

TESTIMONY BY
COMMISSIONER MARIA TORRES-SPRINGER
NEW YORK CITY
DEPARTMENT OF SMALL BUSINESS SERVICES
BEFORE
THE COMMITTEE ON ECONOMIC DEVELOPMENT
AND
THE COMMITTEE ON SMALL BUSINESS
OF THE
NEW YORK CITY COUNCIL
THURSDAY, MARCH 26, 2015

Good morning Chairman Garodnick, Chairman Cornegy and the members of the Committees on Economic Development and on Small Business. My name is Maria Torres-Springer and I am the Commissioner of the New York City Department of Small Business Services ("SBS"). I am pleased to join President Kyle Kimball and my colleagues at the New York City Economic Development Corporation ("NYCEDC"), and I have brought my First Deputy Commissioner Euan Robertson and my senior leadership team. Our work at SBS is guided by the central animating motivation of the de Blasio administration, which is fighting inequality in all its forms, on all its fronts, and building a city where everyone can rise together. As Mayor de Blasio has said, if New York cannot be a city of genuine opportunity for all – regardless of where you are from or what language you speak – then we not only lose a part of who we are, we risk losing our place as a global center of innovation, diversity, and progress. This is why we are squarely focused on building a city where growth and inclusion are two sides of the same coin and prosperity is widely shared. At SBS, we seek to foster a thriving, equitable economy by connecting New Yorkers to good jobs, creating stronger businesses, and building a fairer economy.

Today, I want to update you on our work over the last year to meaningfully improve the way that government serves jobseekers, small businesses, and commercial corridors, and describe our key strategies to support inclusive growth and secure economic opportunity for all New Yorkers. After my testimony, I am happy to take your questions.

SBS' Fiscal Year 2016 Preliminary Budget is \$149.7 million and the agency has a headcount of 263 employees. As you can see in Chart 1, inclusive of the \$149.7 million is pass through funding for NYCEDC totaling \$56.4 million, NYC & Co. totaling \$12.3 million, and Governors Island totaling \$12.6 million. The remaining \$68.4 million, or 46% of the FY16 Preliminary Budget, is allocated for SBS' programs. In Chart 2 you can see, that of the \$68.4 million, 62% - or approximately \$42.2 million – are federal WIOA funds and \$26.3 million are City tax levy dollars. Finally, Chart 3 shows how a total of \$66.1 million of city tax levy funding is allocated.

SUPPORT FOR JOBSEEKERS:

One of our key goals at SBS is ensuring that as we support business growth, we are also unlocking the potential of all New Yorkers, particularly in the most vulnerable communities, and connecting them to jobs with family-supporting wages and real career pathways. The administration has launched several key initiatives to improve the standard of living for all New Yorkers, including increasing and expanding the Living Wage law for contractors and sub-contractors of projects that receive City subsidy, expanding paid sick leave to a half-million more workers, and as the Mayor called for in his State of the City speech, raising the City's minimum wage to \$13 by next year. The administration's release of the Career Pathways also marks a significant shift in the framework of workforce development towards providing quality jobs with real advancement opportunities. All of these actions are designed to balance the equation in favor of hardworking families in our city.

The primary Division at SBS that supports these efforts is the Workforce Development Division ("WDD"). WDD trains and connects jobseekers to employment opportunities, and offers businesses cost-saving recruitment services. With the opening of the latest Workforce1 Center in Coney Island that focuses on serving jobseekers in Hurricane Sandy-impacted areas, this Division operates 17 Workforce1 Career Centers throughout the five boroughs. There are five Hub centers, ten affiliate centers and two sector centers, specifically focused on careers in healthcare, transportation and manufacturing. So far in Fiscal Year 2015, Workforce1 has served more than 82,400 jobseekers and connected more than 15,600 New Yorkers to jobs. Since the start of the administration, SBS has started shifting away from a system of rapid attachment to providing Workforce1 jobseekers with quality jobs with real advancement opportunities. We recently announced the higher wage standards for businesses receiving free recruitment services through our Workforce1 Centers. Building upon the wage floor we instituted last year, the new standard will require businesses recruiting through Workforce1 to hire employees full-time or pay at least \$11.50 per hour for a part-time position. So far in

Fiscal Year 2015, the average wage of jobseekers connected to jobs at Workforce1 Centers was \$12.02, which is up 13% from the same period in Fiscal Year 2014.

Over the last year, SBS has engaged with communities on employment and training opportunities in a new and more meaningful way. For example, SBS launched a new partnership with the Mayor's Office of Housing Recovery Operations ("HRO") to connect New Yorkers in Sandy-impacted areas to jobs and training opportunities. As part of that partnership, contractors, consultants, and vendors receiving Sandy recovery funds from the City are required to post job opportunities through Workforce1. Additionally, SBS worked with public and private partners to launch the Rockaways Economic Advancement Initiative, a place-based economic mobility initiative to connect Far Rockaway residents to high-quality, full-time employment.

Since the start of the administration, WDD has redoubled our efforts to connect jobseekers to jobs with career pathways by investing in trainings informed by businesses' needs. WDD provides variety of training opportunities including Individual Training Grants, Customized On-the-Job Training, sector-specific and other specialized training programs. For example, we are laser focused on supporting the approximately 170,000 New York City young adults who are neither working nor enrolled in school. Last year, SBS launched the second NYC Web Development Fellowship class specifically for out-of-work individuals without a college degree. This five-month training program trains people with little to no coding experience so they can get jobs as web developers. SBS also runs several youth-focused training programs including Scholars at Work program, which connects Career and Technical Education (CTE) high schools students with paid internships in the transportation and manufacturing sectors, and the Brooklyn Tech Triangle Internship Program, which connects local college students with media and technology jobs in Downtown Brooklyn.

SBS participated in the Jobs for New Yorkers task force, which in December 2014, released the Career Pathways report. This report laid out a roadmap for a fundamental change in the way we deliver workforce services to New Yorkers. The City is going to focus on six critical sectors - technology,

healthcare, industrial and manufacturing, retail, hospitality and construction. Last year, SBS launched the Tech Talent Pipeline, an industry partnership for the technology sector, which was recently mentioned in a speech by President Barack Obama in announcing the White House-led Tech Hire initiative, a multi-sector effort to give Americans pathways to well-paying technology jobs. Tech Talent Pipeline joins SBS' existing industry partnership, the New York Alliance for Careers in Healthcare ("NYACH"), which connects New Yorkers to jobs in healthcare.

Moving forward, there are several concrete ways we plan to achieve the goals laid out in Career Pathways. First, we will create industry partnerships in each of the critical sectors, where businesses, community groups, training providers, and government collaborate to recruit, train, and connect unemployed and underemployed adults to quality jobs. SBS is also building out the First Look program, which will require employers receiving City business to consider hiring qualified workers from the City's workforce development programs, ensuring that New Yorkers have the first opportunities at jobs created by City investment. And finally, SBS is developing a community-based workforce development model which will fully leverage our Workforce1 Centers and local community organizations to maximize the workforce investment and outcomes in communities throughout the five boroughs. Through training, job resources and connections, our goal of inclusive growth will empower a diverse talent pool that can help drive our businesses and support their growth.

SUPPORT FOR BUSINESSES:

SBS also supports the more than 220,000 small businesses across the five boroughs, which are a driving force in New York City's economy. But small businesses are so much more. They are an essential part of the character of New York City neighborhoods, and for so many, owning a business can be the first chance for economic self-determination and a path to the middle class. Yet, we know that small business owners in New York City are confronted with many challenges. For that reason, a

key focus of SBS is to help existing businesses and support entrepreneurship as a pathway to economic opportunity.

SBS' Division of Business Acceleration ("DBA") provides businesses a one-stop shop to help them navigate the City's regulatory environment by coordinating permitting and licensing processes. More simply put – this Division focuses on cutting red tape. Last year, DBA expanded services from the food industry to serve the approximately 60,000 businesses in the retail and manufacturing industries. DBA also worked closely with our agency partners to open new daycares in collaboration with the administration's Universal Pre-Kindergarten program. To date in Fiscal Year 2015, DBA served nearly 5,950 businesses and helped open more than 530 new establishments, which are more openings than over the same period last year.

Mayor de Blasio recently announced Small Business First, an unprecedented initiative led by DBA and the Mayor's Office of Operations, in partnership with 15 City agencies to improve the City's regulatory environment. We worked closely with small businesses, advocates, community leaders and elected officials to solicit ideas for how best to help small businesses. With more than 600 ideas gathered from the public, we developed 30 recommendations that address the following areas:

- Improving communication between business owners and City government
- Streamlining licensing, permitting and tribunal processes
- Providing support and resources to help businesses understand and comply with City regulations, and;
- Ensuring businesses have equal access to assistance.

In the FY16 preliminary budget, SBS received \$3.08 million to add 21 staff and start implementing the 30 initiatives outlined in the report. This initiative is a \$27 million dollar investment beginning now through Fiscal Year 2019.

Another tool in our inclusive growth strategy is City procurement. We believe that City procurement is a powerful lever that we can use to address economic inequality and generate opportunities for small businesses. SBS's Division of Economic and Financial Opportunity ("DEFO") operates the City's Minority and Women-owned Business Enterprise ("M/WBE") program, and our goal is to ensure that New York City's diversity is reflected in City procurement. The M/WBE program received \$1.4 million in the FY16 preliminary budget, which will support the capacity-building of M/WBEs so they can successfully compete for and win City contracts. This funding will add 10 new full-time staff to support the SBS services for M/WBEs. This includes offering more workshops and one-on-one assistance to help M/WBEs submit bids and proposals for City contracts, connecting more M/WBEs with mentors, educating firms about joint-venturing and sub-contracts so firms can bid together on larger contracts, and continuing the implementation of Local Law 1.

The Division conducts Selling to Government workshops, courses and one-on-one assistance to help small businesses navigate the City, State and Federal procurement systems. In FY2014, nearly 1,390 businesses took advantage of SBS' procurement assistance and capacity-building services, a more than 13% increase from the previous year. One of these programs is Building Opportunity, a capacity-building business development course offered in partnership between SBS and the Department of Housing Preservation and Development ("HPD") for M/WBE developers, so they may successfully participate in HPD's affordable housing programs.

Over the last year, DEFO has made great strides in implementing Local Law 1, which eliminates the \$1 million cap on contracts, strengthens certification standards, improves the Online Directory of Certified Firms, and establishes a detailed accountability system for agencies. This February, SBS announced the launch of the NYC Online Certification Portal, an online portal enabling M/WBE firms to certify and re-certify online, check the status of applications, and update their business profiles to better promote themselves to buyers. In Fiscal Year 2014, SBS certified more than 920 firms, bringing the

total number of certified M/WBE firms to nearly 3,800. In FY2014, M/WBEs were awarded more than \$690 million in contracts, a 57% increase from FY13.

This February, SBS released an RFP for the M/WBE disparity study, which we aim to have competed in 2016. SBS received \$1.5 million and one new position in the FY2016 preliminary budget to fund a disparity analysis of the utilization of M/WBEs in New York City contracting, as compared to the availability of M/WBEs in the relevant market, and also a local hiring analysis to examine factors relevant to the establishment of a local hiring program. Based on the analysis and other relevant information, SBS and the Mayor's Office of Contract Services ("MOCS") will determine whether the City should modify its M/WBE program. SBS and the administration are dedicated to strengthening the program by building the pipeline and capacity of M/WBEs, increasing their performance on City contract opportunities, and creating policies that foster their growth in the City's economy.

SBS remains fully committed to helping businesses affected by Hurricane Sandy get back on their feet. We made significant changes to improve the efficiency of the Hurricane Sandy Business Loan and Grant program to better address the needs of New York City's businesses. When SBS testified in front of the City Council at the start of the administration, we had approved seven businesses for a total of \$2.1 million. Now, we have approved approximately 210 businesses for more than \$34 million. We continue to work with applicants in our pipeline to disperse the remaining funds.

To expand upon the Workforce1 Veteran Employment Initiative to date in FY15 served nearly 4,130 veteran jobseekers and connected more than 780 to jobs, SBS is expanding our services to support veteran entrepreneurships and business owners. In partnership with MOCS and the Mayor's Office of Veteran's Affairs ("MOVA"), SBS released *A Roadmap for Supporting Veteran Owned Businesses*, a report that outlines seven recommendations to improve how the City trains, identifies and conducts outreach to veterans. We also just launched the second cohort of the Veterans Entrepreneurship Program, which provides business training, mentorship, and access to NYC Business Solutions and veteran service provider resources to veteran entrepreneurs. In addition, we created a

“Ten Steps to Starting a Business for Veterans” course launched at our NYC Business Solutions Centers this January. We are pleased to report that the changes to the Payee Information Portal (“PIP”), one of the seven key recommendations in our veterans report, have been made. PIP is a site where businesses interested in contracting with the City can manage their account, and the recently completed modification allows veterans to self-identify online so the City can begin to understand the size of the veteran business community interested in City contracting. SBS continues to work closely with MOVA, MOCS, community providers and our partners in the Council to meet the needs of veteran businesses.

As we strengthen businesses, a critical piece to our model of inclusive growth is ensuring that these resources reach diverse communities across all five boroughs, which means better serving immigrant business owners who make up more than half the small business owners in New York City. Under this administration, SBS has doubled the number of non-English business courses offered, which to date have been attended by more than 120 businesses. SBS also launched the Immigrant Business Initiative (“IBI”), in partnership with five community-based organizations across the five boroughs, to provide services targeted to help immigrant-owned businesses start, operate, and grow. Since its launch only five months ago, more than 150 businesses have used IBI services across the five boroughs. SBS has also expanded several entrepreneurship programs to be available in additional languages, including the NYC Craft Entrepreneurship Program for low-income underemployed adults with craft skills to train them with the skills to create an online store, and the Northwest Bronx Entrepreneurship Program to help daycare providers in the Northwest Bronx grow their business.

SBS also offers free, direct assistance to new and existing small businesses through the network of seven NYC Business Solutions Centers and eight Industrial Business Service Providers (“IBSPs”). So far in Fiscal Year 2015, these Centers have served more than 4,500 businesses. More than 2,600 entrepreneurs attended one of our 25 different business courses, more than 350 businesses have saved more than \$200,000 in legal fees, and businesses were connected to more than 385

financing awards totaling more than \$15.8 million. This represents a 20% increase in financing awards from the same period in Fiscal Year 2014.

Another pathway for economic opportunity that SBS is happy to partner with the Council to support is forming and growing worker cooperatives. SBS is currently working with 11 organizations receiving \$1.2 million in Council funding to provide education, training resources and technical, legal and financial assistance to existing worker cooperatives and those interested in forming. SBS created an information one-pager on worker cooperatives; we trained NYC Business Solutions staff to refer businesses to Council-funded organizations; and created a “Ten Steps to Starting a Worker Cooperative” course that we are expanding citywide through our NYC Business Solutions Centers. These organizations are providing important infrastructure to help this business community grow, and the NYC Business Solutions team is working closely with these organizations and the City Council to support their service delivery. We share the Council’s commitment to supporting worker cooperatives as one strategy to improve the economy and create good jobs, and we look forward to continuing this partnership.

In honor of Women’s History Month and the four million women and girls who live in New York City, First Lady Chirlane McCray and Deputy Mayor Alicia Glen just announced WE NYC, a first-of-its-kind initiative to empower women through entrepreneurship across a wide array of sectors. This SBS initiative will strengthen entrepreneurship in New York City and provide a path to economic security for low-income women and families, while also supporting economic development across the five boroughs. WE NYC released a white paper on the state of women entrepreneurship in New York City, created an advisory board with public, private, non-profit and philanthropic partners to inform our efforts, and started a comprehensive study to help inform the initiative’s work. Over the next three years, SBS is committed to reaching 5,000 women entrepreneurs and small business owners and connecting them to business services and financing assistance.

We will continue to build out the recently launched initiatives, like Small Business First, and expand upon the existing services offered through our NYC Business Solutions Centers and Industrial Providers to make sure that these businesses have access to the resources that they need to succeed. To support businesses prepare for future disasters, SBS will launch Business PReP to provide businesses with individualized assessments to address their operational and physical needs. In all of our efforts, SBS supports entrepreneurs and businesses so they have the opportunity for economic self-determination.

SUPPORT FOR COMMERCIAL CORRIDORS:

SBS efforts go beyond serving individual businesses to strengthen entire commercial corridors and neighborhoods. Which leads me to SBS' third key focus – supporting community-based economic development organizations to foster the conditions under which local businesses can grow and thrive. We believe that grassroots-organized commercial corridors are better for businesses, and SBS' Neighborhood Development Division ("NDD") supports Business Improvement Districts ("BIDs"), Local Development Corporations, and Merchant Associations and other community-based non-profits to revitalize and lead change in their neighborhoods.

Today, New York City has 70 BIDs, with 46 BIDs outside of Manhattan. Since the start of this administration, one BID has been established and one BID has been expanded, and we are expecting two BIDs to come to the Council for approval in the coming weeks. NDD administers and provides oversight of the BID program, and helps guide local steering committees made up of property owners, businesses, public officials and other stakeholders through the BID formation process. NDD also works closely with the 70-member NYC BID Association and individual BIDs to connect them to the appropriate partners in government, and troubleshoot local economic development obstacles in their neighborhoods.

Under this administration, we have shifted the focus of the BID formation process to create more inclusive BID boards, because we believe when more people have a seat at the table, BIDs are better able to meet the unique needs of their community. Just like our neighborhoods, BIDs in New York City come in many shapes and sizes. We are seeing increased local interest in BID formation among commercial districts that include not only retail and office businesses, but mixed-use and industrial manufacturing areas, as well. The BID model can be an effective organizing tool to provide services in all types of commercial districts, and the recently-formed West Shore BID and the soon-to-be-formed South Shore BID, both on Staten Island, are perfect examples of the diversity of New York City's BIDs, and how the BID model can support the City's manufacturing sector as well as small and less dense retail districts.

We recognize that many commercial districts exist outside of BIDs, and to serve these areas, SBS also manages Avenue NYC, a competitive grant program that funds community-based development organizations to carry out commercial revitalization projects. The program is exclusively funded by federal Community Development Block Grants targeting investments in low-and-moderate income neighborhoods. The Division is currently managing \$1.38 million in Avenue NYC grants for 52 projects across 39 organizations, covering such work as merchant organizing, business attraction and retention, and façade improvement management.

Outside of its competitive grant programs, NDD is currently administering more than 110 City Council Discretionary projects totaling more than \$1.6 million in local commercial revitalization initiatives carried out by community-based organizations in neighborhoods across the five boroughs.

In partnership with our colleagues at NYCEDC, NDD also administers Neighborhood Challenge, a competitive grant program designed to encourage innovative and catalytic investments from BIDs and community-based economic development organizations to generate new economic activity in their neighborhoods. This past year, SBS awarded seven winning organizations with Neighborhood Challenge grants of up to \$100,000.

Additionally, NDD continues to provide dedicated organizational development and capacity-building assistance to community-based development organizations across the city. Last year, SBS launched the Neighborhood Legal Fellows program, which pairs four second and third year law students with small BIDs seeking legal and governance support. In 2014, NDD led nearly 20 educational workshops on non-profit management and commercial revitalization that were attended by more than 230 non-profit leaders from 65 community-based organizations.

NDD continues to provide oversight of the City's network of BIDs as it guides more than 20 community-led efforts through the BID formation process. NDD also received and is currently reviewing nearly 110 applications for FY16 Avenue NYC grants. As a result of NDD's enhanced outreach efforts, the total number of FY16 Avenue NYC project applications received increased 21% from 2015, total applicant organizations increased by 12%, and 14 of the 58 organizations that submitted applications were new applicants to the Avenue NYC program.

As we continue our work in neighborhoods across the city, including those neighborhoods outlined in the Mayor's Housing Plan, SBS is part of a team looking holistically at neighborhoods – not just at additional housing capacity, but at the full host of infrastructure and City services that can support a neighborhood, and the people, places, and local businesses that form the fabric of these communities. SBS is playing a critical role supporting the Department of City Planning ("DCP") in conducting business engagement in the neighborhoods outlined in the Mayor's Housing Plan to ensure the voices of businesses, local stakeholders and community-based organizations are integrated into the planning effort.

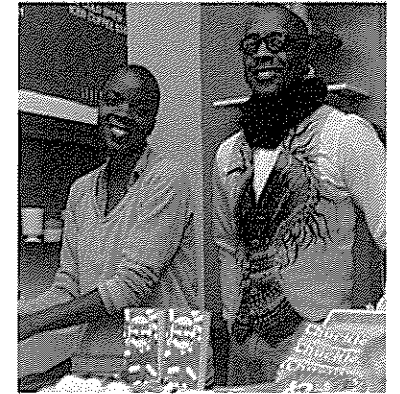
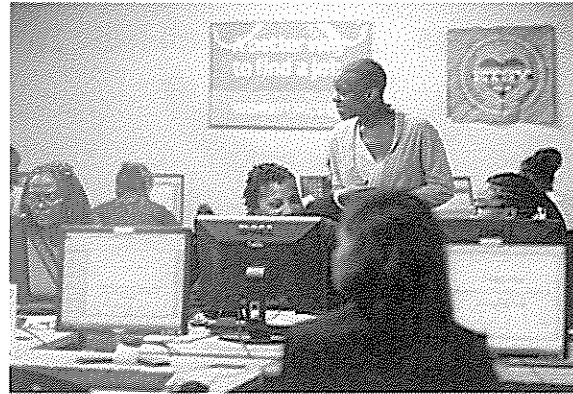
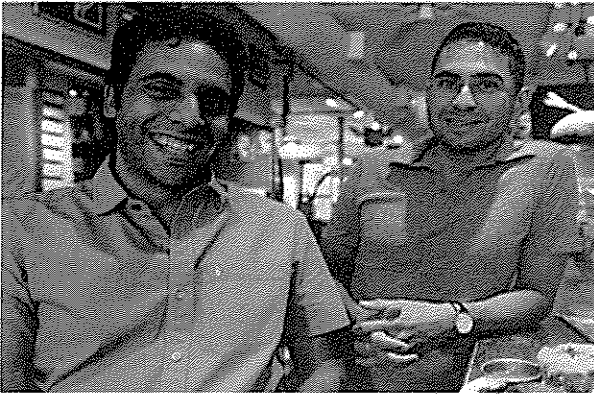
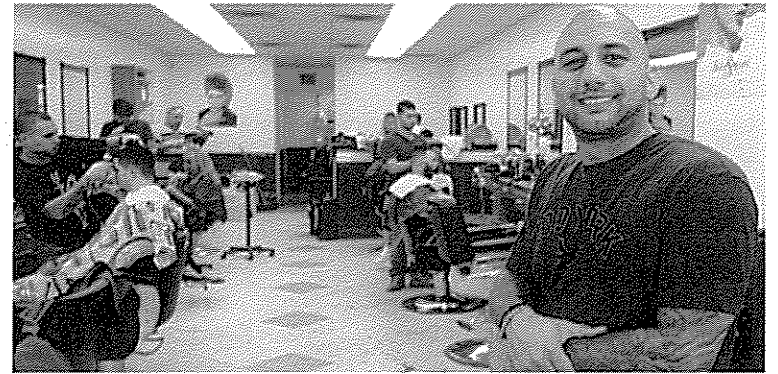
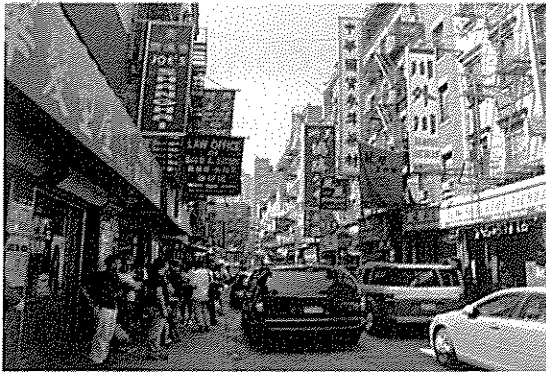
COMMUNITY ENGAGEMENT:

Our community outreach has not been limited to neighborhoods featured in the Mayor's housing plan. SBS is committed to a robust community engagement strategy across the five boroughs to ensure

that the development of our policies and programs are informed by the diverse New Yorkers who we serve. Since the start of the administration, we have made it a priority to ensure stakeholder engagement, create feedback loops and collect user input to understand and meet the needs of businesses, jobseekers and commercial corridors. For example, we led an extensive stakeholder engagement process for Small Business First, to ensure that elected officials, Chambers of Commerce, community-based organizations, and local leaders are engaged from start to end to inform our program and service delivery. As part of Small Business First, we also launched an online web form to solicit information from program users and will be building out an advisory board to create a continuous feedback loop. In 2014, we organized targeted outreach to the veteran's community, immigrant business community, ethnic media and soon, SBS will launch a series of community forums as part of WE NYC to connect women entrepreneurs to existing resources and develop services in response to their unique needs. Community engagement will continue to be a key focus at SBS, and we hope to continue partnering with the Council, our community partners, and Chamber on the Go to reach New Yorkers that need our help.

CONCLUSION:

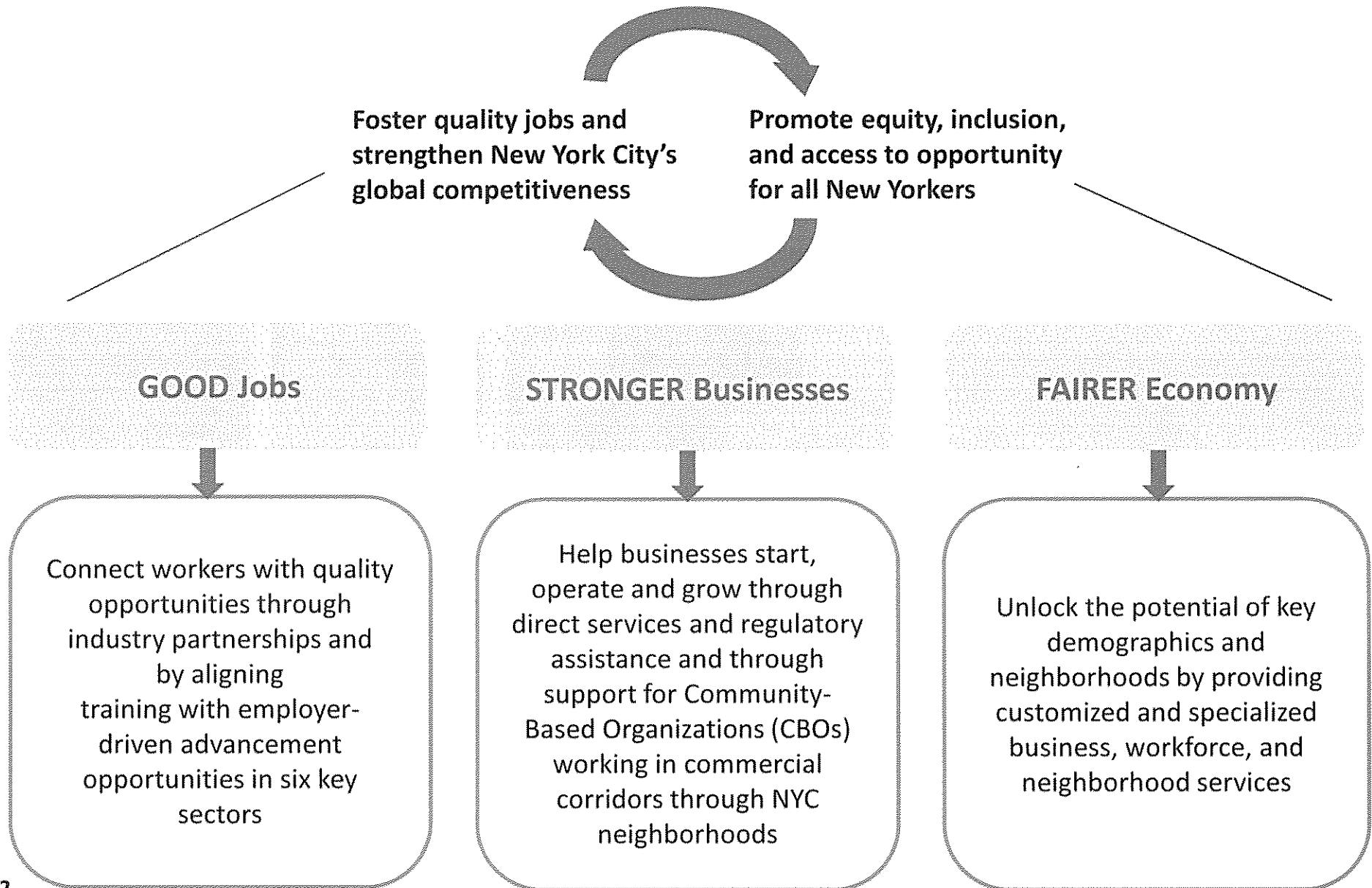
At SBS, we are committed to fulfilling Mayor de Blasio's vision for a progressive, diverse and economically thriving New York City. Together with the support of the City Council and our agency partners, we will continue to work across the five boroughs to strengthen our neighborhoods, promote inclusive growth, and improve the lives of hardworking New Yorkers. We have much work ahead of us but I believe we have an extraordinary opportunity to leverage all of our tools, not only to create a strong and durable economy, but also strong and durable businesses, families and neighborhoods. Thank you for inviting me to speak today and now I am happy to take your questions.



Department of Small Business Services Preliminary Budget Hearing
Committees on Small Business & Economic Development
 March 26, 2015



Small Business Services seeks to foster a thriving, equitable economy



SBS Fiscal Year 2016 Preliminary Budget

SBS' FY16 Preliminary Budget is **\$149.7 million** and the agency has **263** employees. When you remove the conduits, SBS' FY16 budget is **\$68.4 million**.

CHART 1:
FY2016 January Plan Agency Budget

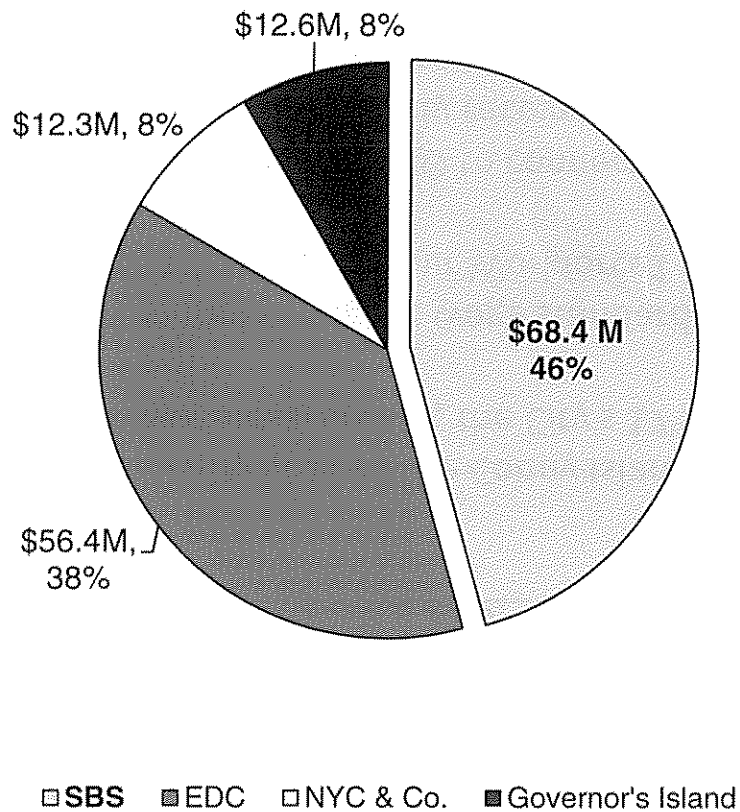


CHART 2:
FY2016 January Plan Budget Agency Budget
City Tax Levy v. Federal Funding

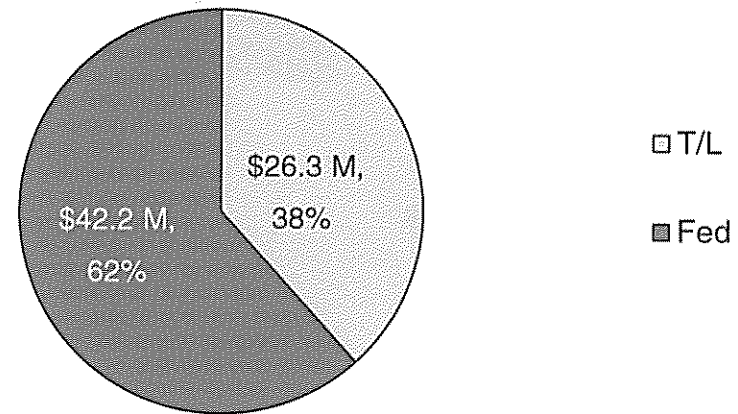
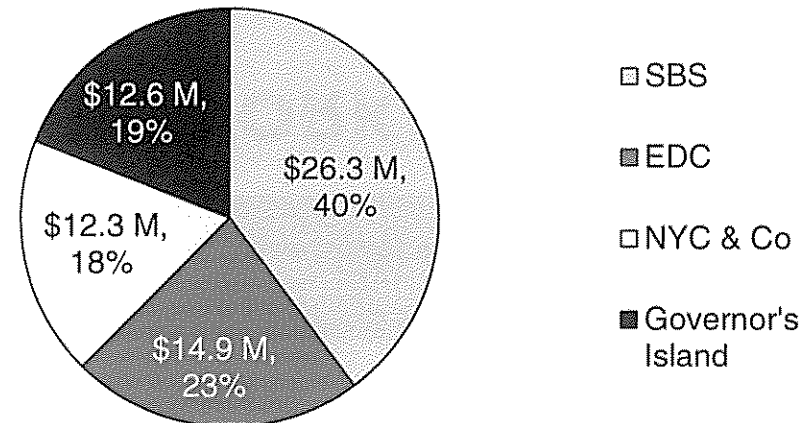


CHART 3:
FY2016 January Plan Budget
City Tax Levy Funding for SBS & Conduits



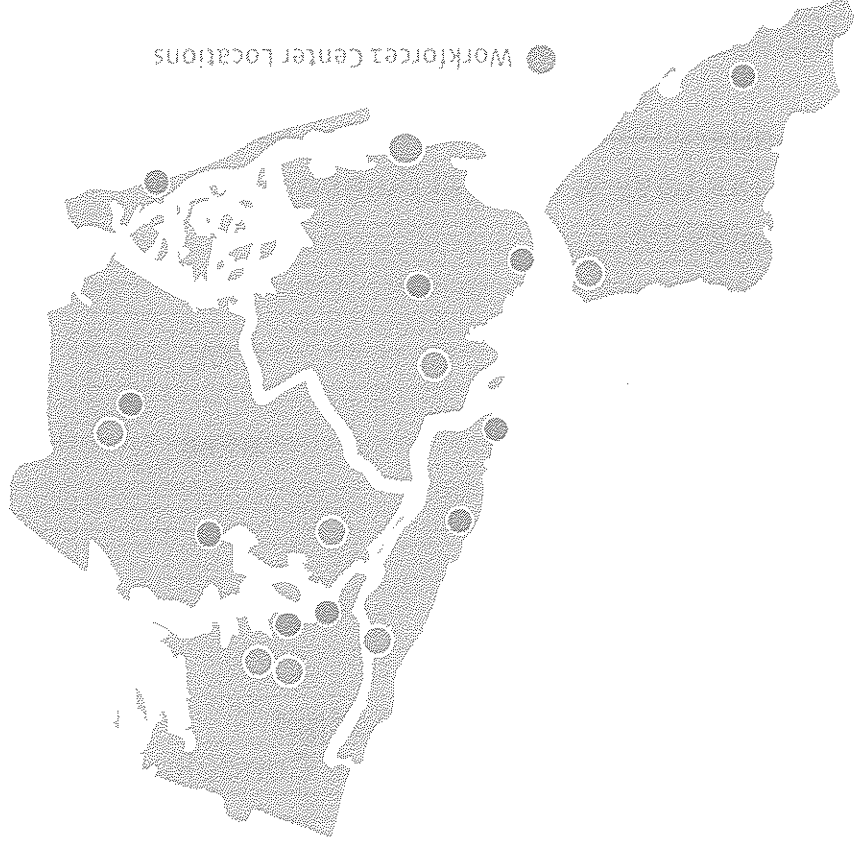
SBS supports jobseekers across the five boroughs

The administration is committed to improving the standard of living for all New Yorkers, and connecting them to jobs with family-sustaining wages and real advancement opportunities.

To advance these goals, SBS has:

- Recently opened the **Coney Island Workforce1 Center**, the City's 17th center
- Announced **higher wage standards** (\$11.50/hour) at our Workforce1 Centers
- Partnered with HRO to connect local job candidates to **Sandy recovery and resiliency**-related career opportunities
- Launched the **Rockaways Economic Advancement Initiative** to connect Far Rockaway residents to high-quality, full-time jobs

WORKFORCE
1



SBS operates a network of **17 Workforce1 Centers** across the five boroughs

SBS supports jobseekers across the five boroughs

The administration is committed to improving the standard of living for all New Yorkers, and connecting them to jobs with family-sustaining wages and real advancement opportunities.

To advance these goals, SBS has:

- Expanded the **NYC Web Development Fellowship** to serve New York City's young adults who are neither working nor enrolled in school
- Continued **youth-focused training programs** like **Scholars at Work** and the **Brooklyn Tech Triangle Internship Program**
- Helped drive the **Jobs for New Yorkers Task Force** to produce **Career Pathways**
- Announced the **Tech Talent Pipeline**, an industry partnership to connect New Yorkers to good jobs in New York City's tech sector
- Increased training programs in the healthcare industry partnership, the **New York Alliance for Careers in Healthcare**



Launch of Tech Talent Pipeline



Launch of Career Pathways



The Work Ahead

- Establish **four new Industry Partnerships** to drive training and increase quality placements in line with employer needs through partnerships between public and private stakeholders
- Launch the **First Look hiring process** requiring employers receiving City business to consider hiring local qualified workers from workforce development programs
- Develop **new community-based workforce development** models to help under- and un-employed New Yorkers earn family sustaining wages and achieve economic mobility

SBS supports businesses and entrepreneurs across the five boroughs

The administration is committed to help businesses start, operate and grow through direct services, and support entrepreneurship as a pathway to economic opportunity.

To advance these goals, SBS has:

- Expanded the **Division of Business Acceleration (DBA) services** to retail and industrial businesses
- Launched **Small Business First** to reduce the regulatory burden on small businesses
- Launched the **NYC Online Certification Portal** and released the RFP for a **new disparity study** to reset the City's **M/WBE program**
- Overhauled the **Hurricane Sandy Business Loan and Grant program** which has supported **more than 210 businesses** and **deployed more than \$34 million**.
- Released report titled, **A Roadmap to Supporting Veteran-Owned Businesses** and announced changes to **Payee Information Portal (PIP)**
- Launched **Immigrant Business Initiative**; doubled our **non-English NYC Business Solutions business courses**



Small Business First Report



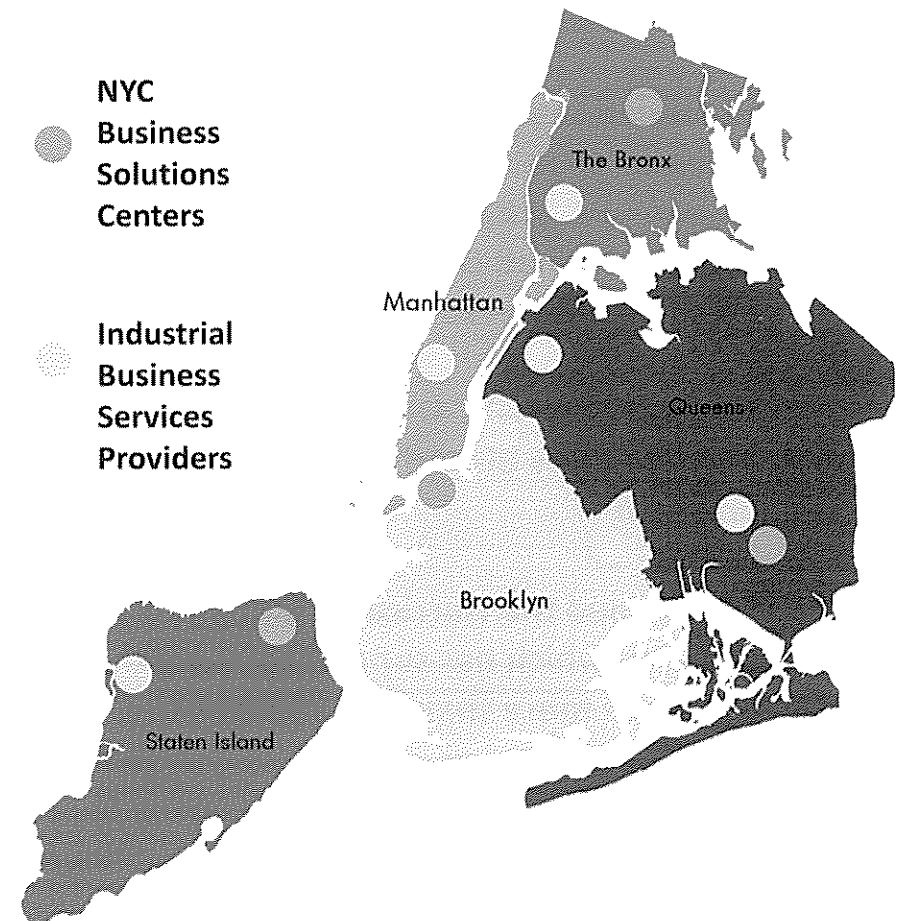
Launch of Immigrant Business Initiative

SBS supports businesses and entrepreneurs across the five boroughs

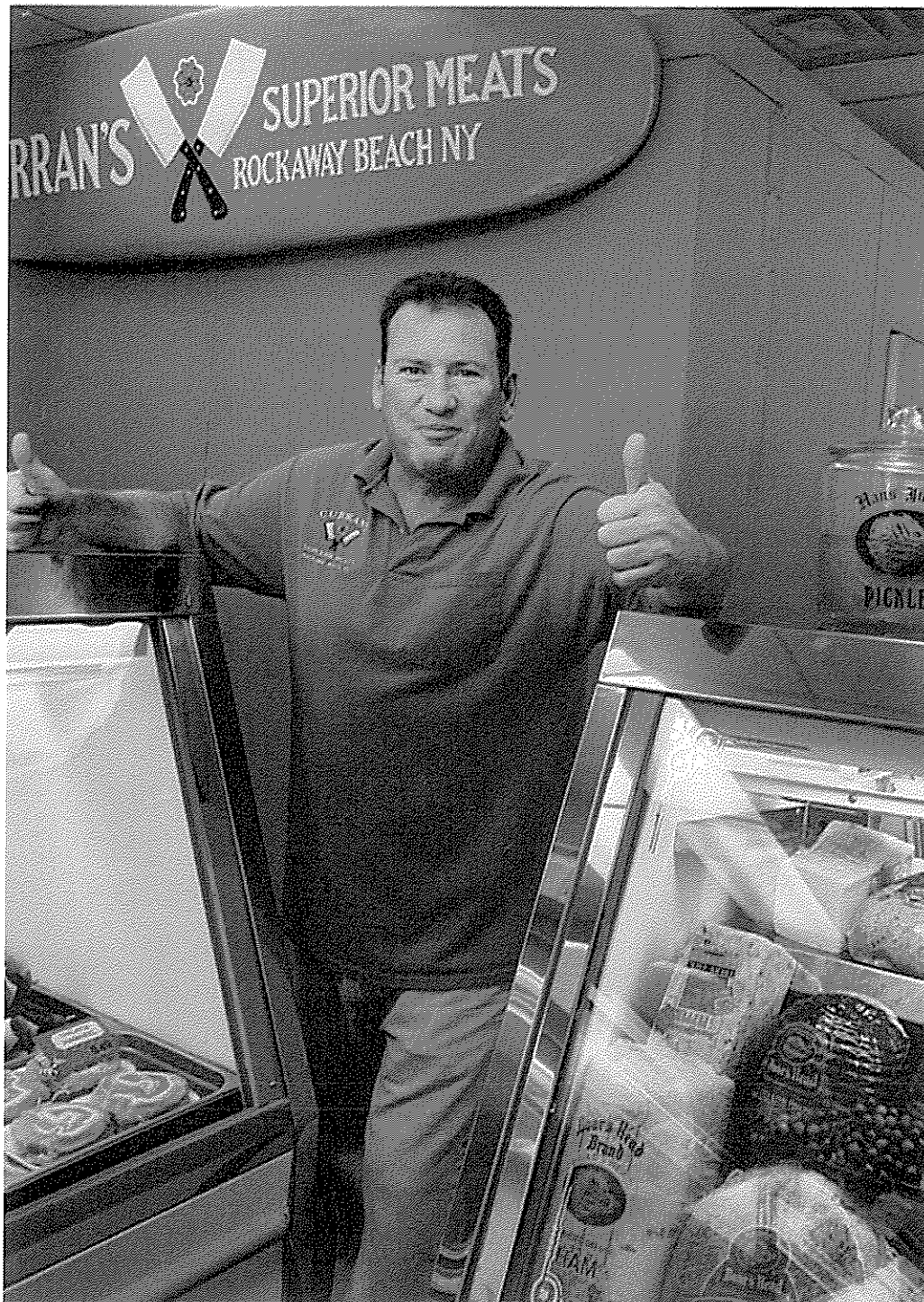
The administration is committed to help businesses start, operate and grow through direct services, and support entrepreneurship as a pathway to economic opportunity.

To advance these goals, SBS has:

- Expanded **NYC Craft Entrepreneurship Program** into Spanish
- Launched the **Northwest Bronx Entrepreneurship Program** in English and Spanish
- To date in FY15, have served more than **4,500 businesses** at our network of **NYC Business Solutions Centers**
- To date in FY15, connected nearly **390** small businesses to **more than \$15.8 million in financing** and partnered with Kiva, Indiegogo and Kickstarter and other alternative lenders
- Partnered with the City Council, community organizations and NYC Business Solutions Centers to **build the capacity of worker cooperatives**



SBS operates a network of **seven** NYC Business Solutions Centers and **eight** Industrial Business Services Providers



The Work Ahead

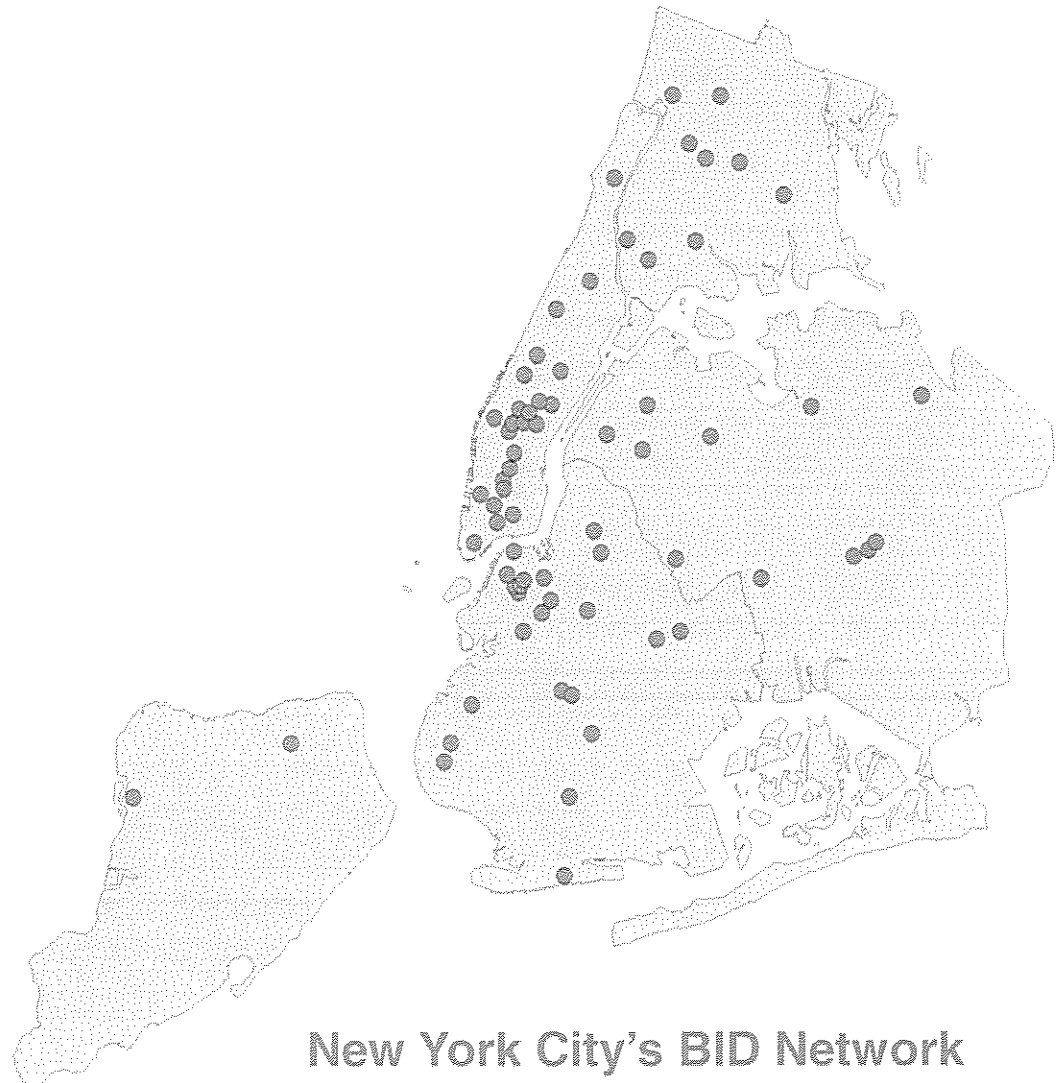
- Launched **WE NYC** and will create a suite of services for **low-income women** to support entrepreneurship as a path to economic mobility for NYC women, their families, and communities
- Continue to build out the **30 initiatives** in **Small Business First**
- Continue to enhance the existing **NYC Business Solutions** services to meet the needs of businesses across the city
- **PReP** program to help businesses in Sandy impacted areas

SBS supports commercial corridors and neighborhoods across the city

The administration is committed to supporting community-based economic development organizations in order to foster the conditions under which local businesses can grow and thrive

To advance these goals, SBS has:

- Established the first BID under the de Blasio administration and currently provides oversight of the country's largest network of **70 Business Improvement Districts (BIDs)**
- Through AvenueNYC, supported more than **50 commercial revitalization projects in low-to-moderate income communities** across all five boroughs
- Administered more than **110 City Council Discretionary projects** totaling more than **\$1.6 million**



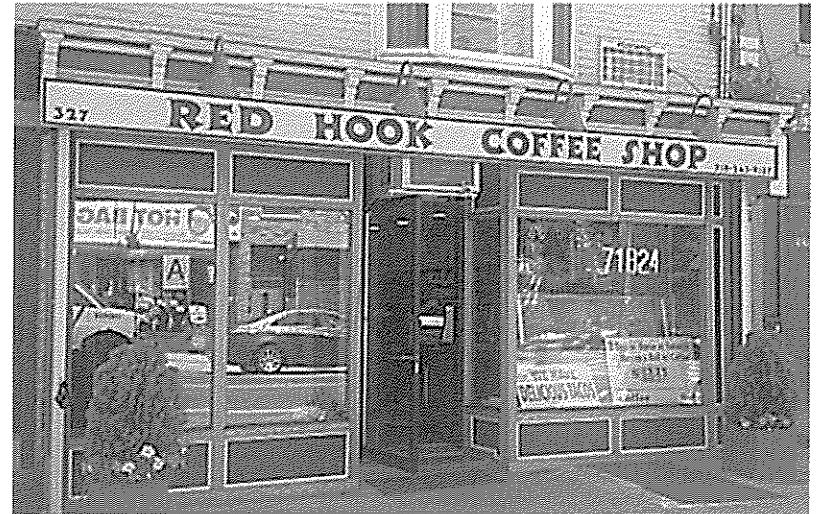
New York City's BID Network

SBS supports commercial corridors and neighborhoods across the city

The administration is committed to supporting community-based economic development organizations in order to foster the conditions under which local businesses can grow and thrive

To advance these goals, SBS has:

- Awarded **Neighborhood Challenge grants** up to \$100,000 to seven community-based organizations
- Expanded **capacity-building services**, like the **Neighborhood Legal Fellows program**
- Launched the fifth cohort of the **Neighborhood Leadership Program**, which has more than 100 graduates to date
- Hosted **capacity-building workshops** attended by more than **230** community leaders



Business that received funding for Façade Improvement



Neighborhood Challenge Awards Ceremony



The Work Ahead

- Guide more than **20 community-based organizations** through the **BID formation process** across the five boroughs
- Evaluate more than 100 applications for **Fiscal Year 2016 Avenue NYC**, then announce recipients and administer the contracts
- **Support neighborhoods outlined in the administration's Housing Plan** through partnerships with communities to create a customized set of commercial revitalization and business support tools that meet resident and business needs

SBS is committed to a robust community engagement strategy

From our agency strategic plan to the development of key initiatives like Small Business First, we believe that the development of public policy must include diverse public input.

1

Stakeholder engagement:

We ensure that community leaders are engaged from start to end to inform program and service delivery

2

Feedback loops:

We leverage continued outreach through meetings, advisory boards, social media, etc. to ensure continuity of input

3

User input:

We solicit information from program users on effectiveness and areas of improvement



Immigrant Business Town Hall in Sunset Park, BK



Roundtable with local businesses and stakeholders

For more information on the
services that SBS provides
jobseekers, businesses and neighborhoods,
please visit us at www.nyc.gov/sbs
or on Twitter, Facebook and Tumblr.

New York City Economic Development Corporation
New York City Council Oversight Hearing:
Fiscal Year 2016 Preliminary Budget Testimony
Kyle Kimball, President
March 26, 2015

Introduction

Good afternoon Chairman Garodnick, Chairman Cornegy, and members of the Committees on Economic Development and Small Business. I am Kyle Kimball, President of the New York City Economic Development Corporation ("NYCEDC"), and I am pleased to join Department of Small Business Services Commissioner Maria Torres-Springer in testifying before you today. Together with NYCEDC's Chief Financial Officer Kim Vaccari, our Chief Operating Officer Seth Myers, and other members of my staff, I want to give you a brief presentation about what economic development means in this administration. Specifically, I would like to detail how EDC has adapted to make itself an engine for inclusive growth that fights every day to attack income equality, which the Mayor has rightfully identified as the core challenge facing our city.

EDC By the Numbers

I would like to start by providing you with a tangible sense of the work we have been doing. Over the course of a year, NYCEDC has directly generated 216,067 jobs, catalyzed \$26.6 billion in private investment, closed 13 deals to develop 672,000 square feet of real estate, transported over one and a quarter million people on our East River Ferry, generated more than \$200 million in revenue from our citywide assets, oversaw 602,841 passengers out of Manhattan's two cruise terminals, placed over 500 candidates into local jobs through our Hire NYC program, welcomed a record 1.5 million visitors to the amusement parks at Coney Island, our 160,000 square feet of incubator space have supported 790 companies employ 1190 people, and so much more.

Current Economic Conditions

We have accomplished all this against the backdrop of an improving economy. Our unemployment rate has dropped from 7.9% to 6.5%. The city has added over 100,000 jobs, many of them in good paying occupations. The City now exceeds its pre-recession employment level, recently eclipsing the 4 million total jobs mark for the first time in the City's history.

While in many ways our City's economy is moving in a positive direction, we continue to face serious challenges. Unemployment is down considerably from recession-era levels to a five-year low, but at 6.5%, still remains too high. And although we have consistently added jobs over the past several years, we must remain vigilant that we are adding good paying jobs. Over 21% of New Yorkers live below the federal poverty line, and some reports put the number of those struggling to get by at a sobering 46%. More than half of New Yorkers are severely rent-burdened. And our infrastructure, from transit to broadband and aging piers, needs billions of dollars of investment just to get to a state of good repair.

With the number of challenges we face, particularly given the immense inequality in the city, we have repositioned our economic development strategy to be focused on more robust and inclusive economic growth; growth that extends economic opportunity to New Yorkers across all five boroughs. For too long, our city focused primarily on driving economic growth. Under the de Blasio administration, we are sharpening our focus on equity, the other side of the development coin. In practice, this economic development strategy is guided by five key principles:

- i. Unlocking the full potential of our **human capital** by supporting quality jobs and providing access to skills development;
- ii. Investing in **critical infrastructure** across the five boroughs to support growth and connectivity
- iii. Leveraging **City-owned assets** to realize a **double bottom line** in catalyzing job growth and promoting innovation;

- iv. Driving **sustainable, resilient growth** by making it easier for business to start, grow and thrive in New York; and
- v. Growing NYC as the global capital for **inclusive innovation** by strategically investing in emerging sectors and encouraging traditional industries to adapt to global disruption.

NYCEDC Background

One year into the de Blasio Administration, we have developed an economic development plan that strives to make New York City the global model for inclusive innovation and economic growth, fueled by the diversity of our people and our businesses. We are dedicated to strengthening the engines of the City's economy and connecting New Yorkers to the opportunities of that economy while also developing dynamic, resilient neighborhoods.

NYCEDC has three main tools we use to develop and execute this strategy. First, we manage a wide range of capital construction projects on behalf of the City. It is through this group that most of NYCEDC's capital budget flows through. Second is our real estate and area-wide development practice, through which most of the NYCEDC projects you think of are developed, transacted and managed. In addition to the large real estate development transactions you normally associate with NYCEDC, it is through this practice that we assist DCP in rezonings, and which is also responsible for managing many of the City's major assets—a portfolio of approximately 80 million square feet across 150 properties throughout the 5 boroughs ranging from food distribution centers, large industrial operating properties, public retail markets, ground leases to developers of predominantly office, industrial, and retail uses, as well as cruise terminals, ferry landings and other maritime (waterfront-dependent) properties. Third, we serve as a “think and do” tank that makes strategic programmatic investments to diversify and strengthen our economy. Some investments, such as our five-borough network of 17 incubators, directly address the daily needs of small businesses and entrepreneurs. Others, such as the Applied Sciences initiative, will have a lasting impact over the long term,

transforming the economic landscape for generations.

NYCEDC is self-sustaining and receives no operating funds from the City, deriving revenues primarily from property management, financing fees, and land sale proceeds. Because of this unique structure, NYCEDC utilizes the revenue generated by our assets not only to make fiscal contributions to the City, but to make these strategic investments, either in our own assets or to fund a broad spectrum of programs and services.

Going forward we will be very focused on making sure that our assets are managed to a *double* bottom-line: financially sound, but also socially responsible. We are ensuring that all City assets and investments establish and strengthen career pathways that enable low-income individuals to reach and remain in, if not travel through, the middle class. In addition to using our leverage to expand living wages, we need to invest significantly in core City assets that support middle-class job growth and strengthen our economic, physical, and social resiliency. To that end, I would like to give you a sample of a few of the projects under NYCEDC's purview that fall into each guiding principle of our economic development strategy.

Human Capital

It all starts with our people, which is why I would like to begin with our efforts to develop the city's human capital resources. We are committed to using the city's powers and levers as an investor or as a purchaser of goods and services to place people into good jobs. At NYCEDC, we are doing that in all of our activities, requiring the use of our HireNYC program, which matches local labor and talent with jobs in local development projects.

We have also followed up on another recommendation of *Career Pathways* through a program called *Best for New York*, which rewards, celebrates, and promotes good companies. Partnering with B Lab, which has pioneered a world-renowned assessment for benchmarking effective workforce practices, we are ensuring that companies in New York can be the best not only for their bottom line,

but also for their employees and for New York City, by capitalizing on diversity and inclusion, and measuring return on investment in the form of employee engagement and community wealth generation.

Using B Lab's assessment, New York City businesses are now able to benchmark their practices and impacts on workers, the environment, and communities. They will be able to see areas where they excel, and areas where they could improve. And we are currently investing in programs and tools to help businesses take the next step, turning those results into changes that improve their competitive advantage *and* quality of life. The more than 500 businesses that will complete the assessment and commit to seeking ways to improve their practices will be recognized as competing to be Best for NYC. And you will soon see that logo on every business that takes this first step. At the end of this year, with B Lab and the community of Certified 'B' Corps, the City will recognize participating businesses and celebrate those that are making concrete improvements.

We also recently inaugurated the NYCHA Food Business Pathways program. This is a partnership with SBS, Citi, and Hot Bread Kitchen that provides a business accelerator program for food entrepreneurs living in NYCHA properties to start and grow food businesses across the city. After a ten-week intensive business course, participants will formalize their businesses by obtaining free licenses and permits. They will then be eligible to receive free incubator space for five months as they work to operationalize what they've learned. All graduates will receive business coaching as they complete the next steps in their journey as entrepreneurs.

Of course, human capital development must also take more proactive forms, from concrete talent pipelines into vital industries, to new skills training programs for New Yorkers, to Generation Tech, our successful entrepreneurship program for public high school students interested in computer and technology careers. GenTech is a summer program in which, since its start, 118 students, mostly from Title 1 high schools, have undergone an 8-week coding boot camp, where they learn computer and coding skills essentially from scratch. After that, they receive mentorship from some of the

leaders in the industry, such as Microsoft, Google, and Facebook to develop business pitches for products that they have designed.

Infrastructure Development

Second: physical infrastructure development. To help address our transportation needs, as they intersect with economic development, Mayor de Blasio recently announced that the City of New York is overseeing the greatest expansion of ferry service in New York Harbor in decades.

The new Citywide Ferry Service will build off of the success of the East River Ferry and double the number of landings from nine to eighteen and increase the number of routes from one to six by the end of 2018. The Citywide Ferry Service will provide transit connections to waterfront communities around the City and will unlock development in transit challenged areas, as well as increase equity, resiliency, and economic impact. The first phase of the Citywide Ferry System will be rolled out in 2017, but in the coming fiscal year, we will be setting the physical foundations of the system throughout all five boroughs.

Meanwhile, we are making major upgrades at the Hunts Point Food Distribution Terminal in the South Bronx, the 329 acre cluster of wholesale markets that provides approximate 50% of the fruit and vegetables, meat, and fish that are consumed in the five boroughs. The markets support 115 private wholesalers that employ more than 8,000 people.

Today, however, aging infrastructure, high energy costs, and business-model disruption threaten the Distribution Center's future as both a critical element in the City's food supply chain as well as a major Bronx employment hub. Environmental resiliency has also become a major challenge at the market: If Hurricane Sandy had hit 12 hours earlier, or if Connecticut Sound had been at high tide instead of New York Harbor, Hunts Point would have been flooded, the facility would have lost power, and food supply chains to the entire New York City region might have been disrupted.

To strengthen the wholesale markets and keep the food distribution center competitive, Mayor

de Blasio recently announced an investment of \$150 million over 12 years to modernize the buildings and facilities, activate underutilized space, and provide space for dozens of small businesses to set up shop at the distribution center. These investments will not only enhance the capacity of the Hunts Point Food Distribution Center, but also generate nearly 900 construction jobs and approximately 500 permanent jobs. And to enhance the Markets' resiliency, the city recently committed \$25 million in capital upgrades to the Hunts Point Food Distribution Center for major resiliency upgrades to the facility. This investment matches the \$20 million allocated to Hunts Point resiliency last summer through the US Department of Housing & Urban Development's Rebuild by Design program.

These are just two of the major infrastructure upgrades that we at NYCEDC are initiating over the course of the forthcoming year.

Double Bottom-Line Assets

Third, leveraging city-owned assets for double bottom-line development. We need to continue the successful modernization of the Brooklyn Army Terminal, or BAT, a City-owned facility managed by NYCEDC in Sunset Park that is a critical source of quality industrial jobs. Over the years, NYCEDC has transformed about 3.1 million square feet of the 4 million total square feet of raw space into a modern, subdivided campus that is appropriate for modern industrial uses as part of the community-driven Sunset Park Vision Plan. We are proud that the 3.1 million square feet already transformed is 99 percent occupied by more than 100 companies that employ approximately 3,600 people. BAT is home to diverse uses ranging from manufacturing to medical laboratories.

This administration has sought to use this vital asset far more strategically. Last year, the Mayor's 2014 budget allocated \$100 million in physical capital upgrades to BAT in order to redevelop 500,000 sf of light industrial space in BAT building A. This includes nearly seven floors at about 70,000 sf per floor, which will open up over 1000 new jobs when completed in Fall 2017. This represents a ten-fold expansion in City investment at BAT in just the first year of the de Blasio

administration as compared to the entire twelve years of the prior administration. Most importantly, BAT is and will continue to be far more job-intensive than it has been. The bulk of new tenants are light industrial companies that create innovative products and offer workers real skill-building career pathways. In total, in addition to employment from construction, the upgrades have brought about 1000 new jobs to the Sunset Park community, making a total of 3600 jobs. In the coming years, employment at BAT businesses is expected to grow to a total of 6,000 quality jobs.

Sustainable, Resilient Business Environment

Fourth, building a sustainable and resilient business environment. Much of the work in this domain has been covered by Commissioner Torres-Springer, but I would like talk about some of the spaces where NYCEDC is playing a more prominent role.

One of the primary challenges that talented innovators face is affordable real estate. That is why business incubators are so important: they provide affordable working space to New Yorkers with great ideas, they provide shared and collaborative environments, and they offer business connections that young companies need to excel. NYCEDC helps run a network of 17 incubators around the city that focus on areas like technology, culinary arts, bioscience, new industry and making, media, and the arts, and of course clean and resiliency technology.

More than 160,000 square feet of affordable space in all 5 boroughs enable entrepreneurs from all backgrounds seeking to launch or grow small businesses in a range of industries. The incubators we've launched currently support more than 800 companies and more than 1300 jobs, and we continue to expand our network. Over 180 companies have graduated from these incubators and companies have raised more than \$170 million.

Over the coming year, we will be expanding our network of incubators across the five boroughs to foster a business environment where any entrepreneur can *afford* to take risks and even fail along their path to success.

Inclusive Innovation

Finally, if we get all of these components right, New York City will be a global capital of inclusive innovation & growth. After the recession, we realized that the city's economy was too heavily dependent on the finance, insurance, and real estate sectors. So we began a major effort to diversify the city's economy. One of the central projects that came out of that process was the Applied Sciences Initiative, a citywide series of programs to enhance technology as an economic force in New York City and double the number of engineers in the five boroughs in less than a generation. This is done through a series of university partnerships, including the flagship Cornell-TechNion Applied Sciences campus at Roosevelt Island. Since then, tech has become the fastest growing sector in the city, at nearly 18% growth over ten years. Tech is the city's second largest source of City revenue, producing more than 300,000 jobs and \$125 billion in annual output. And it is a sector that we are working to make sure is accessible to all rungs of the economic ladder.

Similarly, New York City is uniquely positioned to be a leader in life sciences, biotech and healthcare. All of these assets come together in Manhattan's *East Side Life Sciences Corridor*, which is anchored by some of the world's most prominent academic medical centers and institutions. Major developments such as the Alexandria Center for Life Science on 29th Street and CUNY's new Hunter College Science Building next to Memorial Sloan Kettering's new ambulatory care center on 73rd Street. We are now advancing two life sciences funding initiatives dedicated to growing early-stage companies in NYC. Investments will begin this year and will be managed by top-tier VCs who will be establishing a stronger presence in NYC to take advantage of the growing commercial opportunities for life sciences here. Advancing science, especially healthcare-related scientific research, is not only good for all of us as a society—it is also good for NYC's economy.

NYCEDC Economic Development Agenda: Neighborhood-Based Development

As you can see, we are very focused on utilizing NYCEDC's successful toolkit, including infrastructure and capital construction, real estate development and asset management, and strategic programmatic investments, and repurposing them towards our goal of a more equitable city. Stylistically, this involves greater community orientation in neighborhood-based approaches to development, taking a more comprehensive approach for revitalizing and transforming neighborhoods. This new neighborhood-oriented outlook will take into account community priorities related to affordable housing, transportation, education, the people who live and work in these neighborhoods, and other community-specific needs.

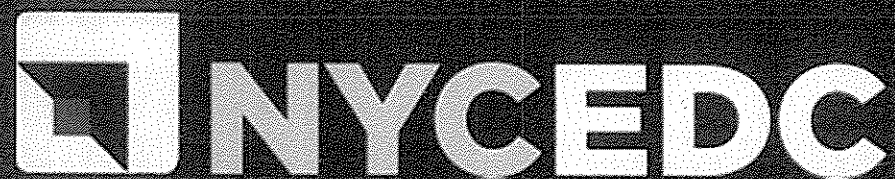
One key example of this is the Jamaica Planning Initiative. Over the course of six months through 2014, NYCEDC, in partnership with the Department of Transportation, Small Business Services, the Department of City Planning, the Borough President's Office, City Planning, HPD, and the rest of city government, conducted extensive outreach in southeast Queens. We spoke to community groups, elected officials, local businesses, and others, and we learned that the three priorities of the neighborhood included housing and transportation, commercial growth, and jobs. Out of that process, we have developed a Jamaica Action Plan, which included a series of projects that improve livability for the residents of Jamaica, all of which were informed by feedback that we received from the community. Projects include the development of a mixed-income and mixed-use project at the 168th street garage, for which we have already released a request for proposals; programs to train and jump start the next generation of Jamaica entrepreneurs and food businesses; and activate vacant sites in Jamaica's downtown with new housing and economic activity, among dozens of other initiatives. These projects, along with timelines and action plans for their implementation all came out of the dreams and ideas of local members of the neighborhood. The Jamaica Planning Initiative represents an NYCEDC-led model of community economic development that has proven not only successful but replicable for NYCEDC work throughout the five boroughs.

Conclusion

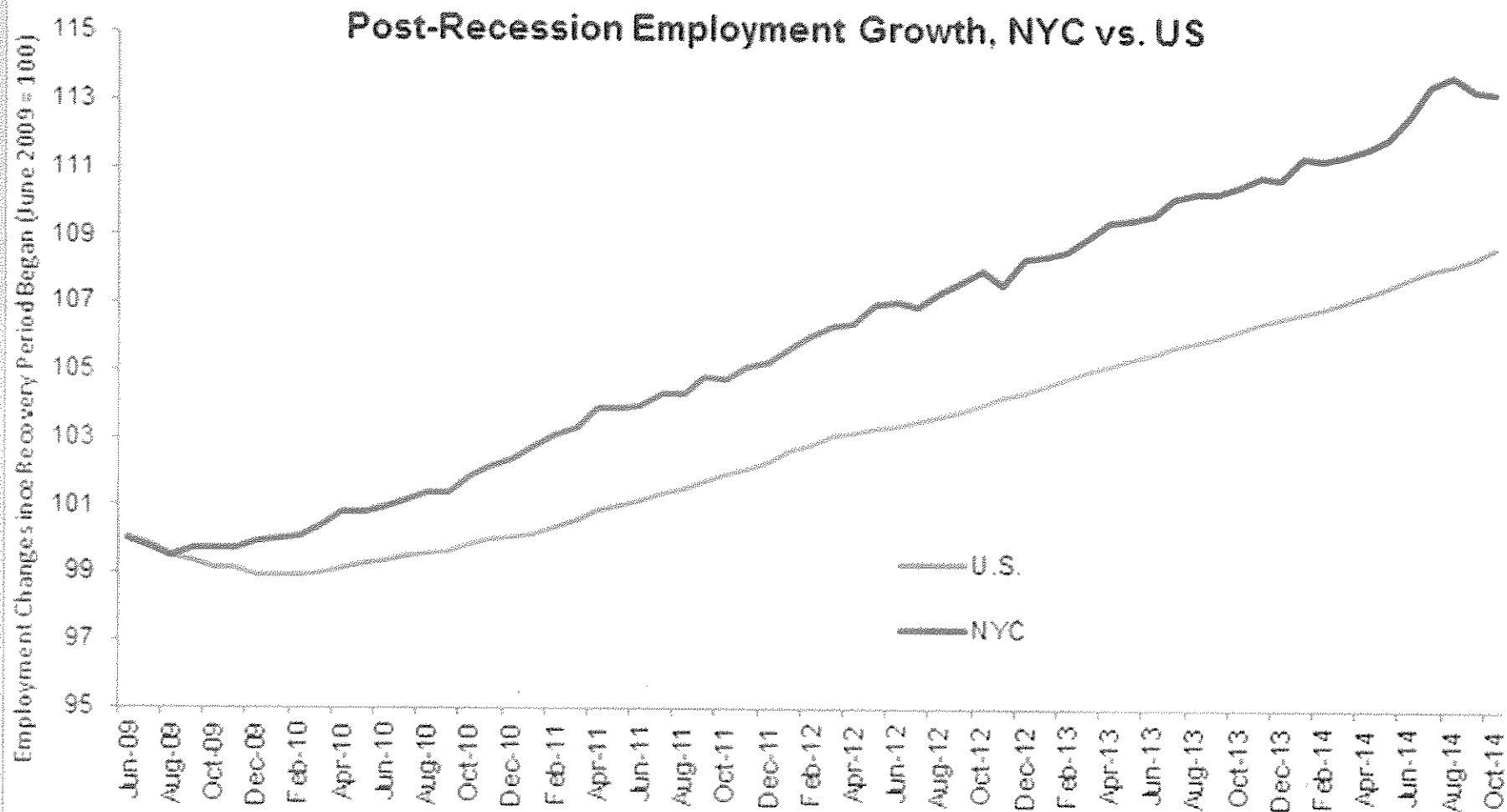
To conclude, NYCEDC is engaged in the ambitious work of strengthening and diversifying our economy, but we still have a long way to go as we seek to increase opportunities for all New Yorkers. We remain committed to making New York City the global model for inclusive innovation and equitable economic growth, fueled by the diversity of our people and our businesses. With the continued support of, and partnership with, the City Council, I have every confidence that we will be able to leverage NYCEDC assets even further so that we can achieve these critical goals. I am happy to answer any questions you have.



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION



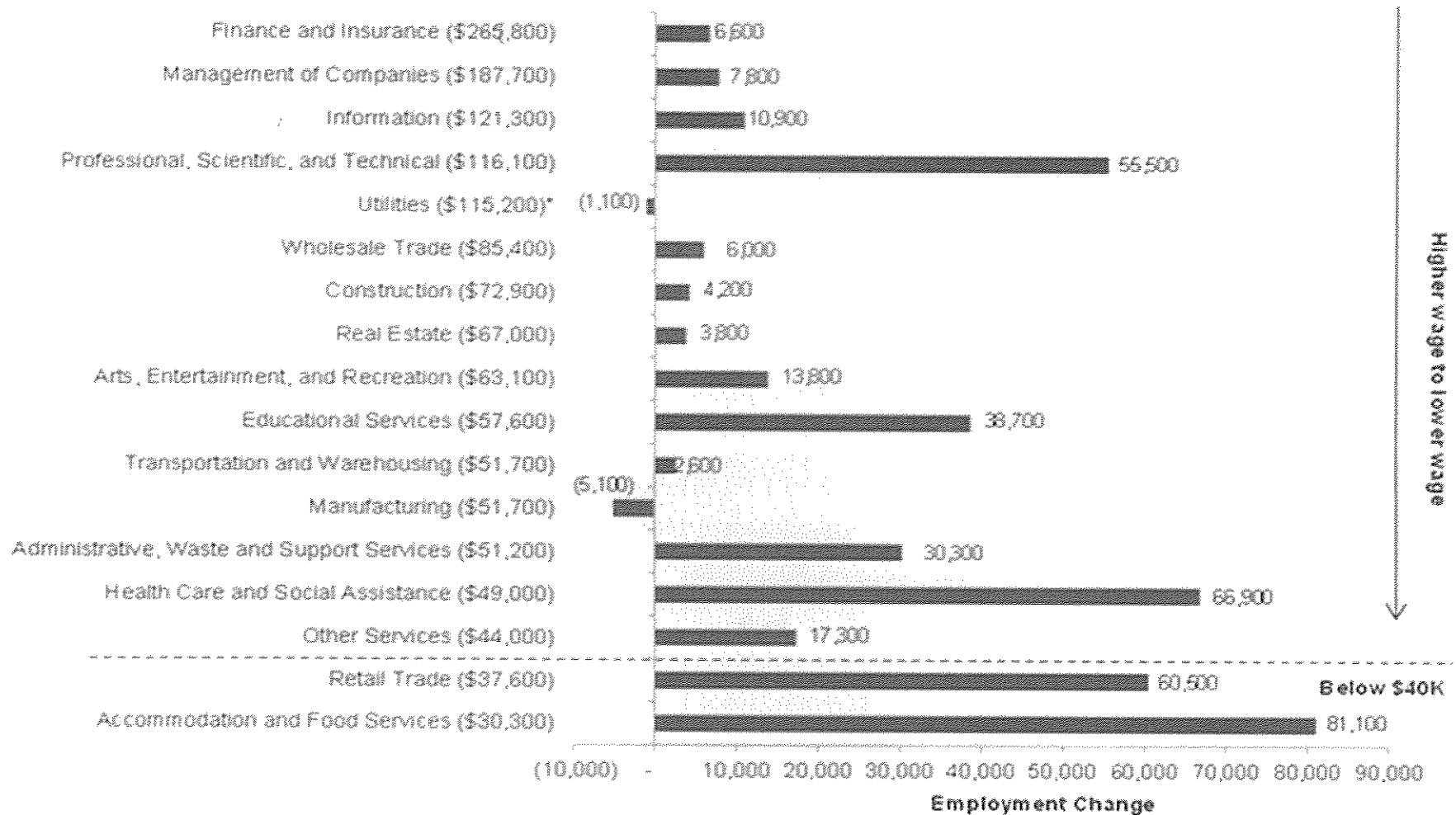
Employment Growth Outpacing the Nation



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics

Challenges Remain

June 2009 – June 2014 Employment Change by Industry and 2013 Average Wages



FIVE PRINCIPLES OF NEW YORK CITY'S ECONOMIC DEVELOPMENT STRATEGY

1

Unlock Human Capital Potential



Promote 21st century jobs with upward income mobility by creating career pathways

2

Invest in Critical Infrastructure



Improve access to jobs for underserved areas by expanding ferries & buses

3

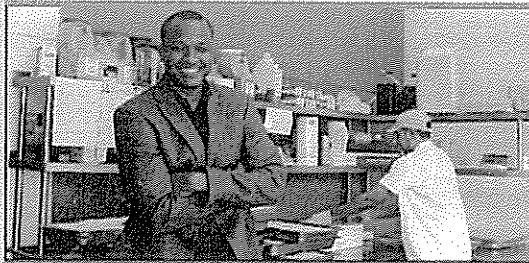
Double bottom line assets



Adopt mission-driven management of City-owned assets to facilitate job growth

4

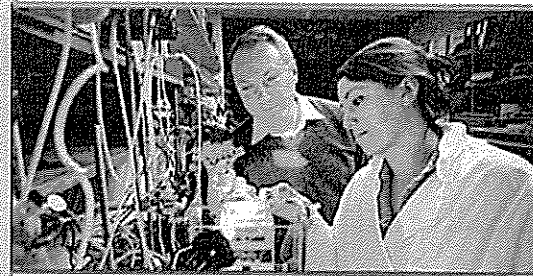
Sustainable Business Environment



Make it easier for small businesses to grow and thrive

5

Inclusive Innovation



Catalyze emerging sectors by clustering talent around anchor assets

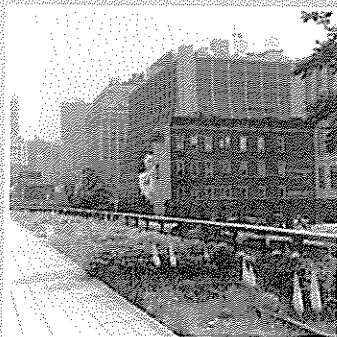
NYCEDC Organizational Background



CAPITAL CONSTRUCTION & ASSET MANAGEMENT

DEPARTMENTS: Capital; Asset Management

MAJOR INITIATIVES: Brooklyn Army Terminal; Cruise Terminals; Public Markets



REAL ESTATE DEVELOPMENT

DEPARTMENTS: Development and Planning; Real Estate Transaction Services

MAJOR INITIATIVES: Jamaica Planning Initiative; High Line Park; Mixed-use Development; Coney Island; JetBlue to LIC



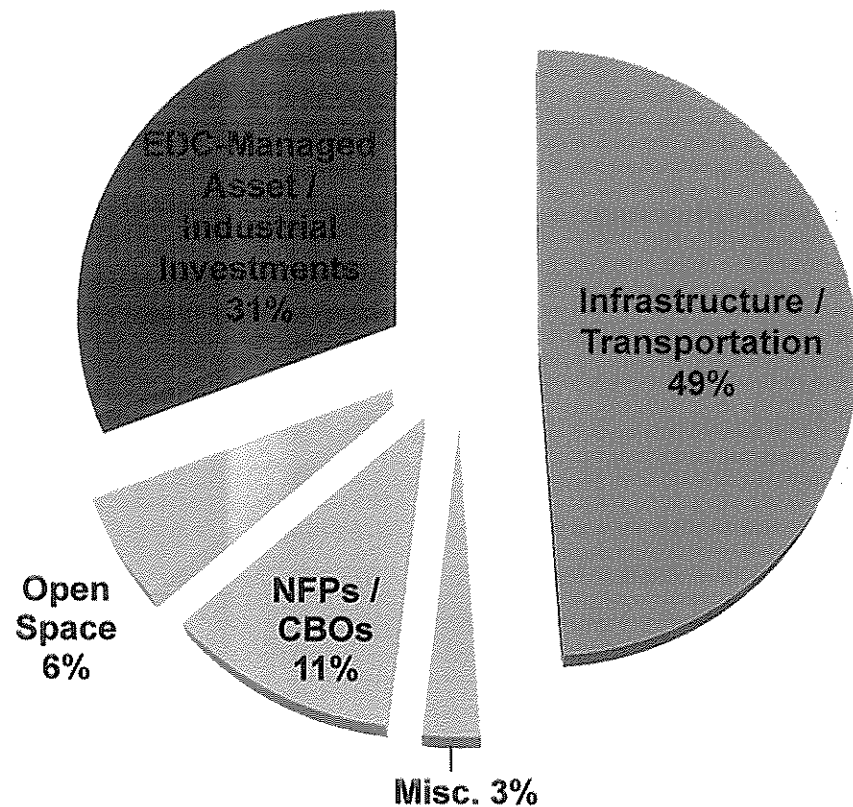
INDUSTRY AND INNOVATION

DEPARTMENTS: Industry Transformation Teams; Strategic Investment; Economic Research

MAJOR INITIATIVES: Applied Sciences NYC; Incubator Network; Tax Credits & Bond Financing

Core Capital Budget by Category

FY15-25 = \$2.41B*



Major Plan-To-Plan Adds (FY15 Sept to FY16 Prelim)

- EDC-Managed Assets
 - \$150M – Waterfront Property Improvements
- Transportation
 - \$55M – Ferries
- Infrastructure:
 - \$67 M– Rockaway Boardwalk
 - \$25M – Willets Ramps

**Excludes BNY & TGI funding*

Unlocking Human Capital Potential

A UNIFIED STRATEGY
FOR WORKFORCE
DEVELOPMENT

Career Pathways

One City
Working Together

Jobs for New
Yorkers Task Force



The City of New York
Mayor Bill de Blasio

Alicia Glen, Deputy Mayor for
Housing & Economic Development

NYC

Unlocking Human Capital Potential

Career Pathways

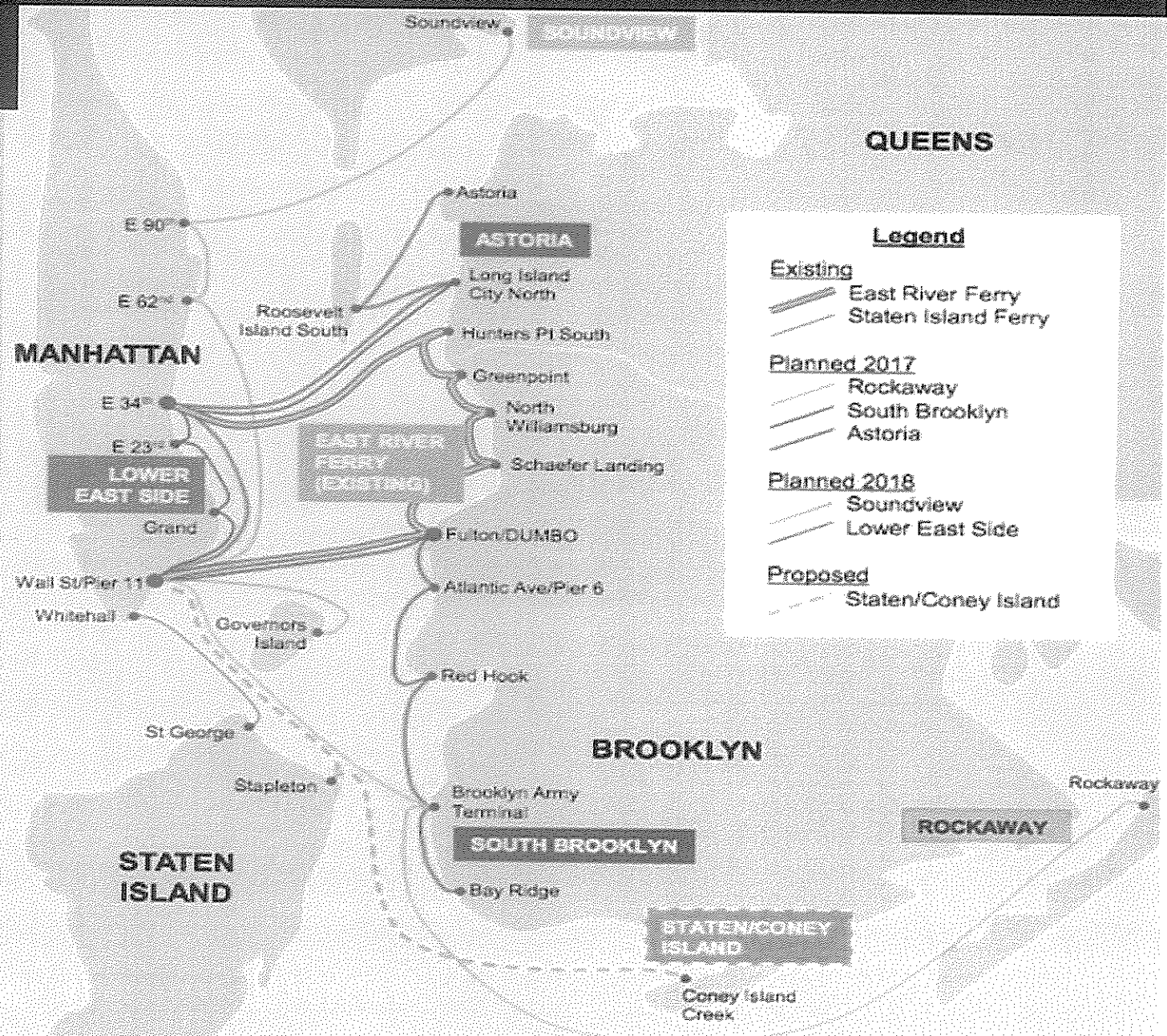


GenTech

Investing in Critical Infrastructure

PHYSICAL TRANSFORMATION

Citywide Ferry Service



Investing in Critical Infrastructure

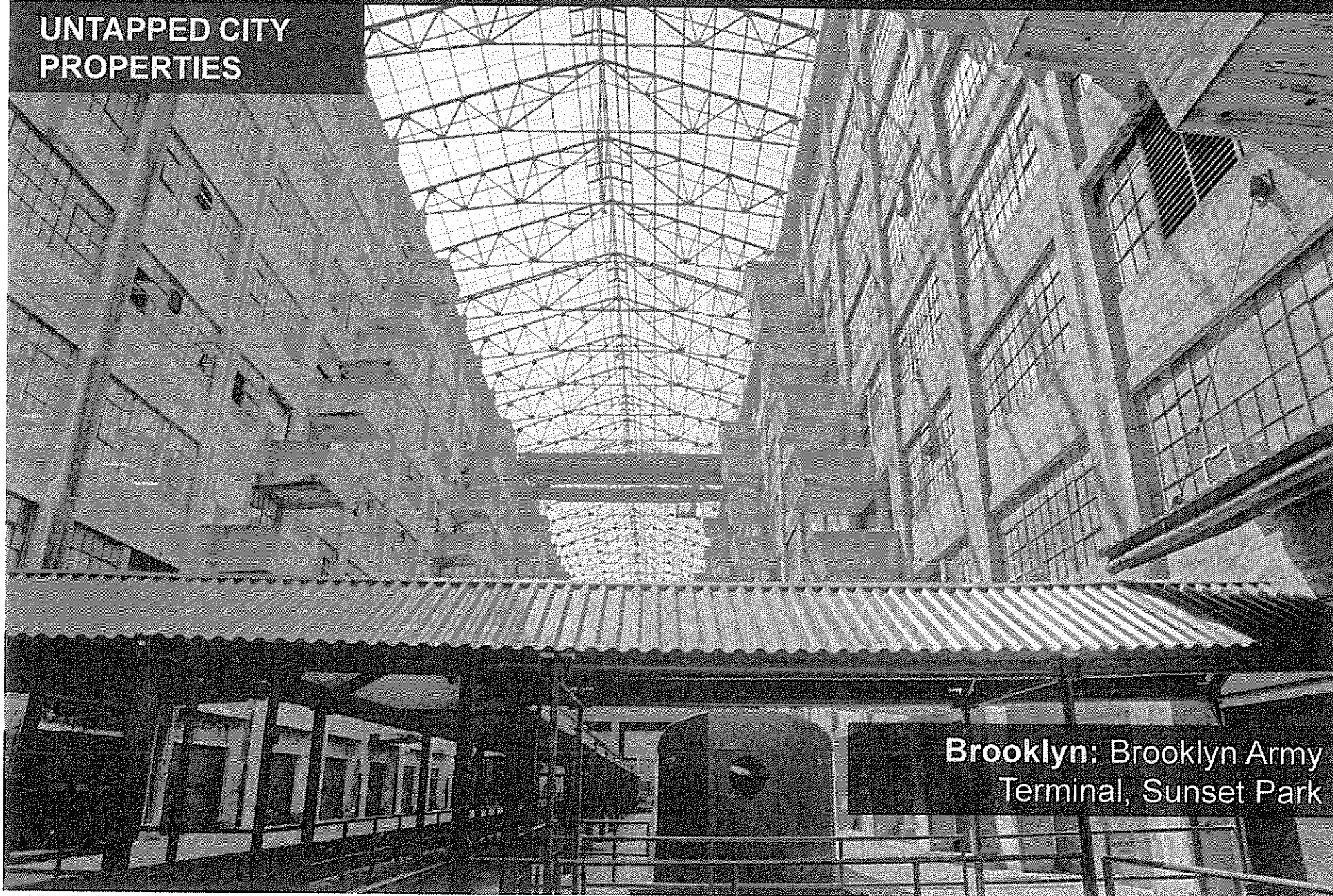
INDUSTRIAL SYSTEMS UPGRADES



**Bronx: Hunts Point
Food Distribution
Market**

Double Bottom-Line Assets

UNTAPPED CITY
PROPERTIES



Brooklyn: Brooklyn Army
Terminal, Sunset Park

Double Bottom-Line Assets



Brooklyn: Brooklyn Army
Terminal, Sunset Park

Double Bottom-Line Assets



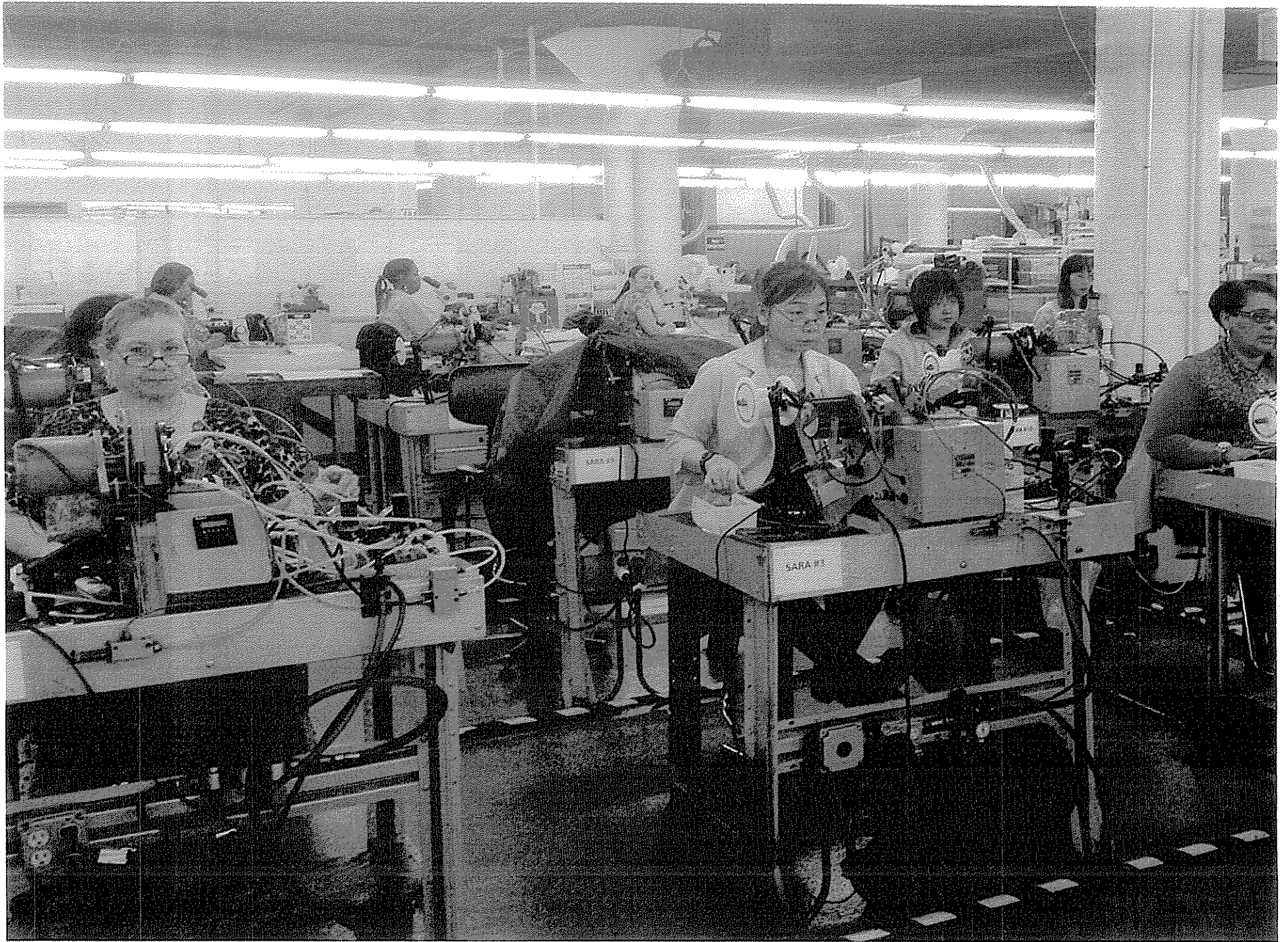
**Brooklyn: Brooklyn Army
Terminal, Sunset Park**

Double Bottom-Line Assets



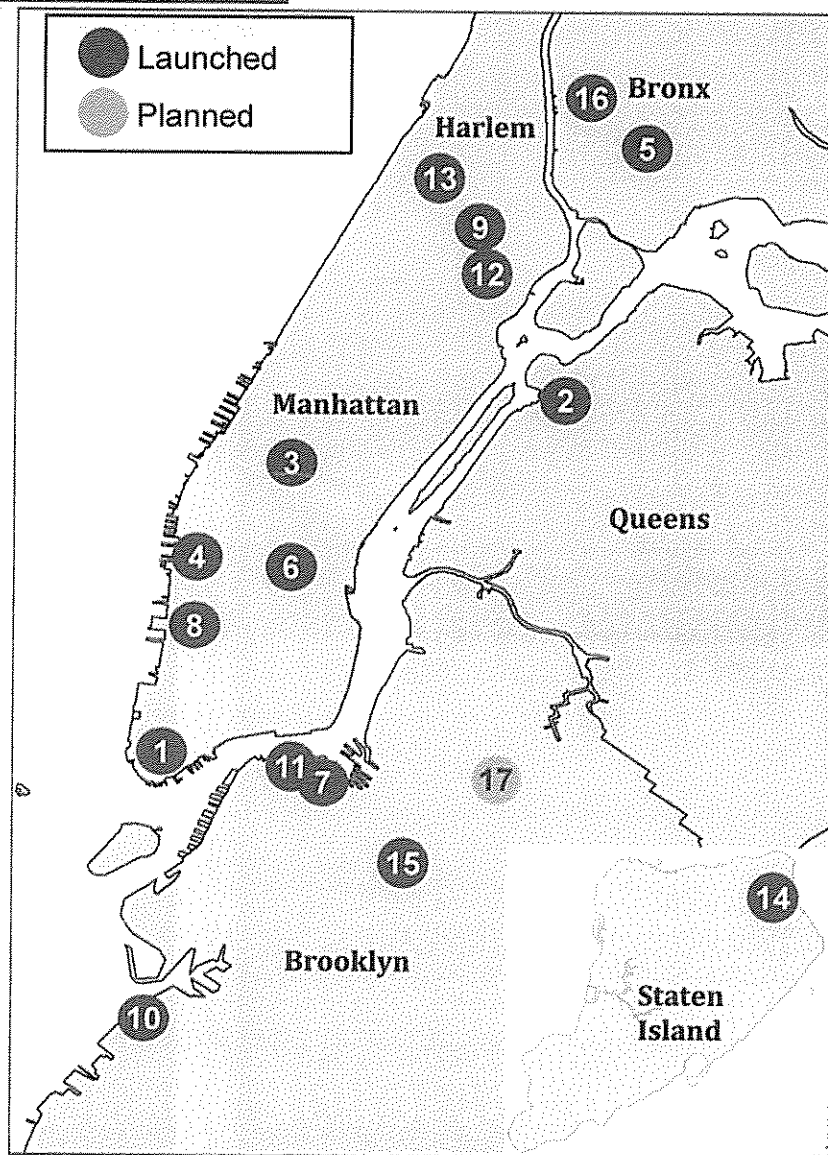
Brooklyn: Brooklyn Army
Terminal, Sunset Park





Sustainable Business Environment

AFFORDABLE WORKSPACE



Network of Incubators

	Incubator	Industry
1	Hive @ 55	Media/Tech
2	Entrepreneur's Space	Industrial/Culinary
3	CFDA Fashion Incubator	Fashion
4	BMW/i. Ventures	Media/Tech
5	BXL Business Incubator	General Business
6	General Assembly*	Media/Tech
7	DUMBO	Media/Tech
8	Varick Street	Media/Tech
9	Hot Bread Kitchen Incubates	Industrial/Culinary
10	Chashama Arts Incubator	Arts
11	Made in NY Media Center	Media/Entertainment
12	Harlem Garage	General Business
13	Harlem Biospace	Bio Tech
14	Staten Island MakerSpace	Industrial
15	Urban Future Lab	Clean Tech
16	Bronx Business Bridge	General Business
17	Brooklyn FoodWorks	Industrial/Culinary

*Has pivoted from business incubation to educational programming

Global Capital for Innovation

**EMERGING
ECOSYSTEMS**

A black and white aerial photograph of New York City, showing the Hudson River, the Manhattan skyline, and the New York State Thruway Bridge. The image is used as a background for the text.

Applied Sciences: Cornell-Tech; NYU CUSP;
Columbia; Carnegie Mellon

Global Capital for Innovation

SECTOR SUPPORT



**Manhattan: Alexandria
Center for Life Science**

Global Capital for Innovation

SECTOR SUPPORT



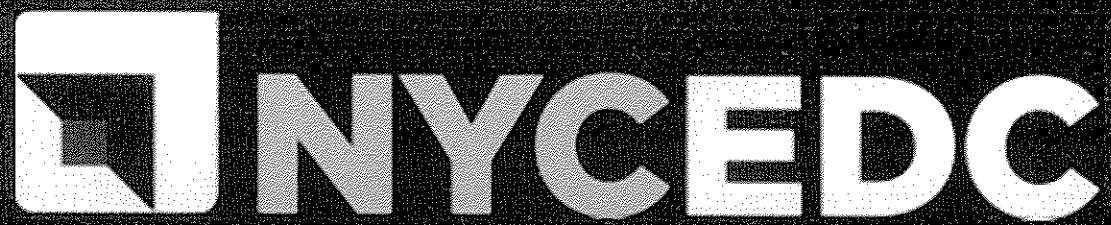
East Side Life Sciences
Corridor

Neighborhood-Based Development

Community Orientation



Queens: Jamaica
Planning Initiative



**NYC Council Preliminary FY'16 Budget Hearing
Joint Committee - Economic Development & Finance
Council Chambers, City Hall
March 26th, 2015
10:00 am**

**Testimony given by Laura E. Imperiale
Director of Government Affairs, Tully Construction
Board Member & Chair, Manufacturing & Industrial Committee,
Queens Chamber of Commerce**

Good afternoon Chairs Garodnick and Ferreras and members of the committees. Thank you for the opportunity to testify before you today on the Mayor's Preliminary Fiscal Year 2016 budget. My name is Laura Imperiale, and I am here today in several capacities. I am the Director of Government Affairs for Tully Construction Inc. and our affiliated company Willets Point Asphalt Co. I also serve on the Board of Directors of the Queens Chamber of Commerce, and I chair their Industrial and Manufacturing Committee. I also am Tully Construction's member representative at the Southwest Brooklyn Industrial Development Corporation and the Brooklyn Chamber of Commerce.

I am here today to advocate for and request your support for the restoration of Mayoral fiscal support for the Industrial and Manufacturing Business Policy in NYC. This would require a full restoration of funds to the Mayor's Office of Industrial and Manufacturing Businesses (MOIMB), and restoration of money to the Industrial Business Zone (IBZ) service providers.

In Queens, we have noticed a steady increase in industrial and manufacturing business, especially within our new member enrollment at the Queens Chamber of Commerce, enough to warrant its own Committee. Businesses such as food manufacturing, paper and printing production, metals, machinery and transportation equipment have found fertile ground in Queens and continue to flourish. Queens however is not the only borough to see this large expansion in the industrial and manufacturing sector. All five boroughs of NYC have seen exponential growth with industry specialization particular to each borough.

Doing business here in the City of New York and succeeding is no small feat. The MOIMB in the past had provided direct support, information and critical advocacy for thousands of well established businesses and starts-ups. Revitalizing this office would also send a message that the Administration truly understand the connection between workforce development, job creation, economic development and affordable housing. It is critical to understand the intersection of these important areas.

While manufacturing of the large scale kind has decreased, numerous small entrepreneurial firms have taken root and continue to grow. In 2012 the industrial sector made up 10.7% of

total gross city product, and as of August 2013, NYC's industrial businesses accounted for 13% of NYC's employment figures, and the trend is rising.

Additionally, industrial occupations provide a range of annual salaries from approximately \$36,000 to \$88,000 dollars. And in fact, many of these jobs, found in the heavy industry sector, such as our asphalt manufacturing plant, are union jobs, that provide a secure and stable pay and health benefits.

These are the jobs, which we as a city should be promoting and protecting. These are well-paying jobs, with low barriers to entry, which provide economic stability and upward mobility to working families, and in particular immigrant communities.

The Mayor's Office of Industrial and Manufacturing Businesses (MOIMB) and continuing to fund the Industrial Business Zone (IBZ) service providers through contracts with NYC Small Business Service provide an essential network of support for the businesses and their employees. The IBZ providers promote the development and retention of production, manufacturing and industrial service businesses thus improving neighborhoods in nineteen IBZ's around the city. In Queens alone, they connect over 3,300 industrial and manufacturing businesses to resources and opportunities to maximize their competitive advantage in the marketplace. Restoring these contracts is an essential part of Queens' economy.

We as a city, cannot talk about the importance of a healthy economy and job creation, while defunding a critical city program designed to do just that.

Lastly, I would like to take a moment to thank Council Members Lander and Reynoso, and Miquela Craytor, Vice President of the Industrial Initiatives and Income Mobility at EDC, for their tireless advocacy on behalf of the industrial and manufacturing community in NYC.

I am available to answer any questions you may have. Thank you.



Testimony – March 26, 2015

NYC Council SBS/Economic Development Executive Budget Hearing

I am Seth Bornstein, Executive Director of the Queens Economic Development Corporation. I would like to thank Speaker Mark-Viverito, Chairs Cornegy and Gardonick, and the rest of the City Council for this opportunity

The mission of the QEDC is to create and retain jobs that build neighborhoods and promote the borough of Queens. This is done through programs that have impacted thousands of people – the majority who are immigrants, women and minorities – who seek to achieve their entrepreneurial dreams and provide a better life for their families

Our programs include:

- New York City's premier food incubator the Entrepreneur Space in Long Island City that has served over 400 businesses: over 85 are now operating on their own; with hundreds of new jobs and over \$5M added to the economy in sales and tax revenues. And of course some really great food. Additionally we have partnered with the Fortune Society and have given training to those who were incarcerated but are now seeking to change their lives. The Entrepreneur Space is a great and innovative operation but very difficult for the QEDC to continue without public sector support.
- Our Home Improvement Contractor Training program has trained over 400 handymen and women to take and pass the NYC Dept. of Consumer Affairs Home Contracting licensing examination. We have a 99% pass rate and have helped our client's transition

from cash businesses to legitimate companies providing personal revenue and added tax dollars to the city.

QEDC receives funding from the NYC Council through two initiatives:

The Small Business and Job Development / Financial Literacy initiative has allowed us to serve as the “go-to” resource for anyone seeking business advice and counseling in Queens. We provide business counseling and seminars to clients seeking to start or improve their small businesses. Just last year, we have served over 1,500 individuals to start over 250 businesses, creating over 500 new jobs. Our counselors speak English, Spanish, and Mandarin and have the cultural sensitivity to work with our diverse clientele.

Through funding from the M/WBE Leadership Associations Initiative, QEDC has provided a full range of services including guidance on government contracting for potential or City-certified MWBEs; assistance in connecting Minority Women Business Entrepreneurs to potential customers; aid in the development of bids and proposals; assistance in securing project financing and bonding; and the promotion and marketing of the City’s MWBE program.

We are here today to ask that the overall funding for both of these initiatives be increased to \$800,000 each. With this additional funding, we will be able to offer enhanced services and better serve our clients so they can grow their business, stabilize their neighborhoods and most importantly better their lives and those of their families.

Written Testimony

NYC Council Joint Hearing
Economic Development and Small Business Committees

March 26, 2015

Presented by:

Nancy Carin – Executive Director, Business Outreach Center Network

Jean Tanler – Director of Industrial Business Development, Business Outreach Center Network

The Business Outreach Center (BOC) Network is a microenterprise and small business development organization with an affiliate CDFI loan fund with over 18 years' experience providing hands-on and bilingual small business technical assistance, customized small business training and access to capital in immigrant and minority communities throughout New York City. BOC Network is well known for its service model, supporting entrepreneurs at every stage of business development; for its sector-specific training for child care and construction businesses; for its job creation community economic development projects; and for its collaborative work with NYC as an Industrial Business Solutions Provider.

Our loan program, BOC Capital, has grown to over \$11 million in dollars loaned to community businesses – targeting minority and low-income entrepreneurs and businesses located in low-income neighborhoods. BOC supported the growth of Tri-State Biodiesel with loans and workforce development assistance, helping the business grow in Hunts Point, creating 40 industrial jobs. BOC Capital's innovative contract-based loans are marketed in partnership with NYC Economic Development Corporation Kick Start Loan Program, NYC Small Business Services Upfront Capital Loan Program and Goldman Sachs 10,000 Small Businesses. BOC Capital has successfully loaned millions to M/WBE and small businesses with government contracts and mainstream purchase orders, from construction contractors and environmental engineers to technology providers and fashion designers.

I have three key points to make today.

1. I am here to present BOC as an impactful and cost effective strategy to enhance business development resources for immigrant, minority and woman-owned businesses in NYC.
2. I am also here today to express strong and urgent support for expanding funding for the Industrial Business Solutions Providers; and
3. To express the urgency of the need to modernize our zoning to meet the needs of modern industrial businesses, and avoid losing a vital asset for NYC that helps preserve our economic diversity.

BOC is seeking to expand its longtime partnership with New York City to achieve our shared goals for inclusionary economic development. A local Business Outreach Center, working in concert with a mission driven network, is a valuable community asset. Today BOC has six such centers in NYC, with a diverse staff including speakers of 18 languages, and structures in place to expand, reach and serve additional entrepreneurs and communities. Today we provide one-on-one business assistance to over 1,300 new clients each year and over 3,000 entrepreneurs participate in our workshops. We help our clients access over \$3M in loans and grants annually, which helps business start, grow and also to take on government and private contracts, creating hundreds of businesses and jobs. In addition, NYC support enables BOC to leverage state and federal resources through competitive programs for small business development, job creation and asset building.

BOC has been able to leverage City Council support through the Small Business, Job Development and Financial Literacy Initiative with additional federal and private funding for our work serving immigrant, minority and women entrepreneurs including child care businesses, new entrepreneurs and neighborhood businesses seeking help to start-up, manage change, gain financing and new opportunities. Increasing the funding to this initiative will enhance our work for community businesses.

BOC has recently joined the valuable work of the Coalition for Worker-Owned Cooperatives and strongly supports increased funding for the NYC Council Initiative that supports the growth and development of Worker-Owned Cooperatives.

Next, I would like to focus on the role and importance of the Industrial Business Solutions Providers to New York City. The Industrial Business Solutions Providers support business creation, attraction and retention, ultimately saving and creating living wage jobs for New Yorkers. As a group they bring longtime experience, deep community connections and organizational resources to the city and its industrial and transportation sectors. BOC is proud to be part of this group of impactful, on-the-ground, community economic development organizations as the industrial business service provider for Queens West, Brooklyn East and Manhattan.

Currently, funding for the Industrial Business Solutions Provider is not included in the Fiscal Year 2016 budget.

BOC strongly supports expanding funding for the Industrial Business Solutions Providers which will address business needs and create significant impact. This level matches the IBZ funding level at the time of the establishment of the program nine years ago.

Funding levels have diminished despite recognition of the program's value and importance. Furthermore, in 2011, IBZ service catchment areas were redefined to encompass not just Industrial Business Zones but all of New York City.

I believe that increased funding will result in real returns for NYC as we advance new strategies to support economic development. I therefore recommend a return to the original funding level of \$4 million for IBSP services to manufacturing, transportation, wholesale/distribution and construction businesses throughout New York City. And, as these businesses survive and grow so will tax revenue to the City and so will quality jobs for New Yorkers.

IBSPs support industrial businesses, helping to sustain local economies. In fact, the industrial business sector provides over 660,000 jobs in New York City, making up over 18% of the city's workforce. These businesses depend on Industrial Business Solutions Providers for free, quick and reliable assistance with tax credits and incentives, real estate and relocation assistance,

financing, workforce development, energy upgrades, navigating and complying with regulatory requirements, addressing physical infrastructure and maintenance, advocacy on behalf of the industrial community, facilitation with City and State agencies, and up-to-date information on local issues.

Industrial businesses are at the heart of the middle-class, providing good jobs and economic activity that keeps New York's economy strong. Industrial businesses construct and renovate our buildings, homes, stores, and restaurants. They manufacture, wholesale and deliver products for NY-based designers, architects, film, theater and TV production companies, and for markets throughout the United States and around the world. Urban manufacturing is the product-development arm for small businesses, creating everything from high-end garments to one-of-a-kind furniture. Local production is growing in the food sector and emerging green industries such as alternative fuel and urban agriculture.

The average manufacturing job pays \$50,934 per year, in contrast to the average retail wage of \$25,416, and is more likely to be unionized and provide benefits. New York City's industrial workforce is over 80% people of color and over 60% foreign-born.

The Mayor's Office of Industrial and Manufacturing Businesses created 16 Industrial Business Zones in 2006 with the goal to assist industrial and manufacturing businesses that could help increase the city's job and tax revenue base and to retain and grow businesses. As the City's fiscal situation deteriorated, this office was eliminated, funds for the IBZs were slashed, and in 2011, the 16 Industrial Business Zones were combined into 8 general service areas. At this juncture, funding for the IBZ providers has been eliminated entirely

Just as housing needs a physical location, so too jobs need a place to live. The City's current zoning framework encourages encroachment on the limited space available to house quality manufacturing and industrial jobs. Many areas that housed industrial and manufacturing jobs were rezoned under previous administrations to allow residential or mixed use development. The real estate market rewards residential development over industrial, even when Mixed-Use districts have been implemented, market forces have driven the large scale loss of industrial use. Within areas zoned for manufacturing and industrial uses, many non-compatible uses are currently allowed as-of-right, including hotels, entertainment spaces, self-storage facilities, and big box stores. These uses can support higher land prices than industrial and manufacturing uses, driving land prices up and driving industrial firms out of business. Speculation drives instability, and instability discourages long-term investment in businesses and in your city's workforce.

At a time of growing inequality, the manufacturing and industrial sector presents an enormous opportunity for well-paid, long-term employment for many of New York's most under-employed populations. The city needs to:

- Modernize the zoning structure to meet modern industrial business needs.
- Create an Industrial Opportunity Special District prohibiting incompatible uses and increasing allowable density.
- Support and Invest in business expansion and job growth,
- Prevent our remaining manufacturing areas from falling prey to speculation and encroachment.

Let us not abandon the promise of growing manufacturing and industrial businesses in the city. Let us build more capacity for the Industrial Business Solutions Providers committed to this important work and update the City's zoning to prevent the further loss of industrial space.

Attached to this testimony is some information about the Industrial services areas that BOC is contracted to service and examples of services and impacts.

Attachment:

BOC Network is the Industrial Business Solutions Provider for Queens West, Brooklyn East and Manhattan. The BOC industrial business staff offers free, quick and reliable assistance on a broad range of business matters to help businesses grow. BOC and its fellow Industrial Business Solutions Providers play a unique role in preserving industrial businesses and high-quality blue collar jobs. They are active members of their local communities, often serving on local Community Boards and participating in community-based meetings and advisory groups. They act as a liaison between businesses and other entities such as the residential community and various city and state agencies on community wide issues such as the implementation of bike lanes and the re-routing of truck routes. They facilitate Industrial Business Zone maintenance and infrastructure improvements, provide real estate and relocation assistance, host networking and professional development events, and connect businesses to other local businesses as customers, vendors, and partners. They are an important tool in supporting the participation of M/W/DBEs in city contracting, assisting companies to address financial management issues and access mobilization loans, and interfacing with selected lenders, prime contractors and city agencies.

BOC's industrial business team provides support and information to thousands of businesses every month, and delivers direct services to literally hundreds of businesses each year, ranging from early stage food manufacturers to growing industrial and manufacturing businesses, i.e. biodiesel, certified M/W/DBE contractors, wholesale and transportation businesses.

BOC and its fellow Industrial Business Solutions Providers played a critical role for industrial businesses in the aftermath of Superstorm Sandy, further demonstrating the importance of having on-the-ground service providers poised to address pressing needs. The Providers communicated issues, mobilized services and delivered emergency resources, including financing in the form of loans and grants, to businesses, helping bring economic activity back as quickly as possible.

Queens West

The Queens West industrial service area includes the Maspeth, Steinway, Woodside, and Ridgewood/SOMA IBZs. Industrial jobs make up 31% of the workforce in Queens. The Maspeth IBZ, a major hub for shipping and distribution companies, is home to more than 900 industrial businesses, which employ an estimated 15,000 workers. The Steinway IBZ has a large concentration of construction businesses and its proximity to LaGuardia airport has generated a concentration of businesses dedicated to transportation and warehousing. More than 9,700 jobs in zip codes 1105 and 11371, where the Steinway IBZ is located, are within the industrial sector. The Ridgewood/SOMA IBZ is a rapidly changing industrial area that is home to a re-emerging garment industry and will soon be the location of a film and television production studio. This area, which is part of zip code 11377, is currently home to over 4,100 industrial jobs. The

Woodside IBZ has over 6,000 jobs in the industrial sector. In 2014, BOC Network provided one-on-one assistance to 84 businesses in Western Queens.

A manufacturing/installation business had been located in Manhattan for 26 years. When their landlord told them he was doubling their rent, they called BOC for help. BOC assisted them in locating a building for purchase, introduced them to IDA, and helped them obtain ICAP, ECSP and REAP incentives. We also introduced them to the bank which was the best fit for them to get financing and introduced them to the M/BE D/BE certified contractor who did the work on the building which prior to purchase was a warehouse, and now is a state of the art manufacturing facility.

BOC Network has been instrumental in the relocation of the Sunrise Cooperative, a group of 45 predominately Latino and immigrant-owned auto repair shops and other small businesses, from Willets Point in Queens to an industrial building in Hunts Point. BOC has worked closely with Sunrise for the past several years and has assisted them with their business plan, assessing their options for financing, and, at times, their meetings and negotiations with NYCEDC and the Hunts Point community. When they were seeking a contractor for their new facility, BOC introduced Sunrise to a MBE certified contractor, who at the time was a recent BOC Capital loan client. As an immigrant from Peru, the contractor took a special interest in Sunrise and is committed to their survival and successful relocation. He has received two loans from BOC Capital and was recently approved for a contract-based mobilization loan to build-out Sunrise's new facility in the Bronx.

Several days before Christmas in 2014, an industrial property owner in Maspeth contacted BOC who had worked with them previously on a number of issues. The property owner received a final inspection date of 12/30/14 for a recently constructed building but they were concerned that the date was too close to their final deadline of 12/31/14. If the inspection were to take place in 2015, they would have been assessed a property tax bill in excess of \$147K for tax year 2015/2016. They are participating in ICAP but the program requires that the property tax benefits go into effect the year the C of O is issued. Without tenants, they were already struggling to pay off the \$147K that was assessed the year prior. BOC contacted RBAT who reached out to the DOB Commissioner who was able to move the inspection up to 12/23/14. As a result, the property owner was able to obtain their C of O on 12/30/14 and avoid another \$147K in property taxes.

The Maspeth industrial area has historically been underserved by public transportation, hindering the ability of businesses to attract and retain employees and diminishing their capacity for economic growth. After hearing numerous complaints from businesses about limited access to public transportation, the Maspeth Industrial Business Association (MIBA), a project of BOC Network, performed a public transportation study to make recommendations for service prioritization and improvement. With input from local businesses, community organizations, and

other key stakeholders, MIBA is now in the process of working with the MTA and the NYC Department of Transportation to identify a bus route for potential re-routing to better serve the industrial area.

Brooklyn East

The Brooklyn East industrial service area covers all of Eastern Brooklyn including the East New York and Flatlands-Fairfield IBZs. Industrial jobs make up over 22% of the workforce in Brooklyn. In zip code 11207, where the East New York IBZ is located, 206 establishments employing 4,200 workers are dedicated to industrial activities. The Flatlands-Fairfield IBZ consists of over 400 manufacturing, industrial and distribution businesses employing more than 2,600 workers. This area accommodates the Brooklyn Terminal Market, a major distribution center that concentrates wholesale distributors of products such as meat, poultry, fruits, vegetables, seafood, dairy and flowers.

BOC has been instrumental in providing information to industrial businesses about the NYC Department of City Planning's proposal to rezone portions of East New York for affordable housing. In partnership with other community-based organizations, BOC has organized meetings with businesses and the Department of City Planning to discuss how the proposed rezoning would impact them. BOC has been a vital component in making sure the voices of industrial businesses in East New York are heard.

BOC was also integral in the successful relocation of a furniture manufacturing company to the East New York IBZ from Williamsburg. The business was displaced from their previous location when the zoning was changed from industrial to mixed-use. Since they were moving to an Industrial Business Zone and were considering major updates to their facility, they were eligible for the IBZ Relocation Tax Credit, ICAP, and ECSP. BOC introduced the business to these incentives and assisted them with the applications.

A manufacturing business in East New York is being offered \$40,000,000 to move to New Jersey. In order to try to keep this company with 268 jobs here in New York City, BOC has been working with all relevant New York City and New York State agencies to put together an offer which will give them a reason to stay. We have been working with the Department of Transportation, City Planning, New York Economic Development Corporation, Empire State Development Corporation, Brooklyn Borough President's office, New York City Mayor's office, Brooklyn Community Board 5 and the Council Member's office. We are facilitating communication amongst all these agencies and the company via emails, telephone calls and in person meetings and have logged-in over 600 hours of work.

Manhattan

Many industrial businesses have been able to thrive in Manhattan's high-cost environment by capitalizing on the City's competitive advantages such as a highly skilled workforce and its close proximity to suppliers and customers. More than 18% of businesses in Manhattan are industrial and in 2011, average employment was 285,953. The wholesale trade industry alone had 76,748 workers.

The fashion industry is an economic engine for New York City, contributing \$10 billion annually to the local economy. 28% of NYC's manufacturing jobs are from the apparel industry. Apparel manufacturing alone employs more than 7,000 working- and middle-class jobs just in the Garment District and 24,000 city-wide.

We constantly engage with the fashion industry in Manhattan and the outer boroughs, maintaining a close relationship with the City's fashion schools, providing workshops and newsletters to deliver important industry knowledge and saving and creating businesses and jobs through technical assistance and access to financing. For instance, BOC enabled the growth of a young fashion business with contract-based loans and strategic technical assistance through seasonal sales that increased year over year, and their step up to bank financing.

In another case, BOC has been a valuable partner to the New York Pattern Center in their efforts to remain in the Garment District. The New York Pattern Center is a full service apparel production contractor serving the fashion industry in Midtown for the past 20 years.

BOC's Industrial team has helped industrial business in Manhattan in a number of ways, from recruitment and employee training, to financing through the Upfront Capital Loan Program. For example, BOC assisted a MWBE contractor in accessing \$50K in mobilization funds for the Build it Back Program. The contractor founded the business with her husband in 2007, however, when they divorced in 2013, all of their clients left to work with her husband and she had start the business again from scratch. In addition to financing, BOC provided the business with technical assistance – from performing cash flow projections to submitting requisitions to the prime.

Last year, BOC Network provided one-on-one assistance to 83 businesses in Manhattan and among other services, closed 10 mobilization loans totaling \$784K.

The Industrial Business Solutions Providers are vital to maintaining a diverse and vibrant economy for New York City. Continued and vigorous support from the City Council is imperative to continue this mission.



March 26, 2015

Committees for Economic Development and Small Business
New York City Council

Dear New York City Council:

I am writing to convey my strong support for the excellent folks at BOC Network, specifically Debra Mesloh and Anthony Amielawan. Ultra flex Packaging Corp, a Manufacturer of flexible Packaging in East NY, employs 273 persons. We have been in business for 41 years. Faced with high energy costs, taxation and other burdensome operating costs as a result of operating in NY, we have been exploring relocating our Operations to NJ. We have already received a firm offer from that State.

Debra and Anthony have been exploring all options, putting us in contact with a number of City resources and dedicatedly exhausting all efforts to keep us in Brooklyn. When no City Official or Agency have stepped forward, these 2 warriors have been fighting the fine fight – keeping this issue alive before a number of people. They have written, called, visited repeatedly. Their work cannot and should not go unnoticed or unappreciated. What that small band of fighters for economic growth do, is a model I wish the City Agencies would emulate.

These sentiments are not a casual effort to fund BOC Network. It is a request that each decision makers ask a simple but important question. If not them, then who will fight in the trenches and difficult terrain for businesses like ours? Who will help us get before the Big Office holders who do not easily look our way? Who will make us feel like we do belong in Brooklyn when so many others can't be reached?

Look at the facts. Look at the effort. Look at the service performed. And ask, if not them....then who will rise up and fight for us?

I urge you to do the right and moral thing. Fund this Group. We truly need them.

Yours truly,

David Singh

David Singh
Director of Administrations



Communities for Healthy Food NYC

WEST HARLEM GROUP ASSISTANCE

1652 Amsterdam Avenue, New York, NY 10031

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West Harlem Group Assistance Submitted Testimony on Economic Development and Small Business Budget for Fiscal Year 2016

Joint Hearing of the New York City Council Committees on Economic Development and Small Business

Submitted March 26, 2015

Thank you Chairs Garodnick and Cornegy, and Economic Development and Small Business Committee Members, for considering this testimony supporting Communities for Healthy Food's request for City Council Citywide Discretionary Funding in the amount of \$760,000. My name is Deborah Pollock, Director of Social Services for West Harlem Group Assistance Inc. known as WHGA. I am submitting this written testimony on behalf of Communities for Healthy Food and West Harlem Group Assistance.

Communities for Healthy Food (CfHF) NYC is a new, innovative approach to expand access to affordable, healthy food in four of New York City's economically challenged communities. This place-based initiative integrates access to healthy and affordable food into every aspect of our comprehensive community development work – through resident outreach, nutrition education and cooking classes, creating new or improved healthy food outlets and generating food-sector jobs. A comprehensive evaluation of CfHF is underway with the NYC Food Policy Center at Hunter College.

This new initiative, seeded by \$1.6 million from the Laurie M. Tisch Illumination Fund, addresses the interrelated issues of diet-related diseases, poverty, and unemployment to help residents live longer and healthier. CfHF taps LISC's value as an effective community development intermediary with strong neighborhood organization relationships, the ability to leverage capital and programmatic funds, and its track record as a facilitator, convener and technical assistance provider. CfHF builds on the existing work of LISC and its partners revitalizing struggling communities and improving overall quality of life.

Program Partners

- Cypress Hills LDC in Cypress Hills/East New York, Brooklyn.
- New Settlement Apartments in Mount Eden, Bronx.
- Northeast Brooklyn Housing Development Corporation in Bedford-Stuyvesant, Brooklyn.
- West Harlem Group Assistance in West Harlem.

These programs also reach some Queens neighborhoods.

These program partners are embedding healthy food strategies into community development work to:

- 1) Increase the availability of high quality, affordable, and nutritious foods;
- 2) Create new or improved healthy food outlets and venues;
- 3) Educate residents, housing staff, and community service providers about nutrition, healthy food preparation, and gardening;
- 4) Enable economic development opportunities through creating or expanding food-related jobs, improving existing or creating new healthy food venues and fostering urban markets and food related enterprises; and
- 5) Implement a comprehensive neighborhood outreach and awareness campaign.

West Harlem Group Assistance's (WHGA) Accomplishments with an Impact on Economic Development and Small Business:

Here are examples of how WHGA's work with Communities for Healthy Food has affected small business and economic development in West Harlem, the neighborhood where we build community:

- We transformed a formerly vacant retail storefront in one of our affordable housing buildings on Lenox Avenue into a healthy food HUB to serve the entire neighborhood. In it we provide a range of healthy food and health-related resources:
 - A weekly client choice food pantry;
 - Co-located key services and programs like nutrition and culinary education, tax preparation services, Corbin Hill farm share distribution site, grocery store tours sign-up and meeting place;
 - SNAP (food stamp) referrals; and
 - Health screenings.
- The Corbin Hill farm share program in particular, brings fresh fruit and vegetable retail to the community at prices that low-income families can afford and also helps the upstate farm sector.
- In 2015 we will be providing job training as part of a community chef program and will help place the graduates in food employment in West Harlem.

2014 Accomplishments for Communities for Healthy Food – 4 CDCs Combined:

- Provided more than 250,000 pounds of emergency food for close to 17,000 pantry clients.
- Started two new neighborhood farmers' markets and two farm share programs and created four new community produce gardens.
- Trained and employed 44 residents to become farm stand operators, farmers, and community chefs.
- Held CfHF program activities for close to 3,000 neighborhood residents. This includes: farm shares, youth programming, farmers market, gardening workshops and grocery store tours and cooking demonstrations.
- Hosted a variety of nutrition education and cooking classes for close to 500 neighborhood residents to increase: cooking skills to make healthy food on a limited budget; knowledge about what foods are healthier alternatives; and literacy skills to read nutrition labels.

- Equipped 500 neighborhood residents, CDC staff, and partner organizations with information about neighborhood healthy food resources and services and the importance of healthy eating, nutrition and gardening skills.
- Enrolled 600 families in public nutrition assistance programs, like the federal Supplemental Nutrition Assistance Program (SNAP), formally known as food stamps.
- Connected directly with close to 6,500 residents through neighborhood outreach campaigns to raise awareness of the importance of healthy eating, the availability of local healthy food resources, and help strengthen community networks.
- Converted four corner stores to healthy corner stores.

Impact of New City Council Funding

We respectfully request \$760,000 in City Council funding which would allow CfHF to expand and reach more low-income families and give individuals the tools they need to create healthier lives and build demand for healthy food, so that nonprofits, community-based organizations, city departments, and funders can partner with NYC businesses and investors to provide a better infrastructure for healthy food in underserved neighborhoods.

Impacts across the Four Boroughs

- Provide 275,000 pounds of emergency food for 19,600 pantry clients.
- Sell over 40,000 pounds of local produce to in need residents at farmer's markets and farm shares that CfHF started in collaboration with local nonprofits. Residents can use food stamps and NYC Health Bucks for purchases.
- Enable economic development opportunities by:
 - o Employing 34 local, neighborhood residents as farm stand operators, urban farmers, community gardeners, and community chefs; and
 - o Equipping 15 residents to incubate food businesses.
- Host a variety of nutrition education, cooking classes, and cooking demonstrations for 750 neighborhood residents to increase: cooking skills to make healthy food on a limited budget; knowledge about what foods are healthier alternatives; and literacy skills to read nutrition labels.
- Equip over 300 neighborhood residents, CDC or partner organization staff with information about neighborhood healthy food resources and services, knowledge on the importance of healthy eating and nutrition, and gardening skills.
- Reach 2,500 community residents through a neighborhood outreach campaign designed to raise awareness of the importance of healthy eating, the availability of local healthy food resources, and help strengthen community networks.
- Support the conversion of 5 healthy food corner stores and their owners.
- Improve the nutrition and wellness environment at early childcare and school facilities for 625 children.
- Enroll at least 450 families in public nutrition assistance programs, like the federal Supplemental Nutrition Assistance Program like (SNAP), formally known as food stamps.

About the Partners:

West Harlem Group Assistance (WHGA) - West Harlem

West Harlem Group Assistance, Inc. (WHGA), a community-based development corporation was established in 1971 to revitalize the under-invested West and Central Harlem communities riddled with dilapidated and abandoned buildings. Since 1971, WHGA has developed 1,037 units of affordable housing

and owns 43,676 square feet of commercial space in West Harlem. WHGA owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents, allowing the organization to effectively infuse healthy food access programs and activities into their comprehensive community development work. In 2014, with the support of LISC NYC, WHGA redeveloped one of their vacant storefronts on Lenox Avenue now called the West Harlem Community Healthy Food Hub, serving as a portal to improve access to healthy food and advance educational prospects related to health and nutrition for seniors, youth, families, and adults.

Northeast Brooklyn Housing Development Corporation (NEBHDCo) - Bedford-Stuyvesant, Brooklyn

A leading affordable housing developer since 1985, NEBHDCo has developed and self-manages 929 residential units and 17 commercial units in 92 buildings in Central Brooklyn, and also provides tenant and community services. As one for four CDCs in LISC NYC's Communities for Healthy Food initiative, NEBHDCo owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents served, including seniors, youth, families, and adults. NEBHDCo also works with many local partners on a multi-faceted community healthy food access program, allowing them to effectively implement healthy food interventions into locally-owned assets through their comprehensive community development work.

Cypress Hills Local Development Corporation (CHLDC) - Cypress Hills, Brooklyn

With community residents leading the way, the mission of Cypress Hills Local Development Corporation is to build a strong, sustainable Cypress Hills and East New York, where residents achieve educational and economic success, secure healthy and affordable housing and develop leadership skills to transform their lives and community. We serve over 9,000 local residents each year, many of whom are immigrants, through affordable housing development, sustainability planning, housing counseling, community organizing, college access and persistence programs, career and education programs, and youth and family services. CHLDC is working with LISC NYC to increase access to healthy food for seniors, youth, families, and adults through comprehensive community development work. CHLDC owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents. CHLDC's strategic interventions, integrated into existing programming and locally-owned assets, are designed to strengthen the local food system and reconnect community members with all aspects of it – from garden to table, including hands-on workshops about growing food at community gardens; nutrition, health, and effective food budgeting educational sessions; expansion of Cypress Hills' youth market with onsite cooking workshops; and health screenings at a senior center, affordable housing buildings, and local schools. CHLDC is working with the Cypress Hills Child Care Corporation, serving approximately 500 children and their families, to increase healthy food options served at their early childhood facilities and engage parents in meal improvements. Lastly, Cypress Hills is working with local bodegas and restaurants to increase healthy offerings, and help increase community demand.

New Settlement Apartments (NSA) - Mount Eden, the Bronx

New Settlement Apartments is a community development organization based in the Mt. Eden community of the Southwest Bronx, with a 25-year demonstrated commitment to increasing preparedness and access to high-quality public and post-secondary education, safe and affordable housing, fair and sustainable employment, and expanding opportunities for healthy and active living for youth, seniors, adults, and families. New Settlement has provided 1,022 affordable homes in 17 multi-family buildings and collaborates with community residents and develops partnerships to create services and opportunities

that celebrate the inherent dignity and potential of individuals and families. NSA owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents allowing them to effectively implement healthy food access programs and activities into their comprehensive community development work. New Settlement Apartments and LISC NYC are partnering to reshape the neighborhood food landscape, with a focus on youth and families, by concurrently improving access to affordable healthy food and embedding interactive food education and nutrition promotion within New Settlement's programing and assets.

Local Initiatives Support Corporation (LISC) – New York City

LISC NYC's mission is to help resident-focused, community-based development organizations transform distressed communities and neighborhoods into healthy places to live, do business, work, and raise families. Over the last 34 years, LISC New York has invested approximately \$2.3 billion in more than 75 New York City community development corporations and other local, nonprofit organizations. With our support, these organizations have developed over 34,600 affordable homes and more than 2.3 million sq. ft. of community and commercial space. For CfHF, LISC NYC is providing technical assistance and program management support; leveraging government and private funding; organizing trainings; creating cross-sector partnerships; completing a comprehensive program evaluation with the NYC Food Policy Center; and documenting the program model through neighborhood stories and media outlets.





Long Island City
Partnership

FOR THE RECORD

**Testimony of
Elizabeth Lusskin, President, Long Island City Partnership
Before the
The New York City Council
Committee on Economic Development and Committee on Small Business
March 26, 2015**

Good afternoon Chairman Cornegy, Chairman Garodnick and Council Members of the Committees on Economic Development and Small Business. I am Elizabeth Lusskin, President of the Long Island City Partnership, and I am here to speak to you regarding two programs in the SBS Budget. The first is one of our most successful and enduring efforts, providing essential business services to our vital industrial businesses through the Industrial Business Zone (IBZ) program. The second is a source of valuable assistance to help small businesses in smaller and less robust business districts, the Avenue NYC program.

The Long Island City Partnership has been providing business assistance as an Industrial Business Service Provider since 2006, and through other programs since 1979. LIC's explosive transformation is putting an enormous pressure on these businesses, so IBSP services are more needed than ever. LIC is possibly the city's largest IBZ area, with over 2,100 industrial businesses providing over 39,000 family-supporting jobs to local workers, and essential goods and services to NYC, including concrete, printing, fabrication, food, tech, and much more. As an IBSP we help these businesses by connecting them recently with \$40M+ incentives, financing, energy efficiencies, and workforce training, helping with permits, potholes and parking.

Last year's FY15 Council allocation, with the support of Majority Leader Van Bramer, allowed us to enhance our efforts, tripling the businesses directly served, as well as area-wide efforts. Keeping these companies in the five boroughs, but also in LIC where our unparalleled transportation access to the region makes us uniquely suited for many companies, is vital to the NYC economy.

Our assistance and advocacy is essential for the long-term stability of these firms, and the jobs they provide, most to local residents. For example, Shapeways, a 3D global printing company in LIC has over 45 employees in LIC, 80% of whom live nearby. Unique Settings, a jeweler specializing in engagement rings and wedding bands, has over 200 workers, 90% of whom are local. And virtually all of these jobs are held by residents of the five Boroughs. Most importantly, they pay an average of \$50,943 per year compared to retail jobs which pay about \$25,416. These jobs are available to native New Yorkers with a wide range of educational backgrounds, and to newcomers, many of whom come to the United States with specific skill sets, looking for their piece of the American dream.

And make no mistake, these companies serve the city – through goods, services, and tech – and if they are not thriving, the city cannot thrive either. I have attached letters from businesses we have served, who are now thriving, generating tax revenues and good jobs, because of the IBSP program.

We help these businesses through our relationships with various City and State agencies and local Community Boards. We help with complicated issues like financing and incentives, as well as equally important operational challenges. Whether it is illegal parking, signage changes, sanitation tickets,

graffiti removal, utility bills or taxes, we are called upon by our constituents on a daily basis. Equally important, through our network within the community, we connect these businesses to customers, suppliers and partners. We are their one stop shop.

In the current fiscal year, we have provided one-on-one assistance to almost 100 businesses with issues ranging from real estate, legal referrals, MWBE certification, incentives, financing and navigating government. We also conducted an event for 150 business owners on available incentives and financing. To quote the leadership at Shapeways on how the LICP was effective as an IBSP, "It was through the Long Island City Partnership that we were able to receive various incentives such as the Relocation Employment Assistance Program and Energy Cost Savings Program. These were vital for our company to continue to remain in New York City and employ the local workforce. Currently to date, we are working closely with the LICP as they help us through the process of receiving an energy audit from Con Edison and navigate the process of receiving ReCharge NY benefits from the New York Power Authority."

Here are some other examples of the assistance we provide:

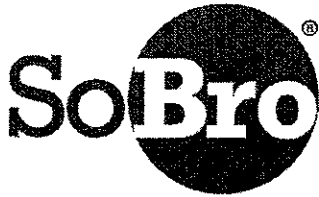
- **Wonton Food Inc** - Arranged for a site visit with NYC DOT on speeding, parking, and safety issues in front of the client's Long Island City facility, the largest fortune cookie manufacturer in North America.
- **Kitchen Plus More** – Expedited Con Edison resolution in relocating utility meters that were blocking entrance to the store which caused delays in opening.
- **Depp Glass Inc** – Working on identifying and obtaining a \$1 Million in incentives/financing for equipment upgrades that will lead to job creation at this high-end glass manufacturing and design company.
- **Gotham Sound** – Provided LIC real estate market overview and incentive eligibility information to this relocating business.

Due to the clear evidence of strong economic impact from this program, we ask for your continued support it, and to return it to full funding at \$3.4 million.

Next I want to address the program through which Small Business Services offers direct support to community-based organizations for commercial revitalization: Avenue NYC. Currently, the Avenue NYC program is funded entirely through Community Development Block Grant (CDBG) allocations provided by the U.S. Department of Housing and Urban Development (HUD), with no current support from Tax Levy funds. With this funding stream, organizations must target commercial corridors that serve neighborhoods federally designated as low-to-moderate-income based on residents, while the program itself targets business areas. We urge the Council to consider allocating Tax Levy funding to enable SBS to have both enough resources and the flexibility to fund projects in the struggling business areas that most need them.

Both the Avenue NYC and the IBSP program are very small investments for a city this size, yet they generate outsized benefits for local businesses, workers and neighborhoods. In order to continue, we strongly need your continued support of the Industrial Service Provider Program at a robust funding level, and for applying Tax Levy funds to the Avenue NYC Program.

Thank you for this opportunity to address your committees and thank you for your support.



TESTIMONY OF
SOUTH BRONX OVERALL ECONOMIC DEVELOPMENT CORPORATION (SoBRO)
Michael C. Brady, Director of Special Projects and Governmental Relations
before the
New York City Council Joint Session of the
Committee on Economic Development and the Committee on Small Business

Chairs Garodnick and Comegy, members of the City Council thank you for the opportunity to discuss the needs of industrial and manufacturing businesses throughout New York City. The South Bronx Overall Economic Development Corporation (SoBRO) has been in existence since 1972. We were founded to protect businesses and grow communities during the great Bronx decline and have shepherded the Bronx's development ever since. Currently, SoBRO adds over \$1 billion annually to the economic vitality of the Bronx, employs over 200 individuals, and provides a holistic evidence-based model for community and economic development. SoBRO operates four distinct divisions to create and implement solutions to society's most systemic challenges. These divisions include:

Real Estate - currently SoBRO owns 19 buildings, manages 5 City-owned properties, and 1 public plaza. Together, our residential real estate holdings provide 1,000 units of housing in the Bronx and Manhattan. SoBRO will add over 1,000 new units of housing to our portfolio over the next four years and expand our borough reach to Brooklyn and Queens.

Youth and Adult Education - SoBRO administers or operates in 12 schools throughout the Bronx, has a comprehensive ESOL program serving approximately 600 newly arrived immigrants each year, teaches a robust adult basic education program to approximately 250 students each year, and operates a multi-faceted Transformation Academy, in partnership with YouthBUILD USA, for 95 disconnected and formerly incarcerated youth.

Workforce Development - SoBRO's nationally recognized workforce development program works closely with the U.S. and State Department of Labor and has provided over 30,000 individuals with workforce placement since its inception. This multi-varied program trains individuals in multiple industries ranging from tech to construction. Notable examples of our training program exists in the creation of Per Scholas and the United Business Cooperative.

Community and Economic Development - at the heart of our conversation this morning. SoBRO's community and economic development division has been nationally recognized and internationally branded as an evidence-based program which gives voice to the community, and provides an incremental approach to area development and business growth. With this model SoBRO has created hundreds of thousands of jobs, assisted in building over 10,000 businesses (large and small), provided vital entrepreneurial skill training, created the Bronx's first Minority

SoBRO's mission is to enhance the quality of life in the South Bronx by strengthening businesses and creating innovative economic housing, educational and career development programs for youth and adults.

Business Development Agency, provided nearly \$1 billion in financing, and shaped the way we as a city approach land use and zoning as it pertains to industry, manufacturing, and residential populations. Of note is our extensive work along the Harlem and East Rivers where we balance residential growth and the historic industrial presence of vital manufacturers and job creators, as well as our presence in Brooklyn and Staten Island.

Together these four (4) divisions provide a viable and proven framework in empowering New Yorkers.

This morning our focus is on industrial and manufacturing businesses, but we must realize that this element cannot benefit without a broader understanding of other drivers of economic development – the aforementioned divisions.

The South Bronx Overall Economic Development Corporation (SoBRO) administers all five (5) industrial business zones in the Bronx – Port Morris, Hunt's Point, Eastchester, Zerega, and Bathgate. We are a community development corporation and represent a client portfolio of over 3,000 industrial businesses which grow the Bronx and New York City's economy by providing over 75,000 private sector jobs.

I want to be clear about the message here - industrial businesses are not just a Bronx issue - they are not just a Brooklyn issue – they are not a borough issue - they are a New York City issue.

Manufacturing and industry represents nearly 1/3 of economic development in New York City. This is risky economic development; because as of yet - New York City hasn't agreed on an industrial manufacturing policy. Due to this, we live in fear of losing over 450,000 jobs to New Jersey, Connecticut, or areas of upstate New York. Fear is something that New Yorkers should never have to deal with - We are New Yorkers; we should not live in fear of losing our workforce, of losing our industry, of losing a way of life which has shaped us since our inception.

We should, as we always do, adapt. New York City's industrial sector bolsters our local economies and provides strong stable jobs for our workforce. The manufacturing sector provides the high-quality jobs with low barriers to entry that allow families to stay and flourish in the city.

SoBRO was heartened to read and create implementation plans when the Speaker issued her report "Engines of Opportunity." This report highlights what we in economic development consider best practices. Truly mixed use development zones, where distilleries can operate next to the NY Post, where a manufacturer of U.S Military uniforms can share a 120 year-old factory with a state-of-the-art art restoration facility. This is the face of 21st century industry. We must shepherd historic industries, and prepare, recruit, and train for the industries the tomorrow.

But what does this take?

It takes policy direction and execution to shape a long term, sustainable approach to preserving and growing industry and manufacturing - while taking into consideration environmental issues and potential residential encroachment.

This administration must fund local development corporations, and economic development corporations which have been administering sites for decades. These groups have grass roots knowledge, trust, and a proven-track record which no survey from the EDC or SBS can quantify. These groups are also under-funded. In the past SoBRO received nearly \$300,000 annually to administer one (1) industrial business zone, now SoBRO administers five (5) IBZ's and receives \$200,000. Now, I don't know about you but if I had one child on a set income - that child would do well. Two children would be a stretch, but five children and a pay cut - doesn't work. The industrial policy is broken, and base lining organizations which have kept businesses in New York City and provided hundreds of thousands of quality jobs doesn't work either.

The Speaker's report is aggressive, but not enough. SoBRO recommends the following:

1) Equitable and realistic funding for local development and economic development corporations. New York City's commitment to initiatives is realized in the money we put behind it. SoBRO proposes a policy whereby IBZ

SoBRO's mission is to enhance the quality of life in the South Bronx by strengthening businesses and creating innovative economic housing, educational and career development programs for youth and adults.

funding is determined by IBZ square footage, and the ratio of existing industrial / manufacturing businesses to a reasonable projection of new businesses to an IBZ relative to IBZ's available real estate. Prior to this implementation, the NYC EDC must partner with Pratt-or a similar organization- and local development corporations to determine real time real estate data in every Industrial Business Zone. This data must be uploaded to a City data base and maintained by local development corporations, under their IBZ contracts and be searchable by potential industry tenants. This will provide a valuable marketing tool when championing New York City's ability to grow industry.

Additionally, the administration must continue to investigate IBIDS. However, the administration must realize that IBIDS are not the silver bullet of industrial policy. IBIDS must work in tandem with existing IBZ providers. SoBRO suggests a pilot program of five (5) IBIDS - one in each borough. This pilot is not in place of City funding for industrial business zones, but rather in addition to the aforementioned funding.

2) **Ensure proposed rezonings preserve local and commercial businesses.** Our communities do not just need more housing – we need balanced neighborhoods. Our neighborhoods must be able to meet the needs of a wide range of residents – particularly those living in public and subsidized housing, who are often ignored. Local small business are an important source of jobs as well as services that our communities need, and should be retained and strengthened. The industrial sector in particular provides good, career-oriented employment for many New Yorkers who otherwise lack access to similarly well-paid work. Many of these business are already at risk due to speculation and porous zoning. Income and housing affordability go hand in hand. We need to ensure that in the course of developing new housing, we avoid eliminating jobs – thereby creating a greater need for affordable housing.

3) **Implementation of “Engines of Opportunity”** Work with area local development corporations over the next fiscal year to create IBZ benchmark performance indicators, and develop long term plans to preserve and diversify industry. These plans must also include rigorous environmental steps to protect the long term health of employees and area residents.

4) **Create Clean Energy Corridors.** These corridors should encroach on the fringes of heavy industrial areas and provide a business environment to attract clean energy companies, and technology manufacturers with low or no negative environmental impact. These corridors become buffer zones separating heavy industry from decidedly residential areas.

5) **Create a New York City is Open for Business Policy.** Own our industrial and manufacturing roots and seek to widen our net to increase job creation and grow the idea of New York being a City of makers. New York City should not just be a city to live-in. It should be a City to create, work, and thrive in.

6) **Open a city-subsidized, rent generating, makerspace in every borough.**

7) **Provide and work with State and Federal partners in funding and implementing infrastructure repairs to Industrial Business Zones.** Our communities' long term health and safety must be prioritized, and potential rezonings should be seen as an opportunity to develop smarter. In particular there must be careful planning and where necessary mitigation of environmental and infrastructure impacts while also adhering to climate change resiliency principles.

Protecting and promoting our industrial sector is crucial to the City's overall economic development. The sector provides over 450,000 jobs in New York City, making up nearly 15% of our city's workforce, and contributes over \$1.7 billion annually in tax revenues. This is a policy we cannot afford to screw up. We must take meaningful steps which secure the short term future, and long term growth of New York City while also protecting working families and giving individuals a chance to choose a career over the streets and build on the diverse American dream.

Thank you.



Ridgewood Local Development Corporation

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E-mail: RidgewoodLDC@aol.com website: www.Ridgewood-NY.com

March 26, 2015

Testimony to the Joint Committees on Economic Development & Small Businesses
Re: Reinstatement of the Industrial Business Zones Program

Hon. Robert Carnegie, Chairperson NYC Council's Committee on Small Business and other distinguished members.

Hon. Daniel Garodnick, Chairperson NYC Council's Committee on Economic Development

My name is Theodore M. Renz, Executive Director of the Ridgewood Local Development Corporation (RLDC). The RLDC is a nonprofit organization formed in 1978 to serve the economic interests of the commercial and industrial sectors within Greater Ridgewood primarily in the Ridgewood and Glendale area.

The Ridgewood Community has a long, proud manufacturing history (mainly knitwear related). Although, the presence of manufacturing has decreased in recent years, we believe that manufacturing and related businesses remain important to our neighborhood, our city and nation.

It is for this reason that the Ridgewood LDC, Community Board #5, local elected officials and other stakeholders fought for the inclusion of our South of Myrtle Avenue Industrial Area (SOMA) as an Industrial Business Zone. We were finally included when the IBZ Boundary Commission voted in December 2013 to designate SOMA as a wholly new IBZ.

Currently, funding for the Industrial Business Zones (IBZ's) program is not included in Fiscal Year 2016 budget. We strongly urge that this important program be reinstated and furthermore that it will be restored to its 2006 level of \$4 million dollars.

Working with local manufacturers is important because light manufacturing/industrial firms provide good paying jobs for local residents as well as others outside. Further objectives are to strengthen the industrial and residential communities, identify opportunities for industrial development and expansion, and resolve conflicts between industrial and residential uses.

A diversified manufacturing base is a sound economic policy. These local jobs produce both primary and secondary benefits from taxes and locally spent incomes.

This program provides support to community based organizations and local development corporations through the Industrial Business Solutions Providers Program which also administer the IBZ program to provide direct, locally provided technical assistance to industrial and manufacturing businesses throughout the city.

This program has been critical in its ability to provide local firms the support to create and maintain jobs, expand and invest for the future. The RLDC has also submitted a application request under the Industrial Business Solutions Providers.

This request of \$75,000 to allow RLDC the flexibility to use the services of either a consultant, graduate student or part time person to assist existing staff with outreach and follow up with regard to providing comprehensive program services to area businesses. We would work with Business Outreach Center (Network BOC Network) which already manages the Maspeth IBZ.

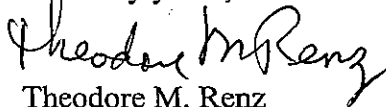
This program we have is directly in line with the Mayor's goals as stated in his original policy paper "A Progressive Vision for Industrial Development in New York City". These are exactly the kinds of jobs we need to bridge the gap between New York's Tale of Two Cities. This policy paper made a commitment to assist manufacturing firms, expand the number of manufacturing jobs, improve and strengthen industrial zoning laws and strengthen the city's industrial business zones. This program is critical to preserving and enhancing the city's manufacturing and industrial sectors.

So, in closing, I urge you to restore funding to the Industrial Business Solutions Providers Program so we can continue to enhance and preserve quality jobs and assist our industrial sector to thrive.

Also, I would like to take the time to thank the Speaker, Hon. Melissa Mark-Viverito and the entire New York City Council for their recent forward thinking report: Engines of Opportunity: Reinvigorating New York City's Manufacturing Zones for the 21st Century. Serious consideration should be given to this study and their recommendation for action.

Thank you for your past support and consideration.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Theodore M. Renz". The signature is fluid and cursive, with the first name being more prominent.

Theodore M. Renz

Ridgewood Local Development Corporation

Written Testimony

**NYC Council Joint Hearing
Economic Development and Small Business Committees**

March 26, 2015

**Presented by: Marcos Neira and Sergio Aguirre
Sunrise Cooperative**

We represent the Sunrise Cooperative, a for-profit business jointly owned and democratically controlled by 45 predominately Latino and immigrant-owned auto shops and other small businesses from Willets Point. The City of New York intends to redevelop Willets Point for retail, hotel, commercial and residential use. We are committed to collectively relocating from Willets Point and thanks to dedication of City Councilmember Julissa Ferrerras, and with the assistance of Urban Justice Center and BOC Network, we established the Cooperative, developed our business plan, identified several potential parcels for our relocation and received funding through NYC EDC.

BOC's assistance was critical to furthering our negotiations with the City and when we found a facility in Hunts Point, BOC introduced us to an M/DBE certified contractor who has taken a personal stake in our survival and successful relocation. BOC helped us go through the long process with the City since 2012, that resulted in getting our project underway this month.

To further ensure our success, BOC will manage the disbursement of funds from NYCEDC for our relocation and construction costs, provide contract compliance support, and account maintenance of the construction project. In addition, they will track budget expenditures and assist us in establishing an accounting system and identifying other sources of funding.

Mayor de Blasio's preliminary FY 2016 budget has eliminated funding for the Industrial Business Solutions Providers. As a business that has benefited from their direct technical assistance and support, we respectfully urge you to restore funding to support BOC Network so they can continue to offer their expertise and experience to Sunrise and other immigrant and minority-owned businesses in the City.

Background:

Queens Tribune

A Group Of Auto Shops Will Relocate To The Bronx

Posted on March 13, 2014 by tribune in Top News

BY TRISHA SAKHUJA

Staff Writer

After much back and forth, 47 auto shops will relocate from the Willets Point Iron Triangle to a 34,000-square-foot warehouse at Hunts Point in the Bronx.

Marco Neira, president of the Sunrise Cooperative, a group of auto shops relocating together, said they signed the lease last week with NAI Friedland, a commercial real estate firm, and have had the keys to the warehouse since Saturday.

After repairing thousands of cars for decades, dozens of auto shops are being pushed out of the area to make room for the first phase of a \$3 billion redevelopment plan. Set forth by former Mayor Michael Bloomberg and the Queens Development Group, a joint venture between Sterling Equities and Related Companies Inc., the project will build a 1.4 million-square-foot mall on parkland, across the street from Citi Field.

Even though many of the owners surrendered their shops to meet the City's Jan. 31 deadline in order to receive six months of rent at their newly leased location, Neira said no one is happy to leave the Iron Triangle, not even the businesses relocating together as a group to Hunts Point.

"I don't feel very well because it's so sad to see everyone leaving from Willets Point," he said.

While Sunrise Co-op works with a team of engineers and a construction company to make the new warehouse suitable for the auto shops, Neira said many of the auto shop owners are struggling to meet their monthly bills.

As of now, Neira said he cannot estimate when they will relocate, but he said they are leaving with a peace of mind, knowing that the City will use \$2 million of its relocation benefits to pay for the warehouse's security deposit and rent for the next two years.

The Economic Development Corporation's spokesperson Kate Blumm said Sunrise Co-op can apply to receive more money from the City to help them during their relocation process.

"The Sunrise Cooperative's move to the Hunts Point neighborhood in the Bronx ensures that hundreds of jobs will be retained," she said.

Blumm also said that even though the supplement payment plan expired on Jan. 31, individual businesses can still apply to have their relocation costs paid for by the City.

Arturo Olaya, president of the Willets Point Defense Committee, which represents 47 tenant businesses, said half of the businesses from Sunrise Co-op do not want to go to the Bronx.

"We want to be relocated here in Queens because we figured out to go to the Bronx, its going to cost \$5,000 a year in tolls and gas," he said.

Olaya said he is concerned for the auto shop owners moving to the Bronx. Since renovating the warehouse to meet the needs of the auto shop owners could take up to six months, Olaya said he is worried about their survival, and once they do relocate, he said established customers will not want to travel to the Bronx.

As for EDC assisting the businesses to relocate, Olaya said they have not received enough help.

Reach Trisha Sakhuja at (718) 357-7400, Ext. 128, tsakhuja@queenstribune.com, or @Tsakhuja13.

Center for Court Innovation Testimony
New York City Council
Committee on Economic Development Preliminary Budget Hearing
March 26, 2015

Good afternoon Chair Garodnick, Chair Cornegy and esteemed Members of the Council. My name is Dipal Shah, and I am the Project Director of the Midtown Community Court, a project of the Center for Court Innovation. Thank you for giving me the opportunity to speak today.

I am here to urge the Committee on Economic Development and Committee on Small Business, as they are considering the Mayor's proposed budget, to support funding for the Center for Court Innovation as we continue to develop new and innovative approaches to create pathways out of poverty for individuals involved in the criminal justice system and strengthen communities through our partnerships with the business community.

There are nearly 10,000 inmates in New York City jails at any given time, each with an annual taxpayer cost of over \$50,000. Close to 50% of those individuals will reoffend within a year of release and end up back in jail. The need for programs that work to prevent the cycle of recidivism by creating economic opportunities for these individuals is not only tremendously beneficial for them and their families, but beneficial for the entire New York City economy. This is why the Center for Court innovation has developed programs like UPNEXT, a workforce development and fatherhood engagement initiative at the Midtown Community Court. The UPNEXT program serves formerly justice involved unemployed non-custodial fathers and provides tools and resources for participants to successfully compete in today's job market and re-connect with their families. The program also provides opportunities for a job support fellowship and transitional work extension through our partnerships with businesses such as the Times Square Alliance. In Harlem, the Harlem Justice Corps is an intensive career development and service program for justice-involved young people seeking employment, education services, and meaningful opportunities to serve their community. The Justice Corps seeks to improve the education and employment opportunities for Corps Members, reduce recidivism, and support

community development in Harlem. Corps Members participate in community benefit projects to improve East and Central Harlem and receive vocational and educational training, internships, and job placement. The importance of our partnerships with organizations in the business community like the Times Square Alliance, Lincoln Square Business Improvement District, The Pitkin Ave Business Improvement District, and others, which allow for job placement opportunities, cannot be understated. These partners in the business community provide the means for formerly justice involved individuals to get back on the right track towards productive lives free of the criminal justice system and we hope more businesses will recognize this crucial need.

Outside of working with justice involved individuals, the Center for Court Innovation also focuses on strengthening low-income neighborhoods at high risk of violence. At our Youth and Community Justice Centers in Staten Island, Brownsville, and Harlem, the Justice Community Plus program provides employment readiness and workforce development services for youth exposed to community violence. It is designed to emphasize soft skills while providing participants with resume help, interview preparation, and off-site internships. In Brownsville, The Belmont Revitalization Project is a part of the Brownsville Community Justice Center's efforts to restore a crime-ridden retail corridor into a striving business district that promotes positive pedestrian activity and strong community. Launched in 2014, the project's short-term goals include place-making strategizes that will focus on visible change through clean-ups, lighting, greening, space activation, and public art. Medium- and long-term goals will focus on soliciting community input, creating permanent public spaces for community activities, attracting anchor businesses and establishing a merchant association or Business Improvement District. And, the Brownsville Community Justice Center has also partnered with the Brownsville Partnership on its 5,000 Jobs Campaign, an initiative that seeks to connect 5,000 Brownsville residents to jobs by 2017.

The City Council's past support has been invaluable to the success of the Center for Court Innovation. This year, the Center is seeking the City Council's support continue our core operations as I have described, as well as support for the critical expansion of new initiatives

focused on youth diversion, police-youth-community relations, and enhanced access to equal and fair justice for the city's most vulnerable citizens.

- Earlier this month, we launched Project Reset together with the NYPD and the District Attorney's Offices in Manhattan and Brooklyn. Project Reset is an early diversion pilot in Brownsville and East Harlem that will divert 16- and 17-year-olds arrested for minor non-violent offenses to counseling or community service before they ever come before a judge – avoiding any chance of a criminal record or time in jail. This is a fundamental shift in the way that law enforcement approaches minor offending, and with the council's help, we hope to expand this critical initiative to many additional precincts and young people around the city.
- In Red Hook, our Peacemaking program seeks to empower an isolated, historically underserved community with high rates of justice system involvement to play an active role in solving its local problems by using traditional Native American techniques. Poverty Justice Solutions, a recently launched new program, will help low-income New Yorkers preserve their housing and prevent homelessness by recruiting law school graduates to serve two year fellowships working in housing courts throughout New York City, greatly increasing tenant access to legal counsel. With the Council's support, we hope to expand these new programs and initiatives that increase procedural fairness, increase access to representation, and engage communities in local problem-solving.
- Finally, at the Brownsville Community Justice Center, police-youth-community dialogues are regularly convened. These unscripted conversations among teens, cops, and residents have helped to not only build trust and understanding, but advance common goals. In Staten Island, a new program, the Neighborhood Youth Justice Council, enables young people, together with other community members and justice stakeholders, to design and implement projects and not just *talk* about police-community dynamics, but actually create positive change. With the Council's help, we hope to expand our police-youth dialogue work to all of our Youth and Community Justice Centers and create

Neighborhood Youth Justice Councils in Jamaica Queens, East Harlem, and other communities.

The Center for Court Innovation looks forward to continuing to work with the New York City Council to strengthen neighborhoods and develop new ways to create economic sustainability among justice involved individuals that benefits all of New York City. We respectfully urge you to continue to support our work and thank again for the opportunity to speak. I would be happy to answer any questions you may have.

March 23, 2015
Hon. Melissa Mark-Viverito
Speaker
City Council of New York
250 Broadway
New York, New York

Dear Speaker Mark-Viverito,

The Industrial Business Zones are very important to the companies in the New York City area like the one I work for, Shapeways. However, since business owners and their people are focused on day to day operations, it is difficult to set aside the time to focus on incentives, training grants, workforce development programs, financing, which are available.

The people managing the Industrial Business Zones are invaluable to businesses like Shapeways. We develop a relationship with people managing the Industrial Business Zones, who are knowledgeable about programs that could potentially help my business. They diligently follow up and encourage us to apply for programs, benefits that my business might otherwise have missed. The collaboration helps identify the programs which will benefit our business, thus helping our business to stay afloat and keep our people employed.

Headquartered in New York City, Shapeways is the leading 3D printing marketplace and community, empowering designers to bring amazing products to life. By giving anyone the ability to quickly and affordably turn ideas from digital designs into real products, Shapeways is fundamentally changing how products are made and by whom. Through Shapeways, designers gain access to the best industrial 3D printing technology, capable of manufacturing products with complex designs in a wide range of high-quality materials. 3D printing turns raw materials into original products, from wedding rings to rocketships, model trains to iPhone cases, and prototypes to industrial engineering parts. The Shapeways community can sell their products, share ideas, and get feedback from creative consumers and other designers around the world.

Here at our Design & Manufacturing facility in Long Island City, Shapeways employs 45 employees, half of the local workforce. The Long Island City Partnership has provided much needed and efficient business assistance to our company. It was through the Long Island City Partnership that we were able to receive various incentives such as the Relocation Employment Assistance Program and Energy Cost Savings Program. These were vital for our company to continue to remain in New York City and employ the local workforce. Currently to date, we are working closely with the LICP as they help us through the process of receiving an energy audit from Con Edison and navigate the process of receiving ReCharge NY benefits from the New York Power Authority. We could not be more appreciative of LICP's support as we work through the complexities of this program.

Shapeways is just one of many businesses in the Long Island City area who have been helped by the Industrial Business Zone program.

Thank you for your help in this matter.

Sincerely,



Michael Needleman
Finance, Shapeways

CC: Deputy Mayor Glen
Council Member Garodnick
Council Member Cornegy, Jr.



Mitchell'sNY

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March 17, 2015

Hon. Melissa Mark-Viverito
Speaker
City Council of New York
250 Broadway
New York, New York

Dear Speaker Mark-Viverito,

The Industrial Business Zones are extremely important to the companies in the New York City area. Business owners are focused on the day to day running of their businesses. Most businesses are not aware of incentives, training grants, workforce development programs, financing, which are available to them. It takes the relationships of the people managing the Industrial Business Zones to tell us about these programs. Not only to tell us, but, to follow up and be our consciences' when it comes to going to meetings, as well as applying for programs which will benefit us. Because of business owner's relationships with the Industrial Business Zone Managers, they understand our businesses and so can identify the programs which will most benefit our bottom line, thus helping us to stay in business and keep our employees working.

Since 1946, Mitchell'sNY has been meeting the needs of its customers throughout the five boroughs of New York City and Westchester County. From humble beginnings in a small candy store on First Avenue and 50th Street, we have grown into the largest independently owned newspaper home delivery service in the United States. Three generations of the Newman, Rizzi, and Gordon families have worked diligently to maintain the quality and admiration for the company, established years ago by the founders, Al and Ruthy Newman. Each day, we proudly serve over 150,000 homes with everything from newspapers, magazines, and beverages (www.beverageuniverse.com), to specialty items like baked goods and organic juice cleanses. It continues to be our honor to serve the greatest customers in the world, whether it be at their home, office or retail store, throughout the metropolitan area. We like to think that we've changed the landscape of New York City, ever so slightly. At 6AM, on any given morning, glancing down the hallways of thousands of buildings, you will witness the creation of a checkerboard created by a random assortment of newspapers and magazines in front of various apartment doors. That's us at work! Our mission has always been to help get our customers' day off to just a little bit of a better start by providing great, reliable service.

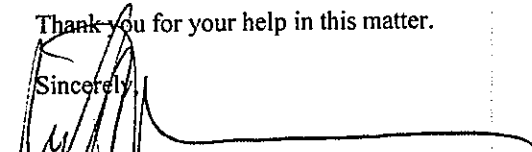
Here at our facility in Long Island City, Mitchell's NY employs over 200 employees all from the New York City workforce. The Long Island City Partnership has provided much needed and efficient business assistance to our company. It was through the Long Island City Partnership that we were able to receive various assistance through financing, accessing incentives, marketing/networking, and navigating government. Our relationship with the LICP is vital for our company to continue to remain in New York City and employ the local workforce. Currently to date, we still work closely with the Partnership to as they help us with issues with the Department of Transportation,

navigating government, and acting as our voice for the manufacturing and business community in Long Island City.

I am just one of many businesses in the Long Island City area who has been helped by the Industrial Business Zone program.

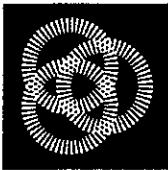
Thank you for your help in this matter.

Sincerely,



Mitchell Newman
Mitchell's NY
(646) 277-3770

CC: Deputy Mayor Glen



Greater Jamaica
Development
Corporation

90-04 161 Street
Jamaica, NY 11432
718 291-0282
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www.gjdc.org ■

FOR THE RECORD

Written Testimony

New York City Council Committees for Small Business and Economic Development

New York City Council Fiscal Year 2016 Preliminary Budget,

Councils Chambers - City Hall, 10:00 am

March 26, 2014

My name is Aron Kurlander, and I am the Director of Business Services for Greater Jamaica Development Corporation. Thank you for this opportunity to speak before you today. GJDC has been a frontline, economic development organization with day-to-day contact with manufacturing and industrial firms for over 40 years. In that time we have administered many of the city's local industrial assistance programs including the In-Place-Industrial --Park program (IPIP), Industrial Business Zone program (IBZ) and now as the Industrial Business Solutions Provider (IBSP).

Technical assistance offered to local industrial firms is the best tool we have to attract and retain the high wage industrial jobs that our communities need.

Recently we helped a certified minority-owned dairy distributor at risk of losing the space it leases plan for the future; with the hope of saving the 210 union jobs that were slated for relocation to New Jersey. Also we recently assisted a minority-

owned electrical contractor in securing a small \$10,000 line of credit from GJDC's revolving loan funds, to enable him to better manage his cash flow and enable him to bid on new contracts requiring cash outlays for materials in advance. These are but two examples of the types of businesses we serve. We provide assistance to businesses large and small in our community. We do what it takes to create an environment that continues to generate new, well-paying jobs.

As you know the funding available to local economic development organizations to provide industrial assistance, including business attraction and retention was once as much as \$4 million dollars annually. It has been zeroed out in the Mayor's Proposed Budget. Industrial Service Provider funds are essential for GJDC to be able to continue to provide essential services to retain local small businesses. We respectfully request the restoration of the funding to the original citywide \$4 million dollar level. That level of support would go a long way to providing GJDC with the capacity to better help grow the industrial workforce in Southeast Queens and provide good paying jobs for this community. Again, thank you for your time and attention.

TESTIMONY

Oversight Budget Hearing:

“Worker Cooperatives- A Successful model for Small Business”

Presented to

New York City Council, Committee on Small Business Services

Hon. Robert Cornegy, Chair

Thursday, March 26, 2015

Prepared By:

Alexis R. Posey, Senior Policy Analyst for Workforce Development
at Federation of Protestant Welfare Agencies on behalf of
New York City Worker Cooperative Coalition

New York City Worker Cooperative Coalition

% Federation of Protestant Welfare Agencies

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New York, New York 10010

Phone: (212) 777-4800 / Fax: (212) 414-1328

Opening

Good afternoon, Chairperson Cornegy, and the distinguished members of the New York City Council Committee on Small Business. On behalf of the New York City Worker Cooperative Coalition (the Coalition), we want to thank you for this opportunity to testify on the economic and social opportunities inherent in the structure of worker cooperatives and to share the successes we have achieved thus far through the implementation of the Worker Cooperative Business Development Initiative (the Initiative) as we look ahead to supporting the creation of more businesses and dignified jobs for New York City residents in FY 2016.

The Coalition is a New York City based group advocating for the development and expansion of worker cooperative businesses as a means to reduce poverty and income inequality in New York. We are comprised of 14 New York City based worker cooperatives and not-for-profit support organizations, among which The Working World, Green Worker Cooperatives, the Democracy at Work Institute, Make the Road NY, and the Federation of Protestant Welfare Agencies. The Initiative is a result of this advocacy work and the leadership. Council Member Arroyo, and Council Member Rosenthal, whom we wish to acknowledge for their support in the final budget of FY 2015.

Why Worker Cooperatives Work-

Worker cooperatives are values-driven small businesses whose core purpose is to benefit workers and their community. In contrast to traditional companies, employees at worker cooperatives participate in making and apportioning the profits, overseeing, and governing the organization using democratic practices. Workers own the majority of the equity in the business, and control the voting shares. The model has proven to be an effective tool for creating and maintaining sustainable, dignified jobs; generating wealth; improving the quality of life of workers; and promoting community and local economic development, particularly for people who lack access to business ownership or sustainable work options.

Finally, the creation of employment for some of our city's most disadvantaged citizens is built into the purpose of cooperatives

The New York City Council Worker Cooperative Initiative and Collaboration with Small Business Services (SBS)

Since July 2014, the Initiative has supported the startup of 44 worker cooperatives, which are projected to have 194 worker owners by June 2015. Initiative partners have also been educating the broader entrepreneurship and business communities about worker ownership, working with over 500 individual worker-owners, business owners, lawyers, and economic development professionals.

In addition to the creation of and support of worker cooperative businesses, the Coalition and Initiative partners are working to build relationships and foster effective collaborations with New York City agencies, specifically Small Business Services (SBS). We are pleased with SBS's recent support of the initiative and are looking forward to working with the agency to integrate the worker cooperative model into their support services. The Coalition and Initiative partners will be providing trainings to SBS staff as well as conducting the Small Business Services' "10 Steps" trainings in both English and Spanish, which will focus on cooperative businesses. This collaboration will also include events where worker owners and cooperative members can display their businesses while networking with other businesses; events similar to the March 3rd Worker Coop Fair which was coordinated by the NYC Worker Cooperative Coalition and hosted by Speaker Melissa Mark-Viverito's office, Council Member Arroyo, Council Member Rosenthal, Chairperson Cornegy, and Council Member Gardonick. This Worker Coop Fair displayed ten worker cooperative businesses from all across the city and offered the businesses the opportunity to engage with each other as well as engage with their City Council member. The Coalition and Initiative partners look forward to working with SBS to provide education and support to cooperative businesses and promoting the business model to all New York City residents.

The Coalition is requesting the City Council increase its investment in the Worker Cooperative Business Development Initiative from \$1.12 million in FY 2015 to \$2.34 million in FY 2016. With additional resources, the Coalition aims to increase the impact of this Initiative on cooperative creation by 30% and assistance and jobs created by 50%, in addition to doubling the number of entrepreneurs reached. In FY16 the Initiative will acquire 2 new partner organizations that will help us to further our aforementioned goals. The enhancement also accounts for the 10% allocation which was awarded to Small Business Services in FY15. We ask the SBS will consider working with the Mayor's office to provide that funding, so that the Council funding is used solely for the creation and expansion of worker cooperatives businesses

With the continued support of the City Council and the support of the Small Business Services Agency we will continue to see these businesses grow and witness more individuals and families achieve the financial stability that will ultimately improve not only their lives but also their communities.



EVERGREEN
Your North Brooklyn Business Exchange

**Testimony of Evergreen to
NYC Council Committees on Small Business and Economic Development
March 26, 2015**

Evergreen (formerly EWVIDCO) is a membership organization that helps the nearly 1000 industrial businesses in North Brooklyn to grow in order to keep their 11,700 quality blue collar jobs in our community. This represents 14% of the City's manufacturing employment base. I would like to highlight the recent work that our organization has accomplished through the Industrial Business Zone (IBZ) program, and request that \$4 million in funding be allocated for the program citywide.

Manufacturing is alive and well in North Brooklyn, and for the past 30 years Evergreen has fought to keep it that way. North Brooklyn companies make everything from bespoke suits to architectural steel, from store installations for Park Avenue boutiques to fortune cookies for corner takeout joints. This is a dynamic combination of businesses old and new, traditional and innovative, big and small. But what they create most are good paying jobs for the people who live here. Evergreen serves as their voice in the community and advocate beyond it. We help these businesses get financing, find real estate, access incentive programs, and work tirelessly for support from city, state and federal government. Evergreen has worked to keep North Brooklyn booming. As a result, New York City can continue to be a place where actual *things*, and not just ideas, are made. In 2013 Evergreen obtained \$3,666,500 in financing for local firms. We placed 6 employees in jobs and improved the average wage of these positions by 35% over 2011. We managed 22,200 square feet of affordable industrial real estate to retain more manufacturing jobs in our community. And staff helped 37 businesses navigate government agencies 40 times resulting in 23 successful outcomes!

Evergreen continues to extend its role as the voice for businesses in industrial North Brooklyn. We represented their interests at public hearings and community meetings. We brought elected officials, like the membership of your City Council committees to meet our businesses and their employees so they could really understand the impact of the policies they develop. We advocated with City, State and Federal officials to help them understand the impact of the Superfund process on the local economy, and we educated the local businesses about how the process might affect them. We continued to serve as the connection between the business and residential community for a variety of issues such as vehicle safety and truck routes. In addition to broad based efforts, we worked with individual businesses to navigate government agencies to resolve a variety of issues such as permits, tickets, graffiti removal, illegal dumping, utilities and signage. We are able to accomplish these outcomes for our local businesses as a result of our longstanding relationship within the local business community.

Appropriate levels of funding for the IBZ program will ensure that we will be able to serve the many businesses that rely upon us for advice and support. Through the IBZ program, EVERGREEN is the portal for local industrial businesses to access city and state programs



**New York City Council Economic Development & Small Business Committee
Preliminary Budget Hearing-March 26, 2015**

Good morning Chairmen Garodnick and Cornegy and Committee members. I am Marjorie Parker, Deputy Director of JobsFirstNYC, a nonprofit intermediary focused on connecting young adults to the economic life of New York City. Thank you for the opportunity to address you today. I am going to talk about growing our economy by increasing employment of young adults.

New York is at an enviable point. In 2014 we added about 100,000 jobs, the biggest one-year growth in the City's history. This followed four years of spectacular job increases. And the goose is still laying golden eggs. The Independent Budget Office projects that New York City will add another 257,000 jobs between now and 2018.

A large share of them will pay between \$50,000 and \$100,000 in sectors like construction, transportation, utilities, administrative and support services, education, health care, and government. And most can be performed **without** a four-year college degree, so they can be bridges to the middle class for individuals with limited education. But the IBO warns that labor market shortages may leave many openings unfilled, ultimately depressing the City's economy.

We could tap more than 300,000 young adults to fill these jobs since **35 percent** of the City's 18 to 24-year olds are not in school and are either not working, or are stuck in low wage jobs. But young adults in New York who try to connect the dots between occupations and the training, and education available to qualify for them face an enormous challenge.

JobsFirstNYC has proposed a comprehensive strategy meet this challenge. Its centerpiece is the creation of Youth Opportunity Centers in the communities where most of the 35 Percent live. These centers will connect them to the educational, training, work experience and services that will ultimately qualify them for well-paying jobs, and help keep their eyes on the prize. In addition, we advocate:

- expansion of training programs to qualify young adults for demand occupations;
- creation of industry partnerships to forge inroads to jobs; and
- development of a virtual one stop web portal with comprehensive information concerning potential careers, sources of education and training, and organizations that help young adults become gainfully employed.

The last is not a new idea, except in New York. States like Wisconsin, Minnesota and Virginia already have models we can emulate. And we can build it out using a resource that no other City has – our 311 system.

New York City cannot afford the loss of income and tax revenue from leaving good jobs “on the table,” along with the enormous costs for health care and social services to a large underutilized work force. But, as of now, the Administration has no plan to help the 35 Percent get a shot at middle class jobs that will be available. This has to change.

At JobsFirstNYC, we are focused on advancing economic opportunity for all young New Yorkers. I hope that you will join me in supporting the adoption of measures that enable young adults to be fully integrated into a growing healthy economy. Thank you.

A Policy Paper Prepared by JobsFirstNYC • July 2014



EXECUTIVE SUMMARY

An estimated 172,000 young adults in New York City are neither working nor enrolled in school. Another 133,000 young adults work in low-wage jobs with limited opportunities for advancement. Together, they comprise 35 percent of the city's 18- to 24-year-old population.

Ill-served by public education and cut off from opportunities to explore their career interests and define their identities as workers, these young New Yorkers—referred to in this report as the “35 Percent”—have reached adulthood facing the grim prospect of life on the economic margins. Without focused attention and support from policymakers and other stakeholders, many of them may never achieve economic self-sufficiency, contribute to their communities, or be able to support themselves and their families.

The challenge for New York City is to help all its young people get on a path to career-track work and financial independence. To address this challenge, JobsFirstNYC urges city leaders in government, industry, and philanthropy to make young adult employment a priority by embracing a strategy that engages the 35 Percent through programs tailored to their developmental and academic needs and based in the communities where they reside. Such a strategy would enable them to build the skills necessary for securing successively more demanding and better-paying jobs. To ensure that these young adults are prepared for labor market success, businesses, organized labor leaders, and training/education providers must be full partners in designing and implementing programs to support them.

This comprehensive, community-based, and employer-focused young adult employment initiative should contain the following elements:

I. SECTORAL YOUNG ADULT EMPLOYMENT PARTNERSHIPS

Employers and training providers should form Sectoral Young Adult Employment Partnerships that identify labor market gaps, occupations, and job openings within targeted sectors of the New York City economy that young adults could fill.

II. SECTOR-BASED TRAINING AND APPRENTICESHIP PROGRAMS THAT SUPPORT YOUNG ADULTS SEEKING CAREER-TRACK WORK, WHILE MEETING EMPLOYER DEMANDS

Industries such as healthcare, property maintenance, construction, and transportation—which require on-the-job training or an industry-recognized certificate or license—offer tens of thousands of job openings in the city each year. Programs that combine training with academic remediation can help young adults with basic skill deficits qualify for middle-wage jobs in these and other industries. New and expanded apprenticeship programs sponsored by industry partnerships can prepare young adult workers for well-paid jobs in the public and private sectors.

III. A NETWORK OF COMMUNITY-BASED YOUNG ADULT OPPORTUNITY CENTERS AND EMPLOYMENT PARTNERSHIPS

A network of Opportunity Centers in the 18 communities with the greatest numbers of out-of-school and out-of-work (OSOW) young adults would connect these individuals to jobs and to the educational, training, and support services necessary to get on a path toward self-sufficiency wage work and career success. Neighborhood-Based Young Adult Employment Partnerships would streamline hiring and strengthen local businesses by connecting them to job-ready workers. Through close collaboration with the Sectoral and Neighborhood-Based Young Adult Employment Partnerships, Opportunity Centers will gain a deeper understanding of employer needs that enables them to develop career pathways for the young adults they serve.

IV. A ONE-STOP WEB PORTAL PROVIDING CAREER INFORMATION AND ACCESS TO EDUCATION, TRAINING, AND EMPLOYMENT RESOURCES

A comprehensive web portal would provide access to career-related and educational information that many young New Yorkers cannot currently find. It would offer information about job openings, occupations and their required qualifications, training and education programs, and available resources to offset the costs of these programs.

Together, these initiatives would create a seamless employer-centered and community-based system to help provide the human capital required for a robust economy.

To be sure, this plan is nearly unprecedented in its ambition and scope. Previous efforts to integrate the 35 Percent into the city's economy have failed to sufficiently engage employers and have addressed fewer than 10 percent of the young adults shut out of the labor market. Most City-run programs have tended to focus on short-term job placements rather than long-term progress toward career-track employment. At the same time, changes in the labor market have shrunk the pool of middle-wage jobs available to young adults without a four-year college degree, while increasing the number of lower-paid food service and retail jobs and jobs requiring advanced training. These changes in the New York City economy—and the absence of a coordinated, systemic policy and programmatic response—have contributed to the significant decline in young adults' labor market preparation and participation and in their earnings over the past ten years.

The employer-centered and community-based system proposed by JobsFirstNYC would address some of the biggest obstacles and help reopen the path to self-sufficiency wage jobs—benefitting not only young adults, but every New Yorker.

IV. A ONE-STOP WEB PORTAL THAT HELPS YOUNG ADULTS MAKE CAREER-RELATED DECISIONS

An 18-year-old living in Far Rockaway who is good at art and is an enthusiastic computer gamer might wish to design computer games but have no idea what qualifications are required, where she could obtain them, or what it might be like to actually work as a programmer or game designer—and she might have no one to ask. A 19-year-old in Morrisania who dropped out of high school at age 17 might not know where to explore his educational options. A 20-year-old high school graduate in East Harlem who works in fast food and wants a better-paying job might need help with resume preparation and interviewing skills.

The fractured and siloed nature of education, training, and employment programs in New York City adds to the difficulty faced by young people like these when trying to learn about and connect the dots between occupations, requirements, training, and education. Although New York City operates 17 Workforce1 Career Centers, as well as Job Centers and high school referral centers, there is no single source of information about the resources available to help young adults find jobs or explore careers. Piecing together a picture of what is possible is an enormous challenge.³⁸

Young adults often struggle to obtain information about employment and career opportunities, the skills and qualifications required, and the programs that can help them reach their goals. For example, the potential game designer might have difficulty finding out that she could qualify with a bachelor's degree in computer animation and interactive media from the Fashion Institute of Technology, that tuition is \$4,425 per year and financial aid is available, and that she could earn at least \$45,000 per year after graduation. And the 20-year-old in East Harlem might never find out that he can get help drafting a resume, preparing for a job interview, and learning about workplace expectations in his very own

There is no single source of information about the resources available to help young adults find jobs or explore careers. Piecing together a picture of what is possible is an enormous challenge.

neighborhood from STRIVE, an organization specializing in employment and training services for young adults.

A web portal providing comprehensive information on careers and occupations, as well as on the training, educational, and community-based services available to help them qualify for and secure these jobs, would provide enormous value for young adults looking to take their next step—or even trying to figure out what that step should be. New York City government agencies and the philanthropic, nonprofit, and technology sectors should work together to establish and maintain a career portal where young adults can get the answers they need. The portal would coordinate and build upon existing online resources.

This website, which would also be an asset to guidance counselors at schools and career counselors at community-based organizations, would be user-friendly and comprehensible for individuals from a range of academic backgrounds. For example, its various pages—particularly those pertaining to adult basic education—would be intuitive for those with low literacy levels.

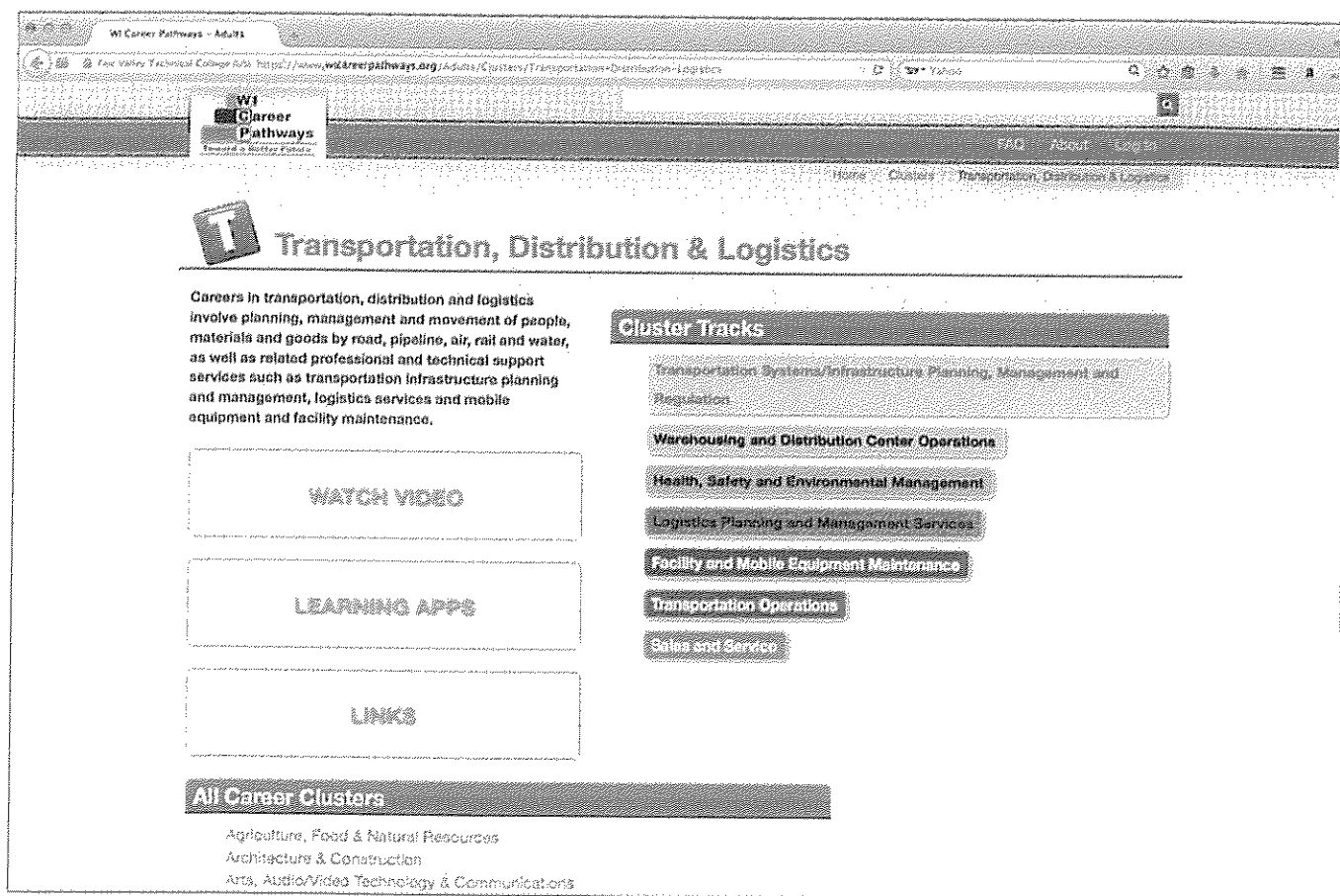
Furthermore, the website would be mobile-friendly (given that many young adults do not have access to computers but do have smart phones) and would have an active presence on YouTube and other social media. And to enable the website's accessibility to those without their own computers or smart phones, staff at public libraries and community computer centers would be trained in how to use the site so that they could assist visitors in navigating it. Finally, the website would include a live-chat function in which counselors would be available to answer basic questions and help young adults access the site's information.

Specifically, the career portal would provide the following services.

Career and Job Information

The portal would provide clear descriptions of sectors and occupations, including basic labor market information (such as numbers of openings and prospects for employment growth); educational, licensing, and certification requirements; and wages. One possible model could be Wisconsin's user-friendly Career Pathways website, which describes hundreds of occupations within 16 major economic sectors. Wisconsin's website informs visitors about job responsibilities, wages, necessary qualifications, courses of study and related costs, financial aid opportunities, training resources, and the linkages between industry-recognized credentials and the occupations for which they qualify candidates.³⁹

Sample Page from Wisconsin Career Pathways Website



Recognizing that low-income individuals are often unaware of career advancement opportunities and lack the resources to commit to full-time study leading to a college degree, New York City's career portal would also present coordinated sequences of education and training for sectors that offer the best chances for career advancement.⁴⁰ Finally, the portal would clearly describe and link to other websites that list current job openings, summer youth employment opportunities, and apprenticeships such as those offered by New York City's construction unions.

Educational and Training Resources

The portal would include links to apprenticeships and educational and training resources that help young adults obtain the necessary credentials and experience for employment. These resources include community-based organizations, the DOE Office of Adult and Continuing Education, colleges, and proprietary schools. For example, the page describing certified nursing assistant jobs would include an icon that links to training resources. Users also would be encouraged to submit information about the outcomes of their education and training experiences, and to provide general feedback regarding the site.

Information on Services

New York City has a network of several hundred community-based organizations that provide a wide range of services related to employment, training, and education, including work-readiness preparation, career advisement, basic education and high school equivalency instruction, and skills training for well-paying positions. But many OSOW individuals may be unaware of these local services unless they happen to stumble on them.

The portal would include a comprehensive geo-mapping tool showing the availability and location of educational, training, employment, and support services, including those offered by community-based organizations, Opportunity Centers, and Workforce1 Centers. Its functionality would allow visitors to input their addresses and find the services nearest to them.

CONCLUSION

Roughly 305,000 New Yorkers aged 18 to 24—a population as large as that of Pittsburgh—are out of school and either not working or employed in low-wage jobs with limited opportunities for advancement. Given the increasing bifurcation of the city's economy and these individuals' lack of skills, they are currently unable to compete for jobs that pay a living wage. The economic and human costs of their unemployment and underemployment are enormous: in addition to experiencing low earnings and an increased risk of joblessness, these individuals—and, in turn, their children—are more likely to suffer from poor health, to be imprisoned, and to rely on the social safety net.

Equally compelling are the consequences borne by New York City when such a large a share of its workforce cannot meet labor market demands. Talent and skill drive the economies of global cities like New York. While talent continues to flow into New York City, competitors like Washington, DC, and San Francisco are increasingly attracting educated young migrants. If New York City hopes to maintain its global standing, it must do much more to build its homegrown talent base.

This report outlines an ambitious effort to do just that. It calls for unprecedented levels of commitment from and collaboration among the business community, organized labor, government, philanthropy, and community-based organizations. Employers must play a pivotal role in this plan—identifying opportunities to hire young adults and ensuring that training programs meet their needs. The government and philanthropic communities must ensure access to programs and services that enable young adults to qualify for living wage jobs in New York City's labor market.

The effort can start by identifying openings in middle-skill jobs that the 35 Percent can perform with training and education short of a four-year college degree. The New York State Department of Labor projects tens of

thousands of job openings annually and substantial growth through the end of this decade among the city's more than 1.1 million middle-skill jobs. New York City's 35 Percent are a pool of potential talent that can fill many of these positions—and use them as stepping stones toward careers as they pursue additional education and skills.

The initiatives outlined in this report offer potentially vast benefits. A stronger local workforce would yield higher profits and reduced turnover for businesses. New York City can leverage higher educational attainment to attract businesses and increase employee retention, and would achieve enormous savings through higher tax revenue and lower government expenditures. And hundreds of thousands of young adult New Yorkers would connect to employment and embark on a path to better lives.



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Executive Director
Cary Goodman, Ph.D.
Carygood@aol.com

NYC Council Testimony

March 26, 2015

A SMALL BIDNESS INITIATIVE

Submitted by Dr. Cary Goodman, Executive Director, 161 BID

Preamble

There are 70 Business Improvements Districts in New York City. All are chartered by the Council to create and maintain cleaner, safer, friendlier commercial districts. However, just like the city itself, and as I testified in December, the BID community is a tale of two BIDs. One BID type, the corporate BID, is wealthy, powerful and fully-resourced. The other type of BID, the community BID, lacks adequate funding, staffing and influence.

Community and Corporate BIDs

- There are 18 millionaire BIDs whose budgets allow for significant marketing, beautification and sanitation programs.

Of these millionaire BIDs, 16 are in Manhattan; two in downtown Brooklyn.

- Both of these two BID categories are doing fine.
- The remaining 41 BIDs are located across the city, have budgets as low as \$53,000 and are struggling to meet the needs of their communities. Some lack an office. Most lack sufficient sanitation efforts and all are limited to the most bare bones staffing and marketing programs – if they have them at all.

A Small BID Initiative

The Mayor and the Council have a chance to tilt the scales towards a fairer, more balanced BID landscape. To do this, a Small Bids Initiative should be included in this year's budget.

The Administration working with the City Council can create a fully-resourced, dynamic BID community in every borough by reducing the gap between community and corporate BIDs. Here's how:

1. Working with the Council, the Mayor should allocate \$4 million for a MATCHING FUND used to complement the dollars invested by BID property owners. Every BID district has investors who have 'put up' for their neighborhood. The city should do likewise, especially since so much taxable (assessable) property goes unassessed. As you know, government properties and nonprofits are exempt from the BID assessment. In the 161 BID district, for example, fully \$108 million of property is removed from the assessment roles for these reasons. We have four court houses, and a huge park to keep clean with no financial support. These properties account for roughly 40% of our space. A MATCHING FUNDS program for the BIDs would help to address this under-assessment problem. It would create a set of newly reinvigorated, neighborhood-focused organizations. BIDs with MATCHING FUNDS could ensure more than a caretakers

approach. MATCHING FUNDS would help with NYC Tourism's outer-borough promotions. BIDs with MATCHING FUNDS would help to address everything from commercial vacancies to implementation of recycling guidelines and MWBE goals.

An appropriate MATCHING FUNDS formula might be \$1.00 Small BID Initiative for every \$2.00 assessed by BIDs with assessments of less than \$300,000 and \$1.00 BID Initiative for every \$3.00 assessed by BIDs with assessments of \$300,000 - \$500,000 assessed.

2. SBS should have the bulk of its staff re-deployed and assigned to help build capacity at the community BIDs. Each expanded BID should be staffed by an executive director, a marketing director and a director of sanitation and beautification.
3. Working with the Council, the Mayor should expand the Avenue NYC program and supplement the federal funding by allocating \$ 3 million for marketing campaigns, advertising and special projects. Community BIDs that meet the CDBG criteria should automatically qualify for a \$50,000 grant and there should be competitive RFPs for larger grants \$75,000 - \$100,000.

The total expense of a Small Bids Initiative would be less than \$8 million, with a multiplier impact across every borough. I urge you to include this in this budget.

* The opinions and recommendations expressed in here are solely those of the author and do not necessarily reflect the position of the 161st Street BID or its Board.

NYC BID Association

NYC BID Association - 2015 Dues Schedule

Annual Budget = \$100,000

BID	FY 2015 Assessment	% of Total	2015 Dues
Downtown Alliance New York	\$15,900,000	15.54%	\$15,542.54
Grand Central Partnership	\$12,709,372	12.42%	\$12,423.64
Times Square Alliance	\$12,638,972	12.35%	\$12,354.82
34th Street Partnership	\$10,885,000	10.64%	\$10,640.28
Garment District Alliance	\$7,850,000	7.67%	\$7,673.52
Fifth Avenue Association	\$2,905,000	2.84%	\$2,839.69
Metro Tech BID	\$2,624,492	2.57%	\$2,565.49
Hudson Square Connection	\$2,500,000	2.44%	\$2,443.80
East Midtown Partnership	\$2,200,000	2.15%	\$2,150.54
Flatiron / 23rd Street Partnership	\$2,200,000	2.15%	\$2,150.54
Lincoln Square BID	\$2,166,666	2.12%	\$2,117.96
Union Square Partnership	\$2,000,000	1.96%	\$1,955.04
Madison Avenue BID	\$1,757,000	1.72%	\$1,717.50
Fulton Mall Improvement Assoc.	\$1,537,500	1.50%	\$1,502.93
Chinatown BID	\$1,300,000	1.27%	\$1,270.77
Hudson Yards / Hell's Kitchen	\$1,200,000	1.17%	\$1,173.02
Bryant Park	\$1,100,000	1.08%	\$1,075.27
125th Street DMA	\$1,005,793	0.98%	\$983.18
Village Alliance	\$984,900	0.96%	\$962.76
47th Street	\$900,000	0.88%	\$879.77
Jamaica Center	\$737,500	0.72%	\$720.92
Court-Livingston-Schermerhorn	\$700,000	0.68%	\$684.26
Bed-Stuy Gateway	\$675,000	0.66%	\$659.82
Fordham Road	\$670,000	0.65%	\$654.94
DUMBO	\$550,000	0.54%	\$537.63
SoHo NY	\$550,000	0.54%	\$537.63
NOHO NY	\$540,000	0.53%	\$527.86
Myrtle Avenue Brooklyn	\$525,000	0.51%	\$513.20
Washington Heights	\$517,422	0.51%	\$505.79
HUB - Third Avenue	\$450,927	0.44%	\$440.79
Long Island City Partnership	\$425,000	0.42%	\$415.45
Myrtle Avenue Queens	\$406,141	0.40%	\$397.01
Steinway Street	\$400,000	0.39%	\$391.01
Downtown Flushing	\$380,000	0.37%	\$371.46
Sunnyside Shines	\$360,000	0.35%	\$351.91
Belmont	\$340,000	0.33%	\$332.36

NYC BID Association

BID	FY 2015 Assessment	% of Total	2015 Dues
Bay Ridge - 5th Avenue	\$338,000	0.33%	\$330.40
Lower East Side BID	\$335,600	0.33%	\$328.06
Kingsbridge	\$329,000	0.32%	\$321.60
Westchester Square	\$320,000	0.31%	\$312.81
Flatbush Avenue	\$314,520	0.31%	\$307.45
Columbus Avenue	\$308,800	0.30%	\$301.86
Fulton Area Business Alliance	\$300,000	0.29%	\$293.26
Park Slope/5th Avenue	\$300,000	0.29%	\$293.26
Sunset Park	\$300,000	0.29%	\$293.26
Columbus-Amsterdam	\$290,000	0.28%	\$283.48
Kings Highway	\$290,000	0.28%	\$283.48
Bay Ridge - 86th Street	\$290,000	0.28%	\$283.48
Mosholu-Jerome-Gun Hill Road	\$259,000	0.25%	\$253.18
Sutphin Boulevard	\$252,000	0.25%	\$246.33
Atlantic Avenue BID	\$240,000	0.23%	\$234.60
161st Street	\$240,000	0.23%	\$234.60
Pitkin Avenue	\$225,000	0.22%	\$219.94
82nd Street	\$224,450	0.22%	\$219.40
Brighton Beach	\$220,000	0.22%	\$215.05
Woodhaven	\$218,000	0.21%	\$213.10
165th Street	\$200,000	0.20%	\$195.50
Flatbush Junction	\$200,000	0.20%	\$195.50
Grand Street	\$199,285	0.19%	\$194.80
Southern Boulevard	\$190,000	0.19%	\$185.73
Church Avenue	\$188,500	0.18%	\$184.26
Montague Street	\$175,000	0.17%	\$171.07
Bayside Village	\$155,000	0.15%	\$151.52
Forest Avenue	\$150,000	0.15%	\$146.63
N. Flatbush Avenue	\$150,000	0.15%	\$146.63
Graham Avenue	\$137,638	0.13%	\$134.54
West Shore BID	\$110,420	0.11%	\$107.94
White Plains Road	\$110,000	0.11%	\$107.53
East Brooklyn	\$95,000	0.09%	\$92.86
180th Street	\$53,000	0.05%	\$51.81
	\$102,299,898	100.00%	\$100,000.00



Communities for Healthy Food NYC

NORTHEAST BROOKLYN HOUSING DEVELOPMENT CORPORATION

132 Ralph Avenue, Brooklyn, NY 11233

Phone: 718-453-9490 X229 bbockman@nebhdco.org www.nebhdco.org

**Northeast Brooklyn Housing Development Corporation Submitted Testimony on Economic
Development and Small Business Budget for Fiscal Year 2016
Joint Hearing of the New York City Council Committees on Economic Development and Small Business**

Submitted March 26, 2015

Thank you Chairs Garodnick and Cornegy, and Economic Development and Small Business Committee Members, for considering this testimony supporting Communities for Healthy Food's request for City Council Citywide Discretionary Funding in the amount of \$760,000. My name is Bianca Bockman, Community Healthy Food Advocate for Northeast Brooklyn Housing Development Corporation known as NEBHDCo. I am submitting this written testimony on behalf of Communities for Healthy Food and NEBHDCo.

Communities for Healthy Food (CfHF) NYC is a new, innovative approach to expand access to affordable, healthy food in four of New York City's economically challenged communities. This place-based initiative integrates access to healthy and affordable food into every aspect of our comprehensive community development work – through resident outreach, nutrition education and cooking classes, creating new or improved healthy food outlets and generating food-sector jobs. A comprehensive evaluation of CfHF is underway with the NYC Food Policy Center at Hunter College.

This new initiative, seeded by \$1.6 million from the Laurie M. Tisch Illumination Fund, addresses the interrelated issues of diet-related diseases, poverty, and unemployment to help residents live longer and healthier. CfHF taps LISC's value as an effective community development intermediary with strong neighborhood organization relationships, the ability to leverage capital and programmatic funds, and its track record as a facilitator, convener and technical assistance provider. CfHF builds on the existing work of LISC and its partners revitalizing struggling communities and improving overall quality of life.

Program Partners

- Cypress Hills LDC in Cypress Hills/East New York, Brooklyn.
- New Settlement Apartments in Mount Eden, Bronx.
- Northeast Brooklyn Housing Development Corporation in Bedford-Stuyvesant, Brooklyn.
- West Harlem Group Assistance in West Harlem.

These programs also reach some Queens neighborhoods.

These program partners are embedding healthy food strategies into community development work to:

- 1) Increase the availability of high quality, affordable, and nutritious foods;
- 2) Create new or improved healthy food outlets and venues;
- 3) Educate residents, housing staff, and community service providers about nutrition, healthy food preparation, and gardening;
- 4) Enable economic development opportunities through creating or expanding food-related jobs, improving existing or creating new healthy food venues and fostering urban markets and food related enterprises; and
- 5) Implement a comprehensive neighborhood outreach and awareness campaign.

Northeast Brooklyn Housing Development Corporation's (NEBHDCo.) Accomplishments with an Impact on Economic Development and Small Business:

- When we started the Communities for Healthy Food Initiative in 2013, we asked the question, why is it that Bed-Stuy has higher rates of diet-related diseases than most other NYC neighborhoods and why are people eating the unhealthy food they are? As we conducted a neighborhood assessment and spoke with residents and local partners, the answer became clear. Good food in our neighborhood is expensive and people don't have the well-paying jobs they need to afford it. So we designed Communities for Healthy Food Bed-Stuy to include more affordable food options and create job and business opportunities.

Here are examples of how NEBHDCo.'s work with Communities for Healthy Food has affected small business and economic development in Bed-Stuy, the neighborhood where we build community:

- In July of last year, we took 18 community members through the Just Food Community Chef Training and we now hire them to lead culinary courses and workshops. We pay them well - \$25 - \$50/hour for most projects. This city council funding will enable us to further expand this program to create part-time jobs for our community chefs.
- Also, Together with The Working World, we are now implementing a 10-week cooperative businesses incubation course for over 35 community members. In worker cooperatives, workers own and control their businesses. Coops tend to create long-term, stable jobs, have sustainable business practices, and are connected and accountable to their community. NEBHDCo is the community anchor for this project. Once this course ends on May 18th, both NEBHDCo and TWW will establish a revolving loan fund and continue to support these new businesses with Technical Assistance and Funding.
- We are also entering our second year of a paid garden internship program for teens. We pay them \$1000 for a 16-week program and we offer effective job, gardening and cooking skills training and food justice education that will enable the interns to be better prepared to enter the workforce.
- Finally, NEBHDCo has also been partnering with the Brooklyn Movement Center and community residents to start the Central Brooklyn Food Coop and beginning last summer we worked with Harvest Home Farmer's Market to open the Marcy Park Farmer's Market, catering to low-income residents. These new retail outlets offer more job opportunities and create economic growth for our community.

2014 Accomplishments for Communities for Healthy Food – 4 CDCs Combined:

- Provided more than 250,000 pounds of emergency food for close to 17,000 pantry clients.
- Started two new neighborhood farmers' markets and two farm share programs and created four new community produce gardens.
- Trained and employed 44 residents to become farm stand operators, farmers, and community chefs.
- Held CfHF program activities for close to 3,000 neighborhood residents. This includes: farm shares, youth programming, farmers market, gardening workshops and grocery store tours and cooking demonstrations.
- Hosted a variety of nutrition education and cooking classes for close to 500 neighborhood residents to increase: cooking skills to make healthy food on a limited budget; knowledge about what foods are healthier alternatives; and literacy skills to read nutrition labels.
- Equipped 500 neighborhood residents, CDC staff, and partner organizations with information about neighborhood healthy food resources and services and the importance of healthy eating, nutrition and gardening skills.
- Enrolled 600 families in public nutrition assistance programs, like the federal Supplemental Nutrition Assistance Program (SNAP), formally known as food stamps.
- Connected directly with close to 6,500 residents through neighborhood outreach campaigns to raise awareness of the importance of healthy eating, the availability of local healthy food resources, and help strengthen community networks.
- Converted four corner stores to healthy corner stores.

Impact of New City Council Funding

We respectfully request \$760,000 in City Council funding which would allow CfHF to expand and reach more low-income families and give individuals the tools they need to create healthier lives and build demand for healthy food, so that nonprofits, community-based organizations, city departments, and funders can partner with NYC businesses and investors to provide a better infrastructure for healthy food in underserved neighborhoods.

Impacts across the Four Boroughs

- Provide 275,000 pounds of emergency food for 19,600 pantry clients.
- Sell over 40,000 pounds of local produce to in need residents at farmer's markets and farm shares that CfHF started in collaboration with local nonprofits. Residents can use food stamps and NYC Health Bucks for purchases.
- Enable economic development opportunities by:
 - o Employing 34 local, neighborhood residents as farm stand operators, urban farmers, community gardeners, and community chefs; and
 - o Equipping 15 residents to incubate food businesses.
- Host a variety of nutrition education, cooking classes, and cooking demonstrations for 750 neighborhood residents to increase: cooking skills to make healthy food on a limited budget; knowledge about what foods are healthier alternatives; and literacy skills to read nutrition labels.
- Equip over 300 neighborhood residents, CDC or partner organization staff with information about neighborhood healthy food resources and services, knowledge on the importance of healthy eating and nutrition, and gardening skills.

- Reach 2,500 community residents through a neighborhood outreach campaign designed to raise awareness of the importance of healthy eating, the availability of local healthy food resources, and help strengthen community networks.
- Support the conversion of 5 healthy food corner stores and their owners.
- Improve the nutrition and wellness environment at early childcare and school facilities for 625 children.
- Enroll at least 450 families in public nutrition assistance programs, like the federal Supplemental Nutrition Assistance Program like (SNAP), formally known as food stamps.

About the Partners:

Northeast Brooklyn Housing Development Corporation (NEBHDCo) - *Bedford-Stuyvesant, Brooklyn*

A leading affordable housing developer since 1985, NEBHDCo has developed and self-manages 929 residential units and 17 commercial units in 92 buildings in Central Brooklyn, and also provides tenant and community services. As one for four CDCs in LISC NYC's Communities for Healthy Food initiative, NEBHDCo owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents served, including seniors, youth, families, and adults. NEBHDCo also works with many local partners on a multi-faceted community healthy food access program, allowing them to effectively implement healthy food interventions into locally-owned assets through their comprehensive community development work.

West Harlem Group Assistance (WHGA) - *West Harlem*

West Harlem Group Assistance, Inc. (WHGA), a community-based development corporation was established in 1971 to revitalize the under-invested West and Central Harlem communities riddled with dilapidated and abandoned buildings. Since 1971, WHGA has developed 1,037 units of affordable housing and owns 43,676 square feet of commercial space in West Harlem. WHGA owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents, allowing the organization to effectively infuse healthy food access programs and activities into their comprehensive community development work. In 2014, with the support of LISC NYC, WHGA redeveloped one of their vacant storefronts on Lenox Avenue now called the West Harlem Community Healthy Food Hub, serving as a portal to improve access to healthy food and advance educational prospects related to health and nutrition for seniors, youth, families, and adults.

Cypress Hills Local Development Corporation (CHLDC) - *Cypress Hills, Brooklyn*

With community residents leading the way, the mission of Cypress Hills Local Development Corporation is to build a strong, sustainable Cypress Hills and East New York, where residents achieve educational and economic success, secure healthy and affordable housing and develop leadership skills to transform their lives and community. We serve over 9,000 local residents each year, many of whom are immigrants, through affordable housing development, sustainability planning, housing counseling, community organizing, college access and persistence programs, career and education programs, and youth and family services. CHLDC is working with LISC NYC to increase access to healthy food for seniors, youth, families, and adults through comprehensive community development work. CHLDC owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents. CHLDC's strategic interventions, integrated into existing programming and locally-owned assets, are designed to strengthen the local food system and reconnect community members with all aspects of it –

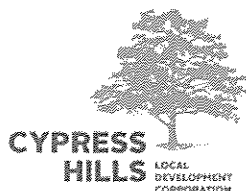
from garden to table, including hands-on workshops about growing food at community gardens; nutrition, health, and effective food budgeting educational sessions; expansion of Cypress Hills' youth market with onsite cooking workshops; and health screenings at a senior center, affordable housing buildings, and local schools. CHLDC is working with the Cypress Hills Child Care Corporation, serving approximately 500 children and their families, to increase healthy food options served at their early childhood facilities and engage parents in meal improvements. Lastly, Cypress Hills is working with local bodegas and restaurants to increase healthy offerings, and help increase community demand.

New Settlement Apartments (NSA) - Mount Eden, the Bronx

New Settlement Apartments is a community development organization based in the Mt. Eden community of the Southwest Bronx, with a 25-year demonstrated commitment to increasing preparedness and access to high-quality public and post-secondary education, safe and affordable housing, fair and sustainable employment, and expanding opportunities for healthy and active living for youth, seniors, adults, and families. New Settlement has provided 1,022 affordable homes in 17 multi-family buildings and collaborates with community residents and develops partnerships to create services and opportunities that celebrate the inherent dignity and potential of individuals and families. NSA owns and manages affordable housing and other commercial and community spaces; delivers an array of social and economic development programs and services; and has close ties to the neighborhood residents allowing them to effectively implement healthy food access programs and activities into their comprehensive community development work. New Settlement Apartments and LISC NYC are partnering to reshape the neighborhood food landscape, with a focus on youth and families, by concurrently improving access to affordable healthy food and embedding interactive food education and nutrition promotion within New Settlement's programming and assets.

Local Initiatives Support Corporation (LISC) – New York City

LISC NYC's mission is to help resident-focused, community-based development organizations transform distressed communities and neighborhoods into healthy places to live, do business, work, and raise families. Over the last 34 years, LISC New York has invested approximately \$2.3 billion in more than 75 New York City community development corporations and other local, nonprofit organizations. With our support, these organizations have developed over 34,600 affordable homes and more than 2.3 million sq. ft. of community and commercial space. For CfHF, LISC NYC is providing technical assistance and program management support; leveraging government and private funding; organizing trainings; creating cross-sector partnerships; completing a comprehensive program evaluation with the NYC Food Policy Center; and documenting the program model through neighborhood stories and media outlets.



BED-STUY COOPERATIVE PROJECT FREE 10-WEEK COOPERATIVE BUSINESS COURSE



INTERESTED IN STARTING YOUR OWN FOOD BUSINESS?*

WANT TO SUPPORT THE GROWTH OF COOPERATIVE BUSINESSES IN BED-STUY?

NEBHDCo and The Working World are teaming up to offer the tools that community residents need to start their own cooperative businesses here in Bed-Stuy. A worker-owned cooperative is a business that is owned and controlled by the workers. Worker cooperatives exist all over the world, and they range from small businesses to large factories. If you don't think you'd like to start your own business, but you'd like to support the project, join in on our development of a cooperative council during this course as well.

This 10-week course will feature presentations, guest speakers, and hands-on work to take you from concept development to opening!

Workshops will include:

- Bed-Stuy Needs and Resources Assessment
- Intro to Cooperative Governance and Decision-making
- Business Planning
- Non-Extractive Financing introduction
- Pricing and the market for your products
- And more!

*Although our emphasis will be on food businesses, we welcome participants with all business ideas!


THE WORKING WORLD


NEBHDCo.
NEIGHBORHOOD ECONOMIC DEVELOPMENT COOPERATIVE



MONDAYS

MARCH 9TH – MAY 18TH

(no class March 23rd)

6:30pm SHARP – 8:30pm

at 376 Throop Avenue, 2nd Floor
Between Lafayette and Kosciuszko

REGISTRATION REQUIRED

To register for this free course, please contact:
Anise Hines, Food Access Outreach Coordinator
shines@nebhdco.org w. 718 453 9490 ext. 230

Join the TurnUp Garden Youth Internship!

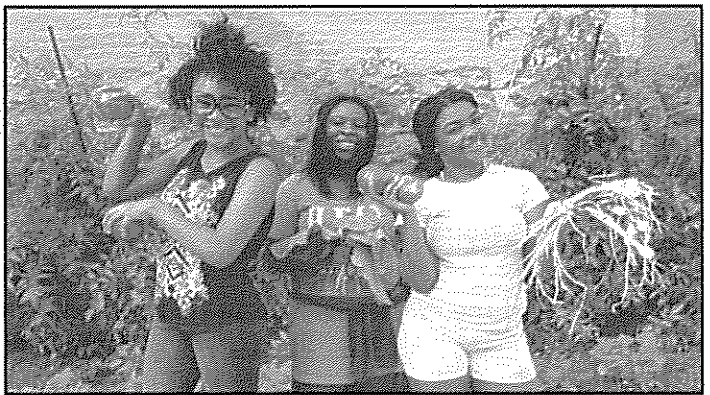


What Do Interns Do?

- Grow food for the NEBHDCo Food Pantry
- Learn about the food system, equity, justice, and how to effect change
- Prepare for work by going through a mock job application process
- Cook delicious meals using garden produce
- Make friends and practice working in a team to achieve your goals
- Earn \$1000 in 16 weeks!

Before you apply...

- You must be 13-16 years old by May 1, 2015
- You must be available to work these hours:
 - **May 11 – June 25:** Weds & Thurs 4-6pm
 - **July 1 – Aug 29:** Weds & Thurs 10am – 1pm and Sat 10am – 2pm
- Be prepared to do challenging physical work outside in all types of weather (heat, cold, rain)
- You must be able to travel to the garden, located at 152 Tompkins Ave, in Bed-Stuy



Earn money while helping Bed-Stuy!



GROW and COOK your own FOOD

Become a LEADER and learn TEAMWORK

Applications are Due by 5pm, Monday April 13th, 2015

Questions? Contact Anise at shines@nebhdco.org or call 718-453-9490 x230



JUST
FOOD

2014 Bed-Stuy Community Chef Training

Four-Session Program:

Saturdays July 12th - 19th - 26th - August 2nd
10am - 5pm

The Demonstration Kitchen
@ 376 Throop Ave

ARE YOU PASSIONATE
ABOUT HEALTHY
AND DELICIOUS FOOD?

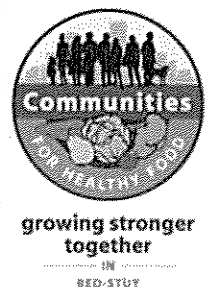
DO YOU WANT TO SHARE
YOUR COOKING KNOWLEDGE
WITH YOUR NEIGHBORS
AND GET PAID FOR IT?*

APPLY TO BE A
COMMUNITY CHEF!

*After successfully completing this four-session training, Community Chefs can earn a \$100 stipend per 2-hour cooking demonstration. For leading longer-term culinary classes at our demonstration kitchen, rates will vary between \$20 and \$30/hour.

For more information and to receive an application:
Shatia Strother, sjackson@nebhdco.org or 718-453-9490 ext 218

To Apply Online, visit: <http://tinyurl.com/l94a7js>





YOU BRING YOUR:

- WIC/FMNP Coupons
- Senior FMNP Coupons
- Health Bucks
- SNAP (EBT)
- Debit/Credit

...And we'll bring our
Locally Grown Fresh
fruits and Vegetables

Marcy Park Farmers' Market

**Myrtle Ave and Marcy Ave
Every Thursday
8am to 4pm
July 10th-Nov 20th**

In partnership with:



Follow us on 

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Visit us at: www.HarvestHomefm.org

Bring this coupon for \$1 off!*

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Marcos Meira

Address: _____

I represent: Sunrise Cooperative

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Eric Mendoza

Address: _____

I represent: Melkon General Contracting

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Tecl. Renz

Address: _____

I represent: Ridgewood LDC

Address: _____

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Deborah Mesloh

Address: _____

I represent: Bureau A Ultra Flex

Address: _____

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THE CITY OF NEW YORK**

Appearance Card

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☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: NADY CARD + 3

Address: _____

I represent: Express Outreach Center Network

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Seth Bornstein

Address: Queens Economic Development Corp

I represent: _____

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

PUBLIC

I intend to appear and speak on Int. No. _____ Res. No. HEARD

☐ in favor ☐ in opposition

Date: 3/26

(PLEASE PRINT)

Name:

Address:

I represent:

Address:

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name:

Address:

I represent:

Address:

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 3/26/15

(PLEASE PRINT)

Name:

EDC Address:

I represent:

Address:

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**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 3.26.15

(PLEASE PRINT)

Name: Sell M...

Address: _____

I represent: etc

Address: 110 W 11 St

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: MARCH 26, 2015

(PLEASE PRINT)

Name: Kerri Jew, deputy commissioner Division of

Address: 110 William St. NYC Economic + Financial Opportunity

I represent: NYC department of Small Business Services

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK public**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Leah Archibald

Address: 2 Kingsland BK

I represent: Evergreen

Address: _____

Please complete this card and return to the Sergeant-at-Arms

I would like
to testify
w/ Bianca

**THE COUNCIL
THE CITY OF NEW YORK**

public.

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

Name: _____

(PLEASE PRINT)

Address: _____

I represent _____

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

PUBLIC

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☒ in favor ☐ in opposition

Date: 3/26/15

Name: _____

Address: _____

I represent: _____

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 3/26/15

(PLEASE PRINT)

Name: _____

Address: _____

I represent: _____

Address: _____

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THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 3/26/15

(PLEASE PRINT)

Name: Kyle Kimball

Address: 110 William St

I represent: NYCEDC

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Evan (11-cm) J. Britson

Address: 110 William - NYC

I represent: SES 1st Deputy Commissioner

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Maria Tavis-Finger

Address: 110 William St

I represent: SES Commissioner

Address: _____

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THE CITY OF NEW YORK**

public

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Dipal Shah

Address: 520 8th Avenue, 18th Floor

I represent: Center for Court Innovation

Address: 520 W. 43rd Street

**THE COUNCIL
THE CITY OF NEW YORK**

Public

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 3/26/15

(PLEASE PRINT)

Name: ANDREA DEVENING

Address: 294 ST JAMES PL #2 BROOKLYN

I represent: SOUTHWEST BROOKLYN INDUSTRIAL

Address: DEVELOPMENT CORPORATION

**THE COUNCIL
THE CITY OF NEW YORK**

Public

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: DR. GARY GOODMAN

Address: 900 GRAND CONCOURSE

I represent: 161 BID

Address: 900 Grand Concourse, BX

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**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
☒ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Laura Imperiali

Address: Brooklyn Chamber

I represent: Tully Construction Queens

Address: Chamber of Commerce

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
☐ in favor ☐ in opposition

Date: 3/26/15

(PLEASE PRINT)

Name: Dipal Shah

Address: 520 W 43rd Street Apt. 27K

I represent: Center for Court Innovation

Address: 520 8th Avenue Suite 1800

**THE COUNCIL Public
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
☐ in favor ☐ in opposition

Date: 3/26/2015

(PLEASE PRINT)

Name: Michael Brady

Address: 555 Bergen Ave, BK NY

I represent: South Bronx Overall Economic Dev. Corp

Address: 555 Bergen Ave BK, NY

Please complete this card and return to the Sergeant-at-Arms