



NEW YORK CITY REGIONAL ECONOMIC DEVELOPMENT COUNCIL
Strategic Plan

November 14, 2011

New York Regional Economic Council

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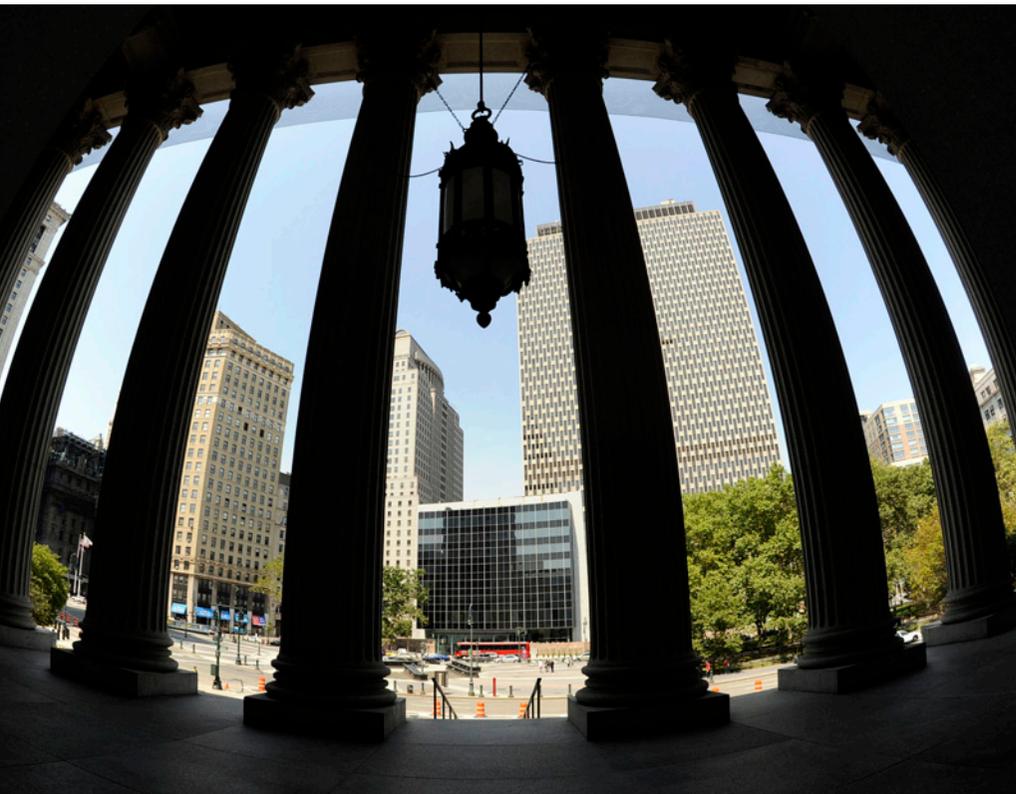
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Executive Summary



New York City is the state's primary economic engine, generating more than half the state's economic output and attracting to the state both talent and investment from around the world. Its growth and vitality outpace most other urban centers in America. By almost any measure, New York is among the most successful 21st century world cities.

At the same time, 20% of the city's 8.2 million residents are living below the federal poverty line—more than

the entire rest of the state. This, along with aging infrastructure, a shortage of affordable housing and continuing challenges in public education, generates outsized demands on the local tax base, which are exacerbated by reductions in state and federal aid. As a result, New York is among the most heavily taxed cities in America.

The city also faces increasing global competition for the jobs, investment and talent that fuel its major industries—finance, business

and professional services, media, information technology, fashion, tourism, health and education. Entrepreneurial business formation is hampered by a complex regulatory environment and the high costs of doing business. A significant portion of the city's population is unprepared to participate in the modern workforce and, therefore, chronically unemployed or earning less than required to enjoy a reasonable standard of living.

The New York City Regional Council's five-year strategic plan is focused on accelerating economic growth and job creation by building on the city's many strengths, while ensuring that economically distressed communities and populations have greater opportunities to participate in the benefits of growth. The plan seeks to reinforce the prominent industries and large institutions that anchor the city economy, and to foster collaboration with other regions across the state to build new industry clusters in growth sectors of the innovation economy. The region's economic development strategy, as outlined in its plan, is based on four key pillars:

- **Improve quality of life**—The city's deep and diverse talent pool is the key asset for attracting, retaining and growing businesses, jobs and entrepreneurial activity. This pool is sustained and replenished by

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providing residents with a highly livable, safe and comfortable environment and a range of lifestyle assets to enjoy. Municipal government has established a sustainable growth blueprint, known as PlaNYC. It focuses on greening the city and investing in systems that are essential to quality of life. Diverse and thriving neighborhoods are the building blocks for a livable city. There are neighborhoods in every borough that have undergone intensive planning and/or rezoning and are “shovel ready” for investment and development. The strategic plan identifies a number of these neighborhoods as “opportunity zones” which will have priority for public and private investment.

- **Create a pro-growth, pro-jobs environment**—A business climate that could be tolerated during a post-war era of rapid economic growth is no longer competitive. It is necessary to modernize regulatory burdens, reduce costs of doing business, and mobilize support for small businesses and strategically important industries. Bringing the innovation economy to all five boroughs, in partnership with universities, workforce development initiatives and private investors, is central to the proposals in this strategic plan. The plan also recognizes significant

assets and opportunities for the expansion of the food and tourism industries across the five boroughs. As part of the strategic planning process, the regional council has identified regulatory and legislative recommendations for helping to reduce barriers to business development, encouraging job creation and advancing opportunities for MWBE firms. These recommended “priority actions” will be sent to the statewide chairman’s committee of “New York Open for Business,” subsequent to the submission of this plan.

- **Invest in the future**—The plan envisions a major new commitment to public-private investment in the modernization and expansion of the region’s infrastructure. This will require leadership from the governor and legislature, as well as industry and labor leaders. Maintaining and modernizing the transportation system, including public transit as well as roads, bridges and airports, is crucial to sustaining the city’s competitive edge. The plan also focuses on the need for additional affordable housing and maintenance of the city’s current inventory of government-assisted housing. New or modernized facilities to accommodate evolving commercial and manufacturing

uses, a more diversified energy generation and distribution system, and more efficient distribution network for cargo and, especially, for food, are part of the blueprint for promoting economic growth across the five boroughs. Finally, the plan places human capital development as the lynchpin of continued economic growth and the achievement of a more inclusive economy. This will be accomplished through investment in education for the jobs of the future, retraining of the existing workforce, and stronger partnerships between industry and academic institutions.

- **Foster innovation and inter-regional cooperation**—The city’s continued status as a global capital of commerce depends upon its ability to unleash the power of human capital, entrepreneurial spirit and research university assets throughout New York State to create the industries, businesses and jobs of the future. New York aspires to achieve world-class status in many sectors of the innovation economy—such as clean tech and energy, life sciences, health IT, advanced manufacturing, financial technology, nanotech and big data. This requires tapping all the assets of New York State through inter-regional

coordination and collaboration. New York City offers access to capital and a huge market for products and services in all these sectors, which this strategic plan seeks to further expand and make available to other regions as a way of accelerating the growth, depth and resiliency of emerging industry clusters. At the same time, the plan seeks to continue the diversification of the city's economy by fostering these "innovation sectors" in all five boroughs.

Implementation of the objectives of New York City's strategic plan will be carried out through transformational projects, policies and coordinated actions that engage all stakeholders through their representation on the regional council and its working groups and committees. Stakeholders include large and small business, labor, major academic and health institutions, workforce and community development agencies and all levels of government. The regional council lays out a structure and process through which it will continue to identify, promote, monitor and measure performance of projects, investments and actions that further the goals and objectives of this plan.

The plan includes proposed transformative projects that are submitted for purposes of competing for initial state capital and tax credit awards from the regional council fund allocation as well as projects for which the council is seeking accelerated state permits and regulatory approvals. The council plans to develop and maintain a continually updated inventory of "pipeline" projects that are identified as contributing to implementation of this plan in important ways and will require future funding or other forms of assistance.

The following are the key criteria established by the council for priority project selection: multi-region economic impact; workforce development and employment for economically distressed communities and populations; catalyst or accelerator of industry cluster activity; feasibility; leverage of private and other public contributions; job creation, direct and indirect, with priority for jobs that offer better compensation and upward mobility; and, finally, projects that strengthen or build upon innovation assets, including research universities, entrepreneurial and investor networks, and industry pioneers.

The transformative projects that were identified as top priorities and "ready to go" for the first competitive round of state funding include the following:

- **The redevelopment of the Hunts Point Produce Market:** This project represents a major investment and job generator in the state's poorest county, the South Bronx, and in a critical food distribution center serving thousands of small and minority owned grocery and produce markets as well as supporting agricultural production across New York State.
- **The new Green Manufacturing Center in the Brooklyn Navy Yard:** A relatively small state investment will leverage private funds for development of the city's first clean tech manufacturing center, for which the Navy Yard has already identified an anchor tenant that will relocate from out of state. This center will help position New York State's promising clean tech industry cluster and reinforce research and commercialization at universities in many regions of the state.

- **CREATE @ Harlem Green:** Redevelopment of a long vacant industrial building to accommodate artists, artisans, small business and community services will serve as a critical link between the historic 125th Street entertainment and retail district of Central Harlem and the new Columbia University campus and City College of New York in West Harlem.
- **Staten Island Green Zone:** Initial development of an 1,100 acre site that is largely comprised of brownfields and unused waterfront on the West Shore of Staten Island will bring five manufacturing and distribution companies to the Green Zone, with significant accompanying economic and environmental benefits.
- **NYC SeedStart:** Expansion of a program that nurtures entrepreneurs and connects them to funding and markets will help build innovation industry clusters. This project involves recruiting to entrepreneurs from other regions of the state into SeedStart, in order to accelerate the funding and growth of vibrant industry clusters across New York.
- **International Convention and Exhibition Center:** Queens offers the city's most appropriate location for a new international convention and exhibition center, with accompanying hotel accommodations, which will add an important new destination for the city's tourism industry. A full build out of such a facility will exceed 3.8 million square feet of convention and exhibition space.

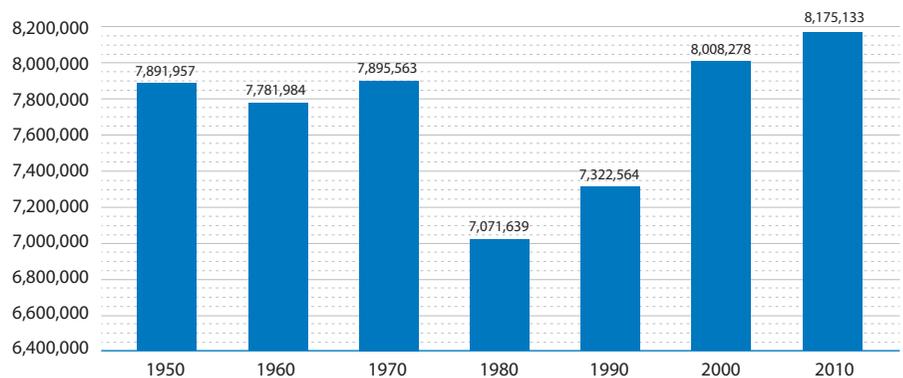
Regional Assessment of Existing Conditions and Economic Opportunities

Historical Perspective

New York is the most populous city in the United States, with 8.2 million residents in 2010. This is an increase of 2.1% from 2000, and 11.6% higher than 1990. Despite a steep drop in population resulting from the urban crises of the 1970s, the city's population has rebounded over the past three decades as crime levels dropped, immigration increased, and Wall Street positioned New York as the financial center of a globalizing economy.

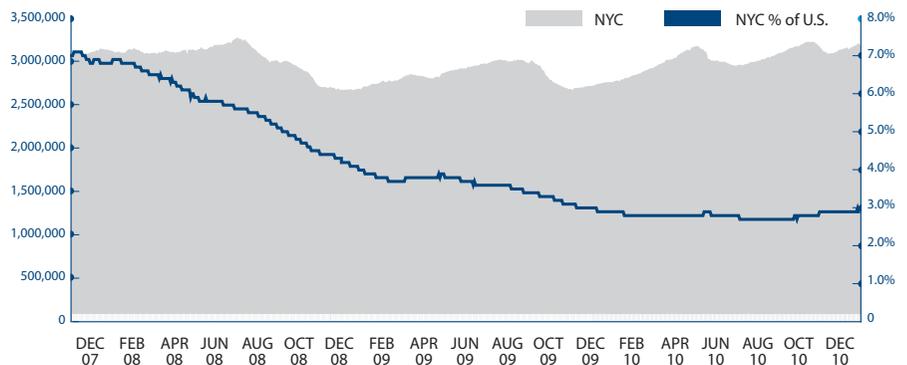
Over the past 60 years, private sector jobs in New York City have hovered around 3 million. The current number is approximately 3.2 million, slightly below the peak of 1969. New York City accounts for around 3% of private sector jobs in the United States, a share that has declined from 7% in 1958.

New York City Population



Source: U.S. Census Bureau

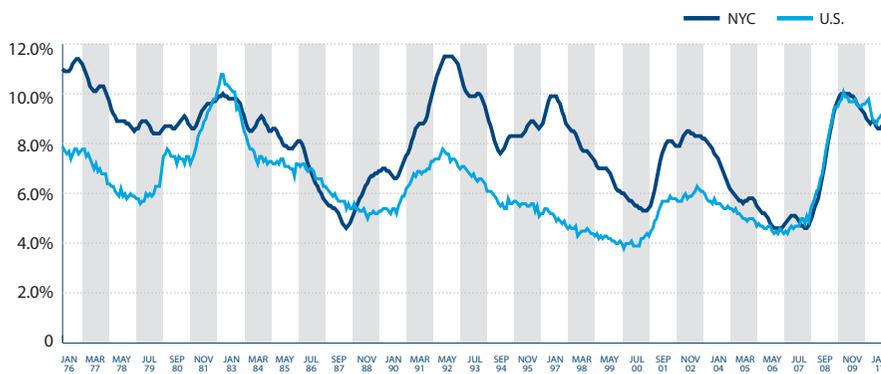
NYC Private Sector Employment (Absolute and Percentage of the U.S. Economy)



Source: New York State Department of Labor and Bureau of Labor Statistics, CES

New York City entered the recent recession later than the rest of the country and exited it more quickly.

Historical Unemployment Rate Comparison Between NYC and the U.S.



Source: New York State Department of Labor and Bureau of Labor Statistics

Current Economic Snapshot

New York City entered the recent recession later than the rest of the country and exited it more quickly. Thanks to the diversity and underlying strength of its economy and the rapid recovery of the financial sector, New York has added back all of the jobs lost during the recession, while the U.S. economy is still down 6%.

Unemployment in New York City has historically been higher than in the rest of the United States, but this trend has reversed in the last several years. In September, New York City's unemployment rate was 8.7%, significantly lower than the U.S. rate of 9.1%, although higher than New York State's 8% rate. This is largely driven by New York State's more rapid decline in workforce participation.

New York City and U.S. Job Recovery Since the Onset of the Recession



Source: New York State Department of Labor and Bureau of Labor Statistics

Healthcare and social assistance and professional and business services are the largest categories of employers in both New York City and New York State.

A Diverse Economy

New York City's economy is broad and diverse, with five major sectors each responsible for more than 300,000 private sector jobs, and 11 sub-sectors responsible for more than 100,000 jobs. The table summarizes the taxonomy of private sector employment in New York City.

Healthcare and social assistance and professional and business services are the largest categories of employers in both New York City and New York State. They represent 37% and 34% of private sector jobs in the city and state, respectively. Medical schools and their affiliated hospitals alone account for 13% of employment in the city.

Distribution of Employment by Industry, September 2011

Industry Sectors and Sub-sectors	NYC	
	Jobs	% of Total
FIRE	439,200	12%
Finance and Insurance	318,400	9%
Real Estate	120,800	3%
INFORMATION	162,600	4%
PROFESSIONAL AND BUSINESS SERVICES	595,200	16%
EDUCATION	184,200	5%
HEALTHCARE AND SOCIAL ASSISTANCE	578,800	16%
LEISURE AND HOSPITALITY	333,000	9%
Arts & Entertainment	63,200	2%
Accommodation & Food	269,800	7%
TRADE TRANSPORTATION AND UTILITIES	568,300	15%
Retail	309,500	8%
Wholesale	139,300	4%
Transportation and Utilities	119,500	3%
MANUFACTURING	73,100	2%
CONSTRUCTION	108,500	3%
OTHER	154,400	4%
TOTAL PRIVATE	3,198,300	86%
GOVERNMENT	537,500	14%
TOTAL (Private + Government) NYC	3,735,800	100%

Source: New York State Department of Labor

Data is preliminary and subject to revision. Totals may not add due to rounding.

New York City is the Economic Engine of New York State

New York City contributes disproportionately to New York State's economy. In 2010, the city had 42% of the state's population and roughly the same share of private sector jobs (44%), yet contributed 59% of the state's payroll (wages) and 55% of the state's economic output.

In 2010, New York City accounted for more than half of the state's jobs in professional and business services, finance and insurance, and information (tech services). These are higher wage sectors, and the city's payroll share for these industries was 63.4%, 84.4%, and 70.6%, respectively, which indicates that the state's well-

paying jobs are disproportionately located in the city. At the same time, the cost of living in New York City is higher than in the rest of the state.

The Challenge of Concentrated Poverty

While unemployment is lower in New York City than the rest of the country, it continues to be unacceptably high, and the citywide measure masks significantly higher pockets of unemployment in specific boroughs, as demonstrated below, and in local communities within boroughs. Chronic conditions of unemployment among black and Hispanic males in particular exact significant social and economic costs on those individuals and their families and communities, as well as on the

city and state economies. This is one major challenge that the New York City Regional Economic Development Council will seek to address.

The recent release of federal poverty data for New York City and the rest of the country indicated a troubling trend of growing poverty within the five boroughs, with more than 20% of New York City residents officially classified as living below the federal poverty line, up from 18.2% in 2008 (see table on next page). While New York's rate of poverty has increased more slowly than that of the rest of the country since 2007, the trend is not conducive to a healthy society. There are also an estimated half million full-time, year-round workers living in poverty in the city.

The city is home to a majority of the state's low-income residents. More than 1.6 million New York City residents are classified as living in poverty, which is more than the total population of any county in New York State outside the five boroughs.

Persistently high unemployment and poverty place outsized demands on the city budget, as well as on its schools, hospitals and municipal services. The city is also projecting a dramatic increase in its elderly population, with the number of people age 65 and over projected to rise 44.2%, from 938,000 in 2000, to 1.35 million in 2030.

NYC Share of NYS Private Sector Employment/Payroll by Industry, 2010

Industry	Employment Share	Payroll Share
Professional and Business Services	50.5%	63.4%
Healthcare	44.6%	47.0%
Finance and Insurance	62.8%	84.4%
Retail Trade	34.4%	40.3%
Accommodation and Food Services	42.3%	54.6%
Education	48.0%	53.3%
Information (Tech Services)	59.6%	70.6%
Other Services	44.6%	56.9%
Other	36.7%	39.9%

Source: Bureau of Labor Statistics

Unemployment by Borough

Borough	2007	2008	2009	2010	2011
Bronx	6.60%	7.30%	11.90%	12.80%	12.10%
Brooklyn	5.30%	5.80%	9.90%	10.20%	9.50%
Manhattan	4.20%	4.70%	8.40%	8.00%	7.30%
Queens	4.40%	4.80%	8.30%	8.50%	7.90%
Staten Island	4.50%	4.90%	8.10%	8.70%	8.10%

*12 months ending September

Source: New York State Department of Labor

Education

New York City has a diverse range of educational institutions, including over 36 private nonprofit colleges and universities, four State University of New York campuses, the 24 institutions within The City University of New York (CUNY), and many for-profit colleges. Educational attainment among New York City residents overall has improved over the past ten years. However, attainment rates indicate

great differences among boroughs. Improving educational attainment and closing the “achievement gap” between different parts of the city is crucial to the city’s economic competitiveness (see table below).

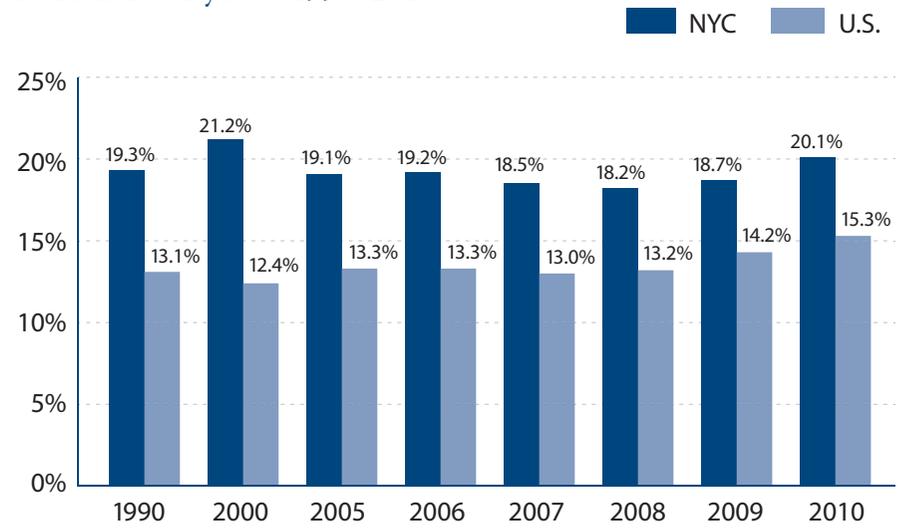
Shortage of Affordable Housing

In the 1980s, the New York Chamber of Commerce identified the lack of affordable housing as one of the top three obstacles to business location in the city. During the past three decades, with assistance from the state, New York City launched the most ambitious affordable housing development program in the nation’s history. While tens of thousands of homes and apartments were built and renovated, resulting in the renaissance of hundreds of formerly blighted neighborhoods, the affordable housing challenge remains enormous, due largely to population growth, continued high rates of poverty, and the many legal, political and regulatory barriers to cost-effective development.

Today, New York City has both a shortage of housing, exacerbated by the credit crisis in residential finance, and a crisis of affordability. Unsubsidized construction costs for new or rehabilitated housing result in rental rates or sales prices that far exceed what most residents can afford. Two-thirds of all households

in the city are renters and over 43% of those currently devote more than 30% of their incomes toward rent. (Generally, housing is considered affordable when a household pays no more than 30% of its income in rent.) Nearly 24% of renters pay more than 50% of their incomes in rent. Median rent for regulated and unregulated

Resident Poverty Rate 1990–2010



Source: U.S. Census Bureau, Decennial Census and American Community Survey

Educational Attainment 2005–2009

	Bronx	Brooklyn	Manhattan	Queens	Staten Island	Total NYC
No HS Diploma	333,122	455,106	220,192	382,366	52,046	1,442,832
	33.1%	23.7%	16.2%	21.2%	13.9%	22.3%
HS Diploma	280,725	554,924	192,252	524,675	126,183	1,678,759
	27.9%	28.9%	14.2%	29.1%	33.7%	26.0%
Some College	179,316	302,670	173,695	296,055	75,310	1,027,046
	17.8%	15.8%	12.8%	16.4%	20.1%	15.9%
AA Degree	60,290	119,457	47,606	127,131	27,558	382,042
	6.0%	6.2%	3.5%	7.0%	7.4%	5.9%
BA Degree	99,653	311,843	391,024	314,923	57,035	1,174,478
	9.9%	16.2%	28.8%	17.4%	15.2%	18.2%
Advanced degrees (MA & Professional)	54,228	176,852	332,053	160,298	36,514	759,945
	5.4%	9.2%	24.5%	8.9%	9.7%	11.8%
Total	1,007,334	1,920,852	1,356,822	1,805,448	374,646	6,465,102
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Center for Urban Research, CUNY Graduate Center, analysis of American Community Survey data.



The Threat of Global Competition

At the beginning of the 21st century, New York was jockeying with London for the title of “financial capital of the world.” After the 2008 financial crisis, New York’s leadership in finance was reaffirmed, but international and U.S. financial regulatory reforms will greatly affect the large institutions that anchor New York’s financial sector. Because financial services account for 32% of the economic output in the city and state and nearly 35% of all wages earned citywide, the volatile nature of the industry and increased regulation will be felt in the local and state economies.

International competition from cities in emerging nations is also growing. New York, London, Paris and Tokyo were the dominant world cities of the last century. All four face new challenges as cities in China, India, Brazil and other emerging economies develop their own financial centers and compete more aggressively for talent and trade. New York has done better than many “legacy leaders” by diversifying its economy (London, by way of contrast, depends on financial and business services for about 41% of its economic output). Moreover, New York has increased its role as a magnet for foreign investment, with about one in ten New York City workers currently employed by a foreign-owned company. In order to maintain its position, the city requires continued investment in infrastructure—such as expanding capacity and services at its airports—and national immigration and trade policies that promote global accessibility and economic activity.

rental apartments, including utilities, came to \$1,080 a month in 2009. Among households in the bottom third of the income distribution for renters, nearly 80% paid more than 30% of their incomes in rent and nearly 60% paid more than 50%. The Bronx is the borough with the greatest percentage of residents paying half or more of their income to rent—33%. The greatest percentage increase was in Staten Island, where nearly 8% more residents are spending half of their income on rent since 1999.

Transition in Healthcare

The nation’s healthcare delivery and payment systems are in crisis. The federal government has set out to control costs while extending coverage to more people and improving patient outcomes. The changes in national policies have enormous potential consequences for New York City and State, where the healthcare industry is among the largest employers and a major

contributor to the economy. In New York City, “safety net” hospitals serving low-income communities are most immediately vulnerable to these changes, since many are already operating with budget deficits. The state cannot afford to continue to subsidize a system that has far too many inpatient beds and emergency room visits. In fact, the transition to primary and preventive care can be a source of new and improved jobs and of economic development opportunities, as old hospital campuses are redeveloped for a new delivery system and other uses. New York City, in particular the boroughs of Brooklyn and Queens, where most of the safety net hospitals are concentrated, needs to be at the forefront of understanding and responding to transitions in healthcare. The healthcare industry is the largest employer in the Bronx, which is also the borough with the highest level of poverty, making transitional planning and retraining of personnel important there as well.

Economic Development Vision

Vision Statement

New York City is the business and financial capital of America. It is the nation's preeminent global center of commerce, culture and innovation and the No. 1 tourist destination. It is also the economic engine of New York State, with employers throughout the five boroughs generating half of the state's economic output and almost half of all state tax revenues.

At the same time, New York City's unemployment rate exceeds the statewide average, the city has more people living in poverty than the rest of the state combined, and its continued global dominance in key industry sectors—upon which the economy of the entire state relies—is threatened by unprecedented foreign competition.

To retain its status as a global economic powerhouse and to maximize its contributions to New York State, New York City seeks to reinforce its historic strengths, generate improvements in the quality of life for its residents through the creation of good jobs, and better leverage its academic and corporate assets in the technology-driven growth sectors of the 21st-century economy. This will require significant public and private investment focused on:

- Modernization of aging infrastructure (transportation,



energy, and the built environment, both commercial and residential) and recapture of lost assets such as the 578 miles of city waterfront and thousands of acres of contaminated brownfield sites.

- Reduction of barriers to business development and expanded support for entrepreneurs, both immigrant and native born, who are the major generators of new jobs and of innovation.
- Enhanced development of human capital to achieve a more diverse, highly qualified, fairly

compensated and inclusive workforce.

Improving the competitiveness, accessibility, and human capital of New York City will spur its growth and progress, strengthen its role as a global leader, and economically benefit the entire Empire State. The city is, after all, the largest market and best source of private capital for business throughout the state. By leveraging its singular assets, New York City will ensure that the five boroughs and all ten regions of New York State are in the best position to flourish and be open for business.

Critical Issues and Opportunities

REGIONAL ECONOMIC COMPETITIVE ADVANTAGES

As New York City prepares its comprehensive five-year strategic Plan, it does so with the benefit of several strategic competitive advantages. Despite the uncertainty of the global and national macroeconomic picture, New York City is likely to continue to benefit from:

- **A growing, diverse and highly skilled population**—New York City is projected to add 1 million more residents by 2035. It boasts a highly educated workforce: 42% of employed New Yorkers have a bachelor’s degree or higher, compared to 33% of employed U.S. residents. It also benefits from a diverse, multi-lingual immigrant population – 36% of New Yorkers were born overseas, compared to less than 12% of all Americans.
- **A diversified economy**—New York City has five different major sectors, each of which contributes more than 300,000 jobs to the local economy, and 11 sub-sectors that each employ more than 100,000 people. The New York Metropolitan Region is America’s largest exporter, primarily of services. Moreover, it is the country’s biggest and most aggressive market for new products, technological innovation and talent. New York firms have received \$2.2 billion in venture capital so far this year and were second only to Silicon Valley in overall investments, totaling \$891 million during the third quarter of 2011.
- **Capital of key industries**—Unique among large cities, New York is not only a global center of capital markets but of many

other industries, including media, law and accounting, fashion and design, retail and entertainment, real estate, insurance, construction, hospitality and tourism, healthcare, aviation and information technology. As such, New York attracts employers that set the pace for innovation, compensation and labor standards in their industry.

- **High level of business confidence**—Over the past decade, the city has attracted major investments in headquarters and expanded operations by dozens of global corporations, ranging from Hearst, Goldman Sachs, Bank of America, Thomson Reuters and Bloomberg L.P. to Google, JetBlue, Conde Nast and Pearson. While other cities, such as Chicago and London, are struggling with retention issues, New York’s level of corporate commitment remains high.
- **A robust transportation network**—New York City benefits from a network of more than 6,000 miles of roads and highways, 2,000 bridges and tunnels, a transit system that operates 24/7, more than 700 miles of subway, commuter and intercity rail tracks, a network of ferries, and access to three major international airports.
- **A growing tourism industry**—A record 48.8 million people visited New York City in 2010, generating nearly \$50 billion of direct and indirect economic activity. Thirty percent of all foreign tourists who visit the United States visit New York City, giving the city the No. 1 market share by a considerable margin. Even following the recession, the city’s hotel development pipeline remains the largest in the nation. Each of

the five boroughs has important tourism assets that can be better promoted. This can both enrich the tourism experience that the city offers and contribute to the growth of borough economies. The regional council will work with NYC & Co. and Empire State Development (ESD) to develop a program aimed at expanded tourism activity across the city. In certain cases, such as that of the Bronx, development of a new first-class hotel to support local destination tourism sites will be important in connection with this effort.

- **“Opportunity Zones”**—Thanks to completed rezoning plans and major public and private investments, neighborhoods and business districts across the five boroughs are poised for significant economic growth in the coming years. Accelerating job creation and economic growth will depend upon expedited regulatory approvals, targeted assistance, and support for public-private initiatives to market, finance and develop “shovel ready” site. These communities, have already undergone a decade or more of planning and predevelopment work. They are “Opportunity Zones” that are “Open for Business” and that the regional council will prioritize and assist.

OPPORTUNITY ZONES	
125th Street (Manhattan)	125th Street is Harlem’s “Main Street.” The New York City Economic Development Corporation (EDC), with the Upper Manhattan Empowerment Zone (UMEZ) and its Harlem Business Assistance Fund, is implementing a plan to help strengthen 125th Street’s reputation as a world-class arts, cultural, and entertainment destination and regional business district. Construction of the Manhattanville campus of Columbia University and local initiatives such as the redevelopment of Mart 125, the Victoria Theater and the upgrade of the Apollo Theater will be catalysts for the further economic resurgence of Upper Manhattan. The transformation of the Taystee Bakery factory into a center for entrepreneurial activity known as CREATE @ Harlem Green will provide a critically important transitional facility between the historic retail and entertainment district of Central Harlem and the growing university facilities of Columbia and City College in West Harlem. It will provide affordable commercial and industrial space for the city’s creative class. Similarly, connecting to East Harlem, the Harlem Community Development Corporation proposes to establish a 22-block, open-air market known as “La Marqueta Mile.” This would accommodate about 900 artisans, food and other small businesses and create an estimated 4,000 jobs.
Coney Island (Brooklyn)	After many decades of decline, Coney Island has begun to experience a resurgence following the passage of rezoning in 2009. With the city’s acquisition of property within the amusement area, and the development of several new amusement parks, new attractions at the New York Aquarium, and other investments, this historic neighborhood is witnessing new development and increased visitors. Over the next three decades, as the city advances district infrastructure upgrades that will support new housing, hospitality, retail, and entertainment uses in the rezoning area, Coney Island is positioned to become a major waterfront destination and support around 4,500 new units of housing, approximately 25 acres of entertainment attractions, and more than 25,000 construction jobs and 6,000 permanent jobs.
Downtown Brooklyn (Brooklyn)	Helped along by rezoning in 2004, Downtown Brooklyn has become one of the fastest-growing neighborhoods in New York City, doubling in population in the last decade. With the completion of the Barclays Center and several crucial cultural institutions and commercial developments to complement this boom in population, Downtown Brooklyn is poised to be one of the city’s most active central business districts. This area also anchors Brooklyn’s participation in the innovation economy, with NYU Polytechnic Institute at its center. An opportunity exists to either expand the Polytechnic campus and/or accommodate expanded entrepreneurial uses at 370 Jay Street.
Brooklyn Navy Yard (Brooklyn)	Minutes away from both downtown Brooklyn and downtown Manhattan and surrounded by the diverse Brooklyn neighborhoods of Fort Greene, Clinton Hill, Bedford-Stuyvesant, DUMBO and Greenpoint-Williamsburg, the 300 acre Navy Yard has emerged as a national model for sustainable industrial parks, urban green manufacturing and local job creation, with 5,800 people working in 275 Navy Yard businesses today, up from 3,800 employees in 230 businesses in 2001. Demand for space in the yard is strong; its existing 4.5 million square feet of space has been 98% leased for the past 10 years, and it has a waitlist of over 100 businesses. Now, in the midst of its largest expansion since WWII, with over \$200 million of ongoing city-funded infrastructure improvements, the yard has been able to leverage this success into \$500 million in private investment, an additional 2 million square feet of space and a projected 3,200 new jobs in the next two to four years. The planned Green Manufacturing Center will renovate industrial buildings to create a 215,000-square-foot building targeting green design and manufacturing tenants.

OPPORTUNITY ZONES	
Greenpoint-Williamsburg (Brooklyn)	The 2005 rezoning of Greenpoint-Williamsburg has led to the construction of significant market rate and affordable housing. Many developers in the area are committed to employing building service workers at or above prevailing wages in anticipation of the improved residential market resulting from the increased development opportunities. With the completion of the WNYC Transmitter Park and Bushwick Inlet Park, the once sleepy neighborhood is being transformed into a vibrant residential and commercial hub.
Hunts Point (Bronx)	The Hunts Point peninsula is home to the city's primary food wholesaling and distribution hub (the Hunts Point Food Distribution Center), occupying 330 acres and supporting more than 115 businesses and 10,000 workers. The area is also home to the Hunts Point Terminal meat, fish and produce markets, along with many other private food-related companies. The 2004 Hunts Point Vision Plan articulated a coordinated strategy for fostering business and job growth at the food distribution center. Modernizing the produce market will have the multiplier effect of attracting new business activity and ensuring that the food distribution center continues to play a primary role in the city's and state's food supply chain, while also improving its environmental sustainability.
Long Island City (Queens)	Long Island City has experienced significant growth in population and workforce since its 2001 rezoning, and with the construction of JetBlue's headquarters and the completion of the Gotham Center, will continue to grow. The nearby development of Hunter's Point South, the largest affordable housing development to be built in the city since the early 1970s, will also accelerate the neighborhood's growth.
Lower Manhattan (Manhattan)	Despite the devastating terrorist attacks of September 11, 2001, Lower Manhattan is thriving again as a 24/7 neighborhood, with a nearly doubled population and more businesses operating today than prior to 9/11. The commercial redevelopment of the World Trade Center will add more than 10 million square feet of Class A office space complemented by significant growth in parks and open space.
Jamaica/Southeastern Queens (Queens)	Jamaica benefits from a thriving downtown commercial district and world-class transportation access (the AirTrain, LIRR and two subway lines all connect at Jamaica's recently redeveloped intermodal hub), making Jamaica an attractive destination for new residents and businesses. Downtown Jamaica's redevelopment will have a multiplier effect throughout Southeastern Queens, extending to JFK Airport and the Rockaways.
Hudson Yards (Manhattan)	The Far West Side of Manhattan is the "final frontier" of undeveloped space in Midtown. The redevelopment of Hudson Yards will transform this neighborhood into one of the largest commercial and residential districts in the city, with four times the office space of Rockefeller Center, market-rate and affordable housing, retail and hotels, and significant open space.
Flushing/Willets Point (Queens)	Flushing is home to one of the largest communities of people of Chinese descent outside of China (and its Chinese-American population is now larger than Manhattan's Chinatown), as well as large populations of other Asian and non-Asian immigrants. This has powered Flushing's significant economic growth, allowing the neighborhood to add jobs in each of the last six years, despite the recession. The planned redevelopment of Willets Point will accelerate the neighborhood's growth and also have significant environmental benefits, most directly linked to the revitalization of the Roosevelt Avenue corridor.

OPPORTUNITY ZONES	
North Shore (Staten Island)	The North Shore is home to the city’s maritime support services industry and an historic working waterfront. Six neighborhoods (St. George, New Brighton, West Brighton, Port Richmond, Mariners Harbor-Arlington, and Jersey Street) have areas of underutilized land or vacant buildings located adjacent to residential communities or businesses creating significant potential for growth. EDC recently completed a study of the area, which stretches from the Staten Island Ferry Terminal to Howland Hook Marine Terminal. The borough president is leading the charge for a rail system, and over 200 acres of vacant land are available for development, beginning with a 14 acre site surrounding the Richmond County Bank Ballpark, which is currently being offered to developers by the city.
South Bronx (Bronx)	A 30-block area around the lower end of the Grand Concourse was rezoned in 2009 with the goal of transforming a waning industrial waterfront area and the lower Grand Concourse into a vibrant, mixed-use, mixed-income community with new housing, waterfront open space, and an array of retail services. The completion of the South Bronx Greenway by 2013 will also help attract investment to the neighborhood.
Southwest Brooklyn (Brooklyn)	Sunset Park’s waterfront offers an opportunity for industrial and manufacturing businesses that have long been leaving the city because they are unable to find appropriate space. With an extensive waterfront and existing freight rail infrastructure, as well as access to numerous local truck routes, Southwest Brooklyn offers a unique opportunity for multi-modal transportation. The city’s 2009 Sunset Park Waterfront Vision Plan laid out a framework for breathing new life into one of the city’s most important maritime industrial areas. The plan sets guidelines for investment for the next 20 years and anticipates creating or retaining 20,000 jobs in the area. Important projects such as the reactivation of the South Brooklyn Marine Terminal, the redevelopment of the area’s aging freight rail network and the building of a new waterfront park are already underway.
West Shore (Staten Island)	The West Shore offers more than 1,000 acres of properties for development, with potential for significant maritime and industrial job creation. Nearly 40 initiatives are currently underway to unlock growth in the neighborhood, including development of publicly owned sites at Charleston, Rossville, Arlington Yard and the New York Container Terminal. EDC recently completed a comprehensive study of the area. The Staten Island Economic Development Corporation (SIEDC) is launching a Green Zone to rehabilitate and reclaim brownfields and other unused property for industrial use, and promoting a light rail project in the area.

Critical Issues

New York City's potential economic growth is inhibited by several critical issues:

Aging infrastructure—The regional transportation system (covering the 10 counties of New York City, Long Island and the lower Hudson Valley) requires an estimated \$315 billion investment over the next 25 years for maintenance, operations and expansion of public transit, roads, bridges, tunnels and ferries. The water and sewer systems will require \$7 billion in investment over the next 10 years to protect drinking water and ensure water quality.

Significant poverty and high unemployment—Poverty, unemployment and under-employment are at unacceptable levels, and poverty has continued to grow during the recession. The city has a broad spectrum of workforce development and retraining programs in community and other public colleges, employer-labor partnerships for worker training, the public schools, and community-based workforce development and retraining programs. These need to be expanded and better integrated into economic development activities.

High tax burden—New York City businesses and residents face one of the highest total taxation burdens in the nation.

High costs of doing business—Businesses in New York City are subject to significant energy, real estate and regulatory costs, as well as tolls and other fees.

Insufficient affordable housing—Despite significant investments in affordable housing, the city's stock of housing affordable to a range of incomes has not kept pace with population growth. This is particularly

the case with housing for the elderly, special needs and low income populations, which requires public subsidies to achieve affordability.

Shrinking industrial and manufacturing base—Approximately 700,000 manufacturing jobs have been lost in New York City since 1966 (75% of the historic peak), shifting the primary source of middle-class jobs to the public and healthcare sectors.

Regulatory complexity—New York City and State and the federal government impose overlapping and complex regulatory burdens on businesses.

Insufficient access to fresh, healthy food—Almost 3 million New York City residents are classified as living in a "food desert."

Declining federal and state support—Federal and state budgets have come under significant pressure in recent years, resulting in reduced support for municipal services and infrastructure. City taxes are already the high, providing little elasticity to make up for these cuts.

Critical Opportunities

New York City has a number of opportunities to capitalize on its competitive advantages in order to address its growth-inhibiting issues. In particular, New York City should focus on deploying its resources to:

Improve quality of life—Attraction and retention of talent is the key to attracting and retaining businesses, jobs and investment. This requires providing residents with a highly livable, safe and comfortable environment and a range of lifestyle assets for them to enjoy.

Create a pro-growth, pro-jobs environment—A business climate that could be tolerated during a post-war era of rapid economic growth is no longer competitive. It is necessary to modernize regulatory burdens, reduce costs of doing business in New York City, support small businesses and help to build strategically important industries.

Invest in the future—Investing in the region's infrastructure is necessary to fuel economic growth and to maintain the city's competitiveness in the global economy. Public-private partnerships are the key to financing this investment during a time when government is cutting back. Equally important is investment in human capital, particularly in the areas of workforce development and retraining, so that New Yorkers currently unemployed or under-employed can qualify for innovation economy jobs.

Foster innovation and inter-regional cooperation—The city's continued status as a global capital of commerce depends upon unleashing the power of New York State's human capital, entrepreneurial spirit and research university assets to create the industries, businesses, and jobs of the future.

Economic Development Strategy and Components

New York City is America's business and financial capital, its primary gateway to the global marketplace, and its largest concentration of diverse talent. These strengths, however, generate extraordinary demands on local resources, translating into high costs, high taxes, and intense competitive pressures for limited public funds.

The New York City Regional Council's five-year strategic plan is focused, first and foremost, on how to reconcile conflicting demands on limited resources in ways that maximize and accelerate economic growth and job creation. This involves building on the city's strengths while simultaneously taking action to fill systemic gaps that have left more than 1.6 million city residents in poverty, many of them without jobs or the preparation required for employment, and others in low-paying jobs that cannot sustain a household in New York City.

Second, the strategic plan recognizes that sustaining New York's position as a preeminent world city will require continuous investment in upgrading and maintaining municipal infrastructure and services, replenishing commercial and residential building stock, and supporting the great cultural, educational and research institutions that underpin the city's leadership in the 21st century innovation economy. The resources to carry out these essential functions must be largely generated by the city's more than



\$500 billion private sector economy. The strategic plan recognizes that state and local government must demonstrate fiscal responsibility and regulatory restraint in order to keep private sector payrolls growing and tax revenues flowing.

Third, the strategic plan looks for balance between investment in the outward-facing "export" sectors of the economy (the corporate, FIRE, professional services, hospitality and technology sectors) and the "local" service economy (healthcare, food, small business, housing, and utilities). In developing this plan, the

regional council has sought to unify representatives of a very diverse city around a policy and implementation framework that can guide the future allocation of scarce public resources in a productive and fair way, accelerate growth, and expand opportunities for all New Yorkers. The plan seeks to reinforce the prominent industries and large institutions that anchor the city economy, while reducing barriers to entry and increasing opportunities for small businesses, minority and women-owned enterprises, and for less educated and non-English speaking households.

In comparison to competing foreign business capitals, New York City receives relatively modest aid from the federal government. The U.K. takes care of London, and France endows Paris, but New York City is largely dependent on local, state and private sector resources to maintain its world-class status. In fact, New York City taxpayers contribute some \$25 billion more to the federal and state tax rolls than is returned to the city in the form of aid or services. Federal cut-backs present a special challenge for financing New York's transportation infrastructure, affordable housing and social safety net programs, healthcare and education systems, and its homeland security needs. Therefore, this strategic plan anticipates the need to grow the economy and the tax base on an accelerated basis so that essential public functions can be sustained during a period of national retrenchment. At the same time, the regional council will work with local, state and federal elected officials to identify ways to maximize what federal aid remains and to improve the balance of payments between New York and Washington.

The sheer scope, scale and breadth of the New York City economy are unique among the state's ten economic development regions. The city anchors a metropolitan area (including parts of New Jersey, the Hudson Valley and Long Island) that generated \$1.3 trillion of economic activity in 2010, placing it just behind Spain as the 13th largest economy in the world. If they were their own cities, Brooklyn and Queens would be the 4th and 5th largest cities in the United States, respectively. The Bronx, with over 1.4 million people, would be next in line, on par with Philadelphia and Phoenix. Staten Island is the smallest of the five boroughs in terms of population, but still larger than all but 37 U.S. cities, and larger than any other city in the state. The New York City

Housing Authority (NYCHA) alone has more residents than Miami.

The region's economic development strategy is necessarily comprehensive, taking into account a broad array of stakeholders: large and small businesses, labor, non-profit organizations, community groups, residents, commuters, and visitors. As with any strategy addressing a large and complex entity, one of the most critical components for success is consistency that will survive transitions in mayoral and gubernatorial administrations. The intention of this plan is to promulgate clear and consistent strategic objectives that allow the private sector and other stakeholders to make long-term investments and strategic decisions with confidence.

With these principles in mind, the New York City Regional Economic Development Council has endorsed a comprehensive economic development strategy that is based on four key objectives:

- I. **Improve Quality of Life**
- II. **Create a Pro-Growth, Pro-Jobs Environment**
- III. **Invest in the Future**
- IV. **Foster Innovation and Inter-Regional Cooperation**

I. Improve Quality of Life

Local government will continue to focus its resources on the essential services that are necessary to improve quality of life across the five boroughs. This is fundamental to the region's economic development strategy because residents, employers, and tourists have more choices than ever about where they live, work, and visit. New York City has enjoyed strong growth in all of these regards: more people want to live in New York City (the population is growing), more people want to work in New York City (the number of jobs has steadily

grown over the last three decades), more businesses want to anchor here, and more people want to visit New York City (a record 48.8 million tourists visited New York City in 2010).

Technology has increased the importance of quality of life as a factor in economic development. New York City's principal rivals for attracting residents and businesses used to be other large, industrialized cities like Los Angeles, London, Chicago and Boston. Today, New York increasingly competes with smaller cities like Boulder, Austin, and Portland that have benefited from the increased mobility of workers and businesses facilitated by technological advances. As a result, in addition to traditional quality-of-life metrics like safety and sanitation, New York must offer the same attributes as these cities, including access to recreation and green space, and options in transportation.

New York City's strategy for Improving *Quality of Life* focuses on seven critical areas:

- **Public safety:** New York City is the safest big city in America, and the incidence of murder and violent crime has fallen far faster than the national average.
- **Education:** A quality public education is the birthright of every New Yorker, and investments in public education are investments in the economy of the future.
- **Parks and waterfront:** More than 700 acres of parkland have been added in the last decade, and today more than 75% of New Yorkers live within a 10-minute walk of at least one park. Expansions of Hudson River Park, Governors Island and Brooklyn Bridge Park have significantly increased the number of waterfront recreation opportunities in the city. There are other important projects underway with

public and private funding that will contribute to quality of life in underserved communities. One example is Lakeside at Prospect Park, in Brooklyn, the city's most populous borough, which also has the lowest percentage of land dedicated to parks. The project will renovate and restore 26 acres of parkland and create new year-round skating rinks, a café and a lakeside promenade.

- **Cultural institutions:** Museums, libraries, theaters and other cultural institutions are the anchors of many of New York's vibrant and diverse neighborhoods, bringing visitors, investments and jobs to each of the five boroughs.
- **Sanitation:** The city's streets are the cleanest they have been in generations, although there are still challenges in some areas. The Bronx borough president has installed two "Big Belly" solar-powered garbage receptacles as a pilot project designed to supplement city trash collection.
- **Clean air and water:** New York City's drinking water is clean, safe and delicious; significant gains have been realized in improving the quality of the city's air, and the city's PlaNYC sustainable growth strategy has identified a number of policies to realize further gains, including the elimination of the dirtiest heating fuels.
- **Diverse and thriving neighborhoods:** While New York is perhaps best known around the world as a "concrete jungle," the reality is that the city is a collection of diverse, vibrant, unique neighborhoods in each borough. Ensuring the distinctive flavor of each neighborhood in the city is critical to attracting and retaining the diverse population that is one

of New York's most important competitive advantages.

The regional council will establish a system to monitor critical baseline indicators for these seven categories and, where appropriate, will look to integrate quality-of-life objectives with economic development projects and programs. The regional council will also seek to identify how state regulatory actions, legislation and policies can more effectively support these quality-of-life objectives. New York City has a comprehensive sustainability plan and tracking system managed by the Mayor's Office of Long Term Planning and Sustainability in consultation with business, labor and civic groups, which covers key areas of the quality of life agenda.

Most relevant to the role of the regional council is the objective of maintaining and strengthening the city's diverse and thriving neighborhoods. During the past decade, there have been more than 100 major rezoning actions that have created important new platforms for growth across the city. This strategic plan recognizes these areas, which are in various stages of planning and development, as priority "opportunity zones" that will be targeted for accelerated state regulatory reviews and approvals and priority consideration under the state's Consolidated Funding Application (CFA). The regional council will track development in the opportunity zones, and seek to link their projects to private as well as public sources of investment capital and other forms of assistance via a website tracking mechanism.

Another element of the quality-of-life agenda is the importance of environmental justice, ensuring that diverse neighborhoods across the boroughs get as much attention

as Manhattan's Central Business Districts. One example, highlighted by Governor Cuomo at the regional council summit, is the Riverbank Sewage Treatment plant in Harlem, where a recent fire caused damage and called attention to a facility that requires additional investment to ensure that it is an asset to the community's quality of life, and to the city's tourism industry.

The Regional Plan Association has been funded to develop models of sustainable community development. East New York, Brooklyn, is one of the subjects of the Sustainable Communities Initiative, under which the New York City Department of City Planning will develop a comprehensive sustainable strategy in collaboration with local community and civic partners. Capitalizing on the area's strong regional and local transit access, the initiative will identify opportunities for new mixed-income housing, improved access to transit and employment opportunities, streetscape improvements, and healthy food options to create a framework for a more vibrant, transit-oriented neighborhood.

II. Create a Pro-Growth, Pro-Jobs Environment

Governor Cuomo and Mayor Bloomberg have both affirmed that making New York State and New York City "open for business" is a priority of their administrations. This strategic plan begins with the assumption that the private sector drives economic growth and creates jobs, but that government has a vital role to play in creating the most conducive environment for businesses in all five boroughs to open, expand and thrive. A friendly and more affordable business climate will contribute to the attraction of high-quality, well-paying jobs that benefit workers and strengthen the city's middle class.

New York City's strategy for *Creating a Pro-Growth, Pro-Jobs Environment* focuses on five critical areas:

- **Treating businesses like customers:** City government is working to make applications for permits, licenses and certificates available online where practical, and to use technology to make it easier for citizens and businesses to comply with regulations.
- **Modernizing and streamlining regulations:** While government has a solemn obligation to ensure that workers are safe in the workplace, that products and services are safe, and that customers get what they pay for, it also has an obligation to balance these priorities with the need to allow businesses to operate. The city is examining all regulations to ensure that they are achieving their objectives and are updated to be consistent with the jobs and businesses of today's economy. The regional council will contribute to this process on an ongoing basis.
- **Neighborhood and commercial revitalization:** Business Improvement Districts (BIDs), Empowerment Zones (EZs), and Industrial Business Zones (IBZs) have played a critical role in stabilizing and strengthening neighborhoods and commercial corridors. The city will continue to invest in these targeted economic development drivers that bring businesses, jobs, and investment to all five boroughs.
- **Supporting small businesses:** Small businesses are responsible for more than half of the jobs in both the city and the state economies. Consensus among economists affirms that the financial crisis and ensuing recession affected small businesses far more dramatically than it did large businesses. Helping small businesses access capital, hire and train work-

ers, and develop business plans is an investment in sustainable economic growth. The Bloomberg Administration established the Department of Small Business Services (SBS), which is dedicated to assisting this important sector. SBS also is responsible for workforce development programs and serves, in a real sense, as the human resources and recruitment agent for businesses that are too small to maintain this function on their own. Working with local chambers of commerce, BIDs and other groups, the regional council will formalize its role as a sounding board and advocate for small business in the city, particularly as it relates to capital access and public policies.

- **Supporting strategic industries:** EDC established the Center for Economic Transformation, which works closely with employers in every major industry to obtain input that informs projects, programs and policies. These "industry desks" include: arts and nonprofits, bioscience, clean tech, fashion, financial services, industrial, media, and technology. This strategy for working in partnership with industry sector leadership has been successful and is a resource that the regional council will use to inform its work. The council will also help ensure full representation from all five boroughs and from Minority and Women Business Enterprises (MWBE) in development of strategic industry clusters. The state recently renewed the designation of the Industrial + Technology Assistance Corporation (ITAC) as the regional provider of business development assistance. ITAC will be a resource to the council in coordinating efforts to assist businesses participating in cluster development.

III. Investing in the Future

Since its earliest days, New York City has benefited from natural competitive advantages, such as its world class harbor. New York City became a global economic juggernaut, however, only with significant public and private investment in its infrastructure—highly visible investments like the Erie Canal, the Brooklyn Bridge and the subway system, as well as less visible ones such as the water and sewer system and the nation's most robust and complex energy grid. Continued investment is critical to maintaining New York's world class infrastructure, which provides the platform for economic growth.

Neither city nor state government has the budget or borrowing capacity at this time to finance many necessary infrastructure investments. This should not stop progress, but instead motivate New York to adopt a major public-private partnership (P-3) approach to meet the challenge. Labor leaders and investment professionals in New York State have been working on national and state proposals for infrastructure funds that leverage private-sector expertise and the patient capital available from public and private pension funds. Whether in the context of a national infrastructure bank, should it be established, or a state initiative, New York City's regional council is prepared to mobilize support for a new infrastructure financing program.

P-3s are a growing trend in infrastructure finance and operation in the country. The Port Authority is currently soliciting responses to an RFP for a P-3 to reconstruct the Goethals Bridge connecting Staten Island and New Jersey. President Obama's Jobs Council, on which regional council co-chair Kenneth Chenault sits, recently selected the rebuilding of the Tappan Zee Bridge as one of 14 national infrastructure projects slated to receive accelerated regulatory approvals and

priority assistance from federal agencies. While the project likely extends beyond the timeline of the five-year plan, it represents an important opportunity for New York City and the Hudson Valley Region to cooperate in support of a transportation project that is critical to both regions, by accommodating both vehicles and some provision for mass transit. The same is true for the Access to the Region's Core (ARC) tunnel that should be built under the Hudson River. These are among the major P-3 projects that are important for the region's future. There are also many smaller and more immediate opportunities that the regional council recommends for State pension-funded P-3 development, including Moynihan Station and the Jamaica Station Plaza.

It is not enough to line up new financing mechanisms for public infrastructure construction, however, since the procurement, legal and management structures of most public construction in New York are inefficient and slow, resulting in under-funded, over-budget, and past-deadline capital projects. A major overhaul of legislated and regulatory processes and management practices surrounding public construction in New York—at the MTA, the Port Authority and State Department of Transportation—is urgently needed. The regional council will press for such reforms.

The specific targets for *Investing in the Future* will fall in six critical areas:

1) TRANSPORTATION: New York City's transportation network is one of its most vital competitive advantages, and creating the capacity to move more people and goods into, out of, and through the five boroughs is a critical economic priority for the region. Much of the region's transportation is aging and has suffered from years of under-investment. Ensuring a robust transportation network means investing in intra-city, commuter, and inter-city transportation options:

- **Intra-City:** Roads, bridges, tunnels, subway, bus and bicycle transportation options within the five boroughs; ongoing projects such as the extension of the #7 subway line to 34th Street and 11th Avenues, the construction of the 2nd Avenue subway, the expansion of Bus Rapid Transit (BRT), the renovation of the Brooklyn Bridge, and the creation of more than 200 miles of bike lanes throughout the city are examples of the investments needed in intra-city transportation. EDC and the New York City Council have worked with private operators to expand ferry service on the East River for local and intra-region movement of commuters, residents and tourists. This has proven quite successful. Ferries are an important transit option that can play a much greater role if they are coordinated with MTA services. The regional council proposes to convene a task force with the MTA, the Port Authority and other relevant agencies to pursue optimizing the services of ferries in the regional transit system.
- **Commuter:** Bridges, tunnels, roads and rail transportation options that connect the city to its suburbs and the regional economy, including ongoing projects such as the MTA's East Side Access and the Port Authority's Goethals Bridge reconstruction, are examples of the investments needed in commuter transportation. Investing in trans-Hudson rail capacity is also a critical need, since no new rail tunnel has been built under the Hudson River since 1911. A priority for one of the most poorly served areas of the city is the West Shore Light Rail Project that would extend the New Jersey Transit Bayonne Branch over the Bayonne Bridge and into Staten Island, all the way to Tottenville. This would help to open up an area that has more than 1,000 acres available for industrial





development and job creation. Completion of the LIRR East Side Access will allow future expansion of Metro North, utilizing existing rail to service the East Bronx from Coop City through Hunts Point to Grand Central Station.

- **Inter-City:** Rail and air transportation facilities connect New York City to other cities and the global economy, and these strategic but aging assets require a combination of public and private investment, such as the state-sponsored redevelopment of Moynihan Station and Delta Airlines' investment in its new terminal at John F. Kennedy International Airport. Significantly more investment (such as high-speed rail, and expanded and modernized airports) is required, however, to ensure New York City's continued economic competitiveness. A recent report from the Partnership for New York City found that delays caused by congestion at the three major airports cost the regional economy almost \$3 billion in 2008 and could reach \$79 billion by 2025. This issue will only be addressed by federal investment in the upgraded NextGen air traffic control system, which is a major priority of the region.

2) HOUSING: Residential housing stock is a critical component of any city's infrastructure, and ensuring that housing is available to a diverse array of residents is crucial to a growing economy. Almost half of the permits issued by the NYC Department of Buildings in the last three years have been for affordable housing projects, generating tens of thousands of jobs and helping to keep the economic engine in the city running; all while providing housing for the workforce that supports essential services and corporate operations. The regional council has concluded that funding applications from the city are not

receiving their fair share of state housing subsidy allocations and will work to try to improve that situation.

- **Affordable Housing Preservation and Production:** New York City has committed to investing \$8.5 billion to build or preserve 165,000 units of affordable housing by 2014, and is now more than 75% of the way toward achieving that goal. One major new development, at Hunter's Point South in Queens, will be the largest in the city since the early 1970s. New York State has been an important contributor to affordable housing initiatives in the city. These programs, which include opportunities for home ownership, serve the mix of middle and low-income households that is necessary to serve a diverse and growing population. Continuation of both state and federal housing aid is essential to the economic vitality of the region.
- **Public and Federally Assisted Housing:** The New York City Housing Authority (NYCHA) is struggling to continue to provide high-quality, safe public housing for almost 600,000 mostly low-income residents as federal support declines. Utilization of excess vacant land that is owned by NYCHA to develop mixed-income units and provide additional revenues for the agency should be a priority for the CFA pipeline. Beyond NYCHA, the city has more than 235,000 units of housing developed with federal low-income housing tax credits, Section 8, Section 202 and other forms of assistance. Many of these programs are under threat of termination, and subsidy contracts are expiring. The city and state need to collaborate with the private and nonprofit sectors on new and expanded housing preservation and production financing programs. The regional

council can provide a forum for this discussion.

- **MWBE Business Development:** New York City has worked hard to maximize participation of minority and women-owned development and construction firms in its affordable housing programs. Housing is one of the few areas where MWBE firms have a significant share of procurement/development awards and it is one that the regional council will work to expand through public-private partnerships and support to MWBE project applications.

3) COMMERCIAL REAL ESTATE:

While New York City currently has close to 450 million square feet of commercial real estate space, 65% of the city's Class A office space is more than 50 years old. Encouraging the development and construction of new commercial real estate in all five boroughs is crucial to attracting and retaining the businesses of the city's future. Accelerating intergovernmental reviews and approval of these projects, along with facilitating political and community support for their marketing efforts, will be a priority of the regional council. To that end, the council will establish a marketing program with the major New York City brokerage firms and senior executives in all sectors to support Governor Cuomo's Open for Business campaign through identification and cultivation of prospective tenants, with a special focus on growth-sector industries and employers that offer higher-wage jobs.

- **Manhattan:** Major new development projects are in process in Lower Manhattan at the World Trade Center site and on the Far West Side of Manhattan at Hudson Yards. Together, these projects will add more than 15 million square feet of office space to the city's stock.
- **Central Business Districts Outside Manhattan:** Major mixed-use and commercial redevelopment projects are in process or planned for Central Business Districts in five boroughs, including the South Bronx and Fordham Road Corridor (Bronx), Downtown Brooklyn and Coney Island (Brooklyn), Flushing, Long Island City and Willets Point (Queens), and Stapleton (Staten Island).
- **Neighborhood Shopping Strips:** New York City has a vibrant network of 66 Business Improvement Districts (BIDs) that provide critical services such as supplemental public safety and sanitation and business marketing and development. The regional council will meet with the BID Alliance on a regular basis to secure feedback on the issues and needs of these critical local centers of small business activity. In addition, it will advocate the formation of additional BIDs, where beneficial to commercial corridors and surrounding communities. It will also solicit ongoing input into how regulatory relief or enforcement can support their mission.
- **Strategic Projects:** The Regional Plan Association, among others, has proposed that New York State sell the out-of-date Javits Convention Center property for new, alternative development and replace it with a modern convention center in Queens. There is significant rationale for such an initiative, and it is likely that the state could attract a private developer to build a convention center in the borough where two of the region's major airports are located. RPA is also working on a smart-growth, transportation-based development program, with a pilot study underway in East New York, Brooklyn. This approach has regional implications that could lead to cross-border cooperation in the next generation of urban development.

4) DISTRIBUTION NETWORKS:

Moving goods efficiently into, out of, and throughout the five boroughs is a critical regional economic development priority.

- **Cargo:** Maintaining a robust port and shipping industry is an important strategic priority for the region. The planned expansion of the New York Container Terminal at Howland Hook in Staten Island and the redevelopment of a maritime and rail cargo network in Sunset Park, Brooklyn, are examples of needed investments in cargo networks. There are also about 1,000 small cargo-related firms operating around John F. Kennedy International Airport, many owned by minorities and immigrants. But the tonnage that moves through the nation's busiest international airport is well below that of a half dozen other U.S. cities. There is an opportunity to expand cargo capacity and export activity at the region's airports, consistent with federal and state goals for increased exports. This is an area that the regional council should pursue with ESD, with input from the Small Business Development Center at York College. It has the potential to benefit the entire state.
- **Food Networks:** New York City's restaurants, supermarkets and neighborhood markets rely on access to affordable, fresh meat, fish and produce, primarily via the Hunts Point Terminal Market in the Bronx. While the meat and fish markets have benefited from significant recent investments, the Hunts Point Produce Market requires the development of a modern facility to accommodate its growth. There are also opportunities to capitalize on the zoning and tax incentives created by the

Eighty percent of the city's carbon emissions comes from buildings, making retrofitting of the existing building stock a necessity.

New York City Council under the NYC Fresh Market Program. The size of the food market in the city creates many additional opportunities to develop the food industry. For example, there are several projects for local business and workforce development in food preparation and processing that will directly benefit low-income communities. One proposal from the East Williamsburg Valley Industrial Development Corporation would establish a new center for businesses preparing food for the retail market. Another, in Jamaica Center, would involve construction of a new 70,000-square-foot super-market and 150 units of affordable housing.

5) OTHER INFRASTRUCTURE

- **Water:** New York City is currently building City Water Tunnel No. 3, which will be the largest capital construction project in the city's history. Construction began in 1970 and is expected to be completed by 2020, which will allow inspection and repair of City Tunnels No. 1 and 2 for the first time since they were put into service in 1917 and 1936, respectively.
- **Energy:** New York City's energy infrastructure must be expanded to accommodate a growing population with growing energy needs.

Diversifying sources of energy and upgrading the transmission and delivery grids, while reducing the carbon footprint, are priorities for public and private investment. Eighty percent of the city's carbon emissions comes from buildings, making retrofitting of the existing building stock a necessity. The city has passed the nation's first green building code, which will mandate that new buildings and larger existing buildings be upgraded to meet strict emission standards. This will require new financing mechanisms and incentives from the private sector, utility companies and government. CUNY's Energy Institute is among the local institutions that are developing the new products that will partner with energy generators and distributors to support this transition.

The state's role as a leader in green buildings will be reinforced by a new financing entity created by the city in cooperation with several financial institutions. The city has committed \$35 million in federal ARRA funds to capitalize the New York City Energy Efficiency Corporation (NYCEEC). NYCEEC will develop innovative financial products that leverage private investment in retrofit of buildings, installation of cleaner heat infrastructure, and other energy efficiency upgrades. The regional

council will seek to prioritize CFA funding allocated by the New York State Energy Research and Development Authority (NYSERDA), Public Service Commission (PSC) programs and other sources to help leverage these funds. This will accelerate the implementation of pilot projects that establish the underwriting and performance standards that banks and investors require prior to major funding of green building renovations and acceptance of the savings assumptions connected to new technologies and other products. New York City is also prepared to partner with a statewide team of universities, led by Syracuse University, businesses and real estate industry leaders, to develop a statewide green buildings industry cluster, which draws upon the market opportunities and financing assets of the city in combination with research and manufacturing capacity upstate.

6) SUPPORTING HUMAN CAPITAL DEVELOPMENT:

Equally important as physical infrastructure is investment in human capital. The quality of the local labor force is the top consideration of any employer that is considering locating or growing in New York City. The regional council sees a need to significantly scale up efforts to help current and future workers increase

their skills and knowledge, both for their own satisfaction and to meet the needs of employers, as better qualified workers attract companies and make those companies stronger. This plan's human capital development strategy will encompass the following:

- **Redesign of curricula and training programs to match employer needs:** The State Department of Education has considerable authority to set standards for educational and training programs through certification and standards requirements. The regional council will convene employers and educational and training institutions to work with the state on identifying career pathways for working adults that provide them with near-term credentials for jobs as well as a route into college degrees to support long-term career development. Industry-specific initiatives, such as the private foundation-supported "New York Alliance for Careers in Healthcare," will ensure that workers have the precise technical skills employers need. Proposals will be brought to the State Education Department and, as necessary, to the State Legislature for updating of existing accreditation and other requirements.
- **Support for industry/education partnerships:** There are a number of initiatives to inform and improve job preparation and education programs that would benefit from recognition and support by the regional council. Examples include the New York Alliance for Careers in Healthcare, which uses philanthropic support to convene employers, unions, government and educational institutions; "Pathways in Technology" (P-Tech) Early College High School, jointly sponsored by IBM, CUNY, and the New York City Department of Education; the New York City

Department of Education's Career and Technical Education (CTE) high school partnerships with numerous private employers; and CUNY's New Community College, which emphasizes employer and other partnerships. Such initiatives not only make education more relevant to the labor market but actually enrich the quality of the student experience and even increase student engagement and retention.

Queens Community House is one of a number of settlement houses that provides practical and innovative adult education programs in partnership with small business employers in such areas as food preparation and service. Together with the Queens Economic Development Council, the Community House is also assisting immigrants to bring their business ideas to reality through skills training and information about taxes, financing and other start-up resources. Micro-lenders such as Accion and Grameen provide similar start-up counseling and assistance. The Renaissance Center in Far Rockaway is another

planned model intended to both incubate entrepreneurs and provide adult education to potential employees, combining the demand and supply side of the labor market in a single community facility sponsored by the Rockaways Development Corporation. The regional council can help connect these programs to a broad base of employers, encourage coordination among service providers, and ensure that communities across the city are aware of how their students can benefit from them.

- **Meet new needs in the healthcare industry:** As the healthcare industry transitions from hospital-based to community-based primary care, opportunities emerge to participate in the healthcare services economy, one of the few sectors of the economy with a surplus of job openings and difficulty filling them. In connection with President Obama's Jobs Council, the hospital industry, SEIU 1199, the city and state, the State University of New York and CUNY are partnering on a program to accelerate training and



placement, as well as to update curriculum and credentialing requirements in this rapidly changing sector.

- **Expansion of Career Centers:** New York City, via SBS, operates nine Workforce1 Career Centers, including three sector-specific centers focused on transportation, healthcare and industrial jobs. These centers focus on skills development, resume preparation, interviewing skills and other crucial elements of securing employment. This year, the centers are on track to connect unemployed and underemployed New Yorkers with 35,000 jobs, up from only several hundred placements several years ago. To capitalize on this momentum, SBS is opening 10 additional Workforce1 “Express” Centers, primarily in community-based facilities, such as libraries.
- **Increase student preparedness for college and careers:** As part of New York City’s Graduate NYC! College Readiness and Success initiative, the City Department of Education and CUNY have committed to significantly increasing high school and college graduation rates by the year 2020, and to ensuring that high school students graduate much better prepared for college and careers.
- **Coordinate and expand workforce development activities:** New York City has a wide range of institutions that support entrance into work and the career advancement of New Yorkers, particularly low-income and disadvantaged individuals. These range from local organizations such as Brooklyn Workforce Innovations, to citywide groups serving many populations, such as F•E•G•S Health and Human Services System, to those serving specific disadvantaged populations, such

as the The Doe Fund, Inc. and the Center for Employment Opportunities, which work with individuals who have criminal records. The Consortium for Workforce Education, a labor/community workforce services organization, allows for coordination through its citywide network, including, for example, its Bronx-based Center for Environmental Training, which works with local organizations to train and place under-employed residents in the new jobs generated by green building and energy efficiency investments. CUNY’s new U.S. Department of Labor-funded “Career Path” initiative will bring together colleges in all five boroughs and local employers with a focus on career advancement and successful transition to college for working adults.

V. Fostering Innovation and Inter-Regional Cooperation

The history of New York City’s economy is marked by constant reinvention and transformation. Founded as a shipping and trading hub in the 17th century, the city successfully adapted to shifting economic trends to become a manufacturing hub in the 19th and 20th centuries, and a professional and financial services hub today. The city currently stands at the precipice of yet another economic transformation, one in which science, technology, and engineering will play central roles.

The economy and jobs of the future will increasingly come from research, development and other innovation-driven activities. In order to maintain its leading economic position, New York City must become the hometown of choice for the new and growth-oriented entrepreneurial businesses that will power the innovation economy of the future. Government cannot

“pick winners” or identify where the “next big thing” will come from, but it can help create the most conducive conditions possible to foster a culture of innovation.

Innovation industries grow in clusters, where entrepreneurs, venture capitalists, researchers and potential clients are constantly interacting, exchanging ideas and drawing upon a concentration of talent. Digital media is New York City’s most advanced innovation cluster, with literally thousands of young businesses. New York is recognized as the global epicenter of the industry.

There are much smaller but promising nodes of cluster activity in life sciences/biotech, clean tech, financial technology, big data and advanced manufacturing. A key premise of this strategic plan is that these clusters must be nurtured collaboratively by government, research universities, private investors and corporate partners, if they are to flourish.

EDC has worked with universities, private investors, real estate owners and the New York City Investment Fund (the economic development arm of the Partnership for New York City) to put in place a program for supporting innovation clusters in a variety of growth industries. These programs aim to reduce barriers to entry and accelerate growth. The regional council will seek to build on this solid foundation for cluster-development, with a focus on expanding innovation cluster development across all five boroughs and tapping into the assets of all ten regions of the state. The council will also seek to extend opportunities for participation in the innovation economy to economically disadvantaged communities and MWBE firms.

The city’s program addresses three fundamental needs for any innovation cluster: real estate, access to capital, and availability of talent. The following describes the current and planned

activity in these key areas:

1) REAL ESTATE: Startup businesses in emerging sectors require access to affordable, specialized real estate in proximity to other entrepreneurs and skilled professionals with similar interests and skills. Unfortunately, the more a cluster grows, the more demand it puts on a scarce supply of real estate, and the higher the cost. In Silicon Valley, the real estate problem was solved by entrepreneurs building companies in their parents' garages. Few in New York City have that luxury. The city has dealt with the real estate challenge in the following ways:

- **Incubators:** The city has launched nine incubators that provide low-cost startup space to companies: four in the tech sector (NYU Polytechnic in Lower Manhattan and DUMBO, General Assembly in Manhattan, Sunshine with So-Bro in the South Bronx); two in the food sector (East Harlem and Long Island City); one in media (55 Broad in Lower Manhattan); one in fashion (Manhattan); and one for the arts (Brooklyn Army Terminal). Plans are in place for another food incubator in Central Brooklyn. In "hot" areas of Manhattan, private sector incubators for digital media, like the General Assembly, have taken over now that there is a limitless pipeline of potential tenants. The regional council will work with EDC to extend incubator activity to other industries and communities.
- **Bioscience Research Space:** The city and state have jointly seed-funded the development of speculative commercial bioscience research space at the Alexandria Science Center in Manhattan and the BioBAT facility at the Brooklyn Army Terminal to encourage the development of a biotech cluster in New York City. The build-out of the full one million square feet at Alexandria

is a top priority (330,000 square feet in the first tower are fully rented). The growing demand for lab space in New York to accommodate research facilities of major pharmaceutical companies from all over the world is a function of a new business model in which corporations no longer generate most of their research activity internally. They instead partner with academic institutions, of which New York City has the world's most important concentration. For example, Pfizer has formed a research partnership with seven major medical research institutions (Weill Cornell, NYU, Columbia, Mt. Sinai, Rockefeller, Memorial Sloan-Kettering, and Einstein) to carry out joint projects to research and commercialize products at the Alexandria Center. Pfizer provided \$75 million of financing. A genomics center is being developed largely with private financing by the universities with an initial commercial partnership with Roche. These investments promise to position New York as the global capital of the next generation of developments in the life science and personalized healthcare sectors.

- The Brooklyn Navy Yard has commitments in place to develop a new facility to anchor an advanced manufacturing cluster in the city. The regional council recognizes that this will be a transformative project that positions the region as a leader in the emerging clean tech sector. It would offer built space for clean tech companies, several of which are lined up as prospective tenants. It would also help generate cluster development, advancing plans for a green manufacturing zone on the West Shore of Staten Island, as proposed by SIEDC. This green zone would

provide clean tech manufacturing operations that require vacant land rather than pre-built space.

2) ACCESS TO EARLY STAGE

CAPITAL: This year, New York City surpassed Boston as the second-largest recipient of venture capital investment in the United States (after Silicon Valley). Most of these funds were directed to companies in the city's "mature" digital media cluster.

- The EDC has partnered with a private venture capital firm to establish a \$22 million early stage venture fund.
- NYC Tech Connect is a public-private partnership, co-funded by the New York City Council, the Partnership for New York City and the New York City Investment Fund. It is a virtual incubator, promoting entrepreneurial activity in the hard sciences, such as biotech, engineering, material and physical sciences and clean tech. NYC Tech Connect introduces locally based researchers and entrepreneurs to sources of capital, talent and other resources needed to launch a successful company. Its experienced entrepreneur-in-residence works one-on-one with scientists and researchers at the city's universities to help launch companies based on their research.
- NYC Seed is a joint venture of ESD, Polytechnic Institute of New York University, the New York City Investment Fund and EDC. It provides both seed funding and business development support to help tech sector entrepreneurs build a product and launch their company. This year it launched a 12-week summer program called SeedStart that provided \$20,000 in seed funding and corporate mentors to digital media startups in fields such as advertising infrastructure, e-commerce, digital con-



- The city has committed public property and a \$100 million investment to support development of a new applied sciences campus, which may be located on Roosevelt Island, where development is managed by a state authority. The campus will greatly expand New York's academic applied science and engineering capacity, attract the entrepreneurs and innovators who will start the businesses of the future, and contribute to building new tech sector industry clusters in the region and across the state. Designation of the university team that will lead this effort is expected before the end of the year. This will be a priority project for the regional council, which will seek state support to expedite reviews and approvals through a variety of agencies and authorities.

tent, and mobile technology. Key to the project is the participation of relevant corporate partners that can provide mentoring and access to potential partnerships and sales opportunities. Expansion of the SeedStart program under the auspices of the regional council will allow the program to serve entrepreneurs from the rest of New York State, who have particular difficulty gaining access to capital and access to markets.

3) TALENT: Attracting and retaining innovators and big thinkers will help New York City regain its historical role as the capital of American innovation. The magnets for talent are the city's major universities and research institutions and its international corporate and financial headquarters, with today's talent also increasingly being attracted by the growing innovation economy clusters.

- New York City has a robust network of world-class institutions of higher learning, many of which are making significant investments

that will contribute to future economic growth. Columbia University is making a \$6.2 billion investment in a 6.8 million-square-foot expansion of its campus in northern Manhattan. New York University recently launched a long-term strategic plan for growth in the City and is currently seeking public approvals for a plan to grow by 2 million square feet in its Manhattan location over the next 25 years. CUNY recently opened a new building for its Schools of Public Health and of Social Work in East Harlem. Fordham and IBM recently announced the creation of a new research center, called the Center for Digital Transformation. Brooklyn College is exploring the creation of a graduate technical film school in partnership with Steiner Studios, and the construction of Myrtle Hall by Pratt Institute has helped revitalize the thriving commercial corridor on Myrtle Avenue in Brooklyn.

In addition to these initiatives to promote clusters in digital media, biotech, clean tech and applied sciences, the New York City Regional Council sees unique opportunities to achieve leadership for the city and state in several of the most important emerging sectors of growth in the innovation economy: advanced manufacturing, health information technology, financial technology and "big data." The regional council will seek to spread innovation activity around the city by seeding new cluster hubs in areas that have lower-cost commercial space and can accommodate new residential and commercial development.

Advanced Manufacturing: Experts agree that the U.S. may once again become globally competitive in certain sectors of manufacturing. The Brooklyn Navy Yard is a model of the type of industrial park that could be developed in locations around the city to accommodate high-tech and clean manufacturing. The "onshoring" of manufacturing jobs would be perhaps the most transformational activity that New York State could hope to

lead. One trend-setting company that is currently looking for such a location is a 3D production facility in New York City. 3D printing offers a rapid prototyping service for designers, consumers and small to mid-size businesses. The capability of turning out short production runs quickly at competitive cost is well suited to New York City, with its abundant supply of talented designers, marketers and sophisticated consumers. This facility will offer a significant opportunity to foster design, manufacturing and sales employment related to this cutting-edge technology. In addition, early indications suggest that this technology can spur innovation in more traditional production methods such as injection molding, and reduce the cost of short-run manufacturing in these processes as well. There are potential locations across the five boroughs and the ten regions of the state that could accommodate these emerging companies and re-create the kind of skilled, manufacturing jobs that were the route into the middle class for so many generations of Americans.

Health Information Technology: This is another statewide, inter-regional opportunity. Major New York employers such as IBM and GE are industry leaders in health IT. New York institutions such as New York Presbyterian, Montefiore and Maimonides are leaders in its application to the healthcare delivery system. Creation of an industry platform is being carried out by the nonprofit New York eHealth Collaborative (NYeC), a public-private partnership designated by the federal and state governments to advance health IT in New York. They have created a network for managing the electronic health records of health providers throughout the state and will be looking for new software applications for this platform, with a goal of using New York's "first mover" position to establish the national

headquarters for health IT software in New York City and State. The vehicle will be a Health IT Innovation Program (HIT), a 12-month accelerator program for early and mid-stage technology companies. The program will select up to twelve companies that are developing technologies focused on care plan management, analytics and patient engagement. Each company accepted into the program will receive \$500,000 from private venture sources.

Financial Technology: The next generation of job growth in financial services will be in the software and technology solutions sector, partly driven by industry needs and partly by new global compliance requirements established by governments in the wake of the financial crisis. As the world financial capital, New York City is positioned to lead in this sector. The New York City Investment Fund attracted 94 applications from start-up entrepreneurs around the country for the 12-week FinTech Innovation Lab that it held last summer. Of these, six were chosen for an intensive collaboration with IT professionals from the city's largest financial firms to refine and test their products and for introductions to funding sources. All participating entrepreneurs (who came from as far as Austin, Texas) are committed to building their businesses in New York. The program is being repeated this year and is open to entrepreneurs from across New York State. It is privately funded by the New York City Investment Fund.

Big Data: The Sabey Data Center is a West Coast company that has purchased a 20-story building in Lower Manhattan, which it is converting into the most advanced data management, modeling and storage center in the city. The company is focused on next-generation biomedical research and computational biology as well as on providing low-cost, high-speed

services for a range of scientific, academic and financial tenants. This major private investment was attracted by the concentration of big data activity in New York, and the fact that the company offers a lower-cost, better option for local companies that would otherwise use storage facilities in other parts of the country. It signals an opportunity for the state and city to focus on "big data" centers as part of the infrastructure that supports the next generation of activity in many of New York's core industries including financial services, business and professional services and healthcare.

Criteria for Transformative Project Selection

As part of the process of meeting as a full council, meeting in working groups with key stakeholders and hearing from the general public, the council developed the following criteria for identification of the priority projects outlined in this strategic plan.

- **Multi-region economic impact:** The growth industries of the future will be organized as multi-faceted clusters of mutually reinforcing activities, ranging from university-based research and product testing, to manufacturing or agricultural production, to access to capital and, finally, access to markets. The high costs, limited availability of real estate, and shortage of some types of skills (particularly in engineering) make New York City uniquely well suited to fulfill some, but not all, of the demands for creating a fully developed, world-class industry cluster in sectors such as energy efficiency, biotech, food distribution, health IT, and advanced manufacturing. Therefore, New York City will identify and prioritize in its strategic plan projects that have multi-regional dimensions. This will also serve to boost the economic revitalization

New York City has a number of assets that position it for competitive advantage in the innovation economy.

of more economically depressed regions of the state.

- **Relief of conditions of economic distress:** As noted throughout this plan, New York City has the majority of New York State residents living below the poverty line. Unfortunately, few short-term employment solutions exist for people living in poverty who lack the education and skills required to qualify for most of the good jobs available in the 21st century economy. Priority for support will therefore go to projects that provide opportunities for training and skills development and create improved opportunities for communities and individuals in conditions of economic distress.
- **Transformative Role:** Projects that receive priority in this plan are those that are: 1) most likely to transform some sector of the city economy, by serving as the catalyst for the launch, significant expansion or modernization of a growth industry cluster; and/or 2) contribute to the resurgence of an economically distressed community, and/or improve the quality of life or expand opportunities for the city's lower-income populations.
- **Feasibility:** Priority projects for competitive funding must have committed financing, a clear time frame for implementation, and a business plan that indicates long-term economic sustainability.
- **Measurable impact:** Project plans must include projections of what they will contribute to economic growth in terms of job creation, investment, business revenue generation, community benefits, cluster development or other indices that can be monitored and measured.
- **Leveraging:** Projects that seek public funds must demonstrate the extent to which a state investment will leverage private and other public contributions, both directly to the project and indirectly through the project's multiplier effects in the city and state.
- **Job creation:** Only projects that directly or indirectly create and/or retain jobs receive priority, with special consideration for the quality of jobs as measured by wage levels and benefits, permanence, and/or access to longer-term career advancement opportunities.
- **Innovation:** New York City has a number of assets that position it for competitive advantage in the innovation economy. Projects that strengthen and build upon these innovation assets (research universities, industry pioneers, early stage investors, entrepreneurial networks) will receive priority.

Priority Projects

The council's priority projects in this initial strategic plan are as follows:

- Hunts Point Terminal Produce Market
- Expansion of the New York Container Terminal
- CREATE @ Harlem Green (Taystee Bakery)
- Brooklyn Navy Yard Green Manufacturing Center
- Staten Island Green Zone
- NYC SeedStart
- Applied Sciences Initiative
- International Convention and Exhibition Center

Descriptions of priority projects for the New York City Regional Economic Development Council follow. It is also the case that this plan will be updated and revised a number of times over the next five years, and there will likely be additional opportunities to pursue funding to support projects. Therefore, the council plans to develop and maintain a continually updated inventory of "pipeline" projects that may become its priority projects in the future. Such projects may be identified in a number of ways, including through the state's Consolidated Funding Application process, through future opportunities for public comment to the council, and through the council's own research.

HUNTS POINTS TERMINAL PRODUCE MARKET

UP TO \$25 MILLION IN CAPITAL FUNDING

The Hunts Point Terminal Produce Market is New York City's premier intermodal produce transfer and distribution facility. Opened in 1967, the produce market occupies 105 acres within the Hunts Point Food Distribution Center, one of the largest food hubs in the world, where over 115 food wholesaling and processing firms generate more than \$3 billion in sales annually.

The produce market is operated by a cooperative of 46 produce wholesalers who supply over 60% of New York City's consumption of fresh fruits and vegetables, and over 20% of the region's consumption.

Inadequate and obsolete facilities, however, are diminishing the market's ability to supply affordable, quality produce. Problems include insufficient storage capacity, internal traffic congestion, limited food quality protections, and deficient site infrastructure. There is a comprehensive effort by the City of New York and the Hunts Point Terminal Produce Market Cooperative to modernize the market's facility and address each of these issues.

First, current storage space in existing market facilities is insufficient. Tenants are utilizing approximately 600-1,000 diesel-powered refrigeration truck trailers (idling 24 hours a day) to store a significant portion of their volume. The new facility will increase total storage capacity by 20%, allowing the wholesalers not only to eliminate the need for flex storage, but also to expand their businesses, while improving air and food quality for residents and workers. Second, rail infrastructure and internal traffic circulation improvements will improve air quality for the local community and region by increasing the volume of rail-based deliveries and reducing truck time spent idling at the market. Third, the new facility would be built to comply with today's food safety standards and impending food safety regulations, resulting in higher quality fruits and vegetables for New York City and New York State consumers. Fourth, the new facility will be designed for LEED Silver certification and include energy efficiency and storm water management measures for enhanced environmental sustainability.

When completed, the market will include approximately 800,000 square feet of refrigerated warehousing space, a common rail receiving facility, and loading areas for buyer trucks. The project is expected to cost approximately \$332.5 million.



Private Funding

The cooperative has committed to finance \$160 million of the project cost. The public sector is contributing approximately \$172.5 million through federal, state, and city sources.

Regional Economic Impact

The market is an important food distribution center, with over 20% of the region's fresh produce moving through the market.

In addition, the market is currently a major distribution channel for New York State produce, generating approximately \$50 million in sales annually. By providing higher food safety protections and reducing truck dwell time by half (from an average of six hours to three hours), the market expects to attract new business and to increase the volume of goods sourced from producers in upstate New York.

Jobs Created

The project will retain approximately 2,000 permanent full-time equivalent jobs at the Hunts Point Produce Market (more than 60% of which are positions with membership in the local Teamsters union). This figure does not include an estimated 600 indirect jobs that are directly supported by the Hunts Point Market or an additional 2,500-3,000 jobs that have access badges to the site and regularly visit the market as a result of their employment. The average annual wage is approximately \$55,000.

The project will also create approximately 330 construction jobs.

HUNTS POINTS TERMINAL PRODUCE MARKET (continued)

Sustainability and Environmental impacts

Approximately 600–1,000 diesel-powered refrigeration trailers idle 24 hours a day as extra storage for fruits and vegetables. The redevelopment of the market will eliminate this storage need and the emissions in the surrounding community. In conjunction with an increase in rail utilization, the air quality improvements generated by the new produce market facility are clear and demonstrable—for example, eliminating an estimated 250 tons of nitrous oxide per year and 255 tons of carbon monoxide per year. These benefits are significant, particularly because of the project’s location in the South Bronx, which experiences over 12,000 daily truck trips and has high rates of asthma.

Under the proposed redevelopment plan, storm water quality will also be improved through State Department of Environmental Conservation-approved manufactured treatment devices, including catch basins, water quality units, and new pipes. Additionally, opportunities to incorporate green roofs, storm water cisterns, and grey water systems are being explored, which would enhance the sustainability of this new facility.

Finally, the project will be designed to LEED Silver standards.

Project Milestones

The project design is under way, with full plans and permitting expected to be completed by the end of 2012. Construction is expected to begin in fall 2013 and be completed by summer 2016.

Final Metrics

- Over 2,000 direct jobs retained and approximately 3,600 indirect jobs retained
- Continued availability of high-quality produce at competitive prices for New York State residents
- Significant emissions reduction of over 250 tons of nitrous oxide per year and 225 tons of carbon monoxide per year
- LEED Silver building

EXPANSION OF NEW YORK CONTAINER TERMINAL

NO FUNDS SOUGHT—EXPEDITED REVIEW NEEDED

Howland Hook Marine Terminal is located along the Arthur Kill on the northwest corner of Staten Island. At approximately 200 acres, Howland Hook is the largest container terminal in the State of New York, handling more than 500,000 container lifts per year and supporting 560 full-time jobs. Current lift numbers at the city-owned property are projected to exceed the sustainable practicable capacity of the facility by 2017. This occurred in 2008 and 2010 at the terminal, and is not sustainable in the long run. Additionally, the terminal does not have the capacity to handle the large vessels expected to be deployed by shipping lines after the expansion of the Panama Canal in 2014. The inability to meet this demand will stifle growth of the

facility and reduce its economic competitiveness in relation to other container terminals in the region and in other East Coast cities.

New York Container Terminal (NYCT) operates Howland Hook under a sublease with the Port Authority of New York and New Jersey (PANYNJ). NYCT is working in partnership with the city and the Port Authority to develop a 38 acre berth adjacent to the existing terminal. The “Berth 4” expansion will allow Howland Hook to become the first New York terminal to handle deep draft (50’) Post-Panamax vessels. Berth 4 is designed to complement and more fully utilize the deepened Arthur Kill federal ship channel currently being dredged by PANYNJ and the U.S. Army Corps of Engineers at a shared cost of approximately \$160 million. Annual throughput at the terminal would

EXPANSION OF NEW YORK CONTAINER TERMINAL (continued)

be increased by 800,000 lifts, a 55% increase over current levels. In addition, the terminal will efficiently and effectively be able to handle nine rather than six vessels a week.

The council seeks to have the Berth 4 expansion on a prioritized list for review by the New York State Departments of Environmental Conservation and State. It should be noted that the project is currently on hold pending the resolution of issues related to the recent Port Authority toll increase. It is expected that the project will progress once a means is found to offset the toll increase on trucks that utilize Howland Hook.

Private Funding

The \$489 million cost of the project is being funded by the Ontario Teachers' Pension Plan. The pension plan is seeking an equity partner, most likely a major shipping line, to complete the financing package.

Job Benefits

In 2008, the Port of NY-NJ supported 165,000 direct jobs to the region. These workers earned more than \$11.2 billion in wages and generated almost \$36.1 billion in business income and more than \$5 billion in federal, state, and local taxes.

The terminal is currently the largest industrial employer on Staten Island with 555 full-time employees (384 live on Staten Island). In 2010, these workers earned close to \$60 million in wages with hourly wages ranging from roughly \$20 per hour to more than \$50 per hour.

The creation of Berth 4 will result in 200 full-time equivalent positions on the terminal and over 2,500 total direct on- and off-terminal full-time equivalent jobs inside and outside of New York City. The proposed action would increase the number of jobs at the terminal by approximately 28%.

Regional Significance

The port facilities in New York harbor handle a broad range of product and commodities. The largest share of goods imported by container terminals such as this one comprises furniture and a wide range of apparel products. The largest export sectors include paper, automobiles, metals and household goods. The huge domestic market in the city and the region, as well as



the ability to provide service directly from Asia and other markets, has driven the recent growth of the Port.

The widening of the Panama Canal in 2014 will result in an increase of numbers of larger vessels in the Port of NY-NJ. This expansion is necessary because if these larger vessels cannot be accommodated in New York, other ports outside New York (e.g., Baltimore, Norfolk) will handle them, resulting in additional trucks coming to the region.

Economic Feasibility

Economy of scale is a major driver in the container service industry. An increase in the size of ships, which allows the transport of a larger volume of containers, drives down the cost to transport a container. The trend towards increasingly larger vessels is a result of increased global and national reliance on container shipping.

In addition to handling larger vessels, overall demand is projected to increase in the Port of NY-NJ. Between 2002 and 2010, mean annual growth rate in container trade through the Port of NY-NJ was 4.74%, the second highest growth rate among ports on the East Coast. For the years 2011 through 2019, the Port Authority has projected that container volume will grow at a compound annual growth rate of 3.6%. At this growth rate, the port would experience more than a 150% increase in demand by 2020. These projections of growth in U.S. container volumes remain strong despite recent recessionary conditions.

Sustainability

By moving more goods by water, the new capacity at Berth 4 will eliminate up to 55 million annual truck trips that could be generated if ships are diverted to other East Coast ports.

The project will also rehabilitate a brownfield site for economic development. By revitalizing and cleaning up the Berth 4 site and possibly creating and enhancing new wetlands nearby, developing new parkland, and improving traffic flow, the Berth 4 project could potentially improve property values in these under-utilized sites and in adjacent communities.

Under the recommendations of the Port Authority's Green Ports Program, the project includes clean air improvements by using zero-emission equipment and shore power capability. (Shore power capability means that ships turn off their engines while docked, thus cutting levels of particulates and ozone-producing gases.) By using alternative fuels, the project will generate fewer onsite emissions.

Timing and Permitting Requirements

A project of this size and complexity requires a number of approvals from local state and federal entities. These approval processes represent some of the longest lead times before the project can break ground and begin delivering its economic benefits. The proposal has been designed to limit the potential impact the project would have on adjacent wetlands. These impacts and mitigation measures are being evaluated in the Draft Environmental Impact Statement for the project.

At the city level, the following approvals are needed:

- Disposition of Land
- Amendments to the City Map
- Filling of Land
- Development Within a Railroad Right-of-Way

Given the above discretionary actions, the proposed action is also subject to review pursuant to the city's Uniform Land Use Review Procedure (ULURP).

At the state level, the following permits are required:

- NYSDEC Protection of Waters Permit
- NYSDEC Tidal Wetlands Permit
- NYSDEC Section 401 Water Quality Certification
- NYSDEC Stormwater General Permit
- Waterfront Revitalization Act/Coastal Zone Consistency/Waterfront Revitalization Program
- New York State Office of General Services Permit

At the federal level, the following approvals are required:

- United States Army Corps of Engineers (USACE) Section 404 Permit
- USACE Section 10 Permit
- Compliance with the Marine Protection Research and Sanctuaries Act (1972)

The current project schedule includes the following milestone dates:

- Commence ULURP by Fall 2012
- Complete environmental review by Fall 2012
- Complete ULURP by Summer 2013
- Construction contract by Fall 2013
- Complete DEC permitting by Fall 2013
- Groundbreaking Fall 2013
- Project completion by 2017

\$10 MILLION IN EXCELSIOR TAX CREDITS

CREATE @ Harlem Green, being developed by Janus Partners LLC and Monadnock Construction, Inc., will revitalize and physically transform the former Taystee Bakery Complex, an underutilized space, by creating a state-of-the-art commercial building, while preserving the façades of the original buildings, where feasible.

The building will have entrances on both 125th and 126th Streets, with a pathway from 125th Street leading to an open courtyard on 126th Street, and will include ground-floor uses that activate the streetscape. When completed, the \$100 million development will include 100,000 square feet of manufacturing space, 90,000 square feet of office space, 40,000 square feet of retail space, and 10,000 square feet of community facility space. The project will target a broad range of manufacturing, commercial, retail and community facility uses, including small manufacturing and artisanal enterprises; building and crafts skill training; theater and rehearsal space for nonprofit users; an art/design/tech freelance work center; nonprofit art studios; office headquarters; a bank ATM center; a restaurant and culinary institute; a figure skating training rink and related classrooms; a microbrewery/taproom/brew pub; museum; wholesale bakery and food sales; self-storage; and underground parking.

Regional Economic Impact

The project will target manufacturing, commercial, and retail and community facility users, especially locally based enterprises looking to expand, in a neighborhood where market rents remain relatively low. It will provide much-needed affordable industrial and manufacturing space that will help retain and expand the city's industrial base. It will transform a long-abandoned property into a central business and job creation center for the low-income neighborhood of Harlem. It will revitalize this area with a sustainable project that represents a large private investment in this community.



Jobs Created

In addition to a projected 510 construction jobs, it is estimated that the project will create 440 permanent jobs with a weighted average wage of approximately \$83,000 per year.

Economic feasibility

The project includes a mix of uses that are highly desired and has already secured letters of interest from potential tenants included Green Point Manufacturing and Design Center, 3rd Ward, Harlem Brewery, Vibe, Carver Federal Savings Bank, HerFlan, Surroundings Flowers & Events, SPiNGalactica and Metro NY storage.

Sustainability

The project will reuse existing materials and will be LEED certified.

Timing

- Planning/design begins: January 2012
- Design and permitting complete: December 2012
- Construction start: March 2013
- Construction completion: December 2014

Private Funding

The project is expected to leverage about \$70 million in private funding.

UP TO \$10 MILLION IN CAPITAL FUNDING

The Brooklyn Navy Yard Development Corporation (BNYDC) is developing the Green Manufacturing Center (GMC), a shovel-ready project in the Brooklyn Navy Yard that encompasses the complete renovation and reuse of a complex of connected industrial buildings that formerly housed machine shops for the Navy's ship-building operations. The combined buildings create a 215,000-square-foot manufacturing complex, which will be renovated into a LEED Silver building targeting green design and manufacturing tenants. The complex includes approximately 160,000 square feet of ground floor space with approximately 60,000 square feet of upper floor and mezzanine space. This project will transform a vacant and deteriorating historic building situated in the heart of a thriving industrial campus into an active center for good-paying, green jobs. The project will leverage \$27.5 million of private financing for the base building renovation and an estimated \$20 million for tenant fit-out and equipment.

BNYDC is in discussion with several businesses to lease large sections of the building. The likely anchor tenant is an existing Navy Yard tenant, Crye Precision. Crye would consolidate four existing yard locations (60 jobs) and its New Jersey operations (25 jobs) into an approximately 85,000-square-foot wing of the GMC. Crye expects to add at least 50 new jobs over the next five years. Crye is separately applying for state Excelsior tax credits to make its expansion and relocation possible. Crye is one of the premier designers and manufacturers of uniforms, Kevlar vests and other body armor for various branches of the U.S. military, the British Special Forces and the Australian military. It is also developing a line of commercial clothing using recycled materials.

The Navy Yard has been 98% leased for nearly 10 years and currently has a waiting list of 100 businesses eager to locate or expand in the yard. BNYDC is confident that the balance of the GMC space would be leased once the project is a reality.



Regional Impact

The Brooklyn Navy Yard is widely recognized as a national model for sustainable industrial urban job creation. A recent study by the Brookings Institution and Pratt Institute, calling for a refocusing on urban manufacturing, highlighted the Navy Yard as a model for replication. The Brooklyn Navy Yard is a thriving hub for growing industrial sectors in New York City, especially green manufacturers, and is a model for the adaptive reuse of former military facilities. The GMC will extend that track record of success and provides an additional opportunity for expanded green design and green manufacturing at the yard, as well as in the city and state.

Jobs Created

The Brooklyn Navy Yard comprises 275 tenants employing 5,800 people. With the \$10 million requested from the regional council, BNYDC can complete the financing and construction for the GMC, which it will then lease to multiple tenants who will employ an estimated 300 full-time workers.

The majority of the 5,800 people who work in the Navy Yard today are Brooklyn residents. One-third come from the surrounding communities and a vast majority come from the five boroughs.

Studies indicate that industrial jobs pay 25-40% more than service-sector jobs, resulting in more stable and sustainable communities. As landlord, BNYDC does not require its tenants to provide wage information.

BROOKLYN NAVY YARD GREEN MANUFACTURING CENTER (continued)

However, Crye has shared its wage ranges for various job categories with BNYDC: \$30,000 per year plus benefits for manufacturing jobs and up to \$90,000 per year plus benefits for research and development/product design jobs.

Private Funding

The GMC project budget is approximately \$46 million, which includes all new base building systems, a new roof, floor, foundation, windows, walls and base building infrastructure. (Cost estimates by the construction manager, Plaza Construction, are based on 100% construction documents.) The project will leverage \$27.5 million of private financing for the base building renovation and approximately \$20 million for tenant fit-out and equipment.

Project Timing

The GMC is shovel ready; BNYDC has complete construction documents and its construction manager, Plaza Construction, is ready to begin the renovation as soon as project financing is in place. To further prepare the site for full construction, BNYDC has begun asbestos abatement and selective demolition. The renovation will take approximately 18 months from the start of substantial construction.

Economic Feasibility

Based on market rents for large ground-floor tenants of \$10-\$12 per square foot, the building can support approximately \$27.5 million of debt, which has already been financed through a loan from the New York City Regional Center. That creates a capital budget gap of approximately \$18.5 million.

To close that gap, BNYDC has received capital commitments from the following sources:

- \$1 million: ESD
- 2.5 million: Federal Economic Development Administration
- \$5 million: City Council over the next two fiscal years

BNYDC received a capital commitment of \$15 million from the New York State Senate in October 2009, of which \$5 million has been received and expended on a separate project. The balance of the funding commitment, \$10 million, was to be used to close the funding gap on GMC. Since the Senate's 2010 change in leadership, BNYDC has been unable to draw down these funds.

STATEN ISLAND GREEN ZONE

\$1,000,000 IN EXCELSIOR JOBS PROGRAM TAX CREDITS

In 2008, SIEDC launched an initiative to increase the economic vitality of the borough's West Shore called the Staten Island Green Zone. The SIEDC has proposed tax and financial incentives for companies interested in relocating to this proposed green industrial corridor and for those who "green" existing businesses within the zone. While this effort has gained significant momentum, the SIEDC still requires assistance from the State of New York.

The SIEDC has five companies committed to relocating to the Green Zone, including New York Fragrance, EnergyPro Insulation, Deepwater Wind, WWC Corporation, and Faztec Industries. It has submitted

legislation to recognize the Green Zone at the city, state, and federal levels. Activities to date also include applying for Brownfield Opportunity Area (BOA) grant, holding a successful Green & Clean Expo in March 2011, being selected as a Qualified Vendor for Brownfield planning through the New York City Office of Environmental Remediation (NYCOER), and receiving a technical assistance grant for BOA planning and being named to the BOA steering committee through NYCOER.

Most recently, SIEDC was awarded a \$120,000 grant by the United States Economic Development Administration to retain a consultant to plan the Green Zone and received permission from EDC to market a three acre parcel of City-owned vacant land within the Green Zone. While these achievements

STATEN ISLAND GREEN ZONE (continued)

and tactics have garnered significant attention for the Green Zone, the project needs access to tax credits in order to become financially feasible and attractive to companies considering relocating to Staten Island.

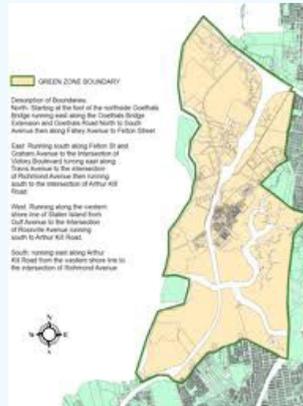
Regional Significance

The Green Zone, on the West Shore of Staten Island, has a full complement of freight rail and maritime access for the transport of industrial materials. It offers a centralized node for production and the transportation of materials due to its location within the New York metro region and its proximity to the rest of New York City, as well as direct access to industrial areas of New Jersey.

Project Build-Out

Due to the sheer size and the extended development process of the plan, the SIEDC has initially chosen to focus on a limited number of key development sites. There are over 1,100 acres of vacant land within the Green Zone. This land includes potential industrial space as well as potentially active waterfront space. SIEDC has cataloged each parcel and has made an effort to assess the development options at each site. One example is the "River Road" area, within which SIEDC is marketing a three acre vacant site for development by a private clean tech company.

The Green Zone has over 300 acres of waterfront land. In 2012, SIEDC will be launching a program to compliment the Green Zone effort called the "Waterfront & Brownfield Reclamation Project." SIEDC has begun developing outreach and marketing strategies for this initiative and the Parsons Brinkerhoff Green Zone study is developing a strategy for increasing the viability of contaminated and underused waterfront parcels. One site of critical importance for this portion of development is the Rossville Municipal Site (33 acres with 2000 feet of active dock space), which was released for bid by EDC in November 2011.



Job Creation

The five companies initially planning to locate within the Green Zone expect to create 115 new jobs within the first two years of operation. These will be a range of full-time positions in driving, sales and customer service, bookkeeping and other administrative, as well

as executive positions, and will pay from \$25,000 to \$100,000 annually. In addition, the five companies project at least 50 temporary construction positions. By Spring 2014, there should be 500 new jobs within the Green Zone.

Private Funding

The five companies initially committed to locating in the Green Zone will contribute at least \$16.5 million in private capital toward construction and relocation expenses.

Sustainability

The project will improve environmental sustainability of the site through significant brownfield remediation, reclamation of currently unused waterfront sites, and through the use of maritime and rail freight that will result in fewer trucks on the road. WWC Corporation's manufacturing and distribution facilities will be LEED certified. Deepwater Wind will be operating production and support facilities for a planned 1,000 MW offshore wind farm.

Timing and Implementation Plan

New construction for the first phase of the Green Zone is projected to be completed and all five companies onsite by Spring 2014. Development of the full 1100 acre Green Zone will take place over a period of several years.

\$550,000 OPERATING SUPPORT FROM ESD GENERAL PURPOSE FUNDS

NYC SeedStart is a 12-week competitive start-up accelerator program that provides \$20,000 in seed funding to start-up companies in New York-based innovation industries. NYC SeedStart provides temporary office space, money and mentorship to the most promising ten companies that apply to the program in exchange for a small piece of equity (5%). The program also introduces entrepreneurs to investors for purposes of securing additional funding at the end of the program.

Key topics addressed by NYC SeedStart include:

1. Technology—Building a company on a shoestring; figuring out when “good enough” is enough; developing technology in phases
2. Management—The right hires; leading a team of people; marketing and sales
3. Funding—Pitching investors; the right questions to consider regarding capital structure
4. Legal—Employee and investor compensation; intellectual property

Vertical Programs

A major advantage of NYC SeedStart is that each program is focused on a particular vertical (such as media or enterprise software), so that experienced mentors and corporate partners are aligned with the startups. By involving mentors from the venture capital and start-up world as well as executives from large companies, a full complement of guidance and marketplace feedback is offered in a single program.

Key industries targeted by NYC Seedstart will include:

- Enterprise Software
- Fashion/e-Retailing
- Education/e-Learning
- Healthcare IT
- Media
- Programmable Hardware

Spreading Knowledge

Under this expanded program, NYC SeedStart will recruit entrepreneurs from across New York State. Because of the critical mass of activity in New York



City, it is a unique training ground for entrepreneurs regardless of their ultimate residence. The program will introduce the teams to the broad New York City start-up/tech community, including venture capitalists and angel investors, executives at start-ups and larger companies, service providers such as bankers and lawyers, and other backers. There will also be significant peer-to-peer learning built into the program. Once this network is established, even if the teams do not remain in New York City, they will be able to take the knowledge and networks with them. This will contribute to building statewide clusters in the targeted verticals.

Each cycle of the program ends with a “demo day,” at which start-ups present their companies to a group of angel investors, venture capitalists and potential strategic investors.

Investment Capital and Operating Expenses

Over the course of five years, NYC SeedStart will launch 200 companies and provide \$4 million of private-sector capital. All investment capital will be raised from the private sector, from value-added venture investors interested in participating in the vertical markets SeedStart is addressing.

To the extent companies “graduating” from SeedStart raise follow-on capital from private sector investors, New York State could provide matching seed funding from its recently enacted \$25 million seed fund (on either a 1:1 or 1:2 basis) and/or allocate Excelsior tax credits.

NYC Seed, which operates this program, is a seed fund established by the New York City Investment Fund, NYU Polytechnic Institute, and NYS NYSTAR/ESD. Funding is being requested to ramp up the 12-week SeedStart summer program so that it can be offered four times during the year and include up to twenty entrepreneurs from other regions of New York State. NYC SeedStart’s current overhead expenses are covered by private-sector sponsors and philanthropic funds.

NO FUNDS SOUGHT

Applied Sciences NYC is New York City's unparalleled opportunity to build or expand a world-class applied sciences and engineering campus in the city. The Applied Sciences NYC initiative is designed to capitalize on the growing expertise in the science, technology and research fields from every major sector of the city economy. The initiative was undertaken by the city after hundreds of conversations with local business leaders, civic leaders, entrepreneurs, venture capitalists and community leaders over the last several years. A common theme emerged: even with the high quality and quantity of research and development activity taking place in New York City today, the city needs to promote more such activity and home grown talent if it hopes to capture a bigger share of growth industries in the coming decades. New York City is seeking to dramatically expand its capacity in the applied sciences to maintain its global competitiveness and create jobs.

The city launched Applied Sciences NYC earlier this year, issuing a challenge to top institutions from around the world to propose a new/expanded applied sciences and engineering campus in New York City. The city offered to provide city-owned land, a seed investment of up to \$100 million in city capital, and the government's full support. As a result, the city received 7 proposals from 17 outstanding institutions from three states and four countries. The final selection of the city's partner university will be made by the end of 2011.

Regional Significance

Applied Sciences NYC has the potential to help significantly diversify New York's economy. New York is already a global capital of financial and professional services, media, entertainment, publishing, sports, fashion, and numerous other strategically critical industries. But in order to remain the engine of the state's and the country's economy, New York must position itself to outperform in the innovation- and research-driven industries that will create the businesses and the jobs of the future.

Expanding academic applied science and engineering capacity will attract more of the innovators who will



start the businesses of the future and more of the talent those businesses will need to grow and compete in the global economy.

The project's New York City location will allow for synergy with the existing regional academic cluster and the existing upstate corporate R&D facilities. The city and state have some of the leading engineering and science academic programs, and there are over 100 academic institutions within 100 miles of New York City. Just as significant, New York State is a leader in research and development (R&D): it is home to over 20 major research centers and attracts over four times the national average in total federal R&D funding. In September, a \$4.4 billion investment in nanotechnology research by a consortium including Intel, IBM, Samsung, Global Foundries and TSMC was announced by Governor Cuomo, signaling the ongoing importance of the region in R&D.

Project Build-Out

The first phase of the project is expected to be built out over the next five years and measure at least 250,000 square feet. Over time, the project will continue to expand with a full build-out expected to create more than 2 million square feet of new development. The project will comprise a mix of typical academic uses, such as classrooms, laboratories, faculty offices, and conference rooms, which will be the core of the applied science activity. It may additionally include dormitories, faculty housing, ancillary retail, and/or commercial space for incubators or other research and product development for practical applications.

APPLIED SCIENCES INITIATIVE (continued)

Job Creation

Over the coming decades, this initiative is estimated to create nearly 30,000 permanent and construction jobs for New Yorkers across a wide range of skills, with the construction portion of the project accounting for approximately 7,700 jobs.

The new or expanded campus could host thousands more faculty and students conducting advanced applied sciences and engineering research in the heart of America's largest city. It is expected that a wide range of jobs will be created at the project: faculty, researchers, stipend Ph.D. positions, campus administrators and support staff, facility managers and maintenance personnel, retail managers and staff, and food service positions, amongst others. Salaries for full-time positions at institutions typically range from over \$100,000 per year for faculty to \$30,000-\$40,000 for campus staff. Stipends for Ph.D.s range from \$20,000-\$30,000. In addition, it is expected that ancillary retail and other uses will create numerous hourly wage jobs.

The city estimates that over time as many as 400 new companies will spin off as a result of New York City's expanded innovation capacity. This secondary job creation could have an even larger impact on the city's economy. Combined with the project itself, over \$6 billion in economic activity is expected to be generated over the next 35 years.

Private Funding

The first phase of the project is expected to generate private investment of at least \$250 million with an eventual full-build representing \$1 billion-\$2 billion in private investment.

Sustainability

Respondents have been encouraged to incorporate sustainable technology and achieve LEED Silver certification in their proposals.

Timing and Implementation Plan

Responses to the RFP were due on October 28, 2011, and the city anticipates designating a winner by the end of 2011. Over the course of 2012 and 2013, the designated institution, in partnership with EDC and the city, will seek key public approval and will continue to advance the design and operations plan for the project. If the project is located on a city-owned site, it is anticipated that the ground lease and other key agreements will be executed by the fall of 2013.

Phase 1 groundbreaking is expected for late 2013/early 2014.

INTERNATIONAL CONVENTION AND EXHIBITION CENTER IN QUEENS

NO FUNDING SOUGHT

Queens offers the city's most appropriate location for a new international convention and exhibition center, with accompanying hotel accommodations, which will add an important new destination for the city's tourism industry. A full build out of such a facility will exceed 3.8 million square feet of new development. The total private investment would be \$4.5 billion, including a 2.6 million square foot convention center, over 1 million

square feet of exhibition and meeting space, 3,000 hotel rooms and 14,000 car parking spaces. The project would require accessibility to JFK and LaGuardia airports, and to the city's mass transit system. The project would use union labor for construction and operation of the facility. This convention and exhibition center could begin construction within 24 months of public approvals, and be developed in phases, potentially with completion of the entire project by 2016.

Priority Actions

The regional council has identified legislative and regulatory actions in a number of different areas that it believes would support the achievement of this plan's objectives, particularly in relation to the elimination of barriers to job creation, business development and private investment. The council will submit its specific recommended priority actions to the statewide chairman's committee within a month of the submission of this plan.

Priority action recommendations of the council will cover the following categories:

- Taxes and Fees that impact costs of doing business.
- Business Development and Support: assistance for Minority and Women-Owned Businesses.
- Real Estate Development/ Buildings: insurance and liability issues, waterfront development, timely project approvals, and development of solar and energy efficiency projects.
- Environmental/Brownfield Development: support for the effective management of dredged material, natural gas infrastructure, and brownfield development.
- Workforce Development: broader access to wage record data; reform of credentialing requirements.
- Economic Development Investments: support for public-private partnerships and for expanding the Excelsior Program.
- Legislative and regulatory mandate relief for localities and employers. Reform of procurement and contracting procedures.



Regional Implementation Agenda

Governor Cuomo's approach to economic development is unprecedented in New York State. It promises to bring transparency, accountability and inclusiveness to an area of state government that has been largely impervious to public review, input and oversight. The engagement of regional business, labor, academic and community leaders in a strategic planning process that will guide investment of state resources is a complete departure from a economic development tradition that has been characterized by reaction, opacity and political favoritism.

The effectiveness of this new, proactive approach to economic development will depend, however, on the commitment, teamwork and effectiveness of the regional councils. New York City's regional council is off to a strong start, having developed a shared vision and a strategy that balances diverse interests, building on the assets of the city while opening up opportunities for economically distressed communities and individuals to participate in economic growth.

The implementation of the regional council's strategic plan has two components: first is how the council itself will carry out its role in the five-year strategy; second are the steps for carrying out the transformational projects identified for execution in the first phase of the plan.



The following is an action plan for achieving the council's objectives and responsibilities in connection with implementation of the strategic plan.

Action Plan Outline for the New York City Regional Council

I. Improving Quality of Life

- Municipal government takes the lead in most of the components of services and investments identified as critical quality-of-life issues for New York City. Over the past six years, the city has developed

a comprehensive long-term plan (PlaNYC) and an office of Long Term Planning and Sustainability to guide and monitor its implementation. There is a citizen advisory council to this office that has significant overlap with membership on the regional council. This will make it relatively easy to set up a system whereby the council will receive annual updates on progress on most quality of life issues and investments. It will also provide the interface for coordinating with the city on the integration of economic development projects

and programs with the quality-of-life agenda.

- The regional council will incorporate quality-of-life objectives into its review and recommendations regarding state regulatory actions, legislation and policies via a sub-committee that will focus on removal of regulatory and legislative barriers to growth.
- The regional council will establish an Opportunity Zones sub-committee that will track, and, when necessary, help to expedite implementation of development approvals and permits in targeted Opportunity Zones. This will include oversight of requests for accelerated state regulatory reviews and approvals and monitoring status of requests submitted under the state's CFA. The regional council sub-committee will also establish a system for responding to requests from developers and sponsors of zone projects for assistance in financing, marketing, or finding private sector partners via a web-based interface. There is some concern among council members about credit availability for both business and residential financing. The council will explore this issue and determine whether there are steps that it or the city and state can take to expand access to credit.
- The regional council will also be prepared to consider and respond to concerns related to the environmental justice issues that arise in connection with projects that the council has endorsed or that are proceeding with state assistance or sponsorship.

II. Creating a Pro-Growth, Pro-Jobs Environment

- The council will establish a subcommittee on removal

of regulatory and legislative barriers to growth. Its purpose is to solicit, review and make recommendations on proposals to eliminate or update regulations and legislation that impose unnecessary burdens and increase the cost of doing business in New York City and State. It will focus particularly on impositions on small businesses and strategically important industries. It will also work to streamline and accelerate approval processes by state agencies.

- Working with local Chambers of Commerce, BIDs and other groups, the regional council will formalize its role as a sounding board and advocate for small business in the city, particularly as it relates to capital access and public policies. This will include exploration of ways to develop a local-sourcing supply chain that links small business to the opportunities created by major development projects and expansion of large corporations.
- The regional council will work with EDC's industry desks to both inform council decisions and to ensure that the diversity of citywide business interests and institutions are informed and engaged in strategic industry cluster development initiatives. The council will reach out to MWBE firms and organizations to encourage their participation in strategic industry programs.
- The council will establish a process of helping to accelerate intergovernmental reviews and approval of projects that contribute to job creation and economic growth, along with stimulating political and community support for their marketing efforts.

- The council will establish a marketing program with the major New York City brokerage firms and senior executives in all sectors, to support the governor's New York Open for Business campaign through identification and cultivation of prospective tenants and investors.

III. Investing in the Future

- The regional council will work with local, state and federal officials to identify ways to maximize federal aid and to advocate for federal funding of priority projects and programs.
- The regional council will promote public-private partnerships that attract private investment to priority projects.
- With respect to public infrastructure projects, the council will identify and involve experts to advise on legislative and regulatory actions needed to reduce costs, expedite construction, and facilitate public-private partnership financing and development.
- The regional council proposes to convene a task force with the MTA, Port Authority and other relevant agencies to pursue how to optimize the services of ferries in the regional transit system.
- The regional council has concluded that funding applications from the city are not receiving their fair share of state housing subsidy allocations, and will work to try to improve that situation.
- The regional council will provide a forum to encourage city and state collaboration with the private and nonprofit sectors on new and expanded housing preservation and production financing

programs, particularly given significant cutbacks in federal support.

- Minority and women-owned development and construction firms are significant participants in the city’s affordable housing industry. The regional council will work to expand their participation in state-funded programs.
- Transportation is another area threatened by cutbacks in federal funding. The regional council will work locally and with other regions to consider ways to promote transportation investment, including airport and cargo export-related projects.
- The council will have a special focus on mobilizing support and maximizing the economic impact of transformational projects. This will include building a network with the largely MWBE wholesale customers of the Hunts Point Market and marketing the space and, ultimately, the products produced at the Brooklyn Navy Yard clean tech facility and in the Staten Island Green Zone. The council will also promote HireNYC, a program housed at EDC that facilitates local residents getting access to jobs created through government-assisted development and procurement.
- With respect to the education and training programs identified as priorities, the council will use its network to connect workforce development and educational programs to employers and ensure that communities across the city are aware of how their residents and local employers can benefit from these programs. The council will also seek to identify, coordinate and possibly consolidate multiple programs serving the same populations.

IV. Fostering Innovation and Inter-Regional Cooperation

- Regional strategic plans will, hopefully, be knit together in an overall “Open for Business” plan and program for the entire state. The regional council will seek to identify opportunities for collaboration with other regions. In addition to the food network developed in connection with the Hunts Point Market, priority areas may include a statewide efficient buildings program as part of the clean tech cluster development with the Brooklyn Navy Yard, and a seed funding initiative that provides entrepreneurs across the state with access to venture capital and to major markets via the SeedStart program.
- The regional council will work with EDC and ESD to extend innovation cluster development across all five boroughs and regions across the state. The council will also seek to extend opportunities for participation in the innovation economy to economically disadvantaged communities and MWBE firms.

Implementation of Priority Projects

Following is the planned implementation timeframe for each of the council’s priority projects.

Hunts Points Terminal Produce Market	
This project is projected to take place in the following timeframe:	
December 2012	Full plans and permitting complete
Fall 2013	Construction begins
Summer 2016	Construction completed

Expansion of New York Container Terminal	
A project of this size and complexity requires a number of approvals from local state and federal entities. These approval processes represent some of the longest lead times before the project can break ground and begin delivering its economic benefits. The full list of approvals required is described in the project description in the previous section of this plan. Given these constraints, the project is expected to take place on the following timeframe:	
Fall 2012	Complete environmental review, commence ULURP
Summer 2013	City’s Uniform Land Use Review Procedure (ULURP) complete
Fall 2013	State DEC permits secured, construction contracts complete and project groundbreaking
2017	Project completed

CREATE @ Harlem Green (Taystee Bakery)	
This project is projected to take place in the following timeframe:	
January 2012	Planning/design begins
December 2012	Design and permitting complete
March 2013	Construction begins
December 2014	Construction complete

Brooklyn Navy Yard Green Manufacturing Center	
Assuming that full financing is in place, this project is projected to take place in the following timeframe:	
January 2012	Construction begins (asbestos abatement and some demolition are already completed)
June 2013	Construction complete

Staten Island Green Zone	
This project is projected to take place in the following timeframe:	
January 2012	Submission of River Road Proposals to EDC Rossville RFP Site Planning & Company Recruitment
March 2012	EDC Releases RFP for River Road Complete & Release Green Zone Study
Summer 2012	Secure City & State Green Zone Designation Secure BOA Funding for Phase II of Project
Fall 2012	Secure Location for EnergyPro Insulation Facility Secure Federal Green Zone Designation
Spring 2013	Complete WWC Construction's "Green Zone World" Complete Construction at River Road for Faztec Industries
Fall 2013	Complete Land Transaction with Deepwater Wind Complete Construction on New York Fragrance Facility

NYC SeedStart	
This project is projected to take place in the following timeframe:	
SESSION I	
February 2012	Applications open for Session I
April 2012	Final company selection made for Session I
May 2012	Session I begins
July 2012	Session I completed
SESSION II	
May 2012	Applications open for Session II
July 2012	Final company selection made for Session II
September 2012	Session II begins
November 2012	Session II completed

International Convention and Exhibition Center in Queens

Construction will require approvals from a variety of state and city agencies and authorities over the next two years, including site assemblage, environmental approvals, and infrastructure design and upgrading to accommodate a major new use. Ultimately, this project would create at least 8,000 permanent jobs and approximately 10,000 high paying, union construction jobs.

Applied Sciences Initiative

Seven responses to the RFP were received on October 28, 2011, and the city anticipates designating a winner by the end of 2011. Over the course of 2012 and 2013, the designated institution, in partnership with EDC and the city, will seek key public approvals and will continue to advance their design and operations plan for the project. If the project is located on a city-owned site, it is anticipated that the ground lease and other key agreements will be executed by the fall of 2013. Phase 1 groundbreaking is expected for late 2013/ early 2014, assuming regulatory cooperation and accelerated permitting. One likely site for this project is Roosevelt Island. That site requires the relocation of 300 patients at a chronic care institution. State support and approval of actions to make this site available and identify alternatives for current patients will be essential.

Performance Measures

The council will document progress and measure success of both projects and actions contemplated in this plan throughout its five-year duration. Criteria for success of projects will be different in some aspects, but every project will be tracked and evaluated on the basis of meeting certain quantitative measures, including: direct and indirect job creation and retention targets, including both compensation levels of jobs created and hiring of economically disadvantaged residents; leverage of non-state funding; timeliness of performance; contribution to increased economic activity; generation of tax revenues; and supply chain or other benefits to MWBE firms and small business. In addition, the council will apply qualitative performance measures that include: contribution of projects and policies to creation of new university-business partnerships and to development of emerging industry clusters; improvement of quality of life for economically distressed communities and populations; contribution to human capital development through training and workforce enhancement; and achievement of multi-region benefits.

It will achieve these objectives through a combination of support for priority projects, advocacy for needed regulatory and legislative actions, and by providing a forum for public input and feedback in connection with regional and inter-regional economic development activities.



Successful implementation of the council's priority projects will serve as the hallmark indication of its effectiveness. Following are performance objectives for each of the council's identified priority projects.

HUNTS POINTS TERMINAL PRODUCE MARKET

- Completion Timeframe— Assuming that financing is secured so that the planning/design process begins in January 2012, construction will be completed by December 2014.
- Private funding—The project will generate \$160 million in private investment.
- Job creation—The project will retain approximately 2,000 permanent full-time equivalent jobs at the Hunts Point Produce Market (more than 60% of which are unionized positions with the Teamsters). This figure does not include an estimated 600 indirect jobs that are directly supported by the Hunts Point Market or an additional 2,500-3,000 jobs that have access badges to the site and regularly visit the market as a result of their employment. The average

annual wage of the jobs onsite at the market is \$55,000. The project is also projected to create approximately 330 construction jobs.

- Environmental sustainability—The project will be LEED Silver certified. The new center’s operations will result in emissions reduction of over 250 tons of nitrous oxide per year and 225 tons of carbon monoxide per year.

EXPANSION OF NEW YORK CONTAINER TERMINAL

This project will measure its success in the following ways:

- Completion timeframe—Assuming that financing is secured so that the planning/design process begins in January 2012, construction will be completed by December 2014.
- Private funding—The \$489 million cost of the project is being funded by the Ontario Teachers Pension Plan. The Pension Plan is seeking an equity partner, and most likely a major shipping line, to complete the financing package.
- Job creation —The creation of Berth 4 will result in 200 full-time equivalent positions on the terminal and over 2,500 total direct on- and off-terminal full-time equivalent jobs inside and outside of New York City. The proposed action would increase the number of jobs at the terminal by approximately 28%.
- Environmental sustainability—The project will be LEED certified.

CREATE @ HARLEM GREEN (TAYSTEE BAKERY)

This project will measure its success in the following ways:

- Completion timeframe—Assuming that financing is secured so that the planning/design process begins in January 2012, construction will be completed by December 2014.
- Private funding—The project will generate \$70 million in private financing.
- Job creation—The project will create 440 permanent jobs with a weighted average wage of approximately \$83,000 per year.
- Environmental sustainability—The project will be LEED certified.

BROOKLYN NAVY YARD GREEN MANUFACTURING CENTER

This project will measure its success in the following ways:

- Completion timeframe—The project will be completed 18 months after securing full financing.
- Private funding—The project will have generated at least \$27.5 million in funding to support construction plus an additional \$20 million to pay for space fit-out for tenants and for equipment.
- Job creation—The Green Manufacturing Center will have created 300 jobs, all of them paying at least \$30,000 per year plus providing full benefits. At least one third of these new workers in these positions will live in local neighborhoods.
- Environmental sustainability—the project will be certified LEED Silver.

STATEN ISLAND GREEN ZONE

This project will measure its success in the following ways:

- Completion timeframe—New construction for the first phase of the Green Zone is projected to be completed and all five companies onsite by spring 2014.
- Private funding—The five companies initially committed to locating in the Green Zone will contribute \$16.5 million in private capital toward construction and relocation expenses.
- Job creation—The five companies initially planning to locate within the Green Zone project the creation of 115 new jobs within the first two years of operation. These will be a range of full-time positions in driving, sales and customer service, bookkeeping and other administrative, as well as executive positions, and will pay from \$25,000 to \$100,000 annually. In addition, the five companies project at least 50 temporary construction positions. By Spring 2014, it is projected that these and other projects will have generated 500 new jobs within the Green Zone.
- Environmental sustainability—The project will improve environmental sustainability of the site through significant brownfield remediation, reclamation of currently unused waterfront sites, and through the use of maritime and rail freight that will result fewer trucks on the road. WWC Corporation’s manufacturing and distribution facilities will be LEED certified. Deepwater Wind will be operating production and support facilities for a planned 1,000 MW offshore wind farms.

NYC SEEDSTART

This project will measure its success in the following ways:

- Completion timeframe—New financing will allow the project to grow by serving 20 additional companies through the end of 2012, with a plan to double that figure to an additional 40 companies in 2013.
- Companies served—The project will serve at least 20 small businesses or entrepreneurs residing or working in New York State but outside of New York City through the end of 2012.
- Private funding—The project will raise \$400,000 in private capital through 2012 for funding of the 20 small businesses directly. Indirectly it is expected that as a result of the program, 40% of the companies will succeed in securing funding and begin to build a workforce within 6-12 months.
- Job creation—It is projected that 40-50 entrepreneurs will form and work at the companies as part of the 2012 programs. Within three years, each of these companies is expected to employ 10-50 people.

APPLIED SCIENCES INITIATIVE

This project will measure its success in the following ways:

- Completion timeframe—Award will be made by early 2012. The project completion timeframe will depend upon the partner and site chosen.
- Private funding—The first phase of the project is expected to generate private investment of at least \$250 million with an eventual full-build representing \$1-\$2 billion in private investment.

- Job creation—Over the coming decades, this initiative is projected to create nearly 30,000 permanent and construction jobs for New Yorkers across a wide range of skills with the construction portion of the project accounting for approximately 7,700 jobs. The City estimates that over time as many as 400 new companies will spin off as a result of New York City's expanded innovation capacity. This secondary job creation could have an even larger impact on the city's economy—combined with the project itself, over \$6 billion in economic activity is expected to be generated over the next 35 years.
- Environmental sustainability—All new or significantly renovated buildings in the project will be LEED certified.

INTERNATIONAL CONVENTION AND EXHIBITION CENTER IN QUEENS

This project will measure its success in the following ways:

- Completion timeframe—Pending approvals and permits from public agencies, the project could commence construction of a 2.6 million square foot convention center project by November 2012. The second phase of the construction project, creating an additional 1.2 million square feet of convention, exhibition, conference and meeting space, would start by November 2014, pending the appropriate approvals. The total project would be completed by 2016 if these processes are expedited.
- Private funding—The project is expected to generate private investment of at least \$4.5 billion in private investments.

- Job creation—This initiative is estimated to create at least 8,000 permanent jobs and 10,000 high-paying, union construction jobs.

Performance monitoring plan

The council will publicly release updates on its progress toward meeting these performance measures on a biannual basis. Based on the progress of individual projects and priority actions, it will amend its global performance targets on an annual basis and make those amended targets public as well. It will hold at least two public hearings at which it will request feedback on its progress on these measures each year.

Description of Public Process and Involvement of Local Stakeholders

Public participation and extensive input from a wide range of local stakeholders were crucial in the development of this plan. Council meetings were structured to be highly accessible to the general public. They took place throughout five boroughs, with one meeting each held in Staten Island, Queens, the Bronx, and Brooklyn. Meeting locations were announced in advance, through the council website and direct outreach by local elected officials, particularly the president of the borough in which each meeting was hosted.

Council staff also worked closely with borough presidents to help promote the meetings as they took place in each borough, resulting in increased attendance and participation from local elected officials, local economic development experts, and other members of the public. Borough presidents were requested to elicit input from the elected officials in their respective boroughs about current economic development proposals in the context of the council's work. The mayor's designee on the council, Deputy Mayor Robert Steel, provided key input and support in the process. New York City Council Speaker Christine Quinn also had staff participate in council proceedings.

There were opportunities for public comments and testimony at the second and all subsequent council meetings. Council staff facilitated

discussion groups with members of the public during each meeting while council members were in executive session discussion groups. Those general public discussion groups reported back to the entire council, and summary reports were incorporated into the public record of the meeting. In addition, members of the public were invited to testify before council members at each of the meetings. Holding the public hearings directly after the business of the council was concluded gave speakers the opportunity to testify before the full council membership.

Media coverage of the council's activities also helped to promote public participation. CUNY TV videotaped the proceedings of each council meeting. Those videos were then posted to the council's website. Several publications, including Crain's New York, the Queens Tribune and the Queens Gazette, wrote articles about the council.

The council website provided two places for public comment; the first a solicitation of strength, weaknesses, challenges, and opportunities, and the second a request for specific suggestions. The council also had a Facebook page that linked back to the council's own website.

In between meetings of the full council, working group meetings were held on several topics, including:

development of the vision statement; development of strategies to support the vision; development of criteria for selection of priority projects; regulatory concerns affecting economic development; and generating project ideas and proposals for inclusion in the plan, specifically around the topics of small business development, infrastructure development, and human capital development. Stakeholders with relevant expertise were invited to attend each of these working group meetings and to participate fully. (See appendices for a full list of attendees at working group meetings.)

Members of the general public were invited to attend a workshop on the Consolidated Funding Application (CFA) offered by Kenneth Adams, president of ESD, which took place at York College on October 4, 2011, subsequent to the council meeting and public hearing. A second CFA workshop, coordinated by executive chamber staff, was held at Hostos Community College on October 25, 2011.

The council held a public hearing to elicit input into the draft strategic plan on Friday, November 4, 2011, at the Adam Clayton Powell State Office Building in Harlem.

Conclusion

The New York City region is the state's most populous, diverse and complex region. It contains more wealth, and more poverty, than all the other nine regions combined. The city generates by far the largest demand of any region for investment in public infrastructure and municipal services, putting a significant strain on the local tax base. It has the largest deficit in its affordable housing stock and faces the greatest challenges in its public education system, which serves more disadvantaged and non English-speaking students than the entire rest of the state. At the same time, the city is also home to the nation's greatest concentration of world-class higher education and research institutions. It is the headquarters location of major companies in a dozen global industries. It is a magnet for talent and foreign investment from across the world, and currently the No. 1 tourism destination in the United States.

The New York City Regional Economic Development Council strategic planning process has provided a valuable opportunity for a diverse group of business, labor and community leaders to identify the shared values that bind together the wide-ranging interests of the five boroughs and to define how local objectives connect to the interests of greater New York State. The product is a unified vision for New York City's



future and a clear set of actions required to achieve shared goals.

This strategic plan emerged from four months of debate and dialogue among members of the council, local government and elected officials, with significant input from the public. The transformative projects identified for immediate funding embody the council's commitment to an inclusive approach to economic development that builds on the city's strengths, increases opportunities for the least advantaged communities throughout the five boroughs, and substantially

benefits other regions of New York State. The council anticipates working collaboratively with Governor Cuomo, ESD and the other nine regions to carry out the activities identified through the planning process, resulting in acceleration of job creation, expansion of business activity, reduction in conditions of poverty, and a stronger tax base that can support increased investment in infrastructure, education, and other activities that improve the quality of the lives of all New Yorkers.

Appendix A: Council Meetings and Attendance

August 10, 2011
Baruch College, CUNY
(Manhattan)

August 23, 2011
The Graduate School and University
Center, CUNY
(Manhattan)

September 13, 2011
Brighton Heights Reformed Church
(Staten Island)

October 4, 2011
York College/CUNY
(Queens)

October 25, 2011
Hostos Community College/CUNY
(Bronx)

November 8, 2011
Brooklyn College/CUNY
(Brooklyn)

First Meeting

(Wednesday, August 10, 2011)

Baruch College, The City University of
New York

ATTENDEES

Hon. Robert Duffy, Lieutenant Governor

REGIONAL COUNCIL MEMBERS

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

Stephen Lemson, Vice President for State
Government Affairs, American Express
Company, representing Kenneth
Chenault, Chairman & CEO (co-chair)

Stuart Appelbaum, President, RWDSU
(w/Ademola Oyefeso)

Marlene Cintron, President, Bronx Overall
Economic Development Corporation

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

Carol Conslato, President, Queens
Chamber of Commerce

Francine Y. Delgado, Senior Vice President,
Seedco

Josh Gold, representing Peter Ward,
President, Hotel & Motel Trades Council

Gail Grimmett, Senior Vice President for
New York, Delta Airlines

Steve Hindy, President, Brooklyn Brewery

Carl Hum, President & CEO, Brooklyn
Chamber of Commerce

Michael Hurwitz, representing Marcel Van
Ooyen, Executive Director, GrowNYC

Marcia V. Keizs, President, York College,
CUNY

Gary LaBarbera, President, NYC Building
& Construction Trades Council
(w/Heather Beaudoin)

Nick Lugo, President, NYC Hispanic
Chamber of Commerce (w/Peter
Spinella)

Ashok Nigalaye, President & CEO,
Epic Pharma LLC

Kevin Ryan, Founder & CEO, Gilt Groupe

Steve Spinola, President, Real Estate
Board of New York

Douglas C. Steiner, Chairman,
Steiner Studios

Amy Sugimori, representing Mike
Fishman, President, 32BJ SEIU

Sheena Wright, President & CEO,
Abyssinian Development Corporation

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

ELECTED OFFICIALS

Hon. Ruben Diaz, Jr., Bronx Borough
President (w/ Raymond Sanchez)

Melva Miller, representing Hon.
Helen Marshall, Queens Borough
President

Hon. James Molinaro, Staten Island
Borough President

Hon. Robert Steel, Deputy Mayor for
Economic Development, City of New
York (w/Ashley Cotton and Tokumbo
Shobowale)

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

Hon. Scott Stringer, Manhattan Borough
President (w/David Saltonstall & Shira
Gans)

Thomas B. Donaldson, Legislative Counsel,
Infrastructure Division, New York City
Council, representing Hon. Christine
Quinn, Speaker

REGIONAL COUNCIL STAFF

Kenneth Adams, President & CEO, ESD

Joseph Tazewell, NYC Regional Director,
ESD

Tara Brooks-Smith, Facilitator, NYS
Dept. of Labor

James Brown, Labor Market Analyst,
NYS Dept. of Labor

Thom Kleiner, Commissioner, Mid-Hudson
Region, NYS Dept. of Labor

Nydia Loyd, Facilitator, NYS Dept. of Labor

Marina Vranich, Council Liaison, NYS
Dept. of Labor

Markly Wilson, Facilitator, ESD

EXECUTIVE CHAMBER REPRESENTATIVES

Irene Baker, Executive Vice President,
Director of Regional Councils
Rodney Capel, Governor's Office
Zach Greenky, Special Assistant,
Governor's Office
Nicholas Weatherbee, Director of
Intergovernmental Affairs,
Lt. Governor's Office

STATE RESOURCE TEAM

George Stafford, NYS DOS
Kiumars Amiri, NYSEDA
Robert Callender, NYSEDA
Jane Cox, PANY&NJ
Sobeida Cruz, NYPA
Phil Giltner, NYS Ag & Mrkts
Rachel Gordon, NYS OPRHP
Sharon Griffith, NYSEDA
Celeste Johnson, NYS DH
Earnest Langhorne, NYS HCR
Venetia Lannon, DEC
Adam Levin, DOT
Ivan Lisnitzer, SUNY Downstate Medical
Center
Andrew Lynn, PANY&NJ
Dominic A. Martello, NYS AHC
Tom Matthews, NYS EFC
Charles O'Shea, DOT
Joseph Palozzola, NYS HCR
Judith Peter, DOT
Hilary David Ring, MTA
Kelly Tyler, NYSEDA
Gregory Watson, NYS HCR
Jay Hershenson, Senior Vice Chancellor
for University Relations & Board
Secretary, CUNY
Rick Schaffer, General Counsel & Senior
Vice Chancellor for Legal Affairs, CUNY
Andrew Fletcher, ESD
Ingrid Nathan, ESD
Orha Ocampo, ESD
Susan Ardigo, ESD

Second Meeting

(Tuesday, August 23, 2011)

The Graduate School and University
Center, The City University of New York

ATTENDEES

Hon. Robert Duffy, Lieutenant Governor

REGIONAL COUNCIL MEMBERS

Matthew Goldstein, Chancellor, The City
University of New York (co-chair)
Stephen Lemson, Vice President for State
Government Affairs, American Express
Company, representing Kenneth
Chenault, Chairman & CEO (co-chair)
Stuart Appelbaum, President, Retail,
Wholesale and Department Store
Union, w/Ademola Oyefeso
Marlene Cintron, President, BOEDC
Cesar J. Claro, President & CEO, Staten
Island Economic Development
Corporation
Carol Conslato, President, Queens
Chamber of Commerce
Francine Y. Delgado, Senior Vice President,
Seedco
Josh Gold, representing Peter Ward,
President, Hotel & Motel Trades Council
Gail Grimmett, Senior Vice President for
New York, Delta Airlines
Eric Ottoway, representing Steve Hindy,
President, Brooklyn Brewery
Carl Hum, President & CEO, Brooklyn
Chamber of Commerce
Kenneth Knuckles, President & CEO, Upper
Manhattan Empowerment Zone
Development Corporation
Michael Hurwitz, representing Marcel Van
Ooyen, Executive Director, GrowNYC
Marcia V. Keizs, President, York College,
CUNY
Gary LaBarbera, President, Building and
Constructions Trades Council of Greater
NY (w/Heather Beaudoin)
Nick Lugo, President, NYC Hispanic
Chamber of Commerce, w/Peter
Spinella
Kevin Ryan, Founder & CEO, Gilt Groupe
Angela Sung Pinsky, representing Steve
Spinola, President, Real Estate Board of
New York

Mike Fishman, President, 32BJ SEIU (w/
Amy Sugimori)

Sheena Wright, President & CEO,
Abyssinian Development Corporation

Michael Scotto, representing Kathryn
Wylde, President & CEO, Partnership
for New York City

ELECTED OFFICIALS

Hon. James Molinaro, Staten Island
Borough President (w/ Jason Razefsky)
Raymond Sanchez, representing Hon.
Ruben Diaz, Jr., Bronx Borough
President
David Stattenstall, representing Hon.
Scott Stringer, Manhattan Borough
President
Melva Miller, representing Hon. Helen
Marshall, Queens Borough President
Thomas B. Donaldson, Legislative Counsel,
Infrastructure Division, New York City
Council, representing Hon. Christine
Quinn, Speaker

NEW YORK CITY MAYOR'S OFFICE

Hon. Robert Steel, New York City Deputy
Mayor (w/ Ashley Cotton and Tokumbo
Shobowale)

EMPIRE STATE DEVELOPMENT CORPORATION SENIOR MANAGEMENT

Dennis Mehiel, Vice Chair, Board of
Directors

Peter Davidson, Regional President

Justin Ginsburgh, Chief of Staff

REGIONAL COUNCIL STAFF

Joseph Tazewell, NYC Regional Director,
ESD

Tara Brooks-Smith, Facilitator, NYS Dept.
of Labor

James Brown, Labor Market Analyst,
NYS Dept. of Labor

Thom Kleiner, Commissioner, Mid-Hudson
Region, NYS Dept. of Labor

Nydia Loyd, Facilitator, NYS Dept. of Labor

Marion Phillips, III, Facilitator, ESD

Marina Vranich, Council Liaison,
NYS Dept. of Labor

Markly Wilson, Facilitator, ESD

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Zach Greenky, Special Assistant,
Governor's Office
Nicholas Weatherbee, Director of
Intergovernmental Affairs,
Lt. Governor's Office

STATE RESOURCE TEAM

Kiumars Amiri, NYSERDA
Harvey Cohen, ESD
Sobeida Cruz, NYPA
Jay Emmingham, NYSERDA
Phillip Eng, DOT
Phil Giltner, NYS Ag & Mrkts
Justin Ginsberg, ESD
Sharon Griffith, NYSERDA
Max Joel, NYSERDA
Earnest Langhorne, NYS HCR
Venetia Lannon, DEC
Adam Levine, DOT
Ivan Lisnitzer, SUNY Downstate Medical
Center
Dominic A. Martello, NYS AHC
Tom Matthews, NYS EFC
Joseph Palozzola, NYS HCR
Ellen Poliski, DOH
Justin Rodgers, Jamaica EDC
Heather Sporn, DOT
Jay Hershenson, Senior Vice Chancellor
for University Relations & Board
Secretary, CUNY
Suri Duitch, University Associate Dean
for Continuing Education, CUNY
Howard Apsan, University Director,
Environmental Health and Safety, CUNY
Andrew Fletcher, ESD
Ingrid Nathan, ESD

Third Meeting

(Tuesday, September 13, 2011)

Brighton Heights Reformed Church,
Staten Island

ATTENDEES

Hon. Robert Duffy, Lieutenant Governor

REGIONAL COUNCIL MEMBERS

Matthew Goldstein, Chancellor, The City
University of New York (co-chair)
Stephen Lemson, Vice President for State
Government Affairs, American Express
Company, representing Kenneth
Chenault, Chairman & CEO (co-chair)
Stuart Appelbaum, President, Retail,
Wholesale and Department Store
Union, w/Ademola Oyefeso
Marlene Cintron, President, Bronx Overall
Economic Development Corporation
(w/ Frank Randazo)
Cesar J. Claro, President & CEO, Staten
Island Economic Development
Corporation
Carol Conslato, President, Queens
Chamber of Commerce
Francine Y. Delgado, Senior Vice President,
Seedco (w/ Shaneequa Owuso and
Lauren Miura)
Amy Sugimori, representing Mike
Fishman, 32BJ SEIU
Peter Ward, President, Hotel & Motel
Trades Council (w/ Josh Gold)
Steve Hindy, President, Brooklyn Brewery
Carl Hum, President & CEO, Brooklyn
Chamber of Commerce
Kenneth Knuckles, President & CEO, Upper
Manhattan Empowerment Zone
Development Corporation
Marcel Van Ooyen, Executive Director,
GrowNYC
Dr. Alfred Ntoko, representing Marcia V.
Keizs, President, York College, CUNY
Steve Spinola, President, Real Estate Board
of New York
Douglas C. Steiner, Steiner Studios
Sheena Wright, President & CEO,
Abyssinian Development Corporation
Kathryn Wylde, President & CEO,
Partnership for New York City
Ashok Nigalaye, Epic Pharma

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Ruben Diaz, Jr., Bronx Borough
President
Melva Miller, representing Hon. Helen
Marshall, Queens Borough President
Thomas B. Donaldson, Legislative Counsel,
Infrastructure Division, New York City
Council, representing Hon. Christine
Quinn, Speaker
Robert Cataldo and Michael Arvanites,
representing Hon. Diane Savino,
NYS State Senator
Hon. Michael Cusick, NYS Assembly (w/
Christopher Lee)
Hon. Nicole Malliotakis, NYS Assembly
Shira Gans, representing Hon. Scott
Stringer, Manhattan Borough President
Scott Hobbs, representing Hon. Marty
Markowitz, Brooklyn Borough President

NEW YORK CITY MAYOR'S OFFICE

Hon. Robert Steel, New York City Deputy
Mayor (w/ Ashley Cotton and Tokumbo
Shobowale)

REGIONAL COUNCIL STAFF

Joseph Tazewell, NYC Regional Director,
ESD
Tara Brooks-Smith, Facilitator,
NYS Dept. of Labor
Nydia Loyd, Facilitator, NYS Dept. of Labor
Marion Phillips, III, Facilitator, ESD
Markly Wilson, Facilitator, ESD
John Moyer, DOL
Andrew Fletcher, ESD
Ingrid Nathan, ESD

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Director of Regional Councils
Rodney Capel, Governor's Office
Zach Greenky, Special Assistant,
Governor's Office

Nicholas Weatherbee, Director of Intergovernmental Affairs, Lt. Governor's Office
Brian Quiara, Policy Director, Lt. Governor's Office

STATE RESOURCE TEAM

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

CUNY

Jay Hershenson, Senior Vice Chancellor for University Relations & Board Secretary
Suri Duitch, University Associate Dean for Continuing Education
Howard Apsan, University Director, Environmental Health and Safety
Daliz Pérez-Cabezas, Associate Director of Workforce Programs
Frederick P. Schaffer, Senior Vice Chancellor for Legal Affairs

MEMBERS OF THE PUBLIC

Dean L. Balsamini, Director, Small Business Development Center (CSI)
Joe Palozzola, NYS HCR
Samantha Jacob, CSI
Max Lindeman, CCA
Leah Archibald, EWVIDCO
Anne O'Hara, CLCHC
Jukay Hsu, Coalition for Queens
Katie Schwab, Manatt
Alinda Franks, ITAC
Nancy Carin, BOC Network

Frank Randazo, BOEDC
John Lavelle, DSIC
Barbara Baer, CPC
Nicholas Zvegintzov, Ferry Riders Committee
Erin Dorcz, Intrepid Museum
Humberto Restrepo, J.I.B.
Paul Burton, Bond Buyer
Derek McPhatter, Apollo Theater Foundation
D. Rodriguez, American Museum of Natural History
J. Bocian, Manatt
William Budd, Hudson Square Connection
M. Oesterreich, CWE
Richard Werber, GIDC
Nancy Doon, VHB

Fourth Meeting

(Tuesday, October 4, 2011)

York College/CUNY, Jamaica, Queens

ATTENDEES

Hon. Robert Duffy, Lieutenant Governor

REGIONAL COUNCIL MEMBERS

Matthew Goldstein, Chancellor, The City University of New York (co-chair)
Stephen Lemson, Vice President for State Government Affairs, American Express Company, representing Kenneth Chenault, Chairman & CEO (co-chair)
Stuart Appelbaum, President, Retail, Wholesale and Department Store Union, w/Ademola Oyefeso and Zayne Abdessalan
Marlene Cintron, President, Bronx Overall Economic Development Corporation (w/ Frank Randazo)
Steve Grillo, representing Cesar J. Claro, President & CEO, Staten Island Economic Development Corporation
Carol Conslato, President, Queens Chamber of Commerce
Francine Y. Delgado, Senior Vice President, Seedco
Mike Fishman, 32BJ SEIU, w/Amy Sugimori
Peter Ward, President, Hotel & Motel Trades Council

Steve Hindy, President, Brooklyn Brewery
Carl Hum, President & CEO, Brooklyn Chamber of Commerce
Kenneth Knuckles, President & CEO, Upper Manhattan Empowerment Zone Development Corporation
Gary LaBarbara, President, Building and Construction Trade Council of Greater NY
Marcel Van Ooyen, Executive Director, GrowNYC
Marcia V. Keizs, President, York College, CUNY (w/ Dr. Alfred Ntoko)
Kathryn Wylde, President & CEO, Partnership for New York City
Ashok Nigalaye, Epic Pharma
Steve Spinola, President, Real Estate Board of New York

ELECTED OFFICIALS

Hon. Helen Marshall, Queens Borough President
Jason Razefsky, representing Hon. James Molinaro, Staten Island Borough President
Raymond Sanchez, representing Hon. Ruben Diaz, Jr., Bronx Borough President
Shira Gans, representing Hon. Scott Stringer, Manhattan Borough President
Andrew Steininger, representing Hon. Marty Markowitz, Brooklyn Borough President
Hon. David Weprin, New York State Assembly
Hon. Catherine Nolan, New York State Assembly
Hon. Leroy Comrie, New York City Council
Hon. Francisco Moya, New York State Assembly
Hon. Malcolm Smith, New York State Senate
Hon. Grace Meng, New York State Assembly
Hon. William Scarborough, New York State Assembly
Hon. Barbara Clark, New York State Assembly
Hon. Rory Lancman, New York State Assembly
Hon. Karen Koslowitz, New York City Council

Hon. Vivian Cook, New York State Assembly

NEW YORK CITY MAYOR'S OFFICE

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

REGIONAL COUNCIL STAFF

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

EXECUTIVE CHAMBER REPRESENTATIVES

Hon. Robert Duffy, Lieutenant Governor
Rodney Capel, Governor's Office
Zach Greenky, Special Assistant, Governor's Office

STATE RESOURCE TEAM

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

CUNY

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

Fifth Meeting

(Tuesday, October 25, 2011)

Hostos Community College/CUNY, Bronx

Executive Session and Public Forum

ATTENDEES

Hon. Robert Duffy, Lieutenant Governor

REGIONAL COUNCIL MEMBERS AND REPRESENTATIVES

Matthew Goldstein, Chancellor, The City University of New York (co-chair) (w/ Jay Hershenson)
Stuart Appelbaum, President, Retail, Wholesale and Department Store Union, w/Ademola Oyefeso and Zayne Abdessalan
Marlene Cintron, President, Bronx Overall Economic Development Corporation (w/ Frank Randazo)
Cesar J. Claro, President & CEO, Staten Island Economic Development Corporation
Carol Conslato, President, Queens Chamber of Commerce
Shaneequa Owuso, representing Francine Y. Delgado, Seedco
Mike Fishman, 32BJ SEIU (w/ Amy Sugimori)
Gail Grimmett, Delta Airlines
Josh Gold, representing Peter Ward, Hotel & Motel Trades Council
Steve Hindy, President, Brooklyn Brewery
Carl Hum, President & CEO, Brooklyn Chamber of Commerce
Kenneth Knuckles, President & CEO, Upper Manhattan Empowerment Zone Development Corporation

Michael Hurwitz, representing Marcel Van Ooyen, GrowNYC

Gary LaBarbera, NYC Buildings and Construction Trades Council, President (w/ Heather Beaudoin)

Nick Lugo, President, Hispanic Chamber of Commerce (w/ Peter Spinella)

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

Steve Spinola, President, Real Estate Board of New York

Douglas C. Steiner, Steiner Studios

Sheena Wright, President & CEO, Abyssinian Development Corporation

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

ELECTED OFFICIALS & REPRESENTATIVES (CITY)

Jason Razefsky and Joseph Sciortino, representing Hon. James Molinaro, Staten Island Borough President
Hon. Ruben Diaz, Jr., Bronx Borough President (w/ Raymond Sanchez and Wilhelm Ronda)
John Bittner, representing Hon. Helen Marshall, Queens Borough President
Thomas B. Donaldson, representing Hon. Christine Quinn, Speaker of the NYC City Council
Sara Valenzuela, representing Hon. Scott Stringer, Manhattan Borough President
Andrew Steininger, representing Hon. Marty Markowitz, Brooklyn Borough President
Hon. Diana Reyna, Member, City Council (w/ Peter Pottier and Malcolm Sanborn-Hum)
Dustin Engelken, representing Hon. Annabel Palma, Member, City Council
Cleveland E. Beckett, Jr., representing Hon. Larry Seabrook, Member, City Council

ELECTED OFFICIALS & REPRESENTATIVES (STATE)

Hon. Jose Rivera, NYS Assembly Member
Hon. Marcos Crespo, NYS Assembly Member
Hon. Nelson Castro, NYS Assembly Member

Hon. Michael Benedetto, NYS Assembly Member
Hon. Gustavo Rivera, NYS Senator (w/ Maryann Rosa)
Edu Hermelyn, representing Hon. Vanessa L. Gibson, Member, NYS Assembly
Isamari Puello, representing Hon. Carl Heastie, Member, NYS Assembly
Cheryl Simmons-Oliver, representing Hon. Jose Serrano, NYS Serrano

NEW YORK CITY MAYOR'S OFFICE

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

REGIONAL COUNCIL STAFF & ESD

Joseph Tazewell, NYC Regional Director, ESD
Tara Brooks-Smith, Facilitator, NYS Dept. of Labor
Nydia Loyd, NYS Dept. of Labor
Marion Phillips, III, Facilitator, ESD
John Moye, DOL
Andrew Fletcher, ESD
Ingrid Nathan, ESD
Jim Brown, DOL
Curtis Cravens, DOS
Justin Ginsburgh, ESD
Maisha Lopa, CUNY, ESD Intern
David Weinberger, CUNY, ESD Intern
Austin Shafran, ESD
Antonio Rodriguez, ESD

EXECUTIVE CHAMBER REPRESENTATIVES

Hon. Robert Duffy, Lieutenant Governor
Irene Baker, Executive Vice President, Director of Regional Councils
Rodney Capel, Governor's Office
Zach Greenky, Special Assistant, Governor's Office

STATE RESOURCE TEAM

Kiumars Amiri, NYSEEDA
Wayne Benjamin, NYS DMV
Sobeida Cruz, NYS Power Authority
Phillip Eng, DOT
Rachel Gordon, OPRHP
Sharon Griffith, NYSEEDA
Ellen Poliski, DOH
Gregory Watson, NYSHCS
Michael Weber, DHCR
Jay-E Emmingham, NYSEEDA
Alyssa Rothe, NYSEEDA
Phil Giltner, NYS Dept. of Agriculture and Markets

HOSTOS COMMUNITY COLLEGE

Dr. Felix V. Matos-Rodriguez, President, Hostos Community College
Lorraine Altman
Deborah Reid
Corwin Spivey
Denyse Procope-Gregoire

CUNY

Jay Hershenson, Senior Vice Chancellor for University Relations & Board Secretary, CUNY
Dr. Suri Duitch, University Associate Dean for Continuing Education
Amanda Daly, Director of Green Education and Training Programs
Howard Apsan, University Director, Environmental Health and Safety
Hourig Messerlian
Anthony Vargas
Shanequa Terry
Theresa Desmond
Nancy Ruehling

PUBLIC FORUM

Paulette Enriquez, Lehman College
Justin Rodgers, Greater Jamaica Development Corp.
Clarence Stanley, Lehman College Small Business Development
Marlin Jenkins, Mid-Bronx Senior Citizen Center

Wallace Ford, Mid-Bronx Senior Citizen Center
Joe Palozzola, NYS Homes and Community Renewal
Joe Margulies, DHCR
Humberto Restrepo, Joint Industry Board of the Electrical Industry
Ross A. Frommer, Columbia University Medical Center
David Winters, Intrepid Air and Sea Museum
Irene Tsitko, Intrepid Air and Sea Museum
Gabrielle Breslow, Center for Employment Opportunities
Alison Bougatt, NYSAFAH
Rachel Sabella, TASC
Carla Precht, Bronx Children's Museum
Phil Jenkins, K. D. Dids, Inc.
Lenny Caro, Bronx Chamber
Elana Shneyer, Pratt Area Community Council
Nicole J. Yearwood, City Parks Foundation
William Bellinger
Rebekah MacFarlane, SOBRO
Sara Garretson, ITAC
Jonathan Stenger, Osborne Association
Amy Anderson, Pratt Center
William Budd, Hudson Square Connection
Alex Brussouansky, Volunteers of America
Chris Borgatti, NYU Langone Medical Center
Anne O'Hara, Callen-Lorde Community Health Center
Patricia Kerr, NHS of Jamaica, Inc.
Mike Heller, Albert Einstein College of Medicine
Medina Sadig, Southern Blvd. Business Improvement District
Loftin Flowers, Columbia University
Darryl Hollon, Economic Development Consultant
Nathalie Alegre, ALIGN
Louis Kilkenny, NHSNYC
Valerie Neng, WHEDCO
Earnest Langhorne, NYSHCR

Sixth Meeting

(Tuesday, November 8, 2011)

Brooklyn College/CUNY, Brooklyn

Executive Session and Public Forum

REGIONAL COUNCIL MEMBERS & REPRESENTATIVES

Matthew Goldstein, Chancellor, The City University of New York (co-chair)
(w/ Jay Hershenson)

Stephen Lemson, Vice President for State Government Affairs, American Express Company, representing Kenneth I. Chenault, American Express (co-chair)

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

Frank Randazzo, representing Marlene Cintron, President, Bronx Overall Economic Development Corporation

Cesar J. Claro, President & CEO, Staten Island Economic Development Corporation (w/ Steve Grillo)

Carol Conslato, President, Queens Chamber of Commerce

Francine Y. Delgado, Seedco
(w/ Shaneequa Owuso)

Amy Sugimori, representing Mike Fishman, 32BJ SEIU

Steve Hindy, President, Brooklyn Brewery

Carl Hum, President & CEO, Brooklyn Chamber of Commerce

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

Gary LaBarbera, NYC Buildings and Construction Trades Council, President
(w/ Heather Beaudoin)

Peter Spinella, representing Nick Lugo, President, Hispanic Chamber of Commerce

Dr. Marcia V. Keizs, President, York College, CUNY

Michael Slattery, representing Steve Spinola, President, Real Estate Board of New York

Douglas C. Steiner, Steiner Studios

Sheena Wright, President & CEO, Abyssinian Development Corporation

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

ELECTED OFFICIALS AND REPRESENTATIVES (CITY)

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

Hon. Ruben Diaz, Jr., Bronx Borough President (w/ Raymond Sanchez)

Shira Gans and Alaina Gilligo, representing Hon. Scott Stringer, Manhattan Borough President

Hon. Marty Markowitz, Brooklyn Borough President (w/ Andrew Steininger and Kathryn Kirk)

Peter Pottier, Malcolm Sanborn-Hum, and Joseph Bival, representing Hon. Diana Reyna, Member, City Council

Hon. Melissa Mark-Viverito, Member, City Council

Thomas B. Donaldson, representing Hon. Christine Quinn, Speaker of the NYC Council

ELECTED OFFICIALS AND REPRESENTATIVES (STATE)

Caesar Nguyen and Nelly Vazquez, representing Hon. Felix Ortiz, NYS Assembly Member

ELECTED OFFICIALS AND REPRESENTATIVES (FEDERAL)

Dale DeGale, representing Hon. Yvette Clark, U.S. Congresswoman

NEW YORK CITY MAYOR'S OFFICE

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

REGIONAL COUNCIL STAFF

Kenneth Adams, ESD

Joe Chan, ESD

Peter Davidson, ESD

Joseph Tazewell, NYC Regional Director, ESD

Tara Brooks-Smith, Facilitator, NYS Dept. of Labor

Nydia Loyd, NYS Dept. of Labor

Marion Phillips, III, Facilitator, ESD

John Moyer, DOL

Andrew Fletcher, ESD

Ingrid Nathan, ESD

Jim Brown, DOL

Curtis Cravens, DOS

Justin Ginsburgh, ESD

Maisha Lopa, CUNY, ESD Intern

David Weinberger, CUNY, ESD Intern

Austin Shafran, ESD

EXECUTIVE CHAMBER REPRESENTATIVES

Hon. Robert Duffy, Lieutenant Governor

Rodney Capel, Governor's Office

Zach Greenky, Special Assistant, Governor's Office

STATE RESOURCE TEAM

Wayne Benjamin, NYS DMV

Rachel Gordon, OPRHP

Sharon Griffith, NYSERDA

Ellen Poliski, DOH

Gregory Watson, NYSHCS

Jay-E Emmingham, NYSERDA

Phil Giltner, NYS Dept. of Agriculture and Markets

Heather Sporn, NYS DOT

Sara Jayanthi, NYSERDA

J. Margolies, HCR

Joe Palozzola, HCR/HFA

BROOKLYN COLLEGE

Karen Gould, President

Steve Little

CUNY

Suri Duitch, University Associate Dean for Continuing Education

Howard Apsan, University Director, Environmental Health and Safety

Hourig Messerlian

Anthony Vargas

Shaneequa Terry, CUNY

Theresa Desmond, CUNY

PUBLIC FORUM

Zena Nelson, Women's Venture Fund
Bill Wilkins, LDCENY
Bryan Barrett, SBIDC
Elana Shneyer, PACC
Ashish Dua, Acumen
Michael Unthank, Harlem Arts Alliance
Sarah Figueroa, NYC Public Advocate
Emily Osgood, NYU Wagner
Michael Golan, United Community Centers, Inc.
J. Bocian, Manatt
Andrew Flamm, Renaissance Economic Development
Tom Conoscenti, Downtown Brooklyn Partnership
Janelle Greene, NHS of NYC
David Bronston, Cozen O'Connor
A. Linda Franks, ITAC
Susan Marenoff, Intrepid
Jeremie Sautter, Hunts Point Economic Development Corp.
Ted Houghton, Supportive Housing Network of NY
N. Johnson Yearwood, City Parks
Sayar Lonial, NYU
William Budd, Hudson Square Connection
Anthony Piscitelli, WEMED
Alex Moore, Roffe Group
Renee Schoonbeek, Hudson Square Connection
Ellen Baer, Hudson Square Connection
Michelle Amador, ISSUE Project Room
Joe Levy, Apollo Theater
Tom Vanden Bout, ISSUE Project Room
Jason Schwartz, City Parks
J. Williams, 99 Solutions
S. Howard, 99 Solutions
Andrew Kimball, Brooklyn Navy Yard Development Corporation
Tim Laughlin, LES BID
Bob Zuckerman, LES BID
Laura Imperiale, Tully Construction
Eva Cramer, SUNY Downstate
David Norton, SUNY Downstate
Amanda Verrette, NY City Watch
Leah Archibald, EWVIDCO

Michael Burke, DBP
Jeff Rosenblum, Acumen
Gene Johnson, unaffiliated
Nette Compton, NYC Parks
Mo George, Community Voices Heard
Alexandra Dawson, Roffe Group
Victor Hall, Calvary Baptist Church
Deana Hare, NYC Parks
Rajive Maret, D&F Development Group, LLC
Jonelle Procope, Apollo Theater
Derek McPhatter, Apollo Theater
Humerto Restrepo, Joint Industry Board of the Electrical Industry
David Meade, Southwest Brooklyn Industrial Development Corp.
Anthony Drummond, unaffiliated
Dean Balsamini, SBDC at CSI
Victor Bach, Community Service Society

Appendix B: Work Group Meetings

Vision Statement Work Group

(August 18, 2011)

CO-FACILITATORS

Steve Lemson,
representing Kenneth Chenault
Suri Duitch,
representing Matthew Goldstein

ATTENDING

Dr. Howard Apsan, CUNY
John Bittner, representing Queens
Borough President
Jonathan Bowles,
Center for an Urban Future
Tara Brooks-Smith, DOL
Marlene Cintron,
Bronx Overall Economic
Development Corp.
Josh Gold, representing Peter Ward
Jay Hershenson, CUNY
Kenneth J. Knuckles, UMEZDC
Nydia Loyd, DOL
Maisha Lopa, CUNY, ESD Intern
John Moye, DOL
Marcel van Ooyen, GrowNYC
Shauneequa Owusu,
representing Francine Delgado
Ademola Oyefeso,
representing Stuart Appelbaum
Merrill Pond,
representing Kathy Wyld
Raymond Sanchez,
representing Bronx Borough
President

Tokumbo Shobowale,
representing Deputy Mayor
Robert Steel

Michael Slattery,
representing Steve Spinola
Peter Spinella, representing Nick Lugo
Amy Sugimori,
representing Mike Fishman
Joe Tazewell,
ESD and Executive Director
David Weinberger, CUNY, ESD Intern

Public Participation Work Group

(August 18, 2011)

CO-FACILITATORS

Steve Lemson,
representing Kenneth Chenault
Jay Hershenson,
representing Matthew Goldstein

ATTENDING

Howard Apsan, CUNY
John Bittner,
representing Queens Borough
President
Tara Brooks-Smith, DOL
Marlene Cintron, Bronx Overall EDC
Carol Conslato,
Queens Chamber of Commerce
Josh Gold, representing Peter Ward
Arana Hankin, Atlantic Yards
Marcia Keizs, York College, CUNY
Kenneth J. Knuckles, UMEZDC
Nydia Loyd, DOL

Maisha Lopa, CUNY, ESD Intern
John Moye, DOL
Ademola Oyefeso,
representing Stuart Appelbaum
Shauneequa Owusu,
representing Francine Delgado
Marion Phillips, III, ESD
Jason Razesfky,
representing Staten Island Borough
President
Raymond Sanchez,
representing Bronx Borough
President
Michael Slattery,
representing Steve Spinola
Peter Spinella, representing Nick Lugo
Andrew Steinger,
representing Brooklyn Borough
President
Tim Sullivan,
representing Deputy Mayor
Robert Steel
Joe Tazewell,
ESD and Executive Director
David Weinberger, CUNY, ESD Intern

Regulatory Environment Work Group

(September 8, 2011)

CO-FACILITATORS

Dr. Howard Apsan, CUNY
Daliz Pérez-Cabezas, CUNY

ATTENDEES

Zayne Abdessalam,
representing Stuart Appelbaum

Curtis Archer,
Harlem Community Development
Corporation

Heather Beaudoin,
representing Gary LaBarbera

Jonathan Bowles,
Center for an Urban Future

Nancy Carin,
Business Outreach Center
Network, Inc.

Wellington Chen,
Chinatown Partnerships

Marlene Cintron, BOEDC

Ashley Cotton,
representing Deputy Mayor
Robert Steel

Curtis Cravens,
New York Department of State

Thomas Donaldson,
representing Council Speaker
Christine Quinn

Robert Englert,
representing Staten Island Borough
President

Francine Delgado, Seedco

Matthew Goodman, ITAC

Gail Grimmett, Delta Airlines

Jay Hershenson,
representing Matthew Goldstein

Andrew Kimball,
Brooklyn Navy Yard Development
Corporation

Venetia Lannon,
New York State Department of
Environmental Conservation

Aaron Meyerson,
representing Steve Spinola

Dr. Alfred Ntoko,
representing Dr. Marcia Keizs

Eric Ottoway,
representing Steve Hindy

Ademola Oyefeso,
representing Stuart Appelbaum

Angela Sung Pinsky,
representing Steve Spinola

Jason Razefsky,
representing Staten Island Borough
President

Humberto Restrepo,
Joint Industry Board

Justin Rodgers,
Greater Jamaica Development

Corporation
Peter Spinella, representing Nick Lugo

Amy Sugimori,
representing Mike Fishman

Anthony Tucci,
representing Cesar Claro

Cortney Worrall,
Metropolitan Waterfront Alliance

Developing Strategies for Identifying Catalytic and Transformative Projects Work Group

(September 8, 2011)

FACILITATOR

Dr. Suri Duitch, CUNY

ATTENDEES

Zayne Abdessalam,
representing Stuart Appelbaum

Heather Beaudoin,
representing Gary LaBarbera

Wayne Benjamin,
Harlem Community Development
Group

Nancy Carin,
Business Outreach Center
Network Inc.

Wellington Chen,
Chinatown Partnerships

Marlene Cintron,
Bronx Overall Economic
Development Corp.

Carol Conslato,
Queens Chamber of Commerce

Curtis Cravens,
New York Department of State

Thomas Donaldson,
representing Council Speaker
Christine Quinn

Robert Englert,
representing Staten Island Borough
President

Jack Friedman,
Queens Chamber of Commerce

Shira Gans,
representing Manhattan Borough
President

Sara Garretson, ITAC

Jay Hershenson,
representing Matthew Goldstein

Jody Kass,
New Partners for Community
Revitalization

Andrew Kimball,
Brooklyn Navy Yard Development
Corporation

Aaron Meyerson,
representing Steve Spinola

Dr. Alfred Ntoko,
representing Dr. Marcia Keizs

Eric Ottoway,
representing Steve Hindy

Marcel Van Ooyen, GrowNYC

Shauneequa Owusu,
representing Francine Y. Delgado

Ademola Oyefeso,
representing Stuart Appelbaum

Marion Phillips, III, ESD

Angela Sung Pinsky,
representing Steve Spinola

Nancy Ploeger,
Manhattan Chamber of Commerce

Jason Razefly,
representing Staten Island Borough
President

Justin Rodgers,
Greater Jamaica Development
Corporation

Tokumbo Shobowale,
representing Deputy Mayor
Robert Steel

Douglas C. Steiner, Steiner Studios

Amy Sugimori,
representing Mike Fishman

Andrew Steinger,
representing Brooklyn Borough
President

Joseph Tazewell,
ESD and Executive Director

Anthony Tucci,
representing Cesar Claro

Cortney Worrall,
Metropolitan Waterfront Alliance

Project Evaluation Criteria and Consolidated Funding Application (CFA) Endorsement Standards Work Group

(September 8, 2011)

FACILITATOR

Shayne Spaulding, CUNY

ATTENDEES

Zayne Abdessalam,
representing Stuart Appelbaum

Wayne Benjamin, ESD

Tara Brooks-Smith,
NYS Department of Labor

Nancy Carin,
Business Outreach Center Network

Wellington Chen,
Chinatown Partnerships

Carol Conslato,
Queens Chamber of Commerce

Curtis Cravens,
New York Department of State

Thomas Donaldson,
representing Council Speaker
Christine Quinn

Francine Delgado, SEEDCO

Robert Englert,
representing Staten Island Borough
President

Alinda Franks, ITAC

Jack Friedman,
representing Carol Conslato

Jay Hershenson,
representing Matthew Goldstein

Nydia Loyd, NYS Department of Labor

Aaron Meyerson,
representing Steve Spinola

John Moye, NYS Department of Labor

Dr. Alfred Ntoko,
representing Dr. Marcia Keizs

Eric Ottoway,
Brooklyn Brewery, representing
Steve Hindy

Shauneequa Owusu,
SEEDCO (w/Francine Delgado)

Ademola Oyefeso,
representing Stuart Appelbaum

Angela Sung Pinsky,
representing Steve Spinola

Nancy Ploeger,
Manhattan Chamber of Commerce

Frank Randazzo,
representing Kenneth Knuckles

Jason Raze-fly,
representing Staten Island Borough
President

Justin Rodgers,
Greater Jamaica Development
Corporation

Humberto Restrepo,
Joint Industry Board

Amy Sugimori,
representing Mike Fishman

Raymond Sanchez,
representing Bronx Borough
President

Tim Sullivan,
representing Deputy Mayor
Robert Steel

Joseph Tazewell,
ESD and Executive Director

Anthony Tucci,
representing Cesar Claro

Kathryn Wylde,
Partnership for New York City

Small Business Development Work Group

(September 20, 2011)

FACILITATOR

Dr. Suri Duitch, CUNY

ATTENDEES

Zayne Abdessalam,
representing Stuart Appelbaum

Leah Archibald, EWVIDCO

Dean Balsamini,
Small Business Development Center
at College of Staten Island/CUNY

Nancy Carin,
Business Outreach Center
Network, Inc.

K.Y. Chan, GM Printing

Carol Conslato,
Queens Chamber of Commerce

Amanda Eyrych Daly, CUNY

John Eddy, Steiner Studios

Jack Friedman,
representing Carol Conslato

Jay Hershenson,
representing Matthew Goldstein

Steve Hindy, Brooklyn Brewery

Jukay Hsu, Coalition for Queens

Carl Hum,
Brooklyn Chamber of Commerce

Kenneth Knuckles,
Upper Manhattan Empowerment
Zone Development Corporation

Geoff Kravitz,
Staten Island Chamber of
Commerce

Oliver Lednicer,
Manufacturer's Association of
New York

Lili Lynton,
New York City Investment Fund

Andy Manshel,
Greater Jamaica Development
Corporation

John Moye,
New York State Department
of Labor

Marion Phillips, III, ESD

Dr. Alfred Ntoko,
representing Dr. Marcia Keizs

Stuart Schulman,
Field Center, Baruch College/CUNY

Jane Schulman,
LaGuardia Community College/CUNY

Peter Spinella,
representing Nick Lugo

Joe Tazewell,
ESD and Executive Director

Infrastructure Work Group

(September 20, 2011)

FACILITATOR

Dr. Suri Duitch, CUNY

MEMBERS

Zayne Abdessalam,
representing Stuart Appelbaum

Dr. Sanjoy Banerjee, CUNY

Michael Bobker, CUNY

Dr. Ted Brown, CUNY

Hope Cohen,
Regional Planning Association

Curtis Cravens,
New York Department of State

Fredericka Cuenca, MTA

Amanda Eyrich Daly, CUNY

Thomas Donaldson,
representing Council Speaker
Christine Quinn

John Eddey,
representing Douglas C. Steiner

Jack Friedman,
representing Carol Conslato

Steven Grillo, representing Cesar Claro

Jennifer Hensley,
Association for a Better New York

Jay Hershenson,
representing Matthew Goldstein

Laura Imperiale,
Tully Construction Group

Geoffrey D. Kravitz, Esq.,
representing Cesar Claro

Andrew Manshel,
Greater Jamaica Development Corp.

John Moye,
NYS Department of Labor

Dr. Alfred Ntoko,
representing Dr. Marcia V. Keizs

Marion Phillips, ESD

Angela Sung Pinsky,
representing Steve Spinola

Raymond Sanchez,
representing Bronx Borough
President

Michael Scotto,
representing Kathy Wylde

Tokumbo Shobowale,
representing Deputy Mayor
Robert Steel

Joseph Simenic,
Lower Manhattan Development
Corporation

Dr. Gillian Small, CUNY

Dr. Bill Solecki, CUNY

Joseph Tazewell,
ESD and Executive Director

Raymond Sanchez,
representing Bronx Borough
President

Andrew Steininger,
representing Brooklyn Borough
President

Joseph Tazewell,
ESD and Executive Director

Human Capital Work Group

(September 20, 2011)

FACILITATOR

Dr. Suri Duitch, CUNY

ATTENDING

Zayne Abdessalam,
representing Stuart Appelbaum

Tara Colton,
Mayor's Office of Adult Education

Thomas Donaldson, NYC Council

John Eddey,
representing Douglas C. Steiner

Steven Grillo, representing Cesar Claro

Jay Hershenson,
representing Matthew Goldstein

Ted Houghton,
Supportive Housing Network of
New York

Hugo Kijne,
College of Staten Island, CUNY

Nnenna Lynch,
representing Deputy Mayor
Robert Steel

David Meade,
South Brooklyn Industrial
Development Corporation

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