Center

## Queens

---

- A JFK Air Cargo
- B Boyce Technologies
- C NY State Pavilion
- D GMDC Ozone Park Industrial Center
- E Long Island City Wayfinding and Streetscape Improvements
- F South Conduit Terminal Logistics Facility
- G Pursuit Workforce Development Project
- H Greater Jamaica Development Corporation Industrial Development
- I Queens Community House - Forest Hills Community Center
- J St. John's University Health Sciences Center
- K Tempco - Clear as Glass
- L Crystal Windows and Door Systems
- M Magellan Aerospace NY Expansion
- N Kew Gardens
- O Parker Jewish Institute for Health Care & Rehabilitation
- P Pursuit Transformation Company
- Q Rockaway Courthouse - Community Coworking Space

## Staten Island

---

- A Saw Mill Creek Pilot Wetland Mitigation Bank
- B Empire Outlets
- C Lighthouse Point Capital I
- D Brooklyn Brewery
- E Howland Hook Marine Terminal
- F Staten Island Institute Museum
- G Lighthouse Point Capital II
- H GRACE Foundation of New York
- I EcoCrete Recycled Concrete Production

# Overview of All Previously Funded CFA Projects

Implementation of the projects identified in the 2011 Strategic Plan, the subsequent progress reports, and the 2013 Strategic Plan is proceeding. Through 14 rounds of the CFA, 33,306 jobs have been created or retained through awards to 920 active projects across New York City.

## Summary Status of All Past Projects

Project Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Round XIII	Round XIV	Total
Project is complete	45	50	45	61	70	96	44	67	12	13	5	4	-	512
Project is on schedule	1	-	10	12	14	7	69	64	96	27	24	16	33	373
Project is progressing more slowly than anticipated	-	-	-	-	2	1	1	2	1	2	3	3	-	15
Project contract not yet executed	-	-	-	-	-	-	3	-	2	4	3	7	1	20
Project canceled or funding declined	12	11	13	13	18	17	14	7	5	11	4	4	-	129
<b>Total</b>	<b>58</b>	<b>61</b>	<b>68</b>	<b>86</b>	<b>104</b>	<b>121</b>	<b>131</b>	<b>140</b>	<b>116</b>	<b>57</b>	<b>39</b>	<b>34</b>	<b>34</b>	<b>1,049</b>

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project contract not yet executed
- Project canceled or funding declined

## Leverage of State Investment in All CFA Projects

Project Round	Total # of Awards	Total Amount of All CFA Awards	Total Project Cost	Ratio of Award Amount to Total Project Cost
Round I	46	\$37,561,230	\$623,336,169	1:16.6
Round II	50	\$46,446,869	\$540,560,477	1:11.64
Round III	55	\$23,670,149	\$326,235,278	1:13.78
Round IV	73	\$37,635,406	\$832,690,301	1:22.13
Round V	86	\$51,461,515	\$709,327,886	1:13.78
Round VI	104	\$31,045,244	\$614,548,328	1:19.8
Round VII	117	\$46,510,400	\$199,644,728	1:4.29
Round VIII	133	\$39,161,654	\$788,704,885	1:20.14
Round IX	111	\$35,114,521	\$351,398,906	1:10.01
Round XI	46	\$42,990,672	\$344,684,327	1:8.02
Round XII	35	\$33,523,638	\$340,871,114	1:10.17
Round XIII	30	\$20,305,540	\$390,413,981	1:19.23
Round XIV	34	\$32,996,336	\$408,502,374	1:12.38
<b>Total</b>	<b>920</b>	<b>\$478,423,174</b>	<b>\$6,470,918,753</b>	<b>1:13.53</b>

## Job Creation in All CFA Projects

The table below lists the total number of permanent jobs retained and created through the CFA.

Project Round	Projected Jobs Created	Projected Jobs Retained	Total
Round I	621	741	1,362
Round II	1,148	3,869	5,017
Round III	1,726	715	2,441
Round IV	2,495	4,822	7,317
Round V	2,467	1,268	3,735
Round VI	1,059	687	1,746
Round VII	2,433	2,509	4,942
Round VIII	866	1,323	2,189
Round IX	1,449	740	2,189
Round XI	921	62	983
Round XII	249	696	945
Round XIII	75	227	302
Round XIV	59	78	137
<b>Total</b>	<b>15,568</b>	<b>17,737</b>	<b>33,305</b>



PART FIVE

# ACHIEVE Initiative Proposal



# ACHIEVE Initiative Proposal

## Initiative Overview

Outdated regulations have historically limited the development of mixed-use residential and industrial projects in New York City, but recent reforms have begun to address this shortcoming. The ACHIEVE Initiative will establish a new model for development that co-locates homes and workplaces, unlocking the potential for more housing and more jobs throughout the five boroughs.

Through the ACHIEVE Initiative, the New York City Regional Economic Development Council (NYCREDC) proposes to support eight Anchor Projects that sustain jobs and co-locate with residential developments. New York’s outdated zoning code and land use procedures have historically limited the development of mixed-use, residential, and industrial projects. Recent city and state actions to modernize the zoning code and enable more flexible residential conversions of commercial and industrial buildings have created new opportunities for innovation. Building on these reforms, the ACHIEVE Initiative advances a new model for neighborhood redevelopment that enables homes and workplaces to coexist in underutilized industrial

and commercial areas, strengthening local economies and expanding access to quality jobs and housing.

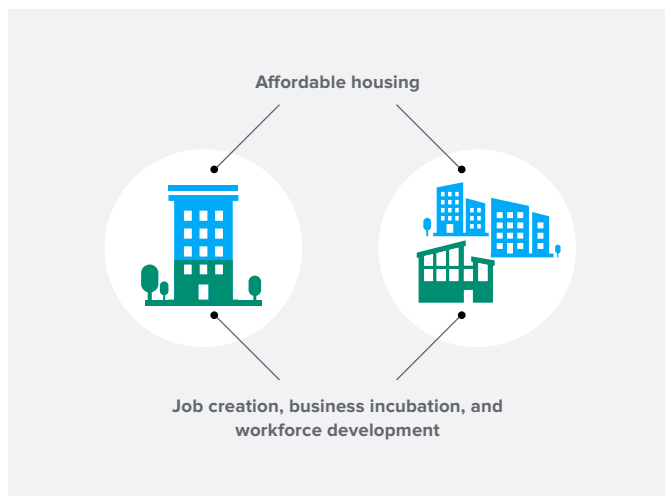
**This new model will shift the public conversation from a false choice of jobs or housing to a more productive push for jobs and housing.** In alignment with strategies laid out in the 2025 NYC Industrial Plan and enabled through multiple City of Yes initiatives, the ACHIEVE Initiative arrives at a pivotal moment. The ACHIEVE Initiative will complement a broad array of state and city tools designed to address the housing affordability crisis—from zoning and legal reforms to tax abatements and subsidies—and create a new generation of affordable business locations and employment opportunities.

The ACHIEVE Initiative builds on rezoning efforts since 2022, which are expected to create space for 161,200 jobs and 46,800 housing units.

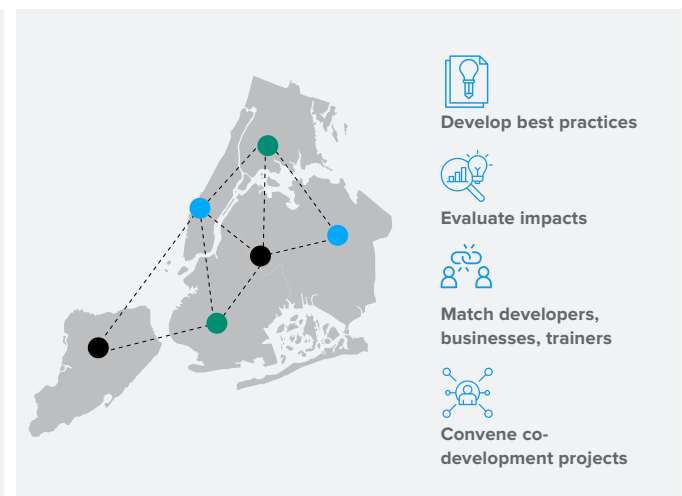
ACHIEVE Initiative funds will go directly to experienced real estate developers and non-profit operators to deliver spaces for job creation, business incubation, and workforce development alongside affordable or mixed-income housing. The initiative’s portfolio of eight Anchor Projects will catalyze growth in strategically vital sectors such as maritime logistics, green energy, and advanced manufacturing, as well as

Figure 1 – Diagram of the ACHIEVE Initiative’s Two Components

### ANCHOR PROJECTS



### NETWORK CONVENER



locally rooted industries including fashion, furniture, food production, and other artisan or high-value goods. While affordable housing benefits from a robust ecosystem of financing tools, the ACHIEVE Initiative addresses a longstanding funding gap that has limited the inclusion of job-generating components in mixed-use developments. By filling this gap, the ACHIEVE Initiative ensures that economic opportunity is embedded within new housing developments, creating vibrant, inclusive neighborhoods where residents can live and work in proximity. Importantly, ACHIEVE funding will go directly to project sponsors, leveraging the greater flexibility and speed of private sector partners to ensure a more efficient project execution.

To support the initiative’s success and sustainability, part of the ACHIEVE Initiative request will establish a citywide **ACHIEVE Network Convener**—a partnership between the Industrial Technology Assistance Corporation (ITAC) and the New York City Employment and Training Coalition (NYCETC). Through this role, ITAC and NYCETC will ensure that new mixed-use developments are intentionally designed and actively programmed to include meaningful job opportunities. Job-generating spaces are often central to rezoning efforts in former industrial areas. The Convener will engage

with developers, workforce providers, industrial and commercial space operators, and employers to accelerate the implementation of co-located developments as rezonings advance. By coordinating these stakeholders, the Convener will help guarantee that job-supporting spaces are not only constructed, but actively occupied by businesses and organizations offering quality employment aligned with community needs.

The ACHIEVE Initiative seeks \$50 million through the ACHIEVE Competition. Table 1 presents a summary of the funding request, which is described in further detail in the Implementation and Spending Plan section of this proposal. As described in the following Process section, the NYCREDDC Team also evaluated a broader pipeline of projects, similar in purpose and program to the Anchor Projects. These projects, as well as additional projects developed from future rezonings, could be incorporated into the new model of developments over time.

**NOTE:** Throughout this proposal, “ACHIEVE Initiative Project” or “Anchor Project” refers to the job-supporting portion of a development that receives ACHIEVE funds, while “Overall Development” refers to the larger mixed-use development project of which the ACHIEVE Initiative is a part of.

**Table 1 – Summary of Anchor Projects**

No	Anchor Project Name	Overall Development	Industry Focus	Funding Request
1	<b>Brownsville Hub</b>	Glenmore Manor <i>Brownsville, Brooklyn</i>	Offshore wind, solar energy, energy efficiency, and advanced construction	<b>\$3,450,000</b>
2	<b>New Jamaica Market</b>	Arras <i>Jamaica, Queens</i>	Food manufacturing and catering	<b>\$4,200,000</b>
3	<b>Kingsbridge Manufacturing Hub</b>	Kingsbridge Armory <i>Kingsbridge Heights, Bronx</i>	Food, apparel, and furniture manufacturing	<b>\$9,500,000</b>
4	<b>Fashion Business Hub</b>	Redeveloped Mixed-Use Garment District <i>Garment District, Manhattan</i>	Fashion design and manufacturing	<b>\$4,700,000</b>
5	<b>Green Economy Institute</b>	Herkimer-Williams <i>East New York, Brooklyn</i>	Green energy, green buildings, and construction	<b>\$4,280,000</b>
6	<b>Bronx River Training Center</b>	1460-1480 Sheridan Boulevard <i>Crotona Park East, Bronx</i>	Green construction	<b>\$3,620,000</b>
7	<b>Hot Bread Kitchen Bronx Outpost</b>	Bronx Point Phase 2 <i>South Bronx, Bronx</i>	Culinary, food manufacturing, and hospitality	<b>\$4,500,000</b>
8	<b>Pier 11 Center for Industry</b>	Brooklyn Marine Terminal <i>Red Hook, Brooklyn</i>	Maritime, logistics, transportation, fabrication, and others	<b>\$13,000,000</b>
<b>Convening Organization</b>				
9	<b>ACHIEVE Network Convener</b>	<i>Citywide</i>	All industries in the ACHIEVE Network	<b>\$2,750,000</b>
<b>TOTAL</b>				<b>\$ 50,000,000</b>

Together, the ACHIEVE Initiative projects will create 490 permanent jobs, train 380 workers annually for jobs in emerging industries, and help launch or grow 80 businesses annually. These projects are part of larger mixed-use developments that will deliver 9,460 units of housing by 2035, almost two-thirds of which will be affordable between 30% and 120% of area median income (AMI). Beyond these direct impacts, the Anchor projects will serve as models that help unlock additional land in the city for housing and commercial development. Refer to Table 2 for a summary of project impacts, with more details in the Initiative Impacts section.

**Table 2 – Summary of Impacts of Anchor Projects,<sup>51</sup> 2026-2035**

Description	Estimated Impacts
<b>Anchor Initiative Project Impacts</b>	
<b>Space Dedicated to Job-Supporting Uses</b>	<b>189,100 SF</b>
Industrial/Commercial Space	170,700 SF
Workforce Training Space	18,400 SF
<b>Jobs and Trainees</b>	
Permanent Jobs <sup>52</sup>	490
Temporary Construction Jobs <sup>53</sup>	290
Annual Trainees <sup>54</sup>	380
Average Wages of Jobs Created <sup>55</sup>	\$68,000
<b>Businesses Supported and Incubated<sup>56</sup></b>	<b>80</b>
<b>Overall Development Housing Impacts</b>	
<b>Total Housing Units Developed</b>	<b>9,460</b>
Affordable Housing Units	5,720
Level of Affordability	30-120% AMI
Supportive Housing Units	140
<b>Number of Residents Housed<sup>57</sup></b>	<b>23,740</b>

# Initiative Proposal

## 1. Strategic Rationale

**For many New Yorkers, the affordability crisis is defined not just by a shortage of housing, but also by a lack of access to good-paying jobs.**

New York City’s affordability crisis is driven by two interrelated challenges: a severe housing shortage and the steady decline of blue-collar employment. The 2023 New York City Housing Vacancy Survey revealed a historic low rental vacancy rate of 1.4%—the lowest since 1968.<sup>58</sup> For apartments renting for less than \$2,400 per month, the vacancy rate was below 1.0%, underscoring the intense pressure at the lower end of the rental market. Concurrently, New York City has experienced a steady decline in blue-collar jobs driven by an economy shifting toward knowledge and creative industries, rising operating costs, and new technologies that pushed many industrial businesses to relocate. This resulted in the loss of more than 35,000 jobs in the construction and manufacturing sectors over the last two decades,<sup>59</sup> eroding employment pathways for New Yorkers without advanced degrees. Limited access to both affordable housing and quality, accessible jobs present dual barriers to economic opportunity, making inclusive and sustainable growth increasingly difficult to achieve.

**New York City’s outdated zoning code and land use procedures have long been a barrier to mixed-use development. Updated state and city policies designed to spur housing development—especially neighborhood rezonings—have contributed to the decades-long decline of blue-collar employment, creating unnecessary tension between new housing construction and industrial job preservation.**

Past rezonings aimed at increasing housing supply exacerbated the decline in blue-collar jobs, resulting in a perceived tension between residential development and job preservation—the choice of housing or jobs. These rezonings often involved the wholesale conversions of industrial neighborhoods, indirectly displacing local businesses to make way for new residential communities. Between 2002 and 2012, rezonings in Long Island City and Williamsburg-Greenpoint resulted in the loss of approximately 1,100 acres of industrial land<sup>60</sup> and nearly 190 manufacturing businesses<sup>61</sup> to

enable 84,000 new housing units. Today, this tension continues to emerge in discussions around large-scale rezoning efforts in areas such as Long Island City<sup>62</sup> and the Brooklyn waterfront.<sup>63</sup>

New York City and New York State have implemented impactful pro-housing policies in recent years to tackle the first of the affordability crisis: the housing shortage. To accelerate housing production, both levels of government have enacted targeted initiatives, including discretionary funding programs,<sup>64, 65</sup> a citywide comprehensive rezoning plan for housing and economic opportunity,<sup>66</sup> property tax abatements like 485-x and 467-m, and the repeal of the 12 FAR cap on residential development.<sup>67</sup> Although these changes will need time to mature, early signs are encouraging. Housing production accelerated with 34,000 new units delivered in 2024<sup>68</sup>—the largest annual total since 1965—and the rental vacancy rate rose to 3.3% in the first half of 2025.

Despite positive trends in the housing market, more than 50% of renters in New York City are still considered “rent burdened” because they spend more than 30% of their income on rent.<sup>69</sup> There is an urgent need to address the other side of the affordability crisis: the lack of access to quality jobs.

To address both jobs and housing access, mixed-use zoning has emerged as a strategy. Special Mixed Use (MX) Districts, first introduced in 1997, allow residential, commercial, and industrial uses to coexist. Recent rezonings in areas like Gowanus, Jamaica, Crown Heights, and the South Bronx aim to transform former industrial zones into vibrant, mixed-use neighborhoods. Between 2021 and 2025, these rezonings are expected to produce 49,000 new housing units—35% of which will be income-restricted—and 7.4 million

## Alignment with the Priorities of the Governor and the NYCREDC

The ACHIEVE Initiative closely aligns with core New York State priorities outlined in the 2025 REDC Initiative Guidebook and NYCREDC priorities established in its 2023 Strategic Plan. By advancing mixed-use developments that integrate housing with job creation, the initiative reflects these interconnected priorities of affordable housing, innovation, infrastructure, and workforce investment to build a more equitable and resilient city economy.

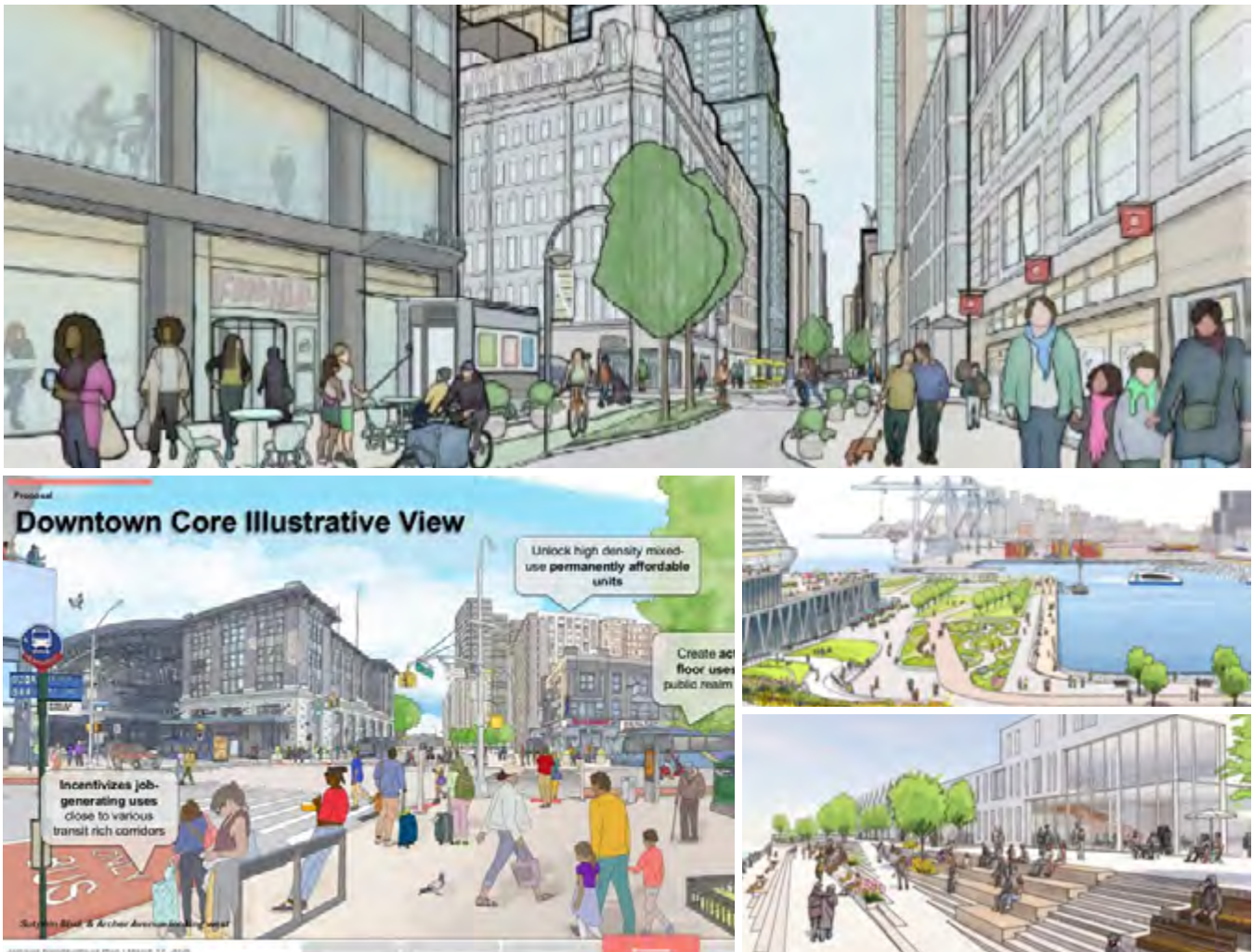
- **Affordable Housing.** Community resistance to rezoning and redevelopment efforts that expand housing supply often stems from concerns over job displacement. The Bridge Rockaway case study (refer to page 37) highlights that integrating job creation with housing delivery can mitigate opposition and accelerate development.
- **Innovation.** A central goal of the NYCREDC is to ensure that New York City’s innovation economy is inclusive and accessible to all residents, thereby fostering broad-based economic growth. The ACHIEVE Initiative advances this objective by focusing on light industrial and emerging industries within the city’s economy. It also seeks to create an innovative new model of urban development that dedicate spaces to job-generating activities and workforce development programs in neighborhoods facing rezoning and redevelopment pressures.
- **Infrastructure.** The NYCREDC is committed to upgrading and modernizing infrastructure across the city to improve the built environment and address the needs of a rapidly evolving urban landscape. The proposal to co-locate jobs and homes represents an innovative approach within real estate and construction, with successful developments like Bridge Rockaway serving as compelling proof and a standard of this model.
- **Workforce.** A shortage of trained workers poses a significant barrier to hiring and growth for many industries in New York City, including maritime logistics,<sup>70</sup> green economy,<sup>71</sup> advanced manufacturing,<sup>72</sup> and fashion production.<sup>73</sup> The ACHIEVE Initiative will help fund job-supporting spaces that create quality employment opportunities for New Yorkers. The ACHIEVE Network Convener will ensure that these spaces are not only created, but actively occupied by businesses that can provide quality jobs and training that fits employers’ needs.<sup>74</sup>

square feet of commercial/industrial space, along with 30 acres of open space.

**Due to market realities, mixed-use zoning—which in theory allows residences and industry to coexist—has primarily led to continued displacement of industry.**

MX zoning alone cannot guarantee the creation of both jobs and housing. Increased funding and innovative mixed-use models are necessary. Across the city, many neighborhoods that adopted MX zoning still experienced further industrial job losses<sup>75</sup> as the high market value of housing in New York City incentivizes developers to prioritize residential units over job-generating spaces.<sup>76</sup> This was especially evident in the Garment District rezoning where some stakeholders expressed fear that the introduction of residential development would displace fashion and manufacturing businesses that rely on existing industrial and commercial spaces.<sup>77</sup>

Even when mixed-use developments include commercial or industrial space—often as a condition for community board approval of new residential construction—these spaces frequently fail to fulfill their intended purpose because high construction, labor, and rent costs make such workspace unaffordable for many long-standing or emerging businesses. Small industrial businesses are increasingly being priced out by logistics firms industrial and warehousing space amid rising e-commerce and last-mile delivery demand.<sup>78</sup> This reveals the disparity: while rezoning policies may designate job-supporting spaces, few mechanisms exist to ensure these spaces realistically enable job creation and retention. Technical assistance and catalytic public dollars, as envisioned for the ACHIEVE Initiative, can help realize the promise of mixed-use development with true job-supporting spaces. This innovative development model can address both the housing shortage and the lack of quality jobs, fostering progress on both sides of the affordability crisis.



Recently approved plans in (counterclockwise) the Garment District, Jamaica, and the Brooklyn Marine Terminal unlock significant high density mixed-use developments in former nodes of employment.

## Case Study: Bridge Rockaway

The ACHIEVE Initiative draws inspiration from the award-winning Bridge Rockaway project in Brownsville, Brooklyn (completed 2024), which illustrates how co-locating housing and job-supporting space in a single development can unlock new economic opportunities in disinvested neighborhoods.

The Bridge, a non-profit housing developer, identified a strategic site—formerly home to the U-Bet chocolate syrup factory—for redevelopment. This facility employed approximately 15 blue-collar workers and was in a transit-accessible, community-centered area is of one of Brooklyn’s poorest neighborhoods. Initial community concerns about potential job losses threatened the project’s delivery of 174 affordable and supportive housing units. Recognizing these concerns, The Bridge approached the Greenpoint Manufacturing and Design Center (GMDC) to incorporate 39,000 square feet of light industrial space for small businesses at below-market rents into the development plan. This strategy was crucial since the development team believed that the residential development would not have secured approval without including a substantial job component. And the benefit of including light industrial space is mutual: GMDC was only able to realize this modern, ground-up facility by leveraging the core investments from the larger affordable housing development. Today, the GMDC Brownsville Industrial Center supports approximately 45 blue-collar jobs, tripling the industrial employment previously on site.

The project received \$1.6 million in funding through NYCREDC Round IX, underscoring the critical role of REDC funding in making such developments possible. New York State also provided \$11.4 million in permanent tax-exempt bonds, federal Low-Income Housing Tax Credits that generate \$46 million in equity, and \$16.9 million in subsidy through New York State Homes and Community Renewal. The New York State Office of Temporary and Disability Assistance is providing \$6.5 million through the Homeless Housing Assistance Program, as well as rental subsidies funded through the Empire State Supportive Housing Initiative.<sup>79</sup> Funding from this ACHIEVE Competition can build upon this foundation to further advance innovative mixed-use projects.

*Brian Coleman, Chief Executive Officer of the Greenpoint Manufacturing and Design Center, and Carole Gordon, Senior Vice President of The Bridge, presented an overview of the project at the NYCREDC Meeting on May 21, 2025.*



GMDC Brownsville Industrial Center interior



The Bridge Rockaway

## New Dynamic of Mixed-Use Developments

The ACHIEVE Initiative will provide the financial and technical assistance that developers need to deliver meaningful job-supporting spaces as part of larger projects that combine residential, commercial, and industrial uses.

The NYCREDC's proposed ACHIEVE Initiative presents a timely, innovative, and holistic solution for tackling New York City's affordability crisis. The initiative links new housing development with access to family-sustaining, accessible, and resilient jobs that can provide long-term employment stability for residents. The initiative will invest in strategically important industries and local design and production of goods. The job-generating spaces will integrate housing with targeted workforce development strategies and purpose-built facilities, including light industrial or commercial business spaces, business incubation and technical assistance programs, and workforce development initiatives.

Developments that co-locate homes and workplaces will lean into New York City's unique strengths: its density, diversity, and transit-accessibility.

New York City's competitive advantage has long been its walkable, dense, diverse, mixed-use neighborhoods. A key strategy for the city's long-term resilience, endorsed by the City-State "New" New York Panel and other leaders, is leveraging this advantage to bring more residents into its business districts and create vibrant, around-the-clock destinations.<sup>80</sup> By enabling jobs and housing to coexist on the same sites, the city can unlock new opportunities to rezone or redevelop former manufacturing and employment zones to include much-needed housing without sacrificing urgently-needed job space. These areas will serve as models for other parts of the city, encouraging future administrations to embrace mixed-use zoning aligned with evolving economic realities.

The ACHIEVE Initiative will invest in the job-supporting components of mixed-use developments, focusing on industries that are essential to New York City's creative economy and sustainable future and provide access to good jobs. To ensure success and continuity, the initiative will also dedicate part of its investment to establishing a citywide network through the creation of the ACHIEVE Network Convener.

## Progress Toward Residential-Industrial Co-Location

Since 2017, New York City has been studying new mixed-use development models that incorporate both residential and light industrial uses. The Department of City Planning (DCP) found that certain light industrial activities, such as artisanal production, advanced manufacturing, and food and beverage production, are particularly compatible with residential uses due to their cleaner operations and flexible space requirements. These businesses benefit significantly from their proximity to the urban core and major transit, while their introduction into residential neighborhoods helps foster more vibrant, mixed-use communities.<sup>81</sup>

This research culminated in DCP's 2025 NYC Industrial Plan, which outlines a strategic framework to expand opportunities for mixed industrial and residential projects. The plan recommends leveraging revenue from non-industrial tenants to subsidize the cost of industrial space and increase development viability, unlocking much-needed housing without displacing critical industrial space.<sup>82</sup> To support this vision, the plan calls for launching a study to develop an economically feasible and environmentally safe model for multi-story mixed industrial-residential buildings, incorporating specialized design features that ensure safe integration of industrial uses with residential and commercial tenants. The ACHIEVE Initiative arrives at a pivotal moment in these discussions and can accelerate the development of mixed-use typologies.



## 2. Process

### Initiative Selection and Definition

At the outset, the NYCREDC Team considered multiple potential initiatives, each of which could advance state and local priorities through capital projects that could be feasibly implemented by the end of the decade.

The NYCREDC Team, comprised of NYCREDC staff and HR&A Advisors, undertook a rigorous approach to identify and evaluate potential ACHIEVE initiatives for consideration. The team began with an in-depth analysis of the key trends and challenges that have shaped New York City in recent years, assessing how these dynamics align with the priorities of New York State and the 2023 NYCREDC Strategic Plan Priorities. To ground this analysis in regional perspectives, the NYCREDC Team conducted initial brainstorming conversations with NYCREDC Members and 13 other stakeholders from across sectors, including workforce development providers, for-profit and non-profit real estate developers, government agencies, architects, and manufacturers. These engagements helped frame the city's most pressing needs that an ACHIEVE initiative could effectively address. Through this landscape scan, the team developed a set of four potential initiatives for evaluation: Housing Innovation & Job Creation, Green Construction Training & Innovation, Family Friendly NYC, and Light Industrial & Residential Colocation.

The team designed an evaluation framework to select the strongest and most feasible initiative. Each was scored on a scale from one to five across the following criteria:

- **Priority Alignment:** How well does the initiative align with NYCREDC priorities and the Governor's priorities?
- **Project Eligibility and Feasibility:** Does the initiative have clear needs for capital funds? How likely is it that the initiative will generate multiple anchor projects with capable project sponsors, a feasible funding pathway, and ability to break ground within three years of an award?
- **Job Impacts:** What is the scale of living-wage jobs (direct and multiplier) the initiative could create?

- **Geographic Focus:** How much would the initiative benefit high-needs areas that have not received recent investment? How well does the initiative leverage other State investments?
- **Broad Support:** How broad is the initiative's appeal across key stakeholder groups (e.g., business, labor, real estate, academia, social services; multiple boroughs)?

After considering multiple potential initiatives, the NYCREDC decided to focus on the co-location of residential and industrial or commercial uses.

Through this evaluation process, the NYCREDC Team advanced the two initiatives with the highest evaluation scores—Housing Innovation & Job Creation and Light Industrial & Residential Colocation—for the NYCREDC Executive Committee's consideration. On June 20, 2025, the Executive Committee approved proceeding with the Light Industrial & Residential Colocation initiative, which had a stronger pipeline of shovel-ready projects and precedents such as Bridge Rockaway in Brownsville and The Peninsula in Hunts Point. Executive Committee members highlighted the relevance of recent rezonings to expand affordable housing in traditional employment nodes, and clear interest from developers, operators, and community advocates. The team submitted a summary of the selected initiative to Empire State Development (ESD) on June 30, 2025, and provided an update on the progress to the full NYCREDC Council.

Through feedback from ongoing outreach, and a presentation to the full NYCREDC Council on September 12, 2025, the NYCREDC adopted a broader definition of the work component within mixed-use developments, encompassing more than just light industry. As major rezoning and redevelopment efforts reshape the city, there is an emerging generation of mixed-use neighborhoods where thousands of new homes will rise alongside dynamic workspaces. In addition to light industrial spaces, this new definition now embraces commercial business uses, business incubation and technical assistance programs, and workforce development initiatives tied to light industrial and emerging sectors. The refined concept was shared with the NYCREDC Executive Committee on September 17, 2025, and received unanimous approval ahead of the Strategic Implementation Assessment Team (SIAT) Presentation on September 19, 2025.

## Project Identification and Initiative Refinement

With a focus on developments that would co-locate jobs and housing, the NYCREDC Team engaged with nearly 50 organizations across all five boroughs to refine the proposed initiative and identify Anchor Projects.

With the initiative clearly defined, the NYCREDC Team established the following set of criteria to guide the selection of Anchor Projects for inclusion in the ACHIEVE Proposal.

- **Timeline:** Projects should be able to break ground within three years of receiving an award and reach operational status within five years.
- **Location:** Projects should be in neighborhoods that have historically been designated for commerce and have recently undergone major rezoning or redevelopment initiatives to address the city’s housing affordability crisis.
- **Affordable Housing:** Projects should include affordable, supportive, and/or mixed-income housing, either integrated within the same building as job-generating uses or developed on the same site, such as within a campus-scale development.
- **Spaces for Job-Generating Uses:** Projects must dedicate at least 5,000 square feet to job-supporting activities, which may include:
  - Single- or multi-tenant industrial or commercial space rented to small businesses at below-market rates

- Business incubation or technical assistance programs, with supporting spaces such as shared work areas or meeting rooms
- Workforce development programs focused on industrial or emerging sectors

The NYCREDC Team conducted extensive outreach and engagement to identify potential Anchor Projects aligned with initiative goals and timelines, while also building partnerships with key stakeholders. In total, the team engaged 48 organizations, including the New York City Mayor’s Office and four city entities (Table 3), through introductions by REDC Members and ESD staff. During these conversations, the team took note of sponsors and partners who expressed interest or identified promising projects. The NYCREDC Team regularly followed up to assess project feasibility and gather implementation details.

The team also developed a series of materials to facilitate and document the outreach process, including:

- Targeted outreach materials to clearly communicate the initiative’s purpose and benefits, including standardized email templates and concise slide decks outlining the framework, objectives, and partnership opportunities
- Weekly updates that systematically documented outreach, tracking potential projects and engagement progress
- Standard information request templates to facilitate proposal development and streamline communications across project sponsors

**Table 3 – Stakeholders Engaged**

No.	Name of Organization	Stakeholder
<b>City/State Agencies</b>		
1.	New York City Economic Development Corporation	<b>Cecilia Kushner</b> , Chief Strategy Officer <b>Adam Grossman Meagher</b> , Senior Vice Precedent for Neighborhood Strategies <b>Mary Beth Williams</b> , Vice President of Equity and Community Impact
2.	New York City Department of Housing Preservation and Development	<b>Alex Rawding</b> , Director, New Construction Finance <b>Jeong-ah Choi</b> , Deputy Director, New Construction Finance
3.	New York City Office of Talent and Workforce Development	<b>Stephanie Klocke</b> , Executive Director — Resiliency, Manufacturing, Industrial and Infrastructure Council <b>Joe Rhoades</b> , Chief Operations Officer <b>Leah Hebert</b> , Chief Policy and Programs Officer

4.	New York City Office of the Mayor	<b>Kelly Gu</b> , Senior Advisor to the First Deputy Mayor and the Deputy Mayor of Economic and Workforce Development
5.	New York State Homes and Community Renewal	<b>Dina Levy</b> , Senior Vice President of Homeownership and Community Development
<b>Real Estate Developers and Property Owners</b>		
6.	Apex Building Group	<b>Lee Braithwaite</b> , Chief Executive Officer
7.	The Bridge	<b>Carole Gordon</b> , Senior Vice President of Housing Development
8.	Falcon Properties	<b>Florencia Masri</b> , President
9.	Fordham University	<b>Travis Proulx</b> , Vice President of External Affairs
10.	Gensler	<b>Robert Fuller</b> , Principal
11.	Hudson Companies	<b>Berke Kalemoglu</b> , Development Director
12.	L+M Development Partners	<b>Elaine Braithwaite</b> , Managing Director Jessica Yoon, Managing Director
13.	LMXD	<b>Kim Bernardin</b> , Senior Project Manager
14.	Madd Equities	<b>Jorge Madruga</b> , Chief Executive Officer and Founder
15.	MSquared	<b>Alicia Glen</b> , Founder and Managing Principal
16.	RiseBoro	<b>Emily Kurtz</b> , Chief Housing Officer
17.	Simone Development	<b>Megan Guy</b> , Senior Vice President of Development
18.	The Community Builders	<b>Brian Backscheider</b> , Senior Development Project Manager
19.	Totem	<b>Vivian Liao</b> , Co-founder and Principal
20.	Triangle Equities	<b>Evan Petracca</b> , Chief Operating Officer
21.	Type A Projects	<b>Ann Tirschwell</b> , Partner
<b>Industrial, Small Business, and Workforce Development Support Organizations</b>		
22.	Business Outreach Center Network	<b>Nancy Carin</b> , Executive Director
23.	Brooklyn Workforce Innovations	<b>Aaron Shiffman</b> , Executive Director
24.	Bronx Economic Development Corporation	<b>Marshall Strawbridge</b> , Director of Economic Development
25.	Central Brooklyn Economic Development Corporation	<b>La'Shawn Allen-Muhammad</b> , Executive Director
26.	Collab Fabrication Lab & Innovation Studio	<b>Marc Levin</b> , Co-Founder
27.	Custom Collaborative	<b>Ngozi Okaro</b> , Executive Director <b>Lesley Enston</b> , Director of Development and Communications
28.	Downtown Alliance	<b>Josh Nachowitz</b> , Senior Vice President for Research and Economic Development
29.	Evergreen Exchange	<b>Stephen Fabian</b> , Program Manager

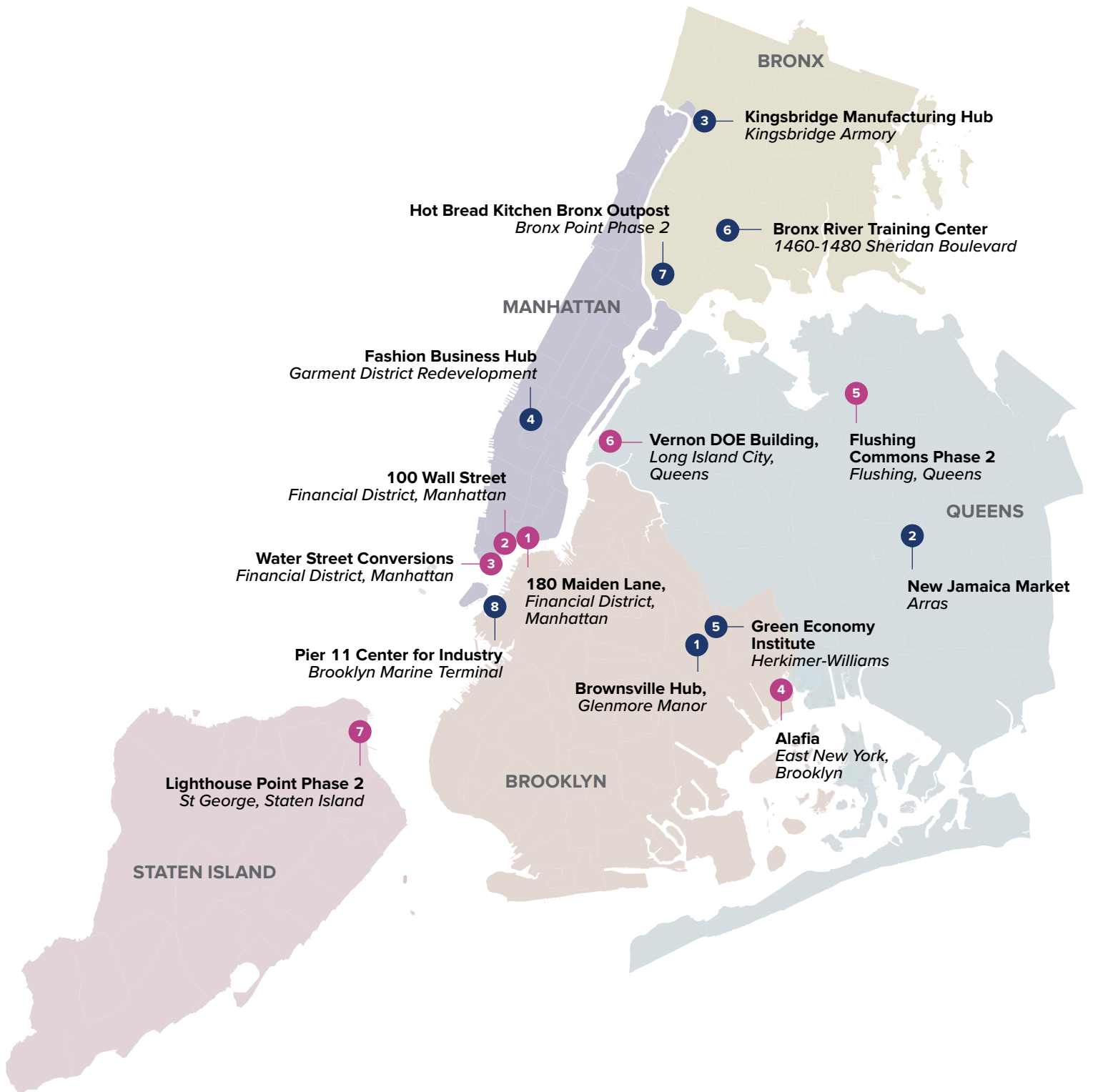
30.	Fifth Avenue Committee	<b>Michelle de la Uz</b> , Executive Director <b>William Yates</b> , Director of Housing Development <b>Lavina Maykut</b> , Senior Fundraising Manager
31.	Garment District Alliance	<b>Barbara Blair</b> , President <b>Gerlad Scupp</b> , Vice President <b>Anne Bonacum</b> , Director of Planning & Development
32.	Greenpoint Manufacturing and Design Center	<b>Brian Coleman</b> , Chief Executive Officer
33.	Greater Jamaica Development Corporation	<b>Tiana Liriano</b> , Director of Real Estate & Property Management <b>Katherine Ryan</b> , Senior Project Manager - Real Estate, Economic Development & Capital Projects
34.	Hot Bread Kitchen	<b>Leslie Abbey</b> , Chief Executive Officer
35.	New York City Industrial & Technology Assistance Corporation	<b>Kinda Younes</b> , Executive Director <b>Paul McQuade</b> , Director of Operations
36.	LaGuardia Community College	<b>Sunil Gupta</b> , Vice President of Adult and Continuing Education
37.	Long Island City Partnership	<b>Laura Rothrock</b> , President
38.	Manufacturers Association of Central New York	<b>Mike Frame</b> , Executive Vice President
39.	MakerSpace NYC	<b>Scott Van Campen</b> , Co-founder and Executive Director
40.	Newlab	<b>David Belt</b> , Co-founder and Executive Chairman
41.	New York City Employment and Training Coalition	<b>Greg Morris</b> , Chief Executive Officer
42.	Opportunities for a Better Tomorrow	<b>Greg Rideout</b> , Co-Chief Executive Officer <b>Evelyn Ortiz</b> , Co-Chief Executive Officer
43.	Queens Chamber of Commerce	<b>Thomas Grech</b> , President and Chief Executive Officer
44.	Staten Island Economic Development Corporation	<b>Mike Cusick</b> , President and Chief Executive Officer
45.	Steiner Studios	<b>Doug Steiner</b> , Chairman
46.	Urbane	<b>Jose Medrano</b> , Director
47.	Welder Underground	<b>Marc Levin</b> , Founder and Co-Executive Director
48.	Workforce Development Institute	<b>Lisa Futterman</b> , Regional Director

Over the four months of proposal development, the team evaluated 23 projects: four mixed-use development projects in Manhattan, eight in Brooklyn, four in Queens, five in the Bronx, and two in Staten Island. From this effort, eight Anchor Projects were identified, along with a pipeline of eight additional projects. While

the pipeline projects are not included in the current funding request due to their longer development timelines, they remain essential to advancing the initiative's long-term vision (Figure 2). The NYCREDDC Team will continue to track and evaluate these developments for future funding opportunities.

**Figure 2 - Anchor and Pipeline Projects**

- Anchor Projects
- Pipeline Projects












### 3. Anchor Projects


#### Overview

The ACHIEVE Initiative proposes funding eight Anchor Projects and the ACHIEVE Network Convener for a total ACHIEVE funding request of \$50 million. These projects, spread across New York City, will catalyze growth in key industries such as maritime logistics, green energy, advanced manufacturing, and local design and production. The projects will be executed through partnerships between affordable housing developers, local businesses, and nonprofit operators, emphasizing the collaborative efforts needed to deliver mixed-use models of job and housing creation. In addition, the NYCREDC Team has identified a pipeline of future mixed-use projects that advance the ACHIEVE Initiative’s long-term vision and will be tracked for potential investment opportunities.


**Table 4 – Summary of Anchor Project Details**

No	Anchor Project Name	Overall Development	Industry Focus	Programming	Area	Funding Request
1	<b>Brownsville Hub</b>	Glenmore Manor <i>Brownsville, Brooklyn</i>	Offshore wind, solar energy, energy efficiency, and advanced construction		8,400 SF	<b>\$3,450,000</b> <i>(36% of project budget)</i>
2	<b>New Jamaica Market</b>	Arras <i>Jamaica, Queens</i>	Food manufacturing and catering		5,000 SF	<b>\$4,200,000</b> <i>(74% of project budget)</i>
3	<b>Kingsbridge Manufacturing Hub</b>	Kingsbridge Armory <i>Kingsbridge Heights, Bronx</i>	Food, apparel, and furniture manufacturing		97,000 SF	<b>\$9,500,000</b> <i>(57% of project budget)</i>
4	<b>Fashion Business Hub</b>	Redeveloped Mixed-Use Garment District <i>Garment District, Manhattan</i>	Fashion design and manufacturing		8,900 SF	<b>\$4,700,000</b> <i>(73% of project budget)</i>
5	<b>Green Economy Institute</b>	Herkimer-Williams <i>East New York, Brooklyn</i>	Green energy, green buildings, and construction		5,800 SF	<b>\$4,280,000</b> <i>(60% of project budget)</i>
6	<b>Bronx River Training Center</b>	1460-1480 Sheridan Boulevard <i>Crotona Park East, Bronx</i>	Green construction		8,000 SF	<b>\$3,620,000</b> <i>(67% of project budget)</i>
7	<b>Hot Bread Kitchen Bronx Outpost</b>	Bronx Point Phase 2 <i>South Bronx, Bronx</i>	Culinary, food manufacturing, and hospitality		6,000 SF	<b>\$4,500,000</b> <i>(75% of project budget)</i>
8	<b>Pier 11 Center for Industry</b>	Brooklyn Marine Terminal <i>Red Hook, Brooklyn</i>	Maritime, logistics, transportation, fabrication, and others		50,000 SF	<b>\$13,000,000</b> <i>(39% of project budget)</i>
<b>Convening Organization</b>						
9	<b>ACHIEVE Network Convener</b>	N/A <i>Citywide</i>	All industries in the NYCREDC Network		N/A	<b>\$2,750,000</b> <i>(100% of project budget)</i>
<b>TOTAL</b>					<b>189,100 SF</b>	<b>\$50,000,000</b> <i>(54% of overall project budget)</i>

 Workforce Training Spaces

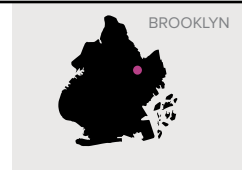
 Spaces for Food Manufacturing and Incubation

 Flex Office Spaces

 Light Industrial Spaces

## **BROWNSVILLE HUB AT GLENMORE MANOR**

**Catalytic mixed-use development combining green energy and construction workforce development with housing to create an inclusive community.**



Rendering of Glenmore Manor

### **PROJECT DESCRIPTION**

The Glenmore Manor site is a key component of the NYC Department of Housing Preservation and Development 2017 Brownsville Plan that demonstrates commitment to community priorities around connecting Brownsville residents to jobs and job training, and supporting small businesses and entrepreneurs. Designated as one of three target sites in the Plan for transformative development, Glenmore Manor required entrepreneurship and innovation-driven uses during the RFP process in 2018. This requirement led to CBEDC creating of the Brownsville Hub Green Energy Institute as part of the RFP response.

This 8,400 SF space will offer industry-recognized certifications aligned with clean energy and construction workforce standards, delivered in partnership with Genesis Construction Center, Farmingdale College, Kingsborough College, and Medgar Evers College. Planned training programs and credentials will be embedded within a comprehensive workforce development program that also offers career coaching, job placement support, and stipends for eligible participants. By providing multiple entry points into the green economy and responding directly to employer demand, the Brownsville Hub will unlock pathways to economic mobility, supporting inclusive growth and community empowerment in Brownsville.

ACHIEVE funding will go towards the construction and fit-out of workforce development facilities. CBEDC has obtained site control since 2023, and will commence work when regulatory approvals are obtained in May 2026.

### **PROJECT SPONSOR**

Central Brooklyn Economic Development Corporation (CBEDC)

### **PROJECT SIZE**

8,400 SF

### **PROJECT BUDGET AND FUNDING REQUEST**

	Total	Funding Request
<b>Capital</b>	\$3,450,000	\$3,450,000 (100%)
<b>Operating (5 years)</b>	\$6,205,000	N/A
<b>Total</b>	<b>\$9,655,000</b>	<b>\$3,450,000 (36%)</b>

### **TARGET INDUSTRY**

Offshore wind, solar energy, energy efficiency, and advanced construction

### **ESTIMATED TIMELINE**

- Site control: Late 2023
- Project financing: April 2025–June 2026
- Preliminary design: Ongoing
- Design and engineering: December 2025
- Regulatory approvals: March–May 2026
- Construction: June 2026–Dec 2026
- Operational Launch: End of 2026

### **ESTIMATED IMPACTS**

- 5 direct on-site jobs created
- 15 temporary construction jobs supported
- 100 annual trainees
  - \$97,000 average wage of jobs in target industry

Brownsville Hub anchors the Glenmore Manor development, which will deliver 233 new homes (163 affordable and 70 supportive) along with 20,000 SF of commercial and community space. The building will be completed in March 2026. Refer to Appendix A for more details about the development.

# NEW JAMAICA MARKET AT ARRAS

Modernized food hall and shared commercial kitchen to meet growing demands of existing and new businesses in a culturally rich neighborhood.



Rendering of Renovated Jamaica Market

**PROJECT DESCRIPTION**

Jamaica Market has long served as a beloved cultural and economic hub for Southeast Queens, but its aging facilities no longer meet the evolving needs of the local food business community. With the approval of the Jamaica Neighborhood Plan in October 2025—which will unlock thousands of new homes and expand commercial and community spaces—GJDC, a trusted community developer, is proactively redeveloping an underutilized garage space to deliver new housing while investing in the modernization and upgrade of the market.

Originally planned for Phase 2 of the redevelopment, the New Jamaica Market, with the ACHIEVE funding, will be prioritized in Phase 1, minimizing disruption to existing tenants and delivering cutting-edge kitchen spaces, flexible storefronts, and a separate community-use kitchen, all while embedding direct business support through technical assistance, mentorship, training, and access to capital.

The ACHIEVE funding will support the infrastructure for the kitchen, equipment, and operating costs for five years to leverage GJDC’s business support programs and institutional partnerships. The new Jamaica Market will anchor inclusive economic growth, nurture entrepreneurship, preserve and expand job opportunities, and ensure the Market remains a vibrant centerpiece for the neighborhood as Jamaica grows.

**PROJECT SPONSOR**

Greater Jamaica Development Corporation (GJDC)

**PROJECT SIZE**

5,000 SF

**PROJECT BUDGET AND FUNDING REQUEST**

	Total	Funding Request
<b>Capital</b>	\$4,175,000	\$2,737,000 (66%)
<b>Operating (5 years)</b>	\$1,463,000	\$1,463,000 (100%)
<b>Total</b>	<b>\$5,638,000</b>	<b>\$4,200,000 (74%)</b>

**TARGET INDUSTRY**

Food manufacturing and catering

**ESTIMATED TIMELINE**

- Regulatory approvals: Early 2026
- Design and engineering: November 2025
- Construction start: Late 2026

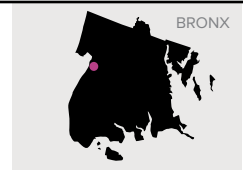
**ESTIMATED IMPACTS**

- 20 direct on-site jobs created
  - \$61,000 average wage for jobs created
- 15 temporary construction jobs supported
- 5 multiplier jobs supported

As part of the Jamaica Neighborhood Plan rezoning of 230 blocks to allow 12,000 new homes, this investment will advance Phase 1 of Arras with 427 new homes (355 affordable rental units and 72 affordable ownership units), 16,700 SF of open space, and 3,500 SF of community space. Refer to Appendix A for more details about the development.

# KINGSBRIDGE MANUFACTURING HUB AT KINGSBRIDGE ARMORY

Empowering Bronx-based businesses through dedicated light manufacturing spaces integrated within the larger redevelopment of a historic armory.



Rendering of Kingsbridge Armory

## PROJECT DESCRIPTION

The Kingsbridge Armory light manufacturing hub is a key component of the overall 776,000 SF Kingsbridge Armory redevelopment, representing the project’s focus on inclusive economic growth. This 97,000 SF, built-to-spec facility for clean, small-scale manufacturing and production will give Bronx-based businesses—many of which are facing displacement—a permanent base of operations, with below-market rents that enable them to expand and thrive. The light manufacturing hub will offer flexible spaces designed for makers, food producers, and fabricators such as bakeries, breweries, coffee roasters, and furniture manufacturers, including retail storefronts for direct consumer sales.

ACHIEVE funding will deliver an interior fit-out of the light manufacturing space that will be guided by a Co-Development Agreement between the Kingsbridge Armory developer 8th Regiment Partners and 40 community partners, ensuring protection for long-standing businesses and creating good-paying jobs. With NWBCCC as co-developer and a dedicated industrial operator managing ongoing programs and operations, the Kingsbridge Armory light manufacturing space will act as a catalyst for revitalizing the Armory.

## PROJECT SPONSOR

- Northwest Bronx Community & Clergy Coalition (NWBCCC)
- Experienced industrial space operator to be determined by end of 2026

## PROJECT SIZE

- Total 97,000 SF, including:
- Flexible lease spaces from 2,000 to 15,000 SF
  - Retail storefronts for direct consumer sales

## PROJECT BUDGET AND FUNDING REQUEST

	Total	Funding Request
<b>Capital</b>	\$16,811,000	\$9,500,000 (57%)
<b>Operating (5 years)</b>	N/A	N/A
<b>Total</b>	<b>\$16,811,000</b>	<b>\$9,500,000 (57%)</b>

## TARGET INDUSTRY

Food, apparel, and furniture manufacturing

## ESTIMATED TIMELINE

- ULURP approval: October 2025
- Construction start: Q1 2027
- Construction complete: Q1 2029
- Leasing start: Q1 2029
- Fit-out construction: Q4 2029
- Opening/Operational Data: Q1 2030

## ESTIMATED IMPACTS

- 185 direct on-site jobs created
  - \$67,500 average wage for jobs created
- 65 temporary construction jobs supported
- 85 multiplier jobs supported

The Kingsbridge Manufacturing Hub is core to the overall redevelopment of the Kingsbridge Armory, which will deliver, 527,000 SF of commercial and light manufacturing space, 140,000 SF of community space, a 1.5 acre public plaza, and up to 500 permanently affordable apartments adjacent to the Armory in Phase 2 of the project. Refer to Appendix A for more details about the development.

## FASHION BUSINESS HUB IN THE GARMENT DISTRICT

Providing innovation space for small fashion businesses and wrap-around services such as on-site childcare, strengthening the Garment District’s ecosystem of creativity even as it welcomes new residential development.



Custom Collaborative Fashion Career Design Hub

### PROJECT DESCRIPTION

The Fashion Business Hub is a proven, high-impact model for inclusive economic growth that builds on the success and high demand of Custom Collaborative’s existing 10,000 SF hub for skill-building, small-scale production, and entrepreneurship. Custom Collaborative, a nonprofit dedicated to training low-income and immigrant women in sustainable fashion, equips participants with the skills and resources to access economic mobility in one of New York’s most iconic industries.

ACHIEVE funding will support the fit-out and equipment procurement of the industrial manufacturing hub and dedicated childcare facilities set up to allow Custom Collaborative to serve more entrepreneurs and small businesses. The new facility will offer affordable access to industrial-grade equipment such as sewing machines, cutting tables, and direct-to-fabric printers, alongside hot desks and meeting spaces for fashion enterprises. It will support training and production through partnerships with major brands like Chanel, Neiman Marcus, and Steve Madden, as well as with emerging local businesses such as KD New York, Gotham Foundry, Alternew, and Vontelle.

By integrating an on-site childcare center accessible to residents and workers in the area—at least half of whom are expected to be low income—the Hub will remove a significant barrier to economic participation, enabling more women to fully pursue training, employment, and entrepreneurship.

### PROJECT SPONSOR

Custom Collaborative

### PROJECT SIZE

Total 8,900 SF, including:

- 7,000 SF Industrial Manufacturing Hub
- 1,900 SF childcare services

### PROJECT BUDGET AND FUNDING REQUEST

	Total	Funding Request
<b>Capital</b>	\$3,000,000	\$3,000,000 (100%)
<b>Operating (5 years)</b>	\$3,425,000	\$1,700,000 (50%)
<b>Total</b>	<b>\$6,425,000</b>	<b>\$4,700,000 (73%)</b>

### TARGET INDUSTRY

Fashion design and manufacturing

### ESTIMATED TIMELINE

- Regulatory approvals: December 2026–March 2027
- Design and engineering: January 2026–February 2027
- Construction: April 2027–May 2029

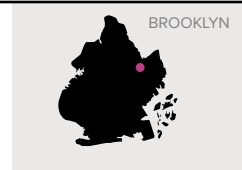
### ESTIMATED IMPACTS

- 20 direct on-site jobs created
  - \$84,000 average wage for jobs created
- 10 temporary construction jobs supported
- 5 multiplier jobs supported
- 50 annual trainees
- 15 businesses incubated annually
- 400 total annual users in the facility

This investment comes at a transformative moment as the Midtown South Mixed-Use Plan activates 42 blocks to enable over 9,500 new homes, positioning the Fashion Career Design Hub as a cornerstone in sustaining the Garment District’s manufacturing heritage while delivering essential career and critical wraparound services. Refer to Appendix A for more details about the rezoning.

## GREEN ECONOMY INSTITUTE AT HERKIMER-WILLIAMS

Providing flexible workspace, wrap-around business support, and workforce training spaces at one of Brooklyn’s main transit hubs to support the growth of new and legacy businesses in East New York.



Rendering of Herkimer-Williams

### PROJECT DESCRIPTION

The Green Economy Institute is a strategic investment to strengthen the industrial and green economy ecosystem in East New York and Brownsville. Located at the multi-block Herkimer-Williams development, directly adjacent to the East New York Industrial Business Zone (IBZ) and the Broadway Junction transit hub, the Institute will provide affordable workspaces and comprehensive business support for small and growing industrial companies.

BOC Network, in partnership with CBEDC, will serve as the Institute’s operator to expand their range of services for businesses in the East New York IBZ. They have heard consistently from IBZ businesses about the need for a transit-accessible front office space close to their industrial sites—one that supports client meetings, office functions, and collaboration within the neighborhood. The Institute will help these businesses leverage opportunities arising from the green economy by offering spaces to demonstrate innovations in sustainable materials and energy efficiency.

In addition, BOC Network will use the multi-purpose event and meeting space to convene businesses, entrepreneurs, and workforce partners to exchange knowledge and strengthen the industrial network. The Institute will also provide workforce training and job placement through its partnership with CBEDC’s Brownsville Hub in Glenmore Manor in emerging green industries, ensuring that residents gain skills and access to quality employment.

### PROJECT SPONSOR

- Business Outreach Center (BOC) Network
- Central Brooklyn Economic Development Corporation (CBEDC)

### PROJECT SIZE

5,800 SF

### PROJECT BUDGET AND FUNDING REQUEST

	Total	Funding Request
<b>Capital</b>	\$5,978,000	\$4,280,000 (72%)
<b>Operating (5 years)</b>	\$1,127,000	N/A
<b>Total</b>	\$7,105,000	\$4,280,000 (60%)

### TARGET INDUSTRY

Green energy, and green buildings and construction

### ESTIMATED TIMELINE

- ULURP approval: 2025
- Permitting: 2026
- Design and engineering: January 2026–February 2027
- HPD approvals: December 2026–March 2027
- Construction: December 2026–December 2028

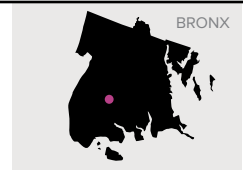
### ESTIMATED IMPACTS

- 15 direct on-site jobs created
  - \$97,000 average wage for jobs created
- 25 temporary construction jobs supported
- 5 multiplier jobs supported
- 20 annual paid internships
- 15 business supported annually

The Green Economy Institute will anchor the first phase of the multi-block Herkimer-Williams development, catalyzing a vibrant green industrial ecosystem with up to affordable 1,000 housing units, and approximately 100,000 SF of industrial space, 440,000 SF of commercial space, 114,000 SF of retail, 85,000 SF of community facilities, and 25,000 SF of open space. Refer to Appendix A for more details about the development.

# BRONX RIVER TRAINING CENTER AT 1460-1480 SHERIDAN BOULEVARD

Providing training and valuable credentials for high-growth industries as part of an industrial-to-residential redevelopment project.



Rendering of 1460-1480 Sheridan Boulevard

## PROJECT DESCRIPTION

The site at 1460-1480 Sheridan Boulevard, formerly an auto shop, has completed rezoning from manufacturing to residential with a commercial overlay to enable a large-scale affordable housing and mixed-use redevelopment. While the project will deliver nearly 1,000 affordable housing units and more than an acre of new public open space along the Bronx River waterfront, community members have expressed concerns regarding the levels of housing affordability.

To address these concerns, the project includes a robust workforce development component focused on creating economic mobility for the community. OBT will lead a Renewable Energy and Sustainable Construction Training Program, targeting unemployed and under-employed adults in Crotona Park East. This program prepares participants for careers in a high-growth, well-paying industry driven by New York City’s emissions regulations, such as skilled HVAC technicians.

Through OBT’s strong partnerships with unions and employers—including Con Edison, National Grid, and the HVAC Contractors Network—the program ensures seamless pathways into union apprenticeships and quality jobs, providing critical workforce support alongside affordable housing in this redevelopment effort. ACHIEVE funding will be used for the fit out of classrooms for workforce development and operating costs towards a training partner.

## PROJECT SPONSOR

Opportunities for a Better Tomorrow (OBT)

## PROJECT SIZE

8,000 SF

## PROJECT BUDGET AND FUNDING REQUEST

	Total	Funding Request
<b>Capital</b>	\$2,960,000	\$2,220,000 (75%)
<b>Operating (5 years)</b>	\$2,454,000	\$1,400,000 (57%)
<b>Total</b>	<b>\$5,414,000</b>	<b>\$3,620,000 (67%)</b>

## TARGET INDUSTRY

Green construction

## ESTIMATED TIMELINE

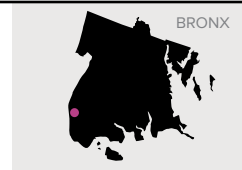
- Construction: January 2027–June 2029

## ESTIMATED IMPACTS

- 5 direct on-site jobs created
- 10 temporary construction jobs supported
- 50 annual trainees
  - \$97,000 average wage of jobs in target industry

Bronx River Training Center will advance the redevelopment of 1460–1480 Sheridan Boulevard, which will deliver nearly 1,000 fully affordable homes, 25,000 SF of commercial and community space, and 1.3 acres of open space along the Bronx River waterfront. Refer to Appendix A for more details about the development.

# HOT BREAD KITCHEN BRONX OUTPOST AT BRONX POINT PHASE II



Providing workforce training and upskilling opportunities in the hospitality and food industries while cultivating culinary entrepreneurship through a permanent outpost in South Bronx.



Rendering of Bronx Point Phase II

### PROJECT DESCRIPTION

Hot Bread Kitchen Bronx Outpost builds on a proven track record of rapid growth and impact in culinary workforce development and food entrepreneurship. Since its founding in 2008, the organization has reached over 2,000 members through its culinary training and entrepreneurship programs, reflecting high demand for programs that span food manufacturing, hospitality, and food and beverage services.

The proposed 6,000 SF facility at Bronx Point Phase II will support the rapidly growing program and create clear pathways for upskilling and career advancement in connection with the nearby Hunts Point Market. ACHIEVE funding will be used to create an industrial kitchen for training and small business incubation, as well as classrooms, office space for small businesses and Hot Bread Kitchen staff, and much needed storage.

The space will support hands-on culinary training, job placement, and small business support programming. Highly accessible by subway, Hot Bread Kitchen’s strong operational presence is crucial for securing approval and advancing workforce development, food entrepreneurship, and inclusive economic growth in the South Bronx.

### PROJECT SPONSOR

Hot Bread Kitchen

### PROJECT SIZE

Total 6,000 SF, including:

- 4,000 SF of industrial kitchen
- 2,000 SF for office and classroom spaces and storage

### PROJECT BUDGET AND FUNDING REQUEST

	Total	Funding Request
<b>Capital</b>	\$6,001,000	\$4,500,000 (75%)
<b>Operating (5 years)</b>	N/A	N/A
<b>Total</b>	<b>\$6,001,000</b>	<b>\$4,500,000 (75%)</b>

### TARGET INDUSTRY

Culinary, food manufacturing, and hospitality

### ESTIMATED TIMELINE

- Regulatory Approvals: 2025-2027
- Design and engineering: May 2025–May 2026
- Construction start: December 2027
- Base building TCO: August 2030
- Fit out of space: September 2030

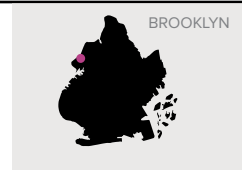
### ESTIMATED IMPACTS

- 10 direct on-site jobs created
  - \$53,000 average wage for jobs created
- 25 temporary construction jobs supported
- 5 multiplier job supported
- 180 annual trainees
- 40 businesses incubated annually

The Hot Bread Kitchen Bronx Outpost will anchor Phase II of Bronx Point, accelerating the delivery of 300–350 fully affordable homes, 6,000 SF of community space, and 5,700 SF of commercial space. Refer to Appendix A for more details about the development.

# PIER 11 CENTER FOR INDUSTRY AT THE BROOKLYN MARINE TERMINAL

Creating modern industrial spaces for businesses to grow amid a transformative Brooklyn waterfront redevelopment.



Illustrations from Brooklyn Marine Terminal Vision Plan

## PROJECT DESCRIPTION

Pier 11 is a cornerstone of the Brooklyn Marine Terminal (BMT) redevelopment, serving as both a catalyst for future phases and a critical element of the mixed-use vision for Red Hook’s working waterfront. By committing to preserve maritime jobs, expand workforce training, and create career pathways for local residents, the city helped secure approval of the broader BMT Vision Plan, which will deliver up to 6,000 new homes and 28 acres of waterfront open space.

The proposed center for industry at Pier 11 will advance the city’s commitment by offering hands-on training, educational partnerships, and pathways into maritime and Blue Highway\* careers, ensuring that economic growth at BMT is both inclusive and rooted in Red Hook’s industrial legacy. The ACHIEVE funding will provide approximately half of funds needed to create 50,000 SF of light industrial space designed specifically for makers and fabricators that will be offered at discounted rents to small- and medium-sized businesses. The center for industry will be part of a larger mixed-use building that also includes a dedicated workforce development training center and a range of commercial and community spaces.

\* NYCEDC’s Blue Highways program activates the city’s waterways for local and regional movement of goods—improving quality of life for New Yorkers by reducing roadway congestion and making supply chains more resilient.

## PROJECT SPONSOR

- Brooklyn Marine Terminal Development Corporation
- Developer/operator to be selected through a competitive RFP

## PROJECT SIZE

50,000 SF light industrial space

Part of a 231,000-SF building that also includes:

- 101,000 SF commercial space
- 67,000 SF of community space
- 15,000 SF Blue Highways Experiential Learning Center and workforce training center

## PROJECT BUDGET AND FUNDING REQUEST

	Total	Funding Request
<b>Capital</b>	\$33,280,000	\$13,000,000 (39%)
<b>Operating (5 years)</b>	N/A	N/A
<b>Total</b>	<b>\$33,280,000</b>	<b>\$13,000,000 (39%)</b>

## TARGET INDUSTRY

Maritime, logistics, transportation, fabrication, and others

## ESTIMATED TIMELINE

- BMT Plan approval: 2025
- Developer solicitation: 2025
- Construction start: 2029
- Construction complete: 2031

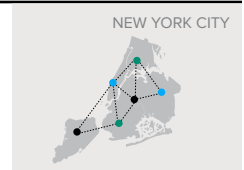
## ESTIMATED IMPACTS

- 90 direct, on-site jobs created
  - \$84,000 average wage for jobs created
- 125 temporary construction jobs supported
- 30 multiplier jobs supported

The center for industry will catalyze the redevelopment of the 122-acre BMT, which will deliver 6,000 apartments (40% permanently affordable), 550,000 SF of commercial and industrial space, 28 acres of open space, and more. Refer to Appendix A for more details about the development.

## ACHIEVE NETWORK CONVENER

Bringing together stakeholders to advance successful implementation of mixed-use developments that integrate quality job opportunities with new housing across diverse neighborhoods.



ITAC Meeting



NYCETC 2025 Conference

### PROJECT DESCRIPTION

The ACHIEVE Network Convener will play a central role in engaging communities, business organizations, and employers to collaboratively plan and develop innovative mixed-use models that co-locate housing and job-generating spaces in former industrial areas. Serving as the main point of contact, the Convener will curate and share best practices, connecting stakeholders with tailored mixed-use projects by hosting regular convenings to foster knowledge exchange, showcase successful developments, and promote cross-sector collaboration citywide.

The Convener will provide critical support throughout the land use process to ensure that new mixed-use developments are effectively designed and programmed with meaningful job opportunities. Their role goes beyond facilitating the creation of job-generating spaces; the Convener will ensure these spaces are actively occupied by businesses that offer quality jobs and relevant training aligned with neighborhood and citywide needs. By engaging with developers, workforce providers, industrial and commercial space operators, and employers, the Convener will advocate for workforce-aligned occupancy, helping to prevent displacement and promote equitable economic growth.

Supported by ACHIEVE funding and led by NYCETC and ITAC, the Convener will coordinate and accelerate the creation of quality job opportunities integrated into rezoned developments. NYCETC's expertise in workforce development and training ensures alignment with the demand for skilled labor, while ITAC provides technical assistance and advocacy to manufacturing businesses, leveraging programs like their Rapid Intervention Program in the Garment District to strengthen manufacturers' capacity. Together, this initiative offers free, customized consulting and marketing support to help businesses navigate challenges in strategy, operations, finance, and digital marketing—ultimately advancing inclusive economic growth through thoughtful, workforce-centered urban redevelopment.

### PROJECT SPONSOR

- New York City Employment & Training Coalition (NYCETC)
- New York City Industrial & Technology Assistance Corporation (ITAC)

### TOTAL ACHIEVE FUNDING ASK

\$2,750,000 (operating)

### ESTIMATED IMPACTS OF NYCREDC PROJECT

- 5 convenings annually
- Accelerated pipeline of NYCREDC projects

## 4. Implementation and Spending Plan

The ACHIEVE Initiative seeks a total of \$50 million in funding, with \$42.7 million allocated for capital expenses and \$7.3 million for operating costs. The funding will enable developers and nonprofit organizations with proven track records in New York City to implement a suite of transformative projects. Most projects are expected to obtain necessary regulatory approvals by the end of 2026 and begin construction by mid-2027. As a result, most job-supporting spaces are projected to come online by mid-2029, accelerated significantly by the ACHIEVE funding.

Figure 3 – Diagram of Implementation and Spending Plan



# 5. Initiative Impacts

The impact of the ACHIEVE Initiative will go far beyond the jobs created at each project, enabling the development of thousands of apartments and proving that New York City can grow both housing and jobs in mixed-use communities.

Throughout its period of implementation, the ACHIEVE Initiative projects are expected to generate approximately **290 construction jobs and 490 permanent jobs, while training 380 New Yorkers annually for family-sustaining careers.** Beyond these on-site impacts of the Anchor Projects themselves, each project is critical to the realization of a larger mixed-use development. Together, these developments will deliver nearly 9,500 residential units, including more than 5,500 affordable units.

**Table 5 – Project Impacts**

	Brownsville Hub	New Jamaica Market	Kingsbridge Manufacturing Hub	Fashion Business Hub	Green Economy Institute	Bronx River Training Center	Hot Bread Kitchen Bronx Outpost	Pier 11 Center for Industry	Network Convener	TOTAL
<b>Temporary Construction Jobs<sup>83</sup></b>	15	15	65	10	25	10	25	125	-	<b>290</b>
<b>Total Permanent Jobs (Direct, Indirect, and Induced)<sup>84</sup></b>	5	25	270	25	20	5	15	120	5	<b>490</b>
<b>Annual Trainees<sup>85</sup></b>	100	-	-	50	-	50	180	-	-	<b>380</b>
<b>Weighted Average Wage of Jobs Created<sup>86</sup></b>	\$97,000	\$61,000	\$67,500	\$84,000	\$97,000	\$97,000	\$53,000	\$84,000	-	<b>\$68,000</b>
<b>Annual Number of Businesses Supported/Incubated<sup>87</sup></b>	-	10	-	15	15	-	40	-	-	<b>80</b>

Overall Developments	Glenmore Manor	Arras	Kingsbridge Armory	Fashion Career Design Hub	Herkimer-Williams	1460-1480 Sheridan Boulevard	Bronx Point Phase 2	Brooklyn Marine Terminal	TOTAL
<b>Housing Units Developed</b>	235	425	450	-	1,000	1,000	350	6,000	<b>9,460</b>
Affordable Housing	165	355	450	-	1,000	1,000	350	2,400	<b>5,720</b>
Supportive Housing	70	70	-	-	-	-	-	-	<b>140</b>
Share of Affordable and Supportive Housing	100%	100%	100%	-	100%	100%	100%	40%	<b>62%</b>
<b>Housing Affordability</b>	30-80% AMI	40-120% AMI	30-80% AMI	-	30-80% AMI	30-120% AMI	30-100% AMI	40-100% AMI	<b>-</b>



PART SIX

# Appendix



# Appendix A – Additional Information on Anchor Projects

## Brownsville Hub at Glenmore Manor

### GLENMORE MANOR OVERVIEW

Glenmore Manor, located at 97 Glenmore Avenue in Brownsville, Brooklyn, is a transformative mixed-use development that replaces a previously vacant lot with 233 new affordable and supportive homes for families earning up to 80% of area median income, including formerly homeless households and low-income seniors. The project is a key part of HPD’s 2017 Brownsville Plan, which aims to create more than 2,500 affordable housing units while advancing community priorities like job training and economic opportunity. Glenmore Manor goes beyond housing by activating 20,000 SF of commercial and community space, which is anchored by the B’Ville Hub. The site also includes essential community services such as a credit union, a Caribbean restaurant, a beauty and wellness salon, and a radio station operated by the African American Planning Commission, creating a vibrant cultural and economic center. This holistic redevelopment effort reflects Brownsville’s unique character and addresses persistent challenges linked to historical segregation and economic inequity, fostering inclusive neighborhood growth and opportunity.

### PROJECT PARTNER

- Brisa Builders
- African American Planning Commission, Inc. (AAPCI)
- Lemle & Wolff

### OVERALL PROJECT DEVELOPMENT COST

- \$175 million

### OVERALL PROJECT DETAILS

- 233 new residential units, including 163 affordable units and 70 supportive units
- 20,000 SF of commercial and community space

### ESTIMATED DEVELOPMENT TIMELINE

- Construction complete: March 2026

### OVERALL ESTIMATED IMPACTS

- Housing affordability between 30-80% AMI
- 580 residents housed

# New Jamaica Market at Arras

## ARRAS OVERVIEW

The site, currently home to an outdated parking garage and a vibrant but aging Jamaica Market food hall, has long been central to Southeast Queens' cultural and small business community by providing affordable commercial space and vital support for local food entrepreneurs.

Building on the transformational Jamaica Plan of 2007, which reversed decades of inactivity by adding over 1,000 new housing units and revitalized commercial space, the approved Jamaica Neighborhood Plan could add 12,000 new homes and further enhance transit, open space, and business opportunities.

GJDC is leveraging this anticipated rezoning to proactively guide the redevelopment of Arras, transforming an underutilized garage site into a vibrant mixed-use community anchored by inclusive affordable housing and a modernized Jamaica Market. By aligning the redevelopment with the plan's goals and maintaining low-cost, small-business-focused vendor spaces alongside embedded entrepreneurship and business support services, GJDC ensures that neighborhood change preserves community character, expands economic opportunity, and sustains Jamaica Market's legacy as the launchpad for diverse food businesses in Southeast Queens.

## PROJECT PARTNER

- Greater Jamaica Development Corporation (GJDC)
- Gotham Organization
- Monadnock Development
- Moses Sole Realty

## OVERALL PROJECT DEVELOPMENT COST

- \$200 million

## OVERALL PROJECT DETAILS

- 427 new residential units, of which 355 are affordable rentals units and 72 for affordable homeownership
- 16,700 SF public open space
- 3,500 SF community space
- 5,000 SF redesigned Jamaica Market

## ESTIMATED DEVELOPMENT TIMELINE

- Regulatory approvals: Early 2026
- Design and engineering: November 2025
- Construction start: Mid-2026

## OVERALL ESTIMATED IMPACTS

- Housing affordability between 40-120% AMI
- 1,100 residents housed

## Kingsbridge Manufacturing Hub at Kingsbridge Armory

### KINGSBRIDGE ARMORY OVERVIEW

The Kingsbridge Armory, the largest armory in the United States, is a designated landmark located in the heart of the Kingsbridge Heights neighborhood and proximate to key academic institutions. The current effort marks a renewed, community-driven vision to unlock the underutilized Armory's potential as an economic anchor for the Bronx. Led by a joint venture of Madd Equities and Joy Construction, the project will transform the historic armory and adjacent National Guard building into a vibrant mixed-use hub that combines cultural, community, and commercial uses. Phase 1 will revitalize the Armory itself into a dynamic center featuring an event venue, a recreation center, commercial spaces, nonprofit and educational uses, and industrial uses, while Phase 2 will deliver up to 450 new affordable homes and below-market retail spaces.

Guided by the Together for Kingsbridge Community Plan and a robust Community Benefits Agreement, the redevelopment emphasizes local job creation, small business support, and workforce development. A 25,000 SF community hub, managed by Northwest Bronx Community & Clergy Coalition and partners, will provide training programs, apprenticeships, and incubator space to empower residents and ensure that the Armory's transformation delivers lasting, inclusive benefits for the Bronx.

### PROJECT PARTNER

8th Regiment Partners (Madd Equities and Joy Construction)

### OVERALL PROJECT DEVELOPMENT COST

- \$595 million

### OVERALL PROJECT DETAILS

- 450 new residential units, of which 100% are permanently affordable
- 97,000 SF light manufacturing and storefront space
- 140,000 SF community space
- 430,000 SF of commercial space
- 18,000 SF ground floor retail at affordable rents

### ESTIMATED DEVELOPMENT TIMELINE

- ULURP approval: October 2025
- Design and engineering: Q1 2026–Q3 2027
- Selection of contractor: Q1 2027
- Phase 1 development: Q1 2027–Q4 2029
- Phase 2 development: Q1 2028–Q4 2031

### OVERALL ESTIMATED IMPACTS

- 590 total direct jobs created
- 3,000 construction jobs created
- Housing affordability between 30-80% AMI
- 1,130 residents housed
- Estimated to generate \$2.6 billion in economic impact over the next three decades

## Fashion Business Hub in the Garment District

### MIDTOWN SOUTH MIXED-USE DISTRICT OVERVIEW

The Garment District is at a pivotal moment as the approved Midtown South Mixed-Use Plan reshapes 42 blocks of the area to unlock new sites for the creation of more than 9,500 new housing units. Within this context, the Fashion Career Design Hub plays an important role in preserving the Garment District's manufacturing base while providing critical wraparound services to make Midtown a true work-live community.

### PROJECT PARTNER

Multiple developers across Midtown South Mixed-Use District

### OVERALL PROJECT DETAILS

- 42 full and partial blocks rezoned
- Rezoned M districts to paired manufacturing and residential MX districts

### REZONING TIMELINE

- Approved by City Council in August 2025

### OVERALL ESTIMATED IMPACTS

- 9,500 housing units, including 2,800 permanently affordable housing

# Green Economy Institute at Herkimer-Williams

## HERKIMER-WILLIAMS OVERVIEW

Broadway Junction, one of New York City’s busiest transit hubs, has long been surrounded by underutilized concrete lots despite its prime location at the intersection of five subway lines, six bus routes, and the Long Island Rail Road. The Herkimer-Williams site, a 2-acre parcel in this area, is envisioned to transform the space into a vibrant mixed-use development that delivers 100% affordable housing, creates good local jobs, fosters community partnerships, and improves the public realm. Herkimer-Williams will contribute significantly to that goal while also providing space for job-generating activity through the Green Economy Institute. Critically, the development is designed to align with and amplify a committed \$300 million of state and city investments in neighborhoods surrounding Broadway Junction Hub and NYC EDC’s \$130 million public realm investment to form a comprehensive public-private effort to revitalize East New York.

## PROJECT PARTNER

Totem

## OVERALL PROJECT DEVELOPMENT COST

- \$750 million

## OVERALL PROJECT DETAILS

- 1,000 units housing, of which 100% are affordable housing units
- 100,000 SF industrial space
- 44,000 SF commercial space
- 114,000 SF retail space
- 85,000 SF community space
- 25,000 SF open space

## ESTIMATED DEVELOPMENT TIMELINE

### PHASE 1

- Regulatory approvals:  
December 2026–March 2027
- Design and engineering:  
January 2026–February 2027
- Construction:  
April 2027–May 2029

## OVERALL ESTIMATED IMPACTS

- 2,500 direct jobs created in overall development
- Housing affordability between 30-80% AMI
- 2,500 residents housed

# Bronx River Training Center at 1460-1480 Sheridan Boulevard

## 1460-1480 SHERIDAN BOULEVARD OVERVIEW

The 1460 Sheridan Boulevard site in Crotona Park East, Bronx, historically served as an industrial and transportation hub, housing several railroad companies, a powerhouse, and various operational facilities in the early 20th century. This redevelopment project thoughtfully preserves the site’s industrial heritage by incorporating job-generating spaces focused on workforce development alongside new residential and community uses. The mixed-use development will deliver nearly 1,000 residential units across three buildings, contributing significantly to affordable housing in the neighborhood. Additionally, the project will create more than an acre of new public open spaces along the Bronx River, featuring amenities such as an amphitheater, pedestrian promenades, and river overlooks. This comprehensive effort balances honoring the site’s past with fostering new economic opportunities and enhancing quality of life, driving inclusive neighborhood revitalization.

## PROJECT PARTNER

Simone Development

## OVERALL PROJECT DEVELOPMENT COST

- \$375 million

## OVERALL PROJECT DETAILS

### PHASE 1

- 667 new residential units, of which 100% are affordable
- 42,300 SF public open space
- 20,000 SF community and commercial space

### PHASE 2

- 330 new residential units, of which 100% are affordable
- 14,700 SF public open space
- 5,200 SF commercial space

## ESTIMATED DEVELOPMENT TIMELINE

- Preliminary design: December 2026
- Project financing: Q4 2026
- Design and engineering: June 2025
- Selection of contractor: October 2026
- Construction: January 2027 — June 2029

## OVERALL ESTIMATED IMPACTS

- 2,500 residents housed
- Housing affordability between 30-120% AMI

# Hot Bread Kitchen Bronx Outpost at Bronx Point Phase II

## BRONX POINT PHASE 2 OVERVIEW

The Bronx Point project in the Lower Concourse neighborhood of the South Bronx transforms a long-vacant waterfront site along the Harlem River into a vibrant mixed-use development. Building on the success of Phase 1, which opened in 2023 with approximately 540 units of permanently affordable housing, world-class open space, and the future home of The Hip Hop Museum, Phase 2 will complete the waterfront campus with more than 300 additional affordable housing units and 6,000 SF of community space operated by Hot Bread Kitchen.

The Hip Hop Museum serves as a powerful cultural anchor that celebrates the Bronx’s creative legacy, which helped build crucial community support for the redevelopment. In Phase 2, Hot Bread Kitchen will demonstrate a strong commitment to workforce development training, through hands-on culinary skills, job placement, and entrepreneurship programs that generate meaningful economic opportunities for residents. Together, these elements ensure the redevelopment not only revitalizes the neighborhood but also delivers inclusive growth to build community buy-in. Located just two blocks from major subway lines and adjacent to academic and cultural institutions, the project improves pedestrian safety and opens the waterfront to the community, supporting sustainable growth and inclusive economic opportunity in Lower Concourse.

## PROJECT PARTNER

- Type A Projects
- L+M Development Partners
- BronxWorks (Housing Development Fund Corporation)

## OVERALL PROJECT DEVELOPMENT COST

- \$250 million

## OVERALL PROJECT DETAILS

### Phase 2

- 300-350 new residential units, of which 100% are affordable
- 6,000 SF community facility space
- 5,700 SF commercial space

## ESTIMATED DEVELOPMENT TIMELINE

- Regulatory Approvals: 2025-2027
- Design and engineering: May 2025 — May 2026
- Construction start: December 2027

## OVERALL ESTIMATED IMPACTS

### Phase 2

- 880 residents housed
- Housing affordability between 30-100% AMI

# Pier 11 Center for Industry at the Brooklyn Marine Terminal

## **BROOKLYN MARINE TERMINAL OVERVIEW**

For more than a century beginning in the 1850s, the Red Hook waterfront was a bustling hub of shipping and industry, employing thousands along New York Harbor's working docks. While blue-collar employment has declined over several decades, the neighborhood still sustains a vibrant network of small light-industrial businesses.

The 122-acre Brooklyn Marine Terminal redevelopment aims to revitalize this historic waterfront through a transformative mixed-use plan that integrates a modern maritime port, expanded parkland, and significant new housing while preserving and expanding industrial and commercial space. This is a generational opportunity to integrate jobs and housing into a vibrant mixed-use community and support the growth of the existing industrial ecosystem by creating new, modern industrial space for makers, fabricators, and other industrial users.

The project builds on NYC EDC's Blue Highways Plan to activate the city's waterfront for local and regional movement of goods, thereby reducing truck traffic and strengthening the city's commitments to climate resiliency and sustainable design. The overall redevelopment will span two districts, Atlantic Basin and BMT North. The ACHIEVE-funded, mixed-use building in Pier 11 is part of the former district, which is also the first phase of the overall project.

## **PROJECT PARTNER**

Developers to be selected through a competitive RFP

## **OVERALL PROJECT DEVELOPMENT COST**

- \$3.5 billion

## **OVERALL PROJECT DETAILS**

- 6,000 new residential units, of which 2,400 are affordable
- 60-acre port
- 275,000 SF industrial space
- 275,000 SF commercial space
- 250,000 SF community space, including a new public school
- 28 acres of public open space
- 400-key hotel

## **ESTIMATED DEVELOPMENT TIMELINE**

- Task Force approval: September 2025
- Phase 1 development: 2026-2030
- Phase 2 development: 2031-2038

## **OVERALL ESTIMATED IMPACTS**

- 2,000 total direct jobs created, including 295 maritime industrial and 200 cruise-related jobs
- 37,000 construction jobs created
- Housing affordability 40-100% AMI
- 15,000 residents housed
- Estimated to generate more than \$18 billion in direct, indirect, and induced economic impact

## Appendix B - Detailed Project Budgets

### Capital Costs

No.	Project	Construction Start	ACHIEVE Funding Ask	Other Funding Leveraged	Leverage Ratio
1.	<b>Brownsville Hub</b>	Q2 2026	<b>\$3,450,000</b>	<b>\$ -</b>	N/A
	Construction cost		\$2,760,000	\$ -	
	Design and construction management cost		\$200,000	\$ -	
	Contingency		\$490,000	\$ -	
2.	<b>New Jamaica Market</b>	Q2 2026	<b>\$2,737,000</b>	<b>\$1,438,000</b>	1:0.5
	Pre-development cost		\$ -	\$425,000	
	Construction cost		\$487,000	\$1,013,000	
	Kitchen equipment cost		\$1,250,000	\$ -	
	Infrastructure cost		\$750,000	\$ -	
	Furniture, fixture, equipment cost		\$250,000	\$ -	
3.	<b>Kingsbridge Manufacturing Hub</b>	Q1 2027	<b>\$9,500,000</b>	<b>\$7,311,000</b>	1:0.8
	Fit out costs		\$8,015,000	\$7,311,000	
	Equipment costs		\$1,485,000	\$ -	
4.	<b>Fashion Business Hub</b>	Q2 2027	<b>\$3,000,000</b>	<b>\$ -</b>	N/A
	Expansion and construction cost		\$1,500,000	\$ -	
	Equipment cost		\$900,000	\$ -	
	Childcare facility cost		\$250,000	\$ -	
	Technology cost		\$150,000	\$ -	
	Sustainability upgrade cost		\$200,000	\$ -	
5.	<b>Green Economy Institute</b>	Q2 2027	<b>\$4,280,000</b>	<b>\$1,698,000</b>	1:0.7
	Core and shell costs		\$1,933,000	\$ -	
	Fit out costs		\$1,493,000	\$ -	
	Contingency and soft costs		\$ 756,000	\$1,698,000	
	Equipment costs		\$98,000	\$ -	
6.	<b>Bronx River Training Center</b>	Q1 2027	<b>\$2,220,000</b>	<b>\$740,000</b>	1:0.3
	Construction costs		\$2,220,000	\$740,000	
7.	<b>Hot Bread Kitchen Bronx Outpost</b>	Q4 2027	<b>\$4,500,000</b>	<b>\$1,501,000</b>	1:0.3
	Kitchen construction cost		\$1,400,000	\$1,400,000	
	Kitchen equipment cost		\$700,000	\$ -	
	Office construction cost		\$700,000	\$ -	
	Office equipment		\$40,000	\$ -	
	Other and soft costs		\$978,000	\$ -	
	Contingency		\$682,000	\$101,000	
8.	<b>Pier 11 Center for Industry</b>	2029	<b>\$13,000,000</b>	<b>\$20,280,000</b>	1:1.6
	Construction costs			\$20,280,000	
<b>TOTAL</b>			<b>\$42,687,000</b>	<b>\$32,968,000</b>	<b>1:0.8</b>

## Operating Costs

No.	Project	ACHIEVE Funding Ask for 5-Year Operating Costs	Other Funding Leveraged for 5-Year Operating Costs	Leverage Ratio
1.	<b>Brownsville Hub</b>	\$ -	<b>\$6,205,000</b>	N/A
	Training costs	\$ -	\$5,105,000	
	Cooperative costs	\$ -	\$1,100,000	
2.	<b>New Jamaica Market</b>	<b>\$1,463,000</b>	<b>\$ -</b>	N/A
	Personnel cost	\$550,000	\$ -	
	Utilities cost	\$475,000	\$ -	
	Administrative cost	\$588,000	\$ -	
3.	<b>Kingsbridge Manufacturing Hub</b>	<b>\$ -</b>	<b>\$ -</b>	N/A
4.	<b>Fashion Business Hub</b>	<b>\$1,700,000</b>	<b>\$1,725,000</b>	1:1.0
	Rent	\$1,500,000	\$ -	
	Personnel cost	\$ -	\$900,000	
	Facilities and utilities cost	\$ 200,000	\$ -	
	Childcare services cost	\$ -	\$600,000	
	Supplies cost	\$ -	\$150,000	
	Contingencies	\$ -	\$75,000	
	5.	<b>Green Economy Institute</b>	<b>\$ -</b>	
Rent	\$ -	\$247,000		
Personnel cost	\$ -	\$400,000		
Administrative cost	\$ -	\$250,000		
Furniture and equipment lease	\$ -	\$150,000		
Supplies cost	\$ -	\$80,000		
6.	<b>Bronx River Training Center</b>	<b>\$1,400,000</b>	<b>\$1,054,000</b>	1:0.8
	Personnel costs	\$ -	\$919,500	
	Training costs	\$875,000	\$ -	
	Supply costs	\$ -	\$62,500	
	Wraparound costs	\$525,000	\$72,500	
7.	<b>Hot Bread Kitchen Bronx Outpost</b>	<b>\$ -</b>	<b>\$ 1,350,000</b>	N/A
	Rent	\$ -	\$1,350,000	
8.	<b>Pier 11 Center for Industry</b>	<b>\$ -</b>	<b>\$ -</b>	N/A
9.	<b>ACHIEVE Network Convener</b>	<b>\$2,750,000</b>	<b>\$ -</b>	N/A
	Personnel costs	\$2,250,000	\$ -	
	Event costs	\$500,000	\$ -	
<b>TOTAL</b>		<b>\$7,313,000</b>	<b>\$11,462,000</b>	<b>1:1.6</b>

## Appendix C – Letter of Support



October 30, 2025

Kinda Younes, Executive Director  
New York City Industrial & Technology Assistance Corporation  
500 7th Ave, 8th Floor  
New York, NY 10018

To the ACHIEVE Competition Selection Committee:

I am writing on behalf of New York City Industrial & Technology Assistance Corporation (ITAC) to share our strong support for the initiative proposed by the New York City Regional Economic Development Council (NYCREDC) for the ACHIEVE Competition.

The initiative's support for job-sustaining projects co-located with residential developments will create affordable, modern spaces that enable manufacturers and industrial firms to innovate and generate quality jobs, aligning with our organization's mission.

ITAC is a state and federally funded nonprofit organization that supports the city's industrial businesses through tailored consulting. With a record of almost 40 years of helping companies succeed, our team has a deep understanding of the opportunities and challenges that are unique to our region.

Funding would enable ITAC to collaborate with NYCETC to serve as the ACHIEVE Network Convener. In this role, we would bring together stakeholders, facilitate partnerships, and share best practices through regular convenings that accelerate the development of mixed-use projects. Building on our strong relationships with industrial businesses and longstanding expertise in technical assistance and advocacy, ITAC will help facilitate new developments that generate jobs creation, provide workforce training, and support sustainable economic growth.

The NYCREDC's proposal for the ACHIEVE Competition has ITAC's strong support. If funded, it will create an exciting new model for creating modern light industrial spaces and strengthening New York City's economy.

Sincerely,

Kinda Younes, Executive Director  
New York City Industrial & Technology Assistance Corporation

Gregory J. Morris  
President  
New York City Employment and Training Coalition  
121 Sixth Avenue  
New York, NY 10013

To the ACHIEVE Competition Selection Committee:

On behalf of the New York City Employment and Training Coalition (NYCETC), I am pleased to express our strong support for the ACHIEVE Competition proposal submitted by the New York City Regional Economic Development Council (NYCREDC).

NYCETC is the city's largest network of workforce and economic mobility organizations, representing more than 230 training providers, community-based organizations, and institutions of higher education dedicated to connecting New Yorkers to quality jobs and family-sustaining careers. The ACHIEVE initiative's commitment to advancing job-sustaining, mixed-use developments that integrate housing, industry, and employment aligns deeply with our mission to make economic opportunity accessible to all New Yorkers.

Through this partnership, NYCETC will serve as the ACHIEVE Network Convener in collaboration with ITAC. Together, we will coordinate partners, share best practices, and host regular convenings to strengthen the cooperation between developers, employers, and workforce providers. Our collective efforts will ensure that the new industrial and commercial spaces created through ACHIEVE are directly linked to career pathways, skills training, and equitable hiring pipelines that reflect the diversity and strength of New York's workforce.

We believe the NYCREDC's ACHIEVE initiative represents a transformational model for inclusive growth, ensuring that economic development is rooted in community benefit and sustained opportunity. NYCETC is proud to stand with NYCREDC and its partners in advancing this critical vision for New York's future.

Sincerely,



Gregory J. Morris  
President

New York City Employment and Training Coalition

## Appendix D – Impacts Methodology

To estimate the average wage of jobs generated by ACHIEVE projects, HR&A calculated a weighted average of wages from target industries identified by the Anchor Projects in the ACHIEVE Initiative.

### NAICS Codes of Target Industries of Anchor Projects

NAICS Code	Industry
236	Construction of Buildings
238	Specialty Trade Contractors
311	Food Manufacturing
312	Beverage and Tobacco Product Manufacturing
315	Apparel Manufacturing
316	Leather and Allied Product Manufacturing
321	Wood Product Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
335	Electrical Equipment, Appliance, and Component Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture and Related Product Manufacturing
483	Water Transportation
484	Truck Transportation
493	Warehousing and Storage
721	Accommodation
722	Food Services and Drinking Places

## Endnotes

1. NYTimes. Sep 2025. [Rise in U.S. inflation is likely to keep Fed cautious on pace of rate cuts.](#)
2. NBC News. Sep 2025. [The US created 911,000 fewer jobs than previously thought in the 12 months through March.](#)
3. World Travel & Tourism Council. May 2025. [US economy set to lose \\$12.5Bn in international traveler spend this year.](#)
4. Lightcast.
5. American Community Survey. [ACS Demographic and Housing Estimates](#)
6. New York City Comptroller. Sep 2025. [New York by the Numbers: Monthly Economic and Fiscal Outlook September 2025.](#)
7. NYC Department of City Planning. [City of Yes for Housing Opportunity.](#)
8. NYC Department of City Planning Zoning Application Portal.
9. Office of the New York State Comptroller. Mar 2025. [Housing Production in New York City.](#)
10. New York State. Jul 2025. [Governor Hochul announces MTA on track for record year of ridership and performance in 2025.](#)
11. Office of the New York State Comptroller. [Impact of the COVID-19 pandemic on subway ridership in New York City.](#)
12. PFNYC analysis of Pitchbook data. *Note: This surge may have been the result of the Congress's acceleration of the expiration of tax credits supporting renewable energy development and thus may not represent lasting growth in the sector.*
13. New York City Mayor's Office of Management and Budget. Aug 2025. [NYC Employment Data \(Seasonally adjusted\) – August 2025.](#)
14. New York State Department of Labor. [Labor Statistics for the New York City Region – August 2025.](#)
15. Partnership for New York City. Aug 2025. [Closing the gap: New York's decade of growth in life sciences.](#)
16. NYC Economic Development Corporation. Jul 2025. [New York City Economic Snapshot – July 2025.](#)
17. Partnership for New York City. Aug 2025. [Dashboard: Key NYC Economic Indicators - Q2 2024 Comparison to Q2 2025.](#)
18. US Census, American Community Survey 2025. [Poverty Status in the Past 12 Months.](#)
19. Partnership for New York City. Aug 2025. [Dashboard: Key NYC Economic Indicators - Q2 2024 Comparison to Q2 2025.](#)
20. New York Times. May 2025. [New York City predicted record tourism. Then came Trump.](#)
21. New York City Tourism + Conventions. Cited in [NYC Economic Trends & Insights – Aug 2025](#) by Partnership for New York City.
22. PFNYC analysis of Pitchbook data.
23. PFNYC analysis of StreetEasy data.
24. US Census, American Community Survey 2025. *Median Household Income for NYC is \$81,228 in 2024. Using the 40x income-to-rent rule, households earning the median income can afford a monthly rent of \$2,030.*
25. New York City Mayor's Office of Management and Budget. Aug 2025. [NYC Employment Data \(Seasonally adjusted\) – July 2025.](#)
26. Lightcast. NYC Employment by Industry 2024.

27. U.S. Bureau of Labor Statistics. Local Area Unemployment Statistics – New York City Seasonally Adjusted Unemployment Rates.
28. NYCEDC August 2025 Economic Snapshot.
29. NYCEDC August 2025 Economic Snapshot.
30. Partnership for New York City. Aug 2025. Dashboard: Key NYC Economic Indicators - Q2 2024 Comparison to Q2 2025.
31. Pitchbook.
32. AMNY. June 2025. Congestion pricing: Traffic decreases but Manhattan tolls revenue hits a new monthly high in May.
33. New York State. Jul 2025. Six months in, Governor Hochul highlights success of congestion pricing: traffic is down, business is up, and critical investments are being made to improve transit.
34. Regional Plan Association. Mar 2025. Congestion Pricing: What it means to save time.
35. Office of the New York State Comptroller. Impact of the COVID-19 pandemic on subway ridership in New York City.
36. New York City Tourism + Conventions. Cited in NYC Economic Trends & Insights – Aug 2025 by Partnership for New York City.
37. NYC Office of the Mayor. Dec 2024. Mayor Adams announces “Founded by NYC” year-long celebration of NYC.
38. NYC Department of Education Graduation Results.
39. US Census, American Community Survey 2025. Poverty Status in the Past 12 Months.
40. U.S. Census.
41. New York City Comptroller. Jan 2024. Spotlight: New York City’s Rental Housing Market.
42. PFNYC analysis of StreetEasy data.
43. US Census, American Community Survey 2025. *Median Household Income for NYC is \$81,228 in 2024. Using the 40x income-to-rent rule, households earning the median income can afford a monthly rent of \$2,030.*
44. AECOM and City of New York.
45. Office of the New York State Comptroller. Mar 2025. Housing Production in New York City.
46. CoStar.
47. CoStar.
48. New York City Comptroller. Sep 2025. New York by the Numbers: Monthly Economic and Fiscal Outlook September 2025.
49. PFNYC analysis of Lightcast Data
50. Startup Genome, “New York City’s Tech Ecosystem By the Numbers”, accessed at link.
51. All figures are rounded to the nearest 5.
52. HR&A Analysis of total permanent and ongoing Jobs generated from Anchor Project businesses and organizations, including direct, Indirect, and Induced jobs using IMPLAN economic model and industry standard assumptions for employees per square foot for various uses. See Table 6 for details.
53. HR&A Analysis of total construction jobs generated through total project costs for all Anchor Projects using IMPLAN economic model.
54. Based on estimates provided by Anchor Project sponsors.
55. Average wage reflects weighted estimates across the target industries identified in the ACHIEVE Initiative, including construction, food manufacturing, and logistics. For details on the specific NAICS codes used, please refer to the Appendix C – Impacts Methodology.

56. Based on estimates provided by Anchor Project developers or operators.
57. The estimated number of residents housed was calculated using New York City's average household size of 2.51 persons, based on the 2023 ACS 5-Year Estimates.
58. NYC Housing Preservation and Development. Feb 2024. [New York City's vacancy rate reaches historic low of 1.4 percent, demanding urgent action & new affordable housing.](#)
59. Lightcast Analysis.
60. NYC Department of Planning. Sep 2025. [NYC Industrial Plan Draft Report.](#)
61. City Limits. Jun 2016. [Past rezonings shape Long Island City's feelings about De Blasio Plan.](#)
62. QNS. Jun 2025. [Opposition and support clash at packed CB2 meeting over Long Island City rezoning plan.](#)
63. The Red Hook Star Revue. Jun 2025. [Opinion: Say No to the Brooklyn Marine Terminal land grab.](#)
64. New York City Council. [Fiscal Year 2026 Budget.](#)
65. New York State Governor's Office. [FY2026 Executive Budget Highlights – Housing.](#)
66. NYC Department of City Planning. [City of Yes for Housing Opportunity.](#)
67. Office of the New York State Comptroller. Mar 2025. [Housing Production in New York City.](#)
68. Office of the New York State Comptroller. Mar 2025. [Housing Production in New York City.](#)
69. NYC Department of City Planning. [City of Yes for Housing Opportunity.](#)
70. NYC Economic Development Corporation. Jun 2025. [NYCEDC Blue Highways Workforce Study Charts Path to Inclusive Growth and 8,000 New Jobs.](#)
71. Center for Urban Futures. Mar 2025. [New York City's Green Economy Opportunity.](#)
72. Brooklyn Navy Yard. [Training Opportunities.](#)
73. Partnership for New York City. Sep 2025. [At a Crossroads: New York City's Status as a Global Fashion Capital.](#)
74. City and State. Jul 2023. [New York City's uphill battle to save manufacturing.](#)
75. NYC Department of Planning. Sep 2025. [NYC Industrial Plan Draft Report.](#)
76. Center for an Urban Future. Nov 2021. [Make Rezoning Work.](#)
77. Council of Fashion Designers of America. [What's at stake for the NYC Garment District.](#)
78. City and State. Jul 2023. [New York City's uphill battle to save manufacturing.](#)
79. New York State Governor's Office. Sep 2024. [Governor Hochul celebrates completion of New York City's first-ever mixed-use light manufacturing and affordable housing development in Brooklyn.](#)
80. New New York. Dec 2022. [Making New York Work for Everyone.](#)
81. NYC Department of City Planning. Nov 2018. [Can industrial mixed-use buildings work in NYC?](#)
82. NYC Department of Planning. Sep 2025. [NYC Industrial Plan Draft Report.](#)
83. HR&A Analysis of total construction jobs generated through total project costs for all Anchor Projects using IMPLAN economic model.
84. HR&A Analysis of total permanent and ongoing Jobs generated from Anchor Project businesses and organizations, including direct, Indirect, and Induced jobs using IMPLAN economic model and industry standard assumptions for employees per square foot for various uses.
85. Based on estimates provided by Anchor Project sponsors.
86. Average wage reflects weighted estimates across the target industries identified in the ACHIEVE Initiative, including construction, food manufacturing, and logistics. For details on the specific NAICS codes used, please refer to the Appendix C – Impacts Methodology.
87. Based on estimates provided by Anchor Project developers or operators.

## Photo Credits

- Cover: Unsplash-STLLR photo; Adobe Stock-James; Adobe Stock-Carl; Adobe Stock-Donaldson/Wirestock Creators; Adobe Stock-Luciano Mortula-LGM; Adobe Stock-Linda Harms
- Page 4: Adobe Stock-jovannig
- Page 6: Courtesy of Newlab
- Page 7: Courtesy of NYS Governor's Office (January 17, 2025 press release)
- Page 8: Adobe Stock-Cavan
- Page 9: Courtesy of Gilbane Development
- Page 10: Courtesy of Marcus Middleton and Roundabout Theatre Company
- Page 14: Courtesy of Trust for Governors Island
- Page 15: Courtesy of Courtesy of Travis Mark and Triangle Equities
- Page 16: Courtesy of GrowNYC
- Page 16: Courtesy of Breaking Ground
- Page 17: Courtesy of SUNY Maritime college
- Page 18: Courtesy of The Studio Museum in Harlem
- Page 18: Courtesy of Pioneer Works
- Page 19: Courtesy of Empire State Development
- Page 20: Courtesy of NYS Department of State
- Page 21: Courtesy of HR&A Advisors
- Page 22: Courtesy of the Early Care & Learning Council
- Page 23: Unsplash-Dan Gold
- Page 24: Courtesy of Allied Works and Roundabout Theatre Company
- Page 24: Courtesy of HR&A Advisors
- Page 31: Adobe Stock-Tierney
- Page 35: Courtesy of NYC Department of City Planning
- Page 36: Courtesy of Midtown South Mixed-Use Neighborhood Plan
- Page 36: Courtesy of Greenpoint Manufacturing and Design Center
- Page 37: Courtesy of NYC Department of City Planning
- Page 45: Courtesy of The New York Housing Conference
- Page 46: Courtesy of Greater Jamaica Development Corporation
- Page 47: Courtesy of 8th Regiment LLC
- Page 48: Courtesy of Custom Collaborative
- Page 49: Courtesy of Totem
- Page 50: Courtesy of Simone Development
- Page 51: Courtesy of L+M Development Partners
- Page 52: Courtesy of NYC Economic Development Corporation
- Page 53: Courtesy of ITAC and NYCETC



**New York City  
Regional Economic  
Development Council**