• 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.

Center for an Urban Future
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

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Center for an Urban Future
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
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

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### 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.

[Click here to read this section of the full report](#)

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**

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Center for an Urban Future
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

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.

Click here to read this section of the full report

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 Speaker

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...**
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.

Click here to read this section of the full report

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
Establish a commission to make NYC green—literally
Susan T. Rodriguez, Architect

Turn Eastern Parkway into a global cultural destination
Anne Pasternak, Director, Brooklyn Museum

Improve parks in underserved communities by investing in operations and maintenance
Robert Hammond, Co-Founder, The High Line

Improve the commutes of essential workers by subsidizing micromobility e-vehicle purchases
Paul Lipson, Principal, Barretto Bay Strategies

Launch a Saving Time initiative to reduce commute times for essential workers
Jerry Hultin, Chairman and Co-Founder, Global Futures Group

Extend the Hudson Bergen Light Rail to Staten Island
Jonathan Peters, Professor of Finance, College of Staten Island

Embrace the “Bigger Apple” through regional transportation and zoning reform
Jim Venturi, Founder and Principal, ReThink Studio

Support the use of city waterways for last-mile package delivery to decongest streets
Paul Lipson, Principal, Barretto Bay Strategies

Expand affordable housing options by allowing trailer parks in NYC
Jonathan Peters, Professor of Finance, College of Staten Island

Implement a feminist housing plan to support women and single parents
Jessica Katz, Executive Director, Citizens Housing and Planning Council

Create jobs and stabilize housing owners to make building renovations
Douglas Eisenberg, Founding Principal, A&E Real Estate Holdings

Repurpose unused commercial space as Big Tech-backed cooperative housing
Anil Dash, CEO, Glitch

Upzone industrial zones and transit-rich neighborhoods to build more housing
Alon Levy, Fellow, NYU Marron Institute

Prioritize affordable home ownership, not just rental housing
Sheena Wright, President and CEO, United Way of NYC

Reinstate city subsidies for community centers in affordable housing developments, redirecting funds from law enforcement
Karim Hutson, Founder and Managing Member, Genesis Companies

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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Create a Teaching Artist Jobs Corps
Kemi Ilesanmi, Executive Director, The Laundromat Project

Help struggling performing arts groups by providing free rehearsal spaces in schools
Randi Berry, Executive Director, IndieSpace

Provide a Basic Income for artists to work at cultural organizations
Sally Tallant, President and Executive Director, Queens Museum

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 with subsidized admission
     Gordon Davis, Partner, Venable; former Commissioner, NYC Parks Department

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

Center for an Urban Future
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
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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