



# Sustainable Strategies for Long Island 2035

December 2010



Long Island  
Regional Planning Council







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December 2010

### Open Letter to the People of Long Island

The Long Island Regional Planning Council is proud to present the first phase of work from the Long Island 2035 Regional Comprehensive Sustainability Plan, which recognizes the need for Long Island to come together as a region and address the pressing issues challenging the region. Long Island faces an uncertain future if we continue to approach development and growth as we have in the past. Times have changed, new and different challenges and opportunities have arisen, and so our thinking about the way we develop and plan for our future must change as well, or we will find ourselves fiscally, environmentally and socially endangered. This work identifies the most significant challenges facing the region today and in the near future, forecasts the possible dangers we face if we fail to shift the paradigm and ultimately presents strategies to create a sustainable region through 2035 and hopefully beyond.

From the beginning of this process, we involved hundreds of stakeholders to help identify the issues, challenges, assets, opportunities and possible solutions to make Long Island the thriving, exciting, competitive region it once was. Throughout the process, we repeatedly heard the cry of the high taxes, lack of affordable workforce housing, unfriendly business climate and too many layers of government. Many of the strategies presented are aimed at reducing or eliminating these obstacles to economic success and ensuring the quality of life we all cherish for the region.

The region also faces tremendous challenges in the education of our children and the inequities in the K-12 public school system. Our educational system is expensive and some of our public schools simply do not provide the opportunity for all students to realize their potential. We take a collaborative approach to this issue and with the help of our Education Working Group have developed a group of strategies aimed at improving education achievement and assuring equal education opportunities for all, while containing school costs to ease the property tax burden.

We all know Long Island has tremendous assets. We need to act to protect those assets without exploiting them. We must use these assets to attract new economic growth to the region, to keep our youth on the Island and to create sufficient housing options. We must find ways to properly and equitably educate all our children. Finally we must act to enhance environmental, transportation and energy infrastructure to protect our natural resources and support the current and future population of the Island. Long Island has a tremendous opportunity to redefine what it means to live and thrive in a sustainable 21<sup>st</sup> century suburban community.

This work is just the beginning of a process. The LIRPC has developed the strategies, and will engage governmental and private industry leaders, stakeholders, and the public to first secure recognition that the region is challenged and then to participate in bringing about the solutions. We thank Nassau and Suffolk Counties for their continued support, our Leadership Advisory Cabinet, our various stakeholder groups, our LI 2035 Comprehensive Sustainability Plan consulting team and of course all interested parties who have helped us get to this milestone. We ask that you all continue with us on this all critical mission. The future of Long Island depends upon our success.

Sincerely,

Michael E. White  
Executive Director  
Long Island Regional  
Planning Council

John D. Cameron, Jr.  
Chair  
Long Island Regional  
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## How to use this document

This document is structured in five sections. The opening section includes an Executive Summary and a comprehensive list of all the strategies in this report. This is followed by the four main sections of the report, dedicated to focus areas of the plan:

- Tax & Governance
- Economy
- Environment & Infrastructure
- Equity

Each section begins with an introduction laying out the context and challenges Long Island faces and frames our vision for a sustainable response to these issues. Following the introduction are sections on each key strategy, divided into the following areas:

1. Context
2. Proposed Actions to implement each strategy
3. Implementation Table – agencies, costs, procedures and challenges related to the implementation of the strategy
4. Case Study examples that illustrate how the strategy or action works
5. Linkages to Other Initiatives
6. Roles for LIRPC



# Long Island 2035: Securing a Sustainable Future

## Executive Summary

**Suburban communities across the country face an uncertain future.** The development approach of the 20th century will not sustain our communities in the 21st century – fiscally, environmentally, or socially. Long Island’s modern era evolved out of the shared aspirations of its residents for a new suburban lifestyle. People were drawn to Long Island because it offered them the opportunity to improve the quality of their lives. Long Island’s idyllic beauty – beaches, open space, clean air – offered refuge from the clamour of New York City, though close enough to capture the city’s economic, educational and cultural opportunities. Long Islanders appreciated finding affordable housing, the ability to make a home for their family, and quality of education for their children. People shared a common vision for their suburban community, and grew a system of local government that was led by their peers and afforded them a voice in its governance. The system also left a legacy of racial segregation and economically disadvantaged communities.

**Today Long Island faces an affordability crisis that threatens the cherished quality of life in the region.** Due to some of the most expensive government and school district costs in the nation, Long Island’s ideals are now threatened by a taxpayer burden that is escalating at a pace too costly to be sustainable. Coupled with an uncertain economic outlook, communities subject to neglect, development patterns that create congestion, a transportation system that has not evolved in decades, and limited choices for housing diversity, the quality of life that made the Long Island dream a reality for so many is now deteriorating.

Despite these challenges, Long Island has a tremendous opportunity to redefine what it means to live in a sustainable 21<sup>st</sup> century suburban community, recognizing it is possible for Long Island to be affordable and prosperous, bringing a return to economic growth and strength. Our ability to act today – and leave behind the status quo - will have a tremendous impact on the future of the region.

### LONG ISLAND 2035

A sustainable Long Island is a place that offers an affordable, high quality of life, a strong economy, and equitable communities allowing everyone to enjoy the cherished quality of life that Long Islanders desire. The strategies span a spectrum of issues that will address the needs of today while also positioning Long Island for tomorrow.

- Tax & Governance
- Economy
- Environment & Infrastructure
- Equity

Together, this package of strategies will create a positive environment for living and working on Long Island while also helping Long Island prepare for the changing economic, social and environmental context of 21<sup>st</sup> century living. To achieve this vision a series of near, mid and long-term actions are required in these areas of strategic interest.

# Long Island 2035: Securing a Sustainable Future

## The Process

### Introduction

A regional comprehensive sustainability plan must be comprehensive, integrated, and focused on near-and long-term solutions. It must also enjoy widespread support among leaders and community members who will collectively implement the vision set forth in the plan. The process and approach underpinning the Long Island 2035 Regional Comprehensive Sustainability Plan have ensured input and discussion about each element of our Sustainability Plan. In addition to ongoing dialogue with government officials and stakeholder participants, a combination of data collection, study coordination, independent research and focus group workshops helped ground this Sustainability Plan in the realities of present day Long Island.

### Long Island 2035 Regional Visioning Initiative and Workshop

The Long Island Regional Planning Council (LIRPC) along with Nassau and Suffolk Counties launched this bold initiative in 2009, to assess the position of Long Island relative to environmental, social, and economic sustainability. Long Island 2035, the long-term sustainability plan for Long Island, identifies the key opportunity areas and issues of concern among Long Islanders from across the region. Its intent is to ensure Long Island continues to maintain a position of strength and to maintain the quality of life for which Long Island is so well known.

The foundation for the Long Island sustainability planning process was the Long Island 2035 Regional Visioning Initiative funded by the New York Metropolitan Transportation Council (NYMTC) the designated Metropolitan Planning Organization for the region. The purpose of the Regional Visioning Initiative was to help achieve a regional public consensus for where the next generation of Long Islanders could live and work, the transportation systems needed to support these settlements and the institutional actions required to ensure a prosperous, equitable and environmentally sustainable Long Island. The Visioning Initiative was guided by an Executive Committee working with both a Municipal and Stakeholder Committee. The Executive Committee included representatives of the LIRPC, Nassau and Suffolk Counties, NYMTC, the Federal Highway Administration, the New York State Department of Transportation, the Metropolitan Transit Authority and the Long Island Rail Road. The Municipal Committee consisted of town, village and city officials. The Stakeholder Committee included representatives of business, labor, environmental, not-for-profits, community and the civic constituencies.



# Long Island 2035: Securing a Sustainable Future

The components of the Regional Visioning Initiative included:

- An inventory and analysis of local plans and studies
- Lessons learned from other regions
- Analysis and mapping of existing conditions, constraints and opportunities
- Projections of opportunities and trends
- Organization of committees of municipal officials and private stakeholders
- Visioning workshop bringing together participants from across the Island
- Alternative 2035 scenarios to frame development and policy choices

A Visioning Workshop was convened in March 2009 and was attended by elected officials, civic, business and environmental leaders from across the Island. A Findings Report summarizing the results of the Visioning Workshop to find common ground on where to place Long Island's projected growth in population and employment was completed. A Final Report on the LI 2035 Regional Visioning Initiative which includes the results of the Visioning Workshop and both baseline and alternative scenarios for 2035 was presented in December 2009. The Report consolidates the findings from the Visioning Workshop into alternative growth scenarios and provides an evaluation of their respective impacts on land use, infrastructure, natural resources, equity and other issues facing the Island.

## **Long Island 2035 Regional Comprehensive Sustainability Plan**

Utilizing the results of the Regional Visioning Initiative, the Long Island Regional Planning Council's Long Island 2035 Regional Comprehensive Sustainability Plan process began with a series of charrettes hosted with key government officials and private sector stakeholders representing the diversity of interest groups on Long Island, known as the Leadership Advisory Cabinet. The Leadership Advisory Cabinet (LAC) was an important body for testing and vetting strengths, weaknesses, issues and opportunities facing the region. Through collaborative charrettes the LAC identified a vision, goals and objectives for the Long Island 2035 Regional Comprehensive Sustainability Plan. The focus areas of the plan that address both issues and opportunities were initially grouped into four general areas: Economy, Infrastructure, Human Systems, and the Built and Natural Environments.

# Long Island 2035: Securing a Sustainable Future

The basic elements of the Long Island 2035 Regional Comprehensive Sustainability Plan included:

**Visioning Charrette** – A project kickoff outlining the Plan structure, informing about the most pressing issues and drivers on Long Island, points of intervention and generating some initial goals for the Plan to aspire.

**Data Collection** – A broad set of documents were reviewed, rated and summarized by the local experts on the LI 2035 Sustainability Plan consulting team. All the information collected was catalogued by a range of filters and has become a compelling live link library of all relevant information on Long Island.

**Goal Setting Charrette** – Developed goals, preliminary strategies and actionable initiatives that may be implemented on Long Island to foster long term economic development in a fair and equitable environment, while promoting environmental and resource sustainability.

**Coordination with Active Studies** – It was important that the work of the Long Island 2035 Sustainability Plan was informed by and builds upon the good work being done by numerous organizations and agencies throughout Long Island pertaining to sustainable planning. To this end, a host of organizations on Long Island were engaged to learn more about their work and to share our work with them. A work memorandum summarizing the minutes of these meetings was prepared and exhibits and data collected were to inform the strategy development process.

**Baseline Analysis & Future Forecasting** – The Sustainability Plan consulting team provided baseline conditions, future projections and an analysis of the trends stepping up to the year 2035 for the focus areas of tax and governance, economy, infrastructure, the environment, land development and demographic mix.

**Long Island Information Clearinghouse** – The efforts of the Long Island 2035 Sustainability Plan consulting team also focused on an in-depth review and documentation of existing plans, studies and reports that are all contained in a comprehensive Long Island 2035 Information Clearinghouse. The Clearinghouse, available to interested parties working on Long Island planning issues, includes links to relevant documents, short synopses of major reports, and a searchable database of all resources. The database will help streamline background research efforts for local and regional jurisdictions working on planning initiatives in and around Long Island.

# Long Island 2035: Securing a Sustainable Future

## Setting the Stage

After the initial set of visioning and goal-setting charrettes, data collection, coordination with active studies, baseline analysis and future forecasting, a series of studies examined the health and vitality of Long Island communities in inclusive thematic areas. The issues revealed from these studies are discussed herein and supported by five Technical Reports that summarize both the methodology and the findings from this analysis. The five Technical Reports are:

- Technical Report – Governance

- Technical Report – Economy

- Technical Report – Infrastructure & Transportation

- Technical Report – Land Use

- Technical Report – Equity

# Long Island 2035: Securing a Sustainable Future

## Developing a Response

The Technical Reports revealed that Long Island stands at a crossroads and without ongoing, comprehensive and concerted action, the vitality of Long Island remains at risk. The vision, goals and objectives, along with the findings from the Technical Reports, represent a call to action and the need for development of strategies to address our pressing needs. The Leadership Advisory Cabinet vetted a series of proposed strategies to serve as a work-plan to orient Long Island to a sustainable 21<sup>st</sup> Century. A draft Sustainable Strategies Report was initially developed and reviewed by the LAC and Stakeholder representatives in early 2010. Guidance from this review resulted in refinement of the Sustainable Strategies and reorganization into the four thematic areas; Tax & Governance, Economy, Environment & Infrastructure and Equity in preparation for broader stakeholder and community workshops. The Draft Sustainable Strategies Report was then shared at four workshops:

Theme	Date
Tax & Governance	July 15, 2010
Economy	July 19, 2010
Environment & Infrastructure	July 29, 2010
Equity	August 4, 2010

Each workshop was publicized by the LIRPC and well-attended by individuals, involved stakeholders, local government officials, business people, and representatives of various interest groups and organizations. In each Thematic Area, the Sustainable Strategies were presented, and then an open discussion took place. All comments and questions were recorded and considered for incorporation into the final Sustainable Strategies Report. The Sustainable Strategies themselves and the workshops outlined what steps are necessary to maximize the potential of Long Island’s future and the risks inherent if we do not act.

# Long Island 2035: Securing a Sustainable Future

## A Lasting Resource

At the conclusion of the first phase of the development of the Long Island 2035 Regional Comprehensive Sustainability Plan, a substantial body of work exists to inform the development of policies and plans that strengthen the future of the region. This body of work represents the contributions from a vast cross section of Long Island constituencies and is available for the work that remains to be done. The body of work includes all of the following resources:

1. Long Island 2035 Regional Visioning Workshop Findings Report
2. Long Island Regional Visioning Initiative Final Report
3. LI 2035 Sustainable Strategies Report
4. Technical Report – Governance
5. Technical Report – Economy
6. Technical Report – Infrastructure & Transportation
7. Technical Report – Land Use
8. Technical Report – Equity
9. Long Island 2035 Rationale for LIRPC Involvement: Crisis and Opportunity in Long Island K through 12 Public Education – Understanding the Cost/Performance Equation and Charting the Future Costs
10. LI 2035 Sustainability Plan – Plan of Action for the K-12 Public Education System – Education Working Group
11. Stakeholder and Community Outreach Workshop (Tax & Governance, Economy, Environment & Infrastructure and Equity)
12. Long Island Carbon Footprint Analysis
13. Information Clearinghouse

This first phase of the Long Island 2035 Regional Comprehensive Sustainability Plan is not the end but the beginning of a conversation about establishing a sustainable future for the region. A future that makes Long Island healthier, stronger and with a higher quality of life that can be enjoyed by people of all generations, income levels, and backgrounds. Long Island will indeed maintain its position as one of the premier communities in the Country for living, working and playing in the 21st century.

# Long Island 2035: Securing a Sustainable Future

## **Next Steps**

The work product of the first phase of the Long Island 2035 Sustainability Plan will be presented for broad public review and comment. In the short term, in addition to advancing the Education Working Group Plan of Action for the K-12 Public Education System, the Long Island Regional Planning Council has developed a list of “first priorities” from the Sustainable Strategies. The next phase of work will include development of near-term action elements respecting each of these priority Strategies. A key framework for advancing the Strategies into action items will be the establishment of “Working Groups” in each one of the four Thematic Areas, modeled after the approach utilized in the development of the Plan of Action for the K-12 Public Education System, presented the Sustainable Strategies as in TG-1.

# Long Island 2035: Securing a Sustainable Future

## The Plan

**To restore the promise of an affordable, high quality of life for all on Long Island and to position Long Island for the requirements of 21<sup>st</sup> century communities, the Long Island Sustainability Plan addresses the following:**

**Tax and governance reform:** Reforming the ways in which schools and municipalities across the region conceive, plan, deliver and finance services to the communities of Long Island; finding ways to do more with less to reduce the overall costs of education, government and service delivery while improving quality and enhancing living and working opportunities.

**Economic strength:** Increasing the economic activity and competitiveness of Long Island by improving the overall business climate, while expanding regional collaboration on economic growth, job creation, and workforce development.

**Quality of life:** Protecting the things that make Long Island such a treasured place to live and exploring opportunities for future growth and development that enhance, rather than detract from, the island's quality of life. Long Island's quality, if not identity, is founded on open space, parks, beaches, farmland and clean drinking water, all of which require protection. Commitment to enhance these qualities includes opportunities to live near work and increase transit access, but also Long Island's obligation to reduce its environmental footprint and protect against eventual changes associated with climate change.

**Equitable communities:** Expanding access to housing, jobs and high quality education for all, regardless of income, ethnicity or race, through increased inter-jurisdictional collaboration, diversity of housing choice, access to public transit, and linkages to job creation opportunities.

By developing strategic initiatives that address these areas of concern, the Sustainability Plan provides a call to action that LIRPC and partners can proactively advance. Not only do these initiatives provide a blueprint for progress and change, they also serve as a business plan for regional activities to steer the communities of Long Island to a brighter, more prosperous, stronger and sustainable future.







# Long Island 2035: Securing a Sustainable Future

## List of Strategies

Everything is interconnected; economic, infrastructure, environmental and social systems affect and influence each other. The strategies of the Long Island 2035 plan reflect these interconnections and respond in an integrated and reinforcing manner. This allows for good decisions to be made and ensures that Long Island moves toward a more economically, environmentally and socially sustainable future. To secure a sustainable future, the LIRPC endorses the following strategies.

### **TAX & GOVERNANCE**

Tax and governance strategies for Long Island focus on reducing costs, improving efficiency and streamlining governance and service delivery.

TG-1 Maintain and improve academic achievement and assure equal education opportunities for all in the K-12 system, while containing school costs to ease the property tax burden

TG-2 Enhance shared services for local governments and school districts

TG-3 Streamline government permitting and approval processes for significant projects

TG-4 Expand healthcare reform coverage and foster cost containment to include Medicaid and Medicare costs

TG-5 Improve voter turnout



# Long Island 2035: Securing a Sustainable Future

## ECONOMY

To strengthen the economic climate of the region, strategies are focused on high impact initiatives that produce gains in the near to mid-term, and achieve a Long Island with higher paying jobs, a more affordable, business-friendly environment, an industry mix focused on bringing net new dollars into the economy, and the ability to better attract and retain young workers:

- E-1 Build consensus for a regional economic strategy and implementing entity
- E-2 Level the economic playing field for business retention and attraction incentives
- E-3 Market Long Island's assets nationally to attract new businesses and workforce
- E-4 Create a new industry and competitive job base for innovation in home energy efficiency, distributed energy generation and renewable energy technologies
- E-5 Enhance supportive resources for high-tech start-ups
- E-6 Establish mechanisms to train workers for 21st century jobs
- E-7 Stimulate development and preservation of mixed-income workforce housing options
- E-8 Develop a "Buy Long Island First" strategy for promoting Long Island products, goods and services and establish a framework for the networking of local producers and consumers
- E-9 Build the healthcare, life sciences, green energy, brownfields remediation and homeland security industries as growing employment sources



# Long Island 2035: Securing a Sustainable Future

## ENVIRONMENT & INFRASTRUCTURE

Responding to existing needs while also anticipating future requirements, infrastructure modernization, improvement and, in some cases, expansion is essential. The following environmental and infrastructure strategies are focused on addressing existing needs, anticipating future growth and protecting Long Island's natural resources:

### Sustainable Transportation

- T-1 Create alternative, local, dedicated funding sources for Long Island transportation and environmental infrastructure
- T-2 Create vibrant, transit-supported communities
- T-3 Establish transit-served job centers
- T-4 Implement a meaningful suburban transit system
- T-5 Create a dedicated funding source for mobility improvements in transit-supported developments and downtowns
- T-6 Pursue the viability of establishing Long Island as a federally-designated Metropolitan Planning Organization (MPO)
- T-7 Improve and create new regional connectivity to include off-Island connections and network expansion
- T-8 Conduct a feasibility study for a deepwater port on Long Island Sound in eastern Suffolk County
- T-9 Take action to manage congestion and make transit competitive
- T-10 Expand active transportation options

### Environment & Infrastructure

- I-1 Implement a plan to protect Long Island's natural water resources to include the creation of a Long Island Water Resources Management Board
- I-2 Develop a regional energy strategy and energy conservation programs to realize an affordable, reliable and diverse low-carbon energy supply
- I-3 Create a Long Island-wide "zero waste plan" as part of a regional strategy
- I-4 Protect the Island's beaches and marine resources
- I-5 Develop a climate change resilience plan to anticipate sea level rise
- I-6 Coordinate an emergency preparedness plan across Long Island

### Land Use

- L-1 Establish development guidelines that serve to preserve open spaces and protect the natural environment
- L-2 Complement town and village land use regulations with overlay guidelines
- L-3 Protect farmland and ensure local food access
- L-4 Protect neighborhood character and provide for location-compatible and appropriate new development



# Long Island 2035: Securing a Sustainable Future

## EQUITY

Providing equitable social, economic and workforce opportunities for all of Long Island's residents is essential to the long-term sustainability of the Island as an employment center, place of residence and social and cultural outlet. These goals can be achieved through the following strategies:

EQ-1 Develop a fair-share housing plan for creating the necessary next-generation and mixed-income workforce housing for Long Island

EQ-2 Establish an immigrant task force to meet the challenges and seize the opportunities of an emerging immigrant population

EQ-3 Catalyze social and economic development through arts and cultural programs

EQ-4 Establish training, educational and employment centers for technical jobs in low-income and minority communities

EQ-5 Meet the health needs of an aging, diverse and sedentary population



In the end, by providing equitable opportunities for economically, socially and environmentally sustainable livelihoods, a high quality of life for existing and future generations on Long Island can be attained.



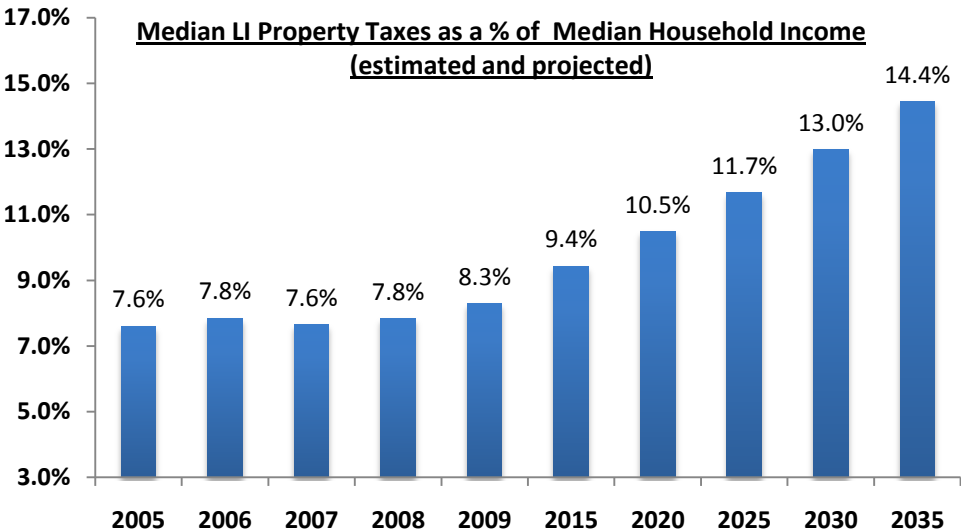


# TAX & GOVERNANCE

**CONTEXT** Long Island’s system of more than 700 units of general or special purpose local governments is extremely expensive, inefficient, and fragmented. Long Island has more than 2 times the number of local governments in comparison to other New York counties despite an average land area nearly 30% less than the statewide county average. Counties on Long Island have fewer towns but six times as many villages and schools districts and five times as many fire districts as the rest of New York State counties. This layering of government has been one of the reasons behind Long Island’s property tax burden, which is among the most costly in the country and has resulted in stifled economic development.

**CHALLENGES** Long Island faces a number of critical governance challenges:

- **Long Island governance is expensive and the cost is rapidly growing.** Long Island governments and school districts are rapidly becoming too costly to be sustainable, exceeding comparable increases in measures such as the regional Consumer Price Index and personal income.
- **Services are duplicated.** The current governmental structure contains overlapping layers of service delivery. Counties, towns, villages and cities all spend significant amounts on public safety, sanitation, and transportation.
- **The property tax burden is unsustainable and unacceptable.** Property taxes on Long Island are among the highest in the nation, more than 2½ times the national average, and there is a broad consensus in the business community that this represents a serious impediment to business development and job creation.
- **The quality of government services is not monolithic.** Nowhere is this more striking than in the area of primary and secondary education. Long Island is home to some of the best and worst public schools in the state— in some cases only miles from each other.
- **The escalating costs of public benefits and entitlements are unaffordable.** The rising costs of public employee benefits including pension and health coverage as well as Medicaid and Medicare costs are unsustainable for state, local government, and school districts.



**Example:** In 2005 LI median household income was \$86,618 and the median property taxes paid was \$6,578 (7.6% of household income). If this trend continues, in 25 years median household income will increase to \$227,857 but property taxes will then consume over 14% of household income or \$32,897, in 2035.

**Note:** Median property taxes only include property taxes paid on owner-occupied housing. Median household income only includes households that are owner-occupied housing units. 2005 is first year data is available. Projections are estimated from a limited time period (2005-2009) and assume median property taxes and median household income will continue to grow at their respective average annual growth rate over this time period, 5.5% and 3.3% respectively.

Sources: U.S. Census Bureau, Tax Foundation, PFM



**ASSETS** Long Island’s key assets are supported and often kept in operation through its government delivery system:

- **Nationally-leading public services**, with some of the best schools in the nation;
- Renowned **quality-of-life amenities** such as parks, beaches, farms, and the arts;
- Clean and inexpensive **drinking water**
- Close proximity to the **largest financial market and job & cultural center** in U.S.
- Layers of government which **enhance local control**

**VISION** The governance sustainability plan seeks to establish an expenditure and revenue model that:

- Maintains, if not strengthens, the positive aspects of **governmental services**;
- **Remedies government’s shortcomings** -- first and foremost by addressing the omnipresent property tax challenge;
- Devises ways to **make government at all levels more affordable** than it is today.

**LINKAGES TO OTHER INITIATIVES** Improved Long Island governance cannot be achieved without a number of additional strategic initiatives recommended in other sections of the report, including:

- Creating a better business environment and **providing affordable housing** to sustain a productive tax base;
- **Ensuring quality education** by more efficiently deploying property tax revenue and promoting positive outcomes.

OUR PLAN FOR TAX & GOVERNANCE

The Council’s plan recognizes that, for governments on Long Island, sustainability largely means *self-sustainability*. Lobbying for a more equitable share of state and/or federal aid is necessary, but cannot be the only solution. Accordingly, we believe that Long Island should:

TG-1 Maintain and improve academic achievement and assure equal education opportunities for all in the K-12 system, while containing school costs to ease the property tax burden

TG-2 Enhance shared services for local governments and school districts

TG-3 Streamline government permitting and approval processes for significant projects

TG-4 Expand healthcare reform coverage and foster cost containment to include Medicaid and Medicare costs

TG-5 Improve voter turnout

# TG-1 Maintain and improve academic achievement and assure equal education opportunities for all in the K-12 system, while containing school costs to ease the property tax burden

## CONTEXT

Long Island is known for its high-performing schools, although it is widely recognized that high education achievement is not universal. The quality of education and educational opportunities are not the same in all school districts resulting in Long Island having some of the highest achieving schools and some of the persistently lowest achieving schools within the State. Individuals and companies are attracted to our region to a great extent because of the reputation of our public schools. At the same time, our region is burdened by some of the highest property taxes in the nation, the majority of which can be attributed to the school component. Long Island has a high tax reputation that poses a severe impediment to job retention and creation and forces many of our young families to leave the region.

Long Island cannot thrive as a region without a quality and affordable public education system that offers an equal opportunity for success to all students, regardless of race, socio-economic status, community resources or learning abilities.

The goal of the Actions below is to increase academic performance and educational opportunities for all as well as contain costs by building on regional resources and authorities—such as Boards of Cooperative Educational Services (“BOCES”). We recognize that long-standing structures and practices have contributed to racial segregation and concentrations of poverty, leaving certain communities with greater educational burdens and fewer resources to deal with them. The Council urges that a consensus be reached on regional solutions that can be employed as soon as possible to help all school districts overcome systemic impediments to improving the success of all students and easing the property tax burden.

## PROPOSED ACTIONS

**1.1:** Focus the Long Island region’s collective resources, its political muscle, fiscal might and educational expertise on elevating achievement in its persistently lowest achieving school districts that produce students unable to realize their potential and closing the achievement gap among Long Island school districts to enhance our region’s performance. In order to achieve the desired results, this initiative provides consideration of the following options: creating equal educational opportunities between and among school districts by the promotion of collaborative initiatives involving BOCES, institutions of higher education, groupings of local school districts and other cooperative regional assets; application of the “Distinguished Educator” provision of the State Education Law; utilization of available data measuring educational outcomes along with establishing appropriate educational achievement and disparity indices to assess and monitor progress in closing the existing achievement gap among school districts and assure resources be directed to school districts to address disparities and inequalities in educational opportunities; seeking a regional solution as preferable among potential options in the event a change in governance of a school district is contemplated or required; and “regionalization” of the school portion of the commercial/industrial and utility property tax base using a phase-in approach for “Projects of Regional Significance”.

# TG-1 Maintain and improve academic achievement and assure equal education opportunities for all in the K-12 system, while containing school costs to ease the property tax burden

(continued)

## PROPOSED ACTIONS

**1.2:** Pursue State legislation that requires either funding or rescission of unfunded State imposed mandates on our school districts, over and above Federal requirements. The goal of this Action is to promote improved opportunities and outcomes for all students and contain unnecessary costs by introducing objective standards and flexibility in the application of such requirements.

**1.3:** Replace or expand secondary school course offerings using technology to more efficiently and cost effectively deliver teaching services, as a way to help all school districts meet student needs and educational goals.

**1.4:** Promote initiatives to restructure Long Island high schools to optimize student opportunities and maximize return on educational investment, with specific consideration of expanding BOCES offerings and creating programming partnerships including internships with Long Island colleges and universities as well as business, labor, trade councils and large employers. The goal of this Action is to provide a rigorous and relevant curriculum for all students, to include assessment of student knowledge to measure academic and career paths in an effort to maximize the regional K-12 education experience.

**1.5:** Pursue State legislation to further incentivize consolidation of school districts where appropriate. Provide regional and local data to support such initiatives while also securing adequate funding in the form of “transition and reorganization incentive aid” to facilitate such efforts. The goal of this initiative is to improve educational opportunities and providing equitable access to quality education to all students on Long Island, as well as achieving long-term cost savings.

**1.6:** Petition the New York State Comptroller to provide a comprehensive assessment of the New York State Retirement System with the prime directive of controlling its cost to Long Island school districts and local governments, as well as allowing establishment of appropriate reserves to sustainably fund mandated retirement expenses.

**1.7:** Work with local governments, school district representatives, BOCES and State government officials to explore and assess alternatives for Long Island school districts and local governments to the current New York State Health Insurance Program coverage for public employees; acknowledge the value of school districts and local governments which have required contribution from employees for health insurance premium costs, encourage more to do so and foster continued work from all to contain health benefit costs.

# TG-1 Maintain and improve academic achievement and assure equal education opportunities for all in the K-12 system, while containing school costs to ease the property tax burden (continued)

## PROPOSED ACTIONS

**1.8:** Reform and supplement the State's foundation formula funding to provide equitable distribution of State education aid to Long Island schools to close the gap of government funding and resources among school districts by recognizing , among other things, regional cost and wealth differences.

**1.9:** Investigate the feasibility and the potential advantage of a regionalized employment structure providing for regional collective bargaining for school district employees for the purpose of achieving cost savings and equitable access by all school districts to the most qualified and experienced personnel.

**1.10:** Transform schools into multi-functioning neighborhood centers so schools can further maximize return on educational investment and receive financial reimbursement, creating more opportunities for collaboration with local government, organizations and institutions to more efficiently deliver additional services. These services should include expanding adult education and vocational training as well as health care and nutrition programs. Encourage support for regional grant applications seeking funds to implement such initiatives.

**1.11:** Establish a collaboration between and among school districts, to include school boards, superintendents, administrators, teachers, parents and communities to actively work to support development of workforce housing options which include a variety of types and prices. Advance the development of rental and multi-unit housing demonstrated to be tax positive to school districts and in locations where the existing or improved infrastructure can support such developments. Recognize the fact that such housing options are an essential ingredient for retaining and attracting a strong and diverse workforce while also increasing our tax base.

**1.12:** The Long Island Regional Planning Council and its Education Working Group will collaborate to implement regional strategies through Actions as provided herein to maintain and improve educational outcomes, increase school district revenues as well as contain costs. This implementation will include development and use of objective metrics to evaluate the outcomes and assess success of these Actions and provide the results of such evaluation in the content of an annual progress report. To the extent that after two (2) years hence these and related Actions do not create adequate results, other and additional area appropriate measures will be presented as part of the solution for Long Island to improve educational opportunities and achievement for all students and control school costs.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>School Districts, BOCES, Unions, Governor and State Legislature, Higher Education Institutions, Local Governments, NYS Comptroller, NYS Education Department, Leading Business, Community and Not-for-profits</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>School Boards, BOCES Boards, Governor and State Legislature, State ED, Local Municipality, NYS Comptroller, Higher Education Administrators, Unions</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Convene governments and school districts through a regional entity such as LIRPC to establish consensus on conceptual approach</li> <li>Highly publicized and research-supported summit to develop regional plan</li> <li>Pilot projects in individual districts “adopted” by businesses, universities and foundations</li> <li>Pursue the myriad of necessary permanent approvals</li> <li>State legislative action</li> <li>Application of the Distinguished Educator Program</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>While this strategy will require an initial investment, the long-term goal is to achieve cost savings while improving academic achievement. Initial investments will likely include: <ul style="list-style-type: none"> <li>Administration and technical support to support research and implementation efforts</li> <li>Programmatic costs for expanded course offerings at BOCES, Long Island College and Universities, Vocational and Business outlets</li> <li>Operational costs such as transportation, facility usage, supplies and materials, etc.</li> </ul> </li> <li>In 2009, Long Island collectively spent \$10.6 billion on K-12 public education. Depending on the extent of the success of the strategies proposed, significant savings should be realized.</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Existing school district and municipal funding sources</li> <li>Federal /State and private source grants</li> <li>State aid formula changes could provide significant revenue source</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Union agreement</li> <li>Political resistance</li> <li>Need for State legislation</li> <li>Community buy-in</li> <li>Technological obstacles</li> <li>Uncontrollable cost increases from mandated spending</li> </ul>

## ROLE FOR LIRPC

- Serve as a central research and implementation center
- Devise a regulatory and legislative strategy for necessary statutory/regulatory changes, with local community, business and educational leaders as the spokespersons and chairs for the effort
- Establish and manage an interactive repository of best practices and strategies for municipalities and school districts to employ in managing budget constraints
- Produce marketing materials and publicity strategy to position pilot programs for success and promote project expansion to other districts
- Coordinate an outreach and communication strategy to outside relevant parties, such as the Governor’s Office, the Legislature and the statewide teacher’s union
- Strengthen communication and working relationships between school districts, BOCES, units of local government, and State Stakeholders
- Convene the many relevant stakeholders involved in community services – including education, health and social services officials – to brainstorm pilot programs and visions for schools as neighborhood centers
- Provide technical assistance in securing state and federal funding

## LINKAGES TO OTHER INITIATIVES

- Enhance & expand shared services for local governments and school districts
- Establish training, educational, and employment centers for technical jobs in low-income and minority communities
- Meet the health needs of an aging, diverse and sedentary population
- Expand Health Care Reform coverage, cost containment

## CASE STUDIES

***Distance Learning:******State of Florida Distance Learning Task Force***

The State of Florida has been a national leader in exploring the potential and problems of distance learning at both the college and secondary levels. Last year, responding to the intense local interest in initiatives that could save money and expand educational opportunities – and to concerns about maintaining high and consistent standards -- the State Legislature created a nine member Distance Learning Task Force. Although its focus primarily was on higher education, its findings can be expanded and applied to secondary schools and to programs joining the two systems – and to Long Island.

The Task Force's goals were to facilitate maximum affordable access for students, achieve increased cost-effectiveness in the development and delivery of courses, improve instructional techniques, advance technological innovations, and provide accountability for funding and academic achievement. The Task Force's recommendations include: the formal establishment of a central coordinating entity, the Florida Distance Learning Consortium; the hosting of a state-level learning resource repository; the development of an online registration process; and the promotion of an on-line catalog of course offerings. The Florida findings and recommendations could serve as a model of motivation and action for a similar Long Island entity, organized by its BOCES.

***Multi-Functioning Neighborhood Centers:******Cypress Hills Community School – Brooklyn, NY***

The Cypress Hills Community School was co-founded by the Cypress Hills Local Development Corporation, the New York City Board of Education and local parents. The school serves students in grades K-8, and provides dual language curriculum, parent governance and small class sizes.

The Cypress Hills Community School offers afterschool programs to children from a number of local schools, a school-based community center for adult education with afterschool and summer programs, family counseling, and a community learning center. The school is a model for parental involvement in their children's schooling, as well as services offered to the parents themselves, from counseling and immigration services to continuing education classes.

The Cypress Hills Local Development Corporation provides housing counseling, community development, economic development, youth and family services, community organizing, the community school, a collegiate prep school and a child care corporation to the local Cypress Hills, Brooklyn community.

***Achievement Parity:******Elmont High School***

Despite a demographic profile that normally suggests educational trouble, Elmont High School has motivated its students and faculty to achieve. The key, as many studies suggest, is strong, innovative leadership at the district and building level. Elmont had both, a visionary superintendent and a hard-nosed principal. The fact that the principal was black brought the added benefit of being a role model.

Overall, the school leaders emphasized raising expectations and they sold this ethos to parents, sometimes door to door. Academic achievement was celebrated in the buildings even more lavishly than athletic prowess. The superintendent and principal also imparted this spirit on faculty, taking advantage of a wave of retirements to recruit a younger, highly-motivated teacher corps.

The school imposed strict discipline on students; parents were apprised of lagging performance and plans were devised to boost it. As for resources, Elmont had the benefit of being part of a Central High School District with several wealthier communities, so resources could be shifted – in ways most schools can't – to help the poorer neighbor.

***Rockville Centre School District Tracking Reform***

Long Island's Rockville Centre School District initiated a detracking reform in the late 1990s that aimed at increasing expectations for all students through across-the-board implementation of the curriculum previously taught only in high-track classes. Changes to curriculums were made gradually and adjusted based on careful evaluation of outcomes.

The reform was part of a goal to improve the district's rates of Regents diplomas earned. As a result of the district's detracking reform the Regents passing rate in Rockville Centre jumped to 98% in 2009 while the statewide average was 81%. In addition, initial results from the Rockville Centre program indicate that the program is making strides in decreasing the achievement gap. Statewide, the percentages of African American or Hispanic students and white or Asian American students earning Regents diplomas both increased but the gap between the two groups remained constant. The same indicators from Rockville Centre revealed not only an increase in the percentages earning Regents diplomas but also a decrease in the gap between the two groups.

## CASE STUDIES

**Grade 12 Innovation:*****Proposed program for early graduation, National Center on Education and the Economy***

In order to ensure that students master a set of basic requirements and to reduce the numbers of high school graduates who need remedial courses when they enroll in college, the National Center on Education and the Economy is proposing a new program modeled largely on systems in high-performing nations including Denmark, England, Finland, France and Singapore. This new system of high school coursework with the accompanying board examinations will be introduced in 2011 allowing 10th graders to get a diploma two years early and immediately enroll in community college.

Students who pass but aspire to attend a selective college may continue with college preparatory courses in their junior and senior years, organizers of the new effort said. Students who fail the 10th-grade tests, known as board exams, can try again at the end of their 11th and 12th grades. The tests would cover not only English and math but also subjects like science and history.

The start-up costs for school districts would be about \$500 a student, to buy courses and tests and to train teachers. To defray those costs, the eight states intend to apply for some of the \$350 million in federal stimulus money designated for improving public school testing. High school students will begin the new coursework in the fall of 2011 in Connecticut, Kentucky, Maine, New Hampshire, New Mexico, Pennsylvania, Rhode Island and Vermont. The education commissioners of those states have pledged to sign up 10 to 20 schools each for the pilot project, and have begun to reach out to district superintendents.

**Regional Bargaining:*****Governmental Mergers***

While the concept of regional collective bargaining agreements is unique, some governmental units around the country have merged to create uniform wages and benefits scales, work rules, and job classifications. This approach mirrors the concept of creating a regional single public sector bargaining unit.

In 2003 the City of Louisville and Jefferson County, Kentucky merged into a single general-purpose government – the Metropolitan Government of Louisville-Jefferson County (“Metro”) – overnight creating the 16th largest city in the country. The Metro administration developed a negotiation strategy for each bargaining unit, with strategy components tied to fiscal and service delivery objectives. Metro achieved a significant win in its bargaining with its Police union, with sworn officers accepting raises of 0%, 2%, and 2% over the next three years, plus agreeing to contribute to medical benefits for the first time, achieving millions in savings compared to prior contracts.

The main challenge in implementing the merger was political resistance and perceived loss of local control, and concerns over the allocation of public safety officers in an expanded geographic municipality. However, many advantages resulted. In addition to standardizing wage and hour agreements, the merger brought about efficiencies and cost-effective delivery of services. The merger also facilitated interactions between the government, unions and private sector firms, who going forward only had to interact with one central agency.

**Cost Containment:*****Unfunded State Mandates – READ***

Regional Educational Advocacy Districts (READ) was created in 2004 by four Westchester County School Districts to consider issues of mutual concern and develop solutions. Comprised of superintendents and school board members, READ has done extensive work on the effects of unfunded mandates on school districts, including creating a school district template for identifying and estimating the cost of unfunded mandates.

READ identified more than 90 mandates (State and Federal) covering a broad range of categories including: Special Education & Special Services, NCLB Requirements/Academic Intervention Services, Transportation, Health & Safety, Buildings & Grounds, Finance, and Professional Development.

Using READ’s unfunded mandate cost template, districts in Westchester County estimated that in FY2007-08 unfunded mandates accounted for 16% of the participating school districts budgets. However, in FY2008-09 unfunded mandates accounted for 19% of the participating school districts budgets. Note: READ did not include benefit costs (retirement, health insurance, etc.) in these calculations. (<http://www.read1.org/index.html>)



# TG-2 Enhance shared services for local governments and school districts

*Cooperation in shared services can help erase artificial barriers that increase costs. LIRPC, working with the Counties, could become a regional clearinghouse for innovation and shared services models and initiatives, and as appropriate, a platform for the development of government cost savings initiatives.*

### CONTEXT

Long Island has a long history and tradition of home rule control, which has resulted in duplicative spending between more than 700 overlapping governments related to public safety, sanitation and transportation. While this current structure is unlikely to be modified in the short-term through consolidation, significant immediate opportunity exists to compel local governments and school districts to coordinate shared services.

### PROPOSED ACTIONS

**2.1 Near-term:** Determine the lead organization for heading the effort. A regional entity such as LIRPC, in collaboration with the Counties, could act as the clearinghouse for innovation initiatives, serving as a regional platform for broad-based shared services and innovation projects. An inventory of past and current innovation ideas and initiatives, research on best practices and public outreach would facilitate a smooth and speedy start-up of shared services initiatives.

**2.2 Mid-term:** Select specific new shared services initiatives with best opportunities for efficiency gains. Develop a technical policy plan for implementation as well as a methodology for documenting historical costs and determining potential savings for participants. Hold a series of public forums to promote regionalism and innovation goals, and to gain buy-in from key stakeholders.

**2.3 Long-term:** Implement new shared services initiatives. Use the forum process to regularly engage leaders to explore and cost out shared service initiatives. Publicize success and savings to increase the incentives for participation and the political disincentives for non-participation. With successful implementation, Long Island could serve as a model for shared services initiatives for other governments and regions.

### Units of Local Government, Long Island

	Nassau County	Suffolk County	Total
County	1	1	2
Town	3	10	13
City	2	0	2
Village	64	32	96
Total GPU	70	43	113
School District	56	69	125
Total GPU and SDs	126	112	238
Fire District	39	93	132
Special Districts	140	200	340
Total	305	405	710

Note: Units of local government only include general purpose and special purpose local governments. Nearly all of these units can impose taxes and/or issue debt. This count does not include other special units (BOCES, Community Colleges, Consolidated Health Districts, and Joint Activity Districts), and local public authorities.



## IMPLEMENTATION

<b>Responsible entities</b>	LIRPC, school districts, BOCES, local governments
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>State legislation to permit cooperative bidding and shared service agreements between all levels of local government and school districts</li> <li>Some shared service initiatives may require local approval</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Establish LIRPC as regional platform for shared services</li> <li>Identify all statutory impediments to local government and school district shared service</li> <li>Engage state representatives to sponsor legislation to remove shared service impediments</li> <li>Establish schedule of regional shared service forums</li> </ul>
<b>Costs</b>	LIRPC may need project administration and technical support. Cost TBD.
<b>Financing structure</b>	Options: <ul style="list-style-type: none"> <li>State Grant</li> <li>Local Government/school district membership fee or pro rata cost share</li> <li>Project revenue</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Requires State legislation</li> <li>LIRPC staff and fiscal capacity</li> <li>Desire for local control</li> <li>Labor union resistance</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Report of the New York State Commission on Local Government Efficiency & Competitiveness (2008)
- School & Municipal Savings Initiative: Opportunities for Efficiencies Through Shared Services, a Cooperative Effort by Nassau County, Nassau School Districts & Nassau BOCES (2008), CGR, Hofstra University, PFM

## ROLE FOR LIRPC

- Act as a shared services research and development center, responsible for generating new ideas, performing outreach to applicable school districts and local governments, maintaining ongoing research on best practices and documenting cost savings through ongoing initiatives
- Outreach should be initiated to all general purpose unit (GPU) local governments through the two participating counties, and to all school districts through the three Boards Of Cooperative Educational Services (BOCES) currently operating on Long Island
- Survey local government officials to determine existing common areas of operation, priorities in potential shared services areas, and ongoing shared services initiatives, and disseminate survey results for districts and BOCES to use in finalizing opportunities
- Apply for grants and state aid to assist in efficiency implementations
- Coordinate a lobbying strategy among participating subdivisions to change or bring improvements to relevant state or local laws and regulations
- Provide or facilitate technical assistance for the preparation of grant funding applications, as well as in changes to State laws and regulations
- Coordinate the consolidation of various government functions

## CASE STUDY

## TAX & GOVERNANCE

### *Nassau County/Nassau BOCES School Shared Services*

Nassau County and Nassau BOCES are currently participating in a \$1 million, 21<sup>st</sup> Century Demonstration Project Grant with the goals of:

- Create immediate savings for participants – potentially \$4 million
- Increase the number of participants over time, both school district and municipal
- Identify additional opportunities for shared service savings
- Develop the initiatives as prototypes for savings statewide
- Establish a variety of formats for public information and interaction, to increase public pressure for savings through participation
- The four initial initiatives for implementation and savings include:
  - Information Technology and Telecommunications
  - Internal Audit Services
  - Out-of-District Transportation
  - Purchasing

### *Suffolk County Shared Purchasing of Gasoline/Diesel Fuel*

Suffolk County has entered into shared service fuel purchasing agreements with two fire districts, and the Hauppauge school district.

- Through cooperation all take advantage of the economies of scale the County achieves through its high volume purchase.
- Participants avoid the estimated \$300,000 to \$500,000 tank upgrades and or replacement costs, as well as pumping facility maintenance costs to keep fueling stations up to state standards.

### *Suffolk County Shared Purchasing*

- Suffolk County is developing a Long Island Purchasing Consortium, inviting Nassau County, local municipalities in both counties, school districts and not-for-profit organizations to take advantage of the benefits and economies of scale. It is believed the local consortium can attract more competitive pricing on supplies, equipment and commodities, from local and regional bidders, than is found on the statewide purchasing list.

## TG-3 Streamline government permitting and approval processes for significant projects

*Develop a “one-stop shopping” process where permitting and approvals are coordinated and managed in a single forum, adhering to a strict timetable upon which developers and governments can rely and which fosters economic growth.*

### CONTEXT

For major projects with regional significance, the myriad government jurisdictions force potential developers and companies to navigate a costly and time-consuming process, including State Environmental Quality Review Act (SEQRA) and other environmental reviews, municipal zoning, state and local health permits and transportation approvals, and tax and business permits.

Large projects such as The Lighthouse in Nassau County and the Heartland Town Square in Suffolk County as well as a number of small-scale housing development projects on the Island have been delayed for years as a result of the governmental approval process. Pre-permitting and an expedited process are necessary for moving forward with new projects.

### PROPOSED ACTIONS

**3.1 Near-term:** Convene government, business and state leaders to examine and deliberate the streamlining of project approval procedures. Document the costly regional economic impact of project delays and uncertainty, and research national best practices in comparable areas.

**3.2 Mid-term:** Create a Regional Significant Project Management process, possibly under the auspices of LIRPC. All necessary governmental approvals would be managed in a single forum, following an agreed-upon timetable. The most expeditious and attractive solution for potential developers would be to have local governments voluntarily cede certain approval authority, such as SEQRA, to the regional body, possibly LIRPC. Alternatively, local home-rule prerogatives could suffer less disruption by having all stakeholders consider their individual actions in a common forum.

**3.3 Long-term:** Develop an economic development master plan of priority development projects. Using the mechanism described above, develop a series of project locations whereby all necessary approval actions for a specific type of desired land use have either been pre-approved, or the governing body has stipulated to approve the project on an expedited basis.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC, all relevant State and local entities</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• For the actual assignment of permitting powers, enabling State legislation and/or local laws would be required;</li> <li>• County planning entities</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Convene a forum on streamlining project approval procedures and develop a consensus;</li> <li>• Development of a process design;</li> <li>• Obtain required approvals and funding</li> <li>• Develop marketing material</li> </ul>
<b>Costs</b>	TBD. LIRPC staff and contractual expertise required. Marketing resources needed .
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• State and Federal Funding;</li> <li>• Local joint funding arrangement, including private sector support;</li> <li>• Fee and project revenue</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Political opposition</li> <li>• State legislative enactment</li> <li>• Funding</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Literature Review for Streamlined Permitting (2007), Massachusetts Association of Regional Planning Agencies
- Alliance Report on the Summit on Streamlining the Building Regulatory Process Through Interoperability (2003), the National Conference of States on Building Codes and Standards, Inc.
- New York State PBPA, Adirondack Management Plan, New York State Affordable & Workforce Housing Act

## CASE STUDY

***Santa Fe, New Mexico***

By the early 1990s, most residents of Santa Fe, NM could not afford a median priced home and housing costs were 40% above the national average. Complicated development processes and restrictive land use policies also slowed housing development. The City implemented a comprehensive reform initiative in response to these challenges:

- Accelerated the processing of housing developments that included at least 25% affordably priced homes;
- Waived or reduced various impact, processing and permitting fees for affordable housing developments

As a result, nearly one in five new homes built in Santa Fe in the last decade are classified as working family-affordable.

***Suffolk County, New York***

All ten (10) towns in Suffolk County have joined in the development of an online “portal” to various governmental websites where permit documents can be downloaded and filed. The “portal” will be developed to facilitate parallel reviews to coordinate and reduce “application to decision” timelines.

## ROLE FOR LIRPC

- Organize and summon government and business leaders with permitting and zoning purview or interests to a one-time conference and/or an ongoing series of forums to gauge the economic impact of Long Island’s project approval system and begin a dialogue about a new regional approach
- Establish a service center with liaisons to all local governments with a mission of accumulating data, providing assistance, soliciting feedback and offering guidance in the approvals process for regionally-significant projects
- Form agreement for assuming authority from local governments for certain formal and resource-intensive approvals procedures, such as environmental reviews for regionally-significant projects
- Create a regional “one-stop” website with all relevant documentation for permits, inspections and licensing for the myriad of jurisdictions on Long Island

## TG-4 Expand healthcare reform coverage and foster cost containment to include Medicaid and Medicare costs

*In a region with many high-quality healthcare institutions and a heavy public investment in care for the poor and elderly, the fact that one in 10 Long Islanders are without coverage and the high costs paid by individuals and businesses are not justifiable. With the recent passing of Health Care Reform, coverage will be greatly expanded but coverage gaps are expected to continue. We recommend that several existing or emerging non-government programs be expanded to assure that all Long Islanders have access and we continue to support and expand on cost containment initiatives.*

### CONTEXT

More than 1 in 10 Long Islanders ages 18-64 lacked health insurance coverage as of 2008, including a significant number of people who qualify for government-subsidized programs but aren't accessing them. Many without coverage seek care in hospital emergency rooms for illnesses that could have been treated or prevented less expensively – and before they became more serious. Children and the elderly have higher rates of coverage due in part to Medicare and Medicaid, federal programs that New York State enriches with its own tax dollars to extend eligibility and offer a broader range of care than most states.

For Long Islanders with employer-based health insurance, family premium contribution percentages increased 7-10% from 2006 to 2008 despite flat median household income. Policy-makers contend that containing costs and bringing more individuals and families onto insurance rolls will improve business competitiveness and the broader economic climate. Recent health care reform legislation is expected to reduce health care costs and the state and local governments will have to work with businesses, insurers and consumers on local responses to support any cost containment efforts.

For example, to help give local small businesses greater “purchasing power” in the insurance market, the region’s largest business group, the Long Island Association, received state permission to create a Health Purchasing Cooperative. To reduce the impact of the fastest rising component of care, prescription drugs, then-Nassau County Comptroller Howard Weitzman established NassauRx, which provided a card to county residents that gave them discounts at most of its pharmacies.

### PROPOSED ACTIONS

**4.1 Near-term:** The Long Island Regional Planning Council should convene a “Healthy Long Island” coalition of policy makers, providers and stakeholders to devise, in the context of Federal Health Care Reform a strategy of enhanced coverage, access and quality for Long Islanders. This strategy would include creating lower-cost coverage products for younger, healthy workers; clarifying the responsibility for the indigent and uninsured in a way that maximizes State and Federal reimbursement; providing an efficient and comprehensive set of care options for older Long Islanders that allow them to live in the least restrictive environment; and providing coordinated pathways to grow job opportunities in the healthcare industry and support technology transfer capacity for promising research.

**4.2 Mid-term:** The LIRPC should encourage the synthesis of Island-wide initiatives in each of the four areas: quality, access, employer cost and jobs. Lead organizations should be designated and specific actions identified and pursued. Local universities and other research-oriented organizations to come up with “best-practice” examples of ways regions have increased coverage and contained costs.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• Major providers and institutions, such as North Shore LIJ Health System</li> <li>• State and local department's of health</li> <li>• Key business and not-for-profits</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• State health and insurance agencies</li> <li>• State legislature</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Determining state/local impact of health care reform</li> <li>• Starting research initiatives</li> <li>• Recruiting sponsors for necessary state and federal legislation</li> <li>• Bringing together competing institutions and fragmented jurisdictions to forge consensus</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Outreach to Medicaid eligibles</li> <li>• Additional insurance coverage</li> <li>• Development, marketing and administration of new insurance product</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Savings from reduced costs, increased access to revenues from state and federal programs</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Persuading competitors to work together</li> <li>• Forging consensus on which practices to promote</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Long Island Association Health Alliance.
- Nassau County Nassau Rx.
- Health and Welfare Council of Long Island enrollment initiative

## CASE STUDY

### Access Health Care Long Island Coalition

A major network of health and social service providers received a grant from the New York State Health Foundation to organize a bi-county group aimed primarily at easing the enrollment of residents eligible for government-subsidized health care. AHCLIC has received high marks from its underwriters and participants. The network, the Health & Welfare Council of Long Island, administers a coalition that is a classic public-private partnership. It includes a number of independent, not-for-profit agencies, the Nassau and Suffolk Departments of Social Services, "facilitated enrollment" specialists, managed care organizations and community-based groups.

The collaboration has created efficient and simple systems for enrolling, retaining and serving managed care enrollees within the context of the state's complex regulatory requirements. Its objectives are to increase the number of Long Islanders in state health programs, decrease the error rate in applications that can delay or deny otherwise eligible residents, and shorten the time it takes to confirm eligibility so they can receive care more quickly.

## ROLE FOR LIRPC

- Encouraging research and consensus-building meetings.

*Voting in state, local and federal elections is a key component to citizenship and engagement on sustainable strategies, yet voter turnout on Long Island has been alarmingly low in recent non-presidential election years and, in particular, school and special district elections. Initiatives to raise awareness, streamline election dates and improve access could significantly boost voter turnout in all elections.*

CONTEXT

Voter turnout is considered a key measure of the citizenry’s engagement with the political process. However, numbers in recent years point to disengagement by the majority of eligible voters in non-presidential election years. Especially troubling is a continuing decline in participation, evidenced by turnout in the Nassau County Executive races which dropped from 38% in 2001 to 34% in 2005 and 27% in 2009. Voter turnout is at its lowest in non-November elections.

There are a number of factors that may negatively affect voter turnout, including lack of transparency in the process and results, and low overall awareness. Confusion with registration requirements is also a concern, as State law requires registration no less than 25 days before an election. A variety of non-November elections mandated by State law may also contribute to voter apathy and confusion, especially in Long Island’s fragmented local government system:

Election	Date
Village	Third Tuesday in March
School Budgets and Board Members	Third Tuesday in May
Fire Districts	Second Tuesday in December

Voter Turnout			
Year	Area	Election	Turnout
2009	Nassau	November - General	27%
2009	Suffolk	November - General	20%
2008	Nassau	November - General	70%
2008	Suffolk	November - General	70%
2008	New York State	November – General	58%
2006	Nassau	May – School Budget	16%
2006	Suffolk	May – School Budget	20%
2006	New York State	May – School Budget	14%

PROPOSED ACTIONS

- 5.1 Near-term:** Initiate a regional voter participation and education campaign. Face-to-face canvassing, direct mailings and phone banking will get infrequent voters to the polls (in a non-partisan manner). Outreach is most valuable in the month leading up to the election. A coalition of cross-county non-profit organizations, contracted with minimal expenditure, may coordinate the effort.
- 5.2 Mid-term:** Realign dates of local elections. Synchronizing the dates that voters approve budgets and elect people to office will generate greater voter interest and participation, simplify election administration, and result in local cost savings. LI may serve as a pilot region for such changes.
- 5.3 Long-term:** Facilitate easier voter registration, most especially through Election Day Registration. Nine states in the U.S. currently allow same-day registration, and LI may serve as a pilot region for a demonstration project in NYS. Same-day registration has been shown to result in higher voter turnout especially among first-time voters.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Regional authority such as LIRPC</li> <li>• All local governments and political subdivisions with elected officials</li> <li>• State Legislature</li> <li>• Voter referendum</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• State Legislature may have to authorize realignment of local election dates</li> <li>• Election day registration would require an amendment to the NYS Constitution</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Constitutional amendment has to pass both the Assembly and Senate in two different legislative sessions, and then be put to the voters in a statewide ballot</li> <li>• State Election Law would have to be changed to realign local election dates (villages may adopt propositions to hold elections on any date)</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Minimal financial expenditure for same-day voter registration and realignment of election dates</li> <li>• Merging local election dates would result in lower local administrative polling costs</li> <li>• Realigning local elections may require fiscal years to be modified based on new election dates</li> <li>• Voter education and mobilization campaign may require a contractual expenditure</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Realigning election dates would raise practical challenges of securing enough machines and coordinating voting locations</li> <li>• Election day registration would require anti-fraud mechanisms to be implemented (identification, etc.).</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- **Economy:** An engaged citizenry is important to creating an educated workforce and a vibrant citizenship climate for businesses
- **Equity:** Voter participation will enhance influence of multiple groups in the democratic process

## CASE STUDY

**Michigan Consolidated Elections**

Legislation approved in Michigan in 2003 reduced the number of dates that federal, state and local elections could be held throughout the State. Members of the public were unhappy with the sheer frequency of elections and confusion of different polling places. Elections were standardized to be conducted by county or township clerks, thereby ensuring that voters received proper instructions and help from trained professionals. Local governments saved the administrative costs of conducting multiple elections by limiting the number of times voters go to the polls each year.

**Election Day Registration in the 2008 Presidential Race**

Nine states allow some form of election day registration. These states have reported higher turnout compared to New York. The average turnout for the same-day registration states in 2008 was 69%, compared to 62% for the non-same day registration states (61% in NYS). The states that allow this process have also reported fewer provisional ballots and very few problems with fraud.

## ROLE FOR LIRPC

- LIRPC would be the entity responsible for running or coordinating the near-term voter education and mobilization campaign
- LIRPC could work with local governments to assist in the technical and political facets of election-date realignment
- LIRPC to take a role in educating the public on timing of elections.





# ECONOMY

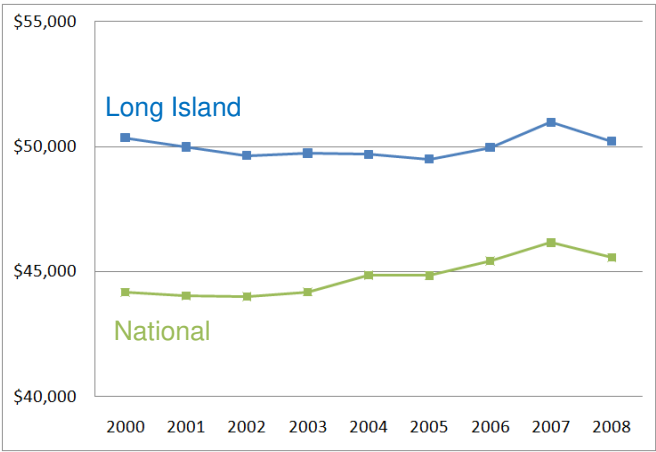
**CONTEXT** Long Island began its suburban era as a bedroom community to New York City, but quickly evolved in postwar years with a burgeoning aerospace and defense sector, served by a skilled and highly-paid labor force. With great schools and parks, Long Island became known for its affordable, family-oriented quality of life. After the downsizing of the defense industry and the merger of Grumman and Northrop in 1994, Long Island successfully rebounded with growth primarily in the health, education and service sectors. Hundreds of small businesses rushed in to fill the void left by their dominating predecessors, and today, 90% of Long Island businesses have five or less employees.

*Looking ahead, how can Long Island ensure a sustainable economy that capitalizes on new opportunities?*

**CHALLENGES** Long Island faces a number of critical economic challenges. We highlight five key issues:

- **The quality of Long Island’s jobs are decreasing.** Despite increases in total employment on Long Island, growth is occurring primarily in lower wage sectors and declining for higher salaried positions. Average wages increased by 3% on Long Island versus 7% for the U.S. between 1999 and 2007.
- **The costs of doing business on Long Island are higher than elsewhere in the region and rising.** Of 200 regions in the nation, a 2009 Forbes study ranked Long Island 170<sup>th</sup> for cost affordability for doing business, based on Long Island’s cost of labor, high taxes, energy, and office space.
- **Long Island is becoming more dependent upon population growth to sustain its economy.** Nearly 84% of Long Island’s economy today is service industries, 2/3 of which serve the local population, such as retail, health care, education and government. Between 2002 and 2007, locally-driven industries increased by 6%. However, businesses that export products or services beyond the region bring crucial, “new” dollars to Long Island. Yet these export industries declined by 0.2%.
- **Long Island has experienced a decline in its younger labor force due to cohort effects and out-migration.** Between 1990 and 2007, the 20-34 age cohort went from 24% of the total population to 16%, a reduction of 172,000 young people due to a combination of out-migration and demographic shifts. This loss was disproportionate compared with the state and nation. The impacts of cost of living and job availability for all Island residents, and this age group in particular, certainly warrant attention.
- **Lack of preparedness of the future job force.** With a substantial portion of Long Island’s skilled employees on the verge of retirement, the next generation of the job force on Long Island is not adequately skilled or prepared to respond to the challenges of a hi-tech and globally competitive economy.

Real Wages Over Time (in 2008 dollars)



Source: Bureau of Labor Statistics

**PROXIMITY TO NYC** Long Island’s proximity to the largest job center and largest market in the U.S. provides a competitive advantage that can be leveraged for future economic success.

- **Employment opportunity.** New York City will continue to provide employment opportunities for Long Islanders, including higher wage jobs. Approximately 1/3 of the Nassau workforce commuted to the City for work as of 2000.
- **Supporting businesses.** Long Island businesses will also continue to play a role in the larger regional economy. The question remains, however, of how Long Island defines that role and leverages its proximity to this global economic center.

- ASSETS** Despite these challenges, we recognize Long Island’s key assets and the role they can play in the future of its economy:
- Well-educated and productive **workforce**
  - Proximity to **New York City**, the country’s largest employment hub
  - Premier research and academic **institutions**
  - **Quality of life** and treasured **natural resources**

- VISION** Our plan emphasizes high-impact initiatives that produce gains in the near to mid term, and achieve a Long Island with:
- **Higher paying** and more **abundant jobs**
  - A more **affordable, business-friendly** environment
  - An industry mix focused on bringing **net new dollars** into the economy, including more export industry, new funding sources, as well as keeping Long Islanders money on Long Island
  - The ability to better attract and retain **young workers**
  - **Better educated** and prepared workforce

Our overall strategy is to **improve the general business climate** to allow for a wide range of businesses to succeed, while training the existing and upcoming job force to respond to the needs of the new economy. Nonetheless, we recommend **simultaneous efforts to target business growth in industry sectors** that can capitalize on Long Island’s existing assets and constraints, and raise the bar for job quality on Long Island.

- LINKAGES TO OTHER INITIATIVES** An improved Long Island economy cannot be achieved without these additional strategic initiatives, put forward in other sections of the report, including:
- Reducing the tax burden (see recommendations in the Tax & Governance section of the report)
  - Measures to make energy more affordable and increase efficiency opportunities (see recommendations in the Environment & Infrastructure section)
  - Transportation infrastructure improvements to increase mobility and access (see recommendations in the Environment & Infrastructure section)

OUR PLAN FOR THE ECONOMY

E-1 Build consensus for a regional economic strategy and implementing entity

E-2 Level the economic playing field for business retention and attraction incentives

E-3 Market Long Island’s assets nationally to attract new businesses and workforce

E-4 Create a new industry and competitive job base for innovation in home energy efficiency, distributed energy generation and renewable energy technologies

E-5 Enhance supportive resources for high-tech start-ups

E-6 Establish mechanisms to train workers for 21st century jobs

E-7 Stimulate development and preservation of mixed-income workforce housing options

E-8 Develop a “Buy Long Island First” strategy for promoting Long Island products, goods and services and establish a framework for the networking of local producers and consumers

E-9 Build the healthcare, life sciences, green energy, brownfields remediation and homeland security industries as growing employment sources

# E-1 Build consensus for a regional economic strategy and implementing entity

*Develop a cohesive vision for the future of Long Island's economy and pool resources to achieve it.*

## CONTEXT

There is no cohesive vision or regional strategy for defining Long Island's economic role within the region or capitalizing on its greatest prospects. Though many reports document ideas for improving the economy, there has not been agreement to adopt an actionable regional strategy. Long Island does not currently take a regional approach to business attraction; rather, municipalities compete at a local level. No central liaison or regional economic development entity exists to provide unified marketing, promotion, and placement services, and high taxes often inhibit business attraction, retention, and development.

There are limited resources to stimulate economic activity for certain types of incentives (grants, low-interest loans, etc.), as well as marketing and business placement resources. It is also not clear on how best these resources should be allocated to produce maximum economic benefit for Long Island, as well as ensure sustainable growth.

## PROPOSED ACTIONS

Establish a regional economic strategy, backed by legislative authority, and create a regional entity to facilitate implementation.

**1.1 Near-term:** LIRPC, the two Counties, towns, cities, IDAs, business groups, and colleges and universities should build consensus for regional participation. This should lead to a common resolution to develop a regional economic strategy, to be voted on by County, Town and City elected officials. The resolution could be structured to allow for voluntary participation in implementation, or require commitment to its implementation and funding should a designated percentage of voting entities approve the plan (see bottom of item 1.2).

**1.2 Near-term:** LIRPC, State and County economic development departments, IDAs, business groups and Universities and Colleges should collaborate to create a Comprehensive Economic Development Strategy (CEDS) that satisfies the requirements of the US Department of Commerce's Economic Development Administration. A completed CEDS will open the door for funding opportunities for many entities, public and private, in the region.

**1.3 Mid-term:** LIRPC, the two Counties, towns, cities, IDAs, business groups, and colleges and universities should collaboratively develop and adopt the economic strategy. The strategy might include: criteria for deeming regionally-significant projects, target growth areas, measures to improve the general business climate, target industry sectors, and potential incentive mechanisms. The strategy will also need to address a process for ensuring a relative "fair share" of funding and benefits (e.g., pooling a portion of incremental commercial tax revenue for redistribution across Long Island).

The strategy will create a governance model for a collaborative entity to execute and oversee plan activities. This entity should have representation from both public and private sectors and oversee the distribution of resources and approvals to regionally-significant projects in an objective and transparent manner, based on the framework established by Strategy TG-3.

County, Town and City elected officials would vote on a common resolution to approve or disapprove of the full suite of proposals in the strategy. The structure of the resolution in 1.1 would determine the voting entities' requirement or option to participate in implementation. In any case, communities should have an ongoing opportunity to opt into the system.

Additionally, the regional economic strategy would also set up a separate nongovernmental organization to act as a central marketing and business services liaison for Long Island (see Strategy E-3, Market Long Island's assets nationally to attract new businesses and workforce).

**1.4 Mid-term:** Explore means for stimulating Long Island business through local preferences for the awarding of contracts from governments and public institutions, ensuring that high quality and low cost are also maximized in the process.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>County, Town, and City governments</li> <li>LIRPC</li> <li>County and local IDAs</li> <li>Private sector partners</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>Common resolutions by both Counties, and all Towns and Cities</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Develop common resolution for Counties, Towns, and Cities to commit to regional strategy</li> <li>Create committee with representatives from relevant jurisdictions and agencies to draft the regional strategy</li> <li>Build support among Towns and Cities to vote in favor of plan</li> <li>Create or designate an entity to implement and provide oversight for the plan</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Minimal: for staff and consultant time to prepare and agree upon regional strategy</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Options:             <ul style="list-style-type: none"> <li>Bi-county funding, either directly or through LIRPC</li> <li>County and local IDA funding</li> <li>Planning grants from State or Federal governments, or foundations</li> </ul> </li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Requires coordinated action by individual governmental entities</li> <li>Establishing geographical “fair share” for participation while ensure maximum economic benefits of regional investments</li> </ul>

## CASE STUDY

### *Research Triangle Regional Partnership, North Carolina*

Beginning in 1990, the Raleigh / Durham region, comprised of 13 counties, began marketing itself as a regional cluster through the Research Triangle Regional Partnership (RTRP). The RTRP serves as the driver of regional economic development strategy and fosters regional collaboration among all of the county economic development agencies and a substantial number of chambers of commerce and public entities in the region. The organization also helps to address issues that impede the region’s competitiveness in targeted industry clusters. The RTRP is governed by a Board comprised of business leaders in the region, as well as representatives from the county economic development agencies. Its operations are funded by business contributions, as well as revenues from special events and services. Key RTRP functions include:

- Crafting and promoting regional strategies for business attraction and promotion of the innovation economy
- Marketing the region to businesses in targeted industry clusters
- Meeting with prospective businesses
- Providing relocation assistance to businesses

The organization recently created a \$5 million regional marketing strategy – Staying on Top – to create 100,000 jobs in 5 years, and is currently working with the 13 counties to implement the strategy in all of the jurisdictions.

### ROLE FOR LIRPC

- Convene local governments and businesses to create consensus for a regional strategy and entity
- Advocate to foundations and private partners, and State and Federal governments, for funding for the regional economic strategy

# E-2 Level the economic playing field for business retention and attraction incentives

Create a set of government-legislated and locally-supported business retention and attraction incentives that reduce tax, energy costs, and capital investment costs and thus increase competitiveness and create jobs.

### CONTEXT

The cost of doing business on Long Island is higher than most regional competitors.

Long Island lacks the range and depth of business attraction and retention incentives present in the metropolitan region. Long Island currently offers incentives such as small business loan funds and gas rate savings, and the newly-enacted NYS Excelsior Jobs Program provides more flexibility for applying incentives across Long Island in the biotechnology, clean energy, financial, and manufacturing industries. But for businesses considering locations in the NYC metro area, Long Island remains at a significant disadvantage for various reasons including high taxes, regulation, energy costs, and lack of affordable housing options.

As prime competition, New Jersey and New York’s outer boroughs offer more comprehensive incentives that apply to far broader geographies. For instance, businesses relocating to NYC’s outer boroughs are eligible for the City’s Relocation & Employment Assistance Program with tax credits of \$3,000 per job, as well as tax liability abatements through the Industrial & Commercial Abatement Program.

### PROPOSED ACTIONS

**2.1 Near-term:** Nassau and Suffolk (perhaps in conjunction with other regions or counties of the State) should lobby the State to create a set of competitive incentives, which would directly address the high costs of doing business on Long Island, primarily responding to tax burdens. Such incentives may include:

- **Employment tax credits and abatements** of future incremental tax revenues generated by new businesses or expansion of existing businesses. In this case, there is no direct cost to the State nor any loss of existing tax base. We recommend that incentives be focused on projects with regional significance and transit-accessible target growth areas (see Strategies T-2 and T-3). Additionally, they should provide preference to “innovation economy” jobs and businesses with real location choices and directly reward new payroll and/or significant capital investment.
- **Enhanced tax increment financing** (TIF) legislation for regionally-significant projects that expands upon the revenue pool available for financing. LIRPC supports the proposed Schimminger-Stachowski legislation (A.2378 / S.1716), which allows school districts to opt into a proposed municipal TIF, expands the purposes for which TIF can be applied, and provides some ability to use alternate or additional revenue sources. Work with local government to streamline and coordinate Long Island’s property tax assessment system, establishing equity and efficiency in a regional assessment process.
- The **Energize New York** bill or similar legislation which will create a long-term economic development program through which New York manufacturers and businesses can receive competitively-priced electricity. This allocation-based program will cut energy costs, enable businesses to invest and grow, allow manufacturers to sustain and create jobs, promote improved energy efficiency, and foster significant economic returns to the State.
- Reform **State brownfields law** to facilitate the timely remediation of contaminated properties in the State.

**2.2 Near-term:** Long Island’s local governments should also **undertake complementary actions** that will strengthen the value of the proposed incentives, such as leveraging public sites to offer subsidized land.

**Long Island Business Climate Rankings, 2009**  
Review of 200 metro areas

• Overall business climate	138 <sup>th</sup>
• Cost affordability	170 <sup>th</sup>
• Projected job growth	139 <sup>th</sup>
• Education attainment	32 <sup>nd</sup>

Source: Forbes 2009 Best Places for Business and Careers

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• County governments</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• State legislation to apply employment credits and abatements for future incremental revenues</li> <li>• TIF reform via passage of Schimminger-Stachowski, or comparable legislation</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to convene County governments to establish consensus on approach</li> <li>• Analyze comparative regional incentives</li> <li>• Determine proposed structure of incentive programs</li> <li>• Lobby for State legislation of new incentives, potentially in partnership with other regions</li> <li>• County economic development agencies to distribute incentive and verify performance</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Cost of abatement of incremental tax revenues would need to be determined</li> </ul>
<b>Financing structure</b>	<p>Options:</p> <ul style="list-style-type: none"> <li>• Abatement or credit of future tax revenues</li> <li>• A new, expanded TIF that also leverages revenues from participating school districts</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Requires State approval</li> <li>• Near to mid-term market weakness for new development</li> <li>• Complex process to evaluate and validate what portion of new development and revenues are net new</li> <li>• Multi-layered approval process for new development</li> </ul>

## ROLE FOR LIRPC

- Organize local governments to advocate for regionally-significant business incentives
- Advocate to State government for necessary legislation and enhanced business incentives that can be utilized effectively on Long Island.

## CASE STUDY

*New Jersey Business Incentives*

NJ provides a wide range of State and local incentives for business attraction and retention, which has been an extremely successful resource for economic development.

- The **Economic Redevelopment and Growth Grant** provides a gap-filling incentive grant up to 75% of incremental State and/or local taxes for development projects in qualifying areas. The program leverages incremental revenues from property, parking, hotel, sales, and business income taxes.
- The **Business Employment Incentive Program** provides grants of up to 80% of the total amount of employees' State income taxes withheld, directed at firms locating or expanding within the state. Since inception in 1996, BEIP has provided more than 275 grants worth approximately \$860 million, assisting in the creation of 60,000 new jobs and leveraging more than \$10 billion in investment.
- The **Business Retention and Relocation Assistance Grant** provides employment-based grants of up to \$1,500 per job for larger firms expanding at least 250 full-time jobs in the state. NJ has provided 17 BRRAGs that have supported the retention of over 12,000 jobs and more than \$1 billion in total investment.
- The newly expanded **Urban Transit Hub Tax Credit Program** provides tax credits for development around urban transit hubs in 9 urban municipalities, equal to 80% to 100% of qualifying capital investments made within an 8-year period.

## LINKAGES TO OTHER INITIATIVES

- Existing incentives offered by Nassau and Suffolk County agencies and IDAs
- LIPA, National Grid energy incentives
- Excelsior Jobs Program
- Innovate Long Island: A new plan for the economic development of the Long Island region, Long Island Association, Sept. 2006

## E-3 Market Long Island's assets nationally to attract new businesses and workforce

*Leverage a unified, Island-wide marketing effort to target new business and workforce recruitment.*

**CONTEXT** Long Island has a number of key assets that can serve to attract new businesses, including its well-educated and productive workforce, proximity to New York City, international connectivity, research and academic institutions, education system, great natural resources, and quality of life.

There currently is no one-stop-shop for business attraction on the Island. As stated in Strategy E-1, a regional economic development entity or business consortium is needed to build consensus and serve Long Island's collective best interests by advancing strategies designed to set priorities, stimulate business, attract and retain firms and jobs, market services, and develop incentives.

Other regions market themselves aggressively to attract businesses and labor force. While Long Island has a number of active marketing campaigns, it is competing against regions that spend far more on economic development marketing. Notable examples include North Carolina's Research Triangle Research Partnership, a collective of 13 counties, that has pioneered a successful regional approach to business marketing, and the Greater Rochester Enterprise, profiled on the following page.



### PROPOSED ACTIONS

**3.1 Near-term:** Create a vision and set of economic priorities through a regional economic strategy, developed by the public and private sectors under Strategy E-1.

**3.2 Near-term:** Launch a regional marketing and business liaison through a new entity or an existing organization defined under the regional strategy. The entity should ideally be a nongovernmental organization funded by both the private and public sectors, modeled as an "honest broker" in marketing the region for business, providing information to prospective businesses for the identification of candidate sites and facilitating the support of local government incentives and streamlined approvals (provided by government entities under Strategies TG-3 and E-2).

**3.3 Mid-term:** Secure funding from a mix of sources, such as corporate sponsorships, County contributions, and State "I Love NY" funds. Similar to the Greater Rochester Enterprise, a privately funded model might prove effective, whereby local companies and institutions contribute as "investors" (see case study). Additionally, the Counties might seek a small additional tax on services utilized by non-Islanders (similar to the current hotel and motel tax) to fund their portion.

**3.4 Mid-term:** Launch a new "branding" and marketing campaign that helps to execute priorities of the region's economic plan through campaign messaging and targeting of audiences. A consulting firm would need to be hired to design the campaign and supporting materials.

**3.5 Long-term:** Expand reach, both locally and abroad. For instance, a regional marketing entity could encourage partnership opportunities between Long Island and New York City organizations, including healthcare, biomedical research and educational institutions, and arts and cultural organizations, with a goal of sparking City-based investment on Long Island. Partnerships could manifest themselves (a) as Long Island satellites of City institutions, or (b) as back-office industry clusters. For example, Long Island might seek to leverage local and regional leading healthcare institutions to lead the push for transferring medical records to electronic format, a major logistical effort for which the federal government has allocated \$19 billion.



## IMPLEMENTATION

<b>Responsible entities</b>	Options: <ul style="list-style-type: none"> <li>• A new regional alliance of businesses and organizations formally-organized to promote business development</li> <li>• A new or existing entity defined under the regional economic plan</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• Adoption of regional economic strategy (optional but preferred)</li> <li>• State budget appropriation</li> <li>• County or Town budget appropriation</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Adoption of regional economic strategy</li> <li>• Secure funding sources</li> <li>• Design and implementation of new marketing campaign</li> </ul>
<b>Costs</b>	Costs to be determined by extent of economic strategy
<b>Financing structure</b>	Options include: <ul style="list-style-type: none"> <li>• Funding from Long Island businesses per Greater Rochester Enterprise's "investor" board model</li> <li>• State funding</li> <li>• Funding from new and existing members (towns, businesses)</li> <li>• Incremental taxes levied on services utilized by non-Islanders</li> <li>• Private investment bonds to be repaid by tax increment financing or alternate future revenues.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Requires State appropriations</li> <li>• Requires broad private sector support</li> <li>• May require additional financial commitments from members</li> <li>• Delegating "fair share" of costs and benefits of activities</li> </ul>

## ROLE FOR LIRPC

- Oversee creation and launch of new marketing entity
- Market Long Island's assets in the interim, until a regional entity is created
- Convene local governments create a regional vision and strategy for economic development (in conjunction with Strategy #1, or as a stand-alone undertaking)

## CASE STUDY

### *Greater Rochester Enterprise, New York*

The Greater Rochester Enterprise (GRE) is a regional economic development organization that supports business attraction and expansion, as well as entrepreneurship and innovation, throughout the nine-county Greater Rochester region. GRE is a public-private partnership supported by more than 120 local business, government, and non-profit organizations that work together to deliver a unified response to regional economic development opportunities.

GRE provides a singular front for the region in marketing, attracting and retaining businesses, providing a range of business liaison services that:

- Provide demographic, industry and quality of life data to businesses considering the Greater Rochester area
- Identify potential commercial sites and buildings
- Identify and align businesses with available grants, incentives and financing
- Facilitate meetings with appropriate city, county and state agencies
- Coordinate relationships with service providers such as legal, accounting, banking, etc.
- Assist with workforce and recruitment training needs

GRE has successfully created a funding and governance structure that leverages private sources. 80% of GRE's budget comes from non-governmental investors such as local businesses, universities, not-for-profit organizations and local real estate developers and owners. 35 organizations pay a \$50,000 annual contribution to sit on GRE's investor board and advise on policy direction and service provision.

## LINKAGES TO OTHER INITIATIVES

- Innovate Long Island: A new plan for the economic development of the Long Island region, Long Island Association, Sept. 2006
- County, Town and IDA business attraction activities

## E-4 Create a new industry and competitive job base for innovation in home energy efficiency, distributed energy generation and renewable energy technologies

*Expand the Long Island Green Homes and Building Consortium into a pioneering Island-wide energy program for home and commercial retrofits and onsite or localized renewable energy generation.*

### CONTEXT

The suburban lifestyle was built on cheap energy. As energy prices increase, single-family homes – which consume 17% of the energy in the U.S. – present a major challenges and opportunities. It is estimated that retrofitting single-family homes to ENERGY STAR standards alone could reduce a home’s energy consumption by a third.

Long Island has a number of exciting initiatives underway to address this challenge; a prime example is Babylon’s *Green Homes* program, described on the next page. Others include:

- The *Long Island Green Homes and Buildings Consortium* was established in 2009 to coordinate Island-wide municipal efforts to bring retrofit funding to Long Island. In 2010, the Consortium, comprised of seven towns, will begin a three-year initiative under contract with NYSEDA to market the New York State Green Jobs–Green New York program on Long Island and ensure that at least \$20 million in state funds are made available for local residential and commercial retrofits.
- LIPA’s *Efficiency Long Island* initiative commits \$924M over 10 years, to promote energy efficiency and clean generation tech, including the largest commercial solar project in the country. The programs are funded through a proposed energy efficiency charge on customer’s bills.
- Stony Brook’s Advanced Energy Research and Technology Center was recently designated as one of 18 New York Energy Policy Institutes, a 3-year funding allocation to research strategies to improve energy efficiency and reduce carbon emissions.

Given the aggregated savings potential in homes across Long Island, an Island-wide expansion of these efforts will reduce energy bills for residents and businesses, reduce energy generation needs, improve the environment, and create thousands of jobs.

### PROPOSED ACTIONS

**4.1 Near-term:** Collaborate with the Long Island Green Homes and Buildings Consortium to launch a wide-scale residential and commercial retrofit initiative on Long Island through statewide Green Jobs–Green New York. LIRPC will encourage coordination between all local and regional groups working on energy efficiency to support the success of this effort.

**4.2 Near-term:** Explore funding that might be made available through LIPA’s debt refinancing. Senator Schumer has introduced federal regulation to allow LIPA to refinance nearly \$7 billion of outstanding debt at a reduced interest rate, estimated to save ratepayers \$150 to \$175 million each year. If feasible, LIPA could seek to take on additional debt to fund the retrofit initiative, essentially re-investing a portion of the savings from lower interest rates into energy efficiency retrofits. This would help reduce homeowners’ energy costs over time, and lessen long-term needs for additional generation.

**4.3 Near-term:** Make ENERGY STAR the standard for new buildings through local energy codes. As of 2009, 10 Long Island towns have increased codes to ENERGY STAR standards.

**4.4 Near-term:** Encourage investment in distributed energy, to reduce need for additional utility generation, transform the local market for renewable technologies, and create jobs:

- Support feed-in tariffs (FIT). FiTs require utilities to purchase all energy produced by distributed generation sources for a guaranteed period of time, incentivizing investment in renewable resources and reducing dependence on new additional generation.
- Consider additional subsidies for distributed renewable generation sources, in addition to some valuable programs currently offered by LIPA, and explore opportunities for large-scale investment through creative public-private partnerships (e.g. LIPA creates an investment fund, install systems at homes and businesses to be leased by homeowners, with returns created by lease payments and new energy generation).

**4.5 Mid-term:** Support an expanded engineering, consultant and contractor network to respond to the increased demand for energy audits, retrofits and renewable energy installations. The Consortium should support training programs, including partnering with local institutions to create specialized curriculum (see Strategy E-6). The New York Energy Policy Institute is expected to play a role in the development of programmatic tools and technical resources.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Long Island Green Homes and Buildings Consortium</li> <li>LIPA</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>Town budget allocations</li> <li>DOE approval of EECBG proposals</li> <li>NYS Energy Research and Development Authority</li> <li>NYS Department of Energy</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Consortium to sign contract with NYSEDA and subcontracts with Consortium members and launch aggressive program marketing</li> <li>Design and launch training and education program</li> <li>Lobby Towns to adopt ENERGY STAR standards in building codes</li> <li>Lobby State legislature and Governor for passage of S2715A</li> </ul>
<b>Costs</b>	Costs to be determined by scale of program
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Financing for retrofits under Consortium initiative through NYSEDA loan products, with additional exploration of alternate funding including on-bill recovery and PACE programs</li> <li>Partnership with LIPA <i>Efficiency Long Island</i> programs</li> <li>Additional debt assumed through LIPA refinancing</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Requires cooperation of multiple governments</li> <li>Allocation of program resources to ensure “fair share”</li> <li>May require federal legislation, should LIPA funds be utilized</li> </ul>

## ROLE FOR LIRPC

- Continue participation in Green Homes and Building Consortium
- Advocate for Federal or State financing to be made available for a regional home energy efficiency program
- Facilitate an information clearinghouse for best practices in energy code upgrades for municipalities

## CASE STUDY

### *Long Island Green Homes*

Long Island Green Homes was established in July 2008 to help Babylon homeowners undertake energy-saving retrofits for their homes. The program increases awareness of potential savings opportunities and addresses the upfront costs of energy retrofits.

The program is the first in the nation to take advantage of Property Assessed Clean Energy (PACE) Bonds which allow Babylon to pay for the upfront costs of the retrofits that are then repaid by the homeowner over a 20-year period. The idea is that residents pay for the improvements over time with money saved on energy bills, plus a small 3% administrative fee. The program has been successful, yielding over 300 audits and many energy-saving retrofits.

### *National Grid Deep Energy Retrofit Program in Massachusetts*

National Grid is helping Massachusetts residents cut home energy use by 50 percent or more through its Deep Energy Retrofit pilot program. By applying for incentives, customers are able to invest in a comprehensive home energy makeover.

National Grid's Deep Energy Retrofits help homeowners take advantage of home maintenance projects by investing in long-term increased efficiency measures. Deep Energy Retrofits provide an array of incentive opportunities to help customers seal the home and increase efficiency through super-insulation, high-efficiency windows and doors, and new heating systems.

As of September 2010, two program participants have completed home retrofits in Belchertown and Belmont, Massachusetts. Additional projects are underway or soon to begin in Cohasset, Medford, Millbury, and Milton. Estimated energy savings for the completed Belchertown project alone are 55% or \$2,800 per year when compared to a typical 1990s home.

## LINKAGES TO OTHER INITIATIVES

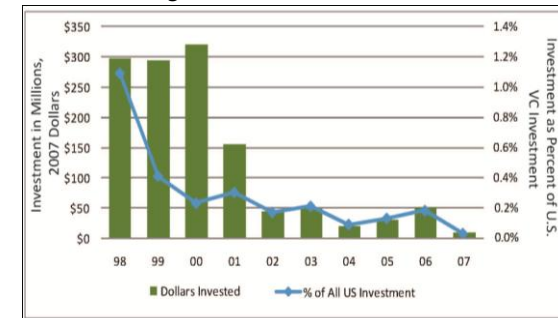
- Long Island Green Homes and Building Consortium, 2009 through present
- LIPA's Efficiency Long Island initiative, ongoing
- Weatherization Assistance Program, ongoing
- ENERGY STAR Homes, ongoing
- Various NYSEDA programs and incentives, ongoing
- Stony Brook's Advanced Energy Research & Technology Center, a NY Energy Policy Institute

## E-5 Enhance supportive resources for high-tech start-ups

*Leverage partnerships with universities, colleges, hospitals, and research institutions, and facilitate key resources to researchers and start-up businesses, to encourage growth of home-grown technology businesses.*

- CONTEXT** Long Island was once in the forefront of the tech sector, with Grumman at the forefront of innovation. Long Island still maintains many of the attributes necessary for tech success in the 21<sup>st</sup> century, including state-of-the-art educational institutions and laboratories, established research and business incubators, a well-educated workforce, and proximity to NYC investors. Long Island, however, faces challenges to growing the tech sector:
- *Declining share of NYSTAR funding* as a percentage of dollars invested throughout New York State.
  - *Declining private venture capital*, both as total dollars invested and as a percentage of total U.S. investment, limiting the number and growth of Long Island start-ups.
  - *A need to revive regionalism*, given the 1998 dissolution of the Island's primary biotechnology transfer resource, the Long Island Research Institute (LIRI) and its affiliate, the Long Island Venture Fund, due to withdrawal of State funds.
  - *Ineffective technological transfers* from academic and research institutions to enable start up of hi-tech companies.
  - *Lack of return mechanisms* to the parent institutions and incubators who, in many cases, have no equity stake in commercialization and do not generate returns from their investments.
  - *Competing regions dedicate more public and private resources to these areas.* For example, New York City recently created a \$2 million "NYC Seed" fund, as a partnership of 6 city agencies and organizations, to annually provide grants of up to \$200,000 to 10 entrepreneurs for development of their technological advances.

*Total Venture Capital Investment in Long Island Firms, 1998-2007*



Source: LI Index 2009, adapted from PricewaterhouseCooper/National Venture Capital Association and data from Thomson Reuter: Hofstra Univ.

### PROPOSED ACTIONS

**5.1 Near-term:** Coordinate with incubators and universities to create a toolkit and technical assistance to support institutions' implementation of effective mechanisms for long-term sustainable funding through re-capture of benefits from successful technology commercialization. Institutions can benefit from access to a set of best practices in structuring re-capture agreements and in overcoming researchers' reluctance to share equity in their discoveries and inventions. Bring together academic and research institutions, economic development officials and venture capitalist industry to develop an effective strategy for development of spin-off of start up companies from such institutions. Funds captured from these mechanisms could provide a source on-going revenue that reduces the need for public support and/or underwrite future grants for research and development.

**5.2 Mid-term:** Create operational capacity within a regional entity, like the defunct LIRI, to (1) serve as a centralized resource for commercialization of Long Island's biotech, healthcare, energy and technology research, fusing existing resources and knowledge; (2) act as an advocate and conduit for funding; (3) provide targeted technical assistance to start-ups and small businesses and with a regional approach, seek to increase Long Island's share of Federal, State, and private funding, such as the Small Business Innovation Research grants through the Small Business Administration; and (4) foster collaboration among key players, which may include networking events, alumni "mentoring" programs, and business resource centers. The regional entity would coordinate closely with Long Island's regional business marketing entity to market for new investment.

**5.3 Mid-term:** Support creation of a "fund of funds" to fill pre-seed and seed funding gaps. Long Island technology start-ups lack the ready access to funding to fill the investment gap between public or institutional support and private venture capital investment available through entities such as the Long Island Angel Fund, which is prevalent in more developed technology clusters, such as Silicon Valley. Long Island should encourage the creation of an angel fund that could leverage private, institutional, and Federal, State, and local funding. The fund should be structured as a private equity fund to allow for a recapture of grants and an equity stake in the commercialization of products.

## IMPLEMENTATION

	Create regional entity for marketing and technical assistance	Create “fund of funds” to fill pre-seed and seed funding gaps
<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Former LIRI members</li> <li>County and local IDAs</li> <li>Technology industry organizations</li> <li>R&amp;D institutions</li> </ul>	<ul style="list-style-type: none"> <li>Private investors</li> <li>Former LIRI members</li> <li>Long Island Angel Network members</li> <li>County and local IDAs</li> <li>R&amp;D institutions</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>State legislation to yield a larger proportion of both State and Federal R&amp;D funds for Long Island</li> </ul>	<ul style="list-style-type: none"> <li>State legislation to create fund</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Enhance existing capacity for support</li> <li>Create toolkit of strategies for value re-capture by institutions</li> <li>Create new strategy for marketing and networking, in coordination with marketing entity identified in Strategy E-3</li> <li>Market and advocate for on-going investment in Long Island’s high-tech sectors at the State and Federal levels</li> </ul>	<ul style="list-style-type: none"> <li>Create task force on venture capital funding</li> <li>Identify private and public partners</li> <li>Create funding structure and business plan, including funding priorities and primary implementing entity</li> <li>Identify champions and early investors</li> <li>Market fund to potential grant recipients</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>Size of fund and costs to the public sector to be determined by business plan.</li> </ul>
<b>Financing structure</b>	Options include: <ul style="list-style-type: none"> <li>Membership fees</li> <li>Fees for events and conferences</li> <li>Private business investment</li> <li>State and Federal funding</li> </ul>	<ul style="list-style-type: none"> <li>In exchange for seed or pre-seed capital funding, the investment fund should acquire an equity stake in start-up businesses, aiming for self-sustaining operations in the long-run</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Current State budget deficit</li> <li>Long pattern of Long Island’s relatively low share of State operating funds for tech R&amp;D</li> <li>Prioritizing limited funding to selected institutions, among Long Island’s assets</li> </ul>	<ul style="list-style-type: none"> <li>Attracting private investment capital given current economic conditions and unknown outlook over medium-term</li> <li>Attracting private investment for inventions in pre-prototype phase</li> <li>State approval and funding</li> </ul>

## CASE STUDY

*Massachusetts Life Sciences Investment Funds*

In 2008, Massachusetts dedicated \$1 billion over 10 years to invest in the life sciences industry. The funds are administered by the Massachusetts Life Sciences Center (MLSC), a quasi-public agency created by the legislature. The Board of the MLSC approves qualified life sciences companies and all investments and tax credit allocations.

The initiative will be funded through bond issues, tax credits, and General Fund spending. \$500 million will be allocated to the Life Sciences Investment Fund for a wide range of targeted economic development activities, including financing for new facilities, matching grants to universities and research institutions, workforce training grants, and funding for development and marketing of higher education programs. Another \$250 million is set aside for research and education grants, and \$250 million for tax credits to certified life sciences companies.

The investments are aimed at building upon the strength of prominent education and medical institutions in Boston and Cambridge, while increasing the presence of life sciences industries throughout the Commonwealth. Early results suggest that the initiative has leveraged \$8 in private investment for every \$1 in public investment and created 950 jobs.

## LINKAGES TO OTHER INITIATIVES

- Stony Brook University Strategic Plan, on-going. Stony Brook high-tech resources, incl. NYS Center for Advanced Technology, Long Island High Technology Incubator, NYS Small Business Development Center, Incubator at Calverton, Stony Brook Software Incubator, CEWIT, SPIR, Office of Technology Licensing and Industry Relations, Center for Emerging Technologies
- Long Island Angel Network, LIFT, the Long Island Venture Fund, and the past Long Island Research Institute
- LI Index 2008, 2009
- Innovate Long Island, Long Island Association, 2006
- Coming out ahead, Long Island Association, 2008-2009

## ROLE FOR LIRPC

- Advocate for private and public support for a pre-seed capital fund for Long Island businesses, and call upon private partners to show early and sustaining support

# E-6 Establish mechanisms to train workers for 21<sup>st</sup> century jobs

*Partner with schools, BOCES, universities, colleges, businesses, labor unions, trade councils and other industry groups to create training opportunities that are responsive to the needs of priority high-growth Long Island industries.*

**CONTEXT** Long Island faces a challenge to maintain a highly educated and productive workforce that is competitive for the needs of businesses, today and tomorrow. Most businesses cite a well-educated and productive workforce as the number one factor in location decisions. Business groups acknowledge that, with the aging of baby boomers and the ongoing decline of the 20-35 year old labor force, Long Island is in danger of losing its longstanding workforce prominence. Moreover, industry organizations, such as the Long Island Forum for Technology (LIFT), have found that Long Island is producing fewer graduates in math and the sciences than other regions. Long Island must ensure that its existing and future workforce is sufficiently trained for high-priority industries in order to continue to attract and retain businesses.

Recent job growth has been strongest in relatively low wage industry sectors (see charts, right). Colleges and universities are already forming beneficial ad hoc partnerships, such as Stony Brook’s coordination with the former founders of Cheyenne Software, Motorola, and other companies to reach out to middle school and high school students about the opportunities available with the development of math and science skill sets. Centralizing these functions can build upon these partnerships to attract new businesses and retain businesses struggling with workforce training.

Comparison of Average Salary and Change in Employment, Long Island



Source: LI Index 2009, adapted from Bureau of Labor Statistics and Hofstra University

## PROPOSED ACTIONS

- 6.1 Near-term:** Create a task force to assess skills needed for high-priority industries.
- Determine high-growth industries. Based on the regional economic strategy developed under Strategy E-1, Nassau and Suffolk should determine high-priority industries that should be targeted for growth off workforce skills on Long Island. Criteria for selection should include growth projections by industry, quality of jobs, and alignment with Long Island’s assets and goals. For example, high-tech industries identified in Strategy E-5 may be appropriate targets.
  - Assess workforce skill gaps. The working group should further consult with industry associations and businesses in identified target industries to establish clear training and education needs and identify gaps in skills and education currently being provided to the workforce. The assessment should build upon analysis and consultations completed to date, including a recent assessment of the needs of high-tech sectors completed by LIFT.
- 6.2 Near-term:** Call together a summit of school officials, academic & research institutions and private industry to develop a strategy for improving the K-12 science and mathematics competitiveness in a global economy.
- 6.3 Mid-term:** Create a partnership with a Long Island college or university – most likely one or both of Long Island’s community colleges – and a business or industry group in one or more high-priority industries to provide specialized post-secondary training. The Counties should appoint a liaison between institutions and businesses to align interests in designing a curriculum. This capability could be housed in regional workforce training entities created by the Workforce Investment Act (WIA). Curriculum and length of study should be defined to be both robust in general education and responsive to specific industry needs, and could be linked to students pursuing an alternative 12<sup>th</sup> grade year. Businesses in the industry should commit to providing hands-on training and internships, and prioritizing hiring from programs in those institutions. Funding should come from both private industry and public sources, and potential Federal funding sources should be explored, including WIA programs and newer programs, such as the Green Jobs Innovation Fund.
- 6.4 Mid-term:** Identify mechanisms to provide higher quality math, science, and technical skill starting in middle school and high school. The State Board of Regents and local school districts and universities should identify ways to improve education in these areas. Mechanisms could include elimination of traditional grade 12, introduction of magnet schools for specialized training, or other proven successful vehicles for workforce preparation beginning in secondary school.



## IMPLEMENTATION

	Create task force to assess skills needed for high-priority industries	Create one or more career training programs
<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>County and local IDAs</li> <li>Labor unions</li> <li>LIRPC</li> <li>BOCES</li> </ul>	<ul style="list-style-type: none"> <li>College/university partner(s)</li> <li>Industry partner(s)</li> <li>Labor unions</li> <li>County and local IDAs</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>No official approvals needed</li> </ul>	<ul style="list-style-type: none"> <li>County approval for funding for liaison office</li> <li>College/university approval; if public institution, may require State approval</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>LIRPC to convene County and local IDAs, Long Island Association, and labor unions to establish goals and undertake study for selecting high-priority industries and skill gaps</li> <li>LIRPC or consultant to engage businesses and industry groups in high-priority sectors to identify training and education needs</li> </ul>	<ul style="list-style-type: none"> <li>Identify industry, labor union, and college/university partners</li> <li>Create funding plan</li> <li>Convene institutional-industry working group to plan curriculum</li> <li>Establish size of program based on institutional capacity and industry needs</li> <li>Market career academy to new workforce entrants, job seekers, and businesses</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Minimal; limited primarily to resources to hire consultant or research institute</li> </ul>	<ul style="list-style-type: none"> <li>Include program administrative, instruction, space, and equipment costs</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Bi-County funding</li> <li>Explore Federal or State funding sources for workforce investment</li> </ul>	<ul style="list-style-type: none"> <li>Public-private on-going funding agreement</li> <li>Direct County and institutional costs should be offset with:               <ul style="list-style-type: none"> <li>Private industry contributions</li> <li>State and Federal grants</li> <li>Student fees</li> </ul> </li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Requires consensus on high-priority industry attraction between Counties, which might have different goals and objectives for business attraction</li> </ul>	<ul style="list-style-type: none"> <li>Requires multi-stakeholder coordination</li> <li>May require businesses to make internship or hiring commitments</li> </ul>

## CASE STUDY

*California Centers of Excellence*

California funds ten Centers of Excellence, which coordinate communication between the State's community colleges and major targeted industries in the State. For example, the Centers for Excellence partnered with digital media research institutions to conduct a survey of executives of video and computer game companies to identify future workforce needs of the sector. Based on the results of the survey, which found that the sector would grow by 21% in the following 12 months and require an additional 4,000-7,000 workers, the Centers of Excellence coordinated a forum between the industry and community college administrators to discuss curricular needs of the industry. As a result of the forum, 18 colleges across the State have adapted course curricula or added tracks to existing courses of study to respond to workforce needs in this growing industry and provide career-oriented education tracks for their students.

## LINKAGES TO OTHER INITIATIVES

- Connect LI: Regional Economic Transformation Strategies, 2009
- Initiatives such as LIFT's Industry Outreach
- Select high-tech initiatives referenced under E-5
- Long Island Index 2008, 2009
- Innovate Long Island: A new plan for the economic development of the Long Island region, Long Island Association, 2006
- Coming out ahead: How to make Long Island a better place, Long Island Association, 2008-2009
- Long Island Regional Strategic Economic Development Plan, Long Island Regional Planning Board, November 1993

## ROLE FOR LIRPC

- Convene task force to identify high-priority industries for Long Island's economy (in conjunction with strategies E-3, E-4, E-5 and E-9 or as a stand-alone undertaking)
- Facilitate funding and hiring of a consultant for study of job-training needs in high-priority industries

# E-7 Stimulate development and preservation of mixed-income workforce housing options

*Develop a regional policy framework that maintains a variety of housing types and prices, while advancing development of rental and multi-unit housing as an essential ingredient for retaining a strong, diverse workforce and increasing our tax base.*

**CONTEXT** Long Island’s communities were once an affordable, attractive alternative for families seeking a suburban lifestyle. Despite the current pause in price escalation, housing on Long Island has become significantly less attainable in comparison to times past and current expectations. From 2000 to 2007, the proportion of Long Islanders that spent more than 35% of their income on housing costs increased from one-quarter to more than a third of households.

Creating mixed-income development can mitigate the high-cost of living for some, and increase supply to everyone’s benefit. However, though the State mandate is to set aside 10% of new multi-family construction for workforce housing, its inclusion is decided at the local level, and is not uniform across jurisdictions. Moreover, there are long-established patterns of racial and income segregation on Long Island, due to past practices such as restrictive deed covenants and other historical patterns.

New construction is only part of the solution. Older neighborhoods near railroad stations are the primary setting for less costly housing on Long Island. Transit-supported development (TSD) and downtown enhancements can inadvertently cause displacement. Strategies are needed to secure existing lower-cost housing as much as to create new mixed-income and workforce housing developments.

## PROPOSED ACTIONS

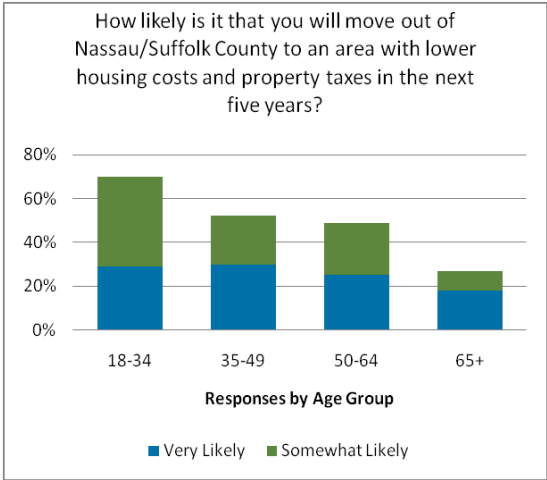
The LIRPC should take a leadership role in creating a regional framework for workforce housing policy.

**7.1 Near-term:** LIRPC should convene a housing task force to build Island-wide consensus on a set of regional workforce housing goals and fair housing plan, and draft a resource guide for local governments. The goals could be incorporated into the decision-making by Long Island governments with planning approval authority. Create a fair housing toolkit that would identify best practices and policy options that fit the variety of Long Island’s communities, and let localities decide what tools to employ.

**7.2 Mid-term:** Create a housing trust fund to ensure the preservation and development of affordable housing. Introduction of an aggressive funding mechanism for affordable housing can demonstrate Long Island’s commitment to fair housing and help forestall a challenge similar to the those now raised Westchester and previously in NJ. Options for funding the housing trust fund include: payments in lieu of on-site affordable housing development, CDBG funding, impact fees, and mitigation fees including for commercial development. Funds may also be raised through fees in exchange for density bonuses for developers in target downtown locations. These funds could be utilized to: (1) develop affordable housing units; (2) address foreclosures through counseling, aiding access to existing programs and other technical assistance; (3) create a property trust fund to acquire land for development of affordable housing; (4) provide low-interest loans or grants to affordable housing developers; (5) provide mortgages that reward transit-supported locations; (6) make energy efficiency loans or grants to qualifying homeowners; and (7) leverage housing trust fund projects, grants, and loans provided through HUD, CDBG, and HOME programs as well as New York State DHCR/nyhomes financing.

**7.3 Mid-term:** Offer streamlined approvals processes in exchange for inclusion of affordable housing in new developments. Localities could offer streamlined approvals (as proposed in Strategy TG-3) in conjunction with incentives and financing, for developers who agree to provide affordable housing units within new mixed-income developments.

Likelihood of Moving Out of Long Island



Source: LI Index 2009



	Convene workforce housing task force and develop toolkit for communities	Create housing trust fund for workforce housing
<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>LIRPC</li> <li>County, Town, Village, and Hamlet governments with planning approval authorities</li> </ul>	<ul style="list-style-type: none"> <li>LIRPC</li> <li>County, City, Town, and Village governments</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>No official approvals needed</li> <li>County, Town, and City buy-in desired</li> </ul>	<ul style="list-style-type: none"> <li>County, City, Town, and Village approvals likely required</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>LIRPC to convene government entities with planning approval authorities to establish discussion forum</li> <li>LIRPC to undertake study of best practices in workforce housing policy and appropriate regional targets for production</li> <li>Forum establishes a set of goals and best practices on which they can agree</li> <li>Publish regional goals and resource guide for implementing goals</li> </ul>	<ul style="list-style-type: none"> <li>Achieve consensus with County, City, Town, and Village governments regarding mechanisms for raising funds for trust fund</li> <li>Leverage housing trust funds with HUD, CDBG, and HOME grants and NYS DHCR/nyhomes grants and financing</li> <li>Create or designate entity to administer housing trust fund</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Relatively minimal, and would include modest consulting costs for regional facilitation and resource guide production</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Public funding for study and toolkit</li> </ul>	Options: <ul style="list-style-type: none"> <li>Affordable housing fees</li> <li>CDBG funding</li> <li>Impact fees</li> <li>Mitigation fees from SEQR process</li> <li>Expanded TIF</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Requires buy-in by multiple governmental units with planning approval authority to be useful</li> <li>Depends upon future action by local governments to implement and incorporate goals and approve new policy</li> </ul>	<ul style="list-style-type: none"> <li>Requires coordinated planning resolutions by multiple jurisdictions</li> <li>Challenges associated with establishing appropriate production targets by planning entity</li> </ul>

## CASE STUDY

### *Chicago Metropolitan Mayors Caucus' Housing Endorsement Criteria, Illinois*

The Chicago Metropolitan Mayors Caucus (MMC), a collaboration of more than 270 mayors of local municipalities representing more than 8 million residents, created and approved a set of Housing Endorsement Criteria in 2002, outline a set of preferences for 'sensible' and 'attainable' development.

The MMC has since provided technical support to municipalities to incorporate the Criteria within their development review processes and incentives. The MMC produced a set of documents that provide a toolkit for municipalities to assess their housing needs, design housing policies, and utilize a range of funding mechanisms – all in line with the Criteria. The organization also produced more than 50 case studies to help local municipalities promote development that is 'sensible and attainable' under the Housing Endorsement Criteria.

## LINKAGES TO OTHER INITIATIVES

- Long Island Profile: A Summary of Demographic, Economic, and Environmental Trends, Regional Plan Association, 2009
- Organizations such as Long Island Housing Partnership, Long Island Fair Housing, and YIMBY Long Island
- Long Island Index 2008, 2009, 2010 (Places to Grow)
- Community Development Corporation of Long Island

## ROLE FOR LIRPC

- Convene workforce housing task force
- Organize local governments to achieve consensus on funding mechanisms for workforce housing trust fund
- Educate populace on importance of affordable and diverse housing options

## E-8 Develop a “Buy Long Island First” strategy for promoting Long Island products, goods and services and establish a framework for the networking of local producers and consumers

*Develop a comprehensive “Buy Long Island First” initiative prioritizing local businesses, firms and manufacturers by promoting their products, goods and services and forging networks with consumers.*

### CONTEXT

In many ways, Long Island is an untapped source of shops, services, manufacturers, destinations, outdoor spaces, farms, and countless other amenities all accessible via car, train, bus or ferry. With proper coordination, these assets can be collectively marketed both on- and off-Island through a comprehensive “Buy Long Island First” campaign designed to promote local businesses and services and raise awareness among consumers. This will better position Long Island-based businesses to compete with larger chains or off-Island competitors. The financial gains achieved through this initiative will allow local businesses to support other businesses, creating a multiplier effect that will strengthen the local economy. This, in turn, can help to foster a sense of local pride among both businesses and consumers.

With a population of nearly 3 million people, Long Island represents a formidable market with many business, contracting and sales opportunities. A program that supports local businesses and destinations would work to protect and enhance the quality of life on Long Island by facilitating business, creating opportunity, reducing congestion, preserving farmland and open space, and allowing better access to local products and services.

Furthermore, a “Buy Long Island First” campaign would help to advance Strategy L-3 by helping Long Islanders, especially those in underserved communities, gain access to fresh food from on-Island growers and vendors. “Buy Long Island First” could partner with the Long Island Farm Bureau to help brand and promote Island-grown food, inform Islanders of the value of locally-grown food, and foster relationships between farms, vendors, and the public.

### PROPOSED ACTIONS

**8.1 Near-Term:** Assess the benefits of best “buy local” practices and communicate those to Long Island businesses, chambers of commerce, and business development organizations.

**8.2 Near-Term:** Work with chambers of commerce and business development organizations to start identifying and inventorying local businesses for inclusion in the “Buy Long Island First” program. Categorize the list by industry for convenient reference. The list would be used as the principal clearinghouse for all other businesses to refer to when looking to connect with each other and procure local goods and services.

**8.3 Near-Term:** Partner with the Long Island Farm Bureau to involve Island farms in the campaign. Advance equitable access to locally-grown food.

**8.4 Near-Term:** Convene a working group of interested businesses and chambers to act as charter “Buy Long Island First” members. Utilize the group to begin developing marketing and other promotional strategies that can be implemented. Use seed funding from member organizations to brand the campaign with a logo and website.

**8.5 Near-Term:** Ensure that all member businesses are aware of and participate in ShareLI.com’s collective buying/selling program which markets products and services at discounted rates once a set number of buyers opt-in. Partner with ShareLI.com to create buying and selling opportunities for member businesses.

**8.6 Mid-Term:** Using Nassau County’s “Island Next Door” campaign as a model, incorporate local tourism initiatives into the greater “Buy Long Island First” campaign and market them to a broader region including the Tri-State area, New England, the Mid-Atlantic region and southeastern Canada.

**8.7 Mid-Term:** Build the program out over time with additional members, a more robust website, and refined promotional strategies such as professional branding and regional and national advertising.

## IMPLEMENTATION

	Convene working group	Establish “Buy Long Island First” program
<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• Local businesses and chambers of commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> <li>• Professional marketing firm if needed</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• No official approvals needed</li> <li>• Buy-in from businesses and local chambers of commerce</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to undertake study of best practices</li> <li>• LIRPC to convene working group of interested stakeholders</li> <li>• Raise necessary funds from member businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with businesses to agree on best practices for marketing, branding, and promotional methods</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Relatively minimal; could be implemented at first with modest seed funding from charter members</li> </ul>	<ul style="list-style-type: none"> <li>• More substantial funding required from member businesses if hiring marketing firm</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Contributions/fees from member businesses</li> <li>• Public or foundation funding</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Requires buy-in by multiple businesses and/or business development organizations and/or chambers of commerce to be useful</li> </ul>	<ul style="list-style-type: none"> <li>• Requires agreement among all member businesses as to how best to design program</li> <li>• Requires additional funding if working with a marketing firm</li> </ul>

## ROLE FOR THE LIRPC

- Convene working group
- Develop list of groups, organizations, businesses, etc. that are already buying Long Island goods and could form the foundation of a “Buy Long Island First” campaign

## CASE STUDY

***Jersey Fresh***

Jersey Fresh is an advertising and promotional program developed in 1983 to help farmers inform consumers about the availability and variety of fruits and vegetables grown in New Jersey. The program has been successful in raising awareness and has become a benchmark for other states to initiate their own state-grown agricultural marketing programs.

Initially begun as a radio advertising campaign, the Jersey Fresh program has used billboards, television and print ads, and point-of-purchase materials to remind consumers about the availability of locally grown products. The Jersey Fresh message has reached nearly every state in the nation and in countries abroad, with special emphasis on consumers along the Eastern Seaboard from Richmond, Va., to Montreal, Quebec.

***Portland Buy Local***

The highly successful “Portland Buy Local” campaign in Portland, Maine is a consortium of over 250 businesses whose mission is to support locally-owned, independent businesses, maintain community character, provide opportunities for entrepreneurs, build economic strength, and prevent the displacement of community-based businesses by chains.

The campaign focuses on:

- informing citizens of the values provided by community-based businesses and their importance to the local economy;
- group branding, promotion and advertising to elevate the profile of community-based businesses; and
- creating strong relationships with local government and the media to inform local decision-making and give a voice to the locally-owned independent business community.

## LINKAGES TO OTHER INITIATIVES

- Long Island Farm Bureau “Grown on Long Island”
- ShareLI.com
- New York First: [www.nyfirst.ny.gov](http://www.nyfirst.ny.gov)
- Nassau County’s “Island Next Door” promotions
- Jersey Fresh
- Portland Buy Local, Portland, ME
- Yankee Foliage – tourism promotion for New England region

## E-9 Build the healthcare, life sciences, green energy, brownfields remediation and homeland security industries as growing employment sources

*Federal, state and local policy makers should look for ways to boost the healthcare, life sciences, green energy, brownfields remediation, and homeland security industries as economic forces, even as they seek to contain costs. Home to renowned institutions and organizations, Long Island is well-poised to develop robust employment sectors in these growing industries.*

### CONTEXT

Long Island leaders recognize the importance of the growing healthcare, life sciences, green energy and homeland security markets as potential Long Island job growth sectors. At present, healthcare-related industries comprise 10% of the Island's total workforce. North Shore-LIJ Health Systems, the region's largest private employer, Nassau University Medical Center, its largest "safety net" hospital, and Stony Brook University Medical Center, the region's leading state-run facility, along with various other providers, institutions and laboratories constitute major employment sources. As Long Islanders grow older and more ethnically diverse, caregivers require better training in more specialized areas.

Given area energy demand and the Island's proximity to New York City, major airports, and highways, the green energy, brownfields remediation, and homeland security sectors also represent potentially strong employment sources. Many reports indicate that both are projected to grow for years; homeland security jobs alone have grown from 70,000 jobs in 2000 to 180,000 jobs in 2009 representing 157% growth<sup>1</sup>. Furthermore, both sectors provide opportunities for a wide variety of trades, including civil, electrical, and environmental engineers, designers, computer-aided drafters, law enforcement officials, and security guards.

### PROPOSED ACTIONS

**9.1 Near-term:** State and federal lawmakers must ensure that the Stony Brook and Hofstra North Shore-LIJ Schools of Medicine have the resources needed to train high-level health care professionals who will remain on Long Island and focus on its specific problems and to become centers of research, along with Cold Spring Harbor Laboratory and the North Shore-LIJ Feinstein Institute, that can solve the region's problems.

**9.2 Near-term:** Leverage the Advanced Energy Research and Technology Center's (AERTC) Advanced Energy Conference to discuss strategies for the incubation of the green energy sector on Long Island.

**9.3 Near-term:** Work with state and local government to facilitate remediation of brownfields in downtowns and transit-supported communities.

**9.4 Mid-term:** Work with Brookhaven National Laboratory's Energy Sciences & Technology (EST) Department to address ways to make Long Island a leader in renewable energy and energy and infrastructure security.

**9.5 Mid-term:** Work with local schools, colleges and universities to promote STEM (science, technology, engineering, math) professions.

**9.6 Mid-term:** As part of a broader initiative, education officials should redesign high school, BOCES, and college and university curricula, including better use of Grade 12, to offer basic training to students in the healthcare, life sciences, green energy, brownfields remediation, and homeland security industries.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Major health care organizations and educational institutions</li> <li>Unions</li> <li>State and federal lawmakers</li> <li>State and local school authorities</li> <li>Long Island colleges and universities</li> <li>MTA</li> <li>Long Island business organizations (LIFT, LIA, LISTNET, etc.)</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>State Regents and local districts</li> <li>State health department</li> <li>Federal and State law enforcement agencies</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Bringing together stakeholders</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Funding various training and development programs</li> <li>Additional public transportation costs</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Forging cooperation between labor and management</li> <li>Adding housing and transportation options</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Molloy College nursing PhD program
- BOCES allied health training programs
- Morrelly Homeland Security Center
- Long Island University's Homeland Security Management Institute
- Community college and SUNY workforce development programs
- NYIT Green Energy Program

## CASE STUDY

### *California “Allied Health” Workforce Initiative – Health care as an employment source*

Even in the midst of fiscal crisis the State of California has created a unique public-private partnership aimed at reducing critical health care worker shortages. The California partnership, announced in 2009, is being led by the State Labor and Workforce Development Agency, the state public university system, the California Hospital Association and its member teaching hospitals. The initiative kicked off in Fall 2009 in large community colleges, and is focused on generating funding and innovation for training in the “allied health” workforce, which includes lab technicians, dental hygienists, physical assistants and others. The \$32 million partnership is receiving half its funding from Federal Stimulus and grant programs, and the other half from matching funds or in-kind contributions.

The partnership has the explicit goal of training professionals in the medical fields in which the State has identified forthcoming shortages, and has the added advantage of a diversity of funding streams to ensure commitment and stability. The initiative will train 5,000 students over three years in the State’s community colleges and technical schools.

This collaboration could easily be replicated on a large regional scale such as in Long Island. The Island already is home to the higher education institutions necessary to train allied health workers, or any other subset of the medical field projected to be in shortage in the next 5-10 years. As in California, a diverse mix of State and Federal public funding sources, including Federal Stimulus grants, could supplement modest, private, in-kind contributions and local government support. This model could also be used to create a unique new training or educational entity as described in this initiative.

## ROLE FOR LIRPC

- Convener, promoter, educator



# ENVIRONMENT & INFRASTRUCTURE

**CONTEXT** Infrastructure provides the ultimate foundation for economic development and prosperity. Cities across the world – including London, Vancouver, New York, Denver, and Portland, Oregon – have demonstrated that rebuilding and reorienting infrastructure toward sustainable systems can be a catalyst for positive change and sustained economic growth. In these cities, infrastructure has been the foundation of new standards for livable communities. During the last century, Long Island served as the model for the ideals and benefits of the suburban lifestyle. Today, however, rethinking infrastructure and society is necessary to position Long Island at the forefront of the 21<sup>st</sup> century economy. Through LI 2035, it has the opportunity to again serve as an example to the work of a new era of sustainable living, characterized by a high quality of life, protection of our natural resources and supported by sustainable infrastructure.

Long Island enjoys a well-connected roadway and highway system, some of the highest quality drinking water in the world, over 400 miles of shoreline, and a commuter rail service that provides good access to New York City. While providing a solid foundation, much of the infrastructure serving the needs of Long Island communities has become outdated and is in need of repair. Decaying infrastructure serves as a barrier to progress. Of particular concern is disproportionately high resource consumption, carbon-intensive energy sources, and waste generation rates that are some of the highest in the nation. Chronic traffic congestion is constant – the result of limited access to mass transit, low-density development and inadequate connections off Long Island and public infrastructure. These challenges, while daunting, provide a unique opportunity for a positive change in direction.

Investing in infrastructure upgrades and expansions as well as recalibrating resource use and reuse can provide Long Island the opportunity to lead regions across the country in a new paradigm for sustainable suburban communities. Long Island can become a leader for other regions by increasing coordination between agencies and building on its strengths, including tremendous natural resources, the LIRR services into New York City and initiatives such as the waste-to-energy programs.

### ASSETS

- **Abundant and inexpensive water supply** from the aquifer
- **Reliable power** generation and distribution
- Dominant single family housing supply and significant commercial development provide greater **opportunity to engage in energy retrofits** and decentralized renewable energy programs
- **Long Island Railroad** provides frequent commuter service to NYC
- **Long Island’s highway and arterial grid**, while congested at times, provides quality access to all points of the Island
- **Beaches, marine resources, parks and open space**

### CHALLENGES

- **Water:** Potential threats of aquifer contamination and over-pumping
- **Sewer:** Lack of strategic planning and investment. Inadequate sewer provision in Suffolk County
- **Energy:** Very high rates, and limited access to wider supply including renewables and natural gas
- **Waste:** Above average waste generation, high cost and impact of hauling waste off-Island, and low recycling rates
- **Global warming:** Increasing pressure to reduce reliance on carbon and vulnerability to sea level rise
- **Transportation:** Lack of viable alternatives to the automobile, single-purpose LIRR, congested roadways, lack of financing for transportation and transit projects, limited connections between Long Island and the rest of the region
- **Freight:** Lack of freight capacity on rail and roads





**VISION** The Environment & Infrastructure plan emphasizes initiatives which:

- **Protect Long Island’s aquifer**
- **Reposition transit** for intra-Island travel & NYC commuter service
- **Accommodate new growth sustainably through pedestrian and transit-supported development** which can reinforce the role of transit and lead the way to walkable and bicycle-friendly neighborhoods
- **Consolidate infrastructure providers** in waste and water
- Seek opportunities to **diversify the energy supply** & establish programs for renewable energy supply
- Provide increasing emphasis on **conservation of resources**
- **Secure significant financing for major improvements** that enhance Long Island’s connections to the greater region’s transportation infrastructure.

**LINKAGES TO OTHER INITIATIVES** Improving infrastructure on Long Island both supports and requires other initiatives set forth in this report.

- Market Long Island’s assets nationally
- Streamline governmental permitting
- Transit-supported development and job centers
- Build consensus for regional economic strategy

OUR PLAN FOR ENVIRONMENT & INFRASTRUCTURE

**Sustainable Transportation**

- T-1 Create alternative, local, dedicated funding sources for Long Island transportation and environmental infrastructure
- T-2 Create vibrant, transit-supported communities
- T-3 Establish transit-served job centers
- T-4 Implement a meaningful suburban transit system
- T-5 Create a dedicated funding source for mobility improvements in transit-supported developments and downtowns
- T-6 Pursue the viability of establishing Long Island as a federally-designated Metropolitan Planning Organization (MPO)
- T-7 Improve and create new regional connectivity to include off-Island connections and network expansion
- T-8 Conduct a feasibility study for a deepwater port on Long Island Sound in eastern Suffolk County
- T-9 Take action to manage congestion and make transit competitive
- T-10 Expand active transportation options

**Environment & Infrastructure**

- I-1 Implement a plan to protect Long Island’s natural water resources to include the creation of a Long Island Water Resources Management Board
- I-2 Develop a regional energy strategy and energy conservation programs to realize an affordable, reliable and diverse low-carbon energy supply
- I-3 Create a Long Island-wide “zero waste plan” as part of a regional strategy
- I-4 Protect the Island’s beaches and marine resources
- I-5 Develop a climate change resilience plan to anticipate sea level rise
- I-6 Coordinate an emergency preparedness plan across Long Island

**Land Use**

- L-1 Establish development guidelines that serve to preserve open spaces and protect the natural environment
- L-2 Complement town and village land use regulations with overlay guidelines
- L-3 Protect farmland and ensure local food access
- L-4 Protect neighborhood character and provide for location-compatible and appropriate new development

# T-1 Create alternative, local, dedicated funding sources for Long Island transportation and environmental infrastructure

*By creating dedicated local funding sources for Long Island, Nassau and Suffolk Counties, along with local municipalities, can work together to construct and maintain needed transportation and environmental systems and leveraging state and federal funding opportunities.*

## CONTEXT

Infrastructure and transportation projects across the country rely heavily on state and federal funding. A previous transportation strategy laid out a plan to direct our MPO to authorize more funding toward these projects. Creating an independent, locally controlled and voter-approved revenue stream (via a local infrastructure bank, user fees, impact fees, sales taxes, or other mutually agreed-upon sources) can direct needed revenues to critical infrastructure. By creating local revenues streams, Long Island policy makers can channel local funds to high priority projects and, at the same time, use local dollars to leverage state and federal funds. Should local funding options become available, the revenues are typically administered by a local transportation authority that consists of a policy board (consisting of elected officials and appropriate stakeholders) and a small staff to oversee fund administration and regulatory compliance. Nassau and Suffolk Counties could benefit by working together to form a self-help coalition to investigate and, if desired, advance a series of local self-help initiatives to fund transportation infrastructure projects. Such projects would be doubly beneficial by improving regional mobility and acting as catalysts for economic development.

## PROPOSED ACTIONS

**1.1 Near-term:** Bring representatives from the counties and municipalities together to discuss possibilities for establishing local funding sources through creating local revenue streams, through various alternatives including user fees on consumed resources such as gasoline/diesel, natural gas, water, etc.

**1.2 Near-term:** Pursue the feasibility of utilizing public pension funds, public-private partnerships and privatization to facilitate the construction and improvement of major public infrastructure projects.

**1.3 Mid-term:** Create the Long Island Regional Infrastructure Bank. The primary purpose will be to promote regionally-significant projects by assisting in financing the public infrastructure required. Recognizing that the cost of the necessary water, sewer, roads, rail, power and other public amenities may be significant for major economic development projects, the Bank would provide a vehicle to spread those costs over surrounding localities, which are likely to benefit from the project. Moreover the Bank can be an important tool for promoting economic development on the Island as well as a platform for inter-municipal cooperation in project approvals.

**1.4 Mid-term:** Create the Long Island Self-Help Coalition. Made up of representatives from the two counties and, if appropriate, municipalities, this coalition will campaign for funding measures identified earlier. These campaigns will promote the measures to the public in order to increase awareness.

**1.5 Mid-term:** Implement identified system to provide a dedicated funding source for necessary infrastructure construction.

**1.6 Mid-term:** Place identified revenue and bond measures on the ballots for local residents to vote on during upcoming elections.

**1.7 Long-term:** Seek bond money for approved projects using approved revenue streams as backing.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Nassau &amp; Suffolk Counties</li> <li>• Major municipalities</li> <li>• LIRPC</li> <li>• NYMTC</li> <li>• Created coalition</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• Nassau and Suffolk Counties</li> <li>• New York State</li> <li>• Taxpayers</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Getting both counties and major municipalities on the same page</li> <li>• Creating “self-help” coalition</li> <li>• Getting the word out to the public on proposed initiatives</li> <li>• Getting initiatives passed</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Creating a “self-help” coalition</li> <li>• Costs to staff this coalition</li> <li>• Campaign/advertising costs for proposed initiatives</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Potential disagreement between counties on viable initiatives</li> <li>• Taxes are unpopular &amp; New Yorkers are already extremely taxed</li> <li>• Maintaining course through lost initiatives</li> <li>• Keeping secured money in the hands of infrastructure and transportation projects</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- New York State Co-Funding Initiative

## CASE STUDY

### *California Self-Help Counties Coalition (SHCC)*

The Coalition is a nonprofit group that represents the voters of nineteen counties in southern California. Self-help counties in California have raised billions of dollars in revenue to augment state and federal funding for the design, construction and operation of transportation infrastructure projects. These counties are able to successfully obtain voter approval of taxes and fees even in hard economic times.

Current California law requires counties to enact such programs if two-thirds of the voters in the county vote in favor of the program. A recent study by Dr. William G. Hamm states that the counties that have approved the self-help program enjoy two sets of advantages: (1) they have more money to fund transportation projects; (2) they have more control over how their transportation projects are designed and delivered and are less dependent on the California Department of Transportation.

In 2008, Los Angeles County was able to pass Measure R which created a \$40 billion transportation improvement program. The Los Angeles County Metropolitan Transportation Authority (LACMTA) used this money to develop the LA 30/10 Initiative. 30/10's goal is to construct 30 years' worth of transit projects in just 10 years. Long-term revenue from Measure R will be used as collateral for long-term bonds and a federal loan which will allow LACMTA to build 12 key mass transit projects in 10 years. Accelerating construction of these projects will result in substantial cost savings. Furthermore, since transportation projects act as catalysts for economic development, the 30/10 Initiative will produce hundreds of thousands of jobs and reduce traffic congestion and emissions. The 30/10 Initiative is an unprecedented step forward for LA County and a national model of progress.

## ROLE FOR LIRPC

- Bring state, county and municipal officials together to discuss the creation of a coalition and potential initiatives to pursue funding alternatives for infrastructure expansions and enhancements

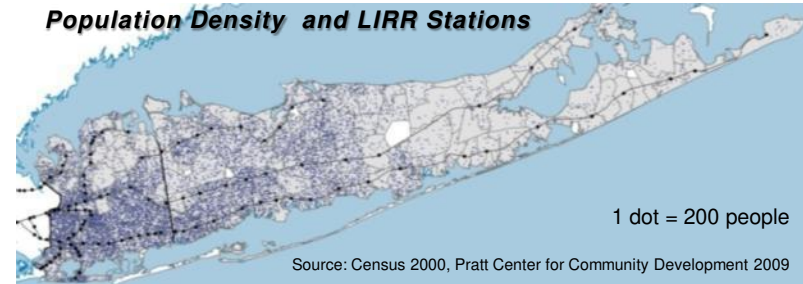
## T-2 Create vibrant, transit-supported communities

*Create vibrant, transit-supported communities that unlock the development potential around transit stations and in traditional downtowns to develop walkable and safe communities that can accommodate growth on Long Island while protecting the Island's natural resources and existing single family home communities.*

### CONTEXT

Among young and aging populations, demand is growing for compact, pedestrian-friendly communities that are close to transit. Transit-supported communities (TSCs) are beneficial because they:

- create vibrant, walkable communities;
- attract young workers;
- produce fewer school-age children per unit;
- generate greater incremental revenues when compared to single-family development;
- encourage transit use; and
- decrease traffic congestion.



In addition to meeting consumer demand, transit-supported communities allow for compact growth in and around rail station areas, creating more development within a short walk of transit and more clusters of development along transit corridors. This form of growth allows more people to live on Long Island without adding to the burden of Long Island roadways. It also adds to the mix of housing on the Island, creating more choice and more availability of housing stock across pricing categories and housing types. With the clustering of worksites at station areas as well, it can be easier to live and work in transit corridors and use the LIRR to travel from home to work. This growth strategy will also boost LIRR ridership by creating reverse commute markets and establishing more consistent, all-day, bi-directional use of the railroad. Currently, however, only 19% of Nassau's population and 6% of Suffolk's population are located within a half-mile (10-minute walk) of a transit station.

### PROPOSED ACTIONS

**2.1 Near-term:** Create a "Vibrant Communities" development toolkit, to include: (1) guidelines for compact, walkable, mixed-use, transit-supported development; (2) model regulations for infill redevelopment as well as site- and area-specific designs that reflect local context and preference; (3) an evaluation of the real municipal budgetary implications of multi-unit and transit-supported development; and (4) methods to coordinate infrastructure investment.

**2.2 Near-term:** Work with Long Island Communities and LI Index to identify priority areas. Once the highest priority areas are identified, work closely with local jurisdictions to implement the Vibrant Communities toolkit and prioritize necessary infrastructure investments to these areas.

**2.3 Mid-term:** Develop Vibrant Communities incentive zoning and zoning changes. Work with local communities to develop zoning that supports transit-supported and/or compact, mixed-use development and apply zoning approach in priority areas.

**2.4 Mid-term:** Incorporate equity strategies into plans for Vibrant Communities and transit-supported or downtown revitalization. Include strategies to preserve the affordability of the existing housing stock, upgrade deteriorated units, and include affordable units in new developments.

**2.5 Mid-term:** Support the creation of a funding and planning mechanism for structured parking around LIRR train stations. Structured parking frees land for development and provides opportunities for transit-supported infill development and the creation of more livable communities.

## IMPLEMENTATION

## ENVIRONMENT & INFRASTRUCTURE

### CASE STUDY

#### Rosslyn/Ballston Metro Corridor – Arlington, VA

Metro opened the Orange Line serving the Rosslyn-Ballston Corridor in 1979 with five below-grade stations. Before Metro, the corridor was comprised of (1) low-density retail that was losing business to new malls in Fairfax County; (2) declining population as families moved to suburbs; and (3) disinvestment in residential neighborhoods. Arlington County saw the Metro investment as a basis for the intensive redevelopment of an underutilized commercial spine.

When Metro was being planned, Arlington County established the following development goals: (1) achieve a 50/50 tax base mix of residential and commercial development; (2) preserve existing single-family and garden apartment residential areas; (3) encourage mixed-use development; and (4) concentrate development around Metro stations.

The sector plans set goals for types of use, open space, infrastructure and design. Each plan concentrated high-density development within the Metro subway corridors, focused growth within a walkable radius of the stations, and preserved established neighborhoods and natural areas. Arlington's urban villages emphasize pedestrian access and safety, and incorporate public art, "pocket" parks, wide sidewalks, bike lanes, street trees, traffic calming elements, and street-level retail.

Sub-area sector plans were developed to focus about ¼-mile around each station. They used special exception site plans as the approval mechanism. Included in the plans were the overall vision for each sub-area, desired public improvements, retail locations, urban design standards, public infrastructure needs, and open space and streetscape standards.

Today, the corridor has over 18.3 million square feet of office space, 3.4 million square feet of retail/commercial space, over 3,000 hotel rooms, and 22,500 residential units. If developed following a typical suburban model, this could consume over 14 square miles of open space as opposed to the two square mile Rosslyn-Ballston corridor. Metro ridership doubled in the corridor between 1991 and 2002, and the corridor contains 8% of the county's land area and generates 33% of its property tax revenue.

### ROLE FOR LIRPC

- Work with the Towns of Babylon and Brookhaven and other towns that are studying transit-supported communities to create an Island-wide guide to transit-supported development and make a strong case for NYMTC funding
- Build upon LIRPC efforts to promote economic development and government efficiency with tax increment financing (TIF) reform legislation

	Create Vibrant Communities toolkit	Encourage creation of Vibrant Communities through incentive zoning and zoning changes
<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• County Planning Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Town planning departments</li> <li>• County planning departments</li> <li>• State government</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• No official approvals required</li> </ul>	<ul style="list-style-type: none"> <li>• Town /City resolution or legislation required for incentive zoning</li> <li>• Town/City Planning approvals needed for individual projects</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to convene Vibrant Communities task force and hire consultant to lead toolkit creation, if necessary</li> <li>• County Planning Departments to undertake studies of redevelopment opportunities under various Vibrant Communities criteria, if not currently completed</li> <li>• Convene working group to achieve consensus on Vibrant Communities criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct financial analysis to determine incentive zoning levels necessary to incentivize inclusion of public benefits, and appropriate levels of fees-in-lieu</li> <li>• Option: encourage creation of foundation-supported fund to provide planning challenge grants to Cities/Towns for TSC planning.</li> <li>• Enact Town/City resolution for incentive zoning policy</li> <li>• Track progress and document successes</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Minimal; limited primarily to resources to hire consultant or research institute</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal; financial costs limited to staff time for financial analysis and policy formation</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Bi-County funding</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Requires bi-County coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Requires action by 17 Towns and Cities for full impact</li> <li>• Presence of brownfields in some downtown areas</li> </ul>

### LINKAGES TO OTHER INITIATIVES

- Brownfields Smart Growth "Spotlight Communities" Initiative: Wyandanch Rising
- Mineola Community Planning Committee (Mineola Comprehensive Master Plan and Development Incentive Overlay District)

## T-3 Establish transit-served job centers

*Locate new jobs in job centers that use land and infrastructure efficiently, and offer easier commutes for the workforce while offering the potential for place-making and branding.*

### CONTEXT

Long Island’s primary employment centers are highway-focused, favoring automobile commutes and resulting in low-density development that is difficult to reach by other forms of transportation. Projected employment growth demands new and expanded job locations, preferably in walkable communities in close proximity to transit or around existing job centers where “nodes” or “concentrators” can be created to attract and support more sustainable modes of transportation such as walking, biking, bus rapid transit (BRT) or rail transit. While not all businesses are optimally sited in centers, those that are gain advantage from being in close proximity to suppliers, support services, and allied businesses and will see multiple benefits from commercial density.

Traffic makes workers and employers more open to transit use than ever before. Attracting riders to transit and carpools requires alternate modes that compare favorably to driving alone. Safe, clean and accessible rail and bus networks – some of the most costly commuter transit systems available – are already in place. The challenge, then, is to coordinate and strategically allow growth in close proximity to these systems and in areas where mixed-use, walkable development patterns allow a “park once” experience whereby people can walk or use other modes for trips after parking at work. The creation of true employment centers with transit access and a pleasant working environment will only enhance quality of life on Long Island.

### PROPOSED ACTIONS

**3.1 Near-term:** Create a Vibrant Communities development toolkit (see Strategy T-2). This will provide guidelines and model regulations for infill redevelopment. The toolkit may include zoning and design guidance for a variety of job centers with: (1) mix housing, retail, services, jobs and transit service; and (2) those with stand-alone employment uses less suited to mixed-use development.

**3.2 Near-term:** Create sustainable mobility strategies for existing and new job centers and corridors. Investigate techniques that promote employment density, the evolution of vehicle technology and alternative right of way use. These strategies should also address bridging the gap between existing transit and centers for places like the Nassau Hub, Riverhead Tanger Outlets and building transit connectivity on job corridors like Route 110 and Northern Boulevard.

**3.3 Mid-term:** Direct incentives and strategic investments to designated job centers. Prioritize funding for infrastructure expansion or modernization to designated job centers.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• Long Island Association</li> <li>• Long Island Development Corporation</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• NY State DOT</li> <li>• County/local transportation/planning departments</li> <li>• Business associations/departments</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Create development toolkit</li> <li>• Create sustainable mobility strategies</li> <li>• Direct incentive and strategic investment to job centers</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Medium - attract businesses, improve transit infrastructure, build job centers</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Federal/state funding for transit improvements</li> <li>• Tax incentives/state grants for business attraction &amp; job center creation</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Attracting businesses and workforce to Long Island</li> <li>• Collaboration between businesses, the community, and transportation agencies</li> </ul>

## ROLE FOR LIRPC

- Partner with local municipalities to help them craft tax incentives which allow for the creation of transit-served job centers
- Work with the Towns of Babylon and Huntington on the Route 110 BRT Study to assess how new transit service can assist in the creation and enhancement of employment centers
- Collaborate with economic and business development organizations

## CASE STUDY

### *Tysons Corner in Fairfax County, Virginia*

Located halfway between Washington DC and Dulles International Airport, Tysons Corner serves as the central business district of Fairfax County, Virginia. With approximately 27 million square feet of office space, Tysons Corner is the 12th largest business district in the country by square footage. Historically, the ratio of employees to residents has been unbalanced and congestion high due to the area's auto-oriented design. In 2008, Fairfax County officials took a proactive step to shape the future of Tysons, unanimously voting to approve a 40-year plan to create transit-oriented development around four previously proposed stations of the Washington Metro's Silver Line.

This plan results from the Board of Supervisors' decision to update a 1994 plan in which the transit stations were proposed. The Board's objectives were to promote mixed use, better facilitate transit-oriented development, enhance pedestrian connections, enhance worksite access to transit, increase transit utilization among area workers, increase the residential component of the density mix, improve the functionality of Tysons, and provide for amenities such as parks and public spaces. According to the plan, by the year 2050, Tysons Corner will be an urban center with 200,000 jobs and 100,000 residents. Additionally, 75% of development will be within a walkable half mile of the new Metro stations, which are supported by community shuttles, feeder bus service, and extensive pedestrian and bicycle networks. One of the key elements of the plan's framework is to enhance Tysons as major employment center of the County and economic engine of the region. The plan is beginning to become reality as the construction of the Silver Line began in February of 2010.

## LINKAGES TO OTHER INITIATIVES

- Mineola Community Planning Committee (Mineola Comprehensive Master Plan and Development Incentive Overlay District)
- Route 110 BRT Corridor



## T-4 Implement a meaningful suburban transit system

*Offer a meaningful alternative to the automobile by creating a transit system that effectively serves existing and new centers and expands the availability of sustainable transportation modes.*

### CONTEXT

Long Island's transit service is predominantly focused on providing access to New York City. The public transit system was originally developed around the commuter railroad, and the bus system subsequently developed to support the LIRR, bringing commuters to rail stations and expanding to serve other key destinations. If growth occurs across the LIRR corridors, LIRR coupled with a network of bus services could provide meaningful options for residents and workers traveling from center to center across the region. Increasing LIRR's level-of-service aligns well with previously defined Economy strategies. Linkages to BRT create opportunities for expanded transit service on key north-south corridors. Promoting transit-supported development and high-density job centers encourages reverse commuting and increases in the walk, bike, and transit mode shares while also creating an urban fabric easily served by public transit.

### PROPOSED ACTIONS

**4.1 Near-term:** Advocate for LIRR third track on the Main Line, second track from Farmingdale to Ronkonkoma and sustained funding for a regional bus system

**4.2 Near-term:** Convene a Long Island Mobility Summit. Identify areas of opportunity for transit network expansion, north/south and east/west corridors with potential for BRT, supporting policies and responsibility for implementation.

**4.3 Near-term:** Take an integrated approach to transportation on Long Island. Jointly develop a ridership-based transit policy between MTA and Suffolk County Transit that provides a framework for the efficient and effective expenditure of transit funds and a framework for realizing the highest return on investment. Also, investigate the creation of a new Long Island-dedicated transit agency.

**4.4 Near-term:** Change the service plan of LIRR to respond to changing travel needs. The MTA should investigate the financial and operational feasibility of expanding service for key off-peak periods including reverse peak and midday service for major employment and shopping destinations on Long Island. Service improvements should be phased with development program.

**4.5 Mid-term:** Create a network management program on select corridors on Long Island. Network management programs allow for orchestrated street improvements that would normally occur separately, such as utility upgrades or transit installations, to occur simultaneously. This reduces costs, construction times and impacts on Long Island's residents and businesses.

**4.6 Mid-term:** Identify and prioritize a list of potential north-south and east-west corridors as candidates for BRT or enhanced bus service. Those of highest priority start as pilot projects, focusing on: (1) traffic impacts; (2) demographic and population analysis; (3) identification of present and future business and retail hubs; (4) financial feasibility. Should align with development program

**4.7 Long-term:** Increase capacity on LIRR's Main Line. Additional track between various locations can increase the level of service and capacity. This would also facilitate transit commuting to Long Island job centers and encourage suburb to suburb commuting.

**4.8 Long-term:** Reopen the LIRR Central Branch which could serve significant office buildings in Garden City and environs.



## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Suffolk County Bus</li> <li>• Long Island Railroad</li> <li>• MTA – Long Island Bus</li> <li>• County planning/transportation departments</li> <li>• LIRPC</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• NYMTC</li> <li>• Local, county transportation departments</li> <li>• NY State DOT</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to hold Long Island Mobility Summit</li> <li>• Changes to LIRR service/infrastructure</li> <li>• BRT framework &amp; pilot program</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Significant capital costs</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• State/local budgets for transportation improvements</li> <li>• Federal funding through NYMTC</li> <li>• MTA capitol improvement budget</li> <li>• LIRR operating budget</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Coordination of MTA and county and town agencies</li> <li>• Public adoption of bus as a transportation mode</li> <li>• Federal/state funding approval</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- LIRR Main Line 3<sup>rd</sup> Track Project
- LIRR 2<sup>nd</sup> Track between Farmingdale and Ronkonkoma stations
- LIRR East Side Access to Grand Central Terminal
- Route 110 BRT Study
- Access to the Region's Core (ARC)
- Long Island Accessibility Study, NYMTC

## CASE STUDY

### *Transit City, Toronto, Ontario*

A collaborative effort between the City of Toronto and the Toronto Transit Commission (TTC), Transit City is an initiative to expand public transportation to better serve the greater Toronto region and bring transit to areas that currently lack a high quality public transit system. The initiative was also undertaken to provide better transit service in communities identified through a program called "Places to Grow" which pinpoints priority growth areas in the region and supports pedestrian-, bicycle-, and transit-friendly policies. The overall strategy is to protect areas that are currently characterized as single family while staunching the continued urban sprawl to outlying areas. Together, the complementary initiatives will bring more frequent, reliable and high quality transit services to existing communities under growing change or new communities being developed.

The initiative was announced in 2007 and builds upon the City's emphasis on transit, bicycle, and pedestrian infrastructure as part of an overall sustainable development approach. One LRT line is already in operation and two others are under construction. At the same time, development is unfolding in priority areas and other areas are being planned to grow in a more sustainable manner. Transit City calls for the construction of eight new Light Rail Transit (LRT) lines that will serve communities that do not currently have access to rapid public transit. Connections will be expanded to existing subway, bus, and LRT routes. Transit vehicles will operate in dedicated lanes that are separated from traffic, resulting in a fast, safe, and reliable alternative to the automobile.

### ROLE FOR LIRPC

- Collaborate with local municipalities and transit agencies to improve transit-service for all Long Islanders
- Partner with the existing Route 110 BRT Study team to develop a set of best practices guidelines for application on future Long Island corridors

## T-5 Create a dedicated funding source for mobility improvements in transit-supported developments and downtowns

*Ensure the availability of Federal and State funding for major infrastructure improvements and work to develop a framework to attract funds that spur design and construction of new systems.*

### CONTEXT

The Metropolitan Planning Organization (MPO) for the New York Region, the New York Metropolitan Transportation Council (NYMTC), has the ability to shape policies that guide the funding for transportation projects. The environment for receiving federal funds is becoming more competitive as more sophisticated cases are made by regional agencies to justify allocation for major projects. Through the Regional Transportation Plan, the MPO can explore the establishment of a sustainable mobility fund and dedicate a funding source to projects in vibrant downtowns or those that sustain transit operations and expansion. It is important to create a vision for Long Island that is supported by focused transportation infrastructure improvements, and to seek federal money to support those investments. Encourage the MPO to prioritize funds towards pedestrian, bicycle, and transit improvements in Long Island, particularly those improvements in transit-supported developments or downtown areas that would promote walkable, vibrant communities.

### PROPOSED ACTIONS

**5.1 Near-term:** Work with the MPO to develop a funding framework that can be adhered to in the future, following the Regional Transportation Plan that is in place. Once strategies have been put in place to develop regional participation and transit-supported development, Long Island will have the tools necessary to present an educated and informed case to the federal government on why their dollars will be put to good use in the region.

**5.2 Near-term:** Encourage the MPO and other local entities to pursue federal stimulus money for Long Island. This short-term financing could be used for station upgrades, bus network improvements, and planning studies for larger projects.

**5.3 Near-term:** Work with the MPO to secure a portion of the \$100 million in grants available from other Federal agencies. The FTA, EPA and HUD have funding available for use by communities that are committed to creating sustainable and intelligent infrastructure.

**5.4 Near-term:** Study the feasibility of forming a Long Island MPO (see Strategy T-6).

**5.5 Long-term:** Prioritize transportation funding toward growth areas around Long Island that are focused on transit-supported development and robust transit networks.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• MPO</li> <li>• County planning departments</li> <li>• LIRPC</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• Local, county transportation departments</li> <li>• NY State DOT</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Develop framework for county/MPO coordination</li> <li>• Prioritize projects across counties/agencies</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Not Applicable</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• MPO distribution of federal transit dollars</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Establishing relationship between counties and MPO</li> <li>• Overcoming current emphasis on highway projects for federal funding</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP), NYMTC
- Long Island Accessibility Study, NYMTC

## CASE STUDY

### *Metropolitan Transportation Commission, San Francisco, CA*

The Metropolitan Transportation Commission (MTC) in San Francisco, CA, has established capital planning grants for a variety of transportation and transit-supported infrastructure. The \$27 million per year Transportation for Livable Communities (TLC) Program provides capital grants to small-scale transportation projects that promote walking, bicycling and public transit use. The Housing Incentive Program (HIP), which was added in 2000, promotes compact housing in the vicinity of public transit hubs. MTC recognizes the impacts that improved pedestrian environments and access to transit, supported through TLC projects, can benefit economic development in the region. The TLC is funded through the federal Congestion Management and Air Quality Improvement and the federal Transportation Enhancement Act. Funding for transit expansion projects is provided through the State Transportation Improvement Program (STIP).

## ROLE FOR LIRPC

- Partner with local municipalities to prepare a unified set of priorities for funding regional transit projects

## T-6 Pursue the viability of establishing Long Island as a federally-designated Metropolitan Planning Organization (MPO)

*As this report makes clear, Long Island needs to improve its transportation infrastructure. The creation of a dedicated, locally-hosted Metropolitan Planning Organization for Nassau and Suffolk Counties would help Long Island's decision makers focus on this need and better position Long Island for a fair share of federal transportation dollars in the future.*

### CONTEXT

Since the 1970s, federal transportation legislation has mandated that all urbanized areas with a population over 50,000 must have a designated Metropolitan Planning Organization (MPO) in order to qualify for federal transportation funding. Currently, Nassau and Suffolk Counties fall within the jurisdiction of the New York Metropolitan Transportation Council (NYMTC), the MPO for the greater New York City metropolitan area which encompasses New York's five boroughs and Putnam, Westchester, and Rockland Counties in the lower Hudson Valley. Together with Long Island, this is a region of 2,440 square miles and a population of 12.6 million, or approximately 65% of New York State's population. In a region of this size, transportation projects critical to Long Island's growth and development compete with other major projects under NYMTC authority. And as indicated in Strategy T-5, the process for receiving federal funds has become increasingly competitive and sophisticated. Therefore, a locally-hosted Long Island MPO would be better poised to advance a more sustainable vision for Long Island by shaping transportation policy and guiding infrastructure funding. Given Long Island's population of nearly 3 million (2009 U.S. Census), a local MPO would represent one of the largest in the country. Only 11% of all MPOs in the United States represent populations over 1 million.

An MPO is designated by an agreement among the Governor, cities, and local governments representing at least 75% of the affected population. Federal guidelines do not include explicit requirements for setting jurisdictional boundaries; the MPO and the Governor approve the boundary.

### PROPOSED ACTIONS

**6.1 Near-term:** Further investigate all necessary first steps in creating a new MPO and research all MPO responsibilities. Reach out to other MPOs in New York for advice. Send letters of intent to the Governor, the NYSDOT, county and local officials, and NYMTC.

**6.2 Near-term:** Convene a meeting with the LIRPC, the NYSDOT, and county and local officials to discuss intent and need. Separation from an existing MPO would involve redesignation of the existing MPO (NYMTC). A request for redesignation requires formal agreement between the Governor and representatives of local jurisdictions that together comprise at least 75 percent of the population of the MPO. In New York State, the DOT acts on the behalf of the Governor for matters relating to MPOs.

**6.3 Near-term:** Develop a proposal for board membership structure, a necessary step in gaining MPO approval from the DOT and representatives of local jurisdictions.

**6.4 Mid-term:** To further build consensus for a locally-hosted MPO, draft a plan outlining need and necessary steps and compile a formal package of documentation to support designation of the MPO. Distribute to the DOT and county and local officials.

**6.5 Mid-term:** Gain approval, establish the MPO, and develop a work plan, tasks and a schedule for the creation of a Long-Range Transportation Plan (LRTP) and a Transportation Improvement Program (TIP). Hire a Director and begin staffing.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• NYSDOT/Governor</li> <li>• County and local governments</li> <li>• NYMTC</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• NYSDOT (representing the Governor)</li> <li>• County and local governments representing at least 75% of the affected population</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• See “Proposed Actions” on previous page</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Federal and State financing</li> <li>• Funding from counties and municipalities looking to conduct planning studies</li> <li>• Federal transit funding</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Communicating need to the NYSDOT/Governor, county and local officials, and NYMTC</li> <li>• Gaining required support from local agencies</li> </ul>

## ROLE FOR LIRPC

- Establish a dialogue among the responsible entities and market the need for Long Island to become an MPO to the public and decision-makers.

## CASE STUDY

### *Ithaca-Tompkins County Transportation Council*

Following the 1990 decennial census, the urbanized population of the Ithaca area in upstate New York surpassed the 50,000-person threshold for designation as an urbanized area. According to federal mandates, a dedicated MPO was needed in order for the region to qualify for federal transportation funding.

In response, county planning officials spent two months researching MPO responsibilities along with different models that existed in New York State. In November of 1991, Tompkins County officials formally expressed the interest of the county and the urbanized area’s municipalities to form an MPO. County officials met with NYSDOT’s Transit Division and Urban Planning Division Staff to discuss the possibility of the county hosting the MPO. The DOT initially recommended that the MPO be hosted by the state rather than the county. In an effort to bolster a locally-hosted model, Tompkins County drafted “A Plan for Establishing the Ithaca MPO” and distributed it to the area’s municipalities and Cornell University in January 1992. The Plan outlined a possible hosting arrangement including the MPO’s use of office space and sources of budget revenue.

In March 1992, the DOT approved the creation of the Ithaca-Tompkins County Transportation Council (ITCTC). The full process of forming the MPO after the initial expression of interest by the county had taken roughly seven months.

## LINKAGES TO OTHER INITIATIVES

- Federal Highway Administration “Metropolitan Planning” website [www.fhwa.dot.gov/planning/metro](http://www.fhwa.dot.gov/planning/metro)
- FHA/FTA Transportation Planning Capacity Building Resources [www.planning.dot.gov](http://www.planning.dot.gov)
- Association of Metropolitan Planning Organizations (AMPO)

## T-7 Improve and create new regional connectivity to include off-Island connections and network expansion

*To relieve congestion throughout the region, provide alternatives to corridors through New York City with new cross Sound connections, cross harbor links, and increase Long Island's transit, road, water and airport capacity and connectivity.*

### CONTEXT

Most Long Island road-based and rail-based vehicles pass through New York City to access mainland New York and other states. This lengthens travel times between important regional employment destinations, increasing the cost of doing business and reducing the accessibility of Long Island as an employment and cultural center. Freight access is similarly restricted, as the only suitable limited access roadway that permits truck traffic is the Long Island Expressway. Moving freight by rail has proven to be more time and cost effective while also having environmental advantages. Suffolk County is New York State's leading agricultural county in the state in product sales. Enhanced off-Island shipping of these and other Long Island products will improve their marketability off-Island. Within the region, Long Island's domestic flight offerings are comparatively limited, resulting in increased traffic to larger New York City airports that provide more service.

### PROPOSED ACTIONS

**7.1 Near-term:** Convene a Long Island Mobility Summit. Work with local stakeholders to prioritize specific congestion issues and develop a shortlist of proposed improvements and congestion solutions.

**7.2 Mid-term:** Investigate the benefits and impacts of the expansion of Long Island MacArthur Airport (ISP) and Republic Airport. The expansion of either airport has the potential for economic and transportation benefits.

**7.3 Long-term:** Continue to investigate the feasibility and benefits of large scale infrastructure improvements, such as the Cross Sound Link. Implement LIRR Mainline capacity (additional track) improvements to complement the East Side Access project (under construction), facilitate reverse commuting and improve freight transportation options. These initiatives can relieve congestion on Long Island and promote economic development in the region.

**7.4 Long-term:** Increase freight access and options. Projects such as the Cross Harbor Freight Tunnel and creation of Rail/Truck Intermodal Terminal(s) would provide an opportunity to link the nation's rail freight system and relieve truck congestion on regional and local roadways.

**7.5 Long-term:** Advance the "freight village" model, a fusion of land use and transportation planning to cluster freight dependent companies around a concentration of shared transportation infrastructure. Freight villages would allow rail or waterborne transportation to reduce truck traffic and the cost and impact of goods movement.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• New York State DOT</li> <li>• New York City DOT</li> <li>• Towns of Islip and Babylon</li> <li>• MTA/LIRR</li> <li>• Port Authority of NY/NJ</li> <li>• Republic Airport</li> <li>• LIRPC</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• FAA</li> <li>• Local, county transportation departments</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to hold Long Island Mobility Summit</li> <li>• Major investment Studies/EIS</li> <li>• Secure funding</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Significant capital costs</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Combination of federal, state, county and local</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Federal/state funding approval process</li> <li>• Local community support and stakeholder buy-in</li> <li>• Costs very high, long-term timeframe</li> <li>• Siting rail/truck terminal(s)</li> </ul>

## ROLE FOR LIRPC

- Convene a meeting with NYCDOT, NYSDOT, NYMTC, MTA/LIRR and local transportation officials to discuss regional congestion and implications for Long Island
- Collaborate with the Port Authority and owners of Islip and Republic Airports to develop an analysis of benefits of possible airport expansion to respond to public opposition.

## CASE STUDY

### *Brisbane North-South Bypass, Australia*

In May 2006, the Brisbane City Council awarded the RiverCity Motorway consortium a 45 year concession for the Brisbane North South Bypass Tunnel (NSBT). The project was demonstrated as necessary because of the region's high population growth with no improvements to connections across Brisbane River since the 1980's. Further, it had been proven that a majority of the northbound and southbound vehicles in Brisbane are actually bypassing the central city area. Currently these vehicles pass through the City, navigating 18 sets of traffic lights and adding significantly to urban congestion. The tunnel will provide a direct link between arterials to the north and south of Brisbane, freeing up space on Brisbane's surface streets and generating time savings for bypass traffic of up to one third of total travel time.

## LINKAGES TO OTHER INITIATIVES

- LIRR East Side Access to Grand Central Terminal
- LIRR Mainline Capacity Improvement
- Development of a Deepwater Port on Long Island Sound
- Cross-Harbor Freight Tunnel
- Long Island Cross-Sound Link
- Access to the Region's Core (ARC)

## T-8 Conduct a feasibility study for a deepwater port on Long Island Sound in eastern Suffolk County

*The creation of a deepwater port could provide Long Island with a cost-efficient, environmentally-friendly means of transporting goods to and from Long Island without traveling through New York City. This could open up new global opportunities for Long Island's agriculture and manufacturing industries.*

### CONTEXT

Suffolk County is New York State's leading agricultural county in product sales. Enhanced off-Island shipping of these and other Long Island products will improve their marketability off-Island. Importing materials onto Long Island could have a similar economic benefit. Enabling the import/export of materials will reduce truck traffic on Long Island's roads, easing pressure on congested roadways, improving local air quality, and reducing some of the potential environmental effects of increased economic activity that would result from the strategies in this report.

### PROPOSED ACTIONS

**8.1 Near-term:** Conduct a feasibility study to determine market for a deepwater port, and identify potential sites. Assess feasibility of direct marine transfer of imports from the major New York City metropolitan area Ports of Newark and Elizabeth. Investigate feasibility of transfer of goods at the port site itself, an intermodal terminal/freight village on the LIRR, and the possibility of moving waste off-Island via rail.

**8.2 Mid-term:** Conduct EIS for port/terminal site(s) recommended in Feasibility Study.

**8.3 Mid-term:** After completion of an EIS and identification of a port location, develop plan for the implementation and operations of the port including the identification or creation of an appropriate agency to oversee port construction and operations.

**8.4 Mid-term:** Seek funding sources from Federal government (US Marine Transportation Industry, US Ports, & US Army Corps of Engineers)

**8.5 Long-term:** Construct and operate port.



## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Port Authority of NY and NJ</li> <li>• NY Metropolitan Transportation Council</li> <li>• MTA/LIRR</li> <li>• New York State DOT</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• United States DOT/US Coast Guard</li> <li>• United States Army Corps of Engineers</li> <li>• United States Customs Service, Environmental Protection Agency, Maritime Administration, National Oceanic and Atmospheric Administration</li> <li>• New York State DEC</li> <li>• New York State Department of State</li> <li>• Local Township</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Confirm market and identify port/terminal site (s)</li> <li>• EIS/Mitigation of Impacts</li> <li>• Construction</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Significant Costs</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• NYMTC, Federal ,State</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Multi-agency coordination</li> <li>• Local public opposition to port/terminal site</li> <li>• Mitigation of dredging/environmental and wildlife issues</li> <li>• Availability of land for terminal</li> <li>• Obtaining construction funding</li> </ul>

## CASE STUDY

### *Port of Wilmington, Delaware*

The Port of Wilmington is a deepwater port on the Delaware River that handles approximately 400 vessels and 4 million tons of cargo each year. Although the Port imports and exports a variety of cargo, it imports more fresh fruit than any other port in North America. Access to and from the Port is provided by the Norfolk Southern and CSX Transportation rail lines and Interstate 95. Originally owned by the City of Wilmington, the Port was purchased by the State of Delaware in 1995 and is now operated by the Diamond State Port Corporation. A Local and Regional Economic Impact study prepared in 2007 by Martin Associates estimates that from 2000 to 2006, the marine activity through the Port of Wilmington generated over \$2.2 billion in revenue and \$180 million in state and local taxes for the regional economy.

## ROLE FOR LIRPC

- Interagency coordination
- Seek funding for Feasibility Study
- Conduct Public Outreach Program to present regional benefits and challenges of a deepwater port
- Obtain construction funding

## LINKAGES TO OTHER INITIATIVES

- Regional Connectivity
- Sustaining local agriculture
- Regional economic development

## T-9 Take action to manage congestion and make transit competitive

*To manage congestion and incentivize alternative modes of transportation, research techniques successful in other regions and determine ways to make them effective on Long Island.*

### CONTEXT

Long Island's roads are congested, and while the LIRR provides efficient peak-hour commuting service to New York City, transit is uncompetitive on the Island for reverse commuting and discretionary trips. Additionally, the spread-out, suburban land uses common on Long Island promote single-occupancy vehicle use for commuting. Many residents prefer or have no options but to drive to a park-and-ride for LIRR service or straight to work, resulting in congestion on major highways, arterials, and secondary/tertiary roadways. There is an opportunity to reduce and manage the congestion on Long Island's roads while increasing transit awareness and attractiveness.

### PROPOSED ACTIONS

**9.1 Near-term:** Long Island Mobility Summit. This portion of the summit will be an opportunity for local leaders, the community and transportation agencies to discuss ways to manage congestion.

**9.2 Near-term:** Analyze the potential impacts of Intelligent Transportation Systems (ITS) such as dynamic tolling, congestion charging, carpool lanes, and other congestion mitigations that can improve traffic flow on highways and freeways.

**9.3 Near-term:** LIRPC to work with transportation officials and local businesses, schools, and residents to devise travel demand management strategies. For key trip generators such as large employers, institutions, schools, etc., develop Transportation Demand Management (TDM) options that are appropriate for Long Island (parking management, flex delivery schedules, downtown circulators/car-share, etc.) and assist in moving discretionary trips out of the peak.

**9.4 Mid-term:** Make affordable adjustments to the existing roadway network, where appropriate. Technological improvements to roads including ramp metering, dynamic messaging, email/phone alerts, and physical improvements such as traffic calming and pedestrian/bike-friendly intersection redesigns are examples of cost effective solutions.

**9.5 Long-term:** Investigate the viability of High-Occupancy Toll (HOT) lanes. These HOT lanes dynamically adjust tolls on express lanes of major highways based on congestion to promote car-pooling and off-peak trips.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• NY State DOT</li> <li>• Local planning/transportation departments</li> <li>• LIRPC</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• FHWA</li> <li>• NY State DOT</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to hold Long Island Mobility Summit</li> <li>• Identify technologies for ITS solutions</li> <li>• Identify key capital projects</li> <li>• Set up funding/revenue mechanisms</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Based on technologies and programs selected for implementation</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Federal/state/county/local transportation funding</li> <li>• Possible public-private partnership (PPP)</li> <li>• Bonds for toll roads</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Establishing funding mechanism</li> <li>• Differing standards for roadways/HOV</li> <li>• Public adoption/comfort with new tolling technology</li> <li>• Public opposition to new tolls and fees</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Sagtikos Corridor Truck Bypass
- NYSDOT Managed-Use Lane Study

## CASE STUDY

### *Capital Beltway HOT Lanes Project, Washington D.C.*

The Capital Beltway HOT Lanes Project on Interstate 495 in the Washington D.C. area is part of a \$1.9 billion public-private investment to relieve congestion and improve the efficiency of the region's transportation system. The HOT lanes allow free access to buses, carpools of three or more people, motorcycles, and emergency vehicles, while providing an option to low-occupancy vehicles that pay a toll to utilize the lanes. The toll rates adjust throughout the day to regulate demand for the HOT lanes, ranging from \$0.10 to \$1.00 per mile. Electronic signs display the rates and users pay the toll using an electronic EZPass. Upon completion, the project will have expanded the regional HOV network to 70 miles of HOV/Bus/HOT lanes. A major component of the project is providing access to and from the HOT lanes at the intersection of I-495 and I-66.

### *TDM Strategies, Arlington, VA*

In 1990 Arlington issued a Transportation Demand Management Policy Statement. The statement provides guidelines and actions for reducing peak-hour congestion, many of which are focused on reducing the number of single-occupancy vehicle trips that are made. Strategies include: (1) ridesharing promotion; (2) parking management; (3) transit promotion; (4) on-site construction measures; (5) mutually agreed off-site provisions or contributions; (6) lease agreements, and (7) monitoring and compliance. The document also includes a matrix of strategies according to which types of land uses they may be appropriate for. Federal and State sources provide 76% of the funding for the TDM program. Arlington has found that TDM provides health, mobility, environmental, quality of life, and economic benefits to individuals, businesses, and the overall community.

## ROLE FOR LIRPC

- Collaborate with EZPass, NY State Thruway Authority, and local transportation agencies to understand how innovative tolling technologies can help mitigate congestion on Long Island
- Develop a TDM case study portfolio for use by local agencies & municipalities investigating the local impacts of its implementation

## T-10 Expand active transportation options

*To expand sustainable mobility options; improve transit access and provide high quality pedestrian and bicycle networks in station areas, downtowns and new development areas on Long Island.*

### CONTEXT

The auto-centric environment that has been created on Long Island in the past has led to an uninviting environment for pedestrians and bicyclists. Even the areas surrounding transit stations are predominantly reserved for the automobile user. The implementation of transit-supported development and job-center strategies provides a unique opportunity to improve the walk and bike modal shift on Long Island, especially in downtowns, new developments and transit station areas. Pedestrian and bicycle networks can also connect existing residential communities to town and transit-supported centers.

### PROPOSED ACTIONS

**10.1 Near-term:** Convene a Long Island Mobility Summit. Meet with local stakeholders in order to prioritize pedestrian and bicycle infrastructure improvements to create Vibrant Downtowns. Base these enhancements on safety concerns, connectivity, access to transit and major employment and retail destinations, constructability and cost.

**10.2 Near-term:** Develop best practice street design guidelines so all planned new developments incorporate pedestrian and bike infrastructure

**10.3 Mid-term:** Improve pedestrian and bicycle access to transit. Integrate high quality pedestrian and bicycle infrastructure into the designs for new stations, existing LIRR Stations and downtowns, that are interesting and inviting to non-auto commuters.

**10.4 Mid-term:** Create land use and street design guidelines to promote walking and cycling. Develop land use guidelines that encourage dense, mixed-use development, especially in downtowns and areas surrounding transit stations. Ensure that guidelines for the improvement of existing streets and the development of new streets encourage multi-modal road networks, where appropriate.

**10.5 Long-term:** Create a long-term planning and capitol program. This program will help to develop region-wide pedestrian and bike systems and strengthen access to the transit network.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Local planning departments</li> <li>• County planning/transportation departments</li> <li>• LIRPC</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• LIRR</li> <li>• Local, county transportation departments</li> <li>• NY State DOT</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to hold Long Island Mobility Summit</li> <li>• Create street design guidelines</li> <li>• Prioritize areas for improvement</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Cost included in other capital improvement projects</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• TIF districts or other tax incentives</li> <li>• State transportation funding</li> <li>• LIRR capital improvement program</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Coordination of MTA and county and town agencies</li> <li>• Agreeing of common set of standards</li> </ul>

## LINKAGES TO OTHER INITIATIVES

<ul style="list-style-type: none"> <li>• Patchogue Pedestrian Emphasis Area</li> <li>• Nassau Hub Transportation Improvements</li> <li>• Nassau-Suffolk TCC's Pedestrian-Bicycle Plan, NYMTC</li> <li>• LIRR Access to Stations Study</li> <li>• Long Island Accessibility Study, NYMTC</li> </ul>
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## CASE STUDY

### *NYC Guidelines and Improvements*

In 2009, the New York City Department of Transportation (DOT) issued its first set of street design guidelines. The manual encourages a shift away from utilitarian road construction and toward designing streets for all modes of transportation, with emphasis on pedestrian and bicycle priorities. While the guidelines do not supersede any laws or regulations, DOT is using the manual to review all existing development plans to ensure that they are aligned with the recommendations they put forth. The Street Design Manual includes suggestions for “pedestrianizing” streets, adding public plazas in underutilized street spaces, opportunities for public art additions, improving bicycle connectivity and parking, and creating complete streets.

In 2009 the Bicycle Access to Office Buildings Law was passed. The Law aims to increase bicycle commuting by providing safe bicycle parking within or near commercial buildings.

Prior to 2006, New York City had approximately 400 miles of Class I and II bicycle lanes and paths. The issue, however, was that the bicycle network was disconnected. DOT set out on an ambitious effort to improve connectivity, adding 200 miles of lanes and paths between 2006 and 2009. Since 2005, bicycle commuting has more than doubled.

## ROLE FOR LIRPC

- Work with the MPO to explore and attract pedestrian and bicycle funding, including NYS Department of Transportation's Local Safe Streets and Traffic Calming Grant Program
- Partner with towns and villages on their potential pedestrian improvement plans to create Island-wide guidelines and best-practices

# I-1 Implement a plan to protect Long Island's natural water resources to include the creation of a Long Island Water Resources Management Board

*While water is an abundant resource for Long Island, there is only one aquifer system to serve the water needs of everyone on Long Island now and in the future. One Island, one aquifer system. Creating a regional water quality management board responsible for overseeing the management of water and wastewater for Long Island can preserve the aquifer now and in the future.*

## CONTEXT

There are increasing threats to the aquifer from septic tanks, saltwater intrusion, fertilizers, historic dumping of chemicals by past industry and leaking underground storage tanks. Contaminated properties threaten the Island's water drinking supply and must be remediated. Having one regional water board will allow for better practices, coordination, and possible expansion of a connected water distribution system and sewage infrastructure. Consolidated and coordinated infrastructure will provide opportunities for compact development, brownfield remediation, increased funding opportunities for expansion/upgrades, decrease in septic system contamination, and reduction in water and wastewater treatment costs.

## PROPOSED ACTIONS

- 1.1 Near-term:** Creation of a Long Island Water Resources Management Board (LIWRMB) to control the well pumping, treatment, distribution and usage costs of potable water and collection and treatment of wastewater.
- 1.2 Near-term:** Water rates to be structured to penalize over-consumption and allow for the recovery in rates of conservation programs while requiring water measurable conservation with reporting.
- 1.3 Near-term:** LIWRMB to review on-going feasibility studies and develop additional ones for connecting potable water infrastructure between each County, sewage management and treatment systems within Nassau and Suffolk Counties
- 1.4 Near-term:** Permit graywater recycling systems in County Ordinances, promote stormwater reuse for non-potable uses and revise building codes to include prescriptive requirements for water fixtures.
- 1.5 Mid-term:** LIWRMB incentives for property owners to convert to municipal sewer services.
- 1.6 Mid-term:** Extend sewer systems to unsewered areas. Prioritize areas identified for future growth or greatest need
- 1.7 Mid-term:** For unsewered areas, create a septic management plan educating the homeowner, prioritizing areas of significance, and mandating regular pump-outs through notices and inspections (a database of septic systems by address is recommended).
- 1.8 Mid-term:** Remediation work can restore properties to the tax rolls as well as provide job creation and economic development for the Island. The costs of such cleanup can be placed as a lien on remediated properties.
- 1.9 Long term:** Upgrade and expand regional wastewater treatment facilities to meet future capacity and improve treatment and energy efficiency.
- 1.10 Long-term:** Link Suffolk County and Nassau County sewer and water infrastructure through increased revenue generated from water usage rate increases and a coordinated application for State and Federal funding.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC</li> <li>• NYSDEC</li> <li>• Nassau &amp; Suffolk Counties DPW, DOH</li> <li>• Suffolk County Sewer Authority</li> <li>• Nassau County Sewer and Storm Water Authority</li> <li>• Private wastewater treatment plants in Suffolk County</li> <li>• Nassau village wastewater treatment systems</li> <li>• Suffolk County Water Authority, Nassau County water districts (public and private) &amp; individual water companies</li> <li>• Suffolk and Nassau County Towns and municipal entities</li> <li>• Property owners</li> <li>• New York State Environmental Facilities Corporation (EFC)</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• New York Public Service Commission for the creation of the authority</li> <li>• New York State legislation may be required</li> <li>• Town budgets</li> <li>• Ordinance changes in Nassau County for graywater systems</li> <li>• Approval from municipalities for buildings code changes</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Creation of LIRWB</li> <li>• Completion of feasibility studies in Suffolk and Nassau for water and sewage expansion projects</li> <li>• Connection of water distribution network</li> <li>• Connection of sewage network</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Cost for connection be determined from feasibility studies</li> <li>• Increased costs for large consumers of water</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• State revolving fund programs (SRF) for efficiency / protection measures</li> <li>• Acquisition financing from the NYSEFC</li> <li>• Landowner connection fees</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Establishing new governance structures</li> <li>• Requires cooperation of agencies and counties</li> <li>• Connection fees to residents</li> <li>• Federal funding applications</li> </ul>

## CASE STUDY

### East Bay Municipal Utility District (EBMUD)

EBMUD was founded in 1923 after a severe drought proved that the existing system of reservoirs was inadequate. They are the water and wastewater authority in Alameda and Contra Costa Counties in California; providing water services for 1.3 million customers and wastewater services for 640,000 residents. EBMUD is operated by a seven-member board of directors that are elected by ward. The board members determine overall policies which are implemented under the direction of a General Manager. Regular bi-monthly meetings are held for public input.

East Bay MUD has the authority to control rates for water and wastewater service within the bi-county region. Rate increases generally respond to drought conditions and increased awareness of water conservation. They also fund, design, and construct new infrastructure projects and maintenance. For example, in 2010 the Freeport Regional Water Project will be completed which includes a new pipeline and other infrastructure improvements to provide supplemental water supply in drought times. To offset costs and encourage conservation, a 14% surcharge was added to water bills, that goes into effect when the supplemental water supply needs to be accessed.

## LINKAGES WITH OTHER INITIATIVES

- Suffolk County Department of Health Alternative On-site Sewage Disposal System Study (OSSDS)
- Suffolk County Sewer District Capacity Study
- Suffolk County Agricultural Stewardship Program and Comprehensive Fertilizer Reduction Plan
- Suffolk County Water Resources Management Plan

## ROLE FOR LIRPC

- Engage with various private and public water utilities, government agencies and private operators regarding the protection of the aquifer through consolidation
- Mediate between conservation organizations and municipalities to promote water conservation through the USGBC's LEED rating system for new and existing buildings and homes

## I-2 Develop a regional energy strategy and energy conservation programs to realize an affordable, reliable and diverse low-carbon energy supply

*Long Island has the potential to be a regional leader by breaking new ground in energy research, rolling out sustainable energy strategies on the ground, developing a trained workforce that is at the leading edge of technological innovation, diversifying our energy supplies and creating a culture of sustainable innovation and design that gives Long Island a national reputation as a leader in energy innovation.*

### CONTEXT

Long Island was once identified as the “cradle of innovation”, as one of the leaders in nuclear physics and DNA research through Brookhaven National Laboratory (BNL) and Cold Spring Harbor Laboratory. Innovation starts with the community, local research institutions, businesses and universities. The tradition of innovation and community involvement allow home and business owners to understand the importance of conserving energy, upgrade to more efficient equipment, and reduce carbon emissions.

Innovation centers like the Stony Brook Advanced Energy Center and BNL need to continue to work with Long Island’s energy utilities such as LIPA - electricity, National Grid – natural gas, and heating oil companies. These organizations are actively seeking ways to optimize distribution, manage demand, reduce operating costs and provide more sustainable fuel sources. A task that is well suited for a smart grid, which is a new approach to having a more sophisticated connected energy network.

About 2% of the Island’s power supply is sourced from on-Island renewable energy and an additional 7% is sourced off-Island from a hydroelectric provider. The remaining energy is sourced from fossil fuels. Long Island needs an additional pipeline to supply natural gas. A target that New York State recently mandated is the 45 on 15 plan, which is to reduce energy demand by 15% and increase renewable energy supply by 30% by 2015.

### PROPOSED ACTIONS

**2.1 Near-term:** LIRPC, LIPA and involvement with the Green Home and Building Consortium to promote efficiency programs and renewable energy incentives through public education and outreach (refer to E-4 ).

**2.2 Near-term:** Encourage innovation and investment in renewable energy:

- Engage with NYSTAR for funding local clean energy start-up companies and university research centers
- Support feed-in tariffs (FIT) (refer to E-4)
- Consider additional subsidies for large-scale investment through creative public-private partnerships (refer to E-4)

**2.3 Near-term:** Secure an additional natural gas pipeline to supply Long Island

**2.4 Mid-term:** Reduce emissions by requiring that all school buses, garbage trucks and other municipal fleet vehicles run on clean diesel, natural gas/biofuel, or diesel-electric hybrid fuels (DOE and NYSEDA programs are available).

**2.5 Mid-term:** Aggressively Expand Smart Grid pilot projects and maximize partnership opportunities with the NYS Smart Grid Consortium. Smart grids deliver an integrated information management system which can optimize energy supply and demand for the utilities and home/business owners. Stony Brook and BNL as institutions offer incubation centers for research to advance smart grid and renewable energy technologies. LIPA and National Grid’s involvement streamline this research.

**2.6 Mid-term:** Encourage Regional Waste Management Board (see Strategy I-3) to actively research and invest in clean waste-to-energy technologies (new biological and thermal treatment systems) to increase renewable energy supply on Long Island.

**2.7 Long-term:** Repower or construct new on-Island power generating facilities.



## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• NYS Smart Grid Consortium</li> <li>• National Grid, LIPA, NYPA, NYISO, NYSTAR</li> <li>• Towns and Incorporated villages</li> <li>• SUNY Stony Brook</li> <li>• Brookhaven National Laboratory</li> <li>• New York State Senate</li> <li>• Private companies for third party agreement</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• Smart Grid - FERC Order 2006 and Generally Accepted Privacy Principles (GAPP)</li> <li>• New York State Department of State (for code changes)</li> <li>• New York State Senate for feed-in tariff</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC's engagement</li> <li>• Approval from Department of State for code changes</li> <li>• Municipal applications for funding from State</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Cost is dependent on funding options</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Tax rebates, loans and grants offered by NYSERDA, LIPA, National Grid, the Federal Government</li> <li>• FIT for a 15 to 20 year investment</li> <li>• On-bill financing provided by LIPA, National Grid or heating oil supplier</li> <li>• NYSTAR funding for research</li> <li>• Loans provided by utility or a third-party</li> <li>• NYSERDA's Clean Air School Bus Program</li> <li>• NYSERDA's Clean Fueled Bus Program</li> <li>• The Biofuel Station Initiative: Driving Energy Independence for the Empire State ("PON 1093")</li> <li>• Department of Energy (DOE)</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Development of economical storage devices</li> <li>• Municipalities must take on the task of distribution and enforcement</li> <li>• Requires behavioral changes</li> <li>• Allocation of state and town funding</li> </ul>

## ROLE FOR LIRPC

- LIRPC to help municipalities disseminate energy saving and renewable energy programs

## CASE STUDY

### *Austin, Texas*

The Texas LoanSTAR (Saving Taxes and Resources) program is the largest state-run building energy conservation program in the U.S. The program is structured around a revolving loan mechanism which allows borrowers to repay loans with cost savings generated from projects. Created in 1988 with funds from the Petroleum Violation Escrow (PVE), the program allows borrowers to repay loans with cost savings generated from projects. Since 1988, LoanSTAR has made 199 loans totalling over \$262 million for cumulative energy savings of \$256 million (\$13 million annual). The program finances energy and water efficient retrofits for state agencies, local government, universities, school districts and county hospitals, and offers a 3% fixed interest rate and 10-year maximum composite loan repayment period.

### *City of Boulder, Colorado*

The City of Boulder, Colorado began construction of the smart grid in August 2008. The smart grid is being built by Xcel energy, Boulder's utility company, along with the National Renewable Energy Laboratory (NREL), the University of Colorado, the National Institute of Standards and Technology, and companies such as Accenture, Current Group, Schweitzer Engineering Laboratories and Ventyx. The first phase, which started with installing smart meters in 10,000 homes, is expected to be completed in September 2010 and will transform the existing metering infrastructure. Subsequent phases will convert substations for remote monitoring; create a web portal for owners to update and control; and connect plug-in hybrid electric vehicles with vehicle to grid technology, battery systems, photovoltaic systems, and household goods to respond to power availability and utility/consumer control.

## LINKAGES TO OTHER INITIATIVES

- Long Island Green Homes Program, LIPA's Efficiency Long Island, Energy Star homes policies and NYSERDA/LIPA/National Grid rebate programs
- New York State Smart Grid Consortium
- New York State Infrastructure Policy Act

## I-3 Create a Long Island-wide “zero waste plan” as part of a regional strategy

*Zero waste as a philosophy uses a whole system approach to the flow of resources and waste, with the goal to eliminate waste production to the maximum extent feasible and reduce the costs associated with waste management. Even though “zero waste” may not be possible with existing technologies, the goal is to achieve as high a target as possible. It includes source reduction, creation of new markets for recyclables and other materials, and support for various new waste treatment and waste to energy technologies.*

### CONTEXT

The cost of waste management on Long Island is significant and based on current trends will continue to be high. Costs can be reduced through established waste management techniques, some of which are already in use on the Island but there needs to be a long term consistently applied strategy to consolidate the approach.

Waste generation rates in Long Island are above the national average and waste recycling rates are below the national average. Approximately 20% - 30%\* of reported waste (only residential and small commercial) is transported off-Island by truck wasting valuable resources that have the potential to produce energy or be composted. In addition, the on-Island waste to energy (WTEs) facilities are at or near capacity.

### PROPOSED ACTIONS

**3.1 Near-term:** Develop a Regional Waste Management Board made up of the towns, incorporated villages and cities to help establish community education programs to reduce waste generation, develop short and long-term recycling targets and establish collection/disposal standards.

**3.2 Near-term:** Establish reporting standards and monitoring from waste haulers and for recycling and disposal rates in each Town and Incorporated Village.

**3.3 Near-term:** Regional Waste Management Board to determine Island-wide location for clean composting or other organics processing or recycling sites, consistent with New York State Solid Waste Management Plan.

**3.4 Mid-term:** Increase the adoption of pay-as-you-throw (PAYT) programs and other best practices across Long Island. National studies have shown that waste can be reduced by 25-45% when such programs are used, which can significantly reduce municipal garbage costs. According to the EPA, well over 40% of all New York State municipalities – over 450 total – use PAYT programs.

**3.5 Mid-term:** Regional Waste Management Board to draft legislation to incentivize landowners for proper disposal of recyclables and organic wastes.

**3.6 Mid-term:** Regional Waste Management Board to support expansion of WTEs; investing in cleaner, more efficient technologies

**3.7 Mid-term:** Study the feasibility of transporting solid waste off of Long Island via rail to reduce emissions and road congestion.

\* Source: "Municipal Solid Waste Assessment Nassau and Suffolk Counties Long Island, New York 2006" by the Waste Reduction and Management Institute, School of Marine and Atmospheric Sciences, Stony Brook University ©August 2007

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC (coordination)</li> <li>• Nassau County and Suffolk County</li> <li>• Each Town and Incorporated Village</li> <li>• Private waste haulers</li> <li>• Covanta</li> <li>• LIPA, NYPA, Independent power providers</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• New York State Department of Environmental Conservation (NYSDEC) (State waste authority)</li> <li>• Towns and Incorporated Village</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to develop the waste forum and development of the regional waste management task force</li> <li>• Town requirement for private waste haulers to report waste tonnages</li> <li>• Adoption of best practices</li> <li>• Locating compost and WTE site</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• WTE plants to be determined based on treatment technology and size</li> <li>• Large scale composting facilities approximately \$120/ton</li> <li>• Higher revenues for Town's from use and sale of recyclables</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Public-private partnerships between Towns/Incorporated Villages and private composting facilities</li> <li>• Tax exempt revenue bonds and private equity financing waste to energy facilities</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Behavioral changes for residents and workers</li> <li>• Community consent regarding location of composting site ("NIMBY")</li> <li>• Requires corporation of Towns and Incorporated Villages</li> </ul>

## CASE STUDY

### *Oslo, Norway*

Oslo has an integrated waste management system that is based on the Waste Management Hierarchy.

The municipality has had sole responsibility for the collection of all household waste since 1932, with citizens paying a mandatory annual charge of between US\$ 150-370 that finances Oslo Municipal Waste Management. Since 1993, this organization has outsourced services with commercial waste operators carrying out collection services on 5-year contracts. In 2005, two waste-to-energy plants were established within a new agency, The Waste-to-Energy Agency.

From 2006-2009, the city has a Waste Management Strategy that, for example, sets ambitious targets for sorting of plastics and organic waste. This strategy aims to establish a "recycle and reuse" society.

In 2006, more than 200,000 metric tons household waste was collected and of this 1% was reused, 27% material recovered, 67% energy recovered and only 5% went to landfill. 58,000 metric tons of CO2 were avoided through use of waste to generate energy for the city's district heating system.

## LINKAGES TO OTHER INITIATIVES

- Stony Brook Waste Reduction and Management Institute. "Municipal Solid Waste Assessment Nassau and Suffolk Counties, Long Island, New York, 2006. ©August 2007

## ROLE FOR LIRPC

- LIRPC to engage with the Waste Reduction and Management Institute at SUNY Stony Brook to educate community groups and waste authorities through Newsday, Long Island Press and other local newspapers

## I-4 Protect the Island's beaches and marine resources

*Long Island surface waters include the Atlantic Ocean, the Long Island Sound (an Estuary of National Significance), the Peconic and South Shore Estuaries, the Great South Bay, and smaller harbors, bays, rivers, ponds and wetlands. The Atlantic Ocean is a major economic, recreational and environmental asset to Long Island. The Sound is a natural refuge for feeding, breeding, nesting and nursery areas for a diversity of plant and animal life, and contributes to the regional economy through boating, commercial and recreational fishing, commercial transport of goods, swimming, and tourism. Embayments are being stressed through point and non-point sources of pollution. These sources need to be mitigated if the health of these waters is to be protected.*

### CONTEXT

Since last century, the Long Island Sound has been inundated with surface water pollution caused by high nitrogen and phosphorus levels in sewage discharges, lawn and agricultural runoff from New York City, Connecticut and Long Island. These conditions have diminished tidal wetlands, caused eutrophication suffocating aquatic species and destroyed wetlands, and elevated pathogen levels causing shellfishing restrictions. State and Federal authorities are continuing to restrict the amount of nitrate (and phosphates) in sewage effluent discharge into these water bodies. In addition, regional organizations in New York City, Connecticut and Long Island are working together to improve the quality.

Although conditions are improving in some areas, organic and nitrogen loading from sewage treatment plants along with nutrient, herbicide, pesticide, and bacteriological loading from stormwater runoff, and siltation of water bodies should be reduced.

### PROPOSED ACTIONS

**4.1 Near-term:** Promote sustainable drainage systems (SUDS) with landscape and streetscape design by using natural and structural mechanisms to mimic natural drainage, control water flow close to the source and promote natural filtration of pollutant loads from stormwater.

**4.2 Near-term:** Promote Green Streets programs in proposed projects, particularly streetscapes. Green streets mimic the past local hydrology using vegetation to manage stormwater runoff and promote infiltration.

**4.3 Near-term:** Adjust zoning codes to restrict development within 100 feet of any areas of special environmental concern, or within setback distances prescribed in applicable regulations - whichever is more stringent, unless proper mitigation of impacts is strictly implemented.

**4.4 Long-term:** Develop incentive programs and mandates to:

- Promote stormwater, graywater and blackwater collection and reuse for non-potable uses (including process water use)
- Promote green roofs, green alleys and permeable hardscape
- Promote private and public sector participation in land/habitat conservation easement

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• NYSDEC</li> <li>• Suffolk and Nassau DOH</li> <li>• Suffolk and Nassau DPW</li> <li>• Army Corps of Engineers</li> <li>• New York State Department of States</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• County DPWs to approve SUDS Best Management Practices in stormwater requirements</li> <li>• Town Zoning boards</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Towns and municipalities to incorporate green streets and SUDS in street design standards</li> <li>• Changes to land-use through town zoning ordinances</li> <li>• Sewage treatment plants to continue to maintain and improve technologies</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Minimal costs for stormwater practices</li> <li>• Higher costs for upgrading sewage treatment plants</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Bi-county financing</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Requires approval from all Towns bordering the Sound</li> <li>• Requires coordination with NYSDEC, County government and municipal government</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- EPA Long Island Sound Study
- The Peconic Estuary Program
- The Long Island Sound Water Quality Monitoring Studies
- Nassau County Storm Water Management Program (NCSWMP)

## CASE STUDY

### *Staten Island, New York*

The Staten Island Bluebelt provides ecologically sound and cost-effective storm water management for roughly one-third of Staten Island. Launched in 1997, the initiative was developed in response to frequent localized flooding and septic tank failures that wreaked havoc on the borough after rain events.

Today, nearly 36% of Staten Island's precipitation drains into the Bluebelt, natural drainage corridors that include streams, ponds, and other wetland areas. The system covers nearly 10,000 acres, across 16 watersheds, and over the next 25 years, New York City plans to add 4,000 more acres as part of the PlaNYC 2030 Initiatives.

The system has saved an estimated \$80 million in infrastructure costs, and has saved home and business owners money in flood damages. Water quality has improved as well, with the natural filtration of the system effectively removing 65% of total organic carbon, 93% of fecal coliform and most other excess nutrients from stormwater runoff.

Additionally, the system adds valuable community resources such as open and recreational space and access to diverse habitats. Illustrating this, the value of properties within the vicinity of the Bluebelt has significantly appreciated, increasing the city's tax base.

In 2005, the US Environmental Protection agency recognized the leadership of the Bluebelt program with an Environmental Quality Award. The program is a functional demonstration of how natural systems for stormwater management and wetland preservation can be economically prudent and environmentally responsible.

## ROLE FOR LIRPC

- Work with community organizations and county/town public works, engineering and planning agencies to promote green streets and sustainable drainage systems, and support zoning code changes.

## I-5 Develop a climate change resilience plan to anticipate sea level rise

*Long Island is both the longest and the largest island in the continental United States with nearly 400 miles of coastline. As a result of increasing temperatures and global warming rising sea levels along Long Island's coast are ultimately likely. Therefore, coastal communities will likely experience more frequent and intense coastal flooding and a shortened 100-year flood recurrence period.*

### CONTEXT

By the end of the century, model-based projections for mean annual sea level rise in Long Island show:

Decade	IPCC-Adapted Methodology	Rapid Ice-Melt Scenario
2020s	2 to 5 in	5 to 10 in
2050s	7 to 12 in	19 to 29 in
2080s	12 to 23 in	41 to 55 in

Visualization of inundation resulting from a projected 40-inch (1-meter) sea level rise possible by the 2080s from a rapid ice-melt scenario of future climate change (to right).

The responses to potential sea-level rise will include adaptation measures, designing resilience into human and natural infrastructure systems.\*



### PROPOSED ACTIONS

**5.1 Near-term:** Identify and prioritize protection of low-lying areas and wetlands vulnerable to inundation through natural systems (e.g. preservation of estuaries, wetland and barrier islands) and structural measures (e.g. sea walls and flood barriers). Management challenges include coastal flooding, coastal erosion, beach and salt marsh loss, cliff failure, and saltwater intrusion.

**5.2 Near-term:** Protect key municipal infrastructure (e.g. streets and sewers) vulnerable to flooding.

**5.3 Near-term:** Revise building codes in the City of Long Beach, Town of Hempstead, Oyster Bay, Babylon, Islip, South Hampton, East Hampton, and Shelter Island to promote flood protection of basements and lower stories (e.g., install flood barriers, use materials resistant to increased saltwater exposure, elevate mechanical services, encourage soft first stories) and to provide guidance for the replacement and replaceability of structures which may be lost to coastal erosion and flooding.

**5.4 Mid-term:** Protect sewers and Wastewater Pollution Control Plants (WPCP) from an increase in inflow of seawater and reduced ability of WPCP effluent discharge by gravity.

**5.5 Long-term:** Evaluate risk of pollution released from brownfields and other unprotected waste sites due to increased flooding or seawater inundation. Prioritize remediation or implement strategies to reduce movement of contaminants from flooding or leaching.

**5.6 Long-term:** Develop model land-use overlay guidelines which may be adopted at the discretion of Long Island towns to incentivize appropriate development patterns in vulnerable areas.

\*While there is significant discourse and even disagreement regarding the potential impact of climate change, the science indicates that man's utilization and conversion of the Earth's natural resources will have an impact on our atmosphere and, ultimately, our climate. LIRPC believes it is prudent to plan for that eventuality, the actual extent of which will be revealed over time.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Nassau and Suffolk Offices of Emergency Management</li> <li>City Councils</li> <li>State policy-makers</li> <li>New York State Emergency Management Office</li> <li>New York State Sea Level Rise Task Force</li> <li>Town Emergency Management Departments</li> <li>Local Fire and Police Departments</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>City and state legislation to adopt proposed actions in zoning and building codes</li> <li>Nassau and Suffolk County Department of Transportation, Department of Public Works</li> <li>New York State Department of Transportation</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Draft an emergency evacuation plan for high risk areas</li> <li>Training of government employees and community representatives</li> <li>Identification of vulnerable areas</li> <li>Changes in land-use zoning and flood protection requirements in building codes</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Funding opportunities through New York State Emergency Management Office and FEMA (Flood Mitigation Assistance program)</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Attracting political support and public interest.</li> <li>Regional and global climate models agree on trends in temperature, precipitation and sea level changes due to future climate change in the Long Island region. However, exact predictions for specific locations remain undefined, complicating long-term planning and investment and delaying community and political interest.</li> <li>Funding availability</li> <li>Coordination regional implementation between relevant agencies</li> </ul>

## CASE STUDY

### **California Natural Resources Agency**

*2009 California Climate Adaptation Strategy, Executive Order S-13-2008.*

Following an executive order from the state Governor, California prepared and is in the process of implementing a comprehensive plan to address climate change-related risks. The plan covers adaptation planning by state agencies and municipalities, requires the or the projected effects of climate change to be integrated into changes to land-use planning ordinances, provides a framework for improving emergency preparedness and response capacity for climate change impacts, expands research and monitoring for State climate change risks, mandates the development of comprehensive climate change vulnerability assessments by state and local agencies, and provides for an outreach campaign.

[www.climatechange.ca.gov/adaptation/](http://www.climatechange.ca.gov/adaptation/)

## ROLE FOR LIRPC

- Engage with Nassau County and Suffolk County to form a regional hazard mitigation plan
- Communicate with Towns and Municipalities to include FEMA's Methodology for Estimating Potential Losses from Disasters as a reference in RFPs for new projects

## LINKAGES TO OTHER INITIATIVES

- Suffolk County Multi-Jurisdictional All-Hazard Mitigation Plan
- New York State Sea-level Rise Task Force and Climate Action Plan



## I-6 Coordinate an emergency preparedness plan across Long Island

*Long Island is at high-risk of large-scale catastrophic weather events such as hurricanes as well as threats of terrorism, yet its geography and transportation networks create a bottleneck for evacuation. Long Island needs a coordinated, Island-wide and up-to-date emergency response and evacuation plan in the case of catastrophe.*

### CONTEXT

The International Hurricane Research Center ranks Long Island eighth in the United States for areas at greatest hurricane risk. Nassau and Suffolk County have evacuation plans for disasters that would require a small town or city evacuation but a coordinated, Island-wide evacuation plan has not been successfully developed.

The responses to potential natural or man-made disasters and developing an evacuation plan/disaster programs for all of Long Island is imperative. Coordinating plan development, training, communication, and evacuation execution is key to building the cross-Island partnerships necessary to develop and implement an evacuation plan. The development of the plan should integrate and build on existing community and regional evacuation plans as well as related initiatives within this sustainability plan.

### PROPOSED ACTIONS

**6.1 Near-term:** Establish emergency response and evacuation plan for both high-risk communities and for the entire Island focusing on contra-flow and phased evacuation. Risks should include vulnerabilities to natural events, man-made events, and capability of the communities to respond. Coordinate responsibilities, actions and training amongst towns, cities, and villages and communicate strategy to residents through multi-media outlets such as newspapers, Nassau County Emergency Notification System and the State's NY ALERT program.

**6.2 Near-term:** In addition to evacuation plans, work with the Morrelly Homeland Security Center and various governmental agencies to enhance ability to safely withstand an event on Long Island and reduce the need for mass evacuation. Work with codes (zoning, building, etc.) to reduce risks from natural disasters. Work with local and state agencies to implement resilience measures such as the Suffolk County All Hazard Mitigation Plan. Locate areas and materials for temporary housing for National Guard and other emergency support crews.

**6.3 Mid-term:** Assist vulnerable residents and communities by encouraging high-risk individuals who need special assistance (the elderly, those with small children, those with significant medical constraints, those without ready-access to transportation, etc.) to register with a central database so that they can be contacted and assistance given in the event of an evacuation. Coordinate with hospitals, medical centers, homeless shelters, etc. to identify high-risk people and streamline action.

**6.4 Long-term:** Implement strategies to protect public transportation networks and low-lying highways vulnerable to delays from inundation, flooding and other storm risks and identify alternative service plans.



## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Nassau and Suffolk Offices of Emergency Management</li> <li>• Town Boards and City Councils</li> <li>• State policy-makers</li> <li>• New York State Emergency Management Office</li> <li>• New York State Sea Level Rise Task Force</li> <li>• Town Emergency Management Departments</li> <li>• Local Fire and Police Departments</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• Nassau and Suffolk County Department of Transportation, Department of Public Works</li> <li>• New York State Department of Transportation</li> <li>• New York State Office of Emergency Management</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Draft an emergency evacuation plan for high risk areas</li> <li>• Training of government employees and community representatives</li> <li>• Identification of vulnerable areas</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• The Department of Homeland Security (DHS) provides assistance programs — such as the State Homeland Security Grant Program (SHSGP) and the Urban Area Security Initiative (UASI) — to states and localities to assure readiness for both terrorist attacks and natural and man-made disasters. Among the eligible activities for which states and localities may use DHS assistance are (1) state and local planning to respond to terrorist attacks and catastrophic events, and (2) conducting exercises to test these plans.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Attracting political support and public interest.</li> <li>• Funding availability</li> <li>• Coordination regional implementation between relevant agencies</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Suffolk County Multi-Jurisdictional All-Hazard Mitigation Plan
- Town Emergency Management Plan

## CASE STUDY

### *City of Houston, Texas*

On Saturday, September 24, 2005, Category 3 Hurricane Rita made landfall between Texas and Louisiana. An estimated 2.5 million people — more than twice the predicted levels — evacuated from the largely urban/suburban areas in southeastern Texas to the more rural communities of the north. The evacuation process was complicated by a number of factors including the late change in the hurricane's course meant more people were evacuated than necessary, the evacuation of inland counties added to congestion, the lack of adequate traffic control in rural counties interrupted flow, vivid warnings motivated residents to evacuate, and finally, the timing of Rita — just one month after Hurricane Katrina — provided additional psychological motivation to evacuate. On September 22, two days before landfall, it was estimated that 150,000 vehicles sat bumper-to-bumper on four lanes over a 30-mile stretch in one rural county.

Recognizing the need for systematic evacuation planning and operations, in 2007 Harris County officials unveiled a plan to stagger future evacuations of coastal and low-lying areas and enable people with the greatest evacuation need to get away first. The plan uses Zip Codes to identify the sequence of communities to be evacuated and ensure roads are clear for people leaving from high-risk areas. The plan also identifies a contra-flow strategy for evacuation corridors in which both directions of the roadway are opened up for leaving vehicles.

## ROLE FOR LIRPC

- Engage with Nassau County and Suffolk County to form a evacuation plan for Long Island
- Communicate with Towns and Municipalities to include FEMA's Methodology for Estimating Potential Losses from Disasters as a reference in RFPs for new projects

## L-1 Establish development guidelines that serve to preserve open spaces and protect the natural environment

*Long Island has superior open space, recreational and agricultural assets as well as a significant reserve of undeveloped land. These assets truly enhance the Island's quality of life. Regional strategies are required to preserve our environmental quality and reduce threats from development and over-intensive use.*

### CONTEXT

Long Island has exceptional natural assets including the Atlantic Ocean, Long Island Sound and an extraordinary park system. Long Island's beaches, bays, rivers, streams, forests, wetlands, and meadows provide a distinctive character and beauty, and serve to attract hundreds of thousands of tourists each year. Long Island governments and not-for-profit organizations have successfully collaborated on farmland preservation and conservation projects, many of which are national models. Long Island is ecologically diverse with water bodies, wetlands, flora and fauna and valuable wildlife habitats. The Pine Barrens, which has been selected by the Conservancy's Fire Learning Network as one of five demonstration areas, is a case in point. Long Island has substantial remaining undeveloped areas outside of farmland and designated conservation areas, primarily in Eastern Suffolk County, but many of these are under threat by leapfrog development. Projections show that up to 28,000 acres of land currently designated as developable will remain undeveloped as of 2035; however, without systematic land-use controls, many of these areas are threatened.

### PROPOSED ACTIONS

**1.1 Near-term:** Create training programs for youth on Long Island to work in the preservation and promotion of natural resources. Such programs could also contribute to raise awareness of the value and potential of Long Island's natural resources.

**1.2 Mid-term:** Set targets and create an action plan to improve access to open spaces, recreational, and cultural resources. Identify critical indicators to be observed in order to protect the natural areas while understanding the needs for residential, commercial, and agricultural development. Design mechanisms to increase accessibility to open space assets for the widest possible stakeholder constituency.

**1.3 Mid-term:** Designate developable priority areas in downtown areas to target growth while preserving critical natural, open, and recreational spaces.

**1.4 Throughout:** Convene an open space task force to coordinate and leverage open space acquisitions and strategies currently conducted by a multiplicity of government agencies and non-profit land trusts such as The Nature Conservancy. Link infrastructure requirements, such as pure drinking water demands and economic drivers including the agricultural economy and tourism to funding sources. Incorporate and publicize the findings of the Trust for Public Land's "The Economic Benefits and Fiscal Impact of Parks and Open Space in Nassau and Suffolk Counties" report to help underscore the need for continued open space preservation. Work together as a region to secure grants, line items and dedicated park funds from New York State and other governmental and private sources. Serve as a clearing house for successful open space preservation techniques and tools used within and outside the region.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Long Island Sound Coastal Management System</li> <li>The Comprehensive Conservation Management Plan</li> <li>Long Island Sound Study</li> <li>Upton Ecological and Research reserve</li> <li>Museum of Long Island Natural Sciences</li> <li>Nature Conservancy of Long Island</li> <li>Long Island Sound Waterborne Transportation Plan</li> <li>New York League of Conservation Voters Plan, etc.</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>County Planning Department</li> <li>Town/City resolution or legislation for preservation policy</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Work with local education institution to develop and launch programs for youth on Long Island to work in the preservation and promotion of natural resources.</li> <li>Conduct financial analysis to determine target to improve accessibility and maximize benefits to the community</li> <li>Conduct land use analysis to determine policy mechanisms to control development and preserve natural resources</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Cost to be determined by the extent of the strategies</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Bi-County funding</li> <li>Explore Federal or State funding sources for natural preservation and touristic economic development</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Requires cooperation of multiple governments</li> <li>Requires long term monitoring</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Collaborate with the Nature Conservancy and local land trust agencies to secure and protect open space through the NYS Green Bond Act, Brookhaven's Environmental Bond Act and the Nassau County Bond Act Programs

## CASE STUDY

### *Pinelands Development Credit Program*

New Jersey's PDC Program is a transfer of development rights (TDR) program that helps to redirect growth from ecologically-important and agricultural lands in the State's Pinelands region to infrastructure- and/or transit-supported growth areas.

The program allows owners of sensitive land or "sending areas" to sell their right to build via PDCs to another person or party. The development rights on that land are then transferred to predetermined growth areas or "receiving areas," and conservation easements are placed on the sending areas once the PDCs are transferred. Receiving areas generally allow 50% more homes to be built using PDCs than would otherwise be permitted.

PDCs can be bought and sold privately or through the publicly chartered Pinelands Development Credit Bank, where the rights are purchased by the Bank and sold at a later date. Most PDCs are sold to developers, however in 1999 the state began buying and retiring PDCs, removing them from the market.

The New Jersey Transfer of Development Rights Act authorizes any municipalities in the State to set up a TDR program, provided that they have received approval from the State Planning Commission.

As of April 2010, nearly 59,000 acres of important conservation and farm lands have been permanently protected.

## ROLE FOR LIRPC

- Collaborate with cultural institutions and parks departments to develop training programs for Long Island's youth
- Help local parks and cultural institutions apply for grant money to improve localized access to their facilities

## L-2 Complement town and village land use regulations with overlay guidelines

*Land-use regulation on Long Island resides primarily with the jurisdictional zoning authority of the towns, villages and cities. Nevertheless, opportunities exist for the Long Island Regional Planning Council to work with the Counties to provide guideline land-use regulation tools that are sensitive to regional objectives for transit-supported development, sustainability, affordability, redevelopment, and land management.*

### CONTEXT

Towns presently lack guidance on how land-use planning and zoning decisions may be made in a manner that promotes regional sustainability, housing affordability, redevelopment and conservation objectives. Overlay measures would provide a means for regional sustainability intentions to be communicated to towns in the form of performance zoning guidelines which, if voluntarily adopted by them, would complement existing zoning and land-use controls. NYMTC projections show significant future development and redevelopment opportunities, and land-use regulation would provide a key means through which sustainable growth may be facilitated and incentivized.

This strategy associates with several others in this plan including: T-2 (Create vibrant, transit-supported communities), T-3 (Establish transit-served job centers), L-4 (Protect neighborhood character and provide for location-compatible and appropriate new development), EQ-1 (Develop a fair-share housing plan for creating the necessary next-generation and mixed-income workforce housing for Long Island), and EQ-3 (Catalyze social and economic development through arts and cultural programs).

### PROPOSED ACTIONS

**2.1 Near-term:** Develop model overlay guidelines for transit-supported development and vibrant downtowns, and land use and urban design guidelines for transit-supported hubs, and performance-based guidelines for areas outside of transit-supported developments (TSDs). Overlay zoning guidelines would, if adopted by towns, modify existing zoned development capacity and link that capacity to sustainability measures and local goals for the form and character of development. TSD guidelines would include provisions for mixed-use zoning, density targets, and parcelization guidance to facilitate TSD-related transportation and economic development objectives. Performance guidelines for non-TSD areas would serve to indirectly regulate the intensity and density of new development, manage land-use efficiency, encourage redevelopment and land recycling, deter leapfrog development, and facilitate conservation/preservation of valuable community assets, open space and character based on particular targets.

**2.2 Near-term:** Create model housing affordability, housing diversity and housing work-location proximity incentive zoning guidelines. Overlay incentive zoning guidelines would, if adopted by towns as zoning overlays, provide a system of land-use incentives and bonuses designed to encourage development that meets with affordability and equity goals.

**2.3 Long-term.** Develop a regional sustainable land-use incentive program. A comprehensive program will include features such as targeted development impact fees, priority development inventories of re-developable sites, land-banking techniques, and transferable development rights between hubs and targeted conservation areas. Such a program would serve to protect and reinforce existing community character as well as to facilitate more sustainable patterns of development.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Long Island Regional Planning Council</li> <li>Taskforce or taskforces to be formed of town and county planning officials</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>None, future adoption responsibility will rest primarily with the towns</li> <li>SEQR review of model overlay guidelines may expedite adoption by towns</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Obtain buy-in from town and county governance</li> <li>Scope tasks and obtain funding</li> <li>Hire consultant(s) to survey town officials, undertake public outreach, and develop and publish model guidelines and redevelopment program</li> <li>Identify and develop catalyst projects and implementation opportunities in coordination with the towns</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>LIRPC staff time and funding to retain consultants to develop guidelines</li> <li>If SEQR route is taken, costs would be significantly greater</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>County and town, possibly with outside NGO engagement</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Town buy-in, town code-making and legislative processes to adopt voluntary guidelines</li> <li>Differing views on location and form of future development</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Town TSD and transit hub plans (Mineola, Wyandanch, etc)
- Town zoning and land-use studies
- Regional Plan Association studies

## CASE STUDY

### **Charlotte, North Carolina**

As part of a regional effort to implement the vision of the 2025 Integrated Transit/Land Use Plan, the City of Charlotte and Mecklenburg County (CharMeck) created a special transit-oriented development zone that applies to a half mile area surrounding transit stations. The TSD zoning districts have guidelines that require compact, mixed-use development and facilities that support bicycling and walking safety and access to transit. CharMeck has established three different TSD zoning districts: Residentially Oriented, Employment Oriented, and Mixed-Use Oriented. Put into practice simultaneously with the introduction of the new light rail line, the TSD zones have been adopted in the areas surrounding 8 of the 15 stations as of 2009. In order to encourage the use of the new TSD zoning, the City created a TSD Response Team that aided developers along the process.

### **Fort Collins, Colorado**

#### *Performance-based zoning guidelines*

Fort Collins implemented guidelines for performance-based zoning through its Land Development Guidance System. The guidelines used terrain, ecological, sustainability, affordability, open space, and economic development criteria to determine the intensity and form of permitted new development. Originally, the system was designed to replace traditional zoning, but eventually the city integrated the performance standards as an overlay to a new Smartgrowth-based system of traditional Euclidean zoning.

### **North Jersey Transportation Planning Authority**

#### *Brownfield inventory and redevelopment land-use guidelines*

The NJTPA, the metropolitan planning organization (MPO) covering 13 counties and two cities (Newark and Jersey City) in northern New Jersey, developed a comprehensive survey and inventory of redevelopment sites, including land-use guidelines, economic development priorities, and a pilot project program. Development incentives were combined with incentive zoning overlay proposals prioritizing employment and affordable housing.

## ROLE FOR LIRPC

- Collaborate with town/village/county boards and permitting departments to develop a series of model standards and pilot programs for land use zoning

## L-3 Protect farmland and ensure local food access

*Farming is a vital part of Long Island's economy and heritage, but agriculture remains threatened by development and struggles to maintain economic viability. Protecting commercial agriculture and the farmland that hosts it and ensuring the availability of locally generated products to residents as well as potential exports off-Island are key priorities for Long Island.*

### CONTEXT

Farming is an important part of Long Island's heritage and economy, with Suffolk County's agricultural industry ranked first in New York State. Approximately 550 farms operating on approximately 34,000 acres generate just under a quarter of a billion dollars in annual sales, of which only 0.1% are subsidized. The farmland also contributes to the scenic beauty and sense of place that helps define Long Island while fueling the large tourism and second home industries. Suffolk County has a successful program, the nation's oldest, for purchasing development rights to permanently preserve farmland, augmented by a variety of other farmland preservation programs administered largely by local governments and not-for-profit organizations. Still an additional 10,000 acres of farmland are threatened by development. Even keeping protected farmland available for farming is a challenge as luxury estates drive up the prices of surrounding protected land. Unlike the long-running "Jersey Fresh" campaign supported by an approximately \$1 million annual multi-media campaign, the largely underfunded "Grown on Long Island" and "Pride in New York" marketing programs are struggling. Supported agriculture programs, farmers markets, and agricultural tourism have considerable scope for expansion.

This strategy associates with others in this plan including E-8 (Develop a "Buy Long Island First" strategy for promoting Long Island products, goods and services and establish a framework for the networking of local producers and consumers) and L-1 (Establish development guidelines that serve to preserve open spaces and protect the natural environment).

### PROPOSED ACTIONS

**3.1 Near-Term:** To help keep land affordable and available for farmers, continue to fully fund and support existing county, town and not-for profit agricultural preservation programs and devise additional easement provisions to favor farming. Vermont and other regions can provide models on such easements.

**3.2 Near-Term:** Encourage schools/districts to purchase food from local Long Island growers.

**3.3 Mid-Term:** Develop a multi-faceted economic development initiative including: Promote through a refined branding strategy comparable to the "Napa Valley"; an education campaign highlighting the nutritional, carbon footprint and other benefits of fresh, locally grown food; a marketing strategy linking consumers desire to protect the landscape, the farmers and the Long Island heritage with the importance of purchasing perhaps higher priced Long Island products; the emotional connection between consumers and Long Island produce cultivated through agri-tourism. Integrate and coordinate with school lunch programs, hospitals and other large institutions; school education programs and local community organizations; Calverton commercial food incubator (pending); development of Community Supported Agriculture Programs; and producer-direct marketing cooperatives.

**3.4 Long-Term:** Explore ways to leverage planned freight transportation improvements to leverage improved outward logistics for transporting and distributing foodstuffs produced in Eastern Long Island.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• Regional economic development entity to be created</li> <li>• Suffolk County Government</li> <li>• Long Island Farm Bureau</li> <li>• New York State Department of Agriculture &amp; Markets</li> <li>• Cooperative Extensions (Cornell University)</li> <li>• Farmland trusts and other not-for-profits</li> <li>• Towns</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• No official government approvals needed to convene inter-agency, public /private entity</li> <li>• County, town, and agency buy-in</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• LIRPC to convene inter-agency entity</li> <li>• LIRPC seek funding to hire marketing consultant</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Relatively minimal except for marketing consultant</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Public IDA funding, private Long Island organizations and foundations, public grant funding</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Past funding efforts have limited the benefits of a successful branding and marketing campaign</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Creation of a regional economic development corporation.

## CASE STUDY

***Loudoun County, Virginia***

Suburban Washington DC-area Loudoun County, through a series of publicly-supported inter-agency and public-private initiatives, has been able to successfully combine land-use based farmland protection programs, similar to those successful in Suffolk County, with a comprehensive agricultural economic development initiative, a network of county-supported sales cooperatives, a system of farmers markets and farm-to-consumer distribution programs, and a package of educational outreach initiatives. County programs include the Loudoun County Office of Rural Economic Development, and the Loudoun Valley Homegrown Markets Association. Private ventures which have emerged out of the county's programs include SmartMarkets, Inc., a quality-assurance and source-guarantee program for organic producer-direct farmers markets.

The County also administers, in conjunction with the Virginia Cooperative Extension, a residential agriculture program called the Loudoun County Master Gardeners Program. The program focuses on the use of residential parcels for commercial horticultural and vegetable crop production. The program provides homeowners with technical assistance, regulatory expediting, and sales and marketing support.

## ROLE FOR THE LIRPC

- Convene inter-agency public/private and not-for-profit entity

## L-4 Protect neighborhood character and provide for location-compatible and appropriate new development

*As a complement to land-use policies which facilitate more sustainable patterns of future development, measures to protect and improve quality of life and existing neighborhood character and safety may be considered. The Long Island Regional Planning Council is in a position to provide guidance for towns on how neighborhood character and security and existing patterns of development may be protected while new, more sustainable development policies consistent with Strategies L-1 and L-2 are considered.*

### CONTEXT

Long Island communities draw their identities from their distinct characteristics. Model voluntary guidelines designed to protect and accentuate the unique character of Long Island's neighborhoods may be developed for the consideration of towns. These guidelines would have the general purpose of ensuring that new development is both compatible with and appropriate to their specific locational contexts. Guidelines may be considered alongside new zoning overlays and other types of land-use regulation, and guidelines may be differentiated for local requirements, thereby respecting neighborhood differences. LIRPC planners anticipate that new development will be focused on certain, targeted areas, while most existing neighborhoods would remain essentially unchanged.

### PROPOSED ACTIONS

**4.1 Near-term:** The following three types of model guidelines may be considered and developed: (1) design review processes for new projects, empowering towns and local stakeholders to set and enforce standards of compatibility and appropriateness for new development; (2) guidance on how town officials might develop standards of aesthetic regulation such as form-based coding, urban design standards, and streetscape design standards that accentuate and reinforce elements of neighborhood character they deem appropriate; and (3) guidance for the development of town-level historic preservation standards, and provisions for the designation and protection of historically important neighborhoods and districts. Guidelines may be designed to be differentially applied to designated TSDs and downtown redevelopment areas, on the one hand, and areas outside of the TSDs and downtown redevelopment areas, on the other hand.

**4.2 Long-term.** Development of an Island-wide historical preservation program focused on identifying, promoting and protecting both buildings and neighborhoods and districts of special distinction and value.



## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>Long Island Regional Planning Council</li> <li>Taskforce or taskforces to be formed of town and county planning officials</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>None, future adoption responsibility will rest primarily with the towns</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Obtain buy-in from town and county governance</li> <li>Scope tasks and obtain funding</li> <li>Hire consultant(s) to survey town officials, undertake public outreach, and develop and publish model guidelines</li> <li>Identify neighborhoods and districts of special distinctiveness and value</li> <li>Identify and develop catalyst projects and implementation opportunities in coordination with the towns</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>LIRPC staff time and funding to retain consultants to develop guidelines</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>County and town, possibly with outside NGO engagement</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Town buy-in and regulatory process</li> <li>Differing views on what is compatible and appropriate</li> <li>Equity and Fair Housing considerations with respect to coordinated regional desires to develop policies that seek to limit densification of areas outside of TSDs/downtowns</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Town TSD and transit hub plans (Mineola, Wyandanch, etc)
- Town zoning and land-use studies
- Regional Plan Association studies

## CASE STUDY

### **Lowell, Massachusetts**

#### *Lowell Zoning Ordinance, Design Standards*

Lowell has become a national leader in the use of land-use regulation and design guidelines to protect the city's existing grain and patterns of development and the reinforce that pattern through regulation of future development. Lowell supplements its zoning code with city-wide overlays, scaled to the block-scale, designed around assessments of neighborhood character based on historically significant development patterns. Overlay design standards cover form, aesthetic character, relationship between buildings and streets, and historical preservation objectives. The overlays are supported by a number of regulations enacted by the city council to empower neighborhoods to engage in an active design review process.

### **Arlington County, Virginia**

#### *Orange Line Corridor*

Arlington County, located just across the Potomac River from Washington, D.C., leveraged the arrival of Metro rail to recreate itself into a prosperous, livable, and sustainable community that has become an attractive destination for employers, businesses, and residents.

Arlington's leaders and citizens recognized the potential of the Metro rail system as a catalyst for growth and economic development. A planning process was undertaken to allow appropriate growth and development that met community needs and wants while preserving area character.

As a result, Arlington changed the zoning around each metro station along the line and adopted a plan that required a mix of uses, and compact, walkable development patterns. Importantly, the plan also preserved older neighborhoods in the county that are farther from rail stations, steering growth to the rail corridor. Today, that corridor represents about 8 % of the County's land, yet is responsible for 33% of their property tax revenues.

## ROLE FOR LIRPC

- Collaborate with town/county planning boards and permitting departments to develop a series of model standards and pilot programs



# EQUITY

CONTEXT

Today, Long Island’s population is increasingly diverse; 24% of Long Islanders overall are Black, Latino, or Asian. But Long Island remains highly segregated; the populations of many communities are between 90% and 100% white. However, 54% of the population will be non-white by 2035.

Concentration of poverty – along racial and ethnic lines, and geographically – persists as well and is a significant obstacle to local governments seeking to provide good schools and public services.

In a globalized economy, diverse and inclusive regions will have competitive advantages over those that fail to welcome newcomers, and to provide opportunity and a high quality of life to all racial and ethnic groups. A diverse population brings skills and entrepreneurial energy, as well as connections to social and business networks throughout the world.

The following section offers many strategies developed to improve equitable conditions on Long Island. While included in this section of the plan, it is important to note that these strategies are not the only ones with equity components; several others in each of the three preceding thematic sections – Tax & Governance, Economy, and Environment & Infrastructure – have elements that promote a more equitable, fair and balanced quality of life for all Long Islanders. Examples include:

- **TG-1** Maintain and improve academic achievement and assure equal education opportunities for all in the K-12 system, while containing school costs to ease the property tax burden
- **E-7** Stimulate development and preservation of mixed-income workforce housing options
- **T-3** Establish transit-served job centers

CHALLENGES

Racial and economic inequality among Long Island’s communities translates into large and growing disparities in quality of life and access to opportunity, particularly access to education.

- The burdens of fragmented and inefficient delivery of key public services, particularly education, fall most heavily on low- and moderate-income communities. As the costs of those services continue to rise, communities with the lowest levels of taxable property wealth will be unable to sustain essential services, or to prepare their children to compete in a 21st-century economy.
- Patterns of racial segregation in housing persist. Overt racial steering and discrimination by real estate professionals and lenders still occurs, and enforcement by state and federal agencies is poor. And some nominally race-blind policies, such as giving local residents preference in new affordable housing, perpetuate existing patterns of segregation.
- Key sectors of Long Island’s economy rely increasingly on an immigrant workforce, but businesses and communities have largely failed to grapple with the short- and long-term implications of that reliance. Agriculture, landscaping, construction, and hospitality all depend upon the availability of seasonal, transient, and contingent workers. Workers may be single adults, supporting families in their home countries, or they may have established their families on Long Island. The survival strategies through which many workers obtain shelter, transportation, and work are sometimes problematic for their host communities. They place workers in conflict with local authorities, and often expose them to harassment and violence.

**ASSETS** While Long Island’s growing diversity challenges some assumptions about regional and local identity, an equitable and diverse Long Island will also be an economically and culturally vital place, capable of attracting 21st century industries and workers. Today’s Long Islanders seek the same advantages that were sought by earlier generations – economic opportunity coupled with a high quality of life, and particularly with access to quality education for their children. And each group contributes its assets to the mix:

- Long Island’s long-established African American, Latino, Asian, Indian and other growing ethnic communities have built institutions, social and cultural networks, and a political presence – even as they struggle against structural racism and poverty.
- New immigrants bring new skills, entrepreneurial energy, access to international networks, institutions, and capital that can help connect Long Island to the global economy
- Long Island’s working-age population has declined more quickly than the working-age population in comparable regions; immigrants have moderated that decline, and are an essential workforce in many important industries.

**VISION** The goal of this plan is a Long Island that attracts and retains a diverse population, benefits from the contributions of all groups, and rewards them with Long Island’s traditional advantages

- A full range of housing options available to all Long Islanders
- School systems that offer a quality education to all children
- Decent working and living conditions, as well as ladders of economic opportunity, for the immigrant workforce on which key industries rely
- A vibrant civic and cultural landscape, which promotes mutual awareness and respect, and which adds to Long Island’s attractions for businesses and workers

OUR PLAN FOR EQUITY

- EQ-1 Develop a fair-share housing plan for creating the necessary next-generation and mixed-income workforce housing for Long Island
- EQ-2 Establish an immigrant task force to meet the challenges and seize the opportunities of an emerging immigrant population
- EQ-3 Catalyze social and economic development through arts and cultural programs
- EQ-4 Establish training, educational and employment centers for technical jobs in low-income and minority communities
- EQ-5 Meet the health needs of an aging, diverse and sedentary population

**LINKAGES TO OTHER INITIATIVES** Some key equity strategies need to be embedded in initiatives addressing housing, education, land use, and infrastructure.

- Equity strategies do not add cost or impose delay, but they do require an explicit policy focus and commitment of political will.
- They also require accountability measures, and a commitment to review and publicize outcomes over time.
- Incentives and tools can be created at the county and regional level, and employed by local governments to address local conditions.

Taxation and Governance strategies developed to create efficiencies that will reduce costs and improve delivery of services have the potential to promote equity as well, as long as the efficiencies are not achieved by reducing services to already-underserved areas, or to high-need populations.

Economy strategies designed to create additional and more affordable choices in housing and transportation can also increase equity, as long as their implementation incorporates measures to prevent displacement of low-income residents from existing town centers, and to foster racial and ethnic integration in new developments.

# EQ-1 Develop a fair-share housing plan for creating the necessary next-generation and mixed-income workforce housing for Long Island

*Build regional consensus on the definition and the desirability of a “fair-share” housing strategy; draft and implement an action plan that commits all communities to clear targets and timelines.*

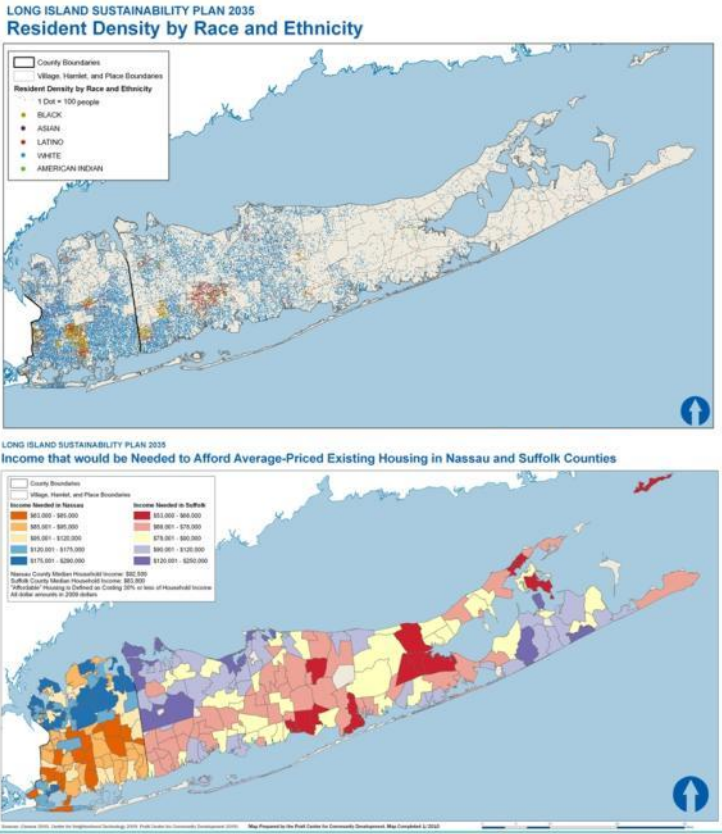
## CONTEXT

Today Long Island’s population is increasingly diverse; 23.5% of Long Islanders overall are Black, Latino, or Asian, but Long Island remains highly segregated; the populations of many communities are between 90% and 100% white. Concentration of poverty – along racial and ethnic lines, and geographically, persists as well, and is a significant obstacle to local governments seeking to provide good schools and public services. Overt racial discrimination is practiced by many homeowners and real estate professionals. Fair Housing laws require fair and equal access to housing in Long Island. While compliance is legally required, there is also a need to assure all communities have their fair share of affordable and workforce housing.

High housing costs place many of Long Island’s communities off-limits to young workers and their families, including first-time homebuyers and those from disadvantaged backgrounds. Rental housing, which is an important point of entry to Long Island for these young workers, is available in relatively few locations, with much of the privately-owned rental housing stock is in fair to poor condition. Affordable housing resources are threatened by disinvestment, the foreclosure crisis, and, potentially, by gentrification and displacement if its preservation is not made an explicit goal.

## PROPOSED ACTIONS

- 1.1 Near-term:** Build regional consensus on both the definition and the desirability of a fair-share housing strategy
- 1.2 Near-term:** Avert federal intervention or litigation by drafting and implementing a regional fair-share housing plan, with clear targets and timelines
- 1.3 Near-term:** At the same time, preserve the viability of existing affordable housing, especially in downtowns and areas targeted for transit-supported development (refer to Economy and Land Use sections for details)



## IMPLEMENTATION

<b>Responsible entities</b>	LIRPC as convener and initiator; Nassau and Suffolk Counties
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>County action required for the establishment of a task force.</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Convene a Long Island Fair Housing Task Force, with a mandate to produce a Long Island wide Fair Housing Blueprint with concrete targets and timelines that are specific enough to hold localities accountable, and to forestall legal challenges</li> <li>Create a fair housing toolkit with a range of strategies suitable for varying contexts.</li> <li>Let localities decide what tools and strategies to employ, but hold them accountable for meeting targets and milestones.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Little or no cost for establishment of the task force; implementation funding would come from existing housing and community development programs (which may otherwise be lost as HUD becomes increasingly insistent on compliance with its own regulations)</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>Funding for implementation of a Long Island Fair Housing Plan would come from Community Development Block Grants, New York State housing programs, and from value leveraged by inclusionary zoning for private development.</li> <li>Once specific programs are developed, support may be sought from other public and private sources, such as the US Department of Housing &amp; Urban Development's Asset Control Area Program and Neighborhood Stabilization Program.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Diverse local contexts which demand a range of solutions (building type, affordability mechanisms, marketing, etc..)</li> <li>Resistance from communities that are now the least accessible to moderate-income workers and/or to racial minorities</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- ERASE Racism New York has documented ongoing and pervasive racial discrimination in the marketing of existing housing on Long Island.
- Long Island Organizing Network has Long Island's deep deficit of housing units affordable to the Island's present-day workforce, and the unequal distribution of affordable units among communities.
- The Long Island Housing Partnership has expertise and a base of support in the development community

## CASE STUDY

***Neighborhood Diversity & Affordable Home Ownership, Greater Rochester Area, New York***

Neighborhoods hit heavily by foreclosures have presented opportunities for governments to increase housing affordability, home ownership, and economic and demographic diversity and equity. A collaboration between the quasi-public Rochester Housing & Development Fund Corporation ("RHDFC"), the City of Rochester and the US Department of Housing & Urban Development's Asset Control Area Program has acquired, rehabilitated and then resold, over 1,400 foreclosed single family homes in various Rochester-area neighborhoods. The program sought, since 2004, to acquire the entire foreclosed inventories of single family homes in targeted neighborhoods. Once rehabilitated, the homes are sold to first time homebuyers from disadvantaged backgrounds, with publicly assisted financing, thereby making the target neighborhoods more diverse and stable while, at the same, providing much-needed affordable housing and allowing people from demographics who might not otherwise have been able to do so to begin building their own equity as homeowners.

***Revitalizing & Diversifying Transit-Oriented Suburbs, Cook County, Illinois***

The South Suburban Housing Collaborative and the West Cook County Housing Collaborative, together consisting of 34 communities, have been established to acquire, rehabilitate and resell or rent, under public subsidies, foreclosed single- and multi-family homes near transit hubs, large employers and retail centers. While still in its early stages, the public program has received \$28 million in initial funding from the US Department of Housing & Urban Development's Neighborhood Stabilization Program, to be supplemented by state and local funds and private not-for-profit financing sources, to begin acquisitions. The program, launched in November 2009, seeks to diversify these previously homogenous communities by reaching out to qualified minority homebuyers and renters through a variety of not-for-profits and outreach organizations and with various specialized home-ownership assistance programs.

## ROLE FOR THE LIRPC

- Initiator and convener of the Task Force
- Clearinghouse for tools and strategies.

## EQ-2 Establish an immigrant task force to meet the challenges and seize the opportunities of an emerging immigrant population

*Develop a task force to address the needs and challenges of low-wage, immigrant workers and the agriculture, construction, hospitality, and other industries that depend on them.*

### CONTEXT

Key sectors of Long Island's economy rely increasingly on an immigrant workforce, but businesses and communities have largely failed to grapple with the short- and long-term implications of that reliance. Agriculture, landscaping, construction, and hospitality all depend upon the availability of seasonal, transient, and contingent workers. Workers may be single adults, supporting families in their home countries, or they may have established their families on Long Island. From residential overcrowding to waiting on street corners for work, the survival strategies through which many workers obtain shelter, transportation, and an income are sometimes problematic for their host communities. Living and working in an underground, 'cash-only' economy places workers in conflict with local authorities, and often exposes them to harassment and violence.

### PROPOSED ACTIONS

- 2.1 Near-term:** Convene a task force that includes immigrant and advocacy organizations, employers, unions, local governments, nonprofits, and institutions with experience and expertise in the issues of low-wage immigrant workers
- 2.2 Near-term:** Provide the task force with resources and a mandate to define the problems faced by immigrant workers and host communities, and develop a range of responses
- 2.3 Mid-term:** Identify communities willing to pilot the solutions identified by the task force, and provide them with the funding and other resources to do so
- 2.4 Long-term:** Monitor the experience of those communities and use it to refine the strategies
- 2.5 Long-term:** Convene an immigrant workforce summit to promote successful strategies and broaden participation



## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>LIRPC as convener and initiator; county and local governments; employers, unions, and nonprofit organizations as task force members</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>No formal approvals required to convene the task force and issue recommendations</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>Convene a task force that includes representatives of the stakeholders: immigrant-dependent industries, unions, immigrant and advocacy groups, and local governments; as well as providers of expertise and services: churches, universities, housing and health organizations, etc.</li> <li>Provide the task force with resources (research, facilitation, etc.), and a mandate to: <ul style="list-style-type: none"> <li>define the set of problems faced by immigrants, their employers, and their host communities</li> <li>define a set of goals in terms acceptable to all of the stakeholders</li> <li>develop strategies that address the goals</li> <li>identify communities willing to pilot the strategies</li> </ul> </li> <li>Provide funding to the pilot communities to offset their direct costs</li> <li>Monitor the experience of the pilot communities and use it to refine the strategies</li> <li>Convene an immigrant – industry – municipality summit to publicize findings and broaden participation</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Little or no cost for establishment of the task force;</li> <li>Cost to implement pilot recommendations TBD</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Underground nature of low-wage employment; cash economy, fear of deportation makes it difficult to assess the nature and extent of issues, and for immigrants to speak up on their own behalf</li> <li>The issue is politicized in ways that are not conducive to clear analysis and problem-solving</li> </ul>

## CASE STUDY

***‘Shape Up’ Center, City of Glen Cove, NY***

In the 1990s, the City of Glen Cove found a solution to the growing problem of – and rising tensions over – Latino day laborers massing on street corners while waiting for job opportunities from passing contractors. With funding from Nassau County, the city worked with an immigrant rights groups to create a “shape up” center where day laborers could meet prospective employers. The center, in an industrial area, allowed them to wait in relative comfort and alleviated one complaint of residents – that some of the men would urinate on the street –by providing bathrooms. But the center also provided the workers with information about employment law and where they could learn language and other skills that could improve their prospects. The center, which now enjoys broad political and cultural support in the city, is credited with avoiding the sort of angry and sometimes violent confrontations that have plagued other communities where the day laborers have no place to wait.

## LINKAGES TO OTHER INITIATIVES

- Long Island Wins
- Long Island 2010 Census Initiative / The Hagedorn Foundation

## ROLE FOR THE LIRPC

- Initiator and convener of the Task Force; potentially also a clearinghouse for tools and strategies.

# EQ-3 Catalyze social and economic development through arts and cultural programs

*Promote and support arts, culture, and youth programming particularly in low-income, minority, and immigrant communities. Implement development models that strengthen and build upon existing cultural assets that are most likely to succeed in catalyzing downtown and neighborhood revitalization such as offering affordable spaces for cultural production as well as space for nonprofit arts organizations.*

## CONTEXT

In a globalized economy, diverse and inclusive regions will have competitive advantages over those which fail to welcome newcomers and provide opportunity and a high quality of life to all racial and ethnic groups. A diverse population brings skills, entrepreneurial energy, and connections to global social and business networks. Long Island’s growing diversity is an asset that has yet to be fully exploited as an attraction to young, educated workers who seek downtowns offering vibrant and varied foods, entertainment, and cultural experiences. Downtowns can offer a range of cultural attractions while showcasing the cultural wealth of Long Island’s established and emerging ethnic communities. Often, shops and restaurants spring up around performance and exhibit spaces to complement these attractions. Culturally appropriate programming for young people is also an important tool for youth development and education. Existing organizations providing such programming need to be networked, supported, and emulated. Securing stable, affordable space is a challenge for artists and arts organizations across the cultural spectrum. In many cities, established arts districts can offer affordable space for artists and nonprofit arts programming associations. By including affordable space for cultural organizations, downtown revitalization and TSD strategies can leverage their value and help to ensure long-term viability.

## PROPOSED ACTIONS

- 3.1 Near-term:** Engage arts organizations, institutions, artists, and cultural entrepreneurs in downtown planning processes, to ensure that cultural space needs are clearly understood and integrated into revitalization plans.
- 3.2 Near-term:** Support and replicate partnerships between arts and cultural organizations and schools, as well as with youth and adult recreation programs, senior centers, etc.
- 3.3 Near-term:** Include ethnic and cultural venues, attractions, events and arts-related businesses in local marketing and tourism initiatives, including digital and traditional media.
- 3.4 Mid-term:** Explore need for and interest in small- to mid-sized foundation grants to support indigenous cultural programming on Long Island, modeled on the New York State Council on the Arts; based on findings, work with foundations to establish a pool.
- 3.5 Mid-term:** Early in the planning process, identify downtowns with existing, naturally-occurring arts districts, as well as downtowns with the potential to support new cultural uses, and identify and prioritize existing arts spaces for preservation and upgrading.
- 3.6 Long-term:** Incorporate plans for new and existing arts and cultural spaces into downtown plans, and develop strategies to leverage downtown property values to fund the development and preservation of spaces and facilities. Potential strategies include purchasable density bonuses for new housing; preferential leasing terms for ground floor cultural uses; and inclusion of affordable living and working spaces for artists in residential developments.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• LIRPC as convener and initiator</li> <li>• Long Island Arts Association,</li> <li>• Towns and villages, through adoption of downtown revitalization and land use plans</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• No formal approvals required</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Recruit a broadly representative group of arts and culture stakeholders and engage them in downtown planning efforts</li> <li>• Articulate needs and strategies for preserving and expanding cultural spaces as an element of downtown revitalization plans</li> <li>• Develop web- and social media sites dedicated to promoting ethnic and immigrant cultural venues and events, and link to existing Long Island tourism and cultural promotion outlets</li> <li>• Explore need for and interest in small- to mid-sized foundation grants to support indigenous cultural programming on Long Island, modeled on the New York State Council on the Arts; based on findings, work with foundations to establish a pool</li> <li>• Incorporate new / renovated space for culture, recreation, and youth programming in planning for downtowns and TSD; identify whether zoning bonuses, financial incentives, or planning mandates would be most effective in various settings</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Little or no cost for establishment for web and networking;</li> <li>• Cost of grants / re-grants based on available resources</li> <li>• Cost of space to be incorporated into development and revitalization plans</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Foundation grants for web and networking resources</li> <li>• New York State Council on the Arts, potential National Endowment for the Arts, as well as foundation funding for re-granting</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Even established arts organizations are struggling for funding and audiences in the current economy; the need is to expand the pool of available resources in a challenging environment.</li> <li>• Balancing economic development and the affordability of cultural living and working spaces.</li> </ul>

## CASE STUDY

***Bronx Council on the Arts (BCA), Bronx, NY***

The Council is a non-profit organization which is the official cultural agency and central information clearinghouse in Bronx County. Their program is recognized nationally as a leading arts organization, providing services for over 5,000 artists and 250 arts and community-based organizations. BCA provides direct financial support, exhibit space, performance venues, promotion and networking, re-granting to individual artists and organizations, and nurturing of local talent. In addition, technical assistance, community education and programming and professional development services for artists and writers help to brand the Bronx as a vibrant cultural scene.

BCA is well established in the Bronx community and develops partnerships with the private sector, educational institutions, social service agencies and community organizations. The Council also provides services for children; through the Bronx Writers Corp, which is a group of writers who work with schools and community centers to promote literacy among youth and adults in the Bronx.

## ROLE FOR THE LIRPC

- Initiator and convener of the Task Force
- Clearinghouse for tools and strategies

## LINKAGES TO OTHER INITIATIVES

- Long Island Wins
- Innovate Long Island 2006, the Long Island Association's plan for economic growth, highlights the importance of cultural amenities for the continued attraction of a young, professional creative class.

## EQ-4 Establish training, educational and employment centers for technical jobs in low-income and minority communities

### CONTEXT

Long Island's low-income and minority communities suffer from high rates of unemployment and underemployment, especially among young adults. These young people often lack training in the skills they need to qualify for the technical jobs that offer the best prospects for stable employment and upward mobility. Town centers that are already targeted to become educational and cultural hubs, connected to surrounding residential areas and with good access to local and regional transit, are the logical locations for centers offering job readiness and support, job training, and connections to employers in expanding sectors.

Nationally, the most successful models link outreach and supportive services with job readiness, technical training (often provided in partnership with community colleges), and pre-apprenticeships (offered in partnerships with employers and/or unions) to provide a ladder of opportunities and options to young people who face barriers to employment.

### PROPOSED ACTIONS

- 4.1 Near-term:** Identify successful providers of job readiness and job training services, and determine their interest in and capacity to expand
- 4.2 Near-term:** Identify potential partners including employers, unions, and community-based organizations
- 4.3 Near-term:** Simultaneously, identify locations in low-income / high-need communities which could be developed for job training and related service centers
- 4.4 Near-term:** Simultaneously, Develop budgets and timelines for program launch and expansion, and identify funding
- 4.5 Mid-term:** Launch pilot programs (in interim spaces if necessary)
- 4.6 Long-term:** Expand successful programs, build out permanent space, and work to attract businesses that employ graduates to the host communities

See Strategy E-6 (Establish mechanisms to train workers for 21st century jobs).

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>LIRPC as convener and initiator; county and local governments; employers, unions, and nonprofit organizations as task force members</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>No formal approvals required</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Little or no cost for planning;</li> <li>Cost to implement pilot and full-scale programs</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Low-income communities have historically had difficulty attracting commercial uses which offer both employment for local residents and expand the local tax base</li> </ul>

## ROLE FOR THE LIRPC

- Initiator and convener; may be well-positioned to recruit committed partners from industry and labor

## CASE STUDY

### ***Oakland Green Job Corps, Oakland, CA***

Jointly launched by the Ella Baker Center and the Oakland Apollo Alliance, the Oakland Green Jobs Corps is a job-training and employment pipeline providing "green pathways out of poverty" for low-income adults in Oakland. By linking locally-based outreach and support with the resources of community colleges, unions, and businesses, the program prepares trainees for careers in the Bay Area's most vibrant green industries, including energy efficiency, green construction and solar.

Participants progress through four phases en route to permanent, well-paying jobs:

- Outreach, recruitment and assessment;
- Pre-construction and basic skills training;
- Community college-level training (with credit) in skills needed for green Economy jobs: solar installation, energy efficiency in buildings, green construction, and an introduction to the principles of ecology, environmental sustainability, and environmental justice;
- Paid work experience with on-the-job training.

Case management and support services are provided to participants and employers throughout, ensuring a high rate of success.

### ***Green Jobs Corps, Long Island***

Education & Assistance Corporation (EAC) and United Way of Long Island, in cooperation with the Suffolk County Department of Social Services (DSS), established the Green Jobs Corps. The Green Job Corps provides training with a curriculum based on building science and weatherization, green and standard construction, and industry-specific training on machinery and equipment. Participants learn the technical application of energy conservation techniques and receive a safety training certificate, Green Advantage Certification, Pre-Apprenticeship Certificate training, case management and, most important, employment opportunities. Upon completion of training, participants are eligible to complete actual field work at designated home sites.

## EQ-5 Meet the health needs of an aging, diverse and sedentary population

*Healthcare is a major industry on Long Island, providing essential service of a very high quality – which greatly enhances the attractiveness of the region – and playing an important role in the regional economy. As an increasing number of Long Islanders become older and as Long Island becomes more ethnically diverse, access to quality, affordable health care will grow in importance as both a “quality of life” and economic issue for individuals and businesses alike.*

### CONTEXT

Public health officials believe and statistical data indicates that, overall, Long Island is a healthy community with an appropriate mix of providers, hospitals, nursing care and other facilities. Nevertheless, access to healthcare differs among Long Island communities. While it is expected that the recently-passed federal healthcare reform legislation will provide access to coverage for thousands of Long Islanders, access to coverage and access to providers are quite different. Until the full impact of the legislation is known, we must protect and strengthen the safety net of providers who serve the most vulnerable populations on Long Island. In the long term, policy makers recommend that Long Island should invest in improvements at existing facilities, prepare for growing numbers of elderly, poor and non-English speakers, and devote more resources to preventative care. Local health care institutions and medical schools will have to create a culture of care and adjust training and practice protocols to meet these needs.

Long Island will need more providers versed in the issues of aging patients to allow this population to remain at home rather than in more expensive nursing facilities. Geriatric caregivers will need to close the distance between service and homebound persons and employ digital solutions to maintain health and diagnose and treat disease. In addition, health professionals will have to be proficient in the languages and customs of the cultures that will comprise half the Island population by 2035. Special attention must be given to the “medically under-served” in poorer, isolated communities. How these people access care – particularly in light of inadequate public transportation and a sprawling medical establishment – will determine whether they can contribute to and benefit from the region’s economic revival.

### PROPOSED ACTIONS

**5.1 Near-term:** The newly formed and government-funded Long Island Center for Health Policy Studies provides an opportunity to focus its research and advocacy on programs to prevent injury and illness related to aging, communication, and medical literacy. It should work with various stakeholders, from providers and institutions to caregivers and patients, to craft a comprehensive plan to confront the region’s health care challenges in a cost-effective manner with a focus on aging, access to services, poverty, diversity, obesity, and the economy.

**5.2 Near-term:** Public health and education officials should meet to address the very serious concerns regarding Obesity on Long Island, planning a region-wide marketing campaign aimed at promoting increased exercise, teaching children and their parents how to choose healthier foods, and insuring that health and physical education classes prepare children to be “fit for life.”

**5.3 Long-term:** Create a Long Island Longevity Institute to monitor efforts to promote a healthier population, to study “best practices” that can be implemented in schools and at home, and to advocate for changes in laws or practices that discourage healthier life-styles.

## IMPLEMENTATION

<b>Responsible entities</b>	<ul style="list-style-type: none"> <li>• County and State Health Departments</li> <li>• Major health care providers and institutions</li> <li>• School Districts</li> <li>• Long Island Center for Health Policy Studies</li> </ul>
<b>Approvals required</b>	<ul style="list-style-type: none"> <li>• State Regents and Legislature</li> <li>• County health agencies</li> <li>• School administrations</li> </ul>
<b>Key steps</b>	<ul style="list-style-type: none"> <li>• Convene public –private meetings</li> <li>• Lobby for changes in state and local policy</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Nominal – focus on existing on reallocating existing resources</li> </ul>
<b>Financing structure</b>	<ul style="list-style-type: none"> <li>• Medicaid, Medicare, health care institution investments</li> <li>• Regional health grants and contracts</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Aligning health care system and resources around a unifying vision for the health of Long Island</li> <li>• Unfamiliarity with working across professional “silos”</li> <li>• Inflexible revenue streams and bureaucratic rules</li> <li>• Future implementation of health reform legislation</li> </ul>

## LINKAGES TO OTHER INITIATIVES

- Long Island Center for Health Policy Studies
- Nassau University Medical Center’s effort to upgrade community health centers
- Health Disparity Institute, Nassau County
- Suffolk County Minority Health Initiative
- Suffolk County’s initiative to restructure its community-based health centers

## CASE STUDY

### Suffolk County Office of Minority Health

In 2005, Suffolk County launched an initiative aimed at increasing health access for racial and ethnic minorities. Called the Office of Minority Health, it focused especially on community outreach and prevention strategies aimed at eliminating health-related disparities between whites and minorities, especially African Americans. These disparities, identified by the federal Centers for Disease Control, centered around cancers, diabetes, immunizations, infant mortality, heart disease/stroke and HIV/AIDS. Suffolk County Executive Steve Levy presented the program as a way of improving care and saving tax dollars by preventing or treating illnesses before they became serious.

The Office aggressively sought social and educational collaborations with community and faith based organizations with credibility among minority residents. It organized training programs to improve cultural competency of professional staff within the Suffolk County Department of Health Services. It also collected and analyzed data to more effectively shape programs and determine various health needs on a community by community, and group by group basis. Recently, the program received a national award for helping to narrow a number of the identified disparities.

## ROLE FOR LIRPC

- Political support
- Identifier of resources