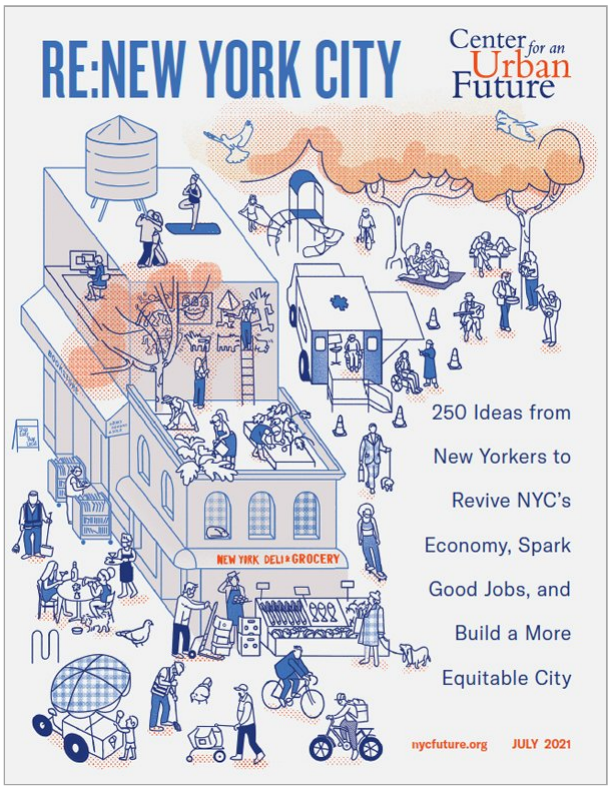


Report - July 2021

RE:NEW YORK CITY

250 Ideas from New Yorkers to Revive NYC's Economy, Spark Good Jobs, and Build a More Equitable City

by the Center for an Urban Future

- The following is the introduction and full list of ideas from *RE:NEW YORK CITY: 250 Ideas from New Yorkers to Revive NYC's Economy, Spark Good Jobs, and Build a More Equitable City*
- Click here to explore the full report and read all of the bold, actionable ideas contributed by over 175 New Yorkers

ABOUT THIS PROJECT

This report is a blueprint to renew New York.

New York's next mayor—and the many other new leaders across city government entering office in January 2022—will need to take bold action to ensure that the promising recovery underway across the city will take hold and accelerate.They should be prepared to implement policies that will not only help the city's economy bounce back and address the many structural economic challenges exacerbated by the pandemic, but also enable New York to build a stronger and more equitable economy over the long run.

This report points the way. It includes actionable ideas from over 175 New Yorkers—including small business owners, company CEOs, labor leaders, community advocates, nonprofit practitioners, artists, college presidents, and former government officials. Organized into 10 core principles, the nearly 250 ideas that follow include concrete policy suggestions for bringing back the roughly 500,000 jobs lost over the past year, strengthening small businesses, and boosting the hard-hit arts sector. But they also include ideas for helping New Yorkers of color boost incomes and build wealth, making skills-building a key part of an equitable recovery, bolstering the hardest-hit workers and communities, and reimagining streets and public spaces.

As this report makes clear, New Yorkers are full of bold ideas. Now is the time to turn these ideas into action.

Ten Core Principles for New York's Recovery

(Click Links Below to View Ideas)

I. Spark NYC's Economic Comeback
II. Strengthen NYC's Small Businesses
III. Help New Yorkers of Color Boost Incomes and Build Wealth
IV. Embrace Public Health to Make New Yorkers Healthier and Grow the Economy
V. Make Skills Building the Centerpiece of an Equitable Recovery
VI. Reimagine Streets and Public Spaces and Re-Invest in Vital Urban Infrastructure
VII. Boost the Hard-Hit Arts Sector to Bring Back the City's Magnetism and Vitality
VIII. Build a Stronger and More Inclusive Economy for the Long Run
IX. Prioritize Hard-Hit Workers and Communities
X. Shore Up the Building Blocks of NYC's Economic Success

INTRODUCTION

New York City's rebound from the depths of the COVID-19 crisis is already underway, with life returning to once-silent streets and a resilient energy pulsing from Wakefield to Far Rockaway. But to ensure a strong, equitable, and lasting economic recovery, city leaders will have much more work to do.

New York's 10 percent unemployment rate remains among the highest of any major city in the United States, with nearly 400,000 residents out of work. Tens of thousands of small businesses have closed, and thousands more are hanging on by a thread. No other city is coping with as many structural economic challenges brought on by the pandemic, from the rise of remote work and the slow recovery of tourism to the ongoing disruption in retail and the severe blow dealt to the arts. At the same time, the city is reckoning with enormous disparities in the physical, social, and economic impact of the pandemic on communities of color—as well as structural inequities that long predate the arrival of the virus.

Faced with a long road to a full and equitable economic recovery, New York City needs bold and actionable ideas that can be implemented now and into 2022 to bring back nearly half a million jobs, strengthen small businesses, revitalized hard-hit corridors and communities, restore the city's vitality and magnetism, and reassert New York's cherished role as a beacon of economic opportunity to the world.

No one individual or organization has all the answers. But together, New Yorkers have the ingenuity and experience needed to rebuild a stronger and more inclusive economy for the long run. That's why the Center for an Urban Future turned to more than 175 exceptional New Yorkers from every corner of the city's economic and cultural life for their ideas on sparking a lasting economic recovery to the benefit of all.

This report gathers together concrete ideas from a diverse mix of New Yorkers who reflect the city's many strengths, including community advocates and small business owners; CEOs in media, healthcare, technology, and nonprofits; artists and cultural leaders; heads of social services organizations; experts in finance, law, and public health; labor leaders; award-winning designers and architects; leaders in education and workforce development; creative economy innovators; and former government officials that have steered the city through previous crises—from the 1970s to post-9/11 and the aftermath of the Great Recession.

The nearly 250 ideas contained in this report provide an ambitious yet achievable blueprint for cultivating a robust and inclusive economic recovery. These ideas run the gamut from tapping the city's high school and college students to help small businesses innovate, to reimagining public streets and parks for art and commerce, to launching hubs for freelance workers and cooperative businesses in every borough, to investing in the public health infrastructure needed to prepare for the next crisis. Taken together, these ideas offer a sweeping vision for an economic recovery that is urgent, practical, and hopeful.

More than any other crisis in recent memory, the COVID-19 pandemic has brought on and exacerbated challenges that will require both immediate action and long-term transformation to address. This report provides city leaders with specific ideas organized into 10 core principles: spark NYC's economic comeback; strengthen NYC's small businesses; help New Yorkers of color boost incomes and build wealth; embrace public health to make New Yorkers healthier and grow the economy; make skills building the centerpiece of an equitable recovery; reimagine streets and public spaces and re-invest in vital urban infrastructure; boost the hard-hit arts sector to bring back the city's magnetism and vitality; build a stronger and more inclusive economy for the long run; prioritize hard-hit workers and communities; and shore up the building blocks of NYC's economic success.

The nearly 250 ideas in this report offer bold and practical suggestions to do all this and more. One clear theme is an unwavering belief in the power of New Yorkers to tackle big challenges together, including ideas to unlock the potential of emerging technologies and new growth industries; invest in low-income entrepreneurs across every community; transform the urban landscape with "people streets"; put teaching artists back to work supporting community-led revitalization; and make New York the best-prepared city in the world to manage the next public health crisis.

The following 30 ideas provide a small sample of the creativity, vision, and optimism that runs through this blueprint for the city's long-term economic recovery:

- *Pair tech-savvy CUNY students with small businesses that need help adopting technology*
  S. David Wu, President, Baruch College
- *Help prepare NYC for the next pandemic by making New Yorkers healthier, through investments in public health, preventative care and health literacy*
  Wafaa El-Sadr, University Professor and Dr. Mathilde Krim-amfAR Chair of Global Health, Columbia University
- *Launch a major advertising campaign to make people feel like they're missing out if they don't come back*
  Andrew Robertson, President and CEO, BBDO
- *Enact a tax on financial transactions or unoccupied condos to fund job-creating climate resiliency projects*
  Richard Kahan, Founder, Urban Assembly
- *Replicate the Brooklyn Navy Yard model elsewhere in NYC to make real estate more affordable for small businesses*
  Tim Tompkins, former President, Times Square Alliance
- *Spur the return to offices by supporting public programming that reinvigorates business districts*
  Larisa Ortiz, Managing Director, Streetsense
- *Transform every tenth street across NYC into "people streets"*

Bjarke Ingels, Founder, Bjarke Ingels Group

- *Plan now to deal with the next infectious disease, borrowing from what worked in Hong Kong, Taiwan, and Vietnam*
  Jeffrey Shaman, Epidemiologist and Director, Climate and Health Program, Mailman School of Public Health, Columbia University
- *Create NYC Coin: a local currency for the five boroughs*
  Fred Wilson, Founder, Union Square Ventures
- *Help NYC become a global leader in the sex tech industry*
  Cindy Gallop, Founder, MakeLoveNotPorn
- *Create a Teaching Artist Jobs Corps*
  Kemi Ilesanmi, Executive Director,The Laundromat Project
- *Break the logjam around housing development in NYC with a grand bargain around housing and jobs*
  Rafael Cestero, President, Community Preservation Corp.; former Commissioner, NYC Department of Housing, Preservation and Development
- *Create thousands of jobs by putting an additional teacher in every classroom*
  Richard Buery Jr., CEO, Robin Hood; former Deputy Mayor for Strategic Policy Initiatives
- *Expand affordable housing options by allowing trailer parks in NYC*
  Jonathan Peters, Professor of Finance, College of Staten Island
- *Spur economic development in underserved communities by making long overdue public realm improvements*
  Purnima Kapur, Chief of University Planning and Design, Harvard University
- *Launch major workforce training initiative focused on women and the care economy*
  Reshma Saujani, Founder, Girls Who Code
- *Support the CUNY Internship-to-Employment Model*
  Felix Matos-Rodriguez, Chancellor, City University of New York
- *Turn vacant storefronts into cooperative spaces for small businesses*
  Jessica Johnson, President, Johnson Security Bureau
- *Emulate the AgLanta initiative to scale up urban agriculture in NYC's hard-hit communities of color*
  Mark Gardner, Principal, Jaklitsch/Gardner Architects
- *Build infrastructure to support entrepreneurship in New York City's lower-income communities*
  Jo-Ann Rolle, Dean, School of Business, Medgar Evers College
- *Let small businesses temporarily set up shop in city parks*
  Anthony Ramirez II, Founder, The Bronx Beer Hall
- *Attract film and TV production from Georgia and other states with new incentives*
  Jeff Zucker, President, CNN
- *Create good jobs by making it far easier for hospitals to expand and modernize*
  Steven Corwin, President, New York Presbyterian
- *Upgrade NYCHA infrastructure and train NYCHA residents to do the work*
  Kenneth Lipper, former Deputy Mayor for Finance and Economic Development
- *Make NYC a global capital of public health*
  Seth Pinsky, CEO, 92nd Street Y; former President, NYC Economic Development Corporation
- *Prepare New Yorkers from underserved communities to replace municipal workers that will retire in the coming years*
  Arthur Cheliotes, Chairman Emeritus, CWA Local 1180
- *Embrace branch libraries as a key driver of an equitable recovery*
  Katy Knight, President and Executive Director, Siegel Family Endowment

- *Develop a master plan that charts a path for creating a stronger and more inclusive NYC economy through 2050*
  Winston Fisher, Partner, Fisher Brothers; Co-Chair, NYC Regional Economic Development Council
- *Create a Deputy Mayor for Intergovernmental Relations to help make NYC's case in Albany and Washington*
  Carol O'Cleireacain, Adjunct Professor of International and Public Affairs, Columbia SIPA; former Director, Mayor's Office of Management and Budget, and Commissioner, NYC Department of Finance
- *Provide Baby Bonds to every NYC child born in poverty*
  Lilliam Barrios-Paoli, Senior Advisor to the President, Hunter College; former Deputy Mayor for Health and Human Services

About this Project

The nearly 250 ideas contained in this report were shared in interviews, email correspondence, and roundtable meetings from March to May 2021. CUF reached out to over 350 New Yorkers across all five boroughs and received ideas from over 170 people. CUF asked each person for their ideas on 1) how to spark an immediate economic recovery; 2) how to address structural challenges that have arisen or been exacerbated due to the pandemic; and 3) how to rebuild a more equitable economy for the long term.

The ideas contained in this publication come from each individual contributor to whom they are attributed and not from the organizations with which they are affiliated. The inclusion of any and all ideas in this publication does not indicate endorsement by CUF nor by any individual contributor. Ideas have been revised, edited, and condensed by CUF. Contributors were not asked to endorse the full slate of ideas collected in this report nor are they responsible for any errors or omissions contained in the final publication.

I. Spark NYC's Economic Comeback

With 500,000 fewer jobs than before the pandemic and many businesses hanging on by a thread, NYC needs immediate solutions to get New Yorkers working again and revive the hardest-hit industries and businesses

Click here to read this section of the full report

1. *Launch a major advertising campaign to make people feel like they're missing out if they don't come back*
   Andrew Robertson, President and CEO, BBDO
2. *Spur the return to offices by supporting public programming that reinvigorates business districts*
   Larisa Ortiz, Managing Director, Streetsense
3. *Save retail with city-backed master leases*
   Alicia Glen, Founder and Managing Principal, MSquared; former Deputy Mayor for Housing and Economic Development
4. *Create thousands of jobs by putting an additional teacher in every classroom*
   Richard Buery Jr., CEO, Robin Hood; former Deputy Mayor for Strategic Policy Initiatives
5. *Leverage libraries to create a neighborhood-centric approach to economic recovery*
   Dennis M. Walcott, President and CEO, Queens Public Library
6. *Push back against cities trying to poach NYC's tech companies*
   Oliver Libby, Co-Founder and Managing Partner, Hatzimemos
7. *Attract film and TV production from Georgia and other states with new incentives*
   Jeff Zucker, President, CNN
8. *Enact a tax on financial transactions or unoccupied condos to fund job-creating climate resiliency projects*
   Richard Kahan, Founder, Urban Assembly
9. *Activate unused office spaces with artists-in-residence*

Sally Tallant, President and Executive Director, Queens Museum

10. *Spur public works jobs with a campaign to ensure passage of the Restore Mother Nature Bond Act, on the ballot next November*
    Amy Chester, Managing Director, Rebuild by Design
11. *Address the COVID-linked youth unemployment crisis by subsidizing youth employment*
    Marjorie Parker, President and CEO, JobsFirstNYC
12. *Fully embrace and promote the use of Excelsior Pass*
    Jerry Hultin, Chairman and Co-Founder, Global Futures Group
13. *Counter the narrative that NYC is dead with a powerful Relaunch New York campaign*
    Deirdre Latour, President, Edelman New York
14. *Launch a major tourism marketing campaign when Broadway returns*
    Barbara Byrne Denham, Senior Economist, Oxford Economics
15. *Incentivize property owners to activate vacant storefronts*
    Susan Fine, Principal, Turnstyle Market
16. *Use NYC's purchasing power—and people power—to support local job creation*
    Christine Quinn, President and CEO, Win; former Speaker of the New York City Council
17. *Give NYC & Company the funding needed to invest in an aggressive tourism campaign*
    Ellen V. Futter, President, American Museum of Natural History
18. *Help employers bring back workers by giving them a payroll supplement*
    Tod Greenfield, Vice President, Martin Greenfield Clothiers
19. *Revitalize Chinatown and its hard-hit commercial district by allowing more new technology to display its own unique, vibrant ethnic culture and identity*
    Wellington Chen, Executive Director, Chinatown Partnership
20. *Enact a one-year waiver on city permitting processes that inhibit business creation and growth, building on what worked with Open Restaurants*
    Tim Tompkins, former President, Times Square Alliance
21. *Convert empty hotels and offices into affordable housing*
    Rachel Fee, Executive Director, NYC Housing Conference
22. *Turn vacant storefronts into cooperative spaces for small businesses*
    Jessica Johnson, President, Johnson Security Bureau
23. *Create an NYC Climate Corps*
    Tonya Gayle, Executive Director, Green City Force
24. *Encourage satellite offices throughout all five boroughs*
    Rosemary Scanlon, Economist, former Divisional Dean, NYU Schack Institute
25. *Support transportation alternatives for New Yorkers wary of returning to trains and buses*
    Cesar Claro, President, Staten Island Economic Development Corporation
26. *Transform vacant commercial spaces into small business incubators*
    David Bolotsky, Founder and CEO, Uncommon Goods
27. *Create local business vouchers to stimulate local economic activity*
    Emil Skandul, Principal and Owner, Capitol Foundry
28. *Spend capital dollars to help create good construction jobs and rebuild communities*
    Gary LaBarbera, President, Building and Construction Trades Council of Greater New York
29. *Upgrade NYCHA infrastructure and train NYCHA residents to do the work*
    Kenneth Lipper, former Deputy Mayor for Finance and Economic Development
30. *Launch a media campaign to encourage public gatherings*
    Michael Dorf, Founder and CEO, City Winery
31. *Develop a hybrid model where tenants and landlords can apply jointly for financial assistance*
    Valerie White, Executive Director, Local Initiatives Support Corporation
32. *Invest in marketing to bring back tourists and reinvigorate NYC's cultural life*

Jack Lusk, President and CEO, Harris Rand Lusk

33. *Create jobs for youth by investing in community-centered environmental and arts projects*
    Karen Fairbanks, Founding Partner, Marble Fairbanks
34. *Make the subway free for a temporary period to get New Yorkers back on trains and into their offices*
    Gordon Davis, Partner, Venable; former Commissioner, NYC Parks Department
35. *Address persistent retail vacancies by penalizing property owners that keep spaces empty*
    Cliff Chenfeld, Co-Founder, Razor and Tie
36. *Forge public-private partnerships with New York-centered production entities*
    Rebecca Damon, Executive Vice President, SAG-AFTRA

II. Strengthen NYC's Small Businesses

New policies are needed that not only help small businesses survive the long recovery ahead but also strengthen the many businesses that were fragile even before the pandemic—and create a far more supportive business environment in the future.

Click here to read this section of the full report

37. *Pair tech-savvy CUNY students with small businesses that need help adopting technology*
    S. David Wu, President, Baruch College
38. *Replicate the Brooklyn Navy Yard model elsewhere in NYC to make real estate more affordable for small businesses*
    Tim Tompkins, former President, Times Square Alliance
39. *Tap teen photography students to help small businesses ramp up social media marketing*
    Seth Bornstein, Executive Director, Queens Economic Development Corporation
40. *Let small businesses temporarily set up shop in city parks*
    Anthony Ramirez II, Founder, The Bronx Beer Hall
41. *Help NYC restaurants compete for massive DOE and senior center food procurement dollars*
    Matthew Jozwiak, Founder and CEO, Rethink Food
42. *Reduce the burden on small businesses by greatly expanding the number of violations that are curable*
    Gregg Bishop, former Commissioner, NYC Department of Small Business Services
43. *Empower underemployed New Yorkers to help small businesses get online*
    Torrence Boone, Vice President of Global Client Partnerships and Site Leader for New York, Google
44. *Create a Super CDFI to solve the financing gap for thousands of small businesses*
    Michael Schlein, President and CEO, Accion
45. *Boost NYC's restaurants and restaurant workers by supporting lease incentives and tip pooling*
    Danny Meyer, Founder and CEO, Union Square Hospitality Group
46. *Leverage community assets to bolster neighborhood businesses and build local prosperity*
    Lloyd Cambridge, Founder and CEO, Progress Playbook
47. *Step up investment in credit enhancement to get affordable capital to small businesses—and pair those investments with outcomes-based funding for technical assistance*
    Steven Cohen, President, and Rachel Van Tosh, Chief Operating Officer, Pursuit Community Finance
48. *Make it easier for NYC's many cash-based small businesses to access government grants and loans*
    John Wang, Founder and President, Asian American Business Development Center
49. *Create relief grants program for street vendors*
    Mohammed Attia, Director, Street Vendor Project at the Urban Justice Center
50. *Subsidize housing for students studying design and technology in exchange for a work/study requirement to help local businesses*
    Justin Hendrix, CEO and Editor, Tech Policy Press
51. *Enlist tech-savvy teens and young adults to help small businesses adopt technology*

Seth Bornstein, Executive Director, Queens Economic Development Corporation

52. *Reduce liability insurance premiums for restaurants and venues during lockdown periods*
    Michael Dorf, Founder and CEO, City Winery
53. *Use technology to improve the permitting and regulatory process for small businesses*
    Gregg Bishop, former Commissioner, NYC Department of Small Business Services
54. *Encourage corporate employees to interact with their local communities and support small businesses*
    John Wang, Founder and President, Asian American Business Development Center
55. *Enlist local university students to help small businesses innovate, grow, and scale*
    Micah Kotch, Managing Director, URBAN-X
56. *Provide direct financial support to cooperative businesses*
    Saduf Syal, Coordinating Director, NYC Network of Worker Cooperatives
57. *Reduce the burden on small businesses by requiring impact statements for relevant legislative proposals*
    Jessica Walker, President and CEO, Manhattan Chamber of Commerce
58. *Emulate the AgLanta initiative to scale up urban agriculture in NYC's hard-hit communities of color*
    Mark Gardner, Principal, Jaklitsch/Gardner Architects
59. *Create economic opportunity zones to spur inclusive innovation in key growth industries*
    Alexa von Tobel, Founder and Managing Partner, Inspired Capital
60. *Work with community-based organizations and business assistance nonprofits to direct federally-funded relief grants to New York's hardest-hit businesses and communities*
    Linda Baran, President, Staten Island Chamber of Commerce
61. *Preserve industrial jobs by helping small manufacturers tap into the 21st-century economy*
    Barbara Blair, President, Garment District Alliance
62. *Lift the caps on opportunities for street vending for licenses and permits*
    Mohammed Attia, Director, Street Vendor Project at the Urban Justice Center
63. *Incentivize corporate executives to mentor small businesses*
    Jessica Johnson, President, Johnson Security Bureau
64. *Collaborate with local tech businesses to expand internet access and jobs*
    Clayton Banks, CEO, Silicon Harlem
65. *Help businesses compete in the metaverse*
    Jason Musante, Global Chief Creative Officer, Huge

III. Help New Yorkers of Color Boost Incomes and Build Wealth

A strong and equitable economic recovery will require a new level of investment in communities of color, focused on connecting New Yorkers to good jobs, building community wealth, and supporting immigrant and minority entrepreneurs.

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66. *Provide Baby Bonds to every NYC child born in poverty*
    Lilliam Barrios-Paoli, Senior Advisor to the President, Hunter College; former Deputy Mayor for Health and Human Services
67. *Establish a "Curb Recidivism Fellowship" to provide new supports for youth who've been involved in the criminal justice system*
    Clayton Banks, CEO, Silicon Harlem
68. *Increase wages for the nonprofit human services workforce*
    Nathaniel Fields, CEO, Urban Resource Institute
69. *Increase wages and income supports to build economic stability for low-income communities of color*
    Jennifer Jones Austin, CEO and Executive Director, FPWA
70. *Help far more women and minority-owned construction firms succeed through capital funding and set-aside projects*

Cheryl McKissack Daniel, President and CEO, McKissack

71. *Build infrastructure to support entrepreneurship in New York City's lower-income communities*
    Jo-Ann Rolle, Dean, School of Business, Medgar Evers College
72. *Develop geographically targeted financial recovery supports for small businesses in the hardest-hit communities*
    Lourdes Zapata, President and CEO, SoBro
73. *Expand Freelancers Hubs across all five boroughs*
    Rafael Espinal, Executive Director, Freelancers Union
74. *Launch a community-owned cooperative hub in every borough*
    Saduf Syal, Coordinating Director, NYC Network of Worker Cooperatives
75. *Help New Yorkers of color start and grow businesses in the marijuana industry*
    Marlene Cintron, President, Bronx Overall Development Corporation
76. *Target investments to support businesses in hard-hit communities*
    Marjorie Parker, President and CEO, JobsFirstNYC
77. *Create more inroads for BIPOC-led construction firms*
    Julio Peterson, Vice President of Real Estate, The Shubert Organization
78. *Enhance supports for local businesses hit hardest by the pandemic*
    Nathalie Molina Niño, Investor and Author
79. *Develop a neighborhood-based strategy for promoting and accessing local services*
    Margaret Honey, President and CEO, NY Hall of Science
80. *Develop a comprehensive and multi-faceted approach to revitalize communities of color*
    Sister Paulette LoMonaco, formerly with Good Shepherd Services
81. *Increase investment in facilities and resources within high-need communities*
    Anthony Munroe, President, Borough of Manhattan Community College
82. *Expand benefits and extend local voting rights to the immigrant communities that will power New York's economic recovery*
    Van Tran, Associate Professor of Sociology, CUNY Graduate Center
83. *Support the East Harlem 125th Street Community Visioning Action Plan*
    Sonal Jessel, Director of Policy, WE ACT for Environmental Justice
84. *Publicize the facts about companies' hiring of New Yorkers of color*
    Gail Mellow, Executive Director, New York Jobs CEO Council; former President, LaGuardia Community College

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IV. Embrace Public Health to Make New Yorkers Healthier and Grow the Economy

New investments to improve New Yorkers' physical and mental health will benefit those hardest hit by the pandemic, make New York better prepared for the next health crisis, and lay a foundation for job growth.

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85. *Make NYC a global capital of public health*
    Seth Pinsky, CEO, 92nd Street Y; former President, NYC Economic Development Corporation
86. *Plan now to deal with the next infectious disease, borrowing from what worked in Hong Kong, Taiwan, and Vietnam*
    Jeffrey Shaman, Epidemiologist and Director, Climate and Health Program, Mailman School of Public Health, Columbia University
87. *Help prepare NYC for the next pandemic by making New Yorkers healthier through investments in public health, preventative care and health literacy*

Wafaa El-Sadr, University Professor, Dr. Mathilde Krim-amfAR Chair of Global Health, Columbia University

88. *Create new jobs and career pipelines in mental health to respond to the growing demand for mental health services following the pandemic*
    Pamela Brier, former President and CEO, Maimonides Medical Center
89. *Learn from the pandemic to make deeper progress reducing incidence of respiratory illness*
    Jeffrey Shaman, Epidemiologist and Director, Climate and Health Program, Mailman School of Public Health, Columbia University
90. *Invest federal funding in integrated, community-based health*
    Jeanette Moy, Executive Vice President and Chief Operating Officer, Public Health Solutions
91. *Make New York the global city best prepared for the next pandemic*
    Gifford Miller, Principal, Signature Urban Properties; former New York City Council Speakre
92. *Transform the city's test- and-trace corps into a new public health workforce*
    Christine Kovich, Co-Founder, Harlem Biospace
93. *Create the government infrastructure to prepare for the next pandemic by expanding the Mayor's Office of Resiliency mandate to include public health threats*
    Sam Chandan, Silverstein Chair and Academic Dean, NYU Schack Institute
94. *Continue to provide free and widespread rapid testing so that unvaccinated New Yorkers can participate safely in the local economy*
    Melva Miller, CEO, Association for a Better New York

V. Make Skills Building the Centerpiece of an Equitable Recovery

To help reconnect the unemployed to a changing economy and ensure more New Yorkers of color can access the good jobs of tomorrow, New York should make new investments to strengthen CUNY, tech training, ESOL programs, and other workforce development initiatives.

Click here to read this section of the full report

95. *Launch major workforce training initiative focused on women and the care economy*
    Reshma Saujani, Founder, Girls Who Code
96. *Revitalize the city through a green workforce pipeline for NYC youth*
    Sue Donoghue, President and Park Administrator, Prospect Park Alliance
97. *Expand ESOL programs and other workforce training that help immigrants succeed in a changing economy*
    Steven Choi, Senior Advisor, New York Immigration Coalition
98. *Prepare New Yorkers from underserved communities to replace municipal workers that will retire in the coming years*
    Arthur Cheliotes, Chairman Emeritus, CWA Local 1180
99. *Support the CUNY Internship-to-Employment Model*
    Felix Matos-Rodriguez, Chancellor, City University of New York
100. *Close the digital divide and create onramps to tech careers through Community Help Desks*
    Bertina Ceccarelli, CEO, NPower
101. *Create more inclusive career pathways by rethinking job requirements and scaling up apprenticeships*
    Jack Azagury, Market Unit Lead for US Northeast, Accenture
102. *Invest in training and upskilling for direct care workers*
    Deborah Estrin, Professor of Computer Science and Associate Dean for Impact, Cornell Tech
103. *Invest in specialized workforce training programs for entry-level roles in the life sciences that do not require a college degree*
    Joe Landolina, CEO and Co-Founder, Cresilon
104. *Implement free community college and provide stipends to workers pursuing education*

Rosemary Scanlon, Economist, former Divisional Dean, NYU Schack Institute

105. *Invest in the facilities and faculty of NYC's greatest engine of social mobility: CUNY*
Michelle Anderson, President, Brooklyn College
106. *Invest in the community college to senior college pipeline*
S. David Wu, President, Baruch College
107. *Help CUNY expand certificate programs, enabling more students to boost workplace skills and advance in their careers*
Frank H. Wu, President, Queens College
108. *Break down silos that have kept immigrants from benefiting from most workforce training programs*
Wayne Ho, President and CEO, Chinese-American Planning Council
109. *Expand opportunities for minority workers in construction by requiring apprentices on every government-funded contract*
Bishop Calvin Rice, New Jerusalem Baptist Church
110. *Train New Yorkers to maintain electric vehicle infrastructure*
Celeste Frye, CEO, Public Works Partners
111. *Invest in bridge programs that help New Yorkers with only a high school diploma access quality tech training*
Plinio Ayala, President and CEO, Per Scholas
112. *Improve job prospects for the many New Yorkers with low literacy levels by boosting funding for adult education*
Eileen Torres, Executive Director, BronxWorks
113. *Use carrots and sticks to get more large companies to fund job training programs*
Wayne Ho, President and CEO, Chinese-American Planning Council
114. *Remove barriers for dislocated or incumbent workers and expand financial aid for short-term programs*
Anthony Munroe, President, Borough of Manhattan Community College
115. *Create a talent-matching program for biotech*
Orin Herskowitz, Executive Director, Columbia Technology Ventures
116. *Invest in community-based organizations that provide workforce development programs for immigrant populations*
Aakriti Khanal, Development and Research Manager, Adhikaar for Human Rights and Social Justice
117. *Create Joint Technical Campuses in every borough to expand technical career pathways for high school students*
Richard Kahan, Founder, Urban Assembly
118. *Create an upskilling fund to expand access to tech careers*
David Yang, Founder, Fullstack Academy
119. *Revamp NYC's vocational education programs for today's economy*
Kenneth Lipper, former Deputy Mayor for Finance and Economic Development
120. *Build a youth-focused life sciences talent pipeline*
Christine Kovich, Co-Founder, Harlem Biospace
121. *Help New Yorkers acquire digital skills and establish a badge for those who meet baseline tech fluency*
Celeste Frye, CEO, Public Works Partners
122. *Invest in quality childcare for New Yorkers in workforce training programs*
Plinio Ayala, President and CEO, Per Scholas
123. *Boost funding for summer youth employment and NYCHA youth programs*
Liz Neumark, Founder and Chair, Great Performances
124. *Adopt a year-round public school schedule*
Norma Kamali, Fashion Designer
125. *Create and support workforce programs for women*
Christine Quinn, President and CEO, Win; former Speaker of the New York City Council
126. *Integrate clean energy workforce training and installation projects to get people to work and green the*

city
Chris Collins, Executive Director, Solar One

127. *Foster alignment between philanthropy and non-profit organizations*
Jerelyn Rodriguez, Co-Founder and CEO, The Knowledge House
128. *Link workforce development, small business recovery, and job creation*
Jukay Hsu, Co-Founder and CEO, Pursuit
129. *Strengthen New York City's competitive advantage in a global economy—and spur economic recovery—by focusing on talent development*
Abby Jo Sigal, Founding CEO, HERE to HERE
130. *Revamp NYC's youth workforce development system to support more programs that prepare young adults for good jobs*
Edward Summers, Founder, The Thinkubator
131. *Target workforce development programs for domestic violence survivors and homeless individuals*
Nathaniel Fields, CEO, Urban Resource Institute

VI. Reimagine Streets and Public Spaces and Re-Invest in Vital Urban Infrastructure

Expanding and improving open spaces and upgrading public infrastructure will help create accessible jobs while making the city more sustainable, resilient, and attractive to residents, workers, tourists, and entrepreneurs.

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132. *Transform every tenth street across NYC into "people streets"*
Bjarke Ingels, Founder, Bjarke Ingels Group
133. *Spur economic development in underserved communities by making long-overdue public realm improvements*
Purnima Kapur, Chief of University Planning and Design, Harvard University
134. *Transform regional commutes and city streets by banning private cars in Manhattan*
Vishaan Chakrabarti, Founder, PAU
135. *Launch a master plan to redesign NYC's streets*
Steve Hindy, founder, Brooklyn Brewery
136. *Launch a WPA-style program to create jobs and upgrade aging infrastructure in city parks*
Adrian Benepe, President, Brooklyn Botanic Garden; former Commissioner, NYC Parks Department
137. *Improve bus infrastructure to support off-peak travel for essential workers*
Betsy Plum, Executive Director, Riders Alliance
138. *Spur private sector investment in open space and transit by replicating what worked in the East Midtown rezoning*
Dan Garodnik, President and CEO, Riverside Park Conservancy; former Member of the New York City Council
139. *Phase in paid commercial street parking to generate revenue for the city and take back space for outdoor dining and micromobility networks*
Margaret Newman, Practice Leader for Urban Places and Smart Mobility, Stantec
140. *Activate public spaces and spur arts performances in communities in every corner of NYC by developing tool kits for community groups*
Eldon Scott, President, UrbanSpace NYC
141. *Create a Department of Care to strengthen local capacity to reimagine, maintain, and care for public spaces.*
Justin Garrett Moore, Program Officer, Humanities in Place, The Andrew W. Mellon Foundation

142. *Establish a commission to make NYC green—literally*
Susan T. Rodriguez, Architect
143. *Turn Eastern Parkway into a global cultural destination*
Anne Pasternak, Director, Brooklyn Museum
144. *Improve parks in underserved communities by investing in operations and maintenance*
Robert Hammond, Co-Founder, The High Line
145. *Improve the commutes of essential workers by subsidizing micromobility e-vehicle purchases*
Paul Lipson, Principal, Barretto Bay Strategies
146. *Launch a Saving Time initiative to reduce commute times for essential workers*
Jerry Hultin, Chairman and Co-Founder, Global Futures Group
147. *Extend the Hudson Bergen Light Rail to Staten Island*
Jonathan Peters, Professor of Finance, College of Staten Island
148. *Embrace the "Bigger Apple" through regional transportation and zoning reform*
Jim Venturi, Founder and Principal, ReThink Studio
149. *Support the use of city waterways for last-mile package delivery to decongest streets*
Paul Lipson, Principal, Barretto Bay Strategies
150. *Expand affordable housing options by allowing trailer parks in NYC*
Jonathan Peters, Professor of Finance, College of Staten Island
151. *Implement a feminist housing plan to support women and single parents*
Jessica Katz, Executive Director, Citizens Housing and Planning Council
152. *Create jobs and stabilize housing owners to make building renovations*
Douglas Eisenberg, Founding Principal, A&E Real Estate Holdings
153. *Repurpose unused commercial space as Big Tech-backed cooperative housing*
Anil Dash, CEO, Glitch
154. *Upzone industrial zones and transit-rich neighborhoods to build more housing*
Alon Levy, Fellow, NYU Marron Institute
155. *Prioritize affordable home ownership, not just rental housing*
Sheena Wright, President and CEO, United Way of NYC
156. *Reinstate city subsidies for community centers in affordable housing developments, redirecting funds from law enforcement*
Karim Hutson, Founder and Managing Member, Genesis Companies
157. *Double city funding for affordable housing development and preservation*
Rachel Fee, Executive Director, NYC Housing Conference

VII. Boost the Hard-hit Arts Sector to Bring Back the City's Magnetism and Vitality

Policies that reinvigorate the city's now-fragile cultural sector—from working artists and museums to music venues and Broadway theaters—will be key to a tourism revival and a lasting economic recovery.

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158. *Create a Teaching Artist Jobs Corps*
Kemi Ilesanmi, Executive Director, The Laundromat Project
159. *Help struggling performing arts groups by providing free rehearsal spaces in schools*
Randi Berry, Executive Director, IndieSpace
160. *Provide a Basic Income for artists to work at cultural organizations*
Sally Tallant, President and Executive Director, Queens Museum
161. *Change city laws that effectively prevent NYC from building artist housing*

Barbara S. Davis, COO, The Actors Fund

162. *Clarify safety guidance for public-facing cultural organizations*
Dan Gallant, Executive Director, Nuyorican Poets Cafe
163. *Help artists rebuild New York City by investing now in long-term affordability*
Esther Robinson and Guy Buckles, Co-Executive Directors, ArtBuilt
164. *Replicate successful Depression-era arts programs*
Louise Mirrer, President and CEO, New-York Historical Society
165. *Create workforce development programs for people in the arts*
Barbara S. Davis, COO, The Actors Fund
166. *Expand and improve recovery support for NYC's small arts organizations*
Dan Gallant, Executive Director, Nuyorican Poets Cafe
167. *Streamline the funding and permitting process for live outdoor performances*
Melva Miller, CEO, Association for a Better New York
168. *Ensure "Community Facility" zoned space goes to community-based arts and culture organizations*
Randi Berry, Executive Director, IndieSpace
169. *Create grant-matched Individual Development Accounts for artists and entrepreneurs*
Esther Robinson and Guy Buckles, Co-Executive Directors, ArtBuilt
170. *Expand the Cultural Institutions Group*
Louise Mirrer, President and CEO, New-York Historical Society
171. *Ensure that city arts funding goes to organizations that pay a living wage*
Mary McColl, Executive Director, Actors' Equity Association
172. *Rezone commercial space to lower occupancy costs for independent creatives and artist cooperatives*
Jonathan Marvel, Founding Principal, Marvel Designs
173. *Rethink commercial and retail space to empower artists and encourage creative industries*
Lexy Funk, Founder and CEO, Brooklyn Industries
174. *Provide grants and guidance that help arts organizations across the 5 boroughs take advantage of the Open Culture program*
Katie Shima, Design Director, Situ Studio
175. *Help cultural institutions bounce back withsubsidized admission*
Gordon Davis, Partner, Venable; former Commissioner, NYC Parks Department

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VIII. Build a Stronger and More Inclusive Economy for the Long Run

More than just a short-term recovery, NYC needs policies that build on the city's competitive advantages, spark the creation of middle class jobs, and address structural economic challenges further exacerbated by the pandemic.

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176. *Create NYC Coin: a local currency for the five boroughs*
Fred Wilson, Founder, Union Square Ventures
177. *Help NYC become a global leader in the sex tech industry*
Cindy Gallop, Founder, MakeLoveNotPorn
178. *Attract early-stage entrepreneurs by making NYC a test bed for new technologies*
Shaun Stewart, CEO, Newlab
179. *Break the logjam around housing development in NYC with a grand bargain around housing and jobs*
Rafael Cestero, President, Community Preservation Corp.; former Commissioner, NYC Department of Housing, Preservation and Development
180. *Boost the city's economy by making it easier for NYC startups to win city technology contracts*
Anil Dash, CEO, Glitch

181. *Develop a master plan that charts a path for creating a stronger and more inclusive NYC economy through 2050*
Winston Fisher, Partner, Fisher Brothers; Co-Chair, NYC Regional Economic Development Council
182. *Create good jobs by making it far easier for hospitals to expand and modernize*
Steven Corwin, President, New York Presbyterian
183. *Help women entrepreneurs start and grow their businesses by supporting family care*
Jo Ann Corkran, Managing Partner, Golden Seeds
184. *Create a Deputy Mayor for Intergovernmental Relations to help make NYC's case in Albany and Washington*
Carol O'Cleireacain, Adjunct Professor of International and Public Affairs, Columbia SIPA; former Director, Mayor's Office of Management and Budget, and Commissioner, NYC Department of Finance
185. *Support infrastructure projects by streamlining the public procurement process*
Louis Coletti, President and CEO, Building Trades Employers' Association
186. *Deliver city services better and more efficiently by vastly upgrading NYC government's technology systems*
Andrew Rasiej, CEO, Civic Hall
187. *Accelerate electric vehicle adoption with far more charging stations*
Cheryl Cohen Effron, Founder, Conjunction Fund
188. *Build a Green Jobs Task Force to power NYC's clean energy transition*
Tim Cawley, CEO, Con Edison
189. *Incentivize companies to hire employees based in NYC*
Andrew Rasiej, CEO, Civic Hall
190. *Launch a Startup Culture Card to retain and grow start-ups and tech talent*
Steven Rosenbaum, Executive Director, NYC Media Lab
191. *Refrain from excessive tax increases that could undermine NYC's economic recovery*
Stanley Grayson, Chief Operating Officer, M.R. Beal; former Deputy Mayor for Finance and Economic Development
192. *Support the growth of a key NYC industry by extending the film/tv tax credit program*
Rebecca Damon, Executive Vice President, SAG-AFTRA
193. *Harness NYC's competitive advantages in the creative economy*
Kai Falkenberg, General Counsel, G/O; former First Deputy Commissioner of the Mayor's Office of Media and Entertainment
194. *Create a Newlab-type facility for life sciences*
Shaun Stewart, CEO, Newlab
195. *Grow NYC's presence in the adult entertainment industry*
Cindy Gallop, Founder, MakeLoveNotPorn
196. *Revise the real estate tax methodology for commercial entertainment venues that do not receive any public subsidies, tax benefits, or other financial assistance from the city*
Julio Peterson, Vice President of Real Estate, The Shubert Organization
197. *Create a Construction Czar to oversee and coordinate major projects*
Louis Coletti, President and CEO, Building Trades Employers' Association
198. *Invest in Sunnyside Yard Intermodal Station and other large infrastructure projects that enhance NYC's competitiveness*
Elizabeth Lusskin, President, Long Island City Partnership
199. *Support manufacturing of PPE and sterilization products and services*
Marlene Cintron, President, Bronx Overall Development Corporation
200. *Invest in broadband for modernizing manufacturing in the industrial sector*
Elizabeth Lusskin, President, Long Island City Partnership
201. *Build a Tourism Dashboard*

Vijay Dandapani, CEO, Hotel Association of New York City

202. *Invest in manufacturing companies that sustain and generate employment in marginalized communities*
Tod Greenfield, Vice President, Martin Greenfield Clothiers
203. *Keep the tech industry in NYC*
Dawn Barber, Co-Founder, NYC Creative Tech Week
204. *Make Willets Point a tech and finance hub*
Dian Yu, Executive Director, Downtown Flushing Transit Hub Business Improvement District
205. *Keep workers with families in NYC*
Sara Holoubek, CEO, Luminary Labs
206. *Ramp up local media coverage and civic engagement*
Dick Ravitch, former Lieutenant Governor, New York State; former Chairman and CEO, Metropolitan Transportation Authority
207. *Make New York City the destination for cutting-edge construction technology and expertise by incentivizing innovation and attracting new and diverse talent*
Claire Weisz, Founding Principal, WXY Studio
208. *Facilitate conversations with Fortune 500 executives and early-stage founders to help NYC tech startups succeed and grow*
Karin Klein, Founding Partner, Bloomberg Beta

IX. Prioritize Hard-Hit Workers and Communities

To counter the unequal economic toll of the pandemic, New York needs new policies that give a boost to domestic workers, restaurant employees, undocumented immigrants, communities of color, and others disproportionately impacted by COVID-19.

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209. *Offer a re-orientation program for 3K-12 students*
Jeanette Moy, Executive Vice President and Chief Operating Officer, Public Health Solutions
210. *Boost the impact of local nonprofits to help hard-hit communities by paying nonprofits on time*
Gail Mellow, Executive Director, New York Jobs CEO Council; former President, LaGuardia Community College
211. *Prioritize essential workers in affordable housing lotteries*
Jessica Katz, Executive Director, Citizens Housing and Planning Council
212. *Embrace branch libraries as a key driver of an equitable recovery*
Katy Knight, President and Executive Director, Siegel Family Endowment
213. *Provide financial relief to low-income New Yorkers by extending energy savings programs to summer months*
Sonal Jessel, Director of Policy, WE ACT for Environmental Justice
214. *Continue funding for civil legal services for low-income New Yorkers*
Sheila S. Boston, President, New York City Bar Association
215. *Support efforts to train restaurant workers for current industry needs*
Rev. Prabhu Sigamani, Director, ROC-NY; and Director, CHOW, ROCUnited
216. *Support the informal childcare ecosystem*
Sheena Wright, President and CEO, United Way of NYC
217. *Provide new income supports for NYC's fast-growing (but low-wage) direct care workforce*
Jodi M. Sturgeon, President, PHI
218. *Create new office targeting K-12 students who disconnected from school during pandemic*
Reshma Saujani, Founder, Girls Who Code
219. *Support initiatives to boost financial literacy among marginalized communities*

Neil Blumenthal, Co-Founder and Co-CEO, Warby Parker

220. *Create a city-funded Section 8-like housing benefit*
Lilliam Barrios-Paoli, Senior Advisor to the President, Hunter College; former Deputy Mayor for Health and Human Services
221. *Improve inclusivity through a path to citizenship for undocumented New Yorkers*
Jennifer Sun, Co-Executive Director, Asian Americans for Equality
222. *Persuade NYC's leading law firms to commit their pro bono time to help New York-based clients*
Deborah Farone, Strategic Marketing and Management Advisor, Farone Advisors
223. *Integrate and expand ethnic studies educational programming*
Vivian Louie, Professor of Urban Policy and Planning and Director of the Asian American Studies Center and Program, Hunter College
224. *Leverage the city's rich nonprofit sector to spur interracial/ethnic dialogue*
Vivian Louie, Professor of Urban Policy and Planning and Director of the Asian American Studies Center and Program, Hunter College
225. *Build a new, foundational safety net centered on the needs of immigrant communities*
Steven Choi, Senior Advisor, New York Immigration Coalition
226. *Launch a Care Corps to create quality caregiving jobs while helping parents and other family caregivers pursue education and training*
Katy Knight, President and Executive Director, Siegel Family Endowment.
227. *Create a new "flexicurity" program to cushion the blow for New Yorkers who lose work due to automation*
Emil Skandul, Founder, Capitol Foundry
228. *Ensure a stable, well-trained security workforce in all homeless shelters*
Kyle Bragg, President, 32BJ
229. *Use city-owned real estate and unused lots to create indoor spaces for teens and young adults*
Alain Sylvain, Founder, Sylvain Labs
230. *Implement real estate tax abatement for nonprofits*
Paul Wolf, Co-Founder, Denham Wolf Real Estate
231. *Provide remote work opportunities for New Yorkers who must shoulder at-home caregiving*
Nathalie Molina Niño, Investor and Author
232. *Offer free, extended-day childcare for eligible families*
Eileen Torres, Executive Director, BronxWorks
233. *Create and fund a prevailing wage for the human services sector*
Frederick Shack, CEO, Urban Pathways
234. *Continue to exercise the city's local power to establish standards for gig workers*
Kyle Bragg, President, 32BJ
235. *Require free or highly subsidized Internet in every new affordable housing unit*
Cheryl Cohen Effron, Founder, Conjunction Fund
236. *Tackle the digital divide through broadband infrastructure and digital literacy support*
Jennifer Sun, Co-Executive Director, Asian Americans for Equality
237. *Scale up funding and speed up rollout to close the digital divide*
Barbara Byrne Denham, Senior Economist, Oxford Economics

X. Shore Up the Building Blocks of NYC's Economic Success

A fast and full economic recovery will be difficult without policies that ensure New York remains a safe, clean, and highly livable city.

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238. *Prioritize quality of life investments that help NYC attract and retain its talented and diverse workforce*

Seth Pinsky, CEO, 92nd Street Y; former President, NYC Economic Development Corporation

239. *Focus on the fundamentals*
Mary Ann Tighe, CEO, New York Tri-State Region, CBRE
240. *Maintaining safety and cleanliness must be a priority*
Stanley Grayson, Chief Operation Officer, M.R. Beal; former Deputy Mayor for Finance and Economic Development
241. *Invest more resources in street cleaning*
Vijay Dandapani, CEO, Hotel Association of New York City
242. *Restore safety for residents and businesses by bringing together community leaders and NYPD*
Dian Yu, Executive Director, Downtown Flushing Transit Hub Business Improvement District
243. *Prioritize efforts to keep NYC safe*
Kenneth T. Jackson, Barzun Professor Emeritus of History, Columbia University; President Emeritus, New-York Historical Society; Editor in Chief, The Encyclopedia of New York City
244. *Enlist neighborhood alliances to boost public perception of safety*
Neil Blumenthal, Co-Founder and Co-CEO, Warby Parker

This report is a publication of the Center for an Urban Future. Researched and written by Sarah Amandolare, Sara Bellan, Jonathan Bowles, Grace Bristol, David Dominguez, Eli Dvorkin, Ben Kubany, and Anacaona Rodriguez Martinez. Edited by Laird Gallagher. Designed by Rob Chabebe.

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