

THE COUNCIL OF THE CITY OF NEW YORK



Hon. Melissa Mark-Viverito  
Speaker of the Council

Hon. Daniel R. Garodnick  
Chair, Committee on Economic Development

Report on the Fiscal 2016 Preliminary Budget and the  
Fiscal 2015 Preliminary Mayor's Management Report

**Economic Development Corporation**

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## Economic Development Corporation Overview

New York City's economic development programs are initiated and managed by two agencies: the Department of Small Business Services (SBS) and the Economic Development Corporation (EDC or the Corporation). SBS provides direct technical assistance and services to businesses within the City, encourages participation in the procurement process, administers neighborhood commercial and industrial development, and manages business improvement district programs.

The EDC is funded through a contract with SBS. The EDC works with the private and public sectors on economic development initiatives that revitalize businesses, create jobs, and generate revenues for the City. In addition to corporate attraction and retention efforts, EDC markets, sells, and leases City-owned commercial and industrial properties; plans and prepares sites for development through infrastructure improvement; carries out capital improvements in neighborhood shopping districts and public spaces; and provides technical assistance to guide projects through the necessary public approval process. The EDC is also involved in property management and development of the City's marine terminals, airports, heliports, rail yards, and industrial parks. Much of the EDC's budget is therefore capital based and the majority of this report will focus on the capital budget.

### Capital Plan Goals for the Economic Development Corporation

- ✓ To stimulate commercial development through the improvement, disposition and management of City assets, as well as construction and rehabilitation of infrastructure, public open space and amenities.
- ✓ To upgrade infrastructure in the City's industrial areas, including streets, sewers, water mains, and other City assets.
- ✓ To assist neighborhood revitalization through physical improvement of public areas, including street and sidewalk reconstruction, new public lighting, landscaping and other public amenities as well as through assistance in the development of cultural resources and other community facilities.
- ✓ To enhance the City's waterfront by rehabilitating and improving the City's piers, as well as by creating a balanced mix of multi-use projects which include commercial, industrial, retail and recreational developments.
- ✓ To improve the intermodal transport of goods through the construction, modernization, and integration of port, rail and aviation facilities.
- ✓ To provide public market facilities.

### Capital Budget Summary

The Fiscal 2016 Preliminary Capital Commitment Plan includes \$1.62 billion in Fiscal 2015-2018 for the Economic Development Corporation (including City and Non-City funds), or 10.2 percent more than the \$1.47 billion scheduled in the Fiscal 2015 Adopted Capital Commitment Plan. This represents approximately 3.6 percent of the City's total \$44.7 billion Preliminary Plan for Fiscal 2015-2018.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal 2014, the

Economic Development Corporation committed \$278.2 million or 31.2 percent of its annual capital plan of \$891.9 million. Therefore, it is assumed that a significant portion of the agency's Fiscal 2015 Capital Plan will be rolled into Fiscal 2016, thus increasing the size of the Fiscal 2016-2019 Capital Plan.

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**EDC 2015-2018 Capital Commitment Plan**

*Dollars in Thousands*

	FY15	FY16	FY17	FY18	Total
<b>Adopted Plan</b>	\$850,914	\$288,312	\$268,620	\$65,133	<b>\$1,472,979</b>
<b>Preliminary Plan</b>	\$870,576	\$370,933	\$291,620	\$89,687	<b>\$1,622,816</b>
<b>Change</b>	\$19,662	\$82,621	\$23,000	\$24,554	<b>\$149,837</b>
<b>Percentage Change</b>	2%	29%	9%	38%	<b>10%</b>

**Preliminary Capital Budget Highlights**

The following are some highlighted projects in EDC's Preliminary 2016 Capital Budget:

- Cornell University-Technion-Israel Institute of Technology Consortium Applied Science and Engineering Campus.** In December 2011, Cornell University and Technion-Israel Institute of Technology were awarded \$100 million in capital funds to build a two million square-foot Applied Science and Engineering campus on Roosevelt Island. This project is part of the Applied Sciences NYC initiative, which seeks to increase the City's capacity for applied sciences and diversify the City's economy. The funding will be used for the construction costs of the First Academic Building, including foundation, structure, mechanical systems, façade and interior finishes. It will also support design work and construction management. Cornell began construction on the First Academic Building in March 2015 and is on track for opening in mid-2017.
- Governors Island.** The Fiscal 2016 Preliminary Capital Plan includes approximately \$145 million in City funds in Fiscal 2015-2025 for the management and redevelopment of Governors Island. In Fiscal 2015, the Trust for Governors Island (TGI) committed \$38.4 million for design, construction, resident engineering and costs for the park and public open space; rehabilitation of a lift bridge and the Soissons Dock; building stabilization and electrical infrastructure repairs; and construction of a portable water pipe and distribution system. The remaining funds will be used for successive phases of this work and outstanding maritime infrastructure items. EDC does not manage these funds. The funds are reflected in EDC's budget but the TGI manages its own capital budget.
- Willets Point Redevelopment.** The Fiscal 2016 Preliminary Capital Plan includes \$145.4 million in Fiscal 2015-2019, with \$114.4 million in Fiscal 2015, for the Willets Point Redevelopment. A total of \$104.5 million is for infrastructure improvements, \$9.8 million for acquisition and relocation, \$2.1 million for remediation and technical services and \$29 million for the Van Wyck Expressway Ramps. Phase I of the infrastructure work is substantially completed and includes upgrades of existing water mains, reconstruction of a storm sewer and a storm sewer outfall and construction of a new sanitary sewer. Capital funds associated with technical services represent costs related to the preparation of environmental review documents, associated legal fees, urban design work, as well as with the preparation of design documents for the Van Wyck Ramp Improvements.

- ☑ **Brooklyn Navy Yard Development Corporation.** The Fiscal 2016 Preliminary Capital Plan includes approximately \$331 million in Fiscal 2015 -2025 for the Brooklyn Navy Yard Development Corporation (BNYDC) under a management contract with the City of New York. Of the \$331 million, \$29.9 million is for Hurricane Sandy related work. City capital funds are used to rebuild the infrastructure and for the development of specific projects in the Brooklyn Navy Yard “the Yard”. This work includes building renovation and rebuilding of the waterfront, one of the areas of focus at the Yard. In Fiscal 2015, the 230,000 square-foot Green Manufacturing Center will be complete, Phases I & II will move forward on the one million square-foot 18 story Building 77. Additionally, BNYDC will make an investment in the infrastructure of the Yard’s Northern Triangle. There are approximately 330 tenants employing roughly 7,000 workers in the BNYDC. The EDC does not manage these funds. Rather, the funds are reflected in the EDC’s budget, however BNYDC manages its own budget.
- ☑ **Passenger Ship Terminal/Pier Rehabilitation.** The Fiscal 2016 Preliminary Capital Plan includes approximately \$61 million in Fiscal 2015-2025 for the Passenger Ship Terminal/Pier Rehabilitation project, which is part of the City’s \$3.3 billion comprehensive plan to improve the waterfront and waterways. The improvements at the Passenger Ship Terminal include substructure pile rehabilitation at Piers 88, 90, 92, and 94 as part of the multi-phased pile rehabilitation across the terminal. Additionally, the EDC will rehabilitate the building facades and roofs, improve the baggage handling systems, and will provide structural improvements to the viaduct.
- ☑ **Flatbush Revitalization.** On December 29, 2013, the EDC executed a 55-year lease with the Kings Theater Redevelopment Corporation “KTRC” for the redevelopment and rehabilitation of the historic Loew’s Kings Theater. The theater is complete and opened on February 3, 2015. The theater is expected to host 200-250 performances a year. In addition to closing on the lease, KTRC also closed on over \$21 million of New Market and Historic Tax Credits. Financing involved multiple funding sources, including \$52.5 million of City funds, \$3 million from the State, \$18.8 million in Historic Tax Credits, and \$2.8 million in New Market Tax Credits.
- ☑ **Hunts Point Market.** The Fiscal 2016 Preliminary Capital Plan includes approximately \$51.7 million for the Hunts Point Market. This funding will cover various projects at Hunts Point, including food distribution facilities, roadways and green trails, and the produce market. Work on the produce market side tracks began in 2014, and design of the saw tooth platform and lead tracks is expected to be completed in 2015. All work is expected to be completed in 2017. The City was awarded \$20 million in the Rebuild by Design Competition for a resiliency pilot project, and the City allocated an additional \$25 million in Federal Community Development Block Grant – Disaster Relief (CDBG-DR) funds for resiliency measures. The pilot project will be defined through a stakeholder engagement process commencing in spring 2015. On March 5, 2015, the Mayor announced a separate \$150 million investment in the Hunts Point Food Distribution Center over 12 years; however, this funding is not yet reflected in the capital plan. The Hunts Point Food Distribution Center occupies 329 acres and supports 115 private wholesalers that employ over 8,000 people.
- ☑ **Brooklyn Army Terminal (BAT).** The Fiscal 2016 Preliminary Capital Plan includes \$100 million in Fiscal 2015-2017 for new needs related to the redevelopment of the Brooklyn Army Terminal. The EDC is charged with the modernization of approximately 500,000 square feet of unoccupied space in Building A, as well as other significant facility-wide

improvements at BAT. Early construction work is scheduled to begin in late 2015, and the project is expected to be completed in 2017. The “BAT Phase V Activation Project” is intended to create quality jobs by providing a modern facility for light industrial and manufacturing tenants that will in turn provide long-term employment opportunities to local New York City residents. Funds will also be used for the renovation and upgrade of the BAT Administration Building, a standalone four-story structure within the BAT campus. This 55,000 square foot building was constructed approximately 95 years ago and has sat inactive for decades. As part of ongoing maintenance and upkeep of the property, the EDC plans to renovate and upgrade the building in two phases. Phase I will include a complete abatement of the interior of the building, and Phase II will involve building out basic tenants’ needs (HVAC, electrical, etc) in order to make the space leasable to industrial/manufacturing businesses. Renovations and upgrades are expected to be completed in late 2015.

- ☑ **Downtown Brooklyn Redevelopment.** The Fiscal 2016 Preliminary Capital Plan includes \$21.6 million in Fiscal 2015-2017 for the Downtown Brooklyn Redevelopment. The EDC and the Department of City Planning (DCP) created a comprehensive redevelopment plan for Downtown Brooklyn to facilitate the continued growth of the area. These projects include multiple streetscape improvements, water main and sewer infrastructure upgrades for existing buildings and new buildings, and plaza reconstruction. Other components of the project include streetscape improvements along Fulton Street, Fox Square, Flatbush Avenue and throughout MetroTech. Investments in Boerum Place, Willoughby Square, an underground parking facility, and the creation of art to commemorate the abolitionist movement are also included in the redevelopment.
- ☑ **Stapleton Waterfront Phase II & III.** The Fiscal 2016 Preliminary Capital Plan includes \$97.2 million for Staten Island’s new Stapleton Waterfront project. The Homeport, a 35-acre decommissioned U.S. Naval Base in Staten Island, is being transformed into a vibrant, sustainable, and livable addition to the Stapleton community and the Staten Island waterfront in accordance with the community-driven New Stapleton Waterfront Development Plan. After breaking ground in 2013, the Ironstate Development Company is investing \$150 million to transform seven acres into a sustainable development of rental housing units and retail stores. The mixed-use project will bring roughly 900 units of housing, 30,000 square feet of ground floor retail and five acres of new waterfront esplanade to the Stapleton community. The City is investing \$32 million for road improvements and a new waterfront esplanade. The remaining \$2.2 million is for Phase I capital improvements that include road reconstruction/improvements and the new waterfront esplanade for the historic Stapleton community. Phase II includes \$25 million to initiate construction of new open space, restored tidal wetlands, reconstruction along major connector streets, new storm water systems, and streetscapes. These funds will also allow design for the next phases of public improvements to begin. The remaining \$70 million will be for portions of Phases II & III to help with the creation of new open space; realignment and reconstruction of Front Street; new storm water systems; and streetscapes. This investment in infrastructure and open space will lay the foundation for future phases of the project, including new affordable housing units.
- ☑ **Coney Island West.** In Coney Island, the City is making strategic investments in infrastructure to support the existing neighborhood and help spur the development of up to 4,000 units of new affordable and mixed - income housing, as well as neighborhood retail

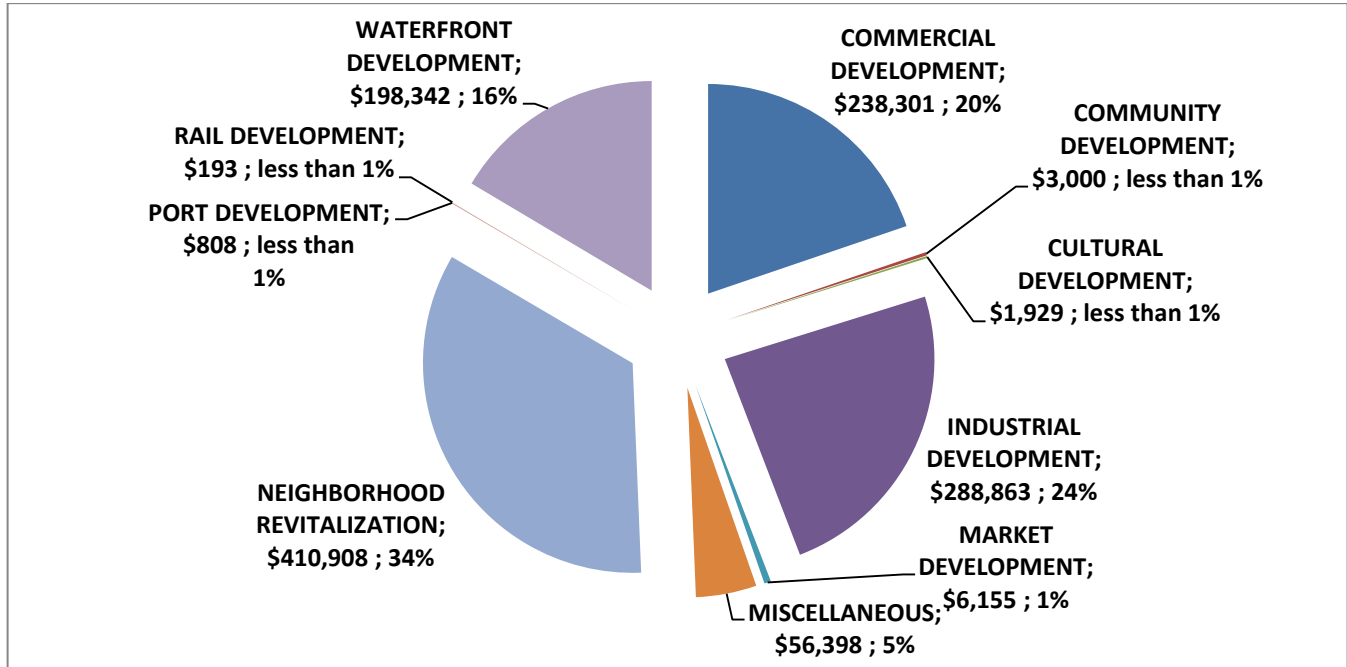


services, and jobs. This redevelopment program will take place on vacant land and parking lots located in areas that were part of the Coney Island Comprehensive Rezoning in 2009, but have since remained undeveloped. Working with agency partners and in close consultation with the local elected officials, EDC has developed a roadmap for the \$181 million investment in an upgraded sewer system, new streets with higher grades, and the relocation and enhancement of several City facilities. This allocation of funds builds upon existing capital funds that were budgeted at the time of the rezoning, and was highlighted in Housing New York. EDC is now proceeding with the design portions of the upgraded sewer system and new street system, in coordination with various City agencies.

- ☑ **Hunters Point South Phase II.** The Fiscal 2016 Preliminary Capital Plan includes \$114 million for Phases I and II of the infrastructure and waterfront park project. EDC is managing the design and construction of the Hunters Point South infrastructure and waterfront park. Phase I was substantially completed in 2013. Some key amenities in Phase I of the waterfront park included a maintenance and café building, dog run, basketball court and grass and turf field. Infrastructure in Phase I was built to activate three housing parcels. HPD selected Phipps Houses, Related Companies, and Monadnock to develop the first two mixed-use parcels, and these buildings will be 100 percent affordable with over 900 housing units. The first two buildings broke ground in 2013 and are expected to open in 2015. HPD also selected TF Cornerstone for the third development parcel, which is still in the design phase. The Preliminary Capital Plan includes approximately \$15 million for the remaining portions of Phase I. Phase II of the infrastructure improvements and waterfront park will include new streets, sewer, water main and utility work. The waterfront park will have pedestrian and bicycle pathways, sidewalks, landscape treatment, lighting, seating and site furniture, playgrounds, and other open spaces. Phase II is currently in design, which is expected to be completed in 2015, followed by the start of construction in 2016. The Phase II waterfront park will include key elements such as adult fitness equipment, a kayak launch, and in-water mitigation work. Phase II is expected to support four new mixed-use housing parcels that will be developed by HPD.
- ☑ **Ferry Landings.** The Citywide Ferry System (the System) was announced as part of the Mayor's State of the City Address on February 3, 2015. The System will connect waterfront communities to improve waterfront access, transit equity and resiliency, support residential growth, and promote economic development. Consisting of six routes that will connect 20 landings (nine of them new), the System is projected to support approximately 4.6 million rider trips per year. Fares on the new service will cost the same as a subway ride, or less than the current fare of \$4 per ride on the current East River Ferry. The EDC's Fiscal 2016 Preliminary Capital Plan includes \$55 million in City Capital for floats, gangways, and capital infrastructure needs required to construct the nine new ferry landings. The first three routes (Rockaway, Astoria, and South Brooklyn) will launch in 2017, and the remaining two (Lower East Side and Soundview) by 2018. Existing service on the East River Ferry is expected to continue. Currently, the EDC is still working to determine the exact locations of ferry landings, including those planned for East 62<sup>nd</sup> Street, Roosevelt Island, Astoria, Rockaway, Red Hook, and Soundview.

# 2016-2025 Preliminary Ten-Year Capital Strategy

Dollars in Thousands (000's)



## Preliminary Ten-Year Strategy

For the Economic Development Corporation, the Preliminary Ten-Year Capital Strategy provides \$1.2 billion in Fiscal 2016–2025 for capital construction and reconstruction projects. The Corporation’s capital funding is divided into ten categories of needs as illustrated by the chart below:

## EDC Ten-Year Capital Strategy by Category Fiscal Years 2016-2025

FY2016-2025 Preliminary Ten-Year Capital Strategy											
<i>Dollars in Thousands</i>											
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY2023	FY2024	FY2025	Total
COMMERCIAL DEVELOPMENT	\$33,159	\$13,092	\$12,318	\$36,528	\$36,327	\$26,854	\$26,198	\$22,152	\$14,348	\$17,325	\$238,301
COMMUNITY DEVELOPMENT	3,000	0	0	0	0	0	0	0	0	0	3,000
CULTURAL DEVELOPMENT	0	0	1,929	0	0	0	0	0	0	0	1,929
INDUSTRIAL DEVELOPMENT	109,112	50,892	20,437	12,268	17,000	15,500	16,809	16,845	15,000	15,000	288,863
MARKET DEVELOPMENT	5,000	0	1,155	0	0	0	0	0	0	0	6,155
MISCELLANEOUS	9,430	15,534	7,434	4,000	0	4,000	4,000	4,000	4,000	4,000	56,398
NEIGHBORHOOD REVITALIZATION	131,908	202,000	39,000	20,000	18,000	0	0	0	0	0	410,908
PORT DEVELOPMENT	657	0	151	0	0	0	0	0	0	0	808
RAIL DEVELOPMENT	0	0	193	0	0	0	0	0	0	0	193
WATERFRONT DEVELOPMENT	78,667	10,102	7,070	14,353	14,906	14,623	13,223	17,658	27,307	433	198,342
<b>Total</b>	<b>\$370,933</b>	<b>\$291,620</b>	<b>\$89,687</b>	<b>\$87,149</b>	<b>\$86,233</b>	<b>\$60,977</b>	<b>\$60,230</b>	<b>\$60,655</b>	<b>\$60,655</b>	<b>\$36,758</b>	<b>\$1,204,897</b>

**Commercial Development.** The Preliminary Ten-Year Capital Strategy includes \$238.3 million to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. Notable developments include a new mixed-use neighborhood at Willets Point. The Willets Point Redevelopment Plan also includes transportation infrastructure that will link to the eventual development of the neighborhood.

**Cultural Development.** The Preliminary Ten-Year Capital Strategy includes \$1.9 million for cultural projects aimed at preserving and enhancing the City's cultural strength as an engine for economic growth.

**Industrial Development.** The Preliminary Ten-Year Capital Strategy includes \$288.9 million for industrial development. The EDC markets City-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. The Preliminary Ten-Year Capital Strategy includes infrastructure improvements such as asset repairs at Brooklyn Navy Yard, which houses 330 businesses generating 7,000 jobs and at Brooklyn Army Terminal. These investments will leverage existing underutilized assets and meet current market demand for small- and medium-sized industrial space, while also providing public space enhancements. Other projects include upgrades to the physical plant of the City's industrial parks and City-owned properties such as Bush Terminal.

**Market Development.** The Preliminary Ten-Year Capital Strategy includes \$6.2 million as an ongoing commitment to preserve the markets through various infrastructure improvements. Funding has been set aside for improvements at the Essex Street Market and La Marqueta in Manhattan.

**Miscellaneous.** The Preliminary Ten-Year Capital Strategy includes \$56.4 million for resources that do not fall within other mentioned categories, including certain City Council-funded projects, as well as portions of infrastructure support for the Trust for Governors Island (TGI).

**Neighborhood Revitalization.** The Preliminary Ten-Year Capital Strategy includes \$410.9 million for neighborhood revitalization. The Preliminary Ten-Year Capital Strategy invests in

infrastructure improvements in Hunters Point South, Coney Island and Stapleton neighborhoods to support economic development and the development of affordable housing. When complete, these neighborhoods will include mixed income housing, retail, and public open space along the waterfront. The Preliminary Ten-Year Capital Strategy also includes investments in improvements to public areas, including street and sidewalk reconstruction, new public lighting and landscaping, pedestrian and intermodal improvements in mixed-use neighborhoods, as well as various improvement projects throughout the City's Business Improvement Districts.

**Waterfront Development.** The Preliminary Ten-Year Capital Strategy includes \$198.3 million for providing public and commercial transportation and for preserving and expanding recreational spaces along the City's waterfront. Also included in the strategy are improvements at the Manhattan and Brooklyn Cruise Terminals. These investments will increase the City's ability to serve a growing number of passengers and retain and expand tourism-related businesses.

## Revenue

Revenue Sources	Actual		Planned			
	2013	2014	2015	2016	2017	2018
<i>Dollars in Thousands</i>						
<b><i>Fine and Forfeitures:</i></b>						
Non-Recurring Rev: Asset Sale	\$31,903	\$31,098	\$13,211	\$14,684	\$5,766	\$475
<b>Sub-Total</b>	<b>\$31,903</b>	<b>\$31,098</b>	<b>\$13,211</b>	<b>\$14,684</b>	<b>\$5,766</b>	<b>\$475</b>
<b><i>Rental Income:</i></b>						
Dock Slip And Wharfage	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
Terminal Market Rents	7,251	7,251	7,251	7,251	7,251	7,251
Hunts Point Net Leasing	2,452	2,452	2,452	2,452	2,452	2,452
42 <sup>nd</sup> Street Payments	32,313	46,648	41,127	41,127	41,127	41,127
Fulton Fish Market Rent	905	905	905	905	905	905
<b>Sub-Total</b>	<b>\$47,721</b>	<b>\$62,056</b>	<b>\$56,535</b>	<b>\$56,535</b>	<b>\$56,535</b>	<b>\$56,535</b>
<b><i>Charge for Service:</i></b>						
Energy Cost Savings Fees	\$81	\$28	\$50	\$50	\$50	\$50
<b>Sub-Total</b>	<b>\$81</b>	<b>\$28</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>	<b>\$50</b>
<b><i>Licenses, Permits &amp; Franchises:</i></b>						
Terminal Market Permits	\$340	\$340	\$340	\$340	\$340	\$340
Work Permit- Plan Examination	254	258	250	100	100	100
Brooklyn Meat Market Permits	970	970	970	970	970	970
<b>Sub-Total</b>	<b>\$1,564</b>	<b>\$1,568</b>	<b>\$1,560</b>	<b>\$1,410</b>	<b>\$1,410</b>	<b>\$1,410</b>
<b>TOTAL</b>	<b>\$81,269</b>	<b>\$94,750</b>	<b>\$71,356</b>	<b>\$72,679</b>	<b>\$63,761</b>	<b>\$58,470</b>

\*All Revenue is for the EDC except for Energy Cost Savings fees and Work Permit Plan Examinations.

## Appendix A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
<b>SBS &amp; EDC Budget as of the Adopted 2015 Plan</b>	<b>\$85,438</b>	<b>\$61,224</b>	<b>\$146,662</b>	<b>\$48,171</b>	<b>\$42,050</b>	<b>\$90,221</b>
<b>New Needs</b>						
Advanced Solar Power programs with CUNY	\$57	\$0	\$57	\$57	\$0	\$57
Building Performance Study	619	0	619	0	0	0
EDC Clean Technology Incubators	2,503	0	2,503	575	0	575
MWBE Disparity Study.	1,570	0	1,570	70	0	70
NYC & Co Reserve Funding	2,000	0	2,000	0	0	0
OER-Affordable Housing Bonus Cleanup Grants	330	0	330	440	0	440
OLTPS-Cool Roofs	828	0	828	828	0	828
OLTPS-LL84 Help Centers	186	0	186	186	0	186
OLTPS - Media and Marketing	1,000	0	1,000	1,000	0	1,000
OLTPS Green Buildings	781	0	781	781	0	781
SBS Funding Adjustment	150	0	150	150	0	150
MWBE Funding	25	0	25	1,400	0	1,400
OER BIG Funding	0	0	0	1,925	0	1,925
Small Business First	1,663	0	1,663	3,080	0	3,080
TGI Electricity	650	0	650	676	0	676
<b>Subtotal New Needs</b>	<b>\$12,362</b>	<b>\$0</b>	<b>\$12,362</b>	<b>\$11,168</b>	<b>\$0</b>	<b>\$11,168</b>
<b>Other Adjustments</b>						
1-4 Family Insurance Study	\$0	\$950	\$950	\$0	\$0	\$0
15 Coastal Protection Planning	0	5,255	5,255	0	0	0
AKRF EAS	0	300	300	0	0	0
BLGP Loan & Grant	0	18,000	18,000	0	0	0
Bus Workforce Program	0	7,824	7,824	0	0	0
CDBC Tech Support FEMA Fld Map	0	980	980	0	0	0
CDBG MultiFamily Insurance	0	190	190	0	0	0
CDBG-DR Program/Admin	0	1,825	1,825	0	0	0
Coney Island Creek CDBG Study	0	1,075	1,075	0	0	0
Consumer Edu- Flood Insurance	0	735	735	0	0	0
CSX Locomotive National Clean	0	1,000	1,000	0	0	0
DC 37 Collective Bargaining Increase	120	28	148	117	24	141
EAS - Berger	0	50	50	0	0	0
EAS-Parsons	0	50	50	0	0	0
Fiscal 2013/14 Sandy Federal Transportation Administration Emergency Repair Funding	0	6,092	6,092	0	0	0
FY 15-19 EDC Resiliency Staff	0	382	382	0	382	382
FY15 & OY CDBG- DR OTPS	0	16,587	16,587	0	250	250

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
FY 15 CDBG OTPS Rollover	\$0	\$353	\$353	\$0	\$0	\$0
FY 15 IC to SBS/EDC	0	493	493	0	0	0
FY15 NEG Parks (ISRP) & Admin	0	6,396	6,396	0	0	0
FY 15 TAA Budget Rollover	0	394	394	0	0	0
FY16 - FY18 CDBG - DR PS	0	0	0	0	207	207
HRO Dewberry (Increase)	0	15,538	15,538	0	0	0
HRO Dewberry Pre-Con	0	28,014	28,014	0	0	0
Hurricane Sandy - TGI FTA BMB	0	590	590	0	0	0
LongTerm Coastal Protection ED	0	4,905	4,905	0	29,430	29,430
Member Item Reallocation	507	0	507	0	0	0
MOER BF-EPA CW PET NPCR	0	46	46	0	0	0
MOER BF-EPA CW Petrol Belmon	0	50	50	0	0	0
MOER BF EPA Mariners Marsh R	0	3	3	0	0	0
MOER Brownfields - NYS BOA	0	59	59	0	0	0
NYC Service - Cool Roofs	100	0	100	0	0	0
OER-BF EPA Revolving Loan	0	224	224	0	0	0
OER-NYS REDC Grant	0	300	300	0	0	0
PS Adjustments	139	0	139	177	0	177
Reallocate IC Funds for SBS	0	58	58	0	0	0
Resiliency Related Plan and Ad	0	51	51	0	0	0
RISE Admin (Increase)	0	116	116	0	0	0
RISE Program Lump	0	4,800	4,800	0	11,200	11,200
SBS IC	0	42	42	0	0	0
SBS L300 (Buyers) Collective Bargaining	1	0	1	2	0	2
Small Firm Assistance Rollover	0	1,817	1,817	0	0	0
Take the HELM	0	273	273	0	0	0
Temps for HRO	0	230	230	0	0	0
Total FY 13, 14 EDC FEMA Need	0	2,604	2,604	0	0	0
130 Cedar ST Rent & Insurance	0	95	95	0	0	0
Arch Scope Perez	0	525	525	0	0	0
Mayor's Office of Housing Recovery Payments to Boston Consulting Group	0	350	350	0	0	0
BCG-HRO Payments	0	1,005	1,005	0	0	0
Business Prog Planning Admin	0	288	288	0	0	0
CD Transfer for Non-Union Employees	0	4	4	0	5	5
CDBG General Plan and Admin 14	0	891	891	0	0	0
CEO Scholars at Work	490	0	490	0	0	0
City Council Member Items	70	0	70	0	0	0
Connect NYC	0	1,636	1,636	0	0	0
FY15 TAA Budget Increase	0	394	394	0	0	0

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
FY15 - FY19 CDBG-DR Alignment	\$0	\$1,878	\$1,878	\$0	\$206	\$206
FY16 November Plan - City Council Member Item Change -EDC	(1,000)	0	(1,000)	0	0	0
Hudson Yards Park Block 4	0	2,394	2,394	0	0	0
KAM Asbestos Amendment	0	2,935	2,935	0	0	0
KPMG Accrual	0	65	65	0	0	0
MWBE Disparity Study	(1,500)	0	(1,500)	1,500	0	1,500
OER Reallocation	(4,810)	0	(4,810)	4,810	0	4,810
OMEGA Asbestos Amendment	0	2,717	2,717	0	0	0
SBS IC Bus Program	0	16,745	16,745	0	0	0
<b>Subtotal Other Adjustments</b>	<b>(\$5,884)</b>	<b>\$160,601</b>	<b>\$154,717</b>	<b>\$6,606</b>	<b>\$41,704</b>	<b>\$48,310</b>
<b>Total All Changes</b>	<b>\$6,479</b>	<b>\$160,601</b>	<b>\$167,080</b>	<b>\$17,774</b>	<b>\$41,704</b>	<b>\$59,478</b>
<b>SBS Budget as of the Preliminary 2016 Plan</b>	<b>\$91,917</b>	<b>\$221,825</b>	<b>\$313,742</b>	<b>\$65,945</b>	<b>\$83,754</b>	<b>\$149,699</b>

*\*Continuation from previous page*

### Financial Plan Highlights

- **ConnectNYC.** The Preliminary Plan includes \$1.6 million is Fiscal 2015 for broadband expansion in Industrial Business Zones. The ConnectNYC program is a public-private partnership that will create high-speed commercial broadband networks in several of the City's Industrial Business Zones.
- **Arch Scope Perez.** As part of the Community Development Block Grant Disaster Recovery Program, the NYC Housing Recovery Office (HRO) launched a housing repair program to assist homeowners impacted by Hurricane Sandy. EDC hired a consultant for architectural scoping services to conduct detailed design assessments of damaged homes and create comprehensive work orders for distribution to participating general contractors. Thus far the consultant has completed approximately 650 assessments of damaged homes. HRO and the consultant have identified conditions that necessitate additional architectural and engineering services. This includes additional feasibility studies, utilities relocations, mechanical engineering, plumbing engineering, soil and geotechnical investigations. The Preliminary Plan includes \$525,000 is Fiscal 2015 for the continued work.
- **EDC Clean Technology Incubator.** The Preliminary Plan includes \$2.5 million in Fiscal 2015 and \$575,180 annually in Fiscal 2016 through Fiscal 2018 to address the needs of startups. Funding will be geared towards the expansion of clean technology.
- **Building Performance Study.** The Preliminary Plan includes \$619,000 in Fiscal 2015 to fund a technical study of emerging energy efficient and clean energy technology.
- **Mayor's Office of Environmental Remediation (OER) Big Funding.** The Brownfield Incentive Program at OER has been in place since Fiscal 2011 and seeks to spur the cleanup and redevelopment of brownfields by reducing costs. This is done by offering grants to property owners and developers for activities throughout the brownfield development process, from the earliest stages of information gathering through environmental investigation and cleanup work. The success of the program has

necessitated additional funding and the Preliminary Plan includes \$1.93 million in Fiscal 2016.

- **Hudson Yards Part Block 4.** The Preliminary Plan includes \$2.4 million in Fiscal 2015 for Hudson Park & Boulevard (HPB) which will serve as the green centerpiece of the new Hudson Yards District. The 4.5-acre system of new tree-lined streets, open space, and recreational amenities will feature a unique café, public art, and open space for area residents, workers, and visitors.
- **KAM Asbestos Amendment.** The NYC Housing Recovery Office (HRO) estimated 15,000 residential properties would require asbestos sampling. The Preliminary Plan includes \$2.9 million in Fiscal 2015 to facilitate an additional 6,000 asbestos surveys and related laboratory analysis for two consultants. Asbestos investigators are scheduled, alongside the architectural scoping consultants, to collect samples during the design consultation with homeowners. Bulk samples are analyzed in accredited laboratories and Asbestos Assessment Reports are produced for any required asbestos mitigation and incorporated into a work order for applicable homes.
- **Mayor's Office of Housing Recovery Operations (HRO) Payments to Boston Consulting Group (BCG).** The Preliminary Plan includes \$1.4 million in Fiscal 2015 for payment to Boston Consulting Group (BCG) to work with the NYC Housing Recovery Office (HRO) to support in the development, coordination, and operation of Community Development Block Grant Disaster Recovery (CDBG-DR) funded housing programs. Funding will be used for communications and outreach support, support for the environmental review process and environmental compliance, program management support, and providing expertise in CDBG-DR policy and compliance.
- **Fiscal 2013/14 Sandy Federal Transportation Administration Emergency Repair Funding.** The Preliminary Plan includes \$6.1 million in Fiscal 2015 to cover Fiscal 2013 and Fiscal 2014 emergency repair costs due to Superstorm Sandy. These costs will be covered by the Federal Transportation Administration.
- **HRO Dewberry (Increase).** The Preliminary Plan includes \$15.5 million in Fiscal 2015 for CDBG-DR funded pre-construction services contract with the HRO. The EDC manages procurement for several of the HRO's contracts.



## Appendix B: Fiscal 2015 Mayor's Management Report Performance Measures

Projected new private investment related to the sale or long term lease of City-owned property is significantly lower in the first four months of Fiscal 2015 when compared to the same period in the previous fiscal year. This is because in Fiscal 2014 there were major transactions such as the sale of BAM South and development rights at 50 West Street which drove projected new private investment to such a high level.

The EDC closed on four real estate transactions during the first four months of Fiscal 2015, all in boroughs outside of Manhattan, generating \$7.1 million in new private investment from land sales and ground leases. The value of funding disbursed through capital funding agreements exceeded \$56.5 million. Notable highlights include the opening of the Boys & Girls Club of Metro Queens' new facility in Richmond Hill and Community Solutions' acquisition of a building to create a new community center in Brownsville.

Build NYC Resource Corporation (Build NYC) closed eight transactions and collectively, these projects are expected to generate over \$238 million in City tax revenue and 161 jobs over the course of their respective terms.

During the first four months of Fiscal 2015, the New York City Industrial Development Agency (NYCIDA) closed five projects, which are expected to generate approximately \$40.6 million in City tax revenue and 47 jobs over the course of their respective terms. This is less than half the revenue generated in the first four months of Fiscal 2014.

Capital expenditures for the first four months of Fiscal 2015 are lower than expenditure in the first four months of the previous fiscal year. The \$99.7 million expenditure includes:

- New York Harbor siphon and green infrastructure projects, both major initiatives being built on behalf of the New York City Department of Environmental Protection:
- the Rockaway Boardwalk reconstruction undertaken on behalf of the New York City Department of Parks and Recreation: and
- Design of Phase 2 of the Hunter's Point South infrastructure and waterfront park project.

EDC Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Projected new private investment related to sale/long-term lease of City-owned property (\$000,000)	\$432.3	\$331.2	\$6,020.5	\$425.0	\$425.0	\$722.5	\$7.1
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	N/A	\$365.0	\$296.3	*	*	\$129.7	\$99.7
Graffiti sites cleaned	13,367	10,727	7,909	*	*	3,533	5,750
Square feet of graffiti removed (000)	4,242	4,078	4,325	*	*	1,715	3,075
Visitors to New York City (000,000) (calendar year)	50.9	52.0	54.3	*	*	N/A	N/A
New York City Industrial Development Agency projects - Contracts closed	12	20	21	*	*	8	5
Projected three-year job growth associated with closed contracts	1,452	5,348	12,238	2,100	2,100	2,573	47
Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$302.1	\$576.4	\$1,370.4	ñ	ñ	\$176.0	\$40.6
Private investment leveraged on closed projects (\$000,000)	N/A	\$1,710.5	\$5,189.0	*	*	\$778.5	\$38.5
Build NYC Resource Corporation - Contracts closed	4	24	21	*	*	10	8
Projected three-year job growth associated with closed contracts	12	491	307	300	300	65	161
Projected net City tax revenues generated in connection with closed contracts (\$000,000)	N/A	\$173.6	\$250.9	ñ	ñ	\$92.8	\$238.2
Private investment leveraged on closed projects (\$000,000)	N/A	\$513.7	\$555.8	*	*	\$286.3	\$230.1
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$104.8	\$91.0	\$166.3	*	*	\$52.8	\$56.5
Capital expenditures on asset management (\$000,000)	N/A	\$11.5	\$46.4	*	*	\$18.6	\$13.6
Occupancy rate of NYCEDC-managed property (%)	95.0%	95.7%	97.3%	95.0%	95.0%	96.5%	93.8%
Portfolio revenue generated (\$000,000)	N/A	\$180.3	\$199.4	*	*	N/A	N/A
Square footage of assets actively managed by NYCEDC (000)	65,570.3	65,537.1	66,394.3	*	*	N/A	N/A
Outstanding violations at beginning of the period	N/A	55	35	*	*	58	39
Outstanding violations closed during the period	N/A	19	23	*	*	30	23
Active Center for Economic Transformation projects managed	55	94	88	100	100	98	100
Innovation Index score (calendar year)	116.7	119.5	124.9	*	*	N/A	N/A
New York City unemployment rate (%)	9.4%	8.5%	8.2%	*	*	8.7%	7.1%