

Rebuild, Renew, Reinvent:

A Blueprint for
New York City's
Economic Recovery



NYC

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and Deputy Mayor
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Letter from the Mayor

To my fellow New Yorkers:

After two years of struggle and loss, New York City is entering a period of great optimism and great opportunity. While the COVID-19 pandemic is not yet fully behind us, we are on the cusp of a resurgence that offers a once-in-a-generation opportunity to make real change on a grand scale.

This document outlines our administration's vision for the future of New York City's economy at this pivotal moment in history.

This is a plan to accelerate job creation and more quickly reach pre-pandemic employment levels, which were the highest in recorded history. But let me be clear—our goal is not to return to the previous status quo but to move forward stronger than before, making sure our recovery is centered on equity and economic mobility.

This is also a vision to make communities more resilient to future environmental and public health emergencies, financially stronger, and more connected. It builds on many of the foundational efforts this administration has already started to advance amidst an ever-changing pandemic: making our streets safe and walkable, keeping our neighborhoods affordable, improving our schools, and restoring our city's vibrancy.

Many of the challenges facing our city require national or even global solutions and will not be fixed overnight. More than 26,000 of our businesses have closed, many of them mom-and-pop neighborhood staples. Unemployment among Black New Yorkers is at 15 percent, more than three times the national average. Tourism remains far below previous levels, and too many of our offices remain shuttered.

But we will meet the challenges of today as we always have, by looking to the future, and by working together as neighbors, family, and friends. We will not hesitate to act or to do what is hard to “Get Stuff Done” for New Yorkers. The pandemic showed the world the grit and toughness of New Yorkers. The world will now see our creativity, our innovative spirit and our can-do attitude as we work together to shape an inclusive recovery.

We also need to tap into our creativity, our limitless possibility for reinvention, and the hard work and resilience of our people. These are the reasons why New York has continued to be a global economic center over three centuries, from our origins as a colonial trading post to days as a manufacturing powerhouse to our status now as one of the fastest growing innovation communities in the world, weathering challenges ranging from wars to recessions to terrorist attacks.

I look forward to working with all of you to make this plan a reality, and to ensure every New Yorker can enjoy the full promise of the greatest city in the world.



Letter from the Deputy Mayor

To my fellow New Yorkers:

New York City was built by its people. Generation after generation of native-born New Yorkers, transplants from across the country, and immigrants from around the globe have shaped and reshaped the physical landscape, the industries, and the social fabric of this city.

During the darkest days of the pandemic, we saw the best of our people shine through. Medical professionals and other essential workers keeping our city alive. Neighbors sharing small acts of kindness. Communities banding together to help local businesses stay afloat.

It is that very character that will propel us forward from this time of great challenge. It is our enduring spirit of entrepreneurship, creativity, and community that will allow us to make our city stronger and more resilient than ever before.

With that goal front of mind, we have designed this blueprint for an intentional, equitable, and comprehensive economic recovery, centered on six core principles:

- We will **focus on people**, especially working people and families, and ensure they remain at the center of all of these investments.
- We will **build on existing strengths**, while honestly confronting and improving upon our shortcomings and finding opportunities to grow.
- We will **tap into our innovators and our entrepreneurs**, some of the most creative and brightest minds on the planet.
- We will **break down government silos** that have historically left New Yorkers with subpar service and a hefty bill.
- We will **promote equity and economic opportunity at every turn**, centering our plans and policies on and championing ideas from those that have historically been left behind and whose potential is too often untapped.
- We will **ask all New Yorkers to do their part**, calling on business, philanthropy, labor, community-based organizations, and others to work together in new ways.

Achieving these principles will require not just a “whole of government” approach, but truly a “whole of society” one. If the promise of America is a land of opportunity, New York has always been the purest distillation of that promise. We know, and continue to be reminded each day, that our country and our city have never fully lived up to that promise. But working together, we can and must continue to strive for greater opportunity – and equality of opportunity – for all of our people.

This is how we will rebuild, renew, and reinvent our great city.



Executive Summary



These are exceptional times, and it is our responsibility to act with urgency and a strong vision. Included in this plan are both shorter-term actions that are mission-critical to meeting the current moment and accelerating a full restart of the economy, and longer-term strategies that point to what this administration values and prioritizes, including mobilizing all sectors to make New York City's economy more equitable and accessible to all.

We are focusing on five core strategies:

1. Restart our city's economic engines and reactivate the public realm

- Tackle public safety and quality of life concerns to strengthen corridors where New Yorkers live, work, and play
- Revive the city's vitality and dynamism by activating public spaces
- Encourage visitors to return to New York City and rebuild and strengthen our tourism and hospitality industries
- Reenergize the soul of our city – New York City's creative economy
- Continue to support Open Restaurants, particularly those in lower-income communities

2. Support small businesses, entrepreneurship, and a more equitable economy

- Overhaul how City government interacts with small business
- Help small businesses grow
- Promote Black, Indigenous, and People of Color (BIPOC) and immigrant entrepreneurship
- Invest in neighborhoods
- Pursue Minority and Women-owned Business Enterprises (M/WBE) procurement reforms

3. Drive inclusive sector growth and build a future-focused economy

- Maintain and grow New York City's competitiveness as a global economic powerhouse
- Further diversify the economy by investing in promising growth industries
- Center equity in the evolution and development of both legacy and emerging industries
- Invest in the creative and cultural economy

4. Connect New Yorkers to quality jobs and in-demand skills

- Reimagine the public workforce system
- Increase New Yorkers' ability to successfully skill and upskill by providing wraparound support
- Make foundational investments in adult education and digital literacy
- Build holistic K-16 and adult workforce strategies for our target sectors
- Advocate for worker protections and longer-term wage supports and solutions for lower-wage sectors

5. Plan and build for inclusive growth now and in the future

- Accelerate and find efficiencies in the processes for building in New York City
- Re-envision the city's jobs hubs in response to shifting trends in where New Yorkers live and work
- Invest equitably in neighborhood infrastructure
- Increase opportunities for low-cost housing in every neighborhood in New York City

Introduction



Walk down the street in any corner of the five boroughs and you will see signs of rebirth and resurgence from the long-fought COVID-19 pandemic. Friends and relatives reconnecting. Shops and restaurants reopening. New Yorkers returning home or tourists coming to experience the greatest city in the world for the first time.

The pandemic is far from over, and we will be managing its impacts for years ahead. But New York City is open for business again and the time has come to redouble our focus on the city's economic recovery.

This is a unique moment. By disrupting every element of our city, COVID-19 provided both the necessity and the opportunity to re-envision our economy for the future. If we simply allow things to go back to the way they were before, we will have missed the chance to be intentional about our recovery, to build a city that creates and attracts the jobs of the future and works better for every New Yorker.

In May 2020, unemployment reached a peak of 20.1 percent, 6.5 percent higher than the US unemployment peak.

Before the Pandemic

Prior to the pandemic, New York City's overall economy was strong and growing. Unemployment was at 3.7 percent—an all-time low—with 60.7 percent labor force participation. The citywide poverty rate was 14.5 percent, the lowest in over 20 years.

However, that prosperity was experienced unequally. Unemployment was over twice as high for Black residents as white residents, and over 1.5 times as high for Latino residents. In addition, Black and Latino New Yorkers were twice as likely to live in poverty as white New Yorkers were.

Underlying many of these issues is a legacy of racial, health, and environmental injustice that has yet to be confronted head on. Historic disinvestment and de facto segregation are still embedded in the city's geography.

Impacts of COVID-19

Multiple waves of the COVID-19 pandemic exacerbated many of these underlying issues, leading to loss of life, sickness, and job loss—with effects that still linger. Almost 40,000 New Yorkers have lost their lives to COVID-19, with the highest rates of death in boroughs outside Manhattan. Countless others experienced significant impacts to physical and mental health.

In May 2020, unemployment reached a peak of 20.1 percent, 6.5 percent higher than the US unemployment peak. Those more likely to be unemployed included Latino New Yorkers (12%), residents with incomes less than \$30,000 (21.8%), and those under 35 (16%).

In total, around 66,500 businesses (28%) closed between April 2020 and March 2021. Over a third of these businesses (26,300) closed perma-

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nently. Of those permanently closed, 89 percent were very small businesses with 10 employees or fewer.

The pandemic's disproportionate impact on vulnerable communities underscores the importance of lifting every New Yorker in every neighborhood out of poverty, giving them a chance to join the middle class. Our approach is not just about job creation—it is a holistic vision for strengthening communities, and investing in safety, quality housing, education, and access to opportunities.

Our Vision for Economic Recovery

First and foremost, our administration is focused on accelerating a return to pre-pandemic employment in New York City, with particular attention to hard-hit sectors like tourism, hospitality, and our creative economy. With 400,000 fewer jobs today than existed just two years ago, this is a primary and fundamental mission.

But this is far from enough. As we chart a course for recovery, we need to set new targets—not just job count but also job quality, and not just removing barriers to economic opportunity but also fostering our collective can-do spirit.

As a result of the actions in this report and beyond, we will work together toward the following vision for economic recovery:

- Employment returns to **pre-pandemic levels**, on the most accelerated timeline we can achieve, with stronger gains and protections for workers in hardest hit and lowest wage industries
- **All workers who want to participate in the labor force can**, unconstrained by needs like childcare or broadband access
- Young people graduating high school see **career paths**, and working adult New Yorkers are optimistic about their economic future
- The city feels **dynamic** again, with commuters on trains, visitors to museums, tourists in Times Square, and seats filled in Broadway theaters
- New Yorkers' **sense of opportunity** is restored, with new business starts, successful entrepreneurs, increased investment in local firms, and growth of the economy
- Neighborhoods are **stronger and more resilient**, and communities experience improved quality of life and greater ability to withstand both acute shocks and recurring hazards

Our Five Strategies

To accelerate New York City's economic recovery, and build a more resilient economy, we will focus on five overarching strategies:

1. Restart our city's economic engines and reactivate the public realm
2. Support small businesses, entrepreneurship, and a more equitable economy
3. Drive inclusive sector growth and build a future-focused economy
4. Connect New Yorkers to quality jobs and in-demand skills
5. Plan and build for inclusive growth now and in the future

Restart Economic Engines



If we are going to build a more vibrant, diverse, and equitable economy, we must first get the fundamental engines of the city running at full capacity. After months of being shuttered by the pandemic, theatres, music venues, restaurants, and small businesses along commercial corridors in every part of the city are returning to life.

This is not only central to getting New Yorkers back to work—the revenue generated by tourism, commerce, and culture help fund the most essential functions of the city, from paying teachers to filling potholes. But these economic engines will not fully return until our city’s streets and subways and offices once again feel safe and vibrant and attractive to both New Yorkers and potential visitors.

Included in this section are initiatives focused on addressing quality of life and public safety challenges and investing in the industries and small businesses that will make it clear that New York City is back to work, open to the world, and enlivened with a renewed energy and spirit.

Tackle Public Safety and Quality of Life Concerns to Strengthen Corridors Where New Yorkers Live, Work, and Play

The prerequisite to our prosperity is public safety and justice. If New Yorkers do not feel safe on our subways, on our sidewalks, and in our parks, then we cannot thrive. As outlined in the recently released Subway Safety Plan and the Blueprint to End Gun Violence, the Adams administration is pursuing a comprehensive public safety strategy with both short-term interventions—such as removing guns from our streets, deploying additional New York City Police Department (NYPD) officers on the streets and subways, and expanding housing and mental health resources for people experiencing homelessness—as well as long-term commitments to ensure we address root causes, connect people to resources, and create opportunities for all New Yorkers.

Making the city safe again is one half of the equation, but we must at the same time address fundamental quality of life concerns by cleaning up our streets, parks, and other public spaces.

Prioritize street-by-street cleaning and public space revitalization

The City will expand coordinated efforts to address quality of life issues by cleaning and revitalizing public spaces across the five boroughs, while connecting New Yorkers with employment opportunities, including unionized City jobs. This initiative will provide high-need neighborhoods with intensive beautification efforts including sidewalk and street sweeping, garbage removal, and graffiti removal. This program will leverage a data-driven approach informed by 311 complaints and other community requests to build welcoming, vibrant communities and business districts.

Create an interagency task force to ensure healthy commercial corridors

As a result of the COVID-19 pandemic, commercial districts outside of Manhattan saw increased activity from increasingly home-bound workers. However, the pandemic also uncovered and exacerbated many challenges in our commercial districts, especially related to public safety and quality of life. This administration will create an interagency task force to coordinate responses that will support and strengthen our commercial corridors. This task force will be led by the Deputy Mayor for Economic and Workforce Development, the Deputy Mayor of Public Safety, the Deputy Mayor of Operations, and their respective agencies.

Revive the city's vitality and dynamism by activating public spaces

Our streets, sidewalks, and plazas are increasingly multipurpose spaces with outdoor dining, small business deliveries, outdoor cultural performances, bike lanes, digital kiosks, and other uses all jockeying for space. They also protect New Yorkers from high heat and provide green spaces and drainage, supporting social resiliency. There is a need but also an opportunity for better coordination across these critical, but at times competing, uses.

INITIATIVE SPOTLIGHT

Establish an interagency 'public realm' working group to coordinate citywide policy and program implementation

Our administration will launch an interagency working group to ensure holistic strategy and coordination of City initiatives and programs in our public spaces. The working group, in coordination with Business Improvement Districts (BIDs), businesses, and residents, will include representatives from the Department of Transportation (DOT), the Department of Parks and Recreation (DPR), the Department of City Planning (DCP), the New York City Economic Development Corporation (EDC), the Office of Citywide Events Coordination and Management (CECM), the Department of Sanitation (DSNY), the Mayor's Office of Media and Entertainment (MOME), the Department of Environmental Protection (DEP), and the Mayor's Office of Climate and Environmental Justice, among others.

Call on New Yorkers to return to their offices

New York City has come a long way in our fight against COVID-19, administering 17 million vaccine doses and reaching a citywide vaccination rate of 77 percent across all eligible New Yorkers—13 percentage points above the national average. In the face of this and the declining COVID-19 cases and hospitalizations, the administration recently ended mask mandates in city public schools and suspended the Key to NYC program, which required people to provide proof of vaccination to visit indoor venues, including restaurants, fitness facilities, and entertainment spaces. While our fight is not over, we are starting a new era. We will do our part to ensure safe, clean and enlivened commercial districts and we will work with our business community—companies large and small—to call on their employees to return to the office.

INITIATIVE SPOTLIGHT

Expand the “It’s Time For New York City” marketing campaign

Through its tourism arm, NYC & Company, the City will make sure that audiences, both domestic and international, know that the city is open, vibrant, and ready to welcome visitors again. In the summer of 2021, NYC & Company launched “It’s Time for New York City,” a robust advertising, marketing and public relations campaign supported by targeted digital advertising as well as out-of-home and television advertising, social media, content marketing and partner promotions with travel providers. Now, as travel restrictions and other COVID-19 regulations ease, the City will expand and extend this tourism recovery effort.



Encourage visitors to return to New York City & rebuild and strengthen our tourism and hospitality industries

Generating \$72 billion in annual economic impact before the pandemic, tourism has long been an engine of economic prosperity for New York City. Visitors to the five boroughs support local businesses and help fuel our hospitality and tourism sectors, which provide more than 400,000 local jobs. At the height of the pandemic, New York City's flow of tourists slowed to a trickle, dropping by two-thirds from a record high of 66.6 million in 2019 to 22.3 million in 2020. In the days and weeks to come, the City is laser-focused on showing the world we are once again open through the following efforts:

Strengthen industry-specific promotional programs to ensure small business recovery

Since its inception in 1992, NYC Restaurant Week has been a celebration of dining, bringing people together for a shared experience of food, drink and camaraderie. The City will celebrate NYC Restaurant Week's 30th anniversary this summer and will grow the breadth and reach of the campaign to support more businesses than ever through a year-long celebration of the culinary industry. Leveraging the continued success of NYC Restaurant Week, the City will also expand similar programs such as NYC Broadway Week and NYC Off-Broadway Week, offering 2-for-1 tickets to shows across the city's celebrated theater scene; and NYC MustSee Week, offering 2-for-1 tickets to dozens of attractions, museums, tours, and performing arts; and NYC Hotel Week offering discounted rates on overnight stays.

Launch neighborhood-focused marketing campaign

This spring, NYC & Company will launch a locally focused marketing, promotion, and communications campaign spotlighting and promoting the rich diversity of New York City neighborhoods. Using editorial content, social media and digital advertising, this campaign will inspire visitors to go beyond the traditional travel corridors to drive spending in restaurants, attractions, arts and cultural organizations, and hotels throughout the five boroughs.

Bring new meetings, conventions and world-class events—including attracting the FIFA World Cup—to New York City

The City will create an "opportunity fund" to bring new big events, conventions, and meetings to New York City, and keep us competitive with other top global destinations. The bid to host the 2026 FIFA World Cup, in partnership with the Port Authority and Choose New Jersey is but one example. Events like these allow us to attract visitors and showcase New York City's resurgence while creating jobs and strengthening small businesses, thus aiding in our economic recovery.

Reenergize the soul of our city – New York City’s creative economy

The City is committed to fostering a diverse, equitable, and inclusive creative sector. Understanding the pandemic’s detrimental impacts on the arts community, we must continue to build on the City’s strong investments in cultural institutions and creative nonprofits and make a sustained commitment to local artists who contribute not only to our local economy, but also to the spirit and identity of our city.

Create a one-of-a-kind cultural district on Governors Island

Governors Island will unveil a campaign called Governors Island Arts, announcing upcoming art installations, cultural events, and programming starting this summer. Additionally, over the next 10 years, the City will transform a collection of former historic military homes into a one-of-a-kind cultural district that will house an array of multi-disciplinary arts organizations. This district will boast exhibition space, offices, workspace, and residency opportunities and help address the critical citywide need for artist workspace.

Rebuild the creative economy one artist at a time

After providing much needed funding to local artists through City Artist Corps, the City will add another infusion of funds to the Cultural Development Fund, through which the Department of Cultural Affairs (DCLA) reaches over 1,200 cultural organizations and thousands of individual artists who make and present work in every corner of the city.

In addition to supporting our established artists, we are committed to nurturing the pipeline of creators, and to publicly recognizing that arts and culture opportunities represent a viable career path in our city. To that end, the City will develop a New York City Youth Artist Laureate Program, to publicly honor up to 20 young artists citywide and provide them with professional mentorship as they prepare for college.

Defend community cultural assets with a “Culture at Risk” response team

Theaters, comedy clubs, bookstores, music venues and other cultural community spaces provide irreplaceable neighborhood infrastructure that define the character of our city. We know many of these entities struggled through the pandemic and many have a long road to recovery. To protect these neighborhood fixtures and ensure they are part of the city’s recovery, we will establish a “Culture at Risk” response team that will provide targeted assistance to those entities facing threats of closure. This interagency response team will serve as a one-stop-shop to help entities navigate government, provide technical assistance, and identify financing assistance to ensure they remain a valuable part of New York City’s fabric.

Continue to support Open Restaurants, particularly in low income communities

Since launching in Summer 2020, New York City's Open Restaurants program has helped save nearly 12,000 restaurants and 100,000 jobs by allowing establishments to continue serving on the roadway and sidewalk. This program was a lifeline to restaurants and commercial corridors and activated our streets in a completely new way. The City will make the Open Restaurants program permanent by working with the City Council to finalize program legislation and establishing and communicating clear program guidelines that balance the needs of participating restaurants, local communities, and existing City operations.

Develop an "Open Restaurants Kit-of-Parts"

The City will work with local designers and manufacturers to develop standardized, modular components for outdoor dining setups, including barriers, ramps, and platforms, that will follow the forthcoming permanent design guidelines currently in development. This program will bolster local manufacturing companies and ease the transition for small restaurants to the permanent outdoor dining program, while also helping to enliven retail corridors.

Support Small Businesses

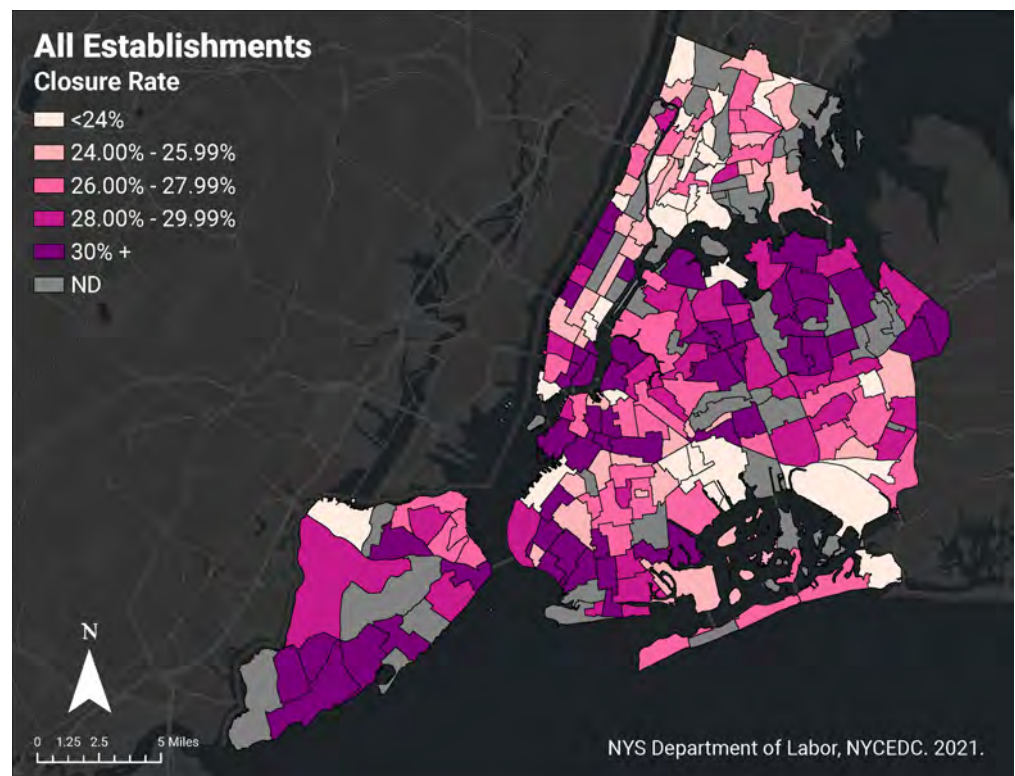


Over the course of the pandemic, more than 66,000 New York City businesses shut their doors, 26,300 permanently.

Over the last two years, New York City's renowned resilience has been tested and our economy and small businesses have struggled. The global pandemic has undercut many of our unique strengths and, even more troublingly and urgently, exacerbated many of the city's weaknesses: growing unaffordability, unequal access to capital and customers, and an outdated and unhelpful government bureaucracy.

These are the challenges that New York City business owners confronted long before the emergence of COVID-19, and in the months and years ahead, these are the challenges that we must overcome to reenergize our commercial corridors, help our businesses grow, and create a more inclusive and equitable economy.

The stakes could not be higher. Over the course of the pandemic, more than 66,000 New York City businesses shut their doors, 26,300 permanently. Nearly 90 percent of these closures were businesses with fewer than 10 employees, and Black-owned businesses were more than twice as likely to close shop than white-owned businesses, according to national figures. The devastation of these business closures is incalculable. These are not just lost storefronts and lost revenue, but lost dreams, lost community institutions, lost nightlife culture, and deserted commercial corridors.



Supporting our small businesses, boosting entrepreneurship, and creating a more inclusive economy: these are our guiding stars and an urgent call to action. This section highlights initiatives that describe how we will fundamentally overhaul the way the City engages with small business, ensuring a more seamless and supportive interaction on every front. We will help our small businesses grow by diversifying revenue streams, upgrading business technology, and reducing costs. And we will foster a more equitable, diverse economy, helping BIPOC and immigrant entrepreneurs gain greater access to capital and City contracts, reducing business opening fees, and investing in language access.

Overhaul how City government interacts with small business

Too often, our City government is an obstacle to business development and growth rather than an accelerant. That must end. In the years ahead, we will make government work for businesses of all sizes and all industries—regardless of their borough or zip code. For those that are launching a business, renewing a license, or being visited by an inspector, our City government will strive to be speedy, synchronized, responsive, and collaborative, working with our businesses rather than against them.

INITIATIVE SPOTLIGHT

Implement “Small Business Forward”

In January, Mayor Adams signed “Small Business Forward” Executive Order Two to reform existing business regulations and ensure that local businesses face fewer needless fines and penalties. This Executive Order has spurred an across-the-board review of fine schedules, inspection practices, and enforcement data systems at the DOB, DEP, DOHMH, FDNY, Department of Sanitation (DSNY), Department of Consumer and Worker Protection (DCWP), and several other agencies, led by the City’s first-ever Chief Efficiency Officer, the Deputy Mayor for Economic and Workforce Development, and the Small Business Services Commissioner. Small Business Forward was a critical first step to resetting our relationship with small businesses. In the months ahead, City agencies will be reducing fines, introducing more first-time warnings and cure periods, retraining inspection staff, and improving IT infrastructure to streamline inspection practices and the interface between small business owners and government agencies.



Cut business opening times in half by streamlining agency inspections, reviews, and approvals and launching an interagency small business express service

At a time when commercial corridors are pockmarked with retail vacancies, we cannot allow aspiring entrepreneurs to wait in limbo for months as agencies review site plans, conduct inspections, and finalize utility hook-ups. Moving forward, the City will relaunch and expand—and aggressively market—a one-stop-shop concierge service that offers businesses a sole point of contact to help navigate and project manage City requirements, regulations, and site visits. And, even more urgently, we will integrate data systems and dedicate small business specialists at the Department of Buildings (DOB), Department of Environmental Protection (DEP), the Department of Health and Mental Hygiene (DOHMH), and the Fire Department (FDNY)—and work with Con Ed and National Grid—to coordinate inspections and handoffs to cut opening times in half for New York City small businesses.

Overhaul the NYC Business Portal

Scheduling inspections, renewing licenses and permits, paying fines and fees. The days of going to a dozen different offices and websites in order to engage with the City will come to an end. Instead, within the next 12 months, we will launch a one-stop-shop Business Portal, allowing every business in New York City to execute and track all interactions

with the City in real time. Through the portal, we will provide small businesses with seamless and sequenced access, guiding the user across multiple agencies. The portal will also enable businesses to track their transactions with the City (including filings, permits, and inspections) to allow greater accessibility and transparency, enable more predictability of processing times, and facilitate compliance with City rules and regulations. This in turn will allow businesses to better manage the time required for start-up, renovations, relicensing, and other activities so that they can refocus on their core business and not waste precious hours engaging with the City.

Create a new Small Business Advisory Commission

This administration is committed to strong partnerships with the business community. We will create a new Small Business Advisory Commission composed of small business leaders from neighborhoods across the five boroughs and representing the diverse sectors that comprise New York City's economy. The commission will be charged with delivering input on new policies, laws, and regulations, as well as on existing rules, fines, fees, and violations. The commission will serve as a critical link between business leaders and City government—ensuring we effectively support business growth while preserving public health and safety.

Reform business license requirements

To support small businesses and reduce administrative burdens and fees, the City will work to repeal certain licensing requirements and streamline the licensing process at DCWP. Working with the State Legislature and City Council, we will look to remove anachronistic, unnecessary, duplicative, and/or burdensome licenses, fees, and exams for activities like "sightseeing guides," "games of chance," "bingo," "scrap metal processor," and others. And we will cut through red tape, diligently removing requirements for annually updated photographs, compliance bonds, and, for certain licensing categories, fingerprinting and background checks.

Help small businesses grow

In the years ahead, New York City must work to fortify our small businesses and help them grow. As the pandemic showed, too many operate on the brink, with crippling overhead and without the retained earnings or diversity of income streams to weather crises big or small. Fortifying these businesses means reducing costs by rolling back petty taxes, fees, and fines and providing back-office supports for key expenses like tax prep. And it means connecting business to new opportunities, targeted subsidies, an improved digital footprint, and critical resources.

Expand free tax prep to serve small business owners and freelancers

Freelancers, gig workers, and small and micro-businesses often struggle to file taxes and manage financial recordkeeping, which limits their access to capital, banking services, and loans. To help alleviate these stresses among our storefront owners, for-hire-vehicle drivers, street vendors, and many more entrepreneurs, the City will leverage the NYC Free Tax Prep services that it currently offers to individual tax filers. We will expand this program, providing business income tax services to thousands of gig workers, entrepreneurs, small businesses, and freelancers, through both annual filing and quarterly estimated tax filing, as well as educational workshops and one-on-one consultation on recordkeeping and tax filing and referrals to the NYC Financial Empowerment Centers. This expansion will not only help businesses better manage their finances but will also allow business owners to keep more of their hard-earned money.

Expand business outreach and upgrade business technology with the Small Business Resource Network

A partnership between the five borough Chambers of Commerce, the Partnership Fund for NYC, and New York City Economic Development Corporation (NYCEDC), the Small Business Resource Network was launched in the depths of the pandemic to help small businesses with loan and grant applications and offer legal assistance. Moving forward, it will double its staff and focus its efforts on direct outreach and case management, connecting business-owners to available services, and helping them expand their digital and marketing footprint through website builds, branding and logo design, search-engine-optimization consultations, and e-commerce platform onboarding.

Suspend the 25 percent surcharge on liquor licenses, streamline the liquor license application process, and support local musicians

While countless bars and restaurants earn much of their revenue from beer, wine, and liquor sales, securing and maintaining permission to sell alcohol is a bureaucratic labyrinth. Not only do restaurants and bars often struggle to obtain a liquor license and pay significant fees to the State Liquor Authority (SLA), they also have to pay an extra 25 percent surcharge to the City. As the SLA takes steps to expedite the issuance of liquor licenses, it is time for the City to also give our struggling hospitality and nightlife businesses a break. We will start by working with the City Council to suspend the Surcharge on Liquor Licenses for two years, removing one additional cost burden from bars, restaurants, and venues as they recover from the pandemic. Meanwhile, our administration, through the Office of Nightlife and in partnership with Borough President offices, will develop standardized questionnaires and processes for liquor licensing review at each Community Board. This will help make the application process quicker and fairer and reduce excessive stipulations and restrictions on arts and culture, enabling more opportunities for New York City's performing artists.

Promote BIPOC and immigrant entrepreneurship

Our small businesses are the anchors of our communities and should be as diverse as the city itself. Supporting immigrant and BIPOC entrepreneurs will be a guiding star of this administration—improving access to capital, waiving business opening fees in low-to-moderate income (LMI) neighborhoods, improving language access, and introducing new opportunities for entrepreneurship.

INITIATIVE SPOTLIGHT

Launch the Small Business Opportunity Fund to meet the financing needs of local businesses and address critical gaps in access to capital

In partnership with local financial institutions, the City will launch the \$75 million Small Business Opportunity Fund to help New York City entrepreneurs gain much needed access to capital. The Fund will offer loans to both early-stage and long-standing businesses, including the many BIPOC and immigrant entrepreneurs who did not receive Federal financing assistance and those from communities that have been historically underserved and discriminated against. As our city begins to recover from the severe disruptions and impacts of the pandemic, the new Small Business Opportunity Fund will be an important tool in building a more inclusive, diverse economy.

Invest in language access and resources for immigrant-owned businesses

Small business ownership is a tool of economic mobility and self-sufficiency for all—especially immigrants. In fact, immigrant New Yorkers are far more likely to start a small business than non-immigrants. To support these strivers and ensure our recovery is fully inclusive, the Department of Small Business Services (SBS) will invest additional resources in translating materials into more languages at the time of program launch; expanding its work with local consulates; and working closely with community groups that support immigrant entrepreneurs to align their services with community needs.

Expand legal entrepreneurship opportunities for street vendors

Supporting our small businesses will drive a recovery that serves all of New York City's diverse communities. This includes our city's street vendors, many of whom are immigrants and pursue vending as an avenue to participate in our local economy. Creating new opportunities to vend legally, in discrete areas that are underserved with food or other goods, and in coordination with brick-and-mortar businesses, will help support our city's economic recovery for consumers, workers, and businesses alike. As part of the Street Vendor Advisory Board, the City will work to expand legal entrepreneurship opportunities, including identifying and designating locations to serve as community vending

spaces and identifying municipal property, such as parking lots, where vendors will be allowed to operate.

Invest in neighborhoods

New York City's small businesses and commercial corridors do not exist in a vacuum. They are embedded in a larger neighborhood and street network that very much determines their viability and success. How do people get to the commercial corridor? What anchors and amenities attract them to the avenue? How much time do they wish to spend there?

Active, diverse, well-maintained, well-populated, and easily accessible neighborhoods are essential to the survival and success of local businesses and communities. We cannot support our small businesses without also supporting the broader neighborhoods where they flourish.

INITIATIVE SPOTLIGHT

Fortify our commercial corridors, providing critical resources to small BIDs and helping launch new ones throughout the five boroughs

The City will launch a long-term investment strategy to strengthen business supports in small and underserved commercial corridors. We will incentivize the creation of BIDs in new neighborhoods and provide matching funds to small BIDs and merchant associations in LMI communities, fostering a more robust network of business and neighborhood services. The City will provide a direct subsidy to the smallest BIDs (those with annual budgets of under \$500,000) so that they can offer more robust services, improve merchant outreach, and better connect business to City services. We will also introduce a suite of back-office, professional services, and startup tools to expand the capacity of small and new BIDs. And finally, working with City and State legislative partners, we will make it easier and faster to create BIDs, particularly in LMI communities, by launching a BID 2.0 model that addresses governance and equity issues, provides funding to local organizing efforts, devises new efficiencies in both the legislative phase and startup phase, and explores modifications and reforms to State and City BID statutes.

Target priority commercial corridors for public realm improvements

Whether Tremont Avenue or Jamaica Avenue, Bay Street or Fulton Street, every commercial corridor in the five boroughs deserves ample investments and public realm improvements to attract customers, support businesses, and improve quality of life. To help guide these investments and spur economic recovery, the City will target in-need

commercial corridors for key public realm improvements. Focusing on LMI neighborhoods, SBS will work closely with local business groups and DOT to engage communities, support public realm design plans, and make tactical investments with additional benches, bollards, sidewalk bumpouts, planters, plazas, garbage cans, bike racks, and other local needs. Investments in staffing and programming will also be marshalled to enliven commercial corridors and accelerate their post-pandemic revival.

Pursue Minority and Women-owned Business Enterprises (M/WBE) procurement reforms

In this administration, minority- and women-owned businesses will excel in public procurement, seizing on the immense opportunities from the City's \$30 billion in annual contracting. As part of our initial steps to dramatically increase the City's M/WBE spend, we will help small M/WBEs increase their capacity to win larger contracts and we will take on the "disparity within the disparity," helping business owners who have historically received too few opportunities in M/WBE contracting. This will be achieved, in part, by ramping up the M/WBE program at NYCHA and by better tracking performance and compliance across all City agencies.

Dramatically upgrade M/WBE oversight, data collection, and compliance to improve outcomes

While New York City has set clear and affirmative goals for M/WBE contracting, the program is often hamstrung by its lack of actionable data and oversight. Unable to track contracts in real time, the City cannot monitor M/WBE utilization or payments for active contracts or intervene if a prime contractor is not fulfilling the conditions of its contract and paying its M/WBE subcontractors as promised. Moreover, many agencies lack up-to-date information on their M/WBE utilization, preventing them from being more targeted in reviewing their contract pipeline and expanding opportunities for M/WBEs. To address these pressing issues and increase M/WBE utilization at every City agency, the City will make crucial improvements to its data systems at the Mayor's Office of Contracting Services and, in the next year, roll out agency dashboards so that contracting departments across the City can improve their oversight, enforcement, and analysis and better support our M/WBEs.

Raise the discretionary threshold for the M/WBE Noncompetitive Small Purchase method to \$1.5 million

In 2019, the State Legislature made a critical reform to contracting law, allowing City agencies to procure goods and services of up to \$500,000 from M/WBEs without a formal competitive bidding process. Raising this "discretionary cap" dramatically increased access to City contracts and led to a 20 percent increase in the average size of direct awards to

M/WBEs. We are calling on the State Legislature to raise this threshold once again, this time to \$1.5 million, as is currently being proposed at the Metropolitan Transportation Authority. Based on current practices, if approximately half of the contracts in the \$500,000-\$1.5 million range were awarded to M/WBEs, it would represent a potential increase of approximately \$88 million per fiscal year in direct awards.

Build out the M/WBE Program at the New York City Housing Authority

The New York City Housing Authority's \$2 billion procurement budget presents a major opportunity for M/WBEs. As part of the Authority's Transformation Plan to radically change its culture, systems, and structures, it has set formal M/WBE goals, but needs additional resources and supports to accelerate this program and expand opportunities. To advance these goals and dramatically increase M/WBE spend, the Mayor's Office of M/WBEs will work closely with NYCHA to implement M/WBE Prequalified Lists (PQLs), launch a comprehensive vendor mentorship and apprenticeship program, and improve NYCHA's vendor outreach and communications. These initiatives will allow NYCHA to scale up its nascent program, improve compliance, and create more opportunities for M/WBEs.

Expand use of M/WBE-only Pre-Qualified Lists

For nearly three years, agencies have had the legal authority to bid out contracts exclusively to M/WBEs using a Pre-Qualified vendor list. In areas where there is a high number of qualified M/WBEs, these Pre-Qualified Lists (PQLs) offer an excellent opportunity to direct City spending strategically and exclusively to M/WBEs. To better leverage this tool and increase M/WBE spending, the Mayor's Office of M/WBEs will partner with City agencies to strategically identify contracting areas that have a high number of proven M/WBE firms, build out and maintain a list of prequalified firms and get contracts in the pipeline that use these PQLs. Work has already advanced at several agencies and in the years ahead, these efforts will be accelerated so that agencies are using all available authority and tools to maximize their M/WBE spending.

Advocate for M/WBE certification reciprocity

M/WBEs should not have to jump through hoops and duplicate efforts to certify their firms across the State of New York. Instead, we should move toward greater reciprocity and uniformity for certification. Beginning with the City, we will amend M/WBE program rules to recognize the M/WBE status of firms certified as M/WBEs by other governmental entities—provided that those entities' eligibility criteria align with those of the City, and the firms are located within the City's geographic market. We will also work with our State, MTA, and Port Authority partners to help them respond in kind, expediting certification for any firm that is already certified by the City of New York.

Drive Inclusive Sector Growth



New York City's deep history of reinvention has propelled it from its founding days as a mercantile colony to its status today as a global center for business, technology, innovation, and culture. Resilience is in New York City's DNA.

Through each past crisis, industry and government have worked together not only to meet the needs of the moment but also to take the opportunity to design a stronger and more diverse economy for the future. Emerging from the COVID-19 pandemic presents different challenges, but the results will be no different: we will, as ever before, meet the current moment with the same ingenuity, grit, and collective purpose across government and industry.

In many ways, the pre-pandemic economy was the strongest and most diverse it had ever been. Yet it was also characterized by deep inequities and, for many New Yorkers, a sense of being left behind—tech employment was expanding but the jobs were out of reach to many New Yorkers, low-wage jobs faced extinction from automation, and our legacy industries were challenged to keep up with the blistering global pace of technological advances.

As industry comes back to life, we have the perfect opportunity to recalibrate. Each and every sector must adapt, and New York City will lead the effort to not only modernize but do so in a way that translates economic growth into progress for all New Yorkers.

Maintain and grow New York City's competitiveness as a global economic powerhouse

There are cities, then there's New York City. Home to 8.8 million people and an economy larger than most countries', there is no better or more dynamic home base in the world for global industries like finance, real estate, technology, media, and fashion. As we look to the future, we must continue to support the industries that are the building blocks of our economy—the ones that drive our outsized economic output, global status, and cultural relevance.

Globally promote the virtues of doing business in New York City and make it easier for businesses to move to or grow here

As economies reopen across the country and the world, we will make it clear to all that we are open for business. The City's business development office will provide its services to even more companies, expand its outreach to international businesses, and increase the City's presence at national and global events and conferences. It will also take a renewed sector-based lens to its work, partnering across the administration to bring and grow companies in priority sectors including sciences, tech, offshore wind, and advanced manufacturing.

Write the next chapter for New York City's tech sector, with a focus on diversity and tech-for-good

As the second largest tech ecosystem in the world, New York City is home to over 9,000 tech-enabled businesses that employ nearly 400,000 people.

As the second largest tech ecosystem in the world, New York City is home to over 9,000 tech-enabled businesses that employ nearly 400,000 people. Our tech sector powers growth and innovation in every other industry and enhances our lives with ever more tech-enabled products, services, and experiences. While other industries flagged during the COVID-19-induced economic downturn, the tech sector remained remarkably buoyant, continuing to hire and expand its physical footprint in the city. This administration is committed to bringing all parts of the sector together to better our city, not only by diversifying our tech workforce but also developing technologies that make life better for New Yorkers.

The biggest imperative for the administration as it relates to the tech sector is talent—specifically, partnering with industry to meet growing workforce needs with local, diverse talent. As it stands, the tech workforce does not reflect the diversity of our city, particularly in management ranks and in its investor and entrepreneurial communities. We will work with industry on holistic strategies to develop a robust, local K-16 and adult workforce tech talent pipeline that meets industry needs. We will also help build better technology companies while also capturing the entrepreneurial might of New York City's minority and immigrant population—more than half of New Yorkers—by expanding programs like Venture Fellows, which supports cohorts of underrepresented founders with training, a peer network, and other resources as they overcome systemic barriers in fundraising and network building.

We also see huge potential for tech to be a force of social good, especially when the public and private sectors work together. Whether we focus together on making new fintech products available to New Yorkers or on how micro-mobility solutions can enhance how we move around the city, we have an opportunity to fuel private sector innovation and company growth in tandem with our efforts to tackle broader urban challenges.

Further diversify the economy by investing in promising growth industries

New York City has all the assets required to accelerate growth in emerging sectors—talent, funding, real estate, and networks. Over the past few years, we have leveraged those advantages to expand our life sciences and cybersecurity industries. Under this administration, we will build on our learnings and successes in those sectors and

accelerate innovation, company growth, and job creation in other emerging sectors.

INITIATIVE SPOTLIGHT

Double down on our commitment to the life sciences industry

The life sciences industry in New York City had been accelerating even prior to COVID-19, and the level of investment, innovation, and energy surrounding the industry has few historic parallels. Overnight, the global industry became essential as its leaders mobilized to create new medicines and technologies to help diagnose and treat COVID-19. In the last two years, federal funding and venture capital investment in New York City has skyrocketed (passing \$2.3 billion in venture capital and \$5 billion in National Institutes of Health funding), powering research and seeding new companies. Local developers are accelerating plans to build the types of spaces that the industry needs, and the next generations of doctors and scientists have been inspired by both the sector's potential impact and the urgent need to address ongoing disparities in access and care, expanding the talent pipeline for years to come. Over the next 10 to 15 years, we are on track to create over 2,000 companies and 40,000 jobs, unlock 10 million square feet of life sciences real estate, and generate \$82 billion in overall economic impact.

To take advantage of this exponential growth, we will direct LifeSci NYC, the City's \$1 billion, 10-year initiative, toward new types of investments that will magnify New York City's impact on the global life sciences community, bring more life sciences businesses to New York City, and ensure that New York City's growth benefits local New Yorkers. To help us execute on these new priorities, we will also add new leaders with deep expertise and leadership in industry growth, venture, and talent development to the initiative's Advisory Council.

The administration will continue to build New York City's competitive edge in promising new sub-industries by continuing to invest in commercial incubators and step-out spaces, as well as specialized spaces for R&D, manufacturing, and clinical trials. We will expand from therapeutics to three new areas of focus: med-tech (developing new tools for medical diagnosis, monitoring, and treatment); bioengineering (applying engineering principles to life sciences product development), and planetary health (using lab-based innovations to address climate change). We will also capitalize on the city's growing brand in this industry to attract more businesses from outside of New York City to existing and new life sciences clusters in areas like Manhattan's Bedpan Alley, the Brooklyn waterfront, and Long Island City.

Finally, we will implement a comprehensive talent strategy for the industry—expanding internship programs; furthering collaborations with industry that support BIPOC entrepreneurs and talent pipeline; and developing new programs that focus on training New Yorkers for roles that require a bachelor’s degree or less.



Build a home for 21st century manufacturing

There will always be a market for locally produced goods because there is global demand for the types of products that arise from our local creativity, ingenuity, and talent and a robust local customer base. More and more, makers of everything from alternative proteins and other urban agriculture technologies to new sustainable textiles want to design and manufacture their products in modern facilities right here in NYC. Recognizing the increasing demand for this kind of space, the administration will develop a new ground-up vertical manufacturing building at the Brooklyn Navy Yard to support hundreds of urban manufacturers at each stage of their life cycle—from prototyping, to design, to fabrication and assembly—building on similar spaces at Bush Terminal and the Brooklyn Army Terminal in Sunset Park.

During COVID-19, New York City’s manufacturing sector also showed its muscle in new and critically important ways, mobilizing nearly 3,000 workers to locally produce test kits, PPE, and emergency ventilators. To foster these types of interdisciplinary collaborations and build its capacity to commercialize new technologies, the administration will add to the city’s advanced manufacturing research and development capacity with a new CUNY City Tech / Pratt Institute R&D center at the Brooklyn Navy Yard’s Research Yard. Through this center and other maker spaces and incubators across the city, we will both help local manufacturers grow and seed new ones.

Make New York City a leading hub for digital game development

The global digital games industry is projected to record revenues of \$180 billion in global sales, making it larger than the global film and North American sports industries combined. Specifically, New York City’s game development industry supports more than \$2 billion in economic output and \$762 million in wages. To support businesses in this sector and help attract new firms, the City will create an Industry Council to advise the City’s policies and programs in the game development sector; provide marketing support for New York City -made games and local game creators; establish a game development curriculum at CUNY to train New Yorkers for opportunities in this field; and work with NYC & Company to attract esports events to the five boroughs.

Center equity in the evolution and development of both legacy and emerging industries

When new industries are born or experience larger-scale disruption, we have a unique opportunity to influence the trajectory of their growth and truly center equity at the heart of how these industries develop, marrying pipeline building and workforce development efforts alongside our efforts to grow jobs. There is an opportunity to challenge assumptions about required qualifications and skills as business models are designed and/or evolved toward the future, and we see this opportunity in a few key industries.

INITIATIVE SPOTLIGHT

Build a Strong Green Economy, Led by Offshore Wind and Building Efficiency Industries

We have a once-in-a-generation opportunity to transform our economy into a “green economy” that helps New York City meet our ambitious emissions reduction goals, creates accessible middle-skill jobs for New Yorkers, and advances environmental justice goals in local communities that have and continue to be most burdened by fossil fuel infrastructure.

This administration will invest in and support industries that deliver on these interconnected goals, led with our \$191-million commitment to build an offshore wind industry that will serve as a national model for leading with equity while delivering clean, renewable energy at scale. The City's commitments to this burgeoning industry will create at least 13,000 jobs and generate an expected \$1.1 billion in annual local economic activity. We will also direct benefits toward women, minorities, and environmental justice communities by working with CUNY, NYSEERDA, and our industry partners to train a ready workforce for this industry; financing workforce development initiatives through a \$5 million fund, extending offshore wind and City waterfront construction contracts to M/WBE businesses; and developing capacity-building programs to help M/WBEs access these opportunities.

We will also accelerate energy efficiency within our buildings and electrification of our transportation system, two of the biggest drivers of emissions. We will leverage New York City's nation-leading building emissions standards, its nearly \$4 billion commitment to retrofitting and reducing emissions from City assets, and its prominence as a real estate and tech hub to drive the building energy efficiency and retrofit market. We will also form partnerships to scale emerging business models that can help affordably electrify local trucking and commercial fleets.

Finally, we will establish an interagency green economy working group to partner with industry on defining new career pathways—both longer-term K-12 and postsecondary pipelines and shorter-term training and certification programs that can help upskill or re-skill workers in adjacent industrial and working waterfront businesses.

Build the country's most equitable cannabis industry, in partnership with State and local leaders

New Yorkers will soon be able to legally purchase cannabis for recreational use, creating a new market for cannabis businesses expected to generate \$1.3 billion in industry sales and, once the industry matures, supporting between 19,000 and 24,000 local jobs. The administration is committed to ensuring that the communities that have been most impacted by the war on drugs benefit most from the industry. We will invest early and meaningfully in developing the sector equitably, learning from the experiences of other cities and states. We will launch broad-based outreach and community engagement to make New Yorkers aware of opportunities to participate in the industry; provide technical assistance to support applicants as they navigate the licensing process; and help businesses access financing, pro bono legal services, and assistance with marketing.

Launch a new Industrial Working Group to help industrial businesses thrive in New York City

The industrial sector supports all segments of the local economy and links us critically to the region, country, and the rest of the world. Employing roughly half a million New Yorkers, nearly three quarters of whom are people of color, and paying average wages of over \$64,000, the sector provides an important pathway to the middle class for many New Yorkers. Many of the sector’s 40,000 businesses are also small businesses. To support a truly inclusive recovery for the sector and position it for the future, the City will work to help legacy businesses in the sector adapt to technological change and a changing physical city, while also supporting the needs of newer businesses looking to grow here. A new Industrial Working Group will bring City agencies and key industrial advocates and stakeholders together to develop recommendations around land use and transportation policy, as well as small business and digital transformation support.

Invest in the creative and cultural economy

We have a rich foundation of artists, filmmakers, poets, musicians, stagehands, and designers that call New York City home. Many of these dreamers and creatives saw their jobs and livelihoods disappear when COVID-19 first hit. New York City must continue to be the world capital of arts and culture—so we are committed to helping artists, cultural organizations, and creative businesses recover. Their return is New York City’s return.

INITIATIVE SPOTLIGHT

Strengthen and diversify New York City’s film and television industry

In 2019, New York City’s film and television industry supported over 185,000 total jobs in the city and accounted for more than \$82 billion in total economic output. The City facilitates on-location production across the five boroughs and, in supporting industry growth, connects New Yorkers to jobs in this growing sector and strengthens local small businesses. To ensure the film and television industry recovers beyond pre-pandemic levels, the City will create an Industry Council to advise the City’s production policies and programs; release an Executive Order requiring each agency to have a production industry liaison; market and promote the importance of this sector to New York City’s identity and local economy; continue working closely with NYPD and the FDNY to support filming citywide; work with industry partners and nonprofits to develop diverse talent pipelines into the industry; and help small businesses grow and thrive by connecting to opportunities in the field. Additionally, to support the ongoing demand for production space, the City will continue investing in studio and sound stage facilities across the city, with nearly one million square feet of production and related space being newly built or renovated at the Brooklyn Navy Yard and at the “Made In NY” Campus at Bush Terminal.



Provided by Dattner Architects.

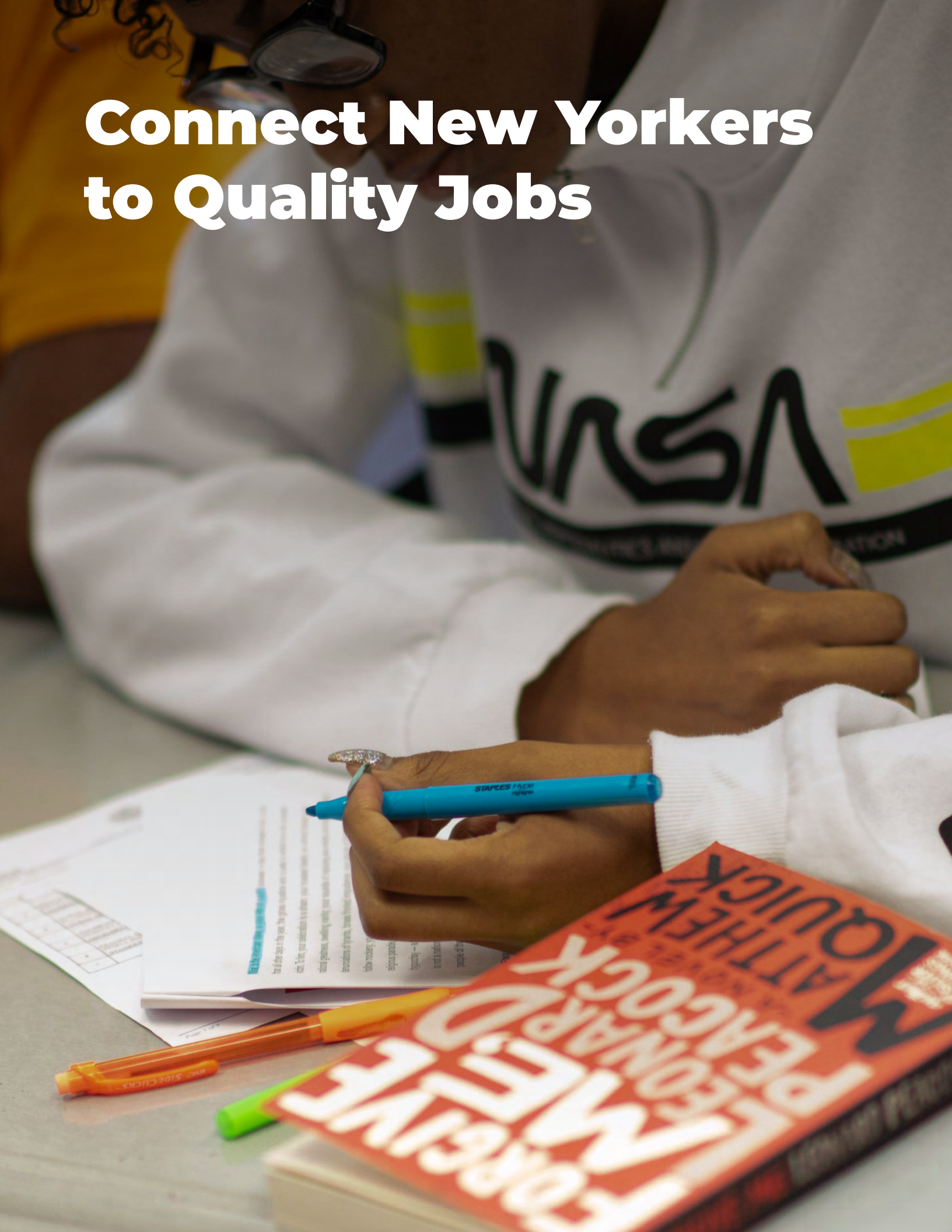
Use data-driven approach to more equitably distribute arts funding

The Department of Cultural Affairs (DCLA) is the largest municipal cultural funding agency in the country, supporting arts nonprofits that are a key pillar of our city's creative sector. To create a more accessible, equitable process for distributing arts funding, the City will implement key changes to the Cultural Development Fund (CDF) grantmaking process. These changes include streamlining the CDF application, allowing multi-year funding allocations for all grantees, implementing strategies to further diversify the panel review process, ensuring equity in CDF funding criteria, and exploring the possibility of allowing funds to be used for general operating expenses, among others.

Additionally, the City will ensure a more equitable distribution of capital funding for arts organizations to provide, for example, greater access for visitors, enhanced exhibition or performing spaces, better maintenance and preservation of our historic buildings, and increased protection of collections. To help smaller, lower-resourced arts organizations access capital funding, we will launch a pilot program that will, for a cohort of participating entities, outline the responsibilities associated with a City-

funded capital project; enhance organizations' ability to strategically plan, fundraise for, and execute capital projects; and help organizations understand the long-term operating costs associated with a new or renovated facility.

Connect New Yorkers to Quality Jobs



Prior to the onset of the pandemic, the city's unemployment rate stood at a record low of 3.7 percent and the previous decade saw over 920,000 jobs added, many in high-growth industries like healthcare and tech. However, the economy was also experiencing meteoric and disruptive changes due to technological shifts in business practices. For workers, there was an increasing need to remain lifelong learners and to become less reliant on traditional methods for education and training.

The global shutdown wrought by COVID-19 has greatly accelerated these changes. The pandemic led businesses of all scales to leverage their technology assets to develop new ways of doing business. For workers in many sectors, this shift presents a stark challenge—how to reenter the workforce or advance in an economy that requires an ever-changing set of skills. Unsurprisingly, these challenges and trends were hardest on homegrown New Yorkers in some of the city's historically marginalized communities including BIPOC, LGBTQ+ New Yorkers, and people with disabilities.

However, from crisis comes the opportunity to create a more resilient workforce, implement innovative talent development strategies that meet the needs of New Yorkers from all walks of life, and better prepare them for in-demand jobs in a post-pandemic economy. This includes improving the structure of the workforce system, addressing the impact that the future of work will have on training and education, and developing new tools to help workers find training and navigate the labor market. It also requires deeper investments in scalable, effective education and training options that meet the needs of in-demand industries and create career pathways. Finally, it includes much-needed support for jobseekers and workers, such as childcare, broadband, and financial empowerment.

Reimagine the public workforce system

Currently, New York City's talent development system is fractured—managed by more than two dozen City and State agencies and offices and executed by the City University of New York (CUNY), the DOE, hundreds of nonprofit and for-profit human service providers, intermediaries and associations, our three public library systems, and employers. The City will create a more effective talent development and delivery system to improve workers' access to services that qualify them for good jobs. These will be jobs that pay a living wage, provide opportunities for career advancement, and empower individuals with the ability to contribute to the economic growth of their communities and the city's overall success.

Launch ‘Future of Workers’ Taskforce

In order to meet the challenge of the City’s fractured workforce system on people, business and communities, the City will launch and convene the ‘Future of Workers’ Taskforce, a working group of industry experts—including higher education, human service job training providers, research institutions, labor, and employers. The group will develop a citywide, early-education-to-adult-talent development vision to address short-term recovery needs and long-term structural challenges in meeting the talent needs of businesses in an equitable fashion.

Develop the NYC Talent Portal

Navigating New York City’s talent development system can be challenging for many New Yorkers who are looking for skill-aligned training to help them start or restart their careers. The City will launch a centralized employment and training tool for jobseekers in 2022. The NYC Talent Portal, the go-to tool for jobseekers, will help the City assess the skills and competencies of jobseekers, and connect New Yorkers across skill levels to effective training programs and support services required to ensure successful completion of training, and to in-demand jobs and career pathways across industries.

Establish a pathway for equitable community hiring

The last two years have been especially difficult for specific communities and neighborhoods across the city. The City will work with public and private champions including City and State elected officials, business leaders, building trade unions, and talent development organizations to pass legislation to facilitate community hiring requirements focused on connecting New Yorkers from low-income neighborhoods to job openings. This effort will be a powerful vehicle to accelerate an equitable economic recovery for communities that are historically marginalized and/or disproportionately impacted by the health and economic effects of the pandemic, by utilizing the City’s purchasing power to connect New Yorkers to good jobs.

Level the playing field for people with disabilities

Few communities experience greater barriers to employment than people with disabilities. Prior to March 2020, the jobless rate, which includes those unemployed and those out of the labor market, in the disability community stood at a striking and deeply troubling 79%, and today remains at a staggeringly high 81.4%. Moving forward, we must do better to level the playing field for New Yorkers with disabilities, especially as the spread and normalization of remote work offers new and important opportunities. In order to leverage these opportunities and directly confront substantial barriers, New York City will launch a new partnership between the Mayor’s Office of Workforce Development (WKDEV) and the Mayor’s Office for People with Disabilities (MOPD), tasked with studying the distinct challenges that have affected entry or reentry into the labor force and, deliver a comprehensive plan that will

include increasing the accessibility of career training and employment opportunities, expanding financial counseling programs, and sharing best practices for employers to attract and retain workers with disabilities.

Increase New Yorkers' ability to successfully skill and up-skill by providing wraparound support

It's never been clearer that success in training and upskilling programs depends in large part on factors well beyond access to the training programs, including the availability of childcare, supplemental or replacement income, food security, transportation, broadband, and tech hardware. To truly serve New Yorkers who have been historically hard to reach with our workforce system, we must understand these barriers and work to connect New Yorkers across skills and levels of educational attainment to jobs.

Recognize the lack of affordable childcare as a critical barrier to labor force participation

Lack of accessible, affordable, quality childcare is an issue that has long impacted families, businesses, and the economy, stunting parental—and especially maternal—employment and serving as yet another barrier for New Yorkers seeking to improve their skills and earning potential. In New York City, the pandemic made childcare even more inaccessible to many, pushing an already fragile childcare system to the brink of collapse.

Our administration recognizes how critical it is to make more childcare seats available to lower and middle-income parents and will continue to advocate for tax incentives at the State level that will help retrofit existing spaces into new childcare centers and subsidized childcare for employees at their place of business. Beyond this advocacy, the City will also explore other ways to address the childcare market failure and make quality childcare more accessible and affordable to New Yorkers.

Fulfill the promise of free and low-cost quality broadband

Over 1.5 million New Yorkers lack access to high-quality broadband, mostly concentrated in historically marginalized communities and communities of color. Access to high-speed, quality, and affordable internet often determines whether an individual and family can learn or earn from home, and it will be a priority for this administration as a key tenet of its economic opportunity agenda. We will continue to build out a broadband network that will be as open and affordable as possible for all New Yorkers.

Expand stipends to low-income workforce program participants to increase success

We must make life-long learning achievable for jobseekers across socioeconomic statuses. Building on a successful pilot initiative, the City will expand a program that offers modest stipends to low-income and

traditionally underserved participants in select occupational training. The stipends are intended to increase training completion rates and to support participants in the job search period after training. An increased investment will make New York City the first municipality in the nation to make a large-scale commitment to stipends for participants in publicly funded occupational training.

Incorporate financial empowerment services into workforce development

For many New Yorkers, the last two years have impacted job quality and, for some, increased the chances of them working in unhealthy and even predatory environments. We will develop new tools to support the security of workers, including ones that protect their financial assets. Jobseekers served by workforce development programs are often under a considerable amount of financial stress which creates additional barriers to finding and maintaining stable employment. To address these issues, the DCWP will partner with SBS to expand the Financial Empowerment Center model to provide one-on-one financial counseling to clients of SBS's Workforce Career Centers across the city.

Make foundational investments in adult education and digital literacy

To be truly equitable, we must address the barriers that have led to inequities in socioeconomic standing, and work to connect New Yorkers across skills and levels of educational attainment into jobs that are considered good by all standards—but especially ones that lead to careers with family-sustaining wages.

Leverage the power and scale of CUNY

CUNY is the nation's largest urban public university and one of New York City's preeminent engines for economic mobility. With over half a million students prior to the pandemic—275,000 degree-seeking and 200,000 non-degree-seeking—the CUNY system is the greatest single pipeline of talent in the city outside of the DOE.

To capture the full potential of CUNY, the administration will continue to invest not only in CUNY's senior and community colleges and their direct interfaces with industry, but also in the system's capacity to deliver adult and continuing education programs that ready thousands of New Yorkers annually to pursue more advanced training and certificate programs.

Expand bridge training into good jobs

Many New Yorkers looking to enter the workforce do so with limited language or numeracy skills. Bridge programs provide hybrid educational programs with a career focus, helping New Yorkers in the job and career search resolve these deficiencies while simultaneously preparing them for their next steps in education, skills training, or employ-

ment. To improve these New Yorkers' chances of successfully entering and remaining in the job market, the City will expand its investment in bridge training programs to help more New Yorkers build foundational job skills and receive interventions like English for Speakers of Other Languages (ESOL), high school equivalency (HSE), and pre-apprenticeship programs, as well as entry-level skill, certification, and job readiness training. To magnify our impact, we will leverage relationships with community-based organization partners, especially those who serve BIPOC, LGBTQ+ New Yorkers, and people with disabilities.

Leverage the strength of New York City libraries to build a more inclusive economy

In terms of the depth and breadth of services delivered, perhaps no institution in New York City rivals our public libraries. The Brooklyn, Queens, and New York public library systems offer a suite of free services and resources for tech training, digital literacy, career counseling and small business development and entrepreneurship that are primed to be scaled and brought to new neighborhoods. In partnership with the City, the three systems will ensure access to career support, business incubator programs and competitions, business specialists, and English language classes, with the goal of improving economic inclusion and helping M/WBE and immigrant entrepreneurs grow their businesses

Build holistic K-16 and adult workforce strategy for our target sectors

To uplift New Yorkers and confront inequity, the City must create a truly holistic K-16 and adult education strategy that leverages all available assets—Kindergarten to 12th grade, public colleges and universities, the three public library systems, community-based organizations, for-profit bootcamps and employment services, and many more—to prepare all New Yorkers for those industries vital to the city's economy.

INITIATIVE SPOTLIGHT

Expand tech industry partnerships as a replicable model for the future

As the city's tech sector continues to grow, the City will need to bolster the infrastructure necessary to develop diverse talent that meets the outsized near- and long-term tech talent demand. To achieve this, we will work with employer partners to develop and expand employer-informed and -validated training and education programs. We will also deepen our partnerships with industry through the development of an inclusive Tech Advisory Council that will identify specific and practical ways in which employers, government, and educators can better work together to prepare and connect more New Yorkers to open tech jobs.

The City will also work with industry to identify effective tech training providers and support their scaling to reach a larger constituency. Similarly, the City will better leverage technology itself, as well as hybrid/remote education, to serve neighborhoods and regions that have experienced underinvestment in career-ready workforce programming, thus removing geography and transportation as barriers to individuals interested in pursuing tech careers.

Upskill New Yorkers for in-demand roles in the healthcare sector

For the last two years, front-line healthcare workers have been our everyday heroes, leading the New York City fight against various waves of COVID-19 while also addressing the basic health needs of New York's diverse communities. As a sector that employs over 750,000 New Yorkers, the healthcare industry presents New Yorkers with many robust pathways to quality jobs. However, COVID-19 and other job quality challenges have exacerbated growing labor shortages in several occupations, including nursing. We will look for opportunities to bolster supports for essential workers, explore opportunities to support programs like the City's Nurse Residency Apprenticeship, improve programs that support the certification of foreign-trained nurses in New York State and broaden access to on-ramps for New Yorkers to enter these careers. We are also eager to work with the State and industry stakeholders to ensure that all healthcare jobs pay a living wage.

INITIATIVE SPOTLIGHT

Expand STEAM Center Model for 21st Century Career & Technical Education

The Brooklyn STEAM Center is an innovative CTE school, embedded with a robust group of industry advisors and instructors in a state-of-the-art facility at the Brooklyn Navy Yard where a mix of students from the borough's highest and lowest performing schools are being groomed to thrive in the manufacturing, technology, and creative fields. In the next two years, the campus will double in physical size and triple its student population to nearly 1,000, allowing for more specialized training in fields like Architecture, Cybersecurity, Virtual Reality, and two new sustainability-focused pathways in Welding and Building Systems. The expansion will also allow the STEAM Center to broaden its reach with adult-focused industry training programs, enhanced credit- and certification-granting partnerships with higher education institutions, and new entrepreneurship programs for student-run social enterprises serving the local community.

Advocate for worker protections and longer-term wage supports and solutions for lower-wage sectors

Supporting the growth of the businesses, large and small, that call our city home should not and cannot come at the expense of protecting our labor force. The health and safety of our city's workers is paramount

to economic success and, as technologies, industries, and jobs evolve, so too must our worker supports and protections.

Expand minimum labor standards to more app-based delivery workers

Delivery is a central part of New York City's economy and has expanded dramatically throughout the pandemic. In addition to the roughly 65,000 app-based restaurant delivery workers who just recently won increased worker protections—including better control over routes, pay transparency, and minimum pay rates—another estimated 17,000 app-based delivery workers help move essential items to New Yorkers every day, from groceries to clothing to medicine. Working with the City Council to raise labor standards for additional app-based delivery workers and partnering with community organizations and businesses, this administration will create a holistic way to get New Yorkers what they need in real time while ensuring these workers have a sustainable path to participating in this essential work.

Expand support for paid care workers to get others back to work

Home care aides, nannies, and house cleaners make up more than 300,000 paid care workers who play an essential role in New York City's dynamic economy. New Yorkers entrust these workers—primarily immigrants and women of color—to care for their loved ones while they leave the home to work in offices and in the field. Paid care workers are rarely paid a sustainable living wage and are often denied the most basic workplace rights and protections. We will increase resources to DCWP's paid care division for outreach, education, and enforcement in the paid care sector. DCWP will also launch a mediation program so that domestic workers—who number 18,000 in New York City—and the private households that employ them can access a collaborative process for resolving employment disputes without resorting to litigation or other adversarial processes.

Deliver City services directly to communities, bringing mobile units into our neighborhoods

To support and empower New York City residents, we must meet them where they are. Many residents are unaware of the City's ample workforce development, financial empowerment, and benefits enrollment services or do not have the time to pursue these opportunities. In order to address this gap, SBS, the DCWP, and the Mayor's Public Engagement Unit will launch a mobile unit to go into city neighborhoods and offer free tax prep, financial counseling, benefits enrollment, job training enrollment, tenant protection services, and other critical resources that the City offers.

Plan and Build for an Inclusive Future



While many New Yorkers are eager to return to life as it existed before COVID-19, we know that for post-pandemic New York City to thrive, it must evolve in response to dynamic changes in how people choose to live, work, and enjoy the city. We will not merely react to this emerging future—we will actively plan for and shape it.

The COVID-19 pandemic did not impact all parts of our city equally. The last two years laid bare the inequities across our city's neighborhoods and their often life-or-death implications. Unsafe and overcrowded housing, disparate access to open spaces, and disproportionately long commutes contributed to staggering differences in health and employment outcomes. The neighborhoods hit hardest by job losses, home to predominantly people of color, were also those hit hardest by COVID-19's health impacts.

Pandemic-related working and commuting patterns have also changed in ways that may prove to be enduring. With the rise of remote work, our central business districts may not go back to the same density of daytime workers. And in local neighborhoods, the demands have also shifted—with new focus on stores and services within walking distance, more uses and users of our parks and streets, and a potential distribution of workspaces that reflects new hybrid work patterns.

New York City invents and reinvents itself in the face of opportunities and challenges—this recovery will be no different. Included in this section are initiatives that will guide the city to a more equitable and vibrant future. The old playbook will no longer suffice, and a new approach is necessary—one that engages all sectors of the city, finds efficiencies in our building processes, grows jobs hubs around the five boroughs, and reimagines our central business districts, dramatically increases opportunities for affordable housing, and confronts the threats of climate change.

Accelerate and find efficiencies in the processes for building in New York City

Government that runs smoothly is central to recovery, equity, and the economic vibrancy of New York City. This administration will ensure that projects that generate desperately needed opportunities for family-sustaining jobs or affordable housing aren't getting held up in inefficient processes that and we are seizing every opportunity for efficiency in getting things done.

Launch an interagency task force to identify key efficiencies across agencies

The Deputy Mayor for Economic and Workforce Development and the Chief Efficiency Officer will chair the Building and Land use Approval Streamlining Taskforce (BLAST), a coordinated effort of over a dozen

agencies involved in the planning and building process. The taskforce will release a set of short-term and long-term recommendations within three months.

Advance agency-specific efforts to expedite existing pipeline projects

Agencies will advance efforts to expedite internal processes, benefiting existing and future projects. These efforts will include streamlining land use applications at the Department of City Planning (DCP), expediting the design review process at the Public Design Commission (PDC), and the permit application e-Filing portal at the Landmarks Preservation Commission (LPC), to name a few.

Re-envision the city’s jobs hubs in response to shifting trends in living and working

The pandemic has changed how we live and work—commuting patterns, office space needs, and employer and employee preferences have all been altered. Building an inclusive recovery means addressing the evolving needs of the city’s longtime Central Business Districts, its established and now-growing downtowns outside of Manhattan, and the next generation of borough commercial hubs with the potential to bring jobs closer to New Yorkers who need them.

Governor Hochul and Mayor Adams will convene a panel of prominent leaders from government, business, labor, academia, civil society, and philanthropy to help tackle some of the most urgent questions we are confronting as a city and a region. What is the future of the workplace, and what does it mean for our traditional office districts? How can public policy anticipate the economic transformations underway in our city? How can we best support New Yorkers in this transition and provide them opportunities to take part in a “new” New York? How can we re-imagine the future of the Metro region? The “New” New York Blue Ribbon Panel will deliver recommendations to the City and State in the fall of 2022.

Invest in growing downtowns and emerging job hubs across all five boroughs

The City will advance neighborhood planning with different approaches to engagement and investment based on local needs. For long-established Manhattan retail and office districts, we will support existing commercial corridors and major planned transit investments while exploring ways to allow outdated buildings to be adapted to other uses where appropriate, such as housing, lab space, or schools. For growing downtowns, such as Downtown Brooklyn and Long Island City, we will explore ways to support the development of additional space for jobs and commercial activity while addressing key infrastructure needs.

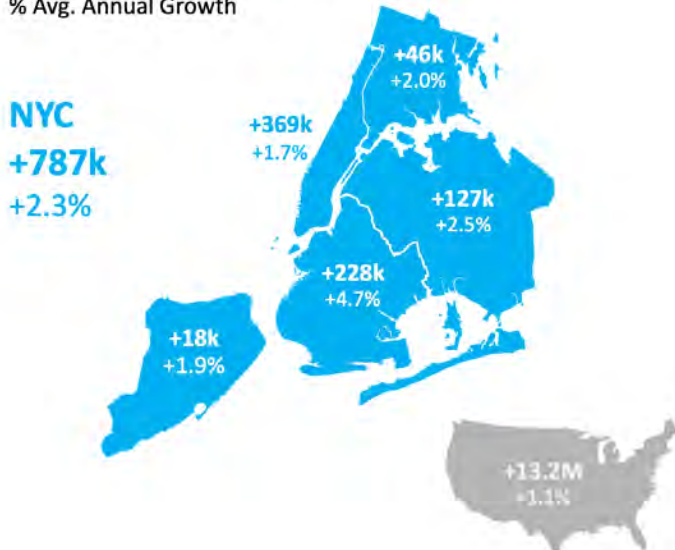
We will work closely with communities to plan for the next generation of borough centers that can bring jobs closer to New Yorkers who have historically faced longer commutes, lower wages, and fewer economic opportunities. For example, neighborhood planning around the forthcoming Metro-North regional rail stations in the Bronx, such as at Morris Park, will focus on how to leverage new infrastructure investments with a robust workforce development strategy for nearby healthcare institutions. Holistic planning efforts in communities in Queens, Brooklyn, and Staten Island will similarly focus on how to build on community assets and existing transit connections to bring amenities and job opportunities closer to residents.

NYC Private Sector Jobs & Growth pre-Covid

Private Sector Jobs, 2019
% of NYC Total



Private Sector Job Growth 2008 to 2019
% Avg. Annual Growth



Source: Department of City Planning

Strategically site City offices to support the growth of emergent jobs hubs across the five boroughs

The City will build on successful pilot programs to expand its efforts to use agency office relocations as anchors to grow jobs and commercial space in strategic locations. By relocating and investing in City office space in new buildings, this approach leverages long-term City space-leases to catalyze new commercial development and bring jobs closer to where people live. We will identify new opportunities for these strategic relocations, building on the success of the first project in Broadway Junction, which led to more than \$100 million of private investment.

Grow jobs and small businesses with more flexible zoning

Many zoning regulations are more than 60 years old and are too rigid for today's dynamic economy. The City will advance proposals to enable the construction of flexible "modern loft" space that can be used by a range of industries, simplify rules to make them navigable for small businesses, and eliminate obsolete distinctions in zoning. These changes will better accommodate emerging business models, such as "maker retail," 3D printing, and biotech, while also ensuring opportunities for neighborhood amenities ranging from childcare facilities to nightlife.

Invest equitably in neighborhood infrastructure

Public infrastructure makes the New York City economy run. However, not all neighborhoods have seen equitable investments in parks, schools, healthcare resources, cultural amenities, and other assets that make New York City vibrant and livable. The City will plan and execute catalytic infrastructure projects to jumpstart economic recovery while also taking a holistic approach to equitable neighborhood investments.

INITIATIVE SPOTLIGHT

Invest in the Hunts Point community and modernize and expand the Hunts Point Produce Market

Hunts Point is home to over 12,000 residents, 18,000 workers, and the largest wholesale food distribution facility in the country. Over the past year, the Hunts Point community has partnered with the City to create Hunts Point Forward, a vision for a safe, healthy, and economically thriving neighborhood for residents and workers alike. To deliver on this vision, we will invest in open space, greenways, and programs to support access to healthy food, healthcare, and industrial jobs.

Additionally, we will support the redevelopment of the Hunts Point Produce Market, recognizing its vital role in the food supply chain that employs thousands of New Yorkers and supplies 25 percent of the city's fresh produce. A resilient food system is central to the city's future and will be integrated into neighborhood planning work across the city.



Support community-driven efforts to further inclusive growth and close the racial wealth gap

The City will invest in communities across the city that are home to large percentages of BIPOC New Yorkers and where strategic investments can assure that historically underserved populations can participate in new economic opportunities. For example, the Restoration Innovation Campus, an initiative of Bedford Stuyvesant Restoration Corporation, is envisioned as a business, programmatic, and policy hub for community asset building, financial health, social entrepreneurship, and arts and culture as part of a redesigned state-of-the-art campus. With the goal of helping the Central Brooklyn community participate in the tech-driven and creative economies of the future, close the racial wealth gap, and build on the rich legacy of the Bedford Stuyvesant community, this project is a promising example of how to link development to community goals and policy outcomes.

INITIATIVE SPOTLIGHT

Launch the NYC SEED (Strategy for Equity and Economic Development) Fund

The NYC SEED Fund will invest City dollars into both near-term catalytic recovery projects and neighborhood-wide capital improvements via a new equitable capital investment framework. The framework will better integrate neighborhood planning across City agencies and with community stakeholders to deliver quality of life improvements and economic recovery projects faster and cheaper. Investments will follow the principle that all New Yorkers should have access to housing options and good jobs along with essential services and infrastructure—like childcare, open space, and fresh food—that they can reach by walking, biking, or taking public transit.

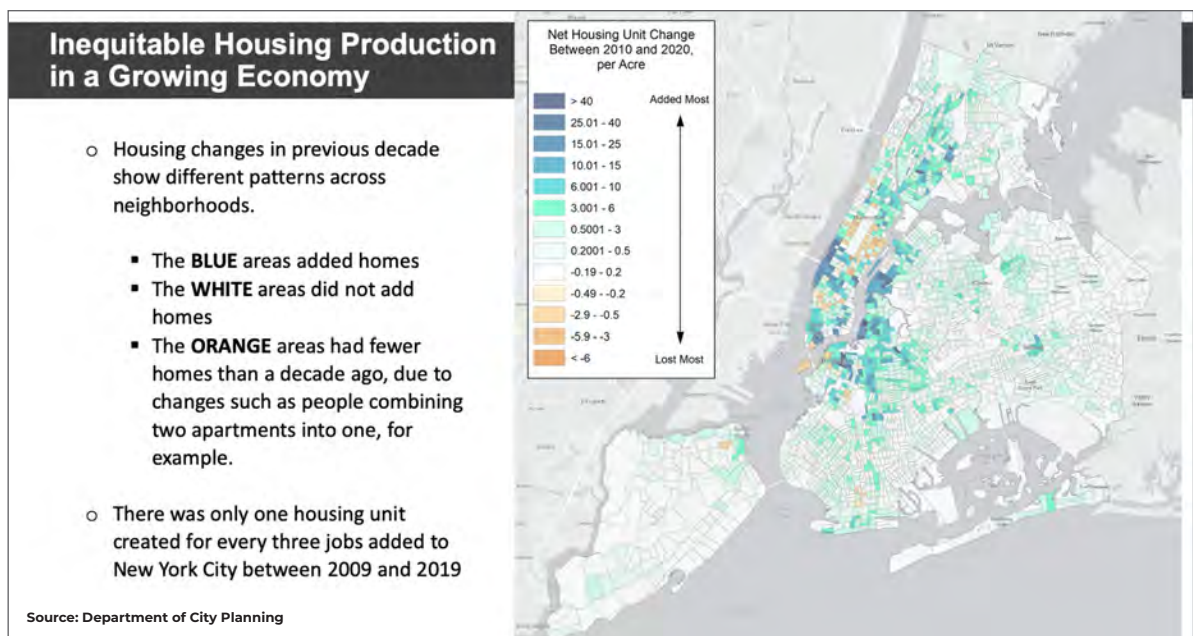
Selected projects will address historic disinvestment, support the needs of growing communities, and spur jobs and economic activity. The fund will maintain high standards for M/WBE and local hiring to maximize the economic impact of every public dollar spent. Over the coming months, an interagency team will establish the framework and criteria for the NYC SEED Fund and will identify initial catalytic recovery projects in coordination with City agencies and local stakeholders.

Invest in community healthcare needs in neighborhoods most impacted by COVID-19

The City will explore ways to provide critical community-serving uses as part of City-sponsored redevelopment projects. To this end, the administration will invest in improving long-term health outcomes in Downtown Far Rockaway, a neighborhood facing disproportionate health disparities and impacts of COVID-19. Through a new public health facility and improvements to local parks, the City will provide local access to new community health resources and wellness programs, modeled after programs elsewhere in the city.

Increase opportunities for low-cost housing in neighborhoods throughout New York City

Access to high-quality, low-cost housing improves economic security, health outcomes, employment opportunities, and more. However, too many neighborhoods have failed to add housing to meet rising need. New York City experienced its most rapid job growth on record from 2009 to 2019, but only added one new home for every three new jobs added. In collaboration with the Chief Housing Officer, we will take an inclusive, citywide approach to encouraging housing and equitable access to opportunity.



Ensure all neighborhoods are meeting the need for housing opportunities

The City will identify strategies to create a wider range of housing types for all New Yorkers, including those with the lowest incomes, in neighborhoods throughout the city, from high-density areas to lower-scale neighborhoods. Strategies include allowing a wider range of unit sizes to meet different household needs, broadening existing density allowances for affordable housing, easing alterations or the addition of accessory units, and reevaluating existing parking requirements. This effort builds on past planning and outreach for fair housing and equitable growth and will lead to proposals for a range of zoning changes.

Plan for climate resiliency and a green energy future

Climate change poses an acute threat to NYC from tidal flooding caused by sea level rise and coastal storm surges, extreme heat, and heavy precipitation. This reality also presents the opportunity to think big, grow a green economy, uplift creative solutions from impacted communities, and invest in new ways of living and working in our neighborhoods most vulnerable to these climate hazards. Decarbonizing our private buildings and making them more energy efficient will also help to drive our economic recovery in a more inclusive way. Energy efficiency creates 20 jobs per million dollars of investment a year. Today, 61,000 people are employed in the energy efficiency industry across all five boroughs, which accounts for most energy employment in the city (43%). In collaboration with the Mayor's Office of Climate and Environmental Justice, we will make sure climate resiliency, sustainability, and decarbonization are integrated into our approaches to neighborhood planning, economic development, small business, workforce development, land use, and beyond.



Build the Center for Climate Solutions on Governors Island

The Center for Climate Solutions will position New York City as a global leader in the development of just solutions to the climate crisis: researching and modeling equitable urban climate solutions, driving growth of accessible green jobs, and furthering public awareness and action. At full build, the Center for Climate Solutions will be home to 7,000 jobs on Governors Island alone and will serve as a national model for growing green- and blue-tech sectors.

This spring, the Trust will release a Request for Proposals (RFP) to select the anchor academic partner to begin build-out of a new state-of-the-art education and research institution on the Island. The Trust will also launch a “Living Laboratory” program that uses the Island to test new ideas and technologies and engage DOE students and the broader public.

Expand opportunities for decarbonization projects via zoning and other tools

The City’s target to achieve carbon neutrality by the year 2050 will require significant changes related to energy production, storage, and transmission; building performance and management; transportation; and waste streams. The City will propose citywide changes to zoning and other regulations as necessary to remove impediments to high-performance buildings, decarbonization retrofit projects, solar energy, electric vehicle charging, and energy storage systems, as well as other measures that will be needed to help achieve our ambitious climate goals.



Provided by PAU

Advance climate resiliency planning and sustainability investments across the five boroughs

The City's planning efforts will advance equitable, resilient, and healthy neighborhoods and waterfronts for all New Yorkers, as outlined in the NYC 10-year Comprehensive Waterfront Plan and other citywide planning efforts. This includes directing drainage, flood protection infrastructure, and heat mitigation investments through neighborhood planning. For example, the City is advancing design and construction on Lower Manhattan Coastal Resiliency (LMCR), a \$1 billion initiative to protect one of the city's major job centers from rising sea levels and stronger coastal storms, along with other post-Sandy coastal flood protection projects, including in Red Hook, the Rockaway Peninsula, Coney Island, Staten Island South Shore, and the East Side of Manhattan. The administration will also embrace a resilient land use strategy that guides growth and investment with an understanding of the risks communities face in a changing climate.

Conclusion



While we have outlined an ambitious agenda to reimagine the future of New York City at this critical moment in the city’s history, we cannot do this work alone. We need everyone—the business community, labor unions, community advocates, faith leaders, educators, and everyday New Yorkers—leveraging their talents and their passion to bring us back stronger from this difficult time. It must be our collective goal to meet both the challenges and opportunities of this pivotal moment.

As we continue this work, we are prepared to adapt our approach and strategies to meet the dynamic needs of our city. Ingenuity and resilience are second nature to New York, and we dedicate ourselves to the mission of creating a recovery centered on equity and economic mobility. We invite all New Yorkers to join us as we rebuild, renew, and reinvent the greatest city in the world.

We thank you in advance for your partnership. It’s time to “Get Stuff Done”.

Data Sources and Notes

Introduction

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6. Statistics on business closures come from NYCEDC analysis of Bureau of Labor Statistics Quarterly Census of Employment and Wages, New York City Microdata 2018:Q1 – 2021:Q1
7. Statistics on job losses since COVID-19 based on NYCEDC analysis of New York State Department of Labor data

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17. Economic impact and job projections related to the Offshore Wind industry are based on analysis conducted by NYCEDC
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22. National Institutes for Health investment in NYC Life Sciences industry sourced from March 2022 Crain's New York article
23. Economic and jobs projections related to Life Sciences industry conducted by NYCEDC
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26. Wage and business statistics related to the Industrial Sector provided by the Association for Neighborhood and Housing Development

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28. Enrollment statistics for the City University of New York provided by the City University of New York

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29. Private investment at Broadway Junction based on internal NYCEDC estimates
30. Hunts Point resident population based on U.S. Census Bureau 2015-2019 ACS 5-year Estimates
31. Hunts Point worker population based on U.S. Census Bureau On the Map tool
32. Hunts Point Produce Market contribution to city food supply based on 2016 Five Borough Flood Flow study commissioned by NYCEDC and The Mayor's Office of Recovery and Resiliency

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