

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. Paul A. Vallone
Chair, Committee on Economic Development



Report of the Finance Division on the
Fiscal 2020 Preliminary Plan, Capital Plan Overview and the
Fiscal 2019 Preliminary Mayor's Management Report for the
New York City Economic Development Corporation

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Economic Development Corporation Overview

New York City Economic Development Corporation (NYCEDC) is charged with leveraging the City's assets to drive growth, create jobs, and improve quality of life.

Agency Divisions



The New York City Economic Development Corporation

- Implements policy and programmatic initiatives that address current issues faced by each industry and promote good jobs, entrepreneurship, and economic diversification across the five boroughs;
- Provides urban planning, site cleanup expertise, interagency effort coordination on area-wide initiatives and maritime support;
- Manages approximately 200 City-owned real estate properties which totals about 60 million square feet of real estate as well as non-traditional assets across all five boroughs of New York City;
- Provides project management and analysis for real estate sales, funding agreements, deed modifications, developer submissions, planning projects and more;
- Provides discretionary financial assistance to private businesses and non-profits chosen to support investment, job creation, and growth;
- Provides the physical infrastructure, facilities, and amenities that strengthen the City's competitive position and facilitates investments that build capacity within the City; and
- Works with private organizations that are awarded City funds by elected officials. NYCEDC administers the payment of these funds, which must be used to help underwrite the costs of capital projects that provide the City with a public benefit.

NYCEDC Structure

NYCEDC's capital structure is unique and quite different from the other city agencies. This report provides a review of NYCEDC's Preliminary Budget for Fiscal 2020, which includes significant highlights of the \$4.2 billion Capital Plan for Fiscal 2019-2023. The report also presents a handful of key budget actions from the November and Preliminary Plans, as well as highlights from the Fiscal 2019 Preliminary Mayor's Management Report (PMMR). Appendices are included to show all of the budget actions in the November and Preliminary Plans, the Fiscal 2019 PMMR, capital projects broken down by borough, Non-NYCEDC project overviews and the performance highlights.

Much of NYCEDC's budget is funded with capital dollars. A portion of the Department of Small Business Service's (SBS) Expense Budget goes to NYCEDC, funding non-capital related expenses, which are typically programs that NYCEDC executes on behalf of other agencies. It should be noted, however, that these funds do not cover NYCEDC's operating expenses. NYCEDC is a self-sustaining non-profit organization that was created to drive and shape New York's economic growth. It uses City resources to create a bridge between City agencies, private businesses and local communities.

NYCEDC currently owns and operates 66 million square feet of real estate. In addition to the 523 NYCEDC projects, NYCEDC is also managing 1,067 capital projects for other agencies. The Preliminary Capital Plan includes 130 Council projects with a total value of \$84.9 million. Because of its unique structure, NYCEDC uses its revenue to make both fiscal contributions to the City and long-term strategic investments.

New York City Neighborhood Capital Corporation

The NYC Neighborhood Capital Corporation is a community development entity administered by NYCEDC that is leveraging a \$55 million New Market Tax Credits allocation to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

New York City Industrial Development Agency

NYCEDC also administers the New York City Industrial Development Agency (NYCIDA), a public benefit corporation that assists companies coming to or relocating within New York City to expand their operations here. NYCIDA contracts with NYCEDC for staffing and administrative services.

NYCEDC markets NYCIDA programs through a variety of initiatives, including providing a detailed description of NYCIDA services on its website, direct mailings, and informational seminars, often in partnership with local development corporations located citywide.

NYCIDA does not provide loans or grants, but instead acts as a conduit organization for financing in the bond market and it conveys certain tax reductions. Financial incentives granted by NYCIDA to businesses located in the City are discussed in the Investment Projects section of this report.

Build NYC Resource Corporation

NYCEDC also administers Build NYC Resource Corporation (Build NYC), a local development corporation incorporated under the New York Not-for-Profit Corporation Law. Build NYC assists 501(c)(3) non-profits and other exempt facilities operators in accessing capital through tax-exempt and taxable bond financing. Assistance granted from BuildNYC is also discussed in the Investment Projects section of this report.

Capital Funds

NYCEDC has several funds in its Capital Plan that total over \$1 billion for Fiscal 2019-2028. These funds will be used in the future for various projects based on City priorities. As the recipients of these funds are decided later, the City Council is not always aware of all the projects when the budget is adopted.

- **The Neighborhood Fund**, which totals \$330.2 million in Fiscal 2019-2028, supports capital investments where the City is pursuing a rezoning. The type of work funded includes: pedestrian plazas, streets, playgrounds, parks and pre-development costs. Commitments and expenditures happen alongside the rezoning efforts.
- **The Housing Fund**, which totals \$362 million in Fiscal 2019-2028, is dedicated to the infrastructure investments required for potential housing sites to be viable for new development. Housing New York set the goal of 80,000 new-construction affordable housing units over ten years, and new production will come from various sources including current and projected City pipelines, as-of-right development, and existing and new Inclusionary Housing areas. Many publicly-owned sites will require new infrastructure investment before development can occur, from physical infrastructure like streets and sewers, to site preparation like remediation or site elevation.
- **The Industrial Fund**, which totals \$31 million in Fiscal 2019- 2028, was created in order to help stimulate and subsidize the creation of new, high-impact industrial real estate. The Industrial Developer Fund provides qualified real estate developers with gap-financing assistance. These public funds are intended to leverage owner equity so that the project merits traditional bank and senior lender financing provided under the Fund structure. Qualified projects seeking fund support will be considered when high impact projects are unable to move forward due to funding gaps. Projects must create long-term industrial real estate property and demonstrate creation of quality, permanent industrial jobs.
- **The Waterfront Improvement Fund**, which totals \$148.8 million in Fiscal 2019- 2028, is used to perform capitably eligible waterfront improvements necessary to keep city-owned property in a state of good repair such as substructure and structural repairs to properties Citywide. The NYCEDC identifies the needs by performing inspections and submits them in the form of a ten-year plan to the Office of Management and Budget (OMB). Priority is given to improvements required to life safety systems, lease obligations, preventative measures, and quality of life.
- **The Asset Management Fund**, which totals \$92.1 million in Fiscal 2019- 2028, is used to perform capitably eligible waterfront improvements necessary to keep city-owned property in a state of good repair such as substructure and structural repairs to properties citywide. The NYCEDC identifies the needs by performing inspections and submits them in the form of a ten-year plan to OMB. Priority is given to improvements required to life safety systems, lease obligations, preventative measures, and quality of life.
- **The Acquisition Fund**, which totals \$56.5 million for Fiscal 2019-2028, is for future land acquisitions to assist in the implementation of City policy priorities. The focus will be on areas that are traditionally underserved or under-invested in order to help stabilize communities through affordable housing development and catalyze future economic growth.

Recent Legislation

To improve transparency of NYCEDC, the City Council passed several legislation in December 2017 that expands the Council's oversight. Local Law 220 of 2017 mandates that the NYCEDC provide fiscal impact statements and job creation estimates for all of their projects that receive financial assistance. Local Law 221 of 2017 requires the NYCEDC to provide details of efforts to recover funds from NYCEDC-contracted entities that are failing to meet project goals. Finally, Local Law 222 of 2017 requires that NYCEDC submit a project description and budget for covered economic projects to the

City Council Speaker for review and comment at least 30 days before holding a public hearing on the project or, for projects which do not require a public hearing, before the project agreement is executed.

Additionally, there are several bills that the Committee is working on that will also improve transparency of NYCEDC and expand the Council's oversight. Int. No. 1276-2018, which is a local law to amend the administrative code of the city of New York, in relation to the creation of a tourism economy dashboard; and Int. No. 0852-2018, which is a local law to amend the New York City charter, in relation to an annual helicopter sightseeing plan. Lastly, the Committee adopted Res. No. 178-A, which is a resolution calling on the Federal Aviation Administration to amend the North Shore helicopter route to extend further west to cover Northeast Queens

Miscellaneous Revenue

NYCEDC collects revenue from the issuance of permits, the charge for service of energy cost-savings fees, the sale of assets, and rental income from a number of sources. Beginning with Fiscal 2017, NYCEDC retained \$16.7 million annually of this revenue (Maritime Contract Payment) as part of its terms for operating the Citywide Ferry Service (CFS). NYCEDC will be responsible for all operating costs related to CFS. To assist with this cost, the City has decreased the number of annual payments NYCEDC has traditionally made to the City.

Fiscal 2019 Preliminary Plan Expense Budget Highlights

A portion of the Department of Small Business Services' Fiscal 2020 Preliminary Budget represents funds for NYCEDC, whose non-capital related expenses flow through the budget of SBS. Highlights of these key actions for NYCEDC are described below. Appendix A lists all the budget actions in the Fiscal 2020 Preliminary and Fiscal 2019 November Plan including those highlighted here.

- **OneNYC Transfer.** The Fiscal 2020 Preliminary Plan includes a transfer of \$1.2 million in Fiscal 2019 from the Department of Environmental Protection (DEP) to NYCEDC for a long term plan that considers population projections, housing, air quality, coastal protections, and other sustainability and resiliency factors in New York City.
- **Housing Recovery.** The Fiscal 2020 Preliminary Plan includes \$2.6 million in Fiscal 2019 in Community Development Block Grant-Disaster Recovery (CDBG-DR) funding for Housing Recovery.
- **Hunts Point Funding.** The Fiscal 2020 Preliminary Plan includes \$600,000 in Fiscal 2019 and \$146,914 in Fiscal 2020 for resiliency projects at Hunts Point.
- **Office of Environmental Remediation (OER) Savings.** The Fiscal 2020 Preliminary Plan includes \$55,445 in Fiscal 2019 and \$40,440 in Fiscal 2020 as a result of unclaimed grant funds from a few projects enrolled in the City's Voluntary Cleanup Program with the Office of Environmental Remediation.
- **Raise Shoreline.** The Fiscal 2020 Preliminary Plan includes \$1.3 million in Fiscal 2019 and \$120,397 in Fiscal 2020 in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding for shoreline infrastructure projects. Funds will be used to raise shorelines throughout the City.
- **Resiliency Innovations for a Stronger Economy (RISE) Funding.** The Fiscal 2020 Preliminary Plan includes \$4.5 million in Fiscal 2019 and \$1.5 million in Fiscal 2020 in CDBG-DR funding for

RISE NYC. Funds will be used for various technology projects to assist small businesses in adapting and mitigating the impacts of climate change.

Fiscal 2019 November Plan Expense Budget Highlights

- **East 125th Acquisition.** The Fiscal 2019 November Plan includes \$8.6 million in Fiscal 2019 for acquisitions at East 125th.
- **Flood Protection Measure Initiative.** The Fiscal 2019 November Plan includes \$1.5 million in Fiscal 2019 for a City-wide Interim flood protection measures initiative, which will evaluate vulnerable sites to implement hurricane protection and coastal flooding mitigation along or near the shoreline.
- **Early Learn Service Integration Project.** The Fiscal 2019 November Plan includes \$2.3 million in Fiscal 2019 for the Early Learn Service integration project with the Department of Education (DOE). The funding is for consultant support to transition the Early Learn program which is a contracted system of child care services from the Administration of Children's Services (ACS) to DOE.
- **Public Health Lab Project.** The Fiscal 2019 November Plan includes \$150,000 in Fiscal 2019 for the environmental review of the Public Health Lab project. The funding will be used for the environmental review of the Public Health Laboratory, which NYCEDC is managing for the Department of Health and Mental Hygiene (DOHMH).
- **NYC Media Lab Combine.** This Fiscal 2019 November Plan includes \$500,000 in Fiscal 2019 to support the development of the NYC Media Lab Combine. The NYC Media Lab Combine is a media and communications technology program that matches new technologies emerging in university labs with programs and resources to commercialize them.
- **MiNY Media Center+ Freelancers.** The Fiscal 2019 November Plan includes \$1.2 million in Fiscal 2019 to support strengthening of the City's local media industry through Diversity Fellowships, Entrepreneur Development Grants, Professional Development Programs, and other programs.
- **Retrofit Accelerator Program.** The Fiscal 2019 November Plan includes \$2.1 million in Fiscal 2019 for the energy and water retrofit accelerator program which promotes energy and water efficiency improvements.
- **Pier 42 Budget.** This Fiscal 2019 November Plan includes \$4.8 million in Fiscal 2019 for the demolition and design improvements at Pier 42 in Manhattan.

Investment Projects

To support economic growth and private investment, NYCEDC provides assistance to projects throughout the City on a discretionary basis. Projects may be firms or non-profits, and it may take advisory, financial, and other forms. Most NYCEDC financial aid is administered by NYCIDA or Build NYC, with energy assistance co-administered by NYCEDC and Con Edison.

Advisory assistance may include site selection assistance, including help securing zoning bonuses or completing land use reviews, and assistance qualifying and applying to as-of-right tax incentives administered by other agencies.

Financial assistance may include loans, grants, tax-exempt bonds, energy subsidies, and reductions or exemptions from the property tax, mortgage recording tax, and sales tax. NYCEDC may also sell or

lease city-owned land for new development or business expansion. The discretionary tax breaks granted to these projects differ from as-of-right tax breaks in that, while as-of-right breaks are established legislatively and granted to anyone qualified, discretionary breaks are given at the discretion of the granting organization.

Pursuant to Local Law 62 of 2013, NYCEDC is required to issue an Annual Investment Projects Report each year on all projects receiving financial assistance.¹ This section provides an overview on these projects with special focus on new projects that began in Fiscal 2018.

Direct discretionary financial assistance from NYCEDC totaled \$69.1 million across 488 new and ongoing investment projects.² Of these 488 active projects, 186 were non-profits and 26 were new that year. The total sum of aid is a very small portion—about 2 percent—of the total sum the City grants in economic development tax breaks each year, which totaled \$3.4 billion in Fiscal 2018 by DOF estimates.³ However, it may be noteworthy not only because it is the only discretionary aid the City offers to private for-profit entities, but also because it is often bundled with other indirect or non-financial forms of aid. Additionally, projects receive aid for an average of 25 years, and each one may entail a lasting financial commitment.⁴

Because aid is often granted for long periods of time, the annual assistance granted by NYCEDC is mostly accrued to projects that started years or decades ago. NYCEDC reports on past aid received, aid received in the current fiscal year, and future lifetime aid, discounted at 6.25 percent.

Details on new projects in Fiscal 2018 are included below followed by an overview of all active projects.

Fiscal 2018 New Projects

Of the 26 new projects beginning in Fiscal 2018, twelve were administered by Build NYC, and the rest by NYCIDA. Most financial benefits were in the form of mortgage recording tax exemptions and, for the twelve Build NYC projects, tax-exempt bonds.

A total of \$15.9 million in aid was committed to these projects, \$9.7 million of which was granted in Fiscal 2018 mostly in the form of mortgage recording tax exemptions. The remaining \$6.2 million present value committed to Fiscal 2018 projects will be realized over time. This aid is mostly in the form of tax-exempt bonds issued through Build NYC.

Durations for new projects are close to NYCEDC's norm, with 19 of the 26 set to receive aid for between 25 and 30 years. NYCEDC notes in their report that they have been directing the majority of its investments towards boroughs outside Manhattan, but this is still where the bulk of new projects were located in Fiscal 2018. The breakdown of aid for new projects across the boroughs and by major benefit type is shown below.

¹ New York City Administrative Code §22-823. Reporting requirements were originally established by Local Law 48 of 2005 and were last updated in 2013. All reports are accessible through NYCEDC's website:

<https://www.nycedc.com/about-nycedc/financial-public-documents>

² NYCEDC, *Annual Investment Projects Report, FY 2018* and Council Finance analysis of associated spreadsheet.

³ Department of Finance, *Annual Report on Tax Expenditures, Fiscal 2018*.

⁴ Length of aid ranges from five to 86 years for projects currently receiving aid. 70 percent of projects receive aid for between 20 and 30 years. Some active projects began in the 1980s or early 90s.

Borough	Total Projects	Total Aid to Fiscal 2018 Projects (\$, millions)	Project Type	Total Projects	Total Aid to Fiscal 2018 Projects (\$, millions)
Bronx	6	5.3	Build NYC Revenue Bond	12	3.5
Brooklyn	5	1.0	Commercial Project	2	5.2
Manhattan	9	7.1	FRESH	5	2.0
Queens	4	2.5	Industrial Incentive	7	5.2
Staten Island	2	0.1			
Total	26	15.9			

Totals may not sum due to rounding. Total aid in these tables, as elsewhere in this section, reflects aid already granted plus the present value of future aid that's already committed.

Projects in Manhattan received \$7.1 million or 44.7 percent of aid committed to in Fiscal 2018. A large portion of this (\$5.2 million) is for two projects pertaining to Hudson Yards developments.⁵ Both are Commercial Projects administered by NYCIDA, with aid in the form of mortgage recording tax exemptions.

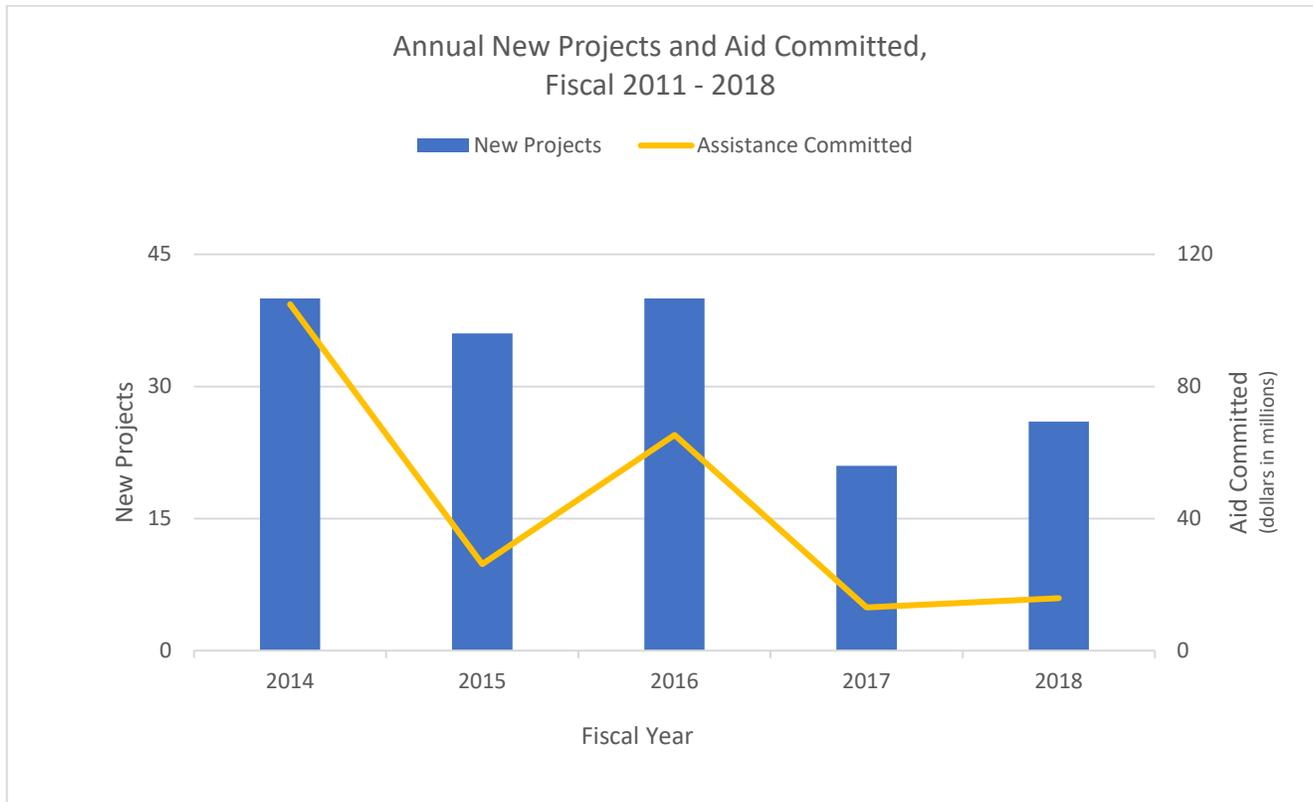
In the Bronx, the outlier project in terms of aid received is the York Studios Michelangelo Campus LLC, a film and television production complex set to receive \$2.7 million of the total assistance going to new projects in the borough.⁶ This is from an Industrial Incentive Project, also administered by NYCIDA, with the subsidy amount split between mortgage recording tax and sales tax exemptions.

Besides the two large Hudson Yards projects, this year has not been atypical compared to prior years. Fiscal 2017, for example, saw 21 new projects, thirteen administered by Build NYC and eight by NYCIDA, with a total aid commitment of \$13.1 million distributed similarly across the boroughs. The accompanying chart shows the number of new projects and their associated aid commitments for the last few fiscal years.

⁵ NYCEDC identifies the two projects as 509 W 34, LLC and 50 HYMC Owner LLC. Public cost/benefit analyses of the two projects can be found at:

https://www.economicpolicyresearch.org/images/PILOT_documentation_Spiral.pdf and https://www.nycedc.com/sites/default/files/filemanager/NYCIDA/Public_Hearing_Packages/2017_Public_Hearing_Packages/50_HYMC_Public_Hearing_Package.pdf

⁶ <https://www.yorkstudios.com/100-million-movie-setsyork-studios-to-construct-a-9-stage-facility/>

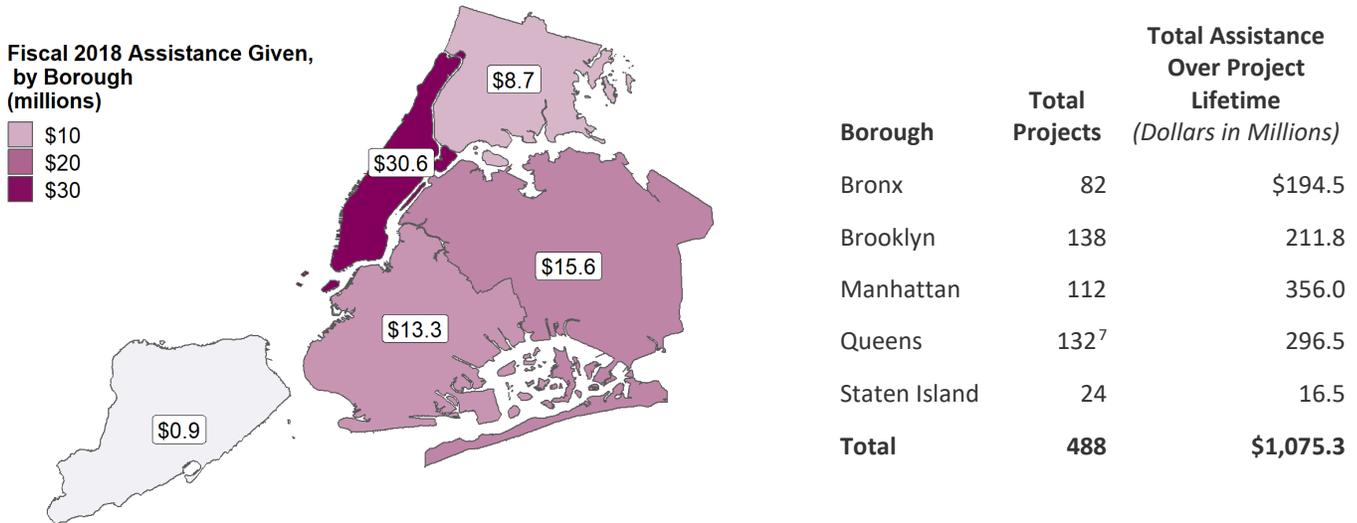


In terms of type of investment, eight of the 26 new projects this year were schools, and two of these were charter schools. Four were grocery stores associated with NYCIDA’s Food Retail Expansion to Support Health (FRESH) program, and the rest were spread across various sectors.

A list of all new projects this year, with their associated council district and industry, is given in Appendix C.

All Active Projects

The 26 projects above comprise only 5.3 percent of the active projects administered by NYCEDC entities. As mentioned above, total aid in Fiscal 2018 for these projects amounted to \$69.1 million. In additions to this amount, there is \$461.3 million present value committed to these projects into the future, with most of this due to projects beginning in prior years. The breakdown of assistance across all new and ongoing projects is shown below.



Totals may not sum due to rounding. Total aid in these tables, as elsewhere in this section, reflects aid already granted plus the present value of future aid that’s already committed.

NYCEDC sometimes cancels aid or charges interest or penalties to non-performing investment projects. Of the 488 active investment projects, only 21 have been subject to aid recapture, with \$5 million recouped in Fiscal 2018.⁸

NYCEDC also provides estimates for the economic benefits of these projects, and states that these active investment projects accounted for 5.2 percent of total private employment in the City in and \$34.9 billion in private investment in Fiscal 2018. These numbers are based on assumptions that no firm receiving NYCEDC subsidies would have invested in NYC but for the incentive, and no comparable project would have proceeded in its place. They also include multiplier effects, estimating indirect impacts of each project on the City’s economy.

Additional information on all active projects, such as assistance amount by the NYCEDC program, information about the percent of aid-supported projects providing health benefits, and the percent of employees of aid-supported projects living in the City, are included in the Appendices E through F.

NYCEDC and Amazon

NYCEDC was at the center of the HQ2 proceedings this winter, after Amazon declared—and later withdrew—a plan to open a new office campus in Long Island City, Queens. This section briefly clarifies and discusses NYCEDC’s role in the scuttled deal with the tech giant.

The deal was orchestrated by NYCEDC and the Empire State Development Corporation (ESD), NYCEDC’s equivalent for the State. While the deal included up to \$4 billion in subsidies for Amazon, ESD offered the entirety of the discretionary incentives involved. All City subsidies from which

⁷ One investment project is missing locational data in NYCEDC’s data reporting. However, this project, JAD Corporation of America, appears to be in Queens and is included in that borough in this table.

⁸ Total aid amounts discussed above are net of recaptured aid. This number is the only one for which data in NYCEDC’s spreadsheet of investment projects differs from their written report, which states they received \$4.9 million.

Amazon would have benefited would have been from as-of-right programs enacted legislatively and administered by DOF.

However, NYCEDC did play a part not only in negotiation but in providing services to Amazon and offering to make their own investments as part of the deal. NYCEDC supplied public data to Amazon, saving the firm the effort of collecting it themselves.⁹ They also offered to provide a \$5 million initial investment in workforce development initiatives that would be developed in collaboration with Amazon.¹⁰ NYCEDC also would have managed the Infrastructure Fund, which would have taken a portion of Amazon's PILOT payments to invest in the Long Island City area. Revenue diverted to this Infrastructure Fund would have otherwise gone to the City's general fund. In Amazon's absence, NYCEDC still manages several such funds throughout the City; these are discussed in the Capital Funds section of this report.

The case of Amazon indicates many of NYCEDC's less obvious development functions—as an entity that provides services, advice, and ancillary investments, even when it's not providing direct financial assistance. And although NYCEDC didn't offer any direct subsidies to Amazon, they are currently supplying discretionary aid to 488 other businesses and non-profits. These aid programs, called Investment Projects, were discussed in the preceding section.

Capital Plan Overview

On February 7, 2019, Mayor de Blasio released the Preliminary Ten-Year Capital Strategy for Fiscal Years 2020-2029 (the Ten-Year Strategy), the Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan) and the Fiscal 2020 Preliminary Capital Budget (the Capital Budget).

This section will provide an overview of the Preliminary Ten-Year Strategy, Commitment Plan and Capital Budget for NYCEDC. Each one of these documents should support and be well integrated with one another to properly execute the City's capital projects as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of NYCEDC's capital program.

Preliminary Ten-Year Strategy (PTYCS)

The Ten-Year Strategy is the City's long term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter.

The City's Ten-Year Capital Strategy for Fiscal 2020-2029 totals \$104.1 billion in all funds. Mandated by the New York City Charter, the PTYCS provides information on the comprehensive infrastructure planning that the City undertakes explains the connection between capital investment and strategic priorities. It is designed to help prioritize investment decisions across all capital agencies and communicate to the public an integrated approach to capital planning across infrastructure types, in line with the growth of the city.

Under contract with the Department of Small Business Services (SBS), NYCEDC coordinates the City's commercial, industrial, market, waterfront, and intermodal transportation development projects.

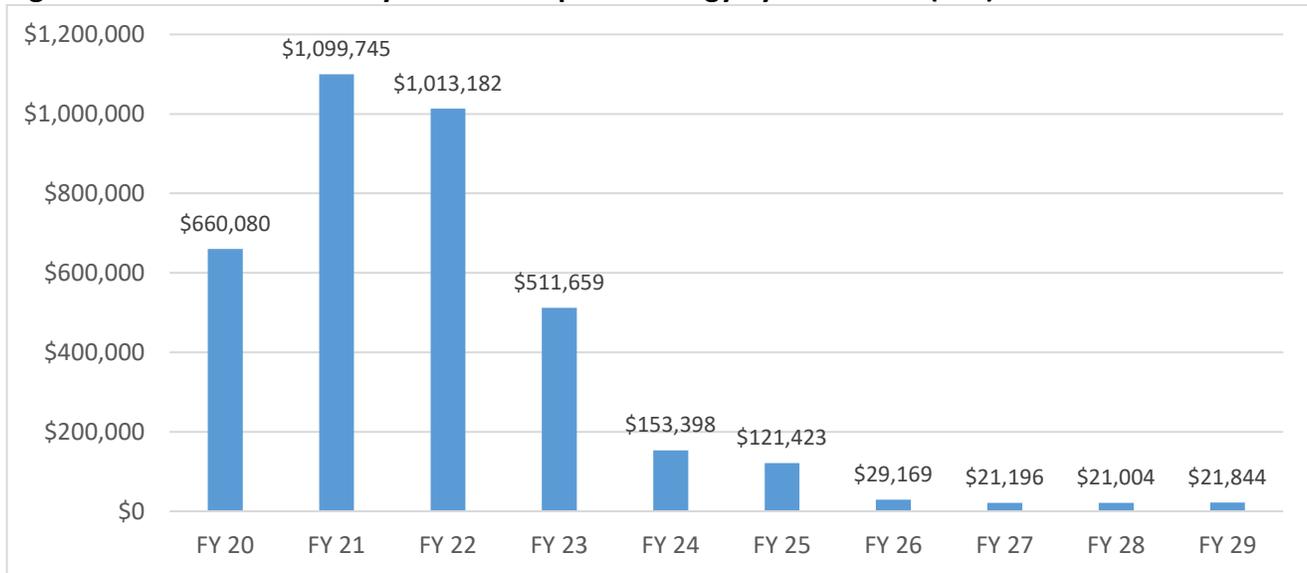
⁹ For example, see NYTimes, "The Data New York Gave to Amazon."

<https://www.nytimes.com/2018/12/12/technology/amazon-new-york-hq2-data.html>

¹⁰ Amazon spokespeople have indicated that public-funded but private-directed workforce education can be quite valuable to them, as it allows them to provide students with specialized skills that the company needs without having to pay for training themselves.

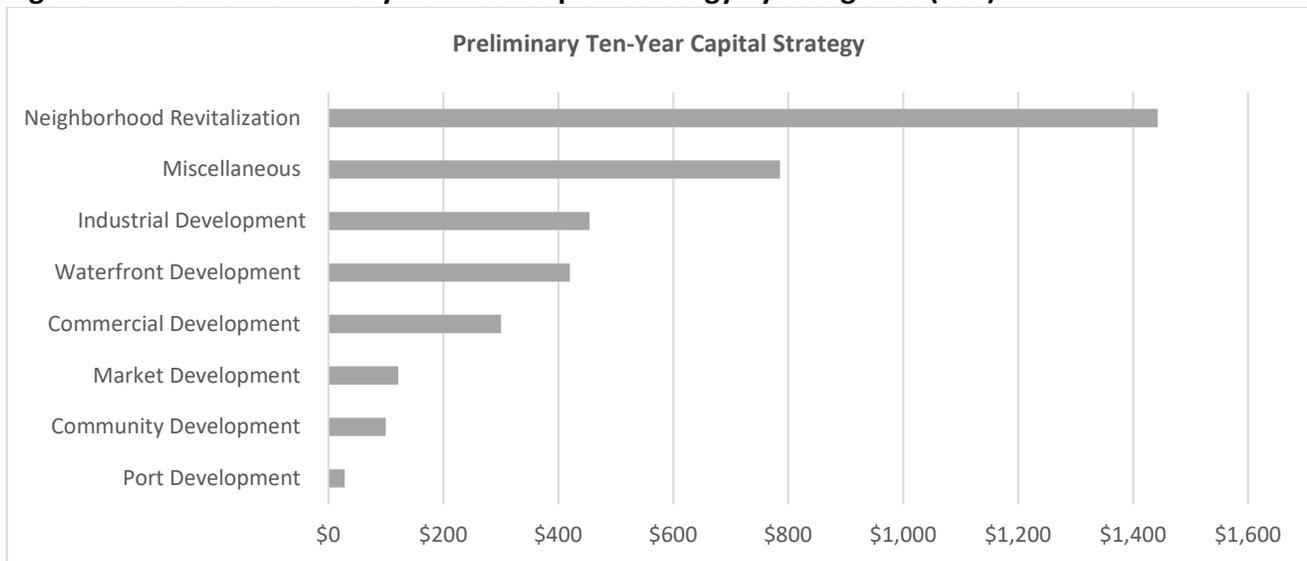
Additionally, SBS contracts with, and the City allocates capital resources for, the Brooklyn Navy Yard Development Corporation (BNYDC) and the Trust for Governors Island (TGI) for the purposes of economic development.

Figure 1: NYCEDC Preliminary Ten Year Capital Strategy by Fiscal Year (000)



For NYCEDC, the Preliminary Ten-Year Capital Strategy provides \$3.7 Billion in Fiscal 2020–2029 for among others projects, neighborhood revitalization, commercial development, infrastructure upgrade, industrial development, waterfront development and port development.

Figure 2: NYCEDC Preliminary Ten Year Capital Strategy by Categories (000)



Neighborhood Revitalization

The Preliminary Ten-Year Capital Strategy includes \$1.4 billion for Neighborhood Revitalization. The Preliminary Ten-Year Capital Strategy invests in infrastructure improvements in neighborhoods throughout the City to support economic development and the development of affordable housing. Additionally, the Preliminary Ten-Year Capital Strategy invests in physical improvements to public areas, including street and sidewalk reconstruction, new public lighting and landscaping, pedestrian and intermodal improvements in mixed-use neighborhoods.

Miscellaneous

The Preliminary Ten-Year Capital Strategy includes \$785.6 million for Miscellaneous Funding. Funding is allocated for various citywide projects, as well as portions of infrastructure support for the Trust for Governors Island (TGI).

Industrial Development

The Preliminary Ten-Year Capital Strategy includes \$454.2 million for Industrial Development. NYCEDC markets city-owned real estate to industrial users and works closely with firms to find sites for their expansion and relocation. In support of these efforts, the Preliminary Ten-Year Capital Strategy also includes health and safety related infrastructure improvements and returning existing assets to a state of good repair at the Brooklyn Navy Yard, which houses 400 businesses generating 9,000 jobs. The Strategy also includes on-going infrastructure improvements at the Brooklyn Army Terminal and Bush Terminal.

Waterfront Development

The Preliminary Ten-Year Capital Strategy includes \$420.2 million for Waterfront Development. The Strategy supports the City's waterfront assets. It includes funding for providing public and commercial transportation and for preserving and expanding recreational spaces for the public along the City's waterfront. It also includes funding for the purchase of new ferries and infrastructure improvements for NYC Ferry, as well as investments to fortify the City's waterfront assets.

Commercial Development

The Preliminary Ten-Year Capital Strategy includes \$300.3 million for Commercial Development to expand the City's commercial base and diversify the City's economy by fostering the growth of new industries and new retail opportunities. The Strategy includes investment in the life sciences industry in the City.

Market Development

The Preliminary Ten-Year Capital Strategy includes \$121.4 million for Market Development to preserve the City's markets through various infrastructure improvements. Funding is included for infrastructure improvements and facility modernization at the Hunts Point Food Distribution Markets in the Bronx.

Community Development

The Preliminary Ten-Year Capital Strategy includes \$99.9 million for Community Development which includes projects such as the Manhattan Greenway.

Port Development

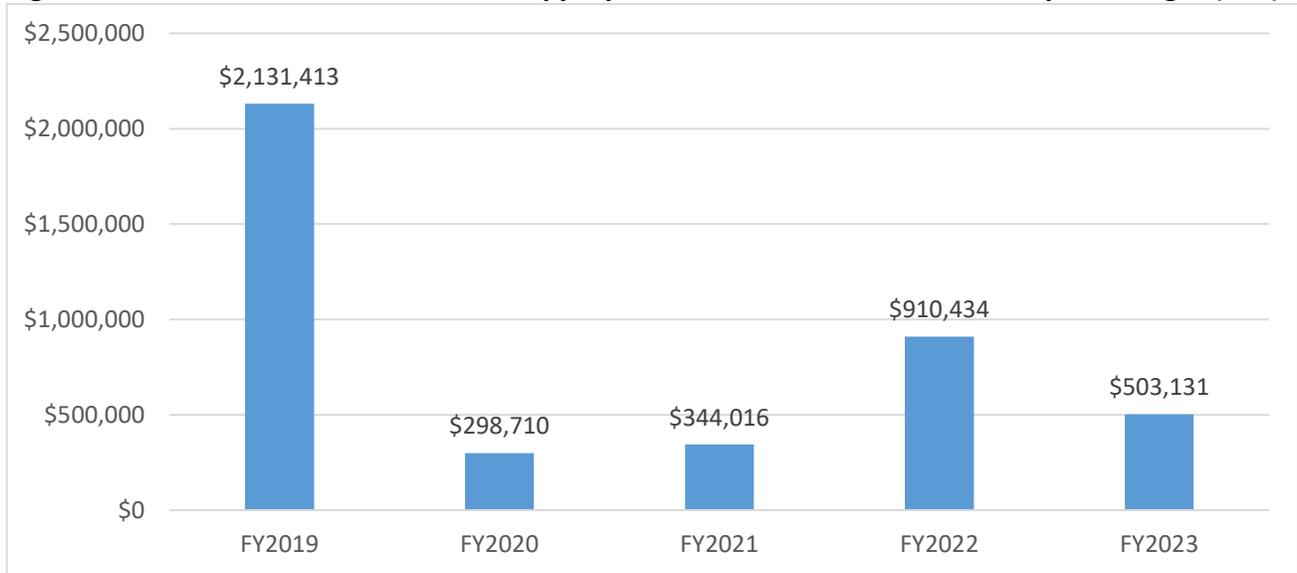
The Preliminary Ten-Year Capital Strategy includes \$28.3 million for Port Development, which includes improvements at certain cruise terminal and Freight NYC locations, as well as other port investments. Freight NYC is a strategy to modernize and optimize how freight moves into, through and out of the City. Improvements to the cruise terminals increase the City's ability to serve a growing number of passengers, retain and expand tourism-related businesses.

Fiscal 2020 Preliminary Capital Budget

The Capital Budget provides the requested appropriations for Fiscal 2019 and planned appropriations for Fiscal 2020 to Fiscal 2023. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2019

or the amount of funding that may be re-appropriated or rolled into Fiscal 2020 in the Executive and Adopted Budget. This report will provide an overview of the Capital Budget and Commitment Plan for NYCEDC.

Figure 3: NYCEDC Fiscal 2019 Available Appropriations and Fiscal 2020-2023 Capital Budget (000)



As shown in the chart above, the NYCEDC’s Fiscal 2020 Preliminary Capital Budget includes \$2.1 billion in Fiscal 2020-2023. This represents approximately four percent of the City’s total \$52.8 billion Capital Budget for Fiscal 2020-2023. Available appropriations for Fiscal 2019 total \$2.1 billion. This includes \$2 billion in reauthorized prior appropriations and \$149.8 million in adopted Fiscal 2019 appropriations, less actual commitments in the current fiscal year.

Preliminary Capital Commitment Plan

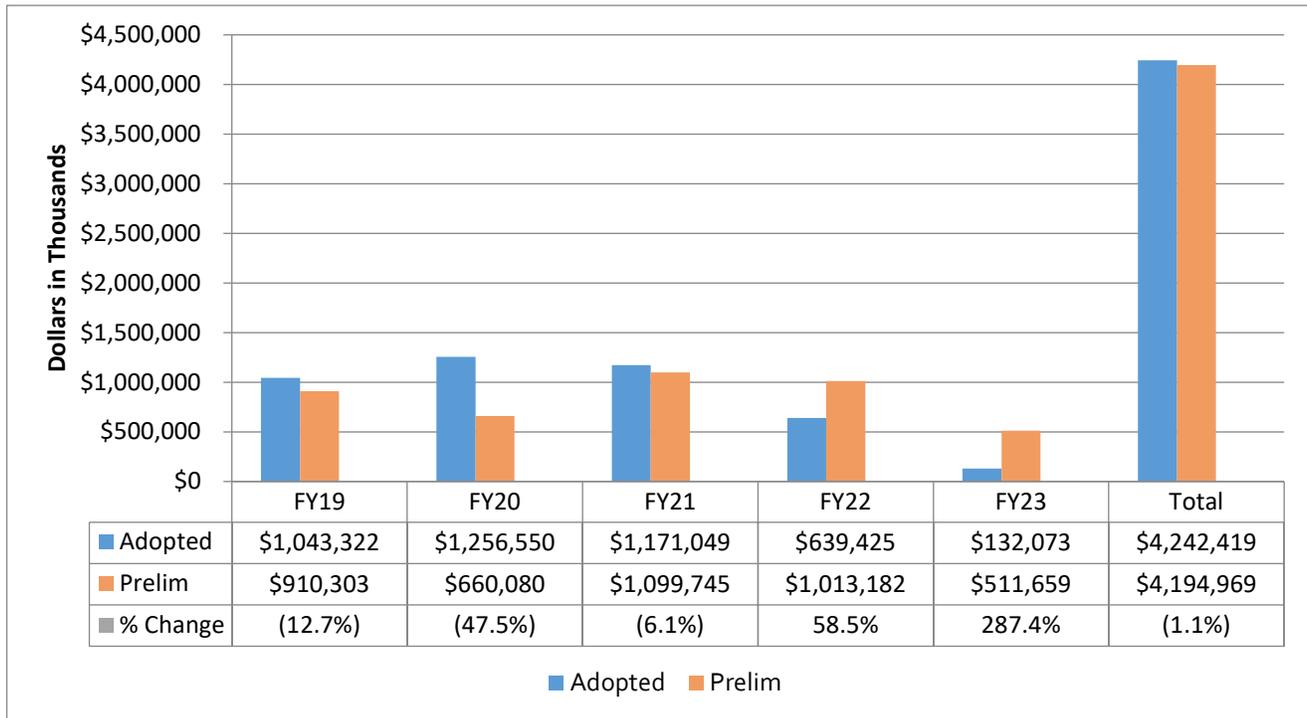
The Fiscal 2020 Preliminary Capital Commitment Plan, which covers Fiscal 2019-2023, includes more than \$4 billion for NYCEDC (including City and Non-City funds). This represents approximately five percent of the City’s total \$83.8 billion Preliminary Plan for Fiscal 2019-2023. NYCEDC’s Preliminary Commitment Plan for Fiscal 2019-2023 is 1.1 percent less than the \$4.2 billion scheduled in the Adopted Commitment Plan, a decrease of \$47.5 million. This Commitment Plan includes 82 budget lines and 519 project IDs.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. However, this also makes it difficult to track when projects were originally scheduled and completed. In Fiscal 2018, the Corporation committed \$320 million or 53.8 percent of its annual capital plan of \$595.3 million. Therefore, it is assumed that a significant portion of the agency’s Fiscal 2019 Capital Plan will be rolled into Fiscal 2020.

In Fiscal 2017, the Corporation committed \$338.8 million or 26.7 percent of its annual capital plan of \$1.3 billion. In Fiscal 2018, the Corporation committed \$320 million or 53.8 percent of its annual capital plan of \$595.3 million. Though NYCEDC’s actual commitments have not increased from Fiscal 2017 to Fiscal 2018 its plan now more accurately projects what the agency expects to commit in the current fiscal year. NYCEDC made an internal commitment to increase its commitment rate. Last year NYCEDC targeted the CP process and capital forecasting as ways to improve the commitment rate. The Corporation did a comprehensive review of NYCEDC’s portion of the City’s 5-year capital

plan to better determine when funds would be committed and re-forecasted funding into appropriate fiscal years. It also created an internal CP training guide and provided training to project managers to improve submission requests to the Office of Management and Budget (OMB). Improving the commitment rate continues to be a goal for NYCEDC. It now has monthly check-ins to review the commitment rate, continue to improve its CP training, and plan to re-forecast funds mid-year to reflect current project statuses.

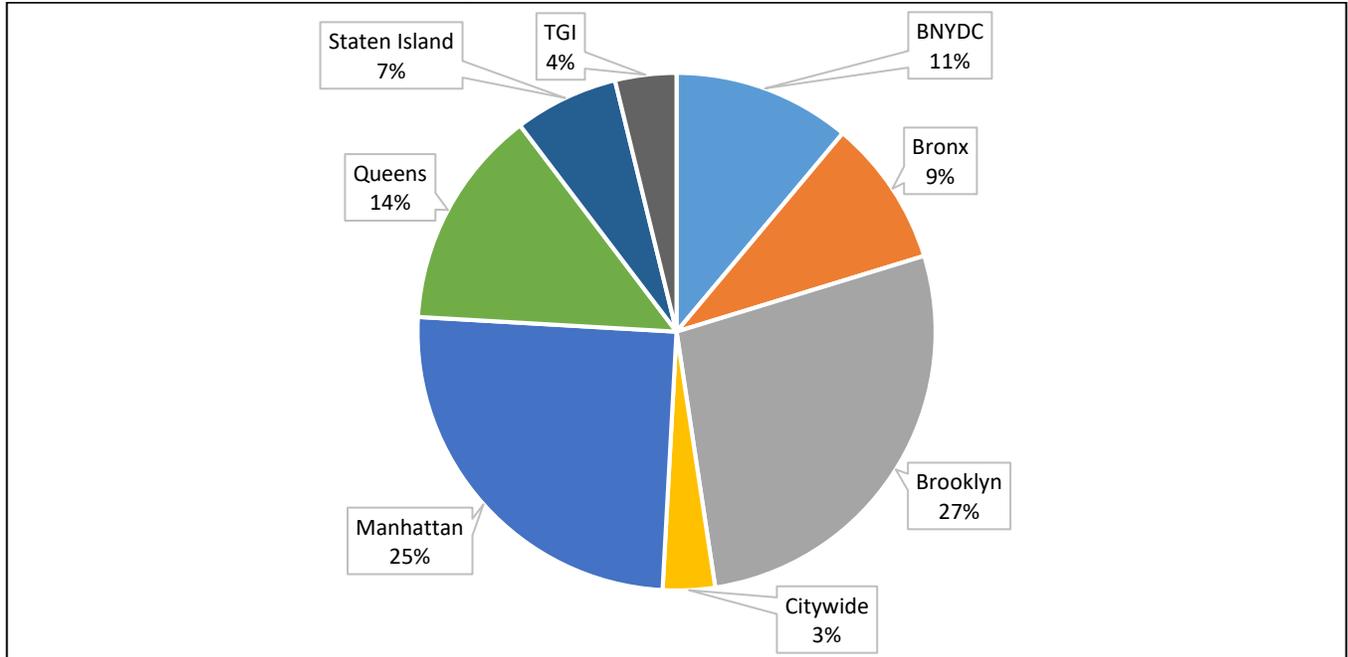
Figure 4: EDC Commitment Plan



The total available appropriations for Fiscal 2019 are \$2.1 billion against planned commitments totaling \$910.3 million. This excess balance of \$1.2 billion in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions, this flexibility is more limited than it appears from this variance alone.

The graph below illustrates NYCEDC projects broken down by borough for Fiscal 2019-2029. Out of the 523 projects, Brooklyn has the largest share of 143 projects, followed by Manhattan with 131 projects. Queens has 72 projects, Bronx has 48 and Staten Island has 34. A total of 17 projects are citywide projects, 58 projects are managed by Brooklyn Navy Yard Development (BNYDC) and 20 projects are managed by Trust for Governors Island (TGI). Even though Brooklyn has the largest number of projects, the 17 citywide projects are the largest portion of NYCEDC’s budget with a total funding amount of \$1.6 billion. The second largest portion of NYCEDC’s total capital budget are the 143 projects in Brooklyn that total \$793.8 million. Table F in the Appendix section provides a breakdown of the number of projects and the dollar value of the projects by borough.

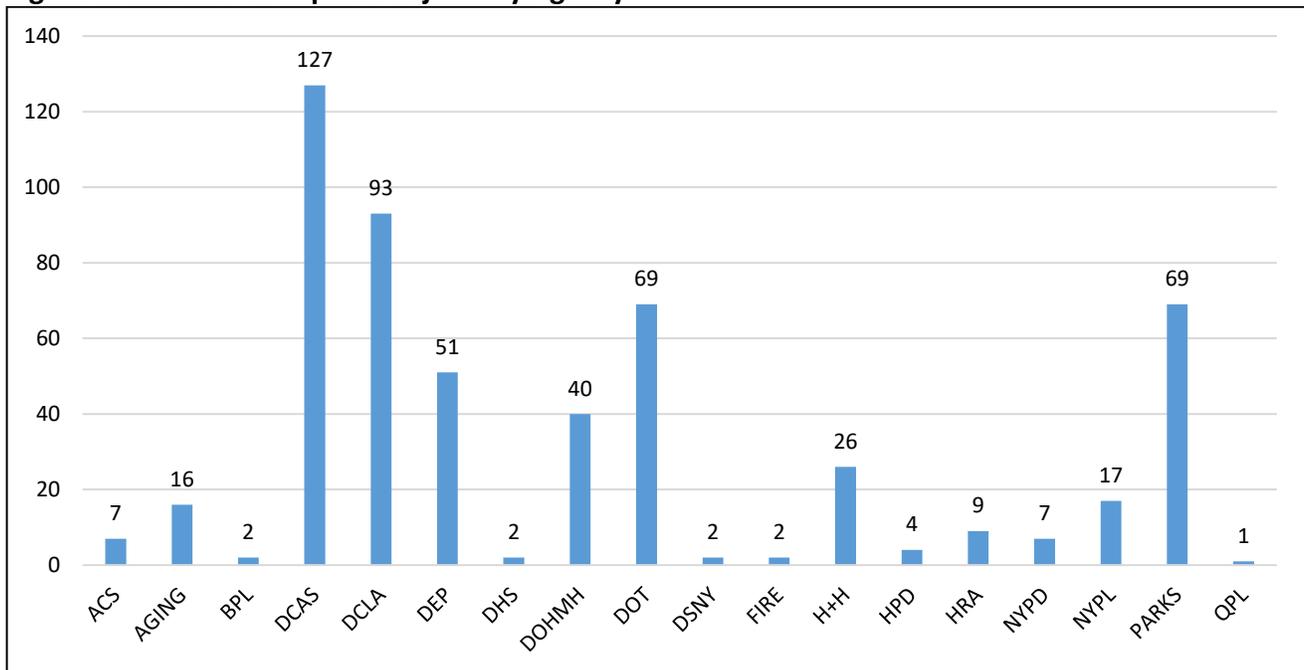
Figure 5: Capital Projects by Borough



Non- NYCEDC Projects Overview

In addition to its own projects, NYCEDC is also managing nearly \$2.7 billion (including City and Non-City funds) in capital projects for other agencies. Below is a snapshot of the agencies NYCEDC manages projects for, which includes \$745.1 million for Health + Hospitals, \$361.7 million for the Department of Cultural Affairs (DCLA) and \$513 million for the Department of Transportation. Table G in the Appendix provides a breakdown of the number of projects and the dollar value of the projects by agency.

Figure 6: Number of Capital Projects by Agency



City Council-Funded Discretionary Projects

The Fiscal 2020 Preliminary Capital Plan includes projects that receive funding from the City Council. This subset includes 130 projects with a total value of \$84.9 million, or nearly two percent, of NYCEDC's Fiscal 2019-2023 Preliminary Capital Plan.

Fiscal 2020 Preliminary Capital Budget Highlights

Some large projects in NYCEDC's Fiscal 2020 Preliminary Plan include the following listed below.

- **Brooklyn Army Terminal (BAT).** The Fiscal 2020 Preliminary Plan includes \$32 million for BAT New Needs in Fiscal 2019-2028. These funds are related to BAT Phase V, the renovation of 500,000 square feet in Building A to create modern, energy-efficient space for medium-sized light industrial and commercial businesses.
- **Bush Terminal - Made in New York Campus.** The Fiscal 2020 Preliminary Plan includes \$148.8 million for Bush Terminal - Made in New York Campus in Fiscal 2019-2028. The campus will house space for garment manufacturing and film and television production, utilizing underused buildings along Sunset Park's waterfront. The campus is scheduled to open in 2020 and is expected to create more than 1,500 permanent jobs and more than 800 construction jobs.
- **Citywide Ferry Service.** The Fiscal 2020 Preliminary Plan includes new funding for the Ferry Service. NYC Ferry incorporates the previous East River pilot, which launched in 2011, and added five additional routes in the summers of 2017 and 2018 which will connect 21 landings (ten of them new). By Year 2021 there will be a total of eight routes. NYCEDC will also add a stop on the Soundview Route at Ferry Point Park in Year 2021. The routes include:
 - Astoria;
 - East River;
 - Lower East Side;
 - Rockaway;
 - Soundview;
 - South Brooklyn;
 - Launch of the St. George Route in Year 2020; and
 - Launch of the Coney Island Route in Year 2021.

NYCEDC is the project lead with construction of new ferry landings, renovation of existing ferry landings, and managing the contract with Hornblower, the operator providing service on behalf of the City. Citywide Ferry Service is projected to support approximately 4.6 million rider trips per year. Fares on the new service will cost \$2.75, the same as a bus or subway ride. Funding in the plan includes the following.

- Homeport at Brooklyn Navy Yard. The Fiscal 2020 Preliminary Plan includes \$5.7 million for Homeport at Brooklyn Navy Yard in Fiscal 2019- 2028, to create a homeport at the Navy Yard for the NYC Ferry vessels.
- Homeport 2. The Fiscal 2020 Preliminary Plan includes \$65 million for Homeport at Brooklyn Navy Yard in Fiscal 2019- 2028. The location has not been decided yet.
- Vessel Rehabilitation. The Fiscal 2020 Preliminary Plan includes \$369 million for Vessel Purchases in Fiscal 2019-2028, for the purchase of vessels for the Citywide Ferry Service.

- **Barges**. The Fiscal January 2020 Preliminary Plan includes \$143.5 million for Barges in Fiscal 2019-2028, for the construction of barges, gangways, and capital infrastructure required for the ferry landings.
- **Coney Island West**. The Fiscal 2020 Preliminary Plan includes \$129.8 million for Coney Island West in Fiscal 2019-2028. In Coney Island, the City is making strategic investments in infrastructure to support the existing neighborhood and help spur the development of up to 4,000 units of new affordable and mixed-income housing, as well as neighborhood retail services, and jobs. This redevelopment program will take place on vacant land and parking lots located in areas that were part of the Coney Island Comprehensive Rezoning in 2009, but have since remained undeveloped. NYCEDC has developed a roadmap for an upgraded sewer system, new streets with higher grades, and the relocation and enhancement of several City facilities.
- **FA - Willets Point Urban Renewal Area- Subgrade Improvements**. The Fiscal 2020 Preliminary Plan includes \$70.5 million for FA - Willets Point Urban Renewal Area- Subgrade Improvements in Fiscal 2019-2028. Capital funds associated with the subgrade improvements represent costs related to the preparation of environmental review documents, associated legal fees and urban design work.
- **Freight - SBMT 33rd Street Pier**. The Fiscal 2020 Preliminary Plan includes \$39.4 million for Freight - SBMT 33rd Street Pier in Fiscal 2019-2028, for the rehabilitation of the 33rd Street Pier at the South Brooklyn Marine Terminal.
- **Hunts Point Area Wide Improvements**. The Fiscal 2020 Plan Preliminary Plan includes \$198.8 million for Hunts Point Area Wide Improvements in Fiscal 2019-2028, for soil stabilization (sink hole remediation), rail infrastructure, vehicular circulation, loading dock improvements, and food cold chain improvements on the peninsula.
- **Hunts Point Meat Market 2**. The Fiscal 2020 Preliminary Plan includes \$35.8 million for Hunts Point Meat Market 2 in Fiscal 2019-2028, for improvements include building upgrades and approximately 100,000 square feet of flexible food distribution processing and manufacturing space. Work will commence once site preparation is complete.
- **Life Sciences Hub**. The Fiscal Preliminary Plan includes \$150 million for Life Sciences Hub in Fiscal 2019-2028, for the creation of a Life Sciences Hub as part of the LifeSci Initiative. The initiative, announced by the Mayor de Blasio in December 2016, plans to invest \$500 million in the life sciences in New York City over ten years. In addition to the life sciences campus, the initiative will create tax incentives to attract investment in commercial lab space, invest in internships and life sciences curricula in the City, commit matching funds to support early-stage businesses, and provide funding to expand training programs for entrepreneurs.
- **Manhattan Greenway**. The Fiscal 2020 Preliminary Plan includes \$122.9 million for Manhattan Greenway in Fiscal 2019-2028, to construct an esplanade to close a gap in waterfront parkland on the East Side of Manhattan between 53rd and 61st Streets.
- **Rockaways Infrastructure Improvements**. The Fiscal 2020 Preliminary Plan includes \$79 million for Rockaways Infrastructure Improvements in Fiscal 2019-2028. The City will focus resources in areas such as economic development, resiliency and infrastructure, housing and land use, transportation, culture, tourism and open space to transform Downtown Far Rockaway.

- **Southwest Bronx Infrastructure Improvements.** The Fiscal 2020 Preliminary Plan includes \$189.7 million for Southwest Bronx Infrastructure Improvements in Fiscal 2019-2028. This project intends to fund infrastructure investments in the waterfront, publicly accessible open space, public utilities and resiliency to catalyze public and private affordable housing development in a transit-rich area.
- **Stapleton Waterfront Phase II & III.** The Fiscal 2020 Preliminary Plan includes \$133.7 million for Stapleton Waterfront Phase II & III in Fiscal 2019-2028. The Homeport, a 35-acre decommissioned U.S. Naval Base in Staten Island, is being transformed into a vibrant, sustainable, and livable addition to the Stapleton community and the Staten Island waterfront in accordance with the community-driven New Stapleton Waterfront Development Plan. After breaking ground in 2013, the Ironstate Development Company is investing \$150 million to transform seven acres into a sustainable development of rental housing units and retail stores. The mixed-use project will bring roughly 900 units of housing, 30,000 square feet of ground floor retail, and five acres of new waterfront esplanade to the Stapleton community. Funds will go towards road improvements; a new waterfront esplanade for the historic Stapleton community; the construction of new open space; restored tidal wetlands; reconstruction along major connector streets; new storm water systems; and streetscapes. This investment in infrastructure and open space will lay the foundation for future phases of the project, including new affordable housing units.
- **Sunnyside Yards.** The Fiscal 2020 Preliminary Plan includes \$55 million for Sunnyside Yards in Fiscal 2019-2028, for preliminary infrastructure support to prepare Sunnyside Yards for future development.

Conclusion

In Fiscal 2017, the Corporation committed \$338.8 million or 26.7 percent of its annual capital plan of \$1.3 billion. In Fiscal 2018, the Corporation committed \$320 million or 53.8 percent of its annual capital plan of \$595.3 million. Though NYCEDC's actual commitments have not increased from Fiscal 2017 to Fiscal 2018 its plan now more accurately projects what the agency expects to commit in the current fiscal year. However, this is not reflected in the Ten-Year Strategy which is still front loading funds. NYCEDC needs to come up with a Capital Strategy that is more accurate, including more evenly distributed planned spending across all years of the plan.

Fiscal 2019 Preliminary Mayor's Management Report Highlights

The Fiscal 2019 Preliminary Mayor's Management Report (PMMR) outlines the responsibilities and goals of NYCEDC. In the Fiscal 2019 PMMR, NYCEDC has four service goals detailed below.

- 1) The first service goal is to develop and build physical assets and infrastructure in all five boroughs.
- 2) The second service goal is to manage, maintain and enhance City assets to attract businesses.
- 3) The third service goal is to provide resources to targeted industries and businesses.
- 4) The fourth service goal is to leverage City investments to support inclusive economic development.

The chart in Appendix B provides all performance statistics for Fiscal 2016 to 2018, target data for Fiscal 2019 and Fiscal 2020, and four-month actual data for Fiscal 2018 and Fiscal 2019.

- NYCEDC closed two real estate transactions in the first four months of Fiscal 2019, helping to unlock over \$100 million in private investment. Among those transactions was the amendment of the ground lease for the Battery Maritime Building to reactivate the stymied redevelopment project of the landmark building into a hotel-restaurant complex. The project, which broke ground in October of 2018, is projected to create 180 permanent jobs and 112 construction jobs. The developer will work with NYCEDC to connect residents with job opportunities through HireNYC.
- Capital expenditures for design and construction projects, with the exception of those related to Asset Management and Funding Agreements, exceeded \$15 million for this reporting period. Highlights include the Coney Island West infrastructure project, which is expected to be completed in spring of 2019 and will provide valuable infrastructure for approximately 1,000 nearby affordable housing units. NYCEDC's work for NYC Health + Hospitals continues with construction underway on Coney Island Hospital and nearly complete for Bellevue and Coler Hospitals. For NYC Department of Parks and Recreation, NYCEDC is involved in several projects. These projects include advancing design for Andrew Haswell Green Park and two Midtown Greenway projects on Manhattan's East River waterfront and the final phase of the High Line in Manhattan, where construction is ongoing and is expected to be complete in 2019.
- NYC Ferry ridership continues to expand with the launch of two additional routes in August: Soundview and Lower East Side. These two new routes join four existing routes (East River, Rockaway, South Brooklyn, and Astoria) to bring the NYC Ferry system to a total of six routes. This expansion of the ferry service gives more commuters an affordable and reliable option to get to and from work each day and enhances the use of the City's waterways as an essential component of NYC's transportation network. NYC Ferry has now served over 7.5 million passengers since its launch in 2017 and has average monthly ridership of roughly 620,000 passengers. To accommodate this growing demand, the first of several larger 350-passenger ferries went into service over the summer.
- The New York City Industrial Development Agency (NYCIDA) closed two transactions during the first four months of Fiscal 2019. Together, these projects are expected to generate over \$27 million in City tax revenue, leverage approximately \$68 million in private investment and create 100 jobs within the first three years of their respective terms. The majority of this impact stems from the development of a new 72,500 square foot building in College Point, Queens to be used as the corporate headquarters of Jetro Cash & Carry and Restaurant Depot. NYCIDA benefits also assisted Western Beef Retail, Inc. in connection with the furnishing and equipping of a 15,708 square foot full-service supermarket in the Williamsbridge section of the Bronx.
- Build NYC Resource Corporation (Build NYC) closed six transactions during the first four months of Fiscal 2019. Collectively, these projects are expected to generate nearly \$28 million in City tax revenue, leverage more than \$87 million in private investment and create approximately 60 jobs within the first three years of their respective terms. For example, Build NYC provided financial assistance through tax exempt bonds to Person Centered Care Services, a New York not-for-profit corporation that provides aid to individuals with developmental disabilities. The bond proceeds from this transaction helped to finance the

acquisition, renovation, furnishing, and equipping of the organization's programmatic and administrative space.

- The value of City capital grants disbursed through capital funding agreements exceeded \$27 million. Notable funding agreements that broke ground in early Fiscal 2019 include a new YMCA community and recreational facility in the Edenwald neighborhood of the Bronx and the new three story, 22,000 square foot permanent home for the Irish Arts Center.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
SBS Budget as of the Adopted 2019 Budget	\$209,793	\$75,073	\$284,866	\$120,795	\$51,843	\$172,638
Other Adjustments						
0708 FY19 Budget	\$0	\$8,600	\$8,600	\$0	\$0	\$0
130 CEDAR STREET RENT	0	104	104	0	0	0
19EDCFLOOD2&3	0	2,034	2,034	0	0	0
Alignment	(249)	0	(249)	(249)	0	(249)
BC A215 Realignment	0	(6)	(6)	0	0	0
BNYDC FEMA	0	2,210	2,210	0	0	0
Collective Bargaining	235	9	244	402	17	419
EDC - MOME BerkleeNYC project	0	500	500	0	0	0
EDC GreeNYC Transfer	(61)	0	(61)	0	0	0
Efficiency Savings	(500)	0	(500)	(1,445)	0	(1,445)
FEMA 428 G5 Tompkinsville FY19	0	100	100	0	0	0
Flood Map - FY19 Funding	0	242	242	0	0	0
FY18 Push to FY19 1722	0	100	100	0	0	0
AvenueNYC	0	360	360	0	8	8
FY19 BREP State	0	92	92	0	0	0
FY19 Clean Diesel	0	220	220	0	0	0
FY19 Doris Grant	0	105	105	0	0	0
FY19 HSBLGP	0	98	98	0	0	0
FY19 ICD Grant Decrease	0	6	6	0	0	0
FY19 Increase for FY17 Accrual	0	1	1	0	0	0
Hammond Cove FY19 Funds	0	89	89	0	0	0
I/C EDC FY19	0	2,340	2,340	0	0	0
IC W/ EDC - EA Consultant	0	150	150	0	0	0
Media Lab SBS-MOME	0	500	500	0	0	0
MiNY Media Center+ Freelancers	0	1,155	1,155	0	0	0
MOER Savings - Jumpstart	(200)	0	(200)	0	0	0
MOER FY19	0	828	828	0	0	0
MOME/EDC Nightlife & Small	0	2,135	2,135	0	0	0
MOS Retrofit Accel	0	1,064	1,064	0	0	0
Pier 42	0	5,217	5,217	0	0	0
Retrofit	0	182	182	0	0	0
Staff Time FY19	0	190	190	0	706	706
TAA FY18 to FY19 Rollover	0	461	461	0	0	0
TGI FEMA Accrual Increase	0	591	591	0	0	0
Vacancy Reductions	0	0	0	(460)	0	(460)
Business Services Re-estimate	(512)	0	(512)	0	0	0
City Council Adjustments	(668)	0	(668)	0	0	0
Collective Bargaining CD, CTL, DR	188	13	201	323	22	345
DEP - EDC OneNYC Transfer	1,242	0	1,242	0	0	0
FY19 HRO Funding	0	2,555	2,555	0	0	0
Hunts Point Funding	0	600	600	0	147	147
MOPD Acces-VR	0	35	35	0	41	41
MOPD ICD Grant Renewal	0	42	42	0	30	30
OER Savings	(55)	0	(55)	(40)	0	(40)

<i>Dollars in Thousands</i>	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
PS efficiency savings - January Plan	(530)	0	(530)	0	0	0
Raise Shoreline	0	1,300	1,300	0	120	120
Re-estimate - Workforce Development	(487)	0	(487)	0	0	0
RISE Funding	0	4,504	4,504	0	1,543	1,543
SBS AECOM Budget Increase	0	741	741	0	0	0
SBS/EDC: FY23 Funding Takedown	0	0	0	0	0	0
Tech In Residence Cyber Corps	0	219	219	0	419	419
TGI Savings	(243)	0	(243)	(227)	0	(227)
Subtotal, Other Adjustments	(\$1,840)	\$39,686	\$37,846	(\$1,696)	\$3,053	\$1,357
TOTAL, All Changes	(\$1,840)	\$39,686	\$37,846	(\$1,696)	\$3,053	\$1,357
SBS Budget as of the Preliminary 2020 Budget	\$207,952	\$114,755	\$322,707	\$119,099	\$54,896	\$173,995

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B: Fiscal 2019 PMMR Performance Measures

NYCEDC Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$1,213.6	\$798.5	\$1,140	↑	↑	\$444.7	\$100.7
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$303.4	\$217.6	\$233.2	*	*	\$17.4	\$16
Graffiti sites cleaned	9,189	9,861	11,090	*	*	5,137	6,047
Square feet of graffiti removed (000)	5,650	5,720	6,139	*	*	2,997	2,849
NYC ferry - Average monthly ridership	NA	NA	341,672	*	*	452,291	622,551
Capital expenditures on asset management (\$000,000)	\$45.8	\$106.9	\$95	*	*	\$19.3	\$8.8
Occupancy rate of NYCEDC-managed property (%)	93.7%	94.6%	95%	95%	95%	95.8%	95%
Portfolio revenue generated (\$000,000)	\$208.2	\$196.2	\$237.2	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	66,321.4	63,545.9	64,923.7	*	*	NA	NA
Outstanding violations at beginning of the period	64	51	17	*	*	17	44
Outstanding violations closed during the period	31	30	13	*	*	5	19
Businesses served by industry-focused programmatic initiatives	2,722	2,604	1,538	↑	↑	NA	NA
Private sector jobs in innovation industries (%)	14.7%	14.7%	14.6%	*	*	NA	NA
New York City unemployment rate (%)	4.9%	4.9%	4.5%	*	*	4.9%	4.1%
New York City Industrial Development Agency projects - Contracts closed	14	7	14	*	*	3	2
Projected three-year job growth associated with closed contracts	3,639	252	15,201	↑	↑	7,504	100
Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$312.6	\$58.3	\$2,355.1	↑	↑	\$1,125	\$27.3
Private investment leveraged on closed projects (\$000,000)	\$942.2	\$104.1	\$7,412.4	*	*	\$3,953.7	\$68
Build NYC Resource Corporation - Contracts closed	28	15	15	*	*	4	6
Projected three-year job growth associated with closed contracts	321	419	251	↑	↑	40	62
Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$411.2	\$168.8	\$73.6	↑	↑	\$21.5	\$27.9
Private investment leveraged on closed projects (\$000,000)	\$1,404.3	\$564.1	\$616.3	*	*	\$61.3	\$87.6
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$128.7	\$70.9	\$63.3	*	*	\$8.7	\$27.4
Project employees reported to be earning a living wage or more (%)	95%	95%	98%	95%	95%	NA	NA

C: All New Investment Projects in Fiscal 2018, with Council District and Industry

Project Name	Council District	Industry Classification
509 W 34, LLC	3	Related to Real Estate
50 HYMC Owner LLC	3	Related to Real Estate
Services for the Underserved, Inc. #4 (2018)	3	Other Individual and Family Services
Fedcap Rehabilitation Services, Inc. #2	4	Vocational Rehabilitation Services
Volunteers of America - Greater New York, Inc #3	4	Other Individual and Family Services
Cathedral School of St. John The Divine	7	Elementary and Secondary Schools
A & J Supermarket Corp.	8	Supermarkets and Other Grocery (except Convenience) Stores
Metropolitan Lighthouse Charter School	8	Elementary and Secondary Schools
Cooke School and Institute	8	Elementary and Secondary Schools
Inwood Academy for Leadership Charter School	10	Elementary and Secondary Schools
Western Beef Retail, Inc. #4 (2017)	15	Supermarkets and Other Grocery (except Convenience) Stores
Tristate Plumbing Services Corp.	16	Other Metal Valve and Pipe Fitting Manufacturing
York Studios - Michaelangelo Campus LLC	17	Motion Picture and Video Production
Hyde Leadership Charter School	17	Elementary and Secondary Schools
Village Super Market, Inc.	18	Supermarkets and Other Grocery (except Convenience) Stores
Marathon Energy Corporation	26	Plumbing and Heating Equipment and Supplies Merchant Wholesalers
DMFYD LIC LLC	26	Other Activities Related to Real Estate
GMDC OP LLC	28	Nonresidential Property Managers
Siach Yitzchok	31	Elementary and Secondary Schools
Mary McDowell Friends School (2017)	33	Elementary and Secondary Schools
Grimm Ales LLC	34	Breweries
Western Beef Retail, Inc. #3 (2017)	37	Supermarkets and Other Grocery (except Convenience) Stores
Cypress Pitkin Berriman, L.P.	37	Lessors of Nonresidential Buildings (except Miniwarehouses)
Talmud Torah Ohel Yochanan & The Bnei Torah Trust	39	Elementary and Secondary Schools
Seamen's Society for Children and Families (2017)	49	Child and Youth Services
Octopus Garden Inc.	49	<i>Not reported</i>

D: Fiscal 2018 Active Investment Projects by Program Type

Program Name	Number of Projects	Average Assistance Over Project Lifetime¹¹ <i>(\$, thousands)</i>	Total Assistance Over All Projects Lifetime <i>(\$, thousands)</i>
Applied Sciences NYC	5	-99	-494
BIR Energy Incentive	6	171	1,025
Build NYC Revenue Bond	101	580	58,557
Build NYC Tax-Exempt Promissory Note	16	1,567	25,078
Commercial Growth Project	17	19,826	337,037
Commercial Project	12	18,298	219,581
EDC Loan	5	0	0
Empowerment Zone Facility Bond	1	158	158
Exempt Facilities Bond	4	3,411	13,644
FRESH	21	1,497	31,427
Industrial Incentive	210	1,678	352,357
Liberty Bond	1	210	210
Manufacturing Facilities Bond	20	1,058	21,156
New Markets Tax Credits Program	1	0	0
Not For Profit Bond	37	370	13,684
Pooled Bond	28	43	1,216
Recovery Zone Facility Bond	3	131	394

E: Percent of Investment Projects that Provide Health Benefits, Fiscal 2012 – 2018

Fiscal Year	Total Projects	Projects Providing Health Benefits	Percent Providing Benefits
2012	543	432	80%
2013	552	407	74%
2014	583	415	71%
2015	545	390	72%
2016	529	387	73%
2017	519	370	71%
2018	489	354	72%

¹¹ Net of penalties and interest paid back to EDC or IDA, with future dollars discounted at EDC's chosen rate of 6.25%. Note the present value amounts will be lower than the dollar amounts, and that these numbers reflect EDC's methods of combing dollar amounts with present value amounts. Negative numbers indicate a higher amount was recouped as penalties than granted as aid.

F: Percent of Employees of Investment Projects Living in NYC, Fiscal 2012 – 2018

Fiscal Year	Total Projects	Employees of Aid-Supported Projects Living in NYC
2012	543	72.1%
2013	552	65.9%
2014	583	65.6%
2015	545	63.4%
2016	528	63.5%
2017	519	62.3%
2018	431	71.1%

G: Capital Project Breakdown by Borough

Capital Projects by Borough	Total Number of Projects	Percent of Total Number of Projects	Dollar Value of Projects (FY2019-2022)(‘1000’s)	Percent of Total Dollar Value of Projects
BNYDC	58	11%	\$390,752	9%
BRONX	48	9%	\$396,093	9%
BROOKLYN	143	27%	\$793,792	17%
CITYWIDE	17	3%	\$1,586,464	35%
MANHATTAN	131	25%	\$721,582	16%
QUEENS	72	14%	\$360,646	8%
STATEN ISLAND	34	7%	\$207,033	5%
TGI	20	4%	\$106,641	2%
TOTAL	523	100%	\$4,563,003	100%

H: Non-NYCEDC Projects Overview

Agency	Total Number of Projects	% of Total Number of Projects	Dollar Value of Projects (FY2019-2022)	% of Value of Projects
Administration for Children's Services	7	0.66%	\$3,556	0.05%
Department for the Aging	16	1.50%	\$12,087	0.17%
Brooklyn Public Library	2	0.19%	\$7,594	0.12%
Department of Citywide Administrative Services	127	11.90%	\$55,390	0.76%
Department of Cultural Affairs	93	8.72%	\$361,653	4.98%
Department of Environmental Protection	51	4.78%	\$452,183	6.23%
Department of Homeless Services	2	0.19%	\$1,488	0.02%
Department of Health and Mental Hygiene	40	3.75%	\$257,131	3.54%
Department of Transportation	69	6.47%	\$513,029	7.07%
Department of Sanitation	2	0.19%	\$53	0%
Small Business Services/Economic Development Corporation/Brooklyn Navy Yard Development Corporation/Trust For Governors Island	523	49.02%	\$4,563,003	62.85%
Fire Department	2	0.19%	\$115	0%
Health & Hospitals Corporation	26	2.44%	\$745,051	10.26%
Housing Preservation and Development	4	0.37%	\$10,768	0.15%
Human Resources Administration	9	0.84%	\$2,951	0.04%
New York Police Department	7	0.66%	\$70,760	0.98%
New York Public Library	17	1.59%	\$193,242	2.66%
Parks Department	69	6.47%	\$9,521	0.13%
Queens Borough Public Library	1	0.09%	\$244	0%
TOTAL	1,067	100%	\$7,259,819	100%