

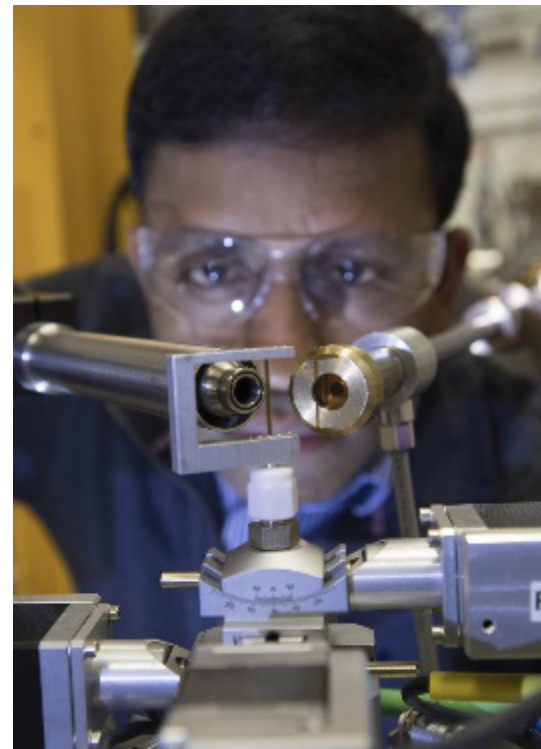


STATE OF THE REGION:

Long Island

2023 STRATEGIC PLAN

Long Island Forward: A Blueprint for Housing Growth



Message from Co-Chairs

November 30, 2023

Dear Commissioner Knight,

The Long Island Regional Economic Development Council is pleased to present our 2023 Strategic Plan for Nassau and Suffolk Counties. We welcomed the opportunity this year to develop the first new strategic plan since 2011. We took the opportunity to take a critical look back to that original plan and assessed our successes and identified and recognized where we fell short. In this new plan we focus on, and address, the critical issues that are still impacting the economic prosperity of the region and introduce several new “big Ideas” that we believe will, if implemented, transform the region.

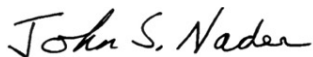
We strongly believe in the inclusive, community-based approach to economic development planning through the REDC program and appreciate Governor Hochul and your continued support of this process. This year, with the assistance of an experienced team of consultants, we held a multitude of public stakeholder meetings and listened to the advice, counsel, and feedback from hundreds of participants. The result is a strategic plan that truly was developed by Long Islanders.

The opportunity to identify and address the region’s biggest challenge was welcome. It will not be surprising that the Council unanimously selected housing as the biggest challenge and impediment to economic prosperity for Long Island. The region faces a shortage of housing that is making much of the region’s housing stock unaffordable. Without sufficient housing the region cannot attract talent and without sufficient talent we cannot attract or grow industry in the region. In every one of our stakeholder meetings this issue was raised. Through a newly formed housing workgroup we identified the impediments to the creation of more housing and developed an implementable strategy to overcome those hurdles. We believe our plan will be successful and can be replicated throughout the region.

In addition to our housing strategy, we identified several other “big ideas” for the region. It is recommended that that region create an economic development organization, supported by the private sector, to help break down the fragmentation and support the entire region. Other ideas include creation of an innovation hub to incubate companies, further support for the revitalization of our downtowns, continue to expand child care options and develop and expand our workforce development ecosystem.

Once again, thank you for the opportunity to present this plan for Long Island and for all the support.

Sincerely,



John S. Nader, President, Farmingdale State College



Linda Armyn, President and CEO, Bethpage Federal Credit Union

Table of Contents

I. EXECUTIVE SUMMARY & PROGRESS.....	5
a. State of the Region.....	6
b. Strategic Plan Overview.....	8
c. Status of Past CFA Projects.....	11
II. REGIONAL STRATEGIC PLAN UPDATE & PARTICIPATION.....	16
a. Progress Since 2011	17
b. Economic and Demographic Trends	19
c. Vision, Goals, Critical Issues, and Strategies.....	24
d. Participation.....	52
III. CHALLENGES COMPETITION PROPOSAL	61
a. Challenge Overview	62
b. Proposal: Long Island Forward: Revitalize, Renew, Rebuild Program.....	64



PART ONE

Executive Summary & Progress



State of the Region

Over the past decade, Long Island’s economy has shown its resilience and has grown in many ways. Yet the economy is threatened by a long-term plateau and recent loss of residents – and therefore talent – and the need to build more housing.

As the country’s first suburb, Long Island has long been a vibrant place to work, live, and visit. With quaint neighborhoods, bustling downtowns, stunning coastlines and beaches, and excellent public schools and post-secondary institutions, the region’s amenities are unparalleled for those who seek a suburban life. Long Island’s economy has long been driven by a culture of innovation, with institutions working at the forefront of technology, as well as a rich history of legacy industries such as aerospace, manufacturing, local agriculture, and aquaculture. The many assets that make Long Island a great place to live also make it a desirable destination for visitors.

In 2011, New York State (the State) established the 10 Regional Economic Development Councils (REDCs), including the Long Island Regional Economic Development Council (LIREDC), to better plan for regional economic growth. The first LIREDC Strategic Plan, *Long Island’s Future Economy (2011 Strategic Plan)*, called for growing innovation and industry clusters; expanding infrastructure; building housing; preserving natural assets, agriculture, and aquaculture; expanding tourism; and investing in workforce and education. Since then, the LIREDC has awarded \$565M in funding to support \$6B in total investment across the region and the creation or retention of 40,000 jobs. Long Island has maintained and diversified its innovation leadership through biotech and life science, advanced manufacturing, and offshore wind. It has also revitalized downtowns, rebounded from COVID-19, and benefited from transformative LIRR investments.

At the same time, Long Island’s population base and economic growth has stalled, especially compared to the rest of the New York metro area and suburbs outside other major cities in the country. **The greatest challenge Long Island faces today is the pressing housing crisis and the associated difficulty attracting and retaining talent. Addressing these issues are foundational to ensure that all Long Islanders have**

equitable access to economic opportunity. This (the Plan) summarizes the strides Long Island has made since 2011 and highlights new opportunities and challenges.

SUCCESSSES SINCE 2011

In the last 12 years, Long Island has reinforced its leadership in innovative sectors. Of all New York State regions, Long Island has the most biotech and life science (19K jobs) and manufacturing (67K jobs) jobs, and is second only to New York City in clean energy and renewable energy jobs (22K jobs).¹ This is grounded in the leadership of world-class research institutions such as the Brookhaven National Laboratory, The Feinstein Institutes for Medical Research, Cold Spring Harbor Laboratory, and Stony Brook University. Further, the emerging offshore wind industry and the Navy’s recent commitment to their Submarine Industrial Base demonstrates Long Island’s strengths in clean energy and advanced manufacturing respectively.

With support from the State, the region has also made headway in upskilling and training its labor force, including the development of the new Offshore Wind Training Center, which will be the first of its kind in the country.

Major State investments in infrastructure that have unlocked transit-oriented development potential (TOD). This includes \$17.7B of investment in Long Island Railroad (LIRR) for over 100 projects, including the development of the Second and Third Tracks and the East Side Access connection to Grand Central Terminal in Manhattan – the latter two expanding service by 40%.² Revitalized and densified downtowns such as Farmingdale, Mineola, Westbury, and Patchogue and successful mixed-use developments such as Station Yards in Ronkonkoma and Wyandanch Rising provide a model for more dense, mixed-use development that can attract younger people to Long Island.

Long Island also continues to thrive as a hub for agriculture, aquaculture, and tourism. Suffolk County ranks fourth in the State in annual agricultural sales. The commercial fishing industry generates over \$1.2B in goods and services. As for wine country, there are 60 vineyards across the region, totaling 4,000 acres, that produce 500,000 cases annual for both domestic and international distribution.³ Tourism has also rebounded from COVID-19: in 2022, visitors spent

\$6.6B, exceeding spending of \$6.3B in 2019 and \$4B in 2020.

NEW CHALLENGES

Since 2011, Long Island has weathered many challenges, ranging from the devastating impacts of Superstorm Sandy; to COVID-19’s devastating impacts on residents and small businesses – particularly in low-income areas; to the disruption of retail and resulting vacant big box stores and storefronts; to continued economic and racial inequities.

However, the biggest challenge in the region is the housing crisis that is driving a talent shortage and threatens to thwart Long Island’s economic future. A fundamental driver of quality of life is access to quality housing affordable to an array of income levels. On Long Island, a shortage of housing and high housing costs mean that young and working families struggle to make ends meet, and they deter people – particularly young people – from staying on or moving to Long Island. The resulting labor shortage has everyday impacts on Long Islanders. Beloved small businesses – ranging from local restaurants to salons to grocery stores – are under-staffed and forced to shutter. Businesses across sectors are unable to hire. And Long Island’s leading educational and research institutions struggle to recruit talent.

These intertwined dynamics of housing, talent attraction, and economic opportunity underpin all aspects of The Strategic Plan and must be addressed in order for Long Island to thrive.

Data on trends over the past 11 years (2011-2022) bear this out. In 2011, the unemployment rate was 7.3%, and the *2011 Strategic Plan’s* focus was on creating jobs. Today, the unemployment rate of 3% demonstrates there is little “wiggle” room in the labor supply.⁴ Between 2011-2021, the region’s population grew by only 3%, lagging the nation – and it lost 98,000 residents aged 35-54.⁵ Alarmingly, for the first time in the last century, the region had a net loss of 15,000 residents between 2021-2022 post-COVID. The economy has also stalled, with jobs growing by only 2%, as compared to 12% across the U.S.⁶

The housing shortage is the key driver of these trends. Over the past 10 years, the number of housing units on Long Island increased by only 2% and the majority of new units have been single-family homes.⁷ This rate of housing production on Long Island falls short of regional and national suburbs, at only 7 units built per 1,000 residents in the past 10 years, as compared to 13 units per 1,000 residents in Hudson Valley, 16 in the Connecticut suburbs, and 35 in Northern New Jersey.⁸

The shortage of housing is leading to an affordability crisis: 50% of renters and 30% of homeowners spend more than 30% of their incomes on housing. Further, 60% of Black and Latino renters are cost burdened and 40% of Black and Latinx homeowners are cost burdened.⁹

Long Island must build an array of housing types – ranging from multifamily to townhouses to single family homes – to serve a range of age groups and income levels. In order to retain and attract young professionals, it is critical to build the type of housing that they seek. The region must invest in the creation of dense, mixed-use communities in Long Island’s downtowns and transit-accessible areas. More multifamily rental housing is needed, which is more accessible to younger and lower-income residents, and sought after “empty nesters” seeking to downsize.

Work must be done to overcome major barriers to build housing, including community opposition to new development, fragmented land use regulations, burdensome approvals processes, sewer and transportation needs, and the lack of capacity among a mosaic of small municipalities to proactively catalyze housing development. The LIREDC’s proposed strategy to leverage \$10M in *Regional Challenge* funding – which the State will grant to three regions – to create shovel-ready sites for development is described below.

LONG ISLAND’S HOUSING AND TALENT CRISIS IN NUMBERS

Population	Housing
<p>3% population growth compared to 7% across the U.S. (2011-2021)</p> <p>Loss of 98,000 residents aged 35-54 (2011-2021)</p> <p>Loss of 15,000 total residents (2021-2022)</p>	<p>7 housing units (2.3 multifamily) built per 1,000 residents (2012-2021)</p> <p>62,000 more jobs added in the region than housing units (2000-2019)</p> <p>50% of all renters – and 60% of Black and Latino renters pay more than 30% of income on rent (2020)</p>
Jobs	
<p>2% job growth as compared to 12% across the U.S. (2011-2021)</p>	

Strategic Plan Overview

This Plan is grounded in the foundational need to grow housing and attract and retain talent in order to ensure Long Island's future prosperity.

HOUSING AND TALENT ATTRACTION MANDATE

The fact that housing, talent, and economy are so closely intertwined underpins all aspects of this Strategic Plan:



While job growth was a core driver of the *2011 Strategic Plan*, this Plan is grounded in the foundational need to grow housing and attract and retain talent. Across recommended strategies, the Plan seeks to engage employers as partners to do so – whether through workforce development, child care, or even supporting the creation of housing.

PROCESS

The development of the *2023 Strategic Plan* was led by a Steering Committee, comprised of nine LIREDC members from the public, private, labor and not-for-profit sectors in Long Island. Challenges and strategies were identified by nine Work Groups comprised of a total of 146 stakeholders. The nine Work Groups were focused on: Child Care, Equity, Housing, Innovation and Industry Cluster, Manufacturing and Industry, Natural Assets and Tourism, Offshore Wind, Placemaking, and Workforce Development.

PLAN STRUCTURE

The structure of this Plan is driven by an overarching vision for the economic future of Long Island, with Goals to work towards that Vision, Critical Issues that must be addressed, and Big Ideas and additional strategies that would help Long Island achieve the vision and Goals.

VISION

Create equitable access to economic opportunity by building housing, cultivating a quality of life that attracts and supports a growing and diverse population, and expanding innovative and legacy industries.

GOALS AND CRITICAL ISSUES

This Strategic Plan is organized by the following Goals.

- **Goal 1:** Convene and coordinate Long Island's many public, private, and not-for-profit stakeholders for comprehensive and impactful economic development.
- **Goal 2:** Retain and attract talent by creating housing and vibrant places.
- **Goal 3:** Grow 21st century industries that are grounded in Long Island's robust institutions, its legacy sectors, and a strong, qualified workforce.
- **Goal 4:** Protect Long Island's natural assets and elevate the heritage industries that rely on them.
- **Goal 5:** Ensure Long Islanders have equitable access to economic and housing opportunities regardless of race, gender, age, disability, LGBTQIA identity, immigration status, criminal justice system involvement, or veteran status. Whereas equality means providing the same to all, equity means recognizing that people do not all start from the same place and must acknowledge and adjust for imbalances.

BIG IDEAS

This Strategic Plan puts forward the following "Big Ideas." **These ideas address some of the biggest, most persistent challenges the region faces, thereby creating substantial multiplier impacts on the economy on Long Island and the broader NY Metro area.** Each idea is based on models that have

been successful in other places but is tailored to Long Island. Each can advance equity for Long Islanders and achieve results in the short- to medium-term to support long-term success.

Regional Challenge Proposal: Long Island Forward: Revitalize, Renew, Rebuild Program

Critical Issue: Developing a Diverse Array of Housing Types

The State has tasked each REDC to develop a proposal to tackle a region-wide issue to compete for an award of \$10M to support that proposal. The LIREDC unanimously decided that the *Regional Challenge* proposal should focus on housing. The Program would enable local jurisdictions and institutional property owners to creatively pave the way for more housing development on Long Island, leveraging “low hanging fruit” sites in the near term. In 2010, the Regional Planning Association’s *Places to Grow* report found that there were over 8,300 acres of vacant land and parking lots that could be used for new development on Long Island. Further, the opportunity to build housing on Long Island is somewhat unique, given the availability of developable parcels proximate to public transit and downtowns with an employer base hungry to retain and attract talent. The Program would arm Long Island’s many small municipalities with tools to identify opportunity sites and overcome hurdles to housing production – zoning barriers, lengthy environmental review and approvals processes, and public opposition – catalyzing results in the short-term and laying the foundation for longer-term growth. Ultimately, the LIREDC seeks to lay the groundwork to increase historic levels of housing production by 2.5x, delivering 50,000 units over the next decade.

Long Island Forward Initiative



Create a New Regional Economic Development Organization

Critical Issue: Overcoming Fragmentation to Foster Coordination and Cooperation

In order to support long-term economic growth, Long Island must attract major employers while growing its existing business base. Yet coordinated economic development is difficult in a region comprised of two counties, 13 towns, two cities, 97 villages, and 173 hamlets. Long Island has a range of existing organizations doing impactful work, but they focus on specific sectors or causes. Long Island does not currently have a mission-driven region-wide entity to strategically attract and retain workforce talent and businesses, especially in growth sectors such as innovation, advanced manufacturing, and green energy. Other New York State regions have Economic Development Organizations (EDOs) that are proactively attracting major employers and billions of dollars in investment - putting Long Island at a disadvantage. The new EDO could market Long Island to employers, conduct site selection, provide “concierge” services to businesses moving to the region, advocate for incentives, and strategize to secure federal funding opportunities.

Create more vibrant downtowns by facilitating conversions of commercial space and revitalizing blighted areas and developing near transit

Critical Issue: Investing in Downtowns and Placemaking to Build Housing

Retaining and attracting talent is not just about building more housing but also involves creating places where young talent wants to live: walkable, mixed-use communities. Recent success stories such as Station Yards in Ronkonkoma and Wyandanch Rising demonstrate that revitalizing vacant and distressed sites could garner more support. Further, due to a shift to online shopping and remote work, some downtowns are seeing rising vacancy in storefronts and offices, particularly in low-income communities.¹⁰ The region should support converting commercial space into community facilities or residential uses, as well as broader investments in blighted sites. This could include capital for conversions, technical assistance to municipalities updating their zoning codes, or funding a study of conversion feasibility across a municipality.

Create a new mixed-use, off-campus hub for innovation, tech, advanced manufacturing, or clean energy

Critical Issue: Leveraging Research Institutions to Incubate, Retain, and Attract Innovative Companies

Critical Issue: Strengthening the Advanced Manufacturing Base

Critical issue: Building Long Island's Clean Energy Ecosystem

Long Island has unique assets in innovation, advanced manufacturing, and clean energy, but the region needs more support to create homegrown firms, foster cross-industry collaboration, and attract talent and entrepreneurs. While Long Island has many successful incubators and industrial parks, they are generally based in university or institutional campuses. Long Island should create a physical innovation hub, anchored by a major employer or university, that is located off-campus in a central, vibrant downtown setting. Developing a welcoming hub outside the boundaries of a university or research campus can help stimulate collaboration and commercialization while building a vibrant community. The hub could include academic space, office space, shared workspaces to support R&D, and convening space for industry events. The hub could also include a Black Indigenous People of Color (BIPOC)-specific incubator or accelerator and an inclusive venture capital fund to help increase BIPOC individuals' access to the innovation ecosystem.

Create innovative employer-based models of child care

Critical issue: Ensuring Access to Affordable Child Care

In addition to housing and placemaking, affordable child care is critical to attracting talent and increasing labor force participation.¹¹ There is a supply gap of 65,563 child care slots across Long Island.¹² The State has made child care a priority and has launched significant support for employer-sponsored child care, including a \$4.8M Employer-Sponsored Child Care Pilot Program, a \$25M Employer Child Care Tax Credit, and a statewide business navigator program to support employee child care needs. Employers need to be made aware of the wide range of programs and incentives and may need support to utilize these incentives. This could take the form of a capital grant awarded to a set of employers creating or expanding child care facilities for their employees. Pooling the demand of individual employers can help guarantee consistent demand for child care services.

Create more employer-driven workforce development programs

Critical Issue: Bridging the Skills Gap

While the region, with the LIREDC's support, has developed robust workforce development and training programs, greater involvement of employers in current workforce development efforts is needed. While Long Island has 78 apprenticeship programs in Building Trades, as of 2021, it was home to only two manufacturing apprenticeship programs and none in tech or healthcare/life sciences.¹³ An awareness campaign can encourage employers to partner with workforce providers to develop training programs eligible for State funding. This can include partnerships with larger employers as well as groups of small employers with similar needs. One or more of these partnerships could seek to create a physical training center using \$50M of available [Empire State Development \(ESD\) funds](#) or apply for the \$350M set aside for workforce development through the [Office of Strategic Workforce Development \(OSWD\)](#). It is equally important to invest in workforce development programs for underrepresented populations such as BIPOC, LGBTQIA, veterans, differently abled, and justice-involved individuals.

Create food hubs to support small, local food producers and BIPOC food businesses.

Critical Issue: Supporting a Sustainable Local Food System

A number of efforts can support a sustainable food system and help small food producers to take their product to market. A new food hub can support institutional purchasing and subsidies for institutional/government purchases from local food producers. Expanded shared co-packing, cold storage, and seafood processing facilities can meet the significant infrastructure needs of small producers. Further, a BIPOC food business incubator with shared kitchens and technical assistance can enable BIPOC entrepreneurs to scale up.



Station Yards in Ronkonkoma. Image source: Newsday







Status of Past CFA Projects







The LIREDC continues to award funds to projects that improve the lives of Long Islanders and has been named a six-time top performer by the State for their dedicated efforts. Throughout the 12 years of the LIREDC’s work, the organization has¹⁴:

- Awarded \$565M in funding (\$197.5M of that to priority projects)
- Supported \$6B in total project investment (\$2.9B of that to priority projects)
- Awarded 1,111 grants to a diverse array of projects (357 of which were given to priority projects)
- Created or retained 40,000 jobs through their support (6,000 jobs were outcomes of priority projects)

Overview of Previously Funded Priority Projects

SUMMARY STATUS OF PAST PRIORITY PROJECTS BY ROUND

Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Total
	14	16	13	9	9	8	10	9	6	-	-	94
	1	-	9	6	19	10	13	18	29	22	12	139
	-	1	-	-	-	-	1	-	-	-	-	2
	-	-	-	-	-	-	-	-	-	-	3	3
	1	-	-	-	-	-	-	-	-	-	-	1
	4	7	14	16	26	16	7	8	11	9	-	118
Total	20	24	36	31	54	34	31	35	46	31	15	357

-  Project is complete
-  Project concerns need to be resolved
-  Project is on schedule
-  Project contract not yet executed
-  Project is progressing more slowly than anticipated
-  Project canceled or funding declined

LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

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

Round	Total Number of Priority Projects	Total Amount of Priority Project Awards	Total Project Cost	Ratio of Award Amounts to Total Project Cost
Round I	16	\$24,057,974	\$214,407,333	1:8.91
Round II	17	\$6,453,664	\$227,531,599	1:35.26
Round III	22	\$19,464,778	\$378,374,508	1:19.44
Round IV	15	\$16,295,933	\$494,888,949	1:30.37
Round V	28	\$13,849,762	\$102,100,520	1:7.37
Round VI	18	\$4,202,414	\$72,456,958	1:17.24
Round VII	24	\$16,810,000	\$272,249,885	1:16.2
Round VIII	27	\$8,321,812	\$67,591,769	1:8.12
Round IX	35	\$13,239,056	\$120,547,756	1:9.11
Round XI	22	\$6,443,500	\$44,655,544	1:6.93
Round XII	15	\$6,282,900	\$75,066,170	1:11.95
Total	239	\$135,421,793	\$2,069,870,991	1:15.28







Project data is updated through October 2023. For additional analysis and full appendix of all projects, please visit <https://regionalcouncils.ny.gov/long-island> to view the Project Tracking Dashboard.







Overview of Previously Funded Priority Projects

Throughout the 12 rounds of CFA funding, the State has supported a diverse array of Long Island projects that catalyze the growth of businesses and job creation, and improve quality of life. Projects span from investment in workforce development training facilities and working capital for tourism initiatives to improvements in green space and support for both large and small businesses.

SUMMARY STATUS OF ALL PAST PROJECTS

In total, the LIREDC has awarded 1,111 grants through the CFA process across both priority and non-priority projects. As of the fall of 2023, 75% of all CFA projects on Long Island have been completed or are in progress. The LIREDC is committed to continuing its success in Round 13.

Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Total
	46	67	62	49	47	50	50	25	17	-	-	413
	6	9	22	28	37	32	49	74	74	46	28	405
	-	2	1	1	3	-	3	-	-	1	-	11
	-	-	1	-	-	-	-	6	-	2	11	20
	1	-	-	-	-	-	-	-	-	-	-	1
	29	27	36	39	46	30	13	16	14	10	1	261
Total	82	105	122	117	133	112	115	121	105	59	40	1111

-  Project is complete
-  Project concerns need to be resolved
-  Project is on schedule
-  Project contract not yet executed
-  Project is progressing more slowly than anticipated
-  Project canceled or funding declined

LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

Round	Total # of Awards	Total Amount of All CFA Awards	Total Project Cost	Ratio of Award Amount to Total Project Cost
Round I	53	\$40,624,122	\$543,982,059	1:13.39
Round II	78	\$25,111,168	\$287,064,958	1:11.43
Round III	86	\$38,317,688	\$529,028,592	1:13.81
Round IV	78	\$40,495,059	\$644,855,244	1:15.92
Round V	87	\$31,712,560	\$210,872,289	1:6.65
Round VI	82	\$19,832,365	\$132,801,475	1:6.7
Round VII	102	\$53,336,062	\$489,167,043	1:9.17
Round VIII	105	\$49,470,012	\$788,033,803	1:15.93
Round IX	91	\$48,562,156	\$265,989,288	1:5.48
Round XI	49	\$41,608,872	\$632,128,569	1:15.19
Round XII	39	\$21,855,105	\$95,000,883	1:4.35
Total	850	\$410,925,168	\$4,618,924,203	1:11.24

JOB CREATION IN ALL CFA PROJECTS

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

Round	Projected Jobs Created	Projected Jobs Retained	Total
Round I	940	746	1686
Round II	1120	3522	4642
Round III	925	2499	3424
Round IV	1234	2196	3430
Round V	1061	3560	4621
Round VI	380	1923	2303
Round VII	1033	3417	4450
Round VIII	773	2349	3122
Round IX	848	1452	2300
Round XI	260	210	470
Round XII	401	104	505
Total	8975	21978	30953

PART TWO

Regional Strategic Plan Update & Participation

Long Island has made tremendous progress since the 2011 Strategic Plan, which was focused on the challenge of job attraction. Today's Strategic Plan focus is on talent attraction and retention - through housing and improved quality of life - to ensure continued economic growth on Long Island.

Progress Since 2011

Overview

The LIREDC was established in 2011, when it published its first Strategic Plan for Long Island, *Long Island's Future Economy (2011 Strategic Plan)*. The plan focused on the following Critical Issues:

- **Innovation and Industry Clusters:** commercializing new technologies, strengthening the advanced manufacturing base, and erasing the shortage of engineering professionals and STEM workers.
- **Infrastructure:** revitalizing downtowns, expanding sewer and transportation infrastructure, creating affordable housing, and fostering coordination among fragmented municipalities and entities.
- **Natural assets:** transitioning to sustainable agriculture, preserving fisheries and aquaculture, and expanding tourism.
- **Workforce and Education:** bridging the skills gap between the workforce and high-paying jobs, and ensuring prosperity for all.

Long Island has made much progress towards addressing these Critical Issues since 2011, but **it is now facing an urgent need to address a housing crisis in order to attract and retain the talent needed for economic prosperity.**

Progress and Investments Since 2011

Since 2011, Long Island's economy has grown and flourished with broad investments and successes across its innovation economy, workforce development, downtown revitalization, local food production, and tourism.

Major investments have been made in research institutions, with significant support from the State:

- **Brookhaven National Laboratory** launched the development of Discovery Park (\$1.8M NYS funding), a tech park that will include community, educational, and innovative technology space. It is constructing the ERHIC (electron-ion collider) (\$100M NYS funding), one of three in the world. Installation of the Cryo-em microscope (\$15M NYS

funding) assisted in the development of the COVID-19 vaccines.

- **The Feinstein Institutes for Medical Research** (\$30M NYS funding) launched the creation of the Center for Bioelectronic Medicine Capital, a 20,000 SF research facility.
- **Hofstra University Science and Innovation Center** (\$25M NYS funding), a state-of-the-art center to house science and healthcare programs, was developed. The State awarded funding for a new high-tech Nursing Laboratory.
- **Cold Spring Harbor Laboratory Center for Therapeutics Research** (\$25M NYS funding) was developed. The Center attracts world-leading scientists and directs advanced therapeutics for genetic diseases in partnership with the pharmaceutical industry.
- ESD supported the development of several other university centers and programs, including **Stony Brook University's Innovation and Discovery Center** (\$2M NYS funding) and **NYIT's Research Technology Innovation Lab** (\$150K NYS funding).

Major investments have also been made in clean energy and advanced manufacturing:

- Long Island is emerging as a **national leader in offshore wind**. More than three-quarters of all leased offshore wind areas in the northeast is within a 150-km service area of Long Island.
- In 2023, the **Navy** launched a **Talent Pipeline Program** with industry partners and awarded a \$2M grant to **Suffolk County Community College** to train students in advanced manufacturing and provide scholarships.¹⁵

There have been significant strides in creating a more robust workforce training ecosystem:

- The **Offshore Wind Training Center in Brentwood**, (\$3M NYS funding) the first of its kind on Long Island and in the country, is being developed.
- United Way of LI kick started its **Power Up Wind, Solar, and Renewables** training program, with \$249K in funding support from ESD.

- **Island Harvest** recently graduated their second class of students from their Workforce Development Skills Initiative. The State funded \$134K in capital improvements for this program.
- **Life's W.O.R.C.** is developing a vocational training center dedicated to training people with disabilities as part of their WORCForce Initiative. The State provided funding of \$735K for this effort.

There have been transformative infrastructure and placemaking investments:

- Major LIRR investments increased the potential for transit-oriented development (TOD), including the **Second Track, Third Track, and East Side Access.**
- There have been many examples of revitalized and densified downtowns such as **Glen Clove, Farmingdale, Mineola, Westbury, or Patchogue,** and revitalization of underutilized sites, such as **Station Yards in Ronkonkoma, and Wyandanch Rising.**

Long Island continues to be a hub for small, independent food producers, and an array of investments have supported these sectors:

- In 2014, the State awarded a \$1M ESD grant to establish the **Agriculture Capital Grant Equipment Program**, which disbursed grants across 57 new and established Long Island growers.
- Marketing efforts to create awareness of Long Island products include **Oyster Week** and the **East End Food Passport**, supported by the State with \$75K.
- The **East End Food Institute** has expanded as a food hub that supports local food producers and suppliers, with support of \$300K from the State.
- The State has supported a number of capital investments to support **commercial fishing** and waterfront infrastructure including the **Town of Southampton Shinnecock Dock Rehabilitation** (\$300K NYS funding) and **Moriches Bay and Conscience Point Shellfish Hatchery** (\$400K NYS funding).

Finally, Long Island continues to attract tourists, with impactful investments by the State and the private sector:

- In 2016, the State funded the **Suffolk County Agricultural Tourism Center** (\$350K), to promote local agricultural destinations and events.
- In 2017, the State funded **The East End Tourism Alliance: Craft Beverage Promotion Weekends**

(\$187K) to promote a series of thematic weekend events that cross-marketed our craft beverages/ local farming with other important cultural/tourism assets in the region.

- In 2018, the State invested \$300,000 in the **Discover Long Island's Global Tourism Marketing Partnerships**, with the goal of attracting more international visitors. Funding allowed for the expansion of marketing to places like Canada, Australia, the United Kingdom, and Germany.
- In 2019, the State funded **The Great Jack O'Lantern Blaze** (\$428K) located in Old Bethpage Village which featuring more than 7,000 illuminated jack o' lanterns crafted by local artisans.

New Challenges

Despite its many successes, Long Island faces new challenges today – the top one being a shortage of talent driven by a significant housing shortage – as well as a need for better access to transportation and affordable child care.

Further, the disruptions of COVID-19 have changed the way Long Island works and shops, leading to increased office and retail vacancies that are creating new challenges in downtowns. While total employment has rebounded since 2020, some small businesses shuttered permanently during the pandemic, and low-income communities suffered the brunt of the health and economic damages of the pandemic.

Earlier, in 2012, Superstorm Sandy highlighted the ever-growing threat of climate change. Extreme weather events have increased since then. Resiliency and adaptation must be prioritized, and new, clean energy sources must be expanded.

Finally, Long Island continues to face persistent racial, economic, and social inequities that must be addressed in tandem with addressing all of the above issues. Persistent inequities hamper Long Island residents' ability to thrive and hold back the region's collective prosperity.

The below section describes the trends and challenges that must be addressed to ensure equitable long-term growth.

Economic and Demographic Trends

Over the past decade, Long Island’s economy has shown its resilience and has grown in many ways. **Yet the economy is threatened by a long-term plateau and recent loss of residents – and therefore talent – and the need to build more housing.**

Economic Strengths

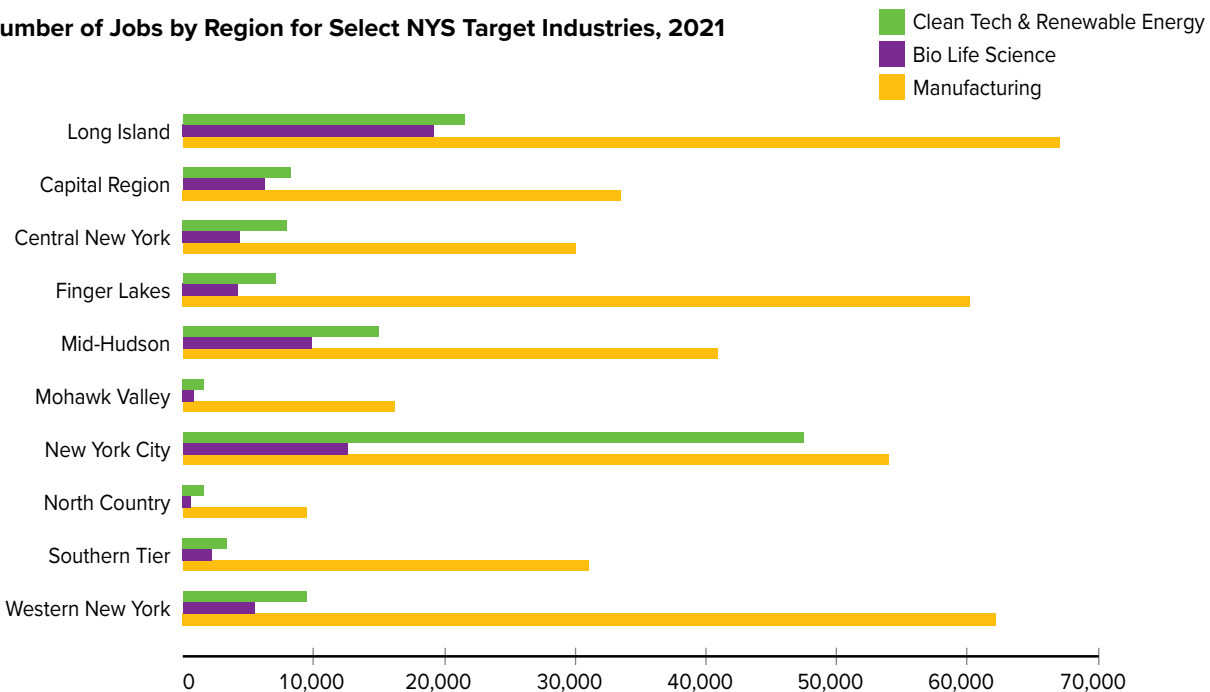
Long Island’s economy has grown since 2011 and has fully rebounded from COVID-19. Between 2011 and 2021, jobs grew by 23,600 jobs, or 2%,¹⁶ and in the last year, the region gained 9,300 private sector jobs and 3,800 government jobs.¹⁷ Unemployment rates have declined significantly from 7% in 2011 to 3% today, rebounding from 8% at the height of the pandemic.¹⁸ A further indication of Long Island’s economic strength is that, between 2011-2021, median incomes grew from \$89,947 to \$117,893 (2021 inflation-adjusted), and the share of the population earning over \$200K doubled.¹⁹ Long Island contains an increasingly racially diverse population and a highly educated workforce. The number of Black, Hispanic, and Asian residents

grew by 186,000 over the past decade, while the white population declined by 135,000.²⁰ Sixty-nine percent of Long Island residents over 25 have a college degree as compared to 39% statewide.²¹

Long Island is a leader in some of the State’s priority growth sectors, driven by its wealth of prominent R&D and academic institutions as seen in Figure 1. In 2021, among all State regions, it had the greatest number of biotech and life sciences jobs (19,000), the greatest number of manufacturing jobs (67,000) and was second only to New York City with 22,000 cleantech and renewable energy jobs.²²

Long Island’s legacy industries are also faring well. Suffolk County ranks among the top agricultural counties in the State, with \$226M in annual sales.²³ Further, seafood-related businesses account for over 35,000 jobs on Long Island, generating over \$2.1B in goods and services.²⁴ Tourism also remains robust. After a dip during COVID, visitor spending reached \$6.6B in 2022, exceeding pre-COVID levels.²⁵

Number of Jobs by Region for Select NYS Target Industries, 2021



Source: Bureau of Labor Statistics

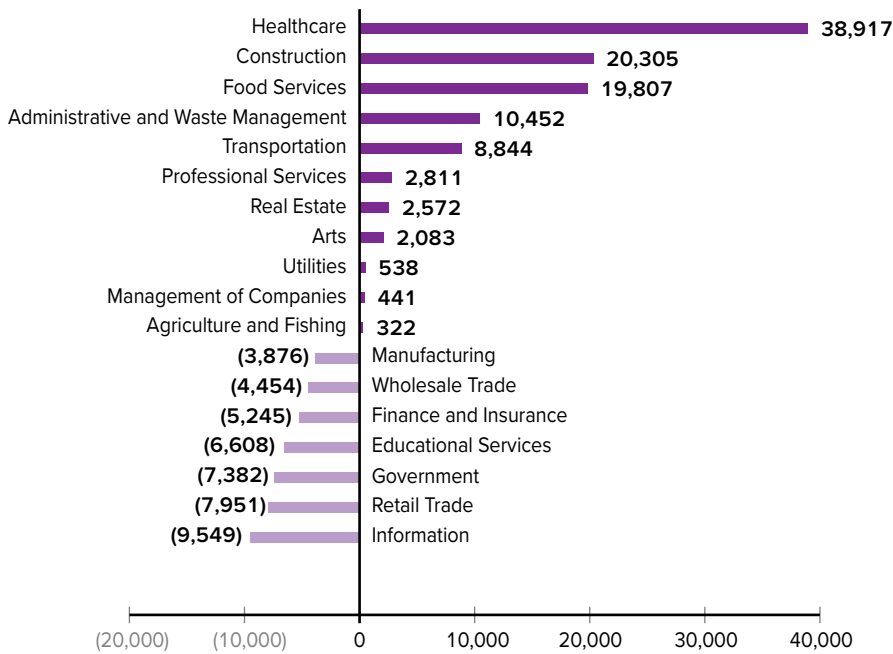
Figure 1. Number of Jobs by Region for Select NYS Target Industries, 2021. Source: Lightcast.

Economic Challenges

Long Island’s economy is facing a number of hurdles and is growing at a slower pace than the rest of the country: its share of the country’s GDP was 1.1% in 2011 and 0.7% in 2021. Further, there has been a long-term decline in aerospace, defense, and manufacturing, as seen in Figure 2, and therefore a loss of family-sustaining jobs. Many growing sectors offer lower wages, more limited benefits, and fewer opportunities for career advancement. Since 2011, more than one-third of new employment on Long Island has been in industries with average annual earnings of less than \$75,000.²⁶

Further, demographic trends, including a decline in population as well as an aging population, are constraining the talent pipeline. In the 20th century, Long Island was marked by explosive post-War residential growth, as seen in Figure 3, driven by the creation of a new suburban enclave, Federal investment in a robust highway system, and LIRR connections to New York City. Yet in recent decades, growth slowed significantly. Between 2010-2021, the population grew only by 3%.²⁷ Further, post-COVID, for the first time in history, Long Island had a net loss of 15,000 residents between 2021-2022.²⁸

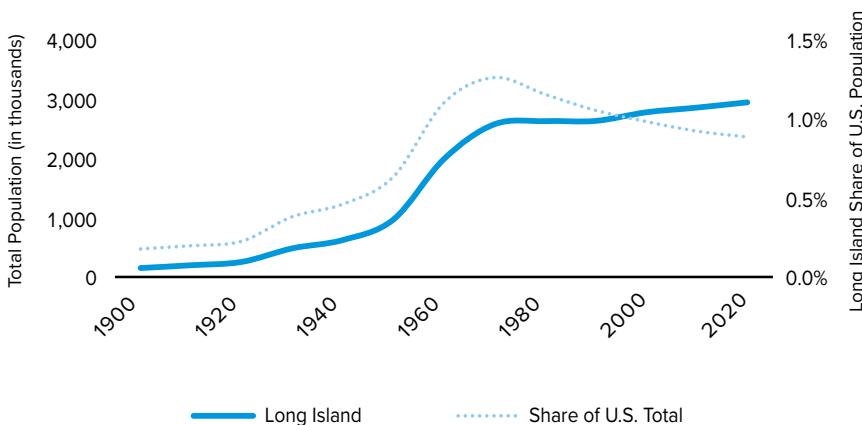
Change in Jobs Per Industry on Long Island (2011-2022)



Source: Lightcast

Figure 2. Change in Jobs per Industry on Long Island, 2011-2022. Source: Lightcast

Long Island Population (1900-2020)



Source: U.S. Census

Figure 3. Long Island Population from 1900-2020. Source: U.S. Census

Even as Long Island’s population stagnated, the Lower Hudson Valley, Northern NJ, and New York City gained significant new residents over the past 20 years as seen in Figure 4. (This map shows the population change 2000-2020 and does not account for the recent, post-COVID decline in residents.)

Further, Long Island suffers from “brain drain,” as educated young talent leaves. The loss of a young workforce, as seen in Figure 5, is due largely to the lack of housing overall as well as the preference of younger talent for living in more mixed-use, dense

urban environments that only some Long Island downtowns currently provide.

FOUNDATIONAL ISSUE: HOUSING

Housing production on Long Island is at a near standstill. Housing units have grown by just 2% since 2011, and the majority of new units have been single-family homes, as seen in Figure 6. These are typically more expensive than multifamily units and more appealing to families and older residents. Long Island

Population Growth (2000-2020)

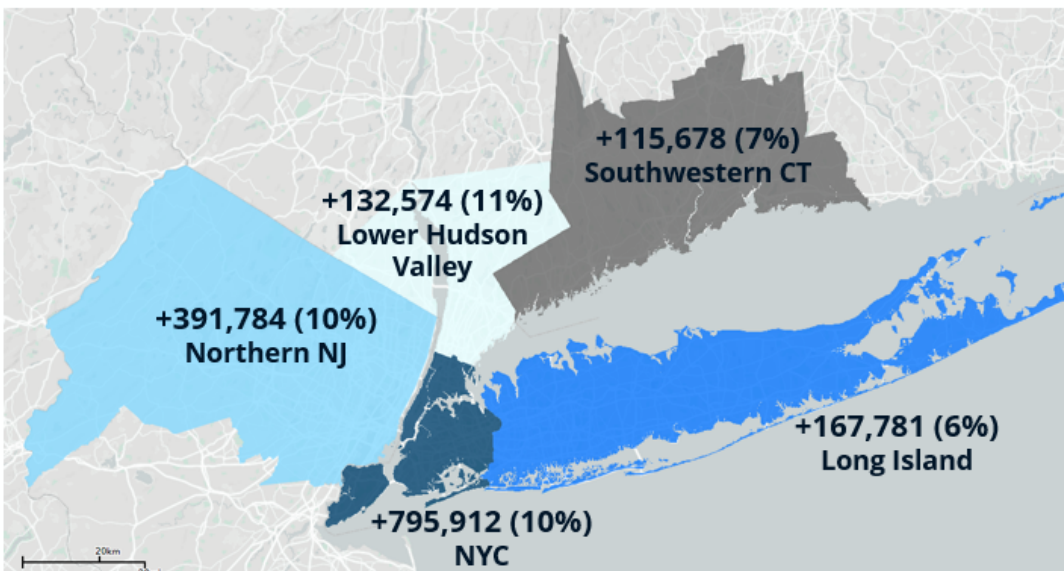
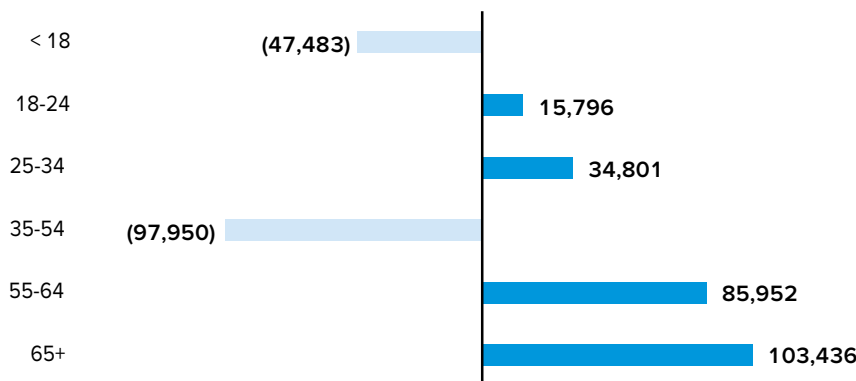


Figure 4. Population Growth in New York City and Greater Suburbs, 2000-2020. Source: U.S. Census

Long Island Change in Population by Age (2011-2021)



Source: American Community Survey

Figure 5. Long Island Change in Population by Age, 2011-2021. Source: American Community Survey 5-Year Estimates.

lacks a diversity of housing that can attract and retain a younger and more diverse population.

This rate of housing production on Long Island falls short of regional and national suburbs, having only produced 7 units per 1,000 residents in the past 10 years, as compared to 13 units in Hudson Valley, 16 in the Connecticut suburbs, and 35 in Northern New Jersey, as seen in Figure 7.

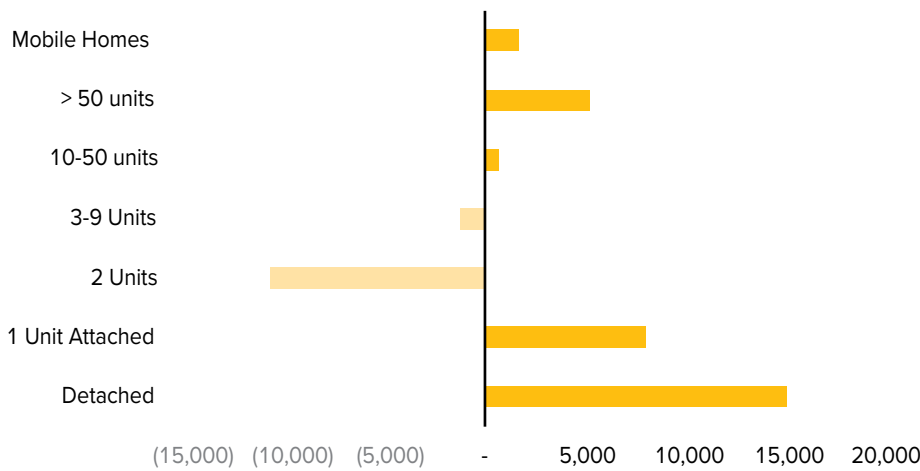
There are a number of barriers to the creation of more housing, some of which are unique to Long Island:

- Land use regulations that limit housing development and density.

- Aging and decaying infrastructure to support new development, such as sewers and transportation infrastructure.
- Lengthy environmental review and other approvals processes.
- Rising construction costs.
- Community concerns and misconceptions regarding impacts of new housing construction on public services, quality of life, etc.

As a result, a significant number of Long Island residents are housing cost burdened, spending more than 30% of their incomes on housing. This includes more than 50% of renters and 30% of homeowners

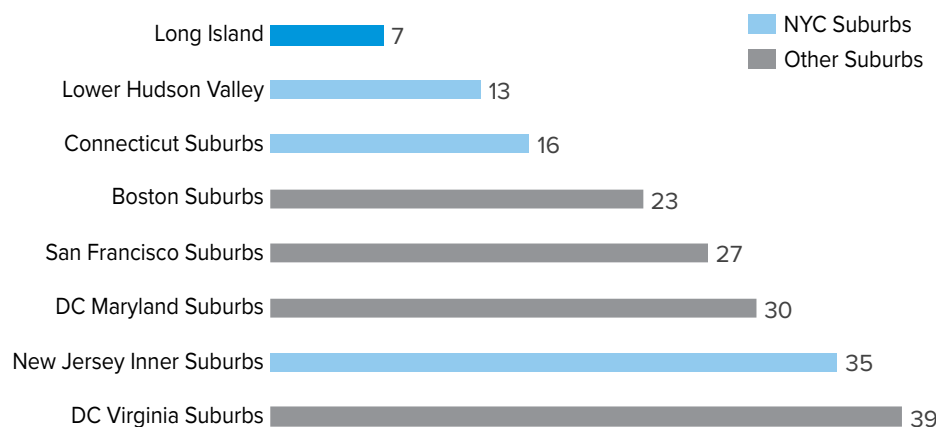
Change in Housing Units by Housing Type (2011-2021)



Source: American Community Survey

Figure 6. Change in Housing Units by Housing Type, 2011-2021. Source: American Community Survey 5-Year Estimates.

New Housing Units Permitted Per 1,000 Residents (2012-2021)



Source: New York Focus

Figure 7. New Housing Units Permitted Per 1,000 Residents Across Suburbs, 2012-2021. Source: NYC Department of City Planning and NYS Focus

and contributes to a broader cost of living challenge. Today 29% of Long Island’s households fall below the income threshold needed to afford the cost of living.²⁹ Creating housing that is affordable in vibrant, walkable, mixed-use locations is critical for ensuring a diverse and qualified workforce on Long Island.

**OTHER FOUNDATIONAL ISSUES:
TRANSPORTATION AND CHILD CARE**

Another challenge is access to affordable and well-connected transportation, which is needed for the workforce to have access to jobs. Major LIRR investments such as the Second and Third Tracks and the connection to Grand Central Station via the East Side Access project have expanded service significantly, but do not solve for a lack of north/south connections.

A lack of affordable child care further constrains the talent pool, especially women. There is a supply gap of 65,563 child care slots on Long Island. Further, in Suffolk County, parents are paying 16% of their income on child care, and in Nassau County families are paying 14% of their income.³⁰ In contrast, Governor Hochul’s goal is a household spend of 10% of annual income on child care.³¹

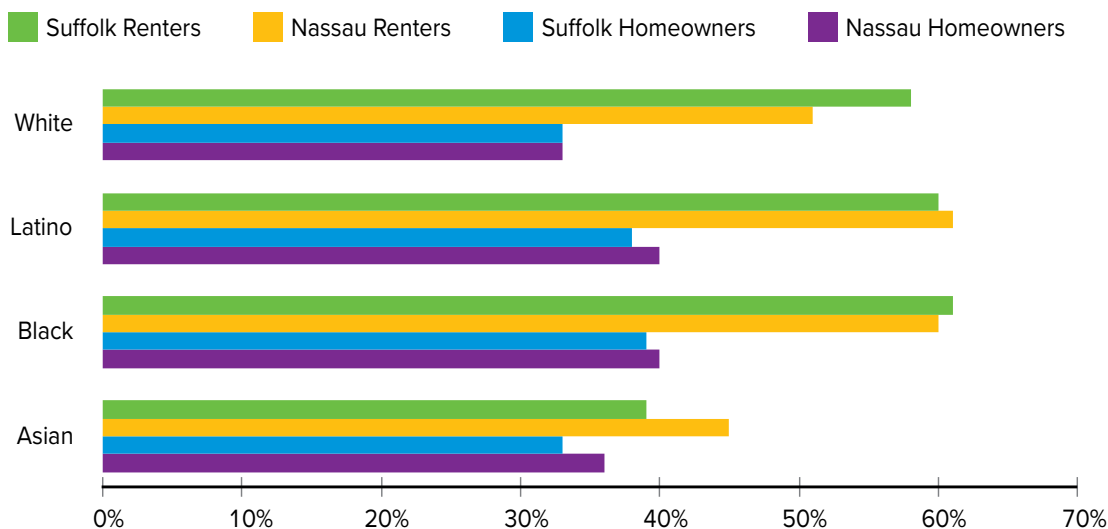
EQUITY CHALLENGES

Another challenge facing Long Island is economic and racial inequities. Many underrepresented populations have higher rates of unemployment. According to the most recent data available, from 2021, Black residents had an unemployment rate of 6.3% and Latinx residents had an unemployment rate of 4.7%, while the overall unemployment rate was 4.5%.³² (In 2022, as referenced above, the unemployment rate decreased to 3%). Further, 9.1% of Black residents and 10.1% of Latinx residents live below the poverty line as compared to 4.9% of White and 5.4% of Asian residents.³³ While Long Island-specific data is not available, national statistics demonstrate that disabled, LGBTQIA, justice-involved, veterans, and migrant populations have higher unemployment rates and lower incomes.

Given these economic disparities, a greater share of Black and Latino households are housing cost burdened. Sixty percent of Black renters and 60% of Latino renters are housing cost burdened in Nassau and Suffolk Counties respectively – spending 30% or more of their incomes on housing – as compared to 51-58% of white and 39-45% of Asian renter households.³⁴

These Island-wide averages do not capture pockets of poverty and communities where greater access to economic opportunity is most sorely needed. For example, there are communities with poverty rates that far exceed the region’s average of 6%, including the Village of Hempstead (17%), Riverhead (13%), Central Islip (9%), and Calverton (15%).³⁵

Long Island Housing Burden Cost by Race (2020)



Source: National Equity Atlas

Figure 8. Housing Cost Burden by Race, 2020. Source: National Equity Atlas

Vision, Goals, Critical Issues, and Strategies

Overview

The structure of this plan is driven by an overarching Vision for the economic future of Long Island, with Goals to work towards that Vision, Critical Issues that must be addressed, and Big Ideas and additional strategies for the LIREDC to support.

PLAN OVERVIEW

VISION: For economic prosperity and growth on Long Island

GOALS: To work towards the vision for Long Island

CRITICAL ISSUES: Issues that must be addressed to meet goals (updated versions of 2011 critical issues)

6 BIG IDEAS & ADDITIONAL STRATEGIES:
Address critical issues

PLAN VISION

Create equitable access to economic opportunity by building housing, cultivating a quality of life that attracts and supports a growing and diverse population, and expanding innovative and legacy industries.

GOALS AND CRITICAL ISSUES

This Strategic Plan is organized by the following Goals and Critical Issues. **For all Goals and Critical Issues, addressing the housing crisis and attracting and retaining talent are a precondition for success.** This is a tenet that underpins all recommendations in this plan:



The Plan's Goals and the Critical Issues it seeks to solve are as follows:

Goal 1: Convene and coordinate Long Island's many public, private, and not-for-profit stakeholders for comprehensive and impactful economic development.

- a. Critical Issue: Overcoming Fragmentation to Foster Coordination and Cooperation

Goal 2: Retain and attract talent by creating housing and vibrant places.

- a. Critical Issue: Developing a Diverse Array of Housing Types
- b. Critical Issue: Investing in Downtowns and Placemaking to Build

- c. Critical Issue: Investing in Infrastructure to Support Housing Development
- d. Critical issue: Ensuring Access to Affordable Child Care

Goal 3: Grow 21st century industries that are grounded in Long Island’s robust institutions, its legacy sectors, and a strong, qualified workforce.

- a. Critical Issue: Leveraging Research Institutions to Incubate, Retain, and Attract Innovative Companies
- b. Critical Issue: Strengthening the Advanced Manufacturing Base
- c. Critical issue: Building Long Island’s Clean Energy Ecosystem
- d. Critical Issue: Bridging the Skills Gap

Goal 4: Protect Long Island’s natural assets and elevate the heritage industries that rely on them.

- a. Critical Issue: Supporting a Sustainable Local Food System
- b. Critical Issue: Preserving Fisheries and Aquaculture
- c. Critical Issue: Expanding Long Island’s Tourism Infrastructure and Visitation
- d. Critical Issue: Supporting the Resilience of Long Island’s Waterfront & Infrastructure to Climate Change

Goal 5: Ensure Long Islanders have equitable access to economic and housing opportunities regardless of race, gender, age, disability, LGBTQIA identity, immigration status, criminal justice system involvement, or veteran status. Whereas equality means providing the same to all, equity means recognizing that people do not all start from the same place and must acknowledge and adjust for imbalances.

- a. Critical Issue: Ensuring Prosperity for All

OVERVIEW OF BIG IDEAS

This Strategic Plan puts forward the following “Big Ideas,” which address some of the biggest, most persistent challenges the region faces; are based on models that have been successful in other contexts; advance equity for Long Islanders; and can achieve results in the short- to medium-term to support long-term success. They are:

1. **Create a new regional economic development organization**
2. **Create more vibrant downtowns and increase housing supply by facilitating conversions of commercial space and revitalizing blighted areas and developing near transit**
3. **Create innovative employer-based models for child care**
4. **Create a new mixed-use, off-campus hub for innovation, tech, advanced manufacturing Or clean energy**
5. **Create more employer-driven workforce development programs**
6. **Create food hubs to support small, local food producers and BIPOC food businesses**
7. **Launch the Long Island Forward Initiative: Revitalize, Renew, Rebuild – LIREDC’s proposed response to the *Regional Challenge***

Goal 1: Convene and coordinate Long Island’s many public, private, and not-for-profit stakeholders for comprehensive and impactful economic development.

Critical Issue: Overcoming Fragmentation to Foster Coordination and Cooperation

Long Island’s economic growth is falling behind the nation’s: jobs only grew 2% between 2011-2021, in comparison to 12% nationwide. In order to support long-term economic growth, in tandem with constructing more housing to attract and retain talent, Long Island must attract major employers while growing existing businesses. However, coordinated economic development is particularly difficult in a region comprised of 2 counties, 13 towns, 2 cities, 97 villages, and 173 hamlets. Long Island has a range of regional organizations doing impactful work, but they focus on specific sectors or causes. Such entities include Long Island Association (a chamber of commerce), Ignite Long Island (manufacturing trade association), Long Island Community Foundation (community foundation), Long Island Regional Planning Council (planning advocacy), Long Island Housing Partnership (affordable housing support), Association for a Better Long Island (business advocacy), and Discover Long Island (tourism).

Long Island does not currently have a mission-driven, region-wide economic development organization (EDO) to strategically attract businesses, especially in growth sectors such as innovation, biotech and life science, advanced manufacturing, and green energy, putting the region at a disadvantage relative to other regions in New York State and elsewhere in the country. Core functions could include marketing the region, helping new businesses with site selection, gaining access to workforce training resources, and ushering new businesses through red tape.

Many other regions across New York State are already supported by an EDO. Some best-in-class entities include:

- **CenterState CEO**, which serves the Central New York region. It identifies market opportunities, represents business communities with major governmental and corporate negotiations, and resolves issues in which local businesses and the government are not adequately serving the community. CenterState CEO also operates a startup accelerator called TechGarden and supports job training initiatives and apprenticeship programs.
- **Greater Rochester Enterprise (GRE)** primarily advises businesses planning to move to the region, helping connect them with the essential resources and services they need. GRE connects businesses to real estate, research and development assets, local supply chain and business partners, international trade assistance, economic development incentives, and recruitment assistance and training funds.³⁶ The Greater Rochester Enterprise also provides small businesses with resources and expertise to help them scale.
- **Invest Buffalo Niagara (InBN)** serves as a single point of entry for economic development inquiries and offers a comprehensive suite of client-driven project management services to companies and consultants evaluating the Buffalo area. InBN focuses on leveraging and marketing the assets in the region to attract businesses who want to locate in Buffalo and the surrounding counties as well as cataloging high value vacant properties and marketing the region to potential investors.
- **Center for Economic Growth (CEG)**, serving the Capital Region, primarily serves as a resource for businesses that are seeking to relocate to and grow in the region. CEG provides services such as marketing the region, providing consulting and advisory services to businesses located in the region (e.g., process improvements, cost analysis, etc.), developing workforce training programs (via a partnership with Tooling U-SME, a manufacturing education nonprofit), to help local talent gain necessary skills for employment, and conducting economic analyses.

Some of the major successes of these organizations include:

- CenterState CEO was pivotal in attracting Micron Technology to Syracuse, catalyzing a \$100M investment.
- InBN attracted Cimolai to a former Siemens facility by leading site visits, site recommendations, and relationship management.
- GRE supported bringing Coca-Cola company's Fairlife production facility to the Rochester area, catalyzing a \$650 million facility and up to 250 new jobs.
- CEG created a first-of-its-kind apprenticeship program – in partnership with SEMI, Hudson Valley Community College, and MACNY – focused on the semiconductor industry. The program will train 50+ workers.
- EDOs have banded together and collaborated with other organizations to spark investment. CenterState CEO in Syracuse, the John R. Oishei Foundation in Buffalo, and ROC2025 – a capacity-building initiative to drive economic growth in Greater Rochester - applied and won the designation for the NY Smart I-Corridor to be named one of the inaugural Tech Hubs in the country. The designation represents a strong federal endorsement for the future of innovation in the region and signifies the NY Smart I-Corridor is eligible for up to \$75M in funding.³⁷
- EDOs help to win federal funding – InBN and a larger coalition were named a winner in the Build Back Better regional challenge for advanced manufacturing. This resulted in a \$25M award for the Western New York region.

By contrast, Long Island does not have a centralized EDO that could take a leadership role in similar efforts.

Big Idea: Create a New Regional Economic Development Organization (EDO)

SUMMARY

A new EDO to advance regional economic development and coordinate the public, private, and institutional sectors is needed. Some initial roles of the new organization, in collaboration with partners, might include:

- Set economic priorities for the region
- Conduct business attraction and market Long Island to employers
- Offer “concierge” services to businesses moving to the region, including real estate advisory, supply chain connections, relocation guides, and hiring strategies
- Offer services for business retainment
- Conduct qualitative and quantitative regional analyses to share with local partners
- Engage with the public sector for funding and incentives
- Strategize to secure federal grant opportunities

POTENTIAL NEXT STEPS INCLUDE:

- **Establish a working group to plan the governance structure of the EDO.** This group should be comprised of 10-20 public, private, and institutional representatives that should establish the roles, responsibilities, mission and function of the EDO, taking into account efforts of other entities, and opportunities for partnerships. It should recommend a membership structure, and recruit a board. The working group should comprehensively map the functions of other intermediaries and industry organizations across the region and identify core gaps – as well as larger goals that the region wants to accomplish in creating the EDO.
- **After initial planning, establish a governing board.** The board should be comprised of 5-10 private sector, business advocacy, and institutional members. The board should aim to retain individuals from the working group to serve in an ongoing advisory capacity.
- **Get public and private sector buy-in, create an operating plan, and secure seed funding.** The board should reach out to major private sector players as well as County and municipal governments to garner buy-in and interest. An

operating plan should be developed, including the creation of an organizational structure and funding strategy. The board should actively seek seed funding for the organization from private sector leaders – ideally complemented by State funding at the beginning.

- **Build initial staff capacity.** Initial staff should include an Executive Director as well as 2-3 experienced professionals in charge of business attraction, business advocacy and industry relations, and a project manager.
- **Secure members.** Through outreach conducted above, recruit industry members. Membership fees are typically the main source of funding for an EDO.

METRICS FOR SUCCESS

Once the EDO is established, metrics of success could include:

- Number of member businesses
- Number of businesses attracted to Long Island
- Amount of private investment catalyzed on Long Island
- Number of jobs created on Long Island
- Amount of public funding secured (e.g., from New York State, Federal government)

PRECEDENTS

CenterState CEO, Central New York

- **Impact:** In 2022, CenterState CEO facilitated \$12.4B in investment, adding 3,600 new jobs, and retaining 12,400 jobs.
- **Founding:** CenterState CEO resulted from a merger between the Syracuse Chamber of Commerce and a private sector economic development organization in 2010. Its responsibilities are larger in scope than a traditional EDO, with a \$15M budget.
- **Structure:** The organization has five board officers and a group of 50+ board directors that represent local businesses. It has 56 paid staff to operate programs.³⁸
- **Funding:** CenterState is funded through member dues and private investment from local businesses, banks, and utility companies. While it also applies for grants from Federal and State government programs, CenterState has no official contractual relationship with a government agency.
-

Greater Rochester Enterprise, Rochester, NY

- **Impact:** The organization attracted \$1.2B in investment across 40 companies in 2022.³⁹
- **Founding:** Founded in 2002, GRE was created after high-net-worth representatives from the private sector identified the need to proactively invest in business attraction. After reviewing the functions of various actors in the region, private sector leaders created a fundraising campaign to create the organization. Though primarily supported with private dollars, early stage investors include various IDAs, Monroe County and the City of Rochester.
- **Structure:** GRE consists of three components: traditional partner members which represent businesses that have contributed between \$5,000-\$50,000 per year in the organization, businesses who have contributed more than \$50,000 per year who automatically become board members with this contribution, and a paid staff of 9.⁴⁰ All are invited to convenings, have access to the organization's economic insights, and shape regional economic development strategy.
- **Funding:** In 2021, GRE generated \$1.58M in revenue, spent \$1.65M in expenses, and managed \$543,000 in assets. The bulk of GRE's funding comes from private contributions from businesses in the region; various IDAs invest in the organization, as well as Monroe County.

Invest Buffalo Niagara, Buffalo, NY

- **Impact:** InBN has facilitated \$5.6B in Investments by local businesses in the Buffalo region from 2000 – 2020, leading to the creation of 44,704 jobs.⁴¹
- **Founding:** Founded in 1999, InBN was initially funded through largely private sector dollars with initial contributions from Erie County Industrial Development Agency. Its founding occurred following the Dot-com bubble crash in the 1990s, when leaders observed a loss of manufacturing jobs and the need for leadership to diversify and reinvigorate the regional economy.
- **Structure:** The organization consists of 55 board members representing business investors in InBN. There are two directors that represent public sector and institutional partners: one from ESD and one from SUNY Buffalo. The organization has a paid staff of 10.
- **Funding:** In 2022, InBN took in \$2.11M in revenue, spent \$1.65M in expenses, and managed \$1.68M

in assets. While nearly all of InBN's funding comes from private business, it has ties to the public sector. Alongside holding a director position for ESDC, it lists Erie County, the City of Buffalo, and New York State Energy and Gas among its founding partners.

Center for Economic Growth, Albany, NY –

- **Impact:** Over the past 5 years, CEG helped businesses identify \$36M in cost savings and created or retained 1,692 jobs.⁴²
- **Founding:** Founded in 1987. CEG grew out of the existing chamber of commerce after private sector leaders noted a need for a dedicated economic development organization, building on regional advocacy around large projects, such as the airport expansion, that was occurring at the time.
- **Structure:** The organization consists of 65 board members representing business investors in CEG. Seven board members serve in Executive Board positions. CEG has a paid staff of 11.
- **Funding:** In 2019, CEG took in \$1.27M in revenue, spent \$1.44M in expenses and managed \$1.12M in assets. While much of CEG's funding comes from private investment from businesses, it also receives funds from cities and counties, including Rensselaer and Troy, as well as ESD's division of Science, Technology and Innovation.
- **Funding:** CEG primarily raises capital through member dues and private investment from local businesses, banks, and utility companies. While it also applies for grants from Federal and State government programs, beyond receiving funding from IDAs, CEG has no official contractual relationship with a government agency.



Entrepreneurship event hosted by CenterState CEO. Image source: CenterState CEO

Goal 2: Retain and attract talent by creating housing and vibrant places.

Critical Issue: Developing a Diverse Array of Housing Types

Building a diversity of housing types is critical to Long Island’s economic future and a precondition for addressing all other Critical Issues in this plan. As such, the LIREDC has identified increasing housing production to increase talent attraction and retention as its focus for the “*Regional Challenge*” competition. The proposed Long Island Forward: Revitalize, Renew, Rebuild Program would help local municipalities to create “shovel ready” sites to attract private and institutional investment that results in new housing production. Please see the *Regional Challenge* section on page 62 for a description of that proposal.

Critical Issue: Investing in Downtowns and Placemaking to Build Housing

Retaining and attracting talent requires the creation of vibrant, walkable, transit-oriented, mixed-use communities on Long Island that young professionals and families seek. Between 2021-2022, Long Island lost 98,000 residents aged 35-54. Further, after a population plateau, the region lost 15,000 in total population between 2021-2022. In addition to overall strategies for housing production described in the *Regional Challenge*, the region must pursue strategies to revitalize downtowns and invest in underutilized sites near transit.

According to a 2010 study by the RPA – the most recent comprehensive study – Long Island contains 8,300 acres of vacant land.⁴³ Further, there has been an increase in vacant commercial space since 2011. A rise in online shopping and a wave of small business closures during COVID-19 resulted in increased storefront and big box store vacancy. A study by the Rauch Foundation of selected downtowns in January 2021 identified retail vacancy rates of 12% in Nassau County and 14% in Suffolk County, compared to a healthy vacancy rate of 5-10%.⁴⁴ New strategies are needed to reuse such vacant retail spaces for commercial or other uses. Further, continued support for Long Island’s small businesses is important for maintaining vibrant towns and villages.

The shift to remote work has also resulted in increased office vacancy. Long Island must grapple with how to best reuse such space, including conversion to



Public plaza at Wyandanch Village. Image source: Newsday.

housing, although this often entails regulatory and financial obstacles.

It is also important to prioritize revitalizing downtowns of lower-income communities, particularly those with significant vacant and distressed sites. The COVID-19 pandemic disproportionately drove business closures in lower-income communities, resulting in a significant number of permanently closed storefronts in places such as Wyandanch, Hempstead, and Central Islip.⁴⁵

Successes Since 2011

- **The Boulevard at Yaphank** is a new, 850-unit community in Yaphank on the former site of the old Parr Meadows horse track. Initially proposed in 2011, it has since seen successful construction of rental units, condos, and a town park. Plans for a hotel and retail components are under way.
- The **Wyandanch Village/Wyandanch Rising** project is a transformative \$500M master-planned community with mixed-income and mixed-use buildings in downtown Wyandanch. The project includes a new LIRR station, a community plaza to host events, farmer’s markets, and an ice skating rink.
- The **Ronkonkoma Hub Project**, renamed Station Yards, is successful TOD project, made possible through the collaborative efforts of the Town of Brookhaven and Suffolk County with \$55M in State investment.

Big Idea: Create more vibrant downtowns and increase housing supply by facilitating conversions of commercial space and revitalizing blighted areas and developing near transit

SUMMARY

Fund and facilitate conversions of commercial space into community facilities or residential uses. This could include capital dollars to private property owners, funds for a study of conversion feasibility across a municipality, or technical assistance to municipalities updating their zoning codes.

Redevelop blighted and vacant sites. Municipalities should look to update their zoning codes to unlock new residential development on underutilized or blighted sites near transit and in downtowns.

KEY STAKEHOLDERS AND ROLES

- Property Owners and Developers: Execute commercial space conversions and/or new development
- Local Municipalities and Planning Departments: Update zoning, streamline permitting and approvals
- Transit Authorities: Collaborate on projects near transit stations
- Community Organizations and Residents: Actively engage in revitalization efforts

METRICS FOR SUCCESS

- Decreased storefront vacancy rates
- Increased pedestrian traffic
- Number of housing units added
- Number of permanent jobs created
- Number of residents and stakeholders engaged



Shops in Greenport. Image source: Newsday.

PRECEDENTS:

Suffolk County Zoning Overlay – Suffolk County created this model code in 2020 for the adaptive reuse of big box and other vacant buildings and shopping centers into residential, mixed-use, and community uses. The Overlay would permit higher density housing on underperforming/vacant commercial sites close to transit stations and downtowns, allowing for the creation of residential floors above the existing commercial or office space. The template also promotes affordable housing, walkability, and energy efficiency.

Adaptive Reuse Ordinance and Funding Program, San Francisco, CA – Enacted in July 2023, this is an office conversion program that allows landlords and developers to request the subsidy or assistance through a proposal process. Assistance could include funding for a conversion, tax assistance, density, and zoning modifications, or expedited permitting and technical support for adaptive reuse projects. Eight office buildings are in the early process of conversion to 1,100 units.

Additional Strategies for Revitalizing Downtowns, Blighted Neighborhoods and Commercial Centers to Attract Talent

- **Support small business capital investments.** Promote small business loan programs to assist local businesses in making upgrades such as façade improvements, signage enhancements, and investments in outdoor dining infrastructure.
- **Support food-based placemaking initiatives.** Support municipalities, community organizations, business associations, and civic groups involved in placemaking who wish to integrate and promote food trucks, pop-up food markets, outdoor dining, food halls, and culinary events into placemaking efforts. Encourage municipalities to permit outside eating space for restaurants.
- **Promote local organizations, non-profits, or arts organizations to create arts and culture districts.** Cultural districts are designated zones that celebrate local culture, history, and arts by providing facilities and programming opportunities for arts activities and organizations. They can be led by non-profit entities who coordinate marketing, host events, provide technical support, and apply for grants.
- **Create Free Public Wi-Fi Hotspots.** The development and deployment of free public Wi-Fi hotspots in downtowns, can encourage people to stay longer and spend more at local small businesses. Further, free public Wi-Fi can make the Internet more accessible to lower-income populations without broadband connectivity at home.

Critical Issue: Investing in Infrastructure to Support Housing Development

To build more housing and address the talent shortage, the region must invest in critical infrastructure – particularly transportation, sewers, and public realm. Transportation challenges on Long Island include aging systems, growing congestion on roads, limited public transit, environmental vulnerability, and the need for improved traffic safety. There is a particular lack of north-south connectivity. This restricts residents' access to economic opportunity, particularly individuals who rely on public transit. While there have been significant upgrades to the LIRR system, there is still a lack of north-south connectivity without adequate bus routes.

Much of Long Island is still using septic systems, particularly in Suffolk County, which constrains the



Second track construction between Farmingdale and Ronkonkoma. Image source: Newsday.

ability to develop denser housing. As of 2012, 70% of homes in Suffolk County were not connected to the main sewer system.⁴⁶

Furthermore, a high-quality public realm is important for attracting talent. People are attracted to places that offer not only job opportunities but also a social life and a strong sense of belonging.

Successes Since 2011

Transportation Investments

- **East Side Access** began service in 2023, providing express LIRR service directly to Grand Central Madison and reducing congestion at Penn Station.
- **LIRR's Second Track**, completed in 2018, added a second 13-mile track between Farmingdale and Ronkonkoma on the LIRR, reducing delays and allowing for expanded reverse-peak services. The **Third Track**, completed in 2022, is a central component of the \$2.5B LIRR Main Line Expansion Project that increased service system wide by 41% in conjunction with East Side Access.

Sewer & Wastewater Infrastructure

- **Suffolk County Coastal Resiliency Initiative**, a \$223.9M sewer project, will replace outdated cesspools and septic systems to protect water quality and reduce coastal flooding.⁴⁷ It will combat nitrogen pollution, boost economic growth, and create jobs in the Mastic-Shirley area.
- The State provided \$40M to **Town of Smithtown** for installation of sewer infrastructure in the Kings Park Central Business District and in the Smithtown Business District.
- Suffolk County recently announced a new sewer project at the **Lexington Village Condominium**

Complex in Bay Shore.⁴⁸ The 170-unit housing complex is located in an environmental justice community, where public health concerns have been raised over water quality related to outdated sewer systems.

- Community revitalization projects such as **Wyandanch Rising** and the **Central Islip Downtown Revitalization Initiative (DRI)** have been made possible with substantial federal, state and local support for sewer installation.

Public Realm

- The **Town of Babylon** received \$1M in NYS funding to establish the Wyandanch Public Plaza, featuring installation of an Ice Rink within an Intermodal Plaza adjacent to the train station. The public plaza hosts multiple community events throughout the year, enhancing recreational opportunities and quality of life for Wyandanch residents of all ages.

Additional Strategies for Creating Infrastructure to Support Housing and Downtown Growth

- Build infrastructure that supports and facilitates new proposed housing development projects. Repair and expand sewer infrastructure in key areas of Suffolk County, and upgrade sewer infrastructure in Nassau County where needed. Create more bike lanes, improve, enhance multimodal rapid transit, develop parking solutions, and expand and renovate transit stations.
- Fund investments in the public realm to enhance new housing developments, especially near transit. Focus on streetscape enhancements, widening sidewalks, creating new pedestrian walkways, installing bicycle parking, traffic calming, bike and pedestrian safety enhancements, and improving ADA accessibility.

Note: while transportation is an important issue on Long Island – with important implications for equity – this report does not focus on investments in major transportation improvements, which require significant capital investment and, typically, federal funding.

Critical Issue: Ensuring Access to Affordable Child Care

Affordable and quality child care is critical to attracting talent and increasing labor force participation.⁴⁹ Long Island is a child care desert. For each available child care slot, there are 3.1 children aged six or younger in Nassau County and 3.5 children aged six or younger in Suffolk County.⁵⁰ Affordability

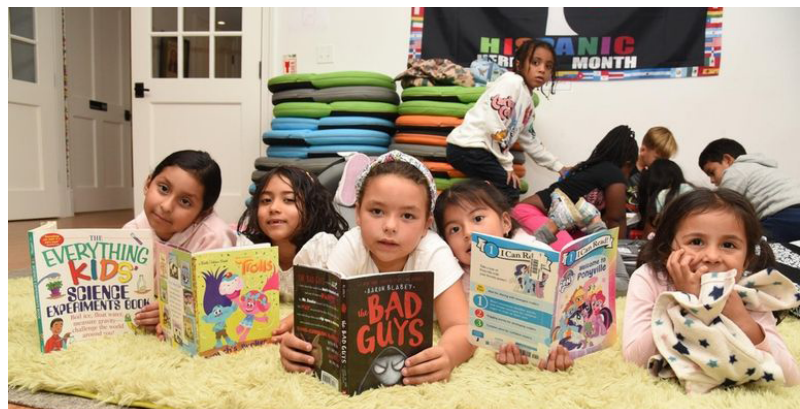
is also a major concern. Suffolk County families spend 16.2% of their annual incomes on child care and Nassau County families spend 14.3%.⁵¹ In contrast, Governor Hochul’s goal is a household spend of 10% of income on child care.⁵²

Creating a better child care system has significant equity implications. In New York State, 94% of child care workers are women – disproportionately women of color. Average hourly wages are only \$16.92/hour for child care workers across the State,⁵³ and 12% of child care workers live in poverty, as compared to 5% of workers overall.⁵⁴ Low wages discourage child care workers from entering the field.

Accessible child care is also necessary for economic mobility for working families, especially for women. In August 2020, about one-fifth of American working age adults reported that they were not working due to pandemic-related child care disruptions.⁵⁵ Within this population, women aged 25-44 were nearly three times more likely not to work.⁵⁶

Successes Since 2011

- Opened in August 2023, the newly renovated **Bridgehampton Child Care & Recreation Center (BHCCRC)** in the Town of Southampton included a new building for expanded affordable, high-quality child care services and programming. The State invested \$300,000 to support construction of the BHCCRC, run by a community-based non-profit that has a rich history of serving Black and working families.
- The State funded a **\$4.8M Employer-Sponsored Child Care Pilot Program**, established a new **\$25M Employer Child Care Tax Credit**, created a **statewide business navigator program to support employee child care needs**, and expanded the **Empire State Child Credit** to include children aged under four years.⁵⁷



Bridgehampton Child Care & Recreation Center. Image source: Newsday.

Big Idea: Create innovative employer-based models for child care.

SUMMARY

Employers should be made aware of the State’s employer-sponsored child care incentives and may need support in order to invest in child care facilities.

An outreach campaign can make employers aware of these programs, and capital grants can be awarded to employers creating or expanding child care facilities for their employees, with care contracted to providers. Pooling the demand of individual employers can help guarantee consistent demand for child care services.

KEY STAKEHOLDERS AND ROLES

- Nassau and Suffolk County Child Care Councils: Act as conduit to employer participants⁵⁸
- Major employers: Work with child care councils, providers, and other supportive organizations to provide their employees with child care slots
- Child care providers: Deliver child care and contract with employers

METRICS FOR SUCCESS

- Number of employers creating child care facilities or programs
- Number of child care slots created

PRECEDENTS

Michigan Tri-Share Child Care Program

- This program establishes facilitator hubs that actively recruit and support employers to design child care programs. It also offers convening opportunities for employers to work with experts to design programs and connects employers to service providers. The hubs, utilizing award funds by the State, facilitate the connection of employers



Michigan Tri-Share Child Care Program. Image source: Crain’s Detroit

to the State’s cost sharing program, which splits costs between employer, employee, and the State of Michigan.

Employer-Sponsored Child Care Facilities Across New York State

- The Corning, Inc. Talent Retention Initiative was supported by a \$500,000 ESD capital grant in Steuben County. The grant was used to retrofit an existing building for the purpose of creating additional child care slots. This supported 36 slots for Corning, Inc. employees.⁵⁹
- The United Health Services Hospital in Broome County used a nearly \$1M grant to renovate its existing facility for the provision of expanded child care services. These slots were created to provide accessible and high-quality child care for UHS employees and community members.⁶⁰
- A \$120,000 ESD grant supported the renovation of 10,000 SF to establish a non-profit child care center to serve employees at the Buffalo Niagara Medical Campus (BNMC). This project converted former light industrial space to a child care facility for up to 135 children. Collaboration with the Erie County Dept. of Social Services helped ensure that care was affordable to community and lower-wage workers on the Campus.

Additional Strategies for Ensuring Access to Child Care

- **Support the creation and expansion of child care facilities by providers:** In addition to supporting employer-sponsored child care, the region should continue to support creation and expansion of independently operated child care facilities. Capital grants can help to address gaps in funding sources and lower barriers to start-up and expansion.
- **Fund training for providers that support critical need populations:** The State can fund much-needed training for child care providers. Training could focus on core need areas, including special education training, an area that the Child Care Work Group highlighted was in urgent need of increased capacity.

Goal 3: Grow 21st century industries that are grounded in Long Island’s robust institutions, its legacy sectors, and a strong, qualified workforce.

Critical Issue: Leveraging Research Institutions to Incubate, Retain, and Attract Innovative Companies

Long Island is the State’s top region in biotech and life science, with nearly 19K jobs in these sectors, surpassing all other regions, including New York City, with 21% growth between 2011-2021.⁶¹ There is an opportunity to continue investing in Long Island’s world-class innovation assets – in tandem with strategies to attract and retain talent – in order to ensure Long Island’s economy continues to contribute to cutting edge new technology.

The region is home to premier educational and research institutions pushing the envelope on innovation, in particular biotech and life science. Long Island institutions have been leaders in cancer and vaccination research and are widely renowned—Brookhaven National Laboratory researchers have won seven Nobel Prizes and Cold Spring Harbor Laboratory is home to eight Nobel Prize winners. Other cutting edge life science research institutions include the Feinstein Institutes for Medical Research, part of Northwell Health, which is one of the largest employers in the region, and startup spinoffs such as Codagenix. Almost every university on the Island has created an innovation center for its students and entrepreneurs.

In 2016, the Innovation Work Group identified biotech and life science as the key focus for the innovation industry on Long Island. It is essential that Long Island continue to advance its leadership in biotech and life science, and translate that into economic growth, while also supporting advancement of new innovative technologies such as machine learning, blockchain, artificial intelligence, and Quantum communication.

As identified in the *2011 Strategic Plan*, groundbreaking research at Long Island’s premier institutions is not frequently enough translating into commercialization that stays on Long Island. Further, there is a need to create a more dynamic innovation ecosystem that attracts and retains startups, mid-sized companies, anchor employers, and investors.

Long Island has to compete with New York City and beyond on access to venture capital, a critical mass of innovation companies, and attraction of talent that seeks an urban environment. Long Island must develop



Ribbon cutting of new Science & Innovation Center at Hofstra University. Image source: Newsday

a clear brand and innovation cluster that becomes a “must be” place for clear niches of biotech and life science.

Further, Innovation Work Group members emphasized that it is critical to tackle the housing affordability issues that make it difficult to attract highly qualified talent.

It is important to ensure that diverse populations – including those without a 4-year degree and BIPOC workers – have access to opportunities in biotech and life science. Biotech and life science fields can employ workers from different educational backgrounds – 40% of jobs require a Bachelor’s degree or higher, but more than half of jobs allow for a high school diploma or less.⁶² Jobs that require a high school diploma or equivalent include machine operators, inspectors and clerks, and production supervisors. Training diverse talent for these occupations can increase diversity in these sectors.

Successes Since 2011

- Brookhaven National Laboratory’s 40-acre **Discovery Park Village**, a vibrant public tech park that will include community, educational, and innovative technology space and attract companies that seek to address energy, environmental, and nuclear challenges through transformative solutions. ESD awarded \$1.8M for this project. With State support, Brookhaven is also constructing the **ERHIC** (electron-ion collider), one of three in the world. The National Synchrotron Light Source II offers cutting-edge tools for the study of materials. Companies that seek access to these one-of-a-kind machines will want to locate at Discovery Park.
- The creation of a best-in-class **Center for Bioelectronic Medicine at The Feinstein Institutes**

for Medical Research. The State provided \$30M in State funding for the facility. The State also contributed \$10M towards the creation of new state-of-the-art labs.

- The opening of the **Hofstra University Science and Innovation Center**, 75,000 SF facility that will address the demand for skilled graduates in the sciences and health care to meet the growing need for applied science, engineering and nursing professionals. The State provided \$25M in funding.
- The opening of the **Innovation and Discovery Center at Stony Brook University**, supported by a State investment of \$2M, and NYIT's Microscopy Innovation Center, supported by State investment of \$1.1M.
- Support for **Accelerate Long Island**, a nonprofit and regional collaboration effort dedicated to supporting new startups in the region, awarded \$1.25M in the last CFA round.

See combined "Big Idea" for Innovation, Advanced Manufacturing, and Clean Energy on page 39.

Additional Strategies for Leveraging Research Institutions to Incubate, Retain, and Attract Innovative Companies

- **Continue to create or expand existing incubators and accelerators.** For example, Accelerate Long Island has received funding for their Long Island Hot Spot program, which coordinates entrepreneurship support programs, incubator space, and professional support services.
- **Promote venture capital investments for early- and mid-stage businesses.** Providing this support is crucial for the region to retain and grow startups.⁶³
- **Support mentorship programs between entrepreneurs.** Funding could support programming through existing accelerators or incubators.
- **Support workforce development entities to conduct outreach in underserved communities.** To continue growing the talent pipeline in the innovation industries, connecting underserved communities to apprenticeship programs are crucial.

Critical Issue: Strengthening the Advanced Manufacturing Base

Long Island's advanced manufacturing base is a unique asset that can be leveraged for growth with the right support for manufacturing companies and strategies for talent attraction and retention.

Among all New York State regions, Long Island has the most manufacturing jobs – 67,000 jobs – which includes 5K advanced materials and manufacturing jobs.⁶⁴ While manufacturing jobs on Long Island declined by 7% and the number of establishments declined by 13%, following national trends, there are emerging opportunities in technology-forward sectors of advanced manufacturing, particularly in biotech and life sciences, aerospace and defense, information technology, and clean energy.⁶⁵ Food manufacturing also remains an important mainstay of the manufacturing base.

Pharmaceutical, instruments, and medical equipment manufacturers comprise about half of jobs within advanced manufacturing on Long Island, and aerospace and machinery production are critical drivers as well.⁶⁶ Between 2011-2018, pharmaceutical manufacturing grew by 20% on Long Island.⁶⁷ Despite reduced operations during the pandemic, New York's 3rd Congressional district – (Northwest Long Island) – maintains \$1.7B in defense contract spending, the highest in the State.⁶⁸ Major advanced manufacturing employers include GSE Dynamics, BAE Systems and Northrup Grumman, which conduct defense and aerospace-related manufacturing; Contract Pharmaceutical which conducts biopharmaceutical manufacturing; Leviton Manufacturing, which produces electronic wiring controls and energy management systems; and Spellman High Voltage,



Technician at Designatronics. Image source: Newsday.

which produces medical imaging and power supplies. The Manufacturing Work Group highlighted that Long Island’s employers are building out practices in machine learning, artificial intelligence, cybersecurity, and sustainability.

Despite these opportunities, the region faces some challenges in order to remain competitive in manufacturing. The Manufacturing Work Group cited workforce needs such as the need to upskill an aging workforce; difficulty hiring younger workers who are not aware of the opportunities offered in the sector; and broader housing and quality of life issues contributing to Long Island’s overall talent shortage.

Many manufacturers also face the need to upgrade their machinery to stay competitive and struggle with higher operating costs than elsewhere in the country. Finally, there is a need for better coordination across the sector to support long term strategic planning around Federal and State resources that can support manufacturers – a role that a new regional EDO could fill.

From an equity standpoint, there is a need to better ensure that underrepresented populations have access to the economic opportunities that manufacturing offers, both as workers in the sector and as business owners. Within advanced manufacturing on Long Island, nearly two-thirds of the workforce is male even though men comprise just under half of the workforce across all of the Island’s workforce.⁶⁹ Targeted outreach towards these underrepresented populations is key, as there is a lack of awareness among these populations about job opportunities in manufacturing and available training programs.

Successes Since 2011

- Since 2011, significant progress has been made to modernize Long Island’s manufacturing base, with State support. Between 2011-2019, Contract Pharamcal, a pharmaceutical manufacturer in Hauppauge and one of Long Island’s largest private employers, received \$8M in State funding. Smaller companies also received grants to help them grow, including a \$200,000 capital grant to Designatronics in 2018 and a \$200,000 capital grant to East West Industries in 2015.
- In addition to growing the capacity of private employers, ESD has funded support for research institutions focused on advanced manufacturing, including Stony Brook University’s Center for Laser Manufacturing.⁴⁷ Additionally, New York State Department of Labor (DOL) is actively funding training and jobs readiness such as Suffolk County

Community College’s Advanced Manufacturing Training and Manufacturing, Health Care, and Energy Training. The region has also been selected for a major award by the United States Navy, where Suffolk County Community College’s Advanced Manufacturing and Workforce Development program was awarded \$2M to support workforce training for submarine-related manufacturing.⁷⁰

See combined “Big Idea” for Innovation, Advanced Manufacturing, and Clean Energy on page 39.

Additional Strategies for Strengthening Manufacturing Base

- **Invest in the future equipment and infrastructure needs of the manufacturing sector on Long Island for long-term regional competitiveness.** Manufacturers have identified sustainability and cybersecurity as core needs for their businesses, in addition to grants for equipment modernization. Federal and State funding programs for energy efficiency for manufacturers can also be leveraged.
- **Prepare Long Island’s manufacturing workforce for the future by resourcing existing training programs.** Organizations such as The Board of Cooperative Educational Services (BOCES), the Long Island Educational Opportunity Center, community colleges, and universities are critical for creating a manufacturing workforce. Ensure those programs are well resourced to provide applied experiences for students, and provide support to for outreach to underserved communities.

Critical Issue: Building Long Island’s Clean Energy Ecosystem

The shift towards clean energy, green jobs, and climate-centered infrastructure investments is a unique opportunity for Long Island. In 2023 the Governor published a 10-point plan for New York’s energy future, which included an investment of \$4.4B in 62 local transmission projects to support clean energy integration in upstate areas and \$4.1B in transmission upgrades to integrate offshore wind. The State calls for the development of 9,000 megawatts of offshore wind energy by 2035.

Long Island has more coastline than many of its Northeastern neighbors and a central position on the Eastern seaboard, making it an ideal location for offshore wind. Long Island is centrally located relative to the Original Equipment Manufacturers’ (OEM) designated offshore wind lease areas, and more than

three-quarters of all leased areas in the Northeast are within a 150-km service area of Long Island.

Cementing Long Island’s national leadership in offshore wind, SUNY Stony Brook and Farmingdale have set up the Offshore Wind Training Institute, which will fund SUNY projects to advance offshore wind and clean energy. Stony Brook also has offshore wind educational programs on site.

As most projects are in the development and construction stage right now, there is a tremendous opportunity to grow offshore construction jobs on Long Island. In the future, the wind sector will need a locally trained workforce for operations and maintenance. To tackle this issue, Orsted and the State have invested in the National Offshore Wind Training Center to promote necessary certifications for workers.

While offshore wind is booming, it faces some challenges. While Long Island has a large base of manufacturing companies that might plug into the supply chain, they are having a hard time finding such opportunities even with resources such as the OSW Supply Chain portal hosted by developers like Orsted. Further, a broader housing and talent attraction strategy for Long Island is needed.

Long Island research institutions are also advancing other clean energy technologies. For example, Stony Brook has a Center for Clean Water Technology with a mission to bridge science and technology gaps around clean water. There are also major investments in solar. The Long Island Solar Farm (LISF) is a 32-megawatt solar photovoltaic power plant located on Brookhaven Labs’ campus. In Riverhead, there is the 23-megawatt Calverton Solar Energy Center, which powers more than 4,200 homes.

Successes Since 2011

- **Suffolk Community College Renewable Energy Lab** – In 2019, the State provided \$200,000 for the establishment of a STEM Workforce Development and Cybersecurity Labs in Brentwood.
- **Hempstead Renewable Energy Consortia** – In 2022, the State awarded \$100,000 to the Town of Hempstead to plan for and create the Coastal Science and Renewable Energy Consortium, which will facilitate training and workforce development in renewable energy, aquaculture, and coastal sciences.
- **Cleaner Greener Communities Grant – North Hempstead** – The Town of North Hempstead received \$800,000 from NYSERDA and the State to establish a sustainability baseline of greenhouse



Rendering of an offshore wind port facility on the south shore. Image source: Equinor

gas emissions and energy use. The plan assessed sustainability indicators, assets, liabilities, and opportunities. The plan’s goals are to improve energy efficiency, promote renewable energy, and reduce carbon emissions.

See combined “Big Idea” for Innovation, Advanced Manufacturing, and Clean Energy below on page 39.

Additional Strategies for Building Long Island’s Clean Energy Ecosystem

- **Invest in workforce training to grow the clean energy sector.** Fund workforce training for Offshore Wind through the completion and fit-out of the National Offshore Wind Training Center
- **Ensure that small and medium manufacturers are connected to the ecosystem.** Promote collaboration and opportunities between manufacturers and larger developers.
- **Ensure the research ecosystem continues to drive innovation in the clean energy space.** Support institutions and clean energy focused centers as they advance research into new energy sources and clean energy.

Big Idea: Create a new mixed-use, off-campus hub for innovation, tech, advanced manufacturing or clean energy

SUMMARY

Long Island has unique assets in innovation, advanced manufacturing, and clean energy, but the region needs an off-campus hub to support creation of homegrown firms, foster cross-industry collaboration, and attract talent and entrepreneurs.

While many Long Island academic institutions have successful incubators and industrial parks that have fostered innovation, they are based on university or isolated campuses. This can cause these efforts to miss out on advantages of innovation hubs in permeable, mixed-use, downtown settings.

Long Island should create a physical innovation hub, anchored by a major employer or university, that is located off-campus in a central, vibrant downtown setting. The hub should also feature a wrap-around “ecosystem” of entrepreneurship with a mission to engage surrounding communities in economic opportunity. Developing a welcoming hub outside the boundaries of a university or research campus can help stimulate collaboration while building a vibrant community. As a visible, brand-building asset, the hub could help to attract young, bright talent and entrepreneurs.

The hub could include academic space, office space, shared workspaces to support R&D, and convening space for industry events and talks. The hub could also include a BIPOC-specific incubator or accelerator and an inclusive venture capital fund to help increase BIPOC individuals’ access to the innovation ecosystem. With a tie to an institution or private sector employer, the hub could focus on solving major societal challenges, such as climate change, which could help raise Federal and private dollars.

Specific space needs could also vary by sector:

- Innovation: general co-working space and shared wet and dry labs
- Advanced Manufacturing: state-of-the-art shared equipment and machine shop, flexible low/high bay open workshop areas
- Clean Energy: shared machine shop, shared wet labs, electronics labs, and prototyping space

Wraparound “ecosystem” support could also include space and programming for workforce training as well as space and capacity growing efforts for convening, like supporting the expansion of Accelerate Long Island programming.

KEY STAKEHOLDERS AND ROLES

- Academic Institutions: Serve as anchors and/or tenants
- Private sector employers of the targeted industries: Serve as anchors and/or tenants
- Existing innovation-focused groups (e.g., Accelerate Long Island, Ignite Long Island): convene stakeholders and tenants
- Existing incubators or accelerators: operate programming within the hub

METRICS FOR SUCCESS

- Number of businesses and startups at the hub
- Growth in employees, revenues, and venture capital among businesses who have graduated from incubator and accelerator programs
- Annual number of cross-industry convenings

PRECEDENTS

The Ion, Houston, TX – The Ion was created by Rice University and is located in downtown Houston in a renovated former Sears store. It brings entrepreneurial, corporate, and academic communities into collaborative spaces and programs, including a prototyping lab investor studio, and an accelerator hub. Further, it has entered into a community benefits agreement for sector-based training, an inclusive tech accelerator, and investment fund.



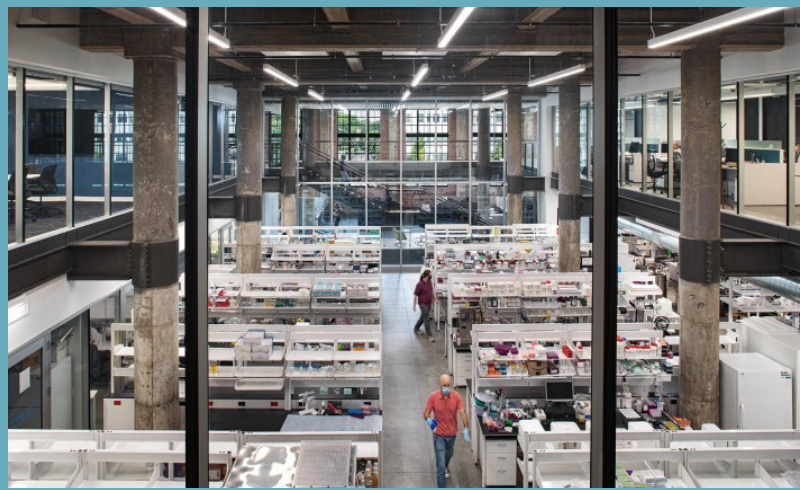
The Ion Activation Festival. Image source: The Houston Ion

Mill 19 at Carnegie Mellon, Pittsburgh, PA – Mill 19 is a former steel mill converted into a state-of-the-art research facility by Carnegie Mellon University focused on the future of advanced manufacturing and sustainable practices. The research facility features workspaces, flexible lab bays, and a conferencing and workforce training center. It also houses the Advanced Robotics for Manufacturing Institute and CMU’s Manufacturing Futures Institute. Since inception, Mill 19 has received an array of Federal funding, including from the Department of Defense, Department of Energy, Department of Transportation.

BioSTL, St. Louis, MO – This is a network of coworking and innovation spaces throughout St. Louis developed by BioSTL, a nonprofit dedicated to fostering collaborative efforts to advance innovation and entrepreneurship in the region. BioSTL supports multiple physical innovation hubs throughout the region, but notably offers shared laboratories at BioGenerator Labs, which offers best-in-class equipment with reduced risk and cost to startups due to the shared nature. BioSTL attracts startups from a variety of fields, including agtech, plant sciences, food, and clean energy.



Mill 19. Image source: MSR Design Portfolio



BioGenerator Labs at BioSTL. Image source: BioSTL

Critical Issue: Bridging the Skills Gap

In addition to an overall talent shortage, a major economic challenge for Long Island is the mismatch between existing workers' skills and employers' needs. In 2023, lack of experience was the most common reason preventing businesses from hiring a candidate on Long Island.⁷¹

Recently, New York State has doubled down on workforce development. In 2022, Governor Hochul committed \$350M to workforce development and established the new [Office of Strategic Workforce Development \(OSWD\)](#). With these State investments, as well as an allocated \$50M in ESD capital for workforce training on Long Island, there is no better time to invest in creating a robust, skilled workforce with a focus on advanced manufacturing, biotech and life science, and renewable energy, which are State and LIREDC priorities.⁷²

In 2022, all REDCs were tasked to focus on workforce development in their annual strategic plans, and the LIREDC published its annual plan as well a *Regional Based Sector-Strategies* report, which provided recommendations for growing the workforce for advanced manufacturing and biotech and life science, including:

Grow participation in training programs, among both employers and workers/trainees, especially for work-based learning programs, an industry best practice. Between 2018 and 2021, Long Island only gained five new registered apprenticeship programs. All other New York regions except Western New York and New York City experienced much more significant growth in programs.⁷³ Further, while Long Island excels in the number of apprenticeship programs for Building Trades (78), other sectors do not have as robust programming.⁷⁴ As of 2021, Long Island was home to only two manufacturing apprenticeship programs and none in the tech or healthcare/life sciences sectors.⁷⁵ Expanding apprenticeship programs in the tech and healthcare/life sciences sector would help maintain Long Island as a leader in biotech and life science. The E&Y report highlighted that employers are hesitant to create apprenticeship programs due to their complexity.

Foster centralized organization and coordination among providers, industry, and communities. There are many robust workforce development training assets in the region, yet there is a lack of coordination between providers, industry, and talent. For example, workers need to be aware of training options and employers need to be aware that they can receive training support from organizations. Employers also



Suffolk County Community College student. Image source: Newsday.



Island Harvest's second class of workforce development graduates. Image source: Newsday

need to partner with training organizations to create curricula and establish clear pathways for placement. Increasing awareness and developing stronger partnerships are crucial to ensuring a strong workforce development system.

Reach out to and support underserved communities. There is a need to reach out to underserved communities to expand economic opportunity, especially for individuals without a four-year degree. This includes allocating funding for outreach via community-based organizations with strong local ties. There is also a need for specialized programs that can reach and uplift justice-involved individuals and differently abled individuals.

Offer wraparound services. Services such as affordable child care, transportation vouchers and options, socio-emotional services, training fund and income supports, and employment coaching and mentoring are crucial and can be used as a recruitment tool.

Successes Since 2011

- The **Brentwood Center**, a workforce development center in Suffolk County, has received significant support from the State (over \$18M). The Brentwood Center will provide job training and wrap around services in an array of different fields. The Center will also be home to the **new National Offshore Wind Training Center**, the first of its kind in the country, which received \$3M from the State.
- The **United Way of Long Island** received support for their Power Up Wind, Solar, and Renewable training program for young adults.
- **Life's WORC**, an organization providing care for those with disabilities, received support to develop their Vocational Training Center in Garden City, NY as part of their WORCForce Initiative .
- The **SUNY Long Island Educational Opportunity Center** at Farmingdale was awarded funding in the fourth round of the OSWD awards to purchase a mobile welding lab for a welding training program for several underserved communities around Long Island.
- **Suffolk County Community College** is working on creating a new CNC machining training program. The program, supported by OSWD, will also provide career coaching, scholarships, industry networking events, and job placement assistance.
- ESD funding supported the development of the **LEARN Center** (\$600K NYS funding) in Ronkonkoma, NY, a school for teaching heavy equipment operation and safety. It will train 150 new engineers and commercial truck drivers to meet a shortage in the trade.
- ESD also supported **Island Harvest's Workforce Skills Development Institute (WSDI)** (\$134K NYS funding). Created by a leading hunger-relief organization, WSDI will include end to end program curricula from technical skills to soft skills (literacy/computer/math) to employability training and wrap-around services (salary/transportation/childcare stipends).

Big Idea: Create more employer-driven workforce development programs

SUMMARY

Develop an awareness campaign to encourage employers to partner with workforce providers to develop training programs eligible for State workforce development funding. Increasing employer participants can help Long Island train more workers successfully and access state assistance. This can include partnerships with larger employers as well as groups of small employers with similar needs. With the right leadership, one or more of these partnerships could seek to create a physical training center using the \$50M of available ESD funds.⁷⁶

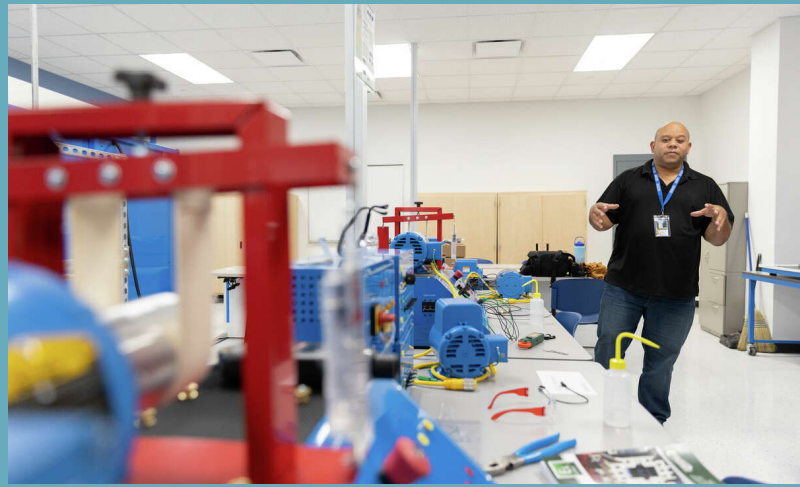
Prioritize investing in workforce development programs for underrepresented populations such as BIPOC, LGBTQIA, veterans, differently abled, and justice-involved individuals. For example, Life's WORC, a nonprofit dedicated to pioneering care for those with disabilities and autism, offers vocational training and employment services and has been awarded funding to expand services. Funding training programs that are similarly geared toward underrepresented populations should be a priority.

KEY STAKEHOLDERS AND ROLES

- Industry advocacy organizations: Support the awareness campaign to encourage employers to partner with workforce providers
- Major employers: Engage training providers to develop curricula and host training programs
- Workforce trainers: Execute training efforts with employers
- Community Based Organizations (CBO's): Promote programs in underserved communities

METRICS FOR SUCCESS

- Number of businesses who partner with workforce training programs
- Number of training participants who are placed in a role after a training program
- Number of workers from underrepresented populations who engage in workforce training programs and are placed in a role
- Amount of OSWD and other State and Federal grants awarded to Long Island workforce programs



Dutchess Community College mechatronics lab. Image source: Times Union

PRECEDENTS

Real Jobs RI, Rhode Island – Real Jobs RI is a State-created, business-led workforce development initiative. Working with a network of employers, training providers, and community organizations, Real Jobs RI partnerships build workforce solutions that address industries' unique challenges. The program launched in 2015, first providing planning grants and then funding for implementation of sector workforce development partnerships, leveraging federal and State sources.

LaGuardia Community College, Queens, NY – LaGuardia College works closely with employer-partners, such as Weill Cornell and Mt. Sinai Hospitals, on healthcare training. Employers are involved in all aspects of the training program, including curriculum development, teaching, and job placement.

Mechatronics Lab at Dutchess Community College's Center of Excellence and Industry, Fishkill, NY – The Mechatronics Lab at Dutchess Community College, funded by SUNY, ESD, Dutchess County, and the American Rescue Plan Act, opened in Fall of 2023 and aims to prepare students for manufacturing jobs. The lab trains participants on multiple different manufacturing technologies and technology frameworks, from 3D printing to HVAC systems. The lab and curriculum were designed with industry partners in mind. The lab also offers certifications and hopes to expand programming to various ages - middle school students to adults.

P-TECH School, Brooklyn NY – Utilizing the Pathways in Technology Early College High School model, the P-TECH School in Brooklyn is one of a handful P-TECH schools across the country. Founded by a partnership between IBM, the City University of New York, and

New York City Department of Education, the grade 9-14 school opened in September 2011. While also gaining relevant experience in growing industries, students earn a high school diploma and an Associates' Degree in Applied Sciences focusing on computer systems technology or electromechanical engineering technology. Students have the opportunity to intern with IBM or other industry partners.

Additional Strategies

- **Long Island should continue to support existing or new workforce training programs for priority sectors.** For strategic sectors, capital investments could include capital grants to existing workforce training centers for needed building or equipment upgrades. Workforce development funding needs also include an array of programmatic supports, such as grants to employers to offset costs of, and incentivize, apprenticeship, pre-apprenticeship, and internship programs; creation of cooperative education programs for both high school and college students; DEI training programs for workforce trainers; and workforce development program marketing, outreach causes (especially to underrepresented communities), and curriculum development.
- **Ensure that workforce development participants have the support they need to succeed.** Wraparound services like affordable child care, transportation vouchers and options, socio-emotional services, training fund and income supports, and employment coaching and mentoring are crucial to supporting the workforce on Long Island.

Goal 4: Protect Long Island’s natural assets and elevate the heritage industries that rely on them.

Critical Issue: Supporting a Sustainable Local Food System

Long Island has a rich heritage of agriculture and land preservation that is alive and well today – but the challenges that small farms face, as well as a workforce shortage, must be addressed. With over 35,000 acres of farmland, Suffolk ranks among the top counties in New York with over \$226M dollars in annual sales.⁷⁷ Further, as of 2019, Suffolk County had the largest number of wineries by county in New York State.⁷⁸ However, the public sector can provide supports that help ensure that farms continue to thrive.

Supporting a strong local food system can play a critical role in shaping Long Island’s regional response to the climate crisis. A sustainable local food system also creates more resilient communities in times of emergency.

Fostering and growing a more resilient local food system on Long Island requires expanding processing, distribution, and aggregation capabilities. It is increasingly difficult for smaller growers to compete with economies of scale of large corporate farms and processing capacity – including co-packing and cold storage – on Long Island is inadequate. Small farmers on Long Island also face workforce challenges. A talent shortage and a lack of affordable housing for the workforce contributes to difficulty staffing small farms.

Successes Since 2011

- The **East End Food Institute**, a non-profit based in Long Island’s East End, has played a critical role in promoting the local food system. The Institute bridges critical gaps in the food system - maintaining a small-scale commercial kitchen, buying surplus produce from local farms, and partnering with schools and community-serving organizations. In September 2022, the organization announced plans for the East End Food Hub, a \$15-20M project to anchor food processing, aggregation, and distribution, supporting residents, growers, and producers along the supply chain.⁷⁹ ESD provided a \$300,000 grant to support the Hub.



East End Food Institute. Image source: Edible East End

- In 2014, State awarded a \$1M capital grant to establish the **Agriculture Capital Grant Equipment Program** (or Farmers for the Future Capital Program) through the Peconic Land Trust.
- Since 2012, **Stony Brook University’s Food Business Incubator** has provided shared-used commercial kitchen space as well as a growth path for early-stage food ventures.⁸⁰
- October 2023 marked Long Island’s inaugural **Oyster Week**, a collaboration with restaurants for customers to sample locally sourced oysters and to promote the oyster industry across the region.⁸¹
- The **East End Food Passport** was supported by an ESD Market NY grant. The passport compiles information on Long Island’s farms, food, and craft business for visitors and encourages visits and consumption.

Big Idea: Create food hubs to support small, local food producers and BIPOC food businesses.

SUMMARY

Hub for supporting institutional purchasing and subsidies for institutional/government purchases from small, local food producers. Participants could include Long Island school districts, county and municipal purchasers, hospitals, large businesses, and restaurants. There could be subsidies for participating institutions. The East End Food Institute currently services 15 schools - there is a potential to expand these efforts by creating a centralized hub for the storage and preparation of food to be brought to market locally. Some subsidies may be available for school purchasing, but more subsidies, procurement assistance, and platforms for public transparency for local food purchasing are needed.

Expanding co-packing and cold storage. Co-packing is a core need to support the distribution of value-added products. Cold storage is a component of the East End Food hub – but additional capacity is needed. Cold storage is also especially needed to support larger-scale institutional purchasing.

Seafood processing facility. Support specialized processing capacity for Long Island’s commercial fishermen, given that there is no current seafood processing capacity on Long Island itself. Fisheries typically process products at Hunts Point, which can be cost prohibitive given the cost of fuel.

BIPOC food business incubator for Long Island food businesses with shared kitchens and technical assistance - potentially combined with institutional supply chains above. Stony Brook has an existing food incubator, the Calverton Incubator, which is currently not taking new applicants.

KEY STAKEHOLDERS AND ROLES

- East End Food Institute: Provide training for farmers and growers, support institutional purchasing, and create capacity along the supply chain
- Farming and commercial fishing companies: Work with intermediaries for processing, packing and distribution
- County and Town Governments: Serve as institutional purchasers; set supportive policies to increase local food procurement
- School Districts, Hospitals, and Other Anchor Institutions: Serve as institutional purchasers.

- Existing Food Incubator Operators (e.g., Cornell Cooperative Extension, Stony Brook University): Potentially play a role in creating and/or hosting the BIPOC Food Business Incubator

METRICS FOR SUCCESS

- Increase in local food procurement from institutional purchasers
- Number of new BIPOC food start-ups created, and growth over time
- Number of producers, commercial fishers, and farmers using co-packing, cold storage, and shared processing facilities
- Increase in distribution and storage capacity

PRECEDENTS

New York City Good Food Purchasing Program, New York City – This program introduced local purchasing guidelines and required sourcing transparency for New York City-based institutions - including all government purchases. The program represents a commitment to serving New York City’s children healthy and nutritious meals, as well as leveraging institutional procurement dollars to stimulate local economies. There is also statewide interest in improving institutional purchasing.⁸²

The Cornell Agriculture and Food Technology Park/ Assured Edge Solutions, Finger Lakes, NY – Assured Edge Solutions is a co-packer that operates as part of the larger food technology hub, with facilities that support incubation of new and growing businesses in the Finger Lakes.⁸³

Oakland Bloom, Oakland, CA – Oakland Bloom is a BIPOC business incubation center offering training, financing, and other supportive services for BIPOC business owners. The Open Test Kitchen food incubator program and Detoxify the Industry Program support cooperative food business models that promote equity in the industry.⁸⁴

Additional Strategies for Supporting a Sustainable Local Food Ecosystem

- **Create capital equipment share and grant program for farmers.** A purchasing program can be funded to disburse grants for equipment in addition to an equipment share program. As of 2017, Suffolk and Nassau counties were collectively home to 592 farms and 31,000 acres of farmland, and 89% of these farms were family-owned – highlighting the need for support to ensure access to equipment.
- **Support marketing to promote awareness of locally caught and grown products.** In previous years, the State funded the Pride of New York campaign, a program to promote food, beverage, and agricultural products from around the State with labeling. New efforts could include a buy local campaign – labeling Long Island products and marketing them to restaurants and distributors. This could also include cross-promotional strategies with tourism organizations to amplify agritourism.⁸⁵

Critical Issue: Preserving Fisheries and Aquaculture

Long Island’s commercial fishing industry has a rich history spanning over 400 years – but small producers must be supported, and an adequate workforce must be available – for it to continue to thrive. Seafood-related businesses account for over 35,000 jobs on Long Island, generating over \$2.1B in goods and services.⁸⁶ However, commercial fishermen face a number of challenges. Currently, Long Island does not have adequate processing capacity and many commercial fisheries leave Long Island to process product at the Fulton Fish Market at Hunts Point in the Bronx. In a survey of 67 commercial fishermen, just under half characterized the lack of local infrastructure as “extremely challenging”⁸⁷ in terms of: “Processing facilities for landed species,” “Lack of ice/ice shavings dockside,” “Lack of direct sales locations and opportunities,” “Lack of refrigerated storage space dockside,” and “Lack of facilities to repair/upgrade vessels.”⁸⁸

As with all other sectors engaged for the Strategic Plan, the industry faces workforce challenges. The fishing workforce is aging, and the majority of fishermen identified in the 2021 New York Sea Grant report were aged 45-64 years old, and the average age of Department of Environmental Conservation (DEC) Food Fishing license-holders was 57.⁸⁹ The Natural Assets Work Group also identified Long Island’s high cost of living and housing unaffordability as a key barrier to



Second-generation commercial fisherman on the Peconic Bay. Image source: Newsday

maintaining a large labor force. Stronger efforts to identify and train the next generation of commercial fishermen is critical to the legacy industry’s continued success.

Successes Since 2011

- One success case is the **Town of Southampton Shinnecock Commercial Fishing Dock**, which supports New York State’s second largest commercial fishing fleet. The project was completed in 2022 as a rehabilitation of the dock’s bulkhead, parking, and utilities systems, with the support of a \$300,000 ESD capital grant.⁹⁰ The dock improvements represent a boost to local jobs and the regional economy, as well as significant improvements to local sustainability and resiliency.
- ESD awarded a \$200,000 grant to the **Peconic Land Trust** to build-out an aquaculture facility in East Moriches. Once completed, the project will support a working waterfront while also creating opportunities for public education on aquaculture as a food source, regional employer, and sustainability measure.

Additional Strategies for Preserving Fisheries and Aquaculture

- **Invest in waterfront infrastructure to preserve and maintain the working waterfront and fill supply chain gaps for commercial fisheries.** Upgrade docks and facilities can increase the overall capacity and productivity of commercial fishing. Needs include processing for landed species, lacking dockside ice, needing direct sales locations and opportunities, increasing dockside refrigerated storage space.

Critical Issue: Expanding Long Island's Tourism Infrastructure and Visitation

Visitors come to enjoy Long Island's beaches, parks, historic and heritage assets, vineyards and wineries, and farms. Although the industry was hit hard during the COVID-19 pandemic, recent data highlights a rebound. Total visitor spending fell from \$6.3B to under \$4B between 2019 and 2020 but increased to \$6.6B as of 2022.⁹¹ Considering that 80% of the industry is made up of small businesses, such rebound is promising not only for the future of visitation on Long Island but also for the health of its local enterprises.⁹²

There are opportunities to grow the economic impacts of tourism on Long Island. Most tourism is short-term and 60%+ of overnight visitors come from New York City. These short-term visitors are generally associated with lower spending relative to the negative externalities generated. Tourism visitation could be expanded through attracting out-of-state and international visitors, as well as visitors who visit Long Island during its "off season." Further, there is an opportunity to grow Long Island as a business destination by attracting scientific events and corporate conferences.

High volume tourism has created challenges such as traffic congestion and damage to natural resources. According to the Natural Assets Work Group, there is a strong need for destination management - a responsible approach to maintaining a manageable flow of tourists.

The Natural Assets Work Group also identified a talent shortage, limited public transportation and a lack of affordable housing as barriers to hiring the tourism staff needed.

Successes Since 2011

- In 2016, State awarded capital funding for a **Suffolk County Agricultural Tourism Center**, (\$350K NYS Funding) leveraging the strong regional presence of growers to attract new visitors.
- The Long Island Greenway, a 175-mile pedestrian and bicycle route, will connect New York City to the eastern end of Long Island at Montauk and is being funded via both private and taxpayer dollars.⁹³
- In 2018, State funded \$300,000 for the **Discover Long Island's Global Tourism Marketing Partnerships**, expanding marketing to places such as Canada, Australia, the United Kingdom, and Germany.



Tourists at Shinn Estate Vineyards in Mattituck. Image source: Newsday.



Long Island beaches. Image source: Newsday.

- Several key successes have also been made in the industry's workforce development. Through DOL funding, **St. Joseph's University** was funded to execute hospitality training. Presently the University offers three concentration areas - tourism management, hotel management, and health care hospitality.⁹⁴

Additional Strategies for Expanding Long Island's Tourism Infrastructure and Vision

- **Increase the number of visitors to Long Island.** Continue to promote Long Island's off-season events, and increase funding for international and out-of-state marketing campaigns and specialized gatherings, such as business conferences. There are also opportunities to leverage Long Island's distinctive local food and beverage products to attract visitors.

- **Prioritize capital investment – both maintenance and improvements and new projects – for key tourism assets on Long Island.** This can include cultural attractions, museums, amusement parks, theaters, parks and event spaces. Coordinate funding and capital support with DEC and DOS grants to support investment in waterfront assets.

Critical Issue: Supporting the Resilience of Long Island’s Waterfront & Infrastructure to Climate Change

Due to Long Island’s unique geography, its waterfront is fully intertwined with its economy – from emerging offshore wind to the Island’s longtime tourism base.

Climate change is becoming an increasing threat to Long Island’s waterfront and infrastructure given the Island’s coastal geography and the increased frequency of catastrophic coastal storms and floods. Extreme weather events of the last decade, including Superstorm Sandy in 2012, demonstrate the region’s vulnerability.⁹⁵ Superstorm Sandy destroyed approximately 10,000 buildings.⁹⁶ Approximately 220,000+ people, or 15% of Long Island’s residents, live in an area identified as a flood zone,⁹⁷ and an estimated 130,000+ properties on Long Island could be affected by a severe flooding event.⁹⁸ Long Island’s aquifer infrastructure is also endangered by sea level rise via potential saltwater intrusion.⁹⁹ The historical lack of adequate wastewater infrastructure has led to contamination in Long Island’s aquifer system, which provides all of Long Island’s drinking water.¹⁰⁰

Given these vulnerabilities, adaptation and resilience projects such as wetlands restoration projects and stormwater control programs can support the long-term resilience of the region. Further, as described elsewhere in this Strategic Plan, Long Island should double down on growing green industry, including offshore wind as well as other clean energy technologies, in order to contribute to broader efforts to decarbonize.

Successes Since 2011

- The year after LIREDC’s *2011 Strategic Plan* was released, Superstorm Sandy hit the New York region. The storm highlighted the vulnerability of the region’s infrastructure and communities.¹⁰¹ **Major investments have been made since in adaptation planning and infrastructure upgrades** – including investments in stormwater management, parks, and marsh restorations via Environmental Facilities Corporation (EFC), wastewater treatment and pollution control measures via DEC, and

community planning for resilience via waterfront revitalization grants from DOS.

Additional Strategies for Supporting the Resilience of Long Island’s Waterfront & Infrastructure to Climate Change

- **Support stormwater management, wetlands restoration, and green infrastructure projects to mitigate flooding and promote coastal resilience:** Long Island’s properties, outdoor spaces, and population are at high material risk from increasing storms. Adaptation is critically important to protect the Island’s coastal assets. Projects that support wetlands restoration and the preservation or restoration of natural areas ensure greater resiliency to rising sea levels and extreme weather.
- **Protect aquifer infrastructure from sea level rise and contamination:** Given the dependency of Long Island on its aquifer for drinking water, it is critically important to protect it from environmental contamination. There have been significant investments made in sewage in Suffolk County since 2011. Continuing to support infrastructure upgrades to prevent wastewater contamination will be critical. In addition, supporting projects that mitigate saltwater intrusion due to flooding and storms will also ensure the long-term resiliency of this asset.



Living shoreline improvement project at Indian Island county park in Riverhead. Image source: Newsday

Goal 5: Ensure Long Islanders have equitable access to economic and housing opportunities

Critical Issue: Ensuring Prosperity for All

As Long Island strategizes to address its talent and housing shortage, and to grow strategic industries, it must ensure that it is creating more equitable access to economic and housing opportunities. An equity lens recognizes that people do not all start from the same place and that we therefore must acknowledge and adjust for imbalances – including those driven by race, gender, age, disability, LGBTQIA identity, immigration status, criminal justice system involvement, or veteran status. In doing so, Long Island can create a stronger economy and thriving workforce.

Since the first Strategic Plan in 2011, the LIREDC, ESD, and New York State have worked to create a more equitable Long Island. Programs like **Hofstra's Ascend Long Island Program**, which supports small minority-owned businesses (\$700K in NYS funding); **Life's W.O.R.C. WORCForce Initiative**, which conducts workforce training for people with disabilities (\$735K in NYS funding); and **Spectrum Designs**, which provides training and certifications in screen printing for people on the autism spectrum (\$100K in NYS) have increased economic opportunities across the region for diverse workers.

There has also been support for developing and improving community centers, like **North Fork Community Resource Center** (\$300K NYS Funding), which serves low-income residents by providing a safety net for vulnerable individuals and families, and a resource center in Southold, which provides comprehensive adult and young adult trainings at their computer lab.

Capital investments in childcare facilities such as **Bridgehampton Child Care and Recreation Center** (\$300K in NYS funding) have taken steps to improve the care network in child care deserts. The LIREDC has also helped advance creation of a more accessible and sustainable food system through supporting the **East End Food Institute** (\$300K in NYS funding) and **Island Harvest** (\$134K in NYS funding).



Life's W.O.R.C. participant. Image source: Newsday

Crowning achievements for community revitalization include investment in **Wyandanch Rising** (over \$16M NYS funding) a transformation of a distressed site into a mixed-use, mixed-income, vibrant community, as well as **Station Yards (formerly known as Ronkonkoma Hub)** (\$55M NYS funding), a transit-oriented development featuring a variety of housing options.

The following section provides an overview of ways in which equity will be embedded in the Critical Issues and Big Ideas in this *Strategic Plan*.

Housing and Placemaking:

- Housing and placemaking investments must uplift lower-income communities and create access to housing that residents can afford.
- Priority will be given to applicants to the proposed Long Island Forward Initiative that seek to create affordable housing for lower-income residents and underserved communities.

Industry and Innovation:

- Investing in industry and innovation must increase participation among underserved populations in entrepreneurship.
- Within the proposed physical innovation hub, an incubator or accelerator specifically for BIPOC founders could help increase BIPOC individuals' access to the innovation ecosystem. This could be coupled with the creation of a venture capital fund focused on investing in BIPOC and other minority entrepreneurs.

Workforce Development

- Continue to support training programs that conduct intentional outreach to underserved communities.
- Continue to support wraparound services, which helps lower the barrier of entry to the workforce.
- Train workforce trainers on Diversity, Equity, and Inclusion practices.
- Continued support for community colleges will help prepare a diverse workforce for employment opportunities.

Child care

- Creation of new child care facilities in child care deserts helps remove barriers to labor participation, particularly for women.

Natural Assets and Tourism

- A BIPOC food incubator could strengthen local food production, combat food insecurity, and support BIPOC entrepreneurs.



LIREDC Meeting, July 25, 2023. Image source: ESD

Participation

From the winter of 2023 to the fall of 2023, ESD and the LIREDC hosted 39 convenings to support the development of the Strategic Plan. This includes engaging nine different Work Groups comprised of 149 members.

Public Outreach and Engagement

Every year, ESD and the LIREDC convene stakeholders from government, major employers, not-for-profits, labor, educational and research institutions, community groups, and the broader public. Hearing from stakeholders and the public is critical to understanding the challenges facing Long Island and developing high-impact solutions that will meet the needs of the region.

From the winter of 2023 to the fall of 2023, ESD and the LIREDC hosted 39 convenings to not only inform the content of this Strategic Plan and a vision for Long Island’s economic future, but also spread awareness about progress happening on Long Island and CFA funding opportunities. ESD also sent out several email and social media blasts about funding opportunities and hosted many office hours for the CFA. Convenings occurred both in person and over zoom, to reach as many people as possible.

For development of this Strategic Plan, engagement began in June and ran until November 2023. Engagement consisted of individualized surveys for Work Group members; a series of meetings for each of the 9 Work Groups (listed below), including the new Housing Work Group that was introduced this year to drive the *Regional Challenge*; and 3 public meetings. The Work Group surveys received 61 detailed responses sharing insight on current challenges and prior successes. In total, there were 21 Work Group meetings, with 1-4 meetings per Group. The public meetings, hosted on 7/25, 9/8, and 11/13 were well attended and each meeting laid out the Strategic Plan process as well as preliminary ideas and content for feedback.

ESD and the LIREDC continue to look forward to engaging the community and truly believe that robust engagement allows for the Strategic Plan and funding awardees to respond to the pressing issues and capitalize on the assets of the region.

Date	Description	# of People Reached
2/6/23	LIREDC Public Meeting at Farmingdale State College	100+
5/15/23	Email Blast, RE: Announcement of Round XIII	250+
5/15/23	Social Media Post, RE: Announcement of Round XIII	500+ Twitter, 350+ Instagram, 1100+ Facebook
5/17/23	LIREDC Public Meeting at Long Island University	40+
5/25/23	HIA-LI Trade Show	800+
5/25/23	Email Blast, RE: Intent to Apply Forms	250+
6/7/23	ESD CFA Office Hours	5
6/12/23	Global NY Event	100+
6/14/23	Town of Riverhead CFA Town Hall Meeting	50+
6/14/23	Town of Islip CFA Town Hall Meeting	40+
6/14/23	ESD CFA Virtual Office Hours	10
6/20/23	Town of Oyster Bay CFA Town Hall Meeting	40+
6/21/23	ESD CFA Office Hours	10
6/22/23	Child Care Work Group Meeting #1	15
6/23/23	Workforce and Education Work Group Meeting #1	40+
6/27/23	Town of Huntington CFA Town Hall Meeting	50+
6/28/23	ESD CFA Virtual Office Hours	6
7/12/23	ESD CFA Office Hours	5
7/19/23	ESD CFA Virtual Office Hours	9

Date	Description	# of People Reached
7/21/23	Workforce and Education Work Group Meeting #2	40+
7/25/23	LIREDC Public Meeting at the H. Lee Dennison Building	100+
8/10/23	DRI & NYF Zoom Meeting	30
8/16/23	Innovation Work Group Meeting #1	15+
8/18/23	Workforce and Education Work Group Meeting #3	40+
8/22/23	Child Care Work Group Meeting #2	15+
8/23/23	Housing Committee Meeting #1	10+
8/24/23	Placemaking Work Group Meeting #1	15+
8/25/23	Offshore Wind Work Group Meeting #1	10+
8/30/23	Natural Assets and Tourism Work Group Meeting #1	20+
8/30/23	Manufacturing Work Group Meeting #1	25+
9/5/23	Equity Work Group Meeting #1	15+
9/8/23	LIREDC Public Meeting at New York Institute of Technology	30+
9/15/23	Natural Assets and Tourism Work Group Meeting #2	22+
9/15/23	Housing Committee Meeting #2	12
9/20/23	Manufacturing and Offshore Wind Work Group Meeting #2	40+
9/20/23	Equity Work Group Sub-Committee Work Group Meeting	10+
9/28/23	Equity Work Group Meeting #2	15+
9/29/23	Child Care Work Group Meeting #3	15+
10/2/23	Innovation Work Group Meeting #2	15+
10/6/23	Workforce and Education Work Group Meeting #4	40+
10/12/23	Housing Committee Meeting #3	12
10/13/23	LIREDC Public Meeting on Zoom	69+

Work Groups

ESD and the LIREDC extend gratitude to the 149 Work Group members who advised heavily on the direction and content of the 2023 Strategic Plan. Notably, Work Groups grew in size this year and increased their commitment to the LIREDC in the number of meetings hosted. ESD and LIREDC also introduced the new Housing Work Group, which was critical for development of the *Regional Challenge* on Housing.

Child Care

The Child Care Work Group is a dedicated team of professionals who focus and advise on developing sustainable solutions to the shortage of child care on Long Island. The Work Group represents both Suffolk and Nassau County Child Care Councils, workforce development leaders, child care owner/operators, training providers, as well as corporate and labor representatives. The Child Care Work Group champions that without safe, affordable child care, Long Island's economy and residents - especially women and minorities - cannot achieve their full potential.

Equity

The Equity Work Group is comprised of professionals in the fields of community development, education, social services, and economic development and planning, who are dedicated to addressing the disparities affecting Long Island's minority communities. The Equity Work Group advises on and identifies underlying inequities across the region in education (including the digital divide); healthcare access; housing; financial supports for MWBE small businesses; and food and child care deserts.

Housing

The Housing Work Group is comprised of members from local government (including elected officials), academic institutions, housing professionals, developers, labor, and not-for-profits who were tasked with supporting and advising on the creation of the *2023 Regional Challenge Proposal*. The Housing Work Group discusses the impacts of the housing crisis on Long Island and major barriers to housing development

while identifying innovative strategies that could have immediate, equitable impacts on the region.

Innovation and Industry Cluster

The Innovation Work Group is comprised of leadership from the region's premier universities and research institutions, technology acceleration entities, and venture capital providers. The Innovation Work Group identifies industry clusters and new trends in innovation as well as shapes and supports projects that align with regional strategies for technology business formation and technology commercialization.

Manufacturing and Industry

The Manufacturing and Industry Work Group is comprised of members from the manufacturing sector, labor, the public and private sectors, and academic institutions, with the goal of developing strategies that identify the needs of Long Island's tradeable sectors and opportunities for the long-term sustainability of these industries. With the understanding that the strength of the region's economy is dependent on the success of our manufacturers, the Work Group seeks to understand the barriers to growth that can make it challenging for Long Island manufacturers and identify programs and projects that can support our producers.

Natural Assets and Tourism

The Natural Assets and Tourism Work Group features a broad mix of individuals that represent Long Island's agriculture, commercial fishing, shell fishing, tourism, and preservation industries. The Natural Assets and Tourism Work Group looks to better understand the challenges that our heritage industries face and develop solutions that can help promote the growth of our agriculture, seafood, and beverage industries; encourage the preservation of our historic assets; and continue to attract tourism to our entire region.

Offshore Wind

The Offshore Wind Work Group is comprised of qualified professionals from labor, academia, and industry who are dedicated to positioning Long Island to take full advantage of the emerging offshore wind industry. The Offshore Wind Work Group works to identify regional opportunities in construction,

installation, operation of offshore wind projects as the nation's offshore wind supply chain develops.

Placemaking

The Placemaking Work Group is a team of qualified professionals from various backgrounds including municipal partners, labor, and development industry leaders. The members advise on challenges regarding placemaking in the region and work to tailor strategies to encourage downtown and single land-use locations to develop sustainable, vibrant, and dynamic destinations.

Workforce Development

The Workforce Development Work Group is a large and active Work Group consisting of representatives from government, labor, business, industry, and conventional and non-conventional educational environments. The Workforce Development Work Group advises on workforce challenges and needs in the region as well as on strategies to better prepare all workers, including those from underrepresented groups, for the jobs of tomorrow.

WORK GROUP MEMBERS

Red text denotes REDC members

*** Asterisks indicate Work Group Co-Chairs**

Child Care

Meeting Dates: 8/22/2023, 9/29/2023, 6/22/2023

Participants

Alicia McIlwain-Marks
Marks of Excellence Child Care*

Jennifer Rojas
Child Care Council of Suffolk, Inc.*

Erica Chase-Gregory
Farmingdale State College Small Business
Development Center

Shannon Cussen
YMCA of Long Island

Jacob Dixon
Choice For All

Cristina Medellin-Paz Ph.D.
New York Early Childhood Professional Development
Institute

Janna Rodriguez
Innovative Day Care Corp.

Patricia Schaefer
Rauch Foundation

Tracey Rollins-Spann
Nassau County Child Care Council

Beverly Theodore
Wyandanch Community Resource Center

ESD Staff

Denise Zani

Cara Longworth

Equity

Meeting Dates: 9/5/2023, 9/28/2023

Participants

Sol Marie Alfonso-Jones
Long Island Community Foundation*

Kim Brussell
The Viscardi Center

Bonnie Cannon
Bridgehampton Child Care

Sammy Chu
Edgewise Energy

Jacob Dixon
Choice for All

Juli Grey-Owens
Gender Equality, NY

Laura Harding
ERASE Racism

Serena Liquori
New Hour for Women and Children

Daniel Lloyd
Minority Millennials

Martha Maffael
Sepa Mujer

Alicia McIlwain-Marks
Marks of Excellence Child Care

Farrah Mozawalla
Asian American Institute for Research and
Engagement

Gwen O'Shea
Community Development Corporation of Long Island

Theresa Regnante
United Way of Long Island

Theresa Sanders

Lisa Tyson
Long Island Progressive Coalition

ESD Staff

Denise Zani

Cara Longworth

Housing

Meeting Dates: 7/14/2023, 8/23/2023, 9/15/2023, 10/12/2023

Participants

Sol Marie Alfonso-Jones
Long Island Community Foundation

Linda Armyn
Bethpage Federal Credit Union

Kelly Coughlan-Heck
Tritec Real Estate

John Durso
Long Island Federation of Labor

Peter Elkowitz
Long Island Housing Partnership

Peter Florey
The DFD Group

David Gallo
Georgica Green

Laura Harding
ERASE Racism

Jim Morgo
Morgo Public Private Strategies

Dr. John Nader
Farmingdale State College

Gwen O'Shea
Community Development Corporation of Long Island

Paul Pontieri
Village of Patchogue

Ed Smyth
Town of Huntington

Kyle Strober
Association For a Better Long Island

ESD Staff

Denise Zani

Cara Longworth

Innovation and Industry Cluster

Meeting Dates: 8/16/2023, 10/2/2023

Participants

Peter Donnelly
Stony Brook University*

Dr. Hank Foley
New York Institute of Technology*

Meredith Burcyk
The Feinstein Institutes For Medical Research -
Northwell Health

Dr. Kimberly Cline
Long Island University

Noel Goddard
Accelerate NY Seed Fund

Dr. Richard Hayes
Hofstra University

Erik Hunt
Brookhaven National Laboratory

Daniel Lloyd
Minority Millennials

Krish Pilliapakkamnatt
Hofstra University

Dan Polner
Broad Hollow Bioscience Park

Dr. Charles Riordan
Hofstra University

Stacey Sikes
Long Island Association

Andrew Whitely
Cold Spring Harbor Laboratory

ESD Staff

Barry Greenspan

Cara Longworth

Manufacturing and Industry

Meeting Dates: 8/30/2023, 10/2/2023

Participants

Anne Shybunko-Moore
GSE Dynamics*

Rachel Adams
St. James Brewery

Roger Clayman
Long Island Federation of Labor*

Betty Feng

Farmingdale State College

Brad Hemingway
Islip Foreign Trade Zone

Justin LaTorre
La Flor Spices

Jamie Moore
Industry Grants

Joe Spinosa
ADDAPT

Michael Thomas
U.S. Commercial Service

Marisel Trespalacios
U.S. Commercial Service

Michael Tucker
Long Island Food Council

ESD Staff

Elisabeth Muehleemann

Cara Longworth

Natural Assets and Tourism

Meeting Dates: 8/30/2023, 9/15/2023

Participants

Rob Carpenter
Long Island Farm Bureau*

Kristen Jarnagin*
Discover Long Island*

Steve Bate
Long Island Wine Council

Bonnie Brady
Long Island Commercial Fishing Assoc.

Nora Catlin
Cornell Cooperative Extension Suffolk County

Annetta Centrella Vitale
Hofstra University

Melanie Cirillo
Peconic Land Trust

Scott Curtalo Wageman
Cornell Cooperative Extension Suffolk County

Geoffrey Drummond
FoodLab

Kate Fullam
East End Food Institute

Kendall Hough
NYS Department of Agriculture and Markets

Nicole LeBlond
NYS Department of Agriculture and Markets

August Ruckdeschel
Cornell Cooperative Extension Suffolk County

Greg Sandor
Cornell Cooperative Extension Nassau County

Chuck Westfall
Long Island Oyster Growers Association

Kelly Young
NYS Department of Agriculture and Markets

ESD Staff

Elisabeth Muehleemann

Cara Longworth

Offshore Wind

Meeting Dates: 8/25/2023, 9/20/2023

Participants

Roger Clayman
Long Island Federation of Labor*

Tom Barracca
Stony Brook University

Resi Cooper
Cooper Hill

Michael Deering
NYSERDA

Doreen Harris
NYSERDA

Marianeh Issapour
Farmingdale State College

Dave Kapell
Kapell Real Estate, Inc.

Matthew Vestal

NYSERDA

ESD Staff

Brian Scripture
Cara Longworth

Placemaking

Meeting Dates: 8/24/2023

Participants

Resi Cooper

Cooper Hill*

Dave Kapell

Kapell Real Estate, Inc.*

Jim Morgo

Morgo Public Private Strategies*

Patricia Bourne

City of Long Beach

Margo Cargill

Titanium Linx Consulting

Peter Cavallaro

Village of Old Westbury

Elizabeth Custodio

Long Island Hispanic Chamber of Commerce

John Durso

LI Federation of Labor

Peter Elkowitz

Long Island Housing Partnership

Ralph Ekstrand

Village of Farmingdale

Ann Fangmann

Glen Cove CDA

Brian Ferruggiari

AVR Realty Company

Marty Glennon

Archer, Byinton, Glennon and Levine LLP

Marc Herbst

Long Island Contractor's Association

Glenn Murrell

NYS Department of Transportation

Kyle Strober

Association For a Better Long Island

Judy White

CJ2 Communications

ESD Staff

Brian Scripture
Cara Longworth

Workforce Development

Meeting Dates: 7/21/2023, 8/18/2023, 10/6/2023,
6/23/2023

Participants

John Durso

Long Island Federation of Labor*

Phil Rugile

Institute for Workforce Advancement*

Elizabeth Ajasin

Hempstead/Long Beach WBD

Terri Alessi Miceli

Hauppauge Industrial Association

Nene Alameda

Hempstead Works

Maria Arianas

Island Harvest

Nadia Aslam

New York Institute of Technology

Leah Arnold

Eastern Suffolk BOCES

Vincenzo Barone

Suffolk County Sheriff's Office

Edward Bonahue

Suffolk County Community College

Marc Bossert

Suffolk County One Stop Employment Center

Lorie Boyd

Acces VR

Laurie Carey

We Connect the Dots

Marianela Casas

Association for Mental Health and Wellness

Kimberly Cline

Long Island University

Matt Cohen

Long Island Association

Michael Cohen

NYS Department of Labor

Michele Cohen

Nassau BOCES

Cynthia Colon
SUNY Stony Brook

Rita DiStefano
Portnoy, Messinger, Pearl & Associates Inc.

Liz Dovell
NYS Department of Labor

Rosalie Drago
Haugland Group

Robyn Fellrath
Workforce Development Institute

Chris Fusco
Nassau County DOL

Dr. Rebecca Grella
Brentwood UFSD

Gail Lamberta
St. Joseph's University

John Lombardo
Suffolk County Community College

Rachel Lugo
EAC Network

Patricia Malone
SUNY Stony Brook

Kelly Murphy
Suffolk County IDA

Martin Murphy
Long Island Regional Adult Education Network

Dr. John Nader
Farmingdale State College

Doreen Nobile
Acces-VR

Dawn Nolan
The Viscardi Center

Shital Patel
NYS Department of Labor

Lou Petrizzo
Suffolk County Community College

Dr. Susan Poser
Hofstra University

Theresa Regnante
United Way of Long Island

Kurt Rockensies
Hempstead WORKS

Linda Scalera
Town of Oyster Bay Workforce
Development Board

JoAnna Schwaner

NYS Department of Labor

Randi Shubin Dresner
Island Harvest

Ryan Stanton
Long Island Federation of Labor

Jennifer Stavola
Suffolk County Department of Labor

Carla Theodorou
Nassau BOCES

Edward Thompson
Molloy University

Ines VanBoom
Northwell Health

Ken White
Brookhaven National Lab

ESD Staff

Jenna DiMarco

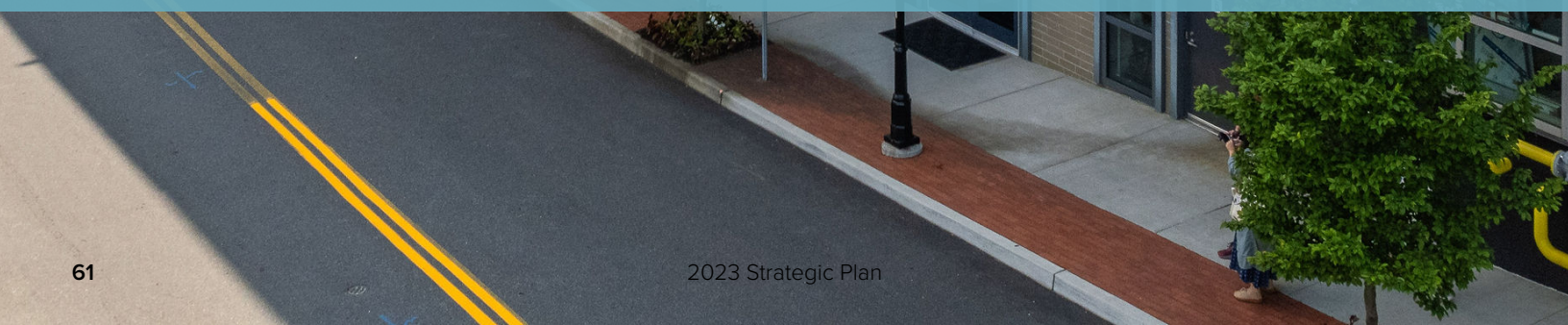
Cara Longworth



PART THREE

Challenges Competition Proposal

The Long Island Forward: Revitalize, Renew, Rebuild Program would enable local municipalities to create “shovel ready” sites that would attract private and institutional investment that results in new housing production



Challenge Overview

Long Island’s Housing Crisis and Talent Shortage

Decades of limited development have created a housing crisis on Long Island, leading to a recent loss of population, a shortage of talent, and skyrocketing housing costs – together a fundamental threat to Long Island’s future economic prosperity. The premise of this *Regional Challenge* proposal is that housing that is affordable to a range of income levels is critical for Long Island to attract talent and grow a vibrant and equitable economy:



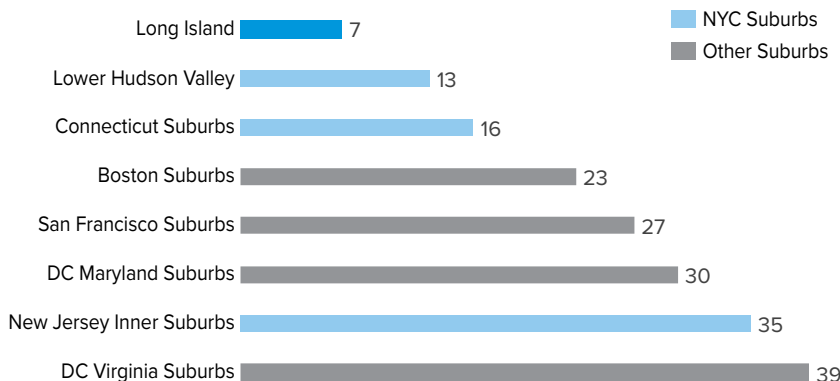
The housing shortage has real human impacts. High housing costs mean that young and working families struggle to make ends meet, and they deter people – particularly young people – from staying on

or moving to Long Island. Small businesses – ranging from local restaurants to salons to grocery stores – are understaffed; major employers are unable to grow; and Long Island’s leading research institutions and institutions of higher learning struggle to hire. This impacts the ability of Long Islanders to access everyday goods and services, while causing the economy to stagnate.

The data bears this out: residential construction on Long Island is at a near-standstill, falling short of suburban areas across the country. From 2012 to 2021, Long Island added 7 units per 1,000 residents while New Jersey suburbs added 35 and the Lower Hudson Valley (Westchester) added 13 units per 1,000 residents as seen in Figure 9.¹⁰² Further, during this time, Long Island municipalities permitted only 2.3 multifamily units per 1,000 residents, falling woefully short of the demand among young professionals and young families. This has been driven by many factors, including local community opposition, local land use regulations, and lack of necessary infrastructure.

The undersupply of housing – of a diversity of housing types for a range of income levels – has led to an affordability crisis. Housing prices and rents have soared in the past decade. Half of all Long Island renters are housing cost-burdened, paying over 30% of income on rent. Homeowners are also cost-burdened, with nearly a third of homeowners paying more than 30% of their income on mortgages.¹⁰³ Over the past ten years, rents have gone up by 32% and home prices have increased by 10%. High housing costs are the

New Housing Units Permitted Per 1,000 Residents (2012-2021)



Source: New York Focus

Figure 9. New Housing Units Permitted Per 1,000 Residents Across Suburbs, 2012-2021. Source: NYC Department of City Planning and NYS Focus

primary factor that is driving Long Island’s younger residents and families to leave for other locations where there are similar economic opportunities but housing costs are significantly lower.

Accordingly, the once-booming population growth has been stagnant for the past 20 years even as neighboring regions have continued to grow. Before the pandemic, the population in Northern New Jersey and the Lower Hudson Valley (Westchester) grew by 10 and 11% respectively (2000-2020), while Long Island only grew by 6%. Following COVID-19, total residents on Long Island decreased by 15,000.¹⁰⁴

Most alarmingly, between 2011-2021, Long Island lost 98,000 residents between the ages of 35-54 while at the same time the same aged cohort grew by 35,000 residents in New York City.¹⁰⁵ Long Island’s “brain drain” and aging population do not bode well for its future.

This housing affordability crisis is also exacerbating racial inequities, given that Black and Latinx residents the most as those groups have lower incomes than white residents. Sixty percent of Black and Latino renters are cost burdened and 40% of Black and Latinx homeowners are cost-burdened, which is higher than the regional average.

Members of all Work Groups cited a talent shortage and difficulty hiring as a result of the housing shortage as fundamental challenges that puts Long Island’s future at risk.

An array of housing typologies that is responsive to current and future demand – coupled with quality placemaking – is needed to attract and retain residents and create stronger and more diverse communities. Incentivizing denser development around transit stations or in downtowns can create diverse housing options for a workforce at a diversity of age levels. A young professional may seek a studio in a multifamily building in the heart of the downtown area that is walkable and well-connected to transit. A young family might seek a 2- or 3-bedroom unit that is slightly further away from the hustle and bustle of downtown, but still provides them with a convenient and spacious option that is walkable to the train and connects to employment centers, while also being steps away from a public park for their children.

However, there are success stories that demonstrate that Long Island’s downtowns and opportunity sites can be unlocked for new housing with the right leadership, local partnerships, and supportive policies. Communities such as Westbury, Patchogue, Farmingdale, Mineola, Glen Cove, and Ronkonkoma are all examples of successful redevelopment projects with

zoning changes and new infrastructure investments that have produced new housing. With the right leadership among public and private sector partners, new housing can be built, as demonstrated by projects such as Wyandanch Rising, which includes 290 residential units at a range of income levels.

The LIREDC’s proposal builds on regional success stories to put forth a strategy that that will accelerate housing development in the near term, setting the stage for a sustained increase in rate of housing production over the longer term in order to ensure Long Island’s economic prosperity.

LONG ISLAND’S HOUSING AND TALENT CRISIS IN NUMBERS

Population

3% population growth
compared to 7% across the U.S. (2011-2021)

Loss of 98,000 residents aged 35-54
(2011-2021)

Loss of 15,000 total residents
(2021-2022)

Jobs

2% job growth
as compared to 12% across the U.S. (2011-2021)

Housing

7 housing units (2.3 multifamily)
built per 1,000 residents (2012-2021)

62,000 more jobs added in the region than housing units
(2000-2019)

50% of all renters – and 60% of Black and Latino renters
pay more than 30% of income on rent (2020)

Proposal: Long Island Forward: Revitalize, Renew, Rebuild Program

Program Overview

Long Island is comprised of a mosaic of counties, towns, villages, cities, and hamlets with different land use regulations and approval processes, many of them with insufficient capacity to advance the development of underutilized sites. Long Island had over 8,300 acres of vacant land and parking lots as of 2010, and the region has had relatively little development since then.¹⁰⁶ An allocation of \$10M offers the opportunity for local municipalities to create “shovel ready” sites that would attract private and institutional investment that results in new housing production.

There are many public sector leaders on Long Island who are eager to address the housing crisis. The LIREDC proposes a **Long Island Forward Program (the Program)** to alleviate the financial and capacity challenges that pro-housing jurisdictions face. The Housing Work Group identified key challenges that were impeding the level and pace of housing development, which include:

- Restrictive zoning
- Lengthy environmental review and approvals processes
- Community reluctance to embrace housing projects
- Need for data-driven public awareness about the importance of housing production



Wyandanch Rising. Image source: OLIN



New affordable apartments in Glen Cove. Image source: Newsday



Wincoram Commons. Image source: Wincoram Commons

Small municipalities and institutions lack the capacity to address these challenges due to lack of technical expertise, staff capacity, and funding.

The proposed **Long Island Forward Program** has five components to create shovel-ready sites and unlock creation of new housing.

Long Island Forward Initiative



The Program will enable local jurisdictions and property owners to creatively pave the way for more housing development in Long Island, leveraging “low hanging fruit” sites in the near term. Applicants would be able to apply for funds for any or all steps outlined below but must commit to bring the effort through to completion with the construction of new housing. Municipalities would be able to apply for any component; private developers could apply for support on Public Awareness Campaigns. The LIREDC would give preference to applicants who are aligned with the LIREDC’s Goals around equity and affordable housing, sustainability, strong placemaking and creation of vibrant communities, transit-oriented development, and workforce retention and attraction.

For context, in 2010, the Regional Planning Association’s Places to Grow report found that there were over 8,300 acres of vacant land and parking lots that could be used for new housing on Long Island – the most recent comprehensive analysis available. Since the RPA’s analysis only 18,500 units¹⁰⁷ have been built on Long Island, suggesting there is still room for tremendous amounts of more housing units in the region. Using standard development assumptions, if only half of the total available acres were used for multifamily housing development, over 100,000 units could be delivered. The Program seeks to address the housing supply crisis by encouraging redevelopment of sites across the region. Ultimately, the LIREDC seeks to lay the groundwork to reach 2.5x historic levels of housing production over the next decade, delivering 50,000 units.

There are many examples of municipalities that need assistance to unlock publicly owned sites for housing development. For example:

Success story: the Town of Islip used technical assistance to develop an RFP for a publicly owned sites that resulted in 96 housing units, of which 95 are affordable. In 2018, the Town of Islip’s DRI application envisioned the redevelopment of underutilized municipal sites into a mixed-use public plaza but lacked the administrative capacity to accomplish this. As a result of the DRI planning process, the Town was awarded a \$75K grant in technical assistance to contract with a consultant to issue a Request for Proposals to identify a developer. Georgica Green Ventures, LLC was selected as the developer and was awarded a \$1.7M grant to develop 96 total units, of which 95 units will be affordable to residents earning between a range of 30%, 50%, 60%, 80%, and 100% of AMI, with one unit set aside for an on-site superintendent.

Unmet need: The City of Long Beach lacks capacity to solicit a developer for a 10-acre municipal site near transit. As part of their 2022 NYF application, the City of Long Beach proposed the revitalization of a 10-acre municipal parcel into a transit-oriented, mixed-income housing and mixed-use development surrounding the LIRR. However, the city lacks the administrative capacity to solicit a developer to accomplish this. Our proposal to offer technical assistance through the regional challenge in addition to the revised Long Island Investment Fund guidelines can help support this vision.

Program Components

1: Pro-Housing Municipality Recruitment - Lead: LIREDC

Issue: Proactive outreach can ensure that Long Island Forward funds are used by the local municipalities who seek to build more housing.

The LIREDC, with the leadership of its real estate and economic development professionals, will proactively recruit and engage towns and villages across the region to apply for Program funds, leveraging extensive relationships with regional stakeholders. This could include outreach to elected officials, pro-housing

community leaders, and local institutions and economic development associations. All localities that have been designated as “pro-housing” by the State will be in the first round of outreach.

2. Housing Site Inventory and Prioritization - Funding Recipient: Local Municipalities

Issue: There are many vacant and distressed sites, as well as planned development sites stuck in the pipeline, that could be unlocked in the short term to build housing. Long Island’s municipalities could use help identifying and prioritizing opportunities to launch into a development.

Long Island localities would be able to apply for Program funding to conduct an inventory of opportunity sites for development and prioritize those that meet certain criteria. The site inventory and prioritization would identify transit-adjacent sites, vacant lots, underutilized or distressed sites, publicly owned sites, institutionally owned sites, and vacant retail and office properties that could be appropriate for residential development. Recent developments on Long Island demonstrate that redevelopment of distressed sites may be more likely to get community support.

This Program could also identify stalled pipeline developments that, with State support, could be advanced to implementation. Data collected could include the location, size, condition, zoning, and ownership of each parcel. Inventories could be mapped and the data made publicly available. This would build on the State’s recent request that all State entities conduct inventories of State-owned sites to identify opportunities for housing development.

Using this data, local municipalities can engage owners of viable sites to encourage development; release RFPs for the development of public sites; prioritize infrastructure investments; and entice developers to new redevelopment opportunities. Municipalities that apply for the site inventory funding could be required to commit to the next phase of Housing Pre-Development Support if promising sites are identified.

3. Housing Pre-Development Support - Funding Recipient: Local Municipalities

Issue: There are significant administrative and regulatory barriers to priming a site for development that deter developers from building on Long Island. The Program would support municipalities with advancing sites through rezoning and environmental review processes to create “shovel ready” sites.

The Long Island Forward Program would directly alleviate the burdens of the pre-development process and can support local governments to advance housing development. It would be available to localities that have undertaken the Housing Site and Prioritization process; alternatively, localities could directly proceed to this step if they have already identified priority sites.

Creating pro-housing zoning | Localities seeking to update their zoning codes to encourage new residential development could apply for funding to study and implement new codes that enable housing. This would support towns and villages to rewrite zoning ordinances in order to incentivize and facilitate quality housing development grounded in best practices in land use policy (e.g., form-based zoning), urban design, and/or TOD. Funding can also help municipalities adopt best practices for inclusionary housing, affordable housing incentives, and other affordable housing production tools. State funding to address this issue will relieve smaller municipalities from the administrative burden of updating these policies. For example, NY State’s Department of State funds other initiatives and planning processes such as Brownfield Sites or the Local Waterfront Revitalization Process.

Making sites shovel-ready through environmental review and approvals | The environmental review process and plan approvals can add years to real estate development timelines, amplifying development costs and serving as a deterrent for developers contemplating higher-density housing in particular. This Program would provide funds to towns and villages to develop a conceptual plan and generic environmental impact statement (GEIS) study in advance of the disposition of a site. Conducting a GEIS – which would analyze the impacts of a more conceptual plan rather than a specific project plan – can accelerate development timelines by simplifying any subsequent environmental review that would be required of a developer for a specific project proposal.

4. Developer Solicitation - Funding Recipient: Local Municipalities or Institutional Property Owners

Issue: Mission driven property owners such as the public sector and institutions can play an impactful role in catalyzing housing development, but they may not have the capacity to lead a procurement process that results in a development plan that meets community needs and will be led by a highly qualified developer. The Long Island Forward Program would help these entities with a developer solicitation process.

Local governments or institutions who own sites suitable for housing development could apply for this funding to help them identify a qualified real estate developer. This Program could be used to support the drafting of developer solicitations, evaluation of applications, selection of developers and proposals that best meet the needs of the surrounding community, and negotiations on the final terms of the deals, including purchase price, affordability levels, and community benefits.

5. Local Public Awareness Campaigns - Funding Recipient: Local Municipalities or Developers

Issue: Stakeholders engaged through the strategic planning processes flagged that there is a mismatch in perception vs. on-the-ground reality when it comes to housing. The LIREDC proposes to make funds available for localities, municipalities, or developers to launch public outreach to generate support for new and proposed housing developments.

This Program would establish a shared, data-driven fact base on the broader need for housing and garner public support for individual housing development projects. Funds will be made available for towns and villages or developers who are interested in launching a campaign or outreach effort that addresses the legitimate concerns and public perceptions of the impacts of housing development through data and case studies. For example, campaigns could highlight case studies of success stories – including in Farmingdale, and Patchogue – to demonstrate what multifamily and affordable housing can look like, and its positive impacts on communities and local economies. Campaigns might be broad and tackle the issue of the housing crisis and the need for more lenient policies to allow for more housing in the future. Alternatively, campaigns may be targeted and help push through specific developments or projects.

Public awareness campaigns can paint a human picture of the negative impacts of Long Island’s housing shortage. They can also quantify the negative impacts of the housing crisis, including stagnant population growth, challenges of worker retention, lack of staff for essential services, constraints on economic growth, and stresses placed on young professionals and low- and middle-income families.

Overall, these campaigns would build on and draw from prior studies, including the to-be-released Long Island Zoning Atlas which will map zoning codes and maps across the region, and Newsday’s ongoing “Faces of Long Island” campaign that highlights and celebrates the diversity of Long Island’s residents, to ensure that regional data and messaging are consistent. The campaigns will support landowners or cities who want to gain approvals but may need public support in order to do so. The Program will help remove the risks that many face and ultimately make housing development easier.

Housing Impact Goals, Resource Allocation, and Timeline

Housing Production Impact: The LIREDC aims to set the stage with this initial investment of \$10M for longer-term, substantial growth. By catalyzing new development, Long Island can create success stories that pave the way for additional development by demonstrating how housing can create more vibrant communities that encourage people – particularly young talent – to stay on or move to Long Island. Further, this initial program can be scaled up over time with additional funding to unlock development on additional sites. **Ultimately, the LIREDC’s goal is for housing production on Long Island over the next decade to occur at 2.5x the rate of historic levels, with the creation of 50,000 new housing units.**

Project Requirements and Preferences: Developments must be a minimum of 3 acres or 50 housing units, with preferences in line with the [ESD Long Island Investment Fund \(LIIF\)](#) – such as projects that are near transit or downtowns, create multifamily housing, and have a mix of uses. Preference will also be given to those who propose creating more affordable housing and supporting populations that have been historically marginalized or disadvantaged. Municipalities that accept funds must commit to an expedited approvals process.

Program	# of Projects	Matching Grant Size Range	Total Amount Awarded Range
1. Pro-Housing Municipality Recruitment			
2. Housing Site Inventory and Prioritization (Max: \$60K)	30	\$40,000-\$60,000	~\$1.5M
3. Housing Pre-Development Support (Max: \$250K)	30	\$130,000-\$250,000	~\$5.5M
4. Developer Solicitation (Max: \$60K)	30	\$40,000-\$60,000	~\$1.5M
5. Local Public Awareness Campaign (Max: \$60K)	30	\$40,000-\$60,000	~\$1.5M
Total			\$10M

Timeline: 3 years for total expenditure of funds.

Fund Distribution: Available funds would vary by project type as well as the size and capacity of the municipality applying for the funds. Larger communities (e.g., towns) would receive up to 60% matching funds, while (e.g., villages) would receive up to 85% matching funds up to pre-determined caps. For illustrative purposes, we have shown below preliminary grant ranges for each component of The Program and how many municipalities might participate in the Program, assuming an even mix of larger and smaller projects. Note that municipalities have the flexibility of participation in all of the components or a subset. Funding guidelines will be subject to State approval.

Why This Proposal

In crafting this proposal, the LIREDC has given substantial thought to the State’s evaluation criteria of Vision, Process, Implementation, and Leveraging Resources, and believes it is proposing an innovative and impactful series of strategies to address our region’s most fundamental challenge. This Program will deliver immediate action to set the stage for longer-term results.

VISION

Realistic, actionable, and innovative: This Program strategically leverages the places where there is the most opportunity for impact: partnering with pro-housing communities and institutions and empowering them with the tools they need to advance the creation of a diversity of new housing types.

Economic impact: The LIREDC envisions the economic impact and the ROI to the State to be high, as these are catalytic steps to enable significant private sector investments in development, creating construction jobs, revitalizing transit-rich locations, and creating new economic opportunities. The RPA report from 2010 indicates that there is land to accommodate 90,000 low-density units, which does not include the potential

for higher density products. The tremendous potential for unit production will contribute to the construction industry directly and create the demand for more jobs.

Equity and Inclusion: This Program supports the creation of a diversity of housing types overall, and the LIREDC would preference to applicants who propose to create more affordable housing and to support populations that have been historically marginalized. The Long Island Forward Program would help localities create new affordable housing policy tools, leverage public sites for creating affordable or mixed-income housing, and garner community support for developments that will create more diverse and integrated communities.

PROCESS

Stakeholder and partner support + engagement: All 9 Work Groups – with a total of 146 public, private, and institutional members – had full consensus that the Regional Challenge proposal should focus on housing. The Housing Work Group was comprised of a diverse set of 12 stakeholders.¹⁰⁸ The Housing Work Group collaborated to identify strategies that would have immediate impacts. This diverse group has an array of perspectives on the burdens of the housing crisis and the challenges at different points in the development cycle on Long Island.

Public meetings and feedback: The LIREDC previewed the findings from the existing conditions research, the feedback from Work Groups, and draft strategies with the broader LIREDC and the public in two different meetings. The team also received feedback from the LIREDC Steering Committee and co-chairs on the Strategic Plan’s recommendations on an ongoing basis.

IMPLEMENTATION

Feasible and scalable: This Program entails an array of support for multiple stakeholders in the development process, including municipalities, developers, institutions, and employers. The Program will be opportunistic, with the ability to launch funds to predevelopment efforts for housing development that is aligned with local needs. There is a demonstrable need for the type of assistance the LIREDC is proposing. Over the past six years Long Island downtowns have competed for and successfully implemented State Downtown Revitalization (DRI) dollars, showing how localities can benefit from working with technical experts for additional capacity. That same familiar structure will be replicated through this challenge as towns apply for technical assistance to change zoning or unlock opportunity sites.

Clear timeframe for implementation: While housing takes years to implement, this proposal is actionable in the short term. The LIREDC proposes to establish an evaluation process through which funding can be deployed quickly and flexibly. Once the Long Island Forward Program is established, the LIREDC believes that projects can be funded and executed within 36 months, including at least half a dozen in the first year.

RESOURCES LEVERAGED

Public, private, and non-profit investment leveraged: **The core goal of this effort is to unlock investment by public, private, and non-profit entities.** The various public sector Programs can encourage local municipalities to allocate resources to advancing housing development. Creating “shovel ready” sites will stimulate significant private investment in housing, as well as not-for-profit investment in affordable housing.

Partners for implementation identified: **This Program will build on the support of local leaders who are already pro-housing and provide them with resources to enable them to reach their goals of adding new units.** Mayors, developers, advocates, agencies, and institutions participated in the Housing Work Group and helped to create this Program to be implementable by their peers. The Program will involve actors across all sectors in Long Island including local governments, developers, institutions, employers, and non-profits. These groups will both be involved directly in the implementation of the \$10M challenge funding and in the new housing development that these Programs will enable.

Regional assets leveraged: **Investing in new housing will also leverage the region’s large-scale investments to the LIRR.** With the addition of the third track the LIRR is now the largest component of the largest regional transit network in the nation. Increased train access will connect new residents in new housing developments across the region.

The LIREDC has received support from multiple elected officials for this proposal:

"Local municipalities are always trying to do more while protecting the taxpayers' wallet. Obtaining state assistance for planning and technical services allow local municipalities to embark on transformative, tax generating, projects, while holding the line on taxes." – Mayor Paul Pereira, Village of Mineola

"The state's ability to recruit municipalities with incentives will make a significant difference towards the creation of more housing. This tool will help bring many Long Island municipalities, who yearn for more housing but are politically hesitant, off the sidelines and into the game." - Mayor Paul Pontieri, Village of Patchogue.

ENDNOTES

- 1 Lightcast, 2011-2021.
- 2 NY Governor, "All Aboard: Governor Hochul Celebrates Completion of LIRR Main Line Third Track on Time and Under Budget," <https://www.governor.ny.gov/news/all-aboard-governor-hochul-celebrates-completion-lirr-main-line-third-track-time-and-under>
- 3 Long Island Sustainable Wine, "Wine Region Statistics." <https://www.lisustainablewine.org/wine-region-statistics>
- 4 Bureau of Labor Statistics, Annual Unemployment Rate, 2011-2022.
- 5 U.S. Census Bureau, American Community Survey 5-Year Estimates, 2011 & 2021.
- 6 Lightcast, 2011-2021.
- 7 U.S. Census Bureau, American Community Survey 5-Year Estimates, 2011 & 2021.
- 8 NYC Department of City Planning, NYC Thinking Regionally, 2022. <https://us8.campaign-archive.com/?u=66416d8ec25efe8a8a82a9945&id=2198192138>
- 9 National Equity Atlas, "Housing Burden," 2020. <https://nationalequityatlas.org/>
- 10 Regional Planning Association, Places to Grow, 2010. <https://rpa.org/work/reports/places-to-grow>
- 11 Committee for Economic Development, Child Care in State Economies: 2019 Update, <https://www.ced.org/childcareimpact>.
- 12 LIREDC, "The Business Case for Child Care," <https://regionalcouncils.ny.gov/sites/default/files/2019-05/Child%20Care%20REDC%205.2.pdf>
- 13 Center for an Urban Future, Expanding Apprenticeships in NYC, 2021. <https://nycfuture.org/research/expanding-registered-apprenticeships-in-nyc>
- 14 Long Island Regional Economic Development Council, Long Island Project Tracking Dashboard.
- 15 Ignite Long Island Article: "Navy Launches Regional Talent Pipeline Project on Long Island"
- 16 Lightcast, 2011-2021.
- 17 NYS DOL, "Labor Market Briefing Long Island," September 2023. <https://dol.ny.gov/system/files/documents/2023/11/long-island.pdf>
- 18 Bureau of Labor Statistics, Annual Unemployment Rate, 2011-2022.
- 19 American Community Survey 5-Year Estimates, U.S. Census Bureau, 2011 & 2021.
- 20 American Community Survey 5-Year Estimates, U.S. Census Bureau, 2011 & 2021.
- 21 American Community Survey 5-Year Estimates, U.S. Census Bureau, 2011 & 2021.
- 22 Lightcast, 2011-2021.
- 23 Suffolk County Government, "Economic Development & Planning: Agriculture," https://suffolkcountyny.gov/Portals/0/formsdocs/ecodev/Agriculture.Rev.060519a_JKry.pd
- 24 LIREDC, State of the Region: Long Island - Breaking Down Barriers, 2019. <https://regionalcouncils.ny.gov/sites/default/files/2019-10/2019%20LIREDC%20Strategic%20Plan.pdf>
- 25 Empire State Development, Economic Impact of Visitors in New York, 2022
- 26 Lightcast, 2011-2021.
- 27 U.S. Census Bureau, American Community Survey 5-Year Estimates, 2011 & 2021.
- 28 Newsday, "Census Data: 'Domestic out-migrants' driving Long Island exodus." 2023. <https://www.newsday.com/long-island/us-census-long-island-domestic-out-migration-mf3jtxo0>
- 29 United Way of New York State, The Asset Limited, Income Constrained, Employed (ALICE), 2023.
- 30 .S. Department of Labor Women's Bureau, " Issues Brief: Childcare Prices in Local Areas," 2023. U.S. Department of Labor. https://www.dol.gov/sites/dolgov/files/WB/NDCP/508_WB_IssueBrief-NDCP-20230213.pdf; LIREDC, State of the Region: Long Island - Breaking Down Barriers, 2019.
- 31 NY Governor, "Governor Hochul Announces Historic Investment in Child Care as Part of the FY 2023 Budget." <https://www.governor.ny.gov/news/governor-hochul-announces-historic-investment-child-care-part-fy-2023-budget>
- 32 American Community Survey 5-Year Estimates, U.S. Census Bureau.
- 33 American Community Survey 5-Year Estimates, U.S. Census Bureau, 2011 & 2021.
- 34 National Equity Atlas, "Housing Burden," 2020, <https://nationalequityatlas.org/>.
- 35 Towns were identified in a United Way report, driven by American Community Survey Data
- 36 Greater Rochester Enterprise. <https://rochesterbiz.com/about-gre/>
- 37 CenterState CEO. <https://centerstateceo.com/news/syracuse-joins-rochester-and-buffalo-federal-tech-hub-application>; EDA, "Biden-Harris Administration Designates Tech Hub in New York," <https://www.eda.gov/news/press-release/2023/10/23/NY-SMART-I-Corridor-Tech-Hub>
- 38 CenterState CEO. <https://centerstateceo.com/join-us/become-member>

39 Greater Rochester Enterprise. <https://rochesterbiz.com/wp-content/uploads/2023/04/GRE-Overview-and-Outcomes-Year-End-2022-For-Web.pdf>

40 Greater Rochester Enterprise. <https://rochesterbiz.com/wp-content/uploads/2023/11/Invest-in-GRE-document.pdf>

41 Invest Buffalo Niagara. <https://buffaloniagara.org/about-us/wins/>

42 Center for Economic Growth. <https://www.ceg.org/become-an-investor/invest/>

43 Regional Planning Association, Places to Grow, 2010. <https://rpa.org/work/reports/places-to-grow>

44 Rauch Foundation and HR&A Advisors, Inc, COVID-19's Impact on Long Island's Downtowns, May 2021. https://www.rauchfoundation.org/files/1016/1972/3410/HRA_Final_Report.21.05.01.pdf

45 Rauch Foundation and HR&A Advisors, Inc, COVID-19's Impact on Long Island's Downtowns, May 2021. https://www.rauchfoundation.org/files/1016/1972/3410/HRA_Final_Report.21.05.01.pdf

46 Wall Street Journal, "Suffolk County to Use Post-Sandy Funding on Sewer Project, 2019. <https://www.wsj.com/articles/suffolk-county-to-use-post-sandy-funding-on-sewer-project-11549576013>

47 WSHU, "A Long Island sewer project is historic in scope," 2022. <https://www.wshu.org/long-island-news/2022-02-08/a-new-long-island-sewer-project-is-historic-in-scope-but-advocates-want-more-to-protect-waters>

48 WSHU "Suffolk County lawmakers announce latest sewer project in Bay Shore," 2023. <https://www.wshu.org/long-island-news/2023-11-02/suffolk-county-long-island-lawmakers-announce-bay-shore-sewer-project>

49 Committee for Economic Development, Child Care in State Economies: 2019 Update, <https://www.ced.org/childcareimpact>

50 NYS DOL, Child Care in New York State Report, 2023. <https://nysdolreports.com/gwg/2023-childcare/>

51 Women's Bureau, US. Department of Labor. https://www.dol.gov/sites/dolgov/files/WB/NDCP/508_WB_IssueBrief-NDCP-20230213.pdf

52 NY Governor, "Governor Hochu Announces Historic Investment in Child Care as Part of the FY 2023 Budget, 2022. <https://www.governor.ny.gov/news/governor-hochul-announces-historic-investment-child-care-part-fy-2023-budget>

53 Bureau of Labor Statistics, Employment of Childcare Workers, <https://www.bls.gov/ooh/personal-care-and-service/childcare-workers.htm>.

54 NYS DOL, Child Care in New York State Report, 2023. <https://nysdolreports.com/gwg/2023-childcare/>

55 U.S. Census Bureau, "Working Moms Bear Brunt of Home Schooling While Working During COVID-19, 2020." <https://www.census.gov/library/stories/2020/08/parents-juggle-work-and-child-care-during-pandemic.html>

56 U.S. Census Bureau, "Working Moms Bear Brunt of Home Schooling While Working During COVID-19, 2020." <https://www.census.gov/library/stories/2020/08/parents-juggle-work-and-child-care-during-pandemic.html>

57 NY Governor, "Governor Hochul Announces \$50M Investment in FY 2024 Budget to Bolster New York's Child Care Workforce," 2023. <https://www.governor.ny.gov/news/governor-hochul-announces-500-million-investment-fy-2024-budget-bolster-new-yorks-child-care>

58 Child Care Council of Nassau, Inc., <https://www.childcarenassau.org/for-employers2.aspx>

59 Southern Tier Regional Economic Development Council, CFA projects, <https://regionalcouncils.ny.gov/cfa/project/325699>

60 LIREDC, State of the Region: Long Island – 2021 Progress Report – Reimagining and Rebuilding the Long Island Economy. <https://regionalcouncils.ny.gov/sites/default/files/2021-07/LIREDC%20Annual%20Report%206-29-21v18.pdf>.

61 Lightcast, 2011-2021.

62 Ernst & Young and LIREDC, "Long Island REDC: Phase II Regional Sector-Based Strategies," 2022

63 Empire State Development, Venture Capital Investment in New York State, <https://esd.ny.gov/venture-capital>

64 Lightcast, 2011-2021.

65 Lightcast, 2011-2021.

66 Ernst & Young and LIREDC, "Long Island REDC: Phase II Regional Sector-Based Strategies," 2022

67 LIREDC, State of the Region: Long Island - Breaking Down Barriers, 2019.

68 LIREDC, State of the Region: Long Island - Breaking Down Barriers, 2019.

69 Ernst & Young and LIREDC, "Long Island REDC: Phase II Regional Sector-Based Strategies," 2022

70 Suffolk County Community College, "Suffolk Awarded \$2M Navy Workforce Training Grant to Support Submarine Operations," https://www.sunysuffolk.edu/news/submarine_grant.jsp#sthash.R5LXH133.dpbs

71 NYS DOL, 2023 Business Survey. <https://dol.ny.gov/system/files/documents/2023/09/2023-business-workforce-survey-results.pdf>

72 Empire State Development, Long Island Investment Fund. <https://esd.ny.gov/long-island-investment-fund>

73 Center for an Urban Future, Expanding Apprenticeships in NYC, 2021

74 Center for an Urban Future, Expanding Apprenticeships in NYC, 2021

75 Center for an Urban Future, Expanding Apprenticeships in NYC, 2021

76 Empire State Development, Long Island Investment Fund. <https://esd.ny.gov/long-island-investment-fund>

77 Suffolk County Government, "Economic Development & Planning: Agriculture,"

78 Office of the New York State Comptroller, A Profile of Agriculture in New York State, 2019. <https://www.osc.ny.gov/files/reports/special-topics/pdf/agriculture-report-2019.pdf>

79 East End Food Hub, <https://www.eastendfood.org/food-hub>

80 Stony Brook University, <https://www.stonybrook.edu/commcms/foodbusinessincubator/about/overview>

81 Oyster Week, <https://www.oysterweekli.com/>

82 NYC Mayor, "Mayor Adams Takes Executive Action to Promote Health Food," <https://www.nyc.gov/office-of-the-mayor/news/070-22/mayor-adams-takes-executive-action-promote-healthy-food-new-york-city#/0>

83 Assure Edge, <https://assurededge.com/>; Technology Farm, <https://www.thetechnologyfarm.com/>

84 Oakland Bloom <https://oaklandbloom.org/>

85 Office of the New York State Comptroller, A Profile of Agriculture in New York State, 2019

86 LIREDC, State of the Region: Long Island - Breaking Down Barriers, 2019.

87 New York Sea Grant, New York Aquaculture Needs Assessment Report, 2021.

88 New York Sea Grant, New York Aquaculture Needs Assessment Report, 2021.

89 New York Sea Grant, New York Aquaculture Needs Assessment Report, 2021.

90 Empire State Development, "ESD Announces Completed Renovations of \$1.5M Shinnecock Commercial Fishing Dock on Long Island," 2022. <https://esd.ny.gov/esd-announces-completed-renovations-15m-shinnecock-commercial-fishing-dock-long-island>

91 Empire State Development, Economic Impact of Visitors in New York, 2022.

92 Lightcast, 2011-2021.

93 Dan's Papers, "Long Island Greenway Plan to Link Montauk and Manhattan Advances," 2023, <https://www.danspapers.com/2023/02/long-island-greenway-plan-montauk-nyc/#:~:text=Once%20enacted%2C%20the%20Long%20Island%20Greenway%20would%20be,through%20the%20state%E2%80%99s%20recently%20renewed%20Environmental%20Bond%20Act.>

94 St. Joseph's University, <https://www.sjny.edu/long-island/academics/undergraduate/majors/hospitality-and-tourism-management>

95 NYS Department of Environmental Conservation, Observed and Projected Climate Change in New York State: An Overview, 2021.

96 Newsday, "Hurricane Sandy Long Island: Report Says Storm Ruined 95,534 Buildings in Nassau, Suffolk Counties," 2023. https://www.huffpost.com/entry/hurricane-sandy-long-island-storm-95000-buildings-nassau-suffolk-counties_n_2429495

97 Suffolk County Government, Mitigation Education for Natural Disasters. <https://www.suffolkcountyny.gov/mend/risk.html#:~:text=Slightly%20more%20than%2022%20%2C000%20people,direction%20up%20the%20Atlantic%20Coastline.>

98 Newsday, "Mapping flooding risks for Long Island," <https://www.newsday.com/opinion/nextli-data/long-island-flood-climate-risk-factor-first-street-foundation-gu8e3q5d>.

99 New York Water Science Center, "Long Island Groundwater System Potential Hazards," 2017. <https://www.usgs.gov/centers/new-york-water-science-center/science/long-island-groundwater-system-potential-hazards>

100 NY Governor, "Governor Hochul and County Executive Bellone Announce Groundbreaking of \$224M Forge River Wastewater Treatment Plant to Expand Access to Sewer Systems in Suffolk County," 2022. <https://www.governor.ny.gov/news/governor-hochul-and-county-executive-bellone-announce-groundbreaking-224-million-forge-river>

101 Super Storm Sandy Review Task Force, <https://www.scnylegislature.us/DocumentCenter/View/67979/10302019-Superstorm-Sandy-Review-Task-Force-Report-October-2019-PDF>.

102 NYC Department of City Planning, "NYC Thinking Regionally," <https://us8.campaign-archive.com/?u=66416d8ec25efe8a8a82a9945&id=2198192138>.

103 Cost burden is defined by individuals spending 30% or more of their income on housing costs. For homeowners this includes all housing costs (taxes, maintenance, and upkeep) including mortgages.

104 Newsday, "Long Island towns, cities lose population, Census Bureau says, with Oyster Bay's drop the largest." <https://www.newsday.com/long-island/us-census-population-estimates-long-islands-cities-towns-w02a2uzp>

105 U.S. Census Bureau, American Community Survey 5-Year Estimates, 2011 & 2021.

106 Regional Planning Association, Places to Grow, 2010. <https://rpa.org/work/reports/places-to-grow>

107 U.S. Census Bureau, American Community Survey 5-Year Estimates, 2011 & 2021.

108 Supervisors from the Town of Huntington and the Village of Patchogue; Advocates as the Association for a Better Long Island, ERASE Racism, Morgo Public Private Strategies, and the Long Island Community Foundation; developers including Tritec and the Community Development Corporation of Long Island; agencies such as LI Housing Partnership; and institutions including Farmingdale State College.



**Regional Economic
Development Councils**