

OneNYC 2050

BUILDING A STRONG AND FAIR CITY

AN INCLUSIVE ECONOMY

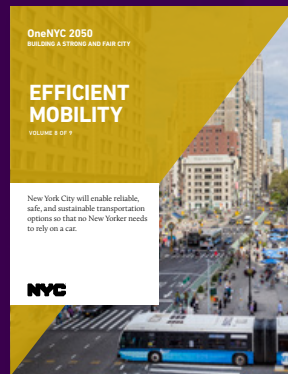
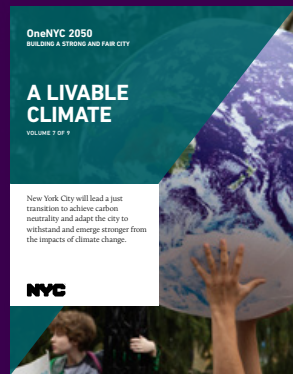
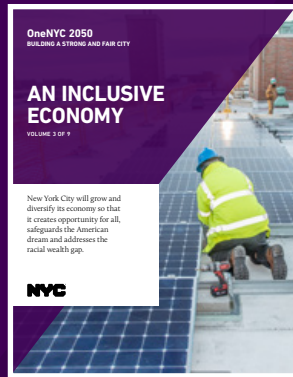
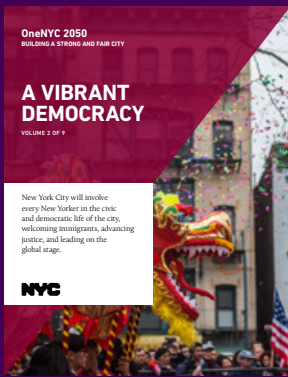
VOLUME 3 OF 9

New York City will grow and diversify its economy so that it creates opportunity for all, safeguards the American dream, and addresses the racial wealth gap.

NYC



ONENYC 2050 IS A STRATEGY TO SECURE OUR CITY'S FUTURE AGAINST THE CHALLENGES OF TODAY AND TOMORROW. WITH BOLD ACTIONS TO CONFRONT OUR CLIMATE CRISIS, ACHIEVE EQUITY, AND STRENGTHEN OUR DEMOCRACY, WE ARE BUILDING A STRONG AND FAIR CITY. JOIN US.



Learn more about how we are building a strong and fair city:
[NYC.GOV/OneNYC](https://nyc.gov/onenyc)

Join the conversation on social media and tag us at **#OneNYC**

OneNYC 2050 CONSISTS OF 8 GOALS AND 30 INITIATIVES TO SECURE OUR CITY'S FUTURE.

<p>A VIBRANT DEMOCRACY</p>	<ol style="list-style-type: none"> 1. Empower all New Yorkers to participate in our democracy 2. Welcome new New Yorkers from around the world and involve them fully in civic life 3. Promote justice and equal rights, and build trust between New Yorkers and government 4. Promote democracy and civic innovation on the global stage
<p>AN INCLUSIVE ECONOMY</p>	<ol style="list-style-type: none"> 5. Grow the economy with good-paying jobs and prepare New Yorkers to fill them 6. Provide economic security for all through fair wages and expanded benefits 7. Expand the voice, ownership, and decision-making power of workers and communities 8. Strengthen the City's fiscal health to meet current and future needs
<p>THRIVING NEIGHBORHOODS</p>	<ol style="list-style-type: none"> 9. Ensure all New Yorkers have access to safe, secure, and affordable housing 10. Ensure all New Yorkers have access to neighborhood open spaces and cultural resource 11. Advance shared responsibility for community safety and promote neighborhood policing 12. Promote place-based community planning and strategies
<p>HEALTHY LIVES</p>	<ol style="list-style-type: none"> 13. Guarantee high-quality, affordable, and accessible health care for all New Yorkers 14. Advance equity by addressing the health and mental health needs of all communities 15. Make healthy lifestyles easier in all neighborhoods 16. Design a physical environment that creates the conditions for health and well-being
<p>EQUITY AND EXCELLENCE IN EDUCATION</p>	<ol style="list-style-type: none"> 17. Make New York City a leading national model for early childhood education 18. Advance equity in K-12 opportunity and achievement 19. Increase integration, diversity, and inclusion in New York City schools
<p>A LIVABLE CLIMATE</p>	<ol style="list-style-type: none"> 20. Achieve carbon neutrality and 100 percent clean electricity 21. Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient 22. Create economic opportunities for all New Yorkers through climate action 23. Fight for climate accountability and justice
<p>EFFICIENT MOBILITY</p>	<ol style="list-style-type: none"> 24. Modernize New York City's mass transit networks 25. Ensure New York City's streets are safe and accessible 26. Reduce congestion and emissions 27. Strengthen connections to the region and the world
<p>MODERN INFRASTRUCTURE</p>	<ol style="list-style-type: none"> 28. Make forward-thinking investments in core physical infrastructure and hazard mitigation 29. Improve digital infrastructure to meet the needs of the 21st century 30. Implement best practices for asset maintenance and capital project delivery

INCLUSIVE ECONOMY

New York City will grow and diversify its economy so that it creates opportunity for all, safeguards the American dream, and addresses the racial wealth gap.

NEW YORK CITY'S ECONOMY HAS NEVER BEEN STRONGER. THE CITY BOASTS A RECORD 4.5 MILLION JOBS AND THE LOWEST UNEMPLOYMENT RATE IN MORE THAN 40 YEARS. YET DESPITE THESE GAINS, TOO MANY NEW YORKERS ARE LIVING PAYCHECK TO PAYCHECK.

After decades of wage stagnation, earnings are rising across the board following the introduction of the \$15/hour minimum wage. Wages do not reflect the productivity gains of the last several decades, and many New Yorkers can't make ends meet — let alone move up the ladder. A low-wage home health aide, for example, puts in extraordinarily long hours but struggles to support their family without such basics as health insurance or paid sick leave. An aspiring entrepreneur with a great idea for a new business can't secure funding or find an affordable space to start their company.

We must adopt policies to build an inclusive economy, because when economic growth is pursued as a strategy — a means rather than an end — it becomes a key driver to achieve wider social benefits. OneNYC2050 will ensure all New Yorkers have the right skills and education for 21st century jobs, fair pay and good working conditions, as well as opportunities for career advancement, economic mobility, and wealth creation.



INDICATORS

NEW YORK CITY WILL MEASURE PROGRESS BY TRACKING THE FOLLOWING INDICATORS:

INDICATOR	LATEST DATA	TARGET
TOTAL EMPLOYMENT	4.5M (2018)	INCREASE
NEW YORKERS LIFTED OUT OF POVERTY OR NEAR POVERTY (SINCE 2014)	236,500 (2017)	800,000 (2025)
INCOME DISPARITY BY RACE*	2.0 (2017)	DECREASE

*Median household earnings of white households divided by median household earnings of black, Hispanic, Asian, and other race households.

CONTEXT

OUR ECONOMY IS GROWING AND DIVERSIFYING. Once overly reliant on the financial sector, the city is now a tech hub and center for life sciences, professional services, and advanced manufacturing. We attract talent and investors from around the world who are drawn to the city's universities and research institutions, our vibrancy, and the enduring reality that New York City is a place where strivers and dreamers can make their own success. We have also made strides toward greater economic equity, with a reduction in the gender wage gap and all-time highs in high school graduation and college readiness rates to prepare our young people for successful careers.



The Sustainable Development Goals (SDGs) are the global blueprint adopted by all countries at the United Nations to achieve a better and more sustainable future for all, encompassing strategies to end poverty, improve health and education, reduce inequality, spur economic growth, and tackle climate change. By demonstrating directly how OneNYC 2050 aligns with the SDGs, we strengthen our efforts to build a strong and fair city. Our goal to achieve an Inclusive Economy supports the following SDGs:



Learn more about the SDGs online at sustainabledevelopment.un.org/sdgs

While these are the most favorable economic conditions since the Great Recession, not every New Yorker is benefiting. Record job growth has been largely driven by high-paying professional occupations that require high educational attainment and low-wage service sector jobs that are not sufficient to support a family, build savings, or secure a retirement. Many New Yorkers must work multiple jobs, and more than 1.6 million want to work more hours but cannot find opportunities to do so. Others are in entry-level jobs with limited pathways for advancement, and many face exploitation and unfair work conditions. Although poverty rates are decreasing citywide, more than 40 percent of the population still lives in or near poverty today.

More than 2 million New Yorkers lack the basic education and skills to access middle-class jobs because they either do not have a high school diploma or high school equivalency, or have a diploma but lack the required proficiency in English to secure most good-paying jobs. One in four transgender New Yorkers face barriers in accessing employment. Racial discrimination and historical inequities in job access and education have resulted in a persistent racial wealth gap: In 2016, black women working full-time in New York City made 57 cents for every dollar paid to white men. The unemployment rate remains higher for black and Hispanic workers — twice as high for black New Yorkers than white New Yorkers.

Nationally, the white-to-black disparity in median net worth (the value of a family's combined assets minus its liabilities) is 19 to 1. This wealth disparity has a self-perpetuating effect as black children born today are less likely to be able to turn to family for help to pay for college, start a business, or weather a life emergency, thereby limiting their economic opportunity. The growing wealth divide is also exacerbated by a decline in union membership and employer provided worker benefits, with fewer employers investing in training or providing long-term economic security for their workers.

Similarly, LGBTQ poverty and unemployment is a significant concern, particularly for LGBTQ communities of color and transgender and gender non-binary people. Over 60% of low-income LGBTQ New Yorkers report having had difficulty paying for a basic need in the past year. Over 1 in 4 transgender New Yorkers have experienced barriers to accessing employment, with even higher rates for LGBTQ people of color. Black transgender people, for example, experience four times the rate of unemployment as compared to the general population nationally.

The changing nature of work poses new risks and opportunities. At least 400,000 New Yorkers work full-time as freelancers, supported by the growth of app-based hiring in service industries such as home health care, for-hire driving, and hospitality. While the "gig economy" has increased job accessibility and the flexibility of hours, it has also meant less security; most freelancers lack benefits like employer subsidized access to health care, paid time off, and assistance with employer disputes. Automation threatens to impact nearly 40 percent of occupations, mostly those with low education requirements or involving repetitive tasks.

Income is directly linked to the ability to live a long and healthy life, impacting the ability to afford nutritious food, adequate housing, or health care. Poverty can also cause toxic stress among those who experience it, leading to poor health among children and adults. Reducing income inequality could save New Yorkers' lives. A recent study demonstrated that the \$15/hour minimum wage would have averted as many as 5,500 premature deaths in New York City between 2008 and 2012 had it been in place.

PROGRESS

THE CITY'S STRONG ECONOMY — PAIRED WITH WAGE INCREASES AND IMPROVED WORK RULES — HAS HELPED SIGNIFICANTLY REDUCE POVERTY SINCE 2014. More than 1.5 million New Yorkers have benefited from the \$15/hour minimum wage since it took effect in New York City in January 2019. With minimum-wage earners seeing their income double in the last 10 years, the City is on track to meet our 2015 goal of moving 800,000 residents — nearly 10 percent of our population — out of poverty or near poverty by 2025.

Thanks to strategic investments by the City, we have become a leading innovation hub, attracting global firms such as Google and Facebook, successful homegrown start-ups such as Etsy and ZocDoc, and countless entrepreneurs looking to start the next big thing. The City continues to look ahead, releasing New York Works, a 10-year plan for creating 100,000 good-paying jobs in strategic growth industries.

We have also made significant investments in City properties to create more access to affordable industrial and commercial space, particularly for small businesses. The City has committed to workforce development programs such as Career Pathways and its associated Industry Partnerships, partnering with employers, industry and trade organizations, unions, and nonprofits to build a robust pipeline of local talent to fill jobs in targeted sectors.

The City enacted some of the strongest worker protection mandates in the country, such as paid safe and sick leave policies. This is supported by the newly renamed Department of Consumer and Worker Protection, which enforces stronger work rules and holds employers accountable. For small businesses, we made policy and procedural changes that are expected to save businesses \$50 million annually. To increase participation in the economy from underrepresented groups and companies, the City has certified a record number of minority- and women-owned businesses (M/WBEs) and awarded them more than \$10 billion in contracts since 2015.

We've made significant efforts to ensure fair employment practices and close the pay gap for women and people of color, becoming the first municipality in the nation to enforce a law prohibiting all employers from inquiring about job seekers' salary history during the hiring process. By removing questions about an applicant's previous earnings, the law allows applicants who have been systemically underpaid, particularly women and people of color, to negotiate a salary based on their qualifications and earning potential rather than being measured by their previous salary. To help businesses and job seekers understand the



WHAT WE HEARD FROM NEW YORKERS

JOB AND THE ECONOMY WERE IDENTIFIED AS THE THIRD-GREATEST CHALLENGE FACING RESIDENTS OF NEW YORK CITY (behind housing and transportation), with 43 percent of more than 14,000 respondents selecting that issue in our citywide survey. Their comments spoke to both economic growth and opportunity, voicing a desire to support small businesses, ensure large businesses contribute fairly to the city's needs for infrastructure and affordable housing, and oppose policies that provide tax benefits to large corporations without commitments to public benefits. Economic opportunity themes included the need for:

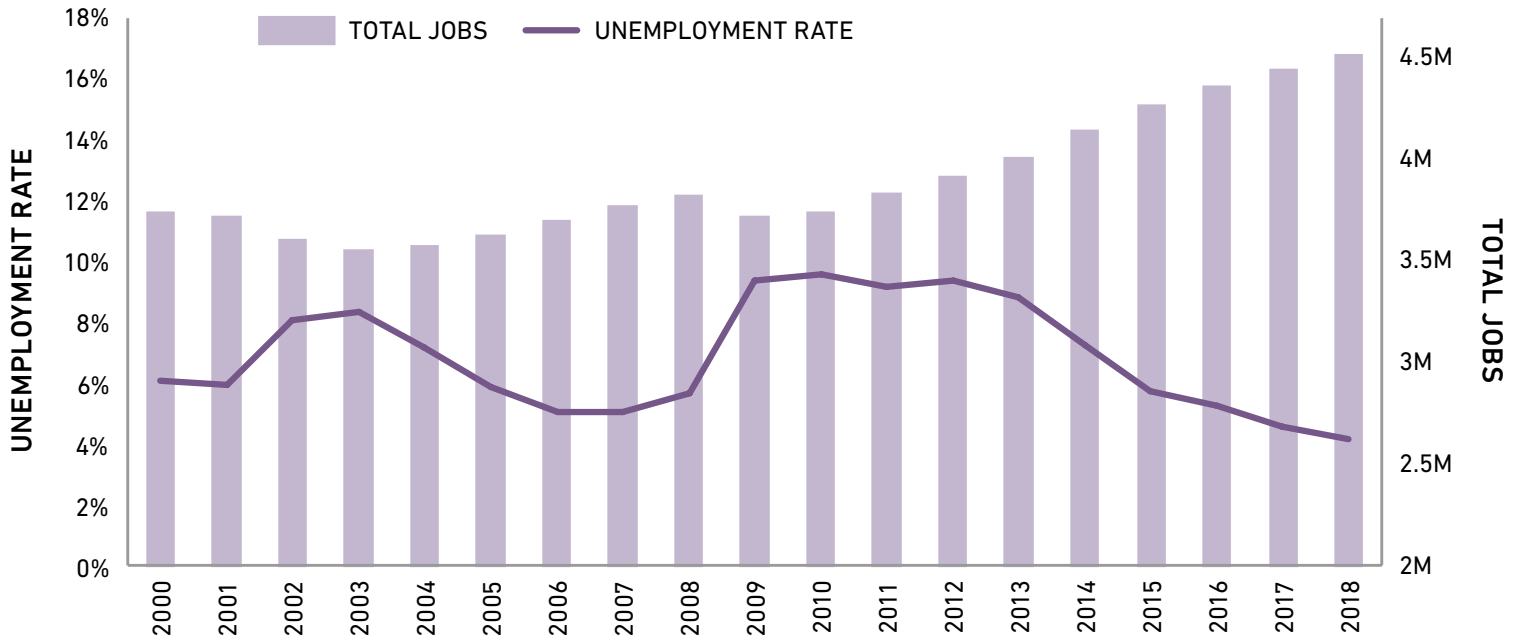
- A safety net to preserve the middle class, accounting for costs of childcare, housing, education, and retirement
- More job training, especially for older New Yorkers, formerly incarcerated, homeless, and those lacking college degrees
- Increasing the minimum wage and required benefits for all workers
- Greater diversity and fairness in hiring, evaluation, and pay
- Greater community ownership of economic assets, and redistribution of wealth

As another respondent shared, "It's damaging when women and minorities are paid less for the same work when they have the same qualifications. It hurts us all when people don't have the same opportunities."

"Equality and equity are necessary to address all the issues facing New York City. It's difficult for people with different backgrounds to get jobs because of their racial or economic background."

– Resident of East New York, Brooklyn

Post-recession job growth has reached record-high levels and New York City's unemployment rate is at a historic low of 4.1 percent. Since December 2009, the high point of unemployment after the Great Recession, New York City has added more than 700,000 jobs.



new law, the NYC Commission on Human Rights launched a digital ad campaign targeting human resources professionals and job seekers

And we did this all while strengthening the City's financial outlook, thereby earning a credit-rating upgrade from Moody's, which cited our increased economic diversity and strong fiscal management.

In 2017, the top 40 percent of New York City households earned 80 percent of citywide wages, while the bottom 20 percent earned 2 percent of citywide wages.

WHAT WE WILL DO

ONENYC 2050 RECOGNIZES THE NEED FOR A NEW SOCIAL CONTRACT TO MAKE NEW YORK CITY THE FAIREST BIG CITY IN AMERICA. To create an equitable and inclusive economy, we will attract and create good-paying jobs by investing in businesses and sectors that promise fair wages and working conditions. We will train New Yorkers for the jobs of the future, protect workers, and expand the safety net. To support wealth creation and shared prosperity, we will grow worker-owned businesses and enable workers and labor unions to have more say and decision-making power. In addition, we will strengthen the fiscal health of the City to sustain and broaden economic security.

INITIATIVE 5 OF 30

GROW THE ECONOMY WITH GOOD-PAYING JOBS AND PREPARE NEW YORKERS TO FILL THEM

THE CITY WILL CONTINUE TO PROMOTE ECONOMIC GROWTH POLICIES THAT TACKLE INCOME INEQUALITY HEAD-ON

by leveraging private-sector growth and the City's own investments in technical assistance and workforce development to improve economic opportunity for all. This will provide on-ramps to entry-level jobs and real career paths that ensure access to the middle class.



AN APPRENTICE ELECTRICIAN TRAINING AT LOCAL UNION 3 IBEW FACILITY IN LONG ISLAND CITY.

Source: Mayor's Office.

CREATING OPPORTUNITIES FOR ALL NEW YORKERS TO PARTICIPATE IN THE TECH ECONOMY

NEW YORK CITY'S TECH ECOSYSTEM EMPLOYS NEARLY 300,000 WORKERS. This figure is likely to grow as technology continues to power innovation across industries. Tech jobs now encompass all businesses and every industry. The average annual salary in the tech sector is \$70,000 to \$80,000. To ensure all New Yorkers have access to such opportunities, the City is investing in comprehensive technology training at all levels.

- The Department of Education's **CS4ALL** (Computer Science for All) initiative, announced in 2015, is on track to train 5,000 teachers in computational thinking, problem-solving, and creativity. By 2025, all of the City's 1.1 million public school students will receive a meaningful, high-quality computer science education at the elementary, middle, and high school levels. This effort is supplemented by after-school programs and partnerships with a diverse array of businesses and organizations, from Girls Who Code to Google, to encourage students from diverse backgrounds to dive deeper into tech education. (See more in *Equity and Excellence in Education*)
- At the college level, **CUNY 2X TECH** is a new Tech Talent Pipeline initiative to double the number of City University of New York (CUNY) students who graduate with a tech-related bachelor's degree by 2022, by better aligning tech education with industry needs. The City is creating more resources for adult and out-of-school learners. The Tech Talent Pipeline's Web Development Fellowship program, in partnership with Fullstack Academy, helps prepare residents to launch new careers as web developers.
- As part of the **CYBER NYC** initiative, the New York City Economic Development Corporation (NYCEDC) will launch a six-week bridge program with CUNY's LaGuardia Community College to prepare adults to enter a programming boot camp course. In the next four years, the City will continue to create new pathways into tech — particularly for those who may have nontraditional backgrounds or are making the switch from another industry.
- New York City's **PUBLIC LIBRARIES** also offer a critical bridge to digital access and knowledge. The three library systems offer internet access and the ability to use Wi-Fi hotspots. Queens Public Library's Tech Lab serves as a hub for innovation and technology, offering hands-on classes and drop-in access to Adobe Creative Suite, 3D printing, graphic design, and more. Colocated in New York City Housing Authority's Queensbridge Houses, the Tech Lab is a resource that empowers users by offering workshops

on and open access to a variety of digital and maker tools. In 2018, the Tech Lab had over 2,500 attendees participate in 270 workshops.

- The **#TECH51** program provides a pipeline for residents of New York City Housing Authority (NYCHA) to gain access to no-cost training and job opportunities to become an IT professional. The program partners with existing IT training workforce organizations to recruit and support aspiring technologists in the Bronx, Brooklyn, and Queens.



PARTICIPANTS IN MOTHERCODERS, A PART-TIME NINE-WEEK TECHNOLOGY TRAINING PROGRAM WITH ON-SITE CHILDCARE.

Source: NYCEDC

DIVERSIFY THE CITY'S ECONOMY AND BROADEN ACCESS TO GOOD-PAYING JOBS

An inclusive economy means protecting core industries essential to maintaining our leading role in the global economy, focusing on growing sectors that create good-paying jobs, and supporting emerging industries such as cybersecurity and digital health care for which New York City is well positioned to become a global hub. Equally important is the need to align investments in these sectors with programs to create career pathways for underemployed New Yorkers and jobseekers with low educational attainment by ensuring access to training and other opportunities for career advancement. As part of this commitment, in 2018, the City launched ApprenticeNYC, a first-of-its-kind program to create 450 paid apprenticeships in the industrial, health, and tech industries by 2021.

We're committed to attracting employers that are building a more competitive and inclusive economy. The City will continue to provide resources to these businesses through the Best for NYC program. To support growth in high-opportunity sectors, the City will invest in programming and technical assistance, workforce development, and adequate commercial and industrial space.

• GROW THE TECH SECTOR AND INVEST IN DIVERSE TECH TALENT

New York City is already a global tech hub, supported by world-class research, a deep well of talent, and major industries, from banking to media to health care, that feed a robust tech ecosystem. The City is committed to investing in emerging industries that leverage technology, such as urban tech, cybersecurity, and blockchain. As part of Cyber NYC, a \$100 million public-private investment to meet growing threats from cyberattacks, the City will also launch the Global Cyber Center to provide the tools and connections cyber start-ups need to grow, catalyzing the creation of 10,000 good-paying jobs in the sector. Blockchain is another emerging technology that will change how businesses create and store information. The City launched the NYC Blockchain Center in Flatiron to provide shared space, public education, and business support. To strengthen that investment, the City also launched the NYC BigApps Blockchain Challenge, and sponsors Blockchain Week to keep New York City at the forefront of innovation in this technology.

• ADDRESS CLIMATE CHANGE AND CREATE GREEN JOBS

New York City is addressing climate change head-on, committing to carbon neutrality by 2050, and adapting our city to emerge stronger from the impacts of climate change. This will generate economic activity, and open up opportunities in the green economy as we transform our energy system, retrofit our buildings, innovate green forms of production, and protect residents from environmental hazards. Promoting local hiring policies through City-funded contracts will create opportunities for good-paying jobs with career paths. The City will expand access to the green economy beyond the Green Jobs Corps initiative by launching training programs, providing pathways into career-track jobs, developing pre-qualified lists, and supporting business development.

• MEET THE HEALTH CARE NEEDS OF THE FUTURE WHILE CREATING GOOD-PAYING JOBS

Health care plays a huge part in the City's economy — accounting for one in six jobs in New York City. As the sector rapidly changes, driven by trends in population health, including the continued growth of chronic conditions and improved understanding of mental health, as well as technological advances, the City will ensure it is meeting these challenges head-on while creating new career opportunities for all New Yorkers.

With a growing senior population, the City must change the way it provides health care and other services to meet the needs of older residents. Many seniors receive unpaid care from relatives. According to a 2018 survey conducted by the City, there are about a million unpaid caregivers in New York City, mostly women over 50, many of whom are struggling financially. Additionally, while there is growing demand for entry-level health care positions such as home health aides, community health workers, and certified nursing assistants, these positions are often poorly compensated and provide limited pathways to advancement and higher wages. The City will invest in programs and initiatives that elevate entry-level positions in health care and provide a career track within the industry, such as for Career and Technical Education (CTE) high school students who transition to nursing.

Advances in life sciences and health care technologies are leading to the development of new business models and jobs. As part of a \$500 million initiative to make New York City a world-class life sciences hub, the City launched a life sciences internship program that has placed 81 interns, and announced a partnership with BioLabs@NYULangone, a 50,000 square-foot wet lab incubator, for up to 30 start-ups. By 2020, NYCEDC will launch an entrepreneurial center that will provide affordable space and support services for start-ups. Additionally, the third phase of the development of the Alexandria Center for Life Science in Kips Bay will open in 2022, and is expected to create 1,500 good-paying jobs.

The Digital Health Marketplace program is designed to help companies with market-ready products access and develop relationships with potential customers such as health systems, insurers, and pharmaceutical companies. Since its launch, the program has facilitated more than 1,100 matches between start-ups and prospective clients, supported more than 25 product pilots, and helped create more than 215 new jobs. The City has committed to three additional years of expanded operations for the Digital Health Marketplace.

- **STABILIZE AND EXPAND THE CITY'S INDUSTRIAL SECTOR**

Industrial and manufacturing jobs provide good wages and career growth, especially for residents without postsecondary degrees. While the number of production-oriented positions has declined for decades due to automation, off-shoring, and competing uses for land, industrial jobs remain crucial to a 21st century economy — and the industry continues to grow and evolve here in New York City. Many of the City's industrial businesses are connected to the City's major industries such as fashion, television, and theater, while others are on the cutting edge of technology and product development. The City is continuing to invest in programs and leverage land use regulation to stabilize and grow these sectors, as laid out in its *2015 Industrial Action Plan*.

Since then, the City has been investing in affordable industrial spaces and more strategically activating its own properties for this purpose. Futureworks NYC consists of partnerships, services, and spaces dedicated to supporting advanced manufacturing. Initiatives include an incubator to support hardware start-ups, a network of fabrication and prototyping facilities, training programs to help established manufacturers adopt new technologies, and the Futureworks Makerspace at the Brooklyn Army Terminal for advanced manufacturing. The space offers affordable access to advanced manufacturing equipment, workspace, classes, storage, and design services. Bridge programs provide both career services and formal educational training in areas such as reading, writing, and computer skills with occupation-specific training. Brooklyn Army Terminal is a key industrial hub that opened up more than 500,000 square feet of new industrial space last year, creating space for 1,000 new jobs; and it continues to support growth-stage industrial businesses through three new micromanufacturing hubs in buildings A and B, and the continued tenanting of the food manufacturing hub in the Annex building. The Brooklyn Navy Yard is on target to house 17,000 more jobs by 2020, and its 2018 master plan

includes an additional 5.1 million square feet of new development that will bring the number of jobs at the yard to 30,000 in the coming decades. The City continues to strengthen the Hunts Point Food Distribution Center, a critical element of the City's food distribution network. Future initiatives include renovating the wholesale markets to meet market needs and improve their sustainability, remediation of legacy environmental assets, and strengthening the connections to the nearby community. Additionally, a regional food hub for locally produced foods is scheduled to open in 2021 on City-owned land.

- **CONTINUE TO SUPPORT THE CITY'S CREATIVE SECTOR**

New York City is a global capital of art and culture. Museums, concert halls, theaters, clubs, festivals, and public art showcase creative work from the City and around the world. The City's fashion, film and television, media and design, and music industries are essential drivers of our local economy, but face challenges such as a lack of affordable space due to their unique needs. The Made in NY Campus at Bush Terminal will be a first-of-its-kind campus for creative production industries in Sunset Park, Brooklyn. In 2021, the City will complete construction of a garment hub and perform public-realm improvements to connect Sunset Park residents to Bush Terminal Park and the waterfront. By 2022, the south portion of the campus will be complete, including film and TV studios. In addition, the City is actively working to preserve existing jobs and businesses in the historic Garment District of Manhattan, which remains a critical hub for the fashion sector. New York City is also strengthening its eclectic nightlife industry, which includes approximately 25,000 businesses that collectively employ 300,000 people. The City's new Office of Nightlife is launching initiatives to support nightlife businesses and workers, making it easier to interface with the City and operate in partnership with local communities, creating legal pathways for "DIY" spaces, and starting a Nightlife Freelancers Hub.



NYCXDESIGN

NEW YORK CITY IS AN INTERNATIONAL LEADER IN DESIGN, WITH 10 OF THE NATION'S BEST DESIGN AND ARCHITECTURE SCHOOLS, AND MORE DESIGNERS THAN ANY OTHER METROPOLITAN AREA IN THE UNITED STATES. NYCxDESIGN, run by NYCEDC and informed by a steering committee of leaders from New York City's design community, is a global celebration of design that draws attendees from around the world. During NYCxDESIGN, the city's design leadership is on display through exhibitions, installations, trade shows, panels, and events across the five boroughs. The 2018 edition took place over 13 days, with nearly 400 events, 336,000 attendees, and almost \$110 million spent by visitors alone. In January 2019, the City announced SANDOW, a global leader in design media and innovation, had been selected to operate NYCxDESIGN going forward, with the intention of expanding its programming, audience, and global reach beginning with the 2020 edition of the program. The new organization will also provide an enhanced platform to showcase the City's diverse companies, students, and designers to the world.

STRENGTHEN AND EXPAND THE CAPACITY OF ADULT EDUCATION IN A CONNECTED WORKFORCE SYSTEM

A high school credential is required for roughly 80 percent of jobs with advancement potential, and is a prerequisite for many training programs. Yet more than 1 million residents do not have the equivalent of a high school diploma. The City is committed to increasing the capacity of the adult-education system, which currently provides instruction for nearly 70,000 residents annually. We will capitalize on existing successful models and explore new innovative solutions to help more New Yorkers earn a high school equivalency diploma, which will position them for better jobs, advanced training, and economic security and mobility. We will also connect adult education with the broader workforce system, including employers, apprenticeships, industry partnerships, subsidized jobs, and other training programs, so New Yorkers can access a range of career opportunities.

• STRENGTHEN AND EXPAND DEPARTMENT OF EDUCATION PROGRAMMING AND PARTNERSHIPS

We will leverage the expertise of the newly-reorganized Department of Education (DOE) District 79, increasing the service age for youth programs from 21 to 24, building and expanding adult Career and Technical Education (CTE) offerings, and fostering instructional partnerships with community providers in order to serve more New Yorkers.

• EXPAND CUNY'S ACCELERATED STUDY IN ASSOCIATE PROGRAMS (ASAP)

Post-secondary education can provide a critical path to living wage jobs but many too many New Yorkers lack such opportunities. To support such opportunities, the City has expanded its support to Accelerated Study in Associate Programs (ASAP), an effort focusing on improving college preparation, retention, and graduation rates for community college students. CUNY's Accelerated Study in Associate Programs (ASAP) helps students earn associate degrees within three years by providing a range of financial, academic, and personal supports including comprehensive and personalized advisement, career counseling, tutoring, waivers for tuition and mandatory fees, MTA MetroCards, and additional financial assistance to defray the cost of textbooks.

• EXPAND STRONG BRIDGE PROGRAM MODELS AND EXPLORE INNOVATIVE APPROACHES TO BRIDGE PROGRAMMING

Bridge programs provide both career services and formal educational training in areas such as reading, writing, and computer skills with occupation-specific training and career services. We will increase access to professional development and technical assistance to strengthen existing bridge programs and support programs in launching bridge models, developing service-year bridge programs in order to create paid training opportunities for jobseekers.



• EXPAND THE REACH AND SUPPORT OF PROGRAMS TO CONNECT UNDERREPRESENTED COMMUNITIES

We will engage more New Yorkers by working more intentionally through existing connector programs such as Jails to Jobs, Jobs Plus, and Youth Pathways that focus on specific underrepresented communities. The City will foster partnerships among service providers and connector programs to ensure all New Yorkers have the social supports they need to overcome barriers, complete programs, and advance toward their goals.

• PARTNER WITH EMPLOYERS

The City will support employers to foster their employees' educational attainment and upskilling by connecting employers to adult education providers and the workforce development system. We will also convene employers to explore skills-based hiring using a common skills taxonomy that does not rely on standard credentials, thereby making jobs more accessible to those with lower educational attainment.

• LAUNCH WORKINGNYC

A network of adult education and workforce development programs and opportunities, Working NYC will increase connections and referrals between employers, educational providers, and specialized programs. We will create and launch a Citywide campaign highlighting this network, introducing career opportunities and helping New Yorkers find opportunities.

• ADVANCE COMMON METRICS ACROSS PROGRAMS

We will increase accountability and understanding of what works well within the areas of adult education and workforce development by expanding the use of common metrics.

CASE STUDY: CONSTRUCTION SKILLS PROGRAM



JAMEL DICKERSON

Source: WKDEV

WHILE JAMEL AND HIS FAMILY WEREN'T HOME WHEN HURRICANE SANDY STRUCK THE ROCKAWAYS, THEY RETURNED TO A HOUSE IN WHICH EVERYTHING BELOW THE FIRST FLOOR WAS DESTROYED. The house, which formerly belonged to Jamel's grandmother-in-law, has been in his wife's family for 50 years. His wife's grandmother wanted the young family to raise their kids in the community.

At the time, Jamel had worked different jobs. He was an energy auditor for a home improvement company, helping to make homes more energy efficient. After the company went out of business, Jamel went to work as a 311 operator. When Hurricane Sandy hit, Jamel knew he wanted to be a part of the recovery effort, so he left his job at 311 and entered the Edward J. Malloy Initiative for Construction Skills training program.

The Construction Skills program, established in 2011, gives New Yorkers from communities throughout the five boroughs

the training and skills for careers in the unionized construction industry. Through union apprenticeship programs, the initiative opens doors to career opportunities in the building and construction trades, and thereby helps strengthen the city's middle class.

For the first two years of his apprenticeship with the Carpenters, Jamel worked exclusively on homes in the Build It Back program. Launched after Hurricane Sandy, and funded by the US Department of Housing and Urban Development, the Build It Back program repairs, rebuilds, and elevates homes to enhance the resiliency of our waterfront communities. Jamel says he won't rest until every one of his neighbors is back in a strong, resilient home.

Today, Jamel is in the third year of his apprenticeship and working on the revitalization and transformation of the Moynihan Station, the \$2.5 billion expansion of Penn Station in Manhattan. He is continuing to work as a carpenter, but is also learning concrete and building forms, and is training to work on rail tracks as well.

INTEGRATE HUMAN CAPITAL INVESTMENT INTO ALL CITY INITIATIVES

The City has many tools at its disposal to increase access to good-paying jobs, including large-scale capital construction projects and the City's own hiring policies. When taken with the expanded adult education and workforce system previously described, these initiatives will create accountability and efficiency through common definitions and metrics in both public- and private-sector hiring.

• LEVERAGE PUBLIC AND PRIVATE CAPITAL INVESTMENTS TO CREATE HIGH-QUALITY JOBS

To leverage jobs created through the City's \$100 billion Ten-Year Capital Strategy, the City will, through capital construction investments, explore ways to train low-income residents and connect them to construction careers and projects in their communities. This funding will support workforce diversity and ensure the hiring of local workers and workers from underrepresented groups, including women, people of color, and LGBTQ communities. The City has used this approach through Build It Back, a program to repair, rebuild, and protect homes in communities affected by Hurricane Sandy, and provide residents impacted by Sandy with job training and apprenticeships. The New York City Housing Authority (NYCHA) also offers an opportunity to integrate these approaches, as its residents include some of the most at-risk individuals with regard to employment and income security. HireNYCHA will create a coordinated system for training and connecting NYCHA residents to jobs related to construction, maintenance, environmental remediation, and pest control.

To broaden the impact of projects involving City tax dollars or City property, the City will also advocate for changes in State law to allow for increased employment opportunities resulting from such projects for disadvantaged individuals and individuals from disadvantaged regions. Current State legislation makes it challenging to implement effective hiring policies that benefit the communities that often surround redevelopment projects or other projects involving the expenditure of City tax dollars. To improve the effectiveness and accountability, and expand the scope of current hiring policies, the City will launch a campaign to change state law, so the City can implement policies with teeth.

• MAKE THE CIVIL SERVICE SYSTEM MORE ACCESSIBLE TO ALL NEW YORKERS

New York City will be a model employer of choice, ensuring our workforce is reflective of the diversity and inclusion of New York City communities. Not only do inclusive employment policies contribute to enhancing the skills of underrepresented groups of New Yorkers — they also strengthen the City's performance, increase the economic security of previously excluded professionals and their families, enhance trust in government with a workforce that reflects the community it serves, and create a pipeline of young leaders to join New York City government. Some City agency careers require only a high school diploma or some college credits, which helps residents enter and remain in the City workforce. The City is exploring ways it can streamline processes to make these jobs more available to all residents. Approaches could include identifying potential entry-level opportunities and apprenticeships within trade, craft, maintenance, and inspection positions across City agencies and in the future, developing and piloting apprenticeship programs within identified job categories.

The City will also continue targeted recruitment in communities underrepresented in City government, such as LGBTQ, veterans, youth, and people with disabilities. The City will continue to make the job application and examination process more accessible for residents of all backgrounds with modern application systems and expanded computer-based testing centers in all five boroughs. This will allow even more New Yorkers to take exams and access civil service information in their communities.

The City continuously explores ways to increase access to civil service and employment opportunities for all New Yorkers. Our newly launched Civil Service Pathways Fellowship (CSPF) program speaks to that effort. CSPF places highly qualified recent CUNY graduates into entry-level, career-track positions within City government, and provides them with specialized training while preparing them for a civil service exam after the first year of work. In addition, the City will now seek legislative approval to expand fee waivers for veterans seeking to take civil service exams, thereby removing financial barriers for veterans pursuing a civil service career.

“Words can’t even describe how I’m feeling. To have the opportunity to join the carpenters union because of Sandy and stay in my neighborhood and rebuild the community makes it all worth it.”

– Jamel Dickerson



SUPPORT THE GROWTH AND RETENTION OF SMALL BUSINESSES

New York City is home to more than 230,000 small businesses, 50 percent of which are owned by immigrant New Yorkers. Small businesses are essential to both the local economy and the character of our neighborhoods, providing opportunities for individuals to strengthen their own economic security and employ members of their communities. The City supports businesses as they start, operate, and grow by providing free services at scale and investing in innovative projects that create long-term change for entrepreneurs across the City.

- **STREAMLINE REGULATORY INTERACTIONS**

The City will create a unique business identifier citywide to track business records across agencies, improving operational efficiency and saving time for small businesses. Eventually these reforms will allow for a real-time feedback exchange between businesses and regulatory agencies, ensuring that laws, policies, and regulations appropriately balance business interests and public purpose.

- **ENSURE BUSINESSES ARE RESILIENT**

The City will work to ensure that businesses are resilient and prepared for emergencies. A newly established Business Resiliency Steering Committee will identify the most valuable measures for businesses and facilitate implementation by aligning laws and regulations, by providing business owners with the resources they need to adopt these measures, and by mobilizing businesses across the city to implement them.

- **SUPPORT WOMEN ENTREPRENEURS**

Women Entrepreneurs NYC (WE NYC) addresses the unique barriers women face when starting businesses by providing workshops to equip women with knowledge and skills, networking and mentorship opportunities, free legal clinics, and a crowdfunding platform. The City recently launched WE Fund: Growth, a targeted loan program providing over \$5 million in capital to women entrepreneurs. WE Fund: Credit helps women entrepreneurs access lines of credit. WE Venture is a \$10 million NYC EDC initiative to encourage Venture Capital Partners to invest in companies founded by women.

- **SUPPORT NEIGHBORHOOD BUSINESS**

A complex mix of factors is influencing the retail sector today, from e-commerce to changing consumer habits and preferences. To help small businesses navigate these challenges, SBS will double down on its support of longstanding businesses confronting changing market conditions. Last year the City launched its Commercial Lease Assistance Program, which provides a range of services including guidance on new leases and lease renewals and assistance with breach of contracts and landlord harassment. Through the Love Your Local Small Business Grant program, SBS awarded in-depth assessments with business consultants and grant funding to small businesses in neighborhoods with rising commercial rents. SBS will learn from

these engagements and test creative business interventions with the aim of developing scalable solutions to support longstanding businesses.

INVEST IN THE SPACE FOR EQUITABLE GROWTH

To continue growing our economy in an equitable way, New York City must have adequate commercial and industrial space, and promote job opportunities in all five boroughs. Policy changes and City investments over the past few years have helped stabilize the decline in industrial and manufacturing jobs. The City has also seen job growth — and not only in Manhattan.

- **SUPPORT THE CREATION OF MODERN WORKSPACE THAT BRINGS GOOD JOBS CLOSER TO NEW YORKERS**

In today's rapidly changing economy, small and growing businesses rely on the ability to find flexible, quality workspace that is easily accessible to their workers and clients. This means a growing need for a variety of offices and other workspace in transit-accessible locations outside the Manhattan core, where they can provide opportunities for a local workforce as well as tap into reverse-commute transit capacity. Through City-initiated neighborhood plans, such as in Gowanus, as well as in private applications, zoning can be updated to support the creation of more workspace and jobs for a wide range of businesses. In addition to allowing more flexibility for existing industrial businesses to expand in place, opportunities exist to relieve unnecessary parking requirements in transit-accessible areas, allow new, mid-density, loft-style buildings, and remove outdated distinctions among business types to accommodate the increasing cross-pollination of activities in today's economy.

- **RELOCATE CITY AGENCIES AND OFFICES TO SPUR EQUITABLE GROWTH ACROSS THE CITY**

The City's office anchor strategy incentivizes new office development in areas away from central business districts by strategically leasing space for City agencies and offices. The Human Resources Administration (HRA) will be the first agency moved in this new program, anchoring at least one development in Brooklyn with 275,000 square feet of office space. The balance of the space in the building will be available for lease to businesses and nonprofits. In addition, HRA's move will free up office space that it currently occupies in higher-demand areas of the city, thereby delivering additional space for private use.

- **CREATE AFFORDABLE WORKSPACES FOR ARTISTS**

Artists in New York City face challenges finding affordable workspaces. In 2015, the City announced a goal of developing 500 units of workspace for the cultural community over the next decade through the Affordable Real Estate for Artists (AREA) initiative. AREA workspace units under development will be rented at below-market rates and made accessible to artists from diverse backgrounds for years to come.

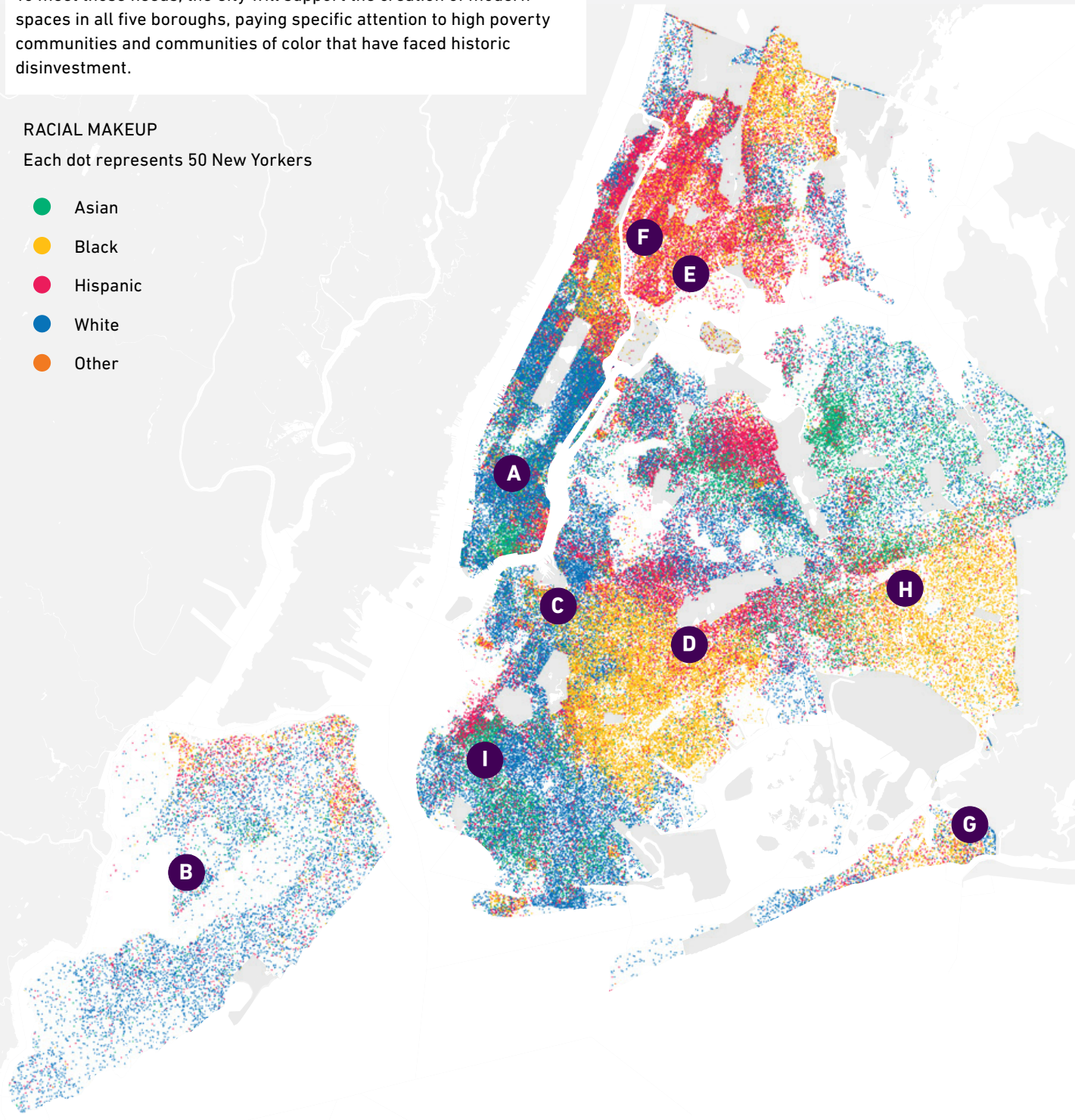
SPACE FOR EQUITABLE GROWTH

New York City's economic health depends on the continued growth and availability of different types of commercial and industrial spaces. To meet those needs, the City will support the creation of modern spaces in all five boroughs, paying specific attention to high poverty communities and communities of color that have faced historic disinvestment.

RACIAL MAKEUP

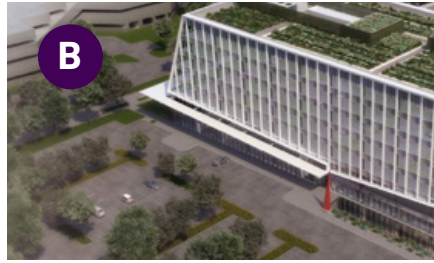
Each dot represents 50 New Yorkers

- Asian
- Black
- Hispanic
- White
- Other





THE UNION SQUARE TECH HUB TRAINING CENTER will include a digital training hub for 21st century jobs and flexible workspace for growing start-ups. The hub will support over 600 jobs in the tech ecosystem and provide a gateway to tech jobs for thousands of New Yorkers, equipping young people with the skills they need to participate in the modern economy.



CORPORATE COMMONS THREE is a 330,000-square-foot, LEED-certified office building on the Teleport Campus in Staten Island. It will house office and medical space, a social enterprise restaurant, and an organic rooftop farm.



RLAB, AN AR/VR LAB in the Brooklyn Navy Yard, will be the first publicly-funded center for entrepreneurship, education, and research in virtual and augmented reality and other emerging technologies. It will create 750 good-paying jobs and support start-ups, talent development, and research and innovation, in partnership with an early-stage fund, a consortium of participating universities, and a workforce development center at CUNY Lehman College in the Bronx.



IN THE EAST NEW YORK INDUSTRIAL BUSINESS ZONE, the City is transforming the underused 30,000-square foot City-owned industrial building at Powell Street and Pitkin Avenue into a modern industrial space. The project will include both interior and exterior rehabilitation of the building, and NYCEDC procured a City- and State-certified M/WBE firm to serve as construction manager for the project.



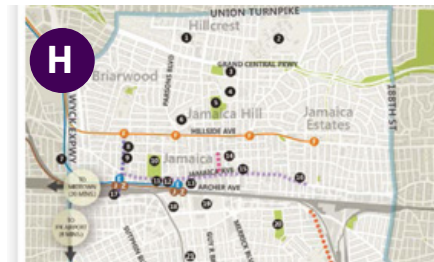
THE HUNTS POINT RESILIENCY PROJECT in the Bronx is working with local stakeholders to strengthen energy and flood resiliency for the residents, businesses, and community of Hunts Point. Early phases of the project included feasibility studies for energy resiliency and flood-risk reduction, as well as a conceptual design for a resilient energy pilot project.



THE LOWER CONCOURSE INVESTMENT STRATEGY is a \$200 million capital investment strategy to build on the neighborhood's assets and strengthen the infrastructure that will create jobs, provide affordable housing, and promote connections within the neighborhood to its waterfront and new open space along the Harlem River.



THE DOWNTOWN FAR ROCKAWAY ROADMAP FOR ACTION was created by community stakeholders, elected officials, NYCEDC, and City agencies to pursue smart, community-driven investments that better connect the neighborhood with job centers, increase economic opportunity, and improve the quality of life for the people who call the area home. Approximately \$226 million in City capital and programmatic investments has been dedicated to reestablish Downtown Far Rockaway as the commercial hub of the peninsula and reposition the area as a mixed-use district with new affordable housing and open space.



THE JAMAICA NOW ACTION PLAN seeks to build on the strengths of Jamaica, Queens, by providing workforce training and increasing quality jobs and small-business support, initiating new mixed-use development anchored by affordable housing, and improving the livability of the neighborhood through investments in safety measures, green spaces, and more. The plan was created collaboratively through more than 30 meetings between residents, businesses, leaders, and other stakeholders.



THE MADE IN NY CAMPUS AT BUSH TERMINAL will be a first-of-its-kind campus for creative production industries in Sunset Park, Brooklyn. In 2021, the City will complete construction of a garment hub and perform public-realm improvements to connect Sunset Park residents to Bush Terminal Park and the waterfront. By 2022, the south portion of the campus will be complete, including film and TV studios. New York City is also strengthening its eclectic nightlife industry, which includes approximately 25,000 businesses that employ 300,000 people.

INITIATIVE 6 OF 30

PROVIDE ECONOMIC SECURITY FOR ALL THROUGH FAIR WAGES AND EXPANDED BENEFITS

TOO MANY NEW YORKERS ARE LIVING PAYCHECK TO PAYCHECK, STRUGGLING TO MAKE ENDS MEET. At the same time, the federal government is failing to meet the challenges associated with economic disruption, insecurity, and inequality. New York City is responding through a set of initiatives aimed at reducing poverty and increasing economic mobility. These programs complement other signature initiatives by the administration that address financial hardships, such as the Housing New York affordable housing plan, Pre-K for All and associated child care benefits, the guarantee of health care for every New Yorker through NYC Care, the launch of “Fair Fares” to provide reduced-cost mass transit to low-income New Yorkers, and the expansion of programs aimed at addressing food insecurity. Together these policies will ensure all residents have access to resources and services to help them reach their full potential, and also cope with periods of unemployment and uncertainty.

AGGRESSIVELY ENFORCE FAIR WAGES AND WORKING CONDITIONS

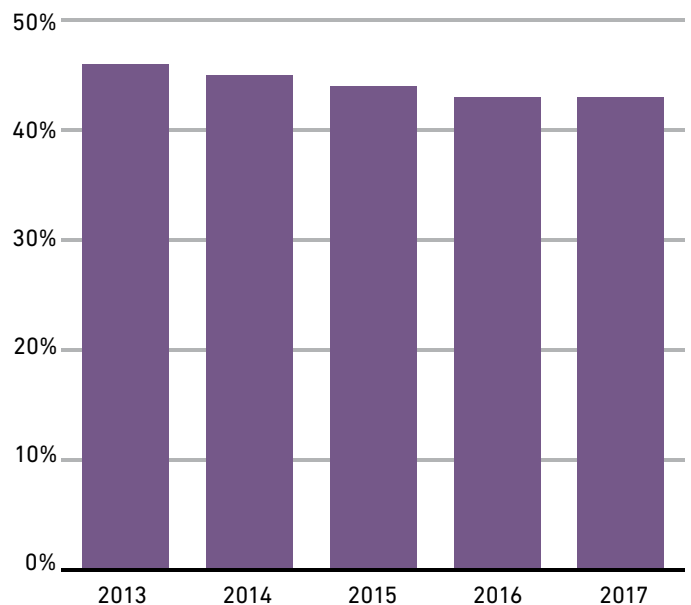
The City promotes quality jobs by ensuring more residents work full-time hours, have stable schedules, and earn paid leave. Over the past few years, the City has enacted laws and rules to protect the rights of workers, such as ensuring more predictable schedules for fast food and retail workers, as well as paid family leave, which allows employees to take paid time off work to care for family members who are very ill or have a serious health condition. The City has also proposed mandated paid personal time to help more than 500,000 residents working full- and part-time who do not have paid time off. The new law would require private businesses with five or more employees to offer 10 annual days of paid personal time, to be used at the employees’ discretion.

The City recovered \$7.5 million in unpaid wages on behalf of workers in 2017 and 2018.

To effectively enforce worker protections and benefits, the City is expanding the mission and name of the Department of Consumer Affairs to the Department of Consumer and Worker Protection (DCWP). With a powerful new mandate, DCWP is expanding its compliance and outreach work, and enforcement powers, to better protect workers (including the city’s 400,000 freelance and for-hire workers). The City has already recovered \$7.5 million in lost wages in 2017 and 2018 through the enforcement of laws to protect workers, including Paid Safe and Sick Leave, Fair Workweek, and Freelance isn’t Free. As this work expands, the City will provide alternative dispute resolution for paid caregivers and other domestic workers, many of whom are immigrants vulnerable to workplace problems such as wage theft and sexual harassment.

New York City’s near poverty rate has significantly declined since 2013, though more than 43% of New Yorkers still live in or near poverty.

Source: NYC Opportunity



GUARANTEE ACCESS TO LIFELINE BENEFITS

The gig economy means fewer jobs offer the income security and lifeline benefits American workers have traditionally depended on. The City is innovating new models for ensuring worker access to benefits outside the employer-employee relationship, allowing movement of accrued benefits from job to job. Among the City's efforts:

- **THE CITY IS CREATING A RETIREMENT PLAN THAT WILL PROVIDE ACCESS TO INDIVIDUAL RETIREMENT ACCOUNTS (IRAS) FOR ALL WORKING NEW YORKERS.** Forty percent of New Yorkers between the ages of 50–64 have less than \$10,000 saved for retirement. These people are mostly lower income and disproportionately female and people of color. The City will seek to require all employers with at least five employees to either offer access to a retirement plan or auto-enroll their employees in the City plan with a default contribution of the employees' own earnings of 5 percent, which could then be increased or reduced by the employee.
- **THE CITY WILL GUARANTEE HEALTH CARE FOR ALL CITY RESIDENTS BY 2021.** NYC Care, launching in summer 2019, will connect thousands of New Yorkers who are ineligible for health insurance to reliable care. Once fully implemented, anyone will be able to access comprehensive care across NYC Health + Hospitals' more than 70 locations. Priced on a sliding scale to

ensure affordability, NYC Care will provide access to primary care, specialty care, prescription drugs, mental health services, hospitalization, and more. See more in *Healthy Lives*

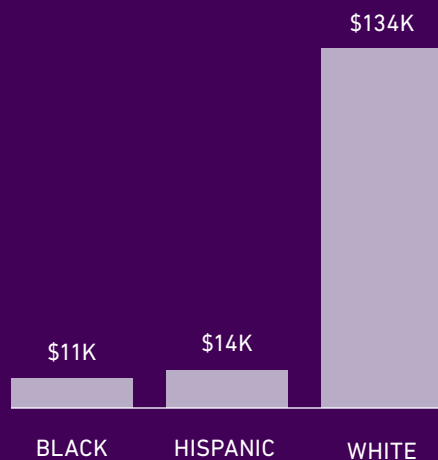
- **THE MAYOR'S OFFICE FOR ECONOMIC OPPORTUNITY IS CONTRIBUTING FUNDING TO A STUDY IN NEW YORK CITY AND THREE OTHER CITIES TESTING THE IMPACT OF A CHILD ALLOWANCE ON CHILD DEVELOPMENT AND OTHER FAMILY EFFECTS.** This study will build on prior research that associates higher family income with children's brain development, including those regions implicated in language and executive functions.
- **THE CITY WILL CONVENE A TASK FORCE TO STUDY THE IMPACT OF AUTOMATION ON THE FUTURE OF WORK AND WORKERS,** including its impact on working New Yorkers, potential to be harnessed for growth and opportunity, and strategies to prepare for and respond to both of these effects.

In addition to these expanded income and benefit models, the City is working to improve the experience of applying for and receiving benefits and services. This work includes promoting expanded online access, increased collaboration across agencies, and using human-centered design for programs and processes.

ADDRESSING THE RACIAL WEALTH GAP



*MEDIAN HOUSEHOLD WEALTH



*Total assets minus total debt

NATIONALLY, THE RACE-BASED WEALTH INEQUALITY GAP

IS WIDENING. Between 1983 and 2013 the wealth of median black and Hispanic households decreased by 75 percent and 50 percent respectively, while median white household wealth rose by 14 percent. To address the racial wealth gap, New York City is working to build a more inclusive economy to generate enduring prosperity for businesses, workers, and historically marginalized communities. Through targeted programs, policies, and capital products, the Office of M/WBE has helped the City award \$10 billion in contracts to M/WBEs, and more than doubled the utilization rate of M/WBEs across City Agencies since 2015, helping to increase community wealth in place. The City will continue to support programs to drive business innovation and community-wealth generation at the leading edge of social and economic change.

ADDRESS HIGH LIVING COSTS AND DEBT LOADS

In addition to promoting wage growth, the City is committed to mitigating expenses that create burdens for residents, especially vulnerable populations. Housing costs are often the biggest expense for residents, and rising rents can mean rising evictions. To lower the risk of eviction, we will strengthen tenant protections, expand vouchers to higher-opportunity neighborhoods, increase counselling assistance for voucher holders, ensure homeless shelters provide safe and livable homes, and continue to promote successful programs, such as the City's Rent Freeze Program, which helps seniors and individuals with disabilities freeze their rents (see more in *Thriving Neighborhoods*).

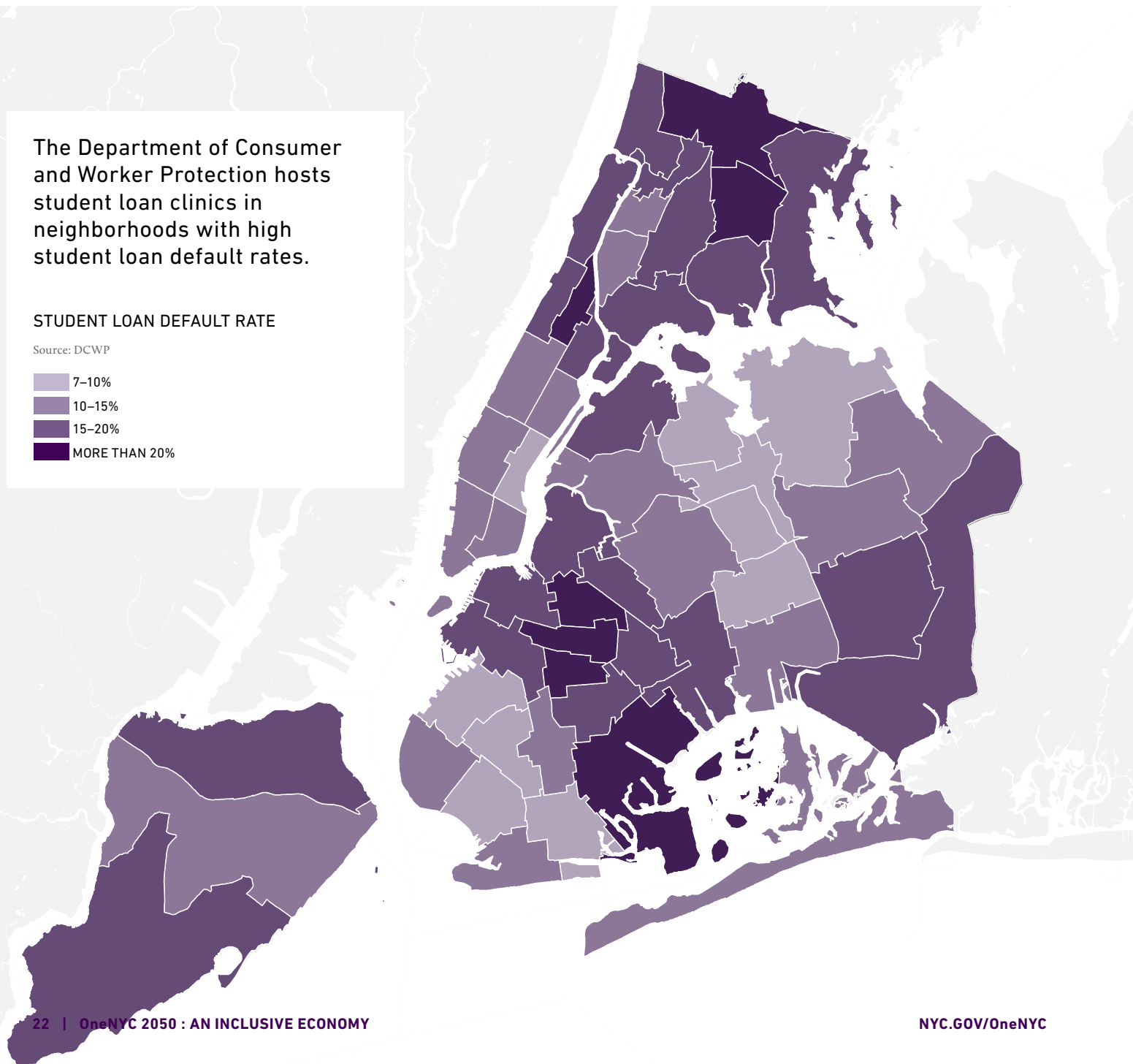
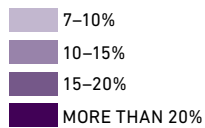
The City is also influencing the national, state, and local debate regarding the student debt crisis. In 2019, the Department of Consumer and Worker Protection will publish a series of research, policy, and public-awareness proposals.

As the population of New York City ages, families often struggle to meet the high costs of care to seniors. Additionally, many adults, often seniors, care for children or individuals with disabilities. A recent study by the Department of the Aging estimated that New York City is home to about 1 million unpaid caregivers taking care of family members. The City will explore responses to these findings to support families and caregivers in the decades ahead.

The Department of Consumer and Worker Protection hosts student loan clinics in neighborhoods with high student loan default rates.

STUDENT LOAN DEFAULT RATE

Source: DCWP



INITIATIVE 7 OF 30

EXPAND THE VOICE, OWNERSHIP, AND DECISION-MAKING POWER OF WORKERS AND COMMUNITIES

A GOOD ECONOMY IS A DEMOCRATIC ECONOMY. Profit sharing, workplace participation, and public and shared ownership have helped ensure the growth and well-being of our society. The legacy of these practices remains in our common-sense understanding of fairness and hard work: workers should share in the success of the economy they help build and run. Today, our economy is shutting out and leaving behind many hard-working New Yorkers and their communities. While the “one percent” of the population accrues unprecedented levels of wealth, wages for the middle class and working poor have stagnated; assets for black and Latino families have decreased. In the city, more than 20 percent of black, Asian, and Latino residents live in or near poverty. The lived realities of our city’s poorest communities underscore the need for a new approach to create jobs and wealth for all.

Together, the City and its residents can create a just economy. When workers have a greater voice in, and control over their workplace, the results are better wages and benefits, higher rates of retention and productivity, and less income inequality. The City will work with residents to realize economic democracy — an economy in which communities directly govern, own, and benefit from the value generated from markets, businesses, and land — so that everyday residents are better able to thrive. New York City will advance innovative and inclusive business-growth and wealth-building strategies for all residents.

INCREASE ECONOMIC OPPORTUNITIES FOR MINORITY- AND WOMEN-OWNED BUSINESS ENTERPRISES

New York City is committed to leveraging its spending power and resources to increase economic opportunity and close the disparity gap for M/WBEs. Since 2015, the City has awarded more than \$10 billion in contracts to M/WBEs, certified over 7,400 businesses, and made over \$70 million in low-cost capital available to M/WBEs and small business vendors, with a goal of awarding \$20 billion by 2025. The City will continue to move forward with implementing new policies and providing resources to support an unprecedented number of contract awards by M/WBEs to create a more inclusive

economy. This will include expanding the availability of low-interest loans administered by SBS and NYCEDC and advocating for State legislation that will help unlock more opportunities for M/WBEs.

LEVERAGE THE BUYING POWER OF ANCHOR INSTITUTIONS TO STRENGTHEN LOCAL ECONOMIES

The City has taken bold steps to address income inequality, but policy alone cannot meet the rapidly changing demands of our economy, or our climate. We harness the shared mission and power of community anchors, such as universities, hospitals, and other large employers that are unable to address equity and sustainability in the communities in which they are located. To strengthen local businesses and economies, the City will work with citywide stakeholders to support 25 percent of New York City-based anchor institutions making commitments and taking measurable actions toward generating community wealth and resilience by 2025.

INCREASE EMPLOYEE OWNERSHIP TO PRODUCE VALUE FOR WORKING NEW YORKERS

To create a more fair, democratic, and resilient city, the City will invest in a comprehensive strategy to grow employee-owned businesses. Workers drive innovation and deserve a fair-share of our City’s economic prosperity. Ownership of businesses increases job stability, income, and wealth for workers. Employee-ownership increases productivity and helps improve the bottom-line for businesses. Such businesses are on average 2.4 percent more productive than firms without those practices. The vision of employee-ownership and economic democracy has been seeded across the country. New York City has the opportunity to realize this at scale and ensure inclusive and lasting growth for the future. The City will build a business development ecosystem and make investments so that our businesses and workers are equipped to share in the profits and decision-making that grow our economy.

LEVERAGE CITY-OWNED ASSETS TO PROTECT COMMUNITY WEALTH AND GENERATE HOUSING ASSETS

Transforming City-owned assets into affordable housing co-operatives and protecting existing housing assets for low-, middle-, and moderate-income (LMI) communities will expand wealth-generating opportunities to individuals shut out from the housing market. Despite the City's commitment to preserve and build affordable housing, the share of LMI households struggling to pay rent has increased. Startlingly, 56 percent of New York renter households pay over 30 percent of their income on rent, leaving little money for other critical expenses. To expand affordable, community-controlled housing stock and bolster tenants' ability to stay in their homes, the City will increase the reach of programs including the Affordable Neighborhood Cooperative Program, the Foreclosure Prevention Program, and the Green Housing Preservation Program. The City is also helping more New Yorkers become homeowners through the new Open Door program, which funds the construction of new cooperative and condominium buildings for moderate- and middle-income households.

EXPAND COMMUNITY OWNERSHIP OF RENEWABLE ENERGY INFRASTRUCTURE

New York City has taken bold policy actions to reduce greenhouse gas emissions and increase the production of clean electricity, introducing unprecedented wealth-generating and ownership opportunities for communities across the city. Specifically, New York City has committed to carbon neutrality by 2050 and mandating energy efficiency retrofits for existing buildings. We will explore programs to accelerate access to clean, reliable, affordable, and community-owned renewable energy

infrastructure for all residents. Harnessing the opportunities of the energy-efficiency mandate and other climate change mitigation policies will not only expand access to the renewable energy necessary to move away from fossil fuel dependency, but also further community-ownership and wealth-generating initiatives.

INCREASE ECONOMIC OPPORTUNITIES FOR DIVERSE PARTICIPANTS IN THE EVOLVING CANNABIS INDUSTRY

With cannabis legalization under consideration in New York State, the City must ensure New Yorkers have the opportunity to build a local cannabis industry, led by small businesses and organized to benefit our whole community. We have to make sure those who bore the brunt of years of overly punitive drug policy benefit from the industry's growth and public investments. Ongoing federal criminalization of cannabis, with attendant costs and obstacles for industry participants, poses challenges to advancing economic empowerment for those with fewer resources. State legalization must ensure communities disproportionately harmed by criminalization have an equitable stake in the cannabis industry and the opportunity for economic empowerment. This will require preferential licensing opportunities, as well as legislative and programmatic solutions to the challenges applicants from marginalized communities may face, including lack of capital, information asymmetry, difficulty achieving compliance with changing State and local regulations, and the demands of commercial competition with large established businesses. This should also include mandated access to job opportunities for those most impacted by past criminalization, and support for workers who seek to organize within the industry.



A COMMUNITY-OWNED SOLAR PROJECT AT THE BROOKLYN ARMY TERMINAL WILL CONNECT SUNSET PARK RESIDENTS, AND BUSINESSES TO CLEAN ENERGY ALTERNATIVES. UPROSE, SOLAR ONE, AND CO-OP POWER WILL DEVELOP AND OPERATE THE ROOFTOP SOLAR GARDEN.

Source: NYCEDC

INITIATIVE 8 OF 30

STRENGTHEN THE CITY'S FISCAL HEALTH TO MEET CURRENT AND FUTURE NEEDS

The long-term health of the City's financial and capital plan is an integral component of resilience. With an annual operating budget of more than \$90 billion, City programs are essential to lifting up communities and supporting the social safety net. Improving government operations streamlines delivery of critical services and creates savings.

Over the past five years, the City has dramatically increased budget reserves and maintained a focus on savings, including building long-term savings into the financial plan. Due in part to these efforts, in March 2019, the City received its highest-ever credit rating for issuance of general obligation bonds. Citing a diversified economy, talented labor pool, and strong financial management, Moody's acknowledged the City has a stable financial outlook, allowing greater flexibility in the event of an economic downturn.

However, we must be prepared to maintain financial stability in the face of shifting national and global economic forces. Reduced support at the State and federal levels, increased trade volatility, and the continued risk of climate change present clear challenges to our financial health. The City is committed to addressing these challenges and building financial resiliency.

INCREASE SAVINGS THROUGH IMPROVED GOVERNMENT OPERATIONS

The modernization of City operations benefits everyone, including residents who rely on City services, and vendors that do business with us. It also allows us to better practice such shared values as energy efficiency, technological modernization, and cost prudence. The City will continue to develop its cost-saving initiatives to improve internal operations and explore additional opportunities to help build savings. The following initiatives highlight a subset of the City's recent savings efforts — which include both short-term cost savings and long-term operational improvements:

- **REDUCE THE SIZE OF THE CITY FLEET AND IMPROVE ITS EFFICIENCY**

The City is transforming its vehicular fleet to reduce emissions and improve safety. The number of electric vehicles (EV) has increased from 211 in FY14 to more than 1,750 today, and will total more than 2,000 by summer. As part of Vision Zero, NYC Fleet has implemented a Safe Fleet Transition Plan to procure safer, more efficient vehicles for all agencies to reduce both crashes and their subsequent claims costs.

Despite a growing workforce, the City has maintained the same garage footprint and increased fuel efficiency at a time when strategic priorities, such as more vehicles for community policing, have mandated an increase in overall vehicle count. Fleet initiatives as part of the Citywide Savings Program led to \$20 million in savings between 2018 and 2019.

The 2019 Fleet Executive Order mandates increased sustainability and efficiency, requiring all agencies to achieve heightened environmental and efficiency targets, with the help of advanced sensor technology (telematics) across all vehicles. These measures will, each year, reduce vehicle miles traveled by 10 million, decrease emissions from municipal vehicles by more than 6,300 metric tons of carbon dioxide equivalent (2.5 percent of municipal fleet emissions), and save more than 500,000 gallons of fuel. These actions will save millions of dollars across City agencies by reducing on-road vehicle units, improving commuting patterns, and downsizing away from SUVs. The City will also accelerate its transition to EV and hybrid vehicles — including hybrid policing units — reducing our total fuel consumption to below 2014 levels.

- **IMPLEMENT STRATEGIC REAL ESTATE PLANNING ACROSS THE CITY'S PORTFOLIO**

In 2018, the City created an initiative led by the Department of Citywide Administrative Services (DCAS) to evaluate its real estate portfolio with the goal of reducing the cost of leased spaces and maximizing the use of owned spaces. The initiative will assess opportunities to maximize space utilization, and establish key performance indicators to improve square-footage allocation and vacancy rates, and decrease leased space by borough over the next decade. These initiatives aim to create changes to building layouts that will not only reduce our

“The city should be a viable place to start a new life and raise a family for middle- and working-class New Yorkers.”

– Resident of Mapleton, Brooklyn

overall space footprint, but also modernize workspaces for a more efficient, healthier, and productive office layout. Over time, this team will strategically evaluate purchase and lease decisions across the City’s portfolio of buildings to ensure the City is positioned to deliver services in the right location, at the right time. These initiatives could enable further savings opportunities, including a densified office portfolio and increased employee satisfaction and retention. In FY19 alone, the City has generated \$3 million in cost avoidance by declining requests for new space.

• **REDUCE THE COST OF PROCURED GOODS AND SERVICES**

The City is using state-of-the-art vendor management technology to improve the procurement process for both agencies and contractors. As part of this ongoing improvement, the City’s more than \$20 billion in annual procured goods and services will be digitized and streamlined through the Procurement and Sourcing Solutions Portal (PASSPort). PASSPort will help make bids more competitive by decreasing the complexity required for vendors to navigate the City’s contracting process. In parallel, these efforts are expected to provide new opportunities for small businesses, including M/WBEs, to better access City resources to grow their enterprises.

The City is developing a state-of-the-art procurement platform to reduce the City’s administrative costs in procuring goods and services across 41 mayoral agencies, collect data to strategically source goods and services based on quality and pricing, and consolidate and centralize the City’s purchasing through master contracts that provide discount pricing for bulk purchasing.

In procurement’s current state, thousands of agency and vendor personnel interact through paper and email to establish and manage contracts, monitor quality and ensure accurate payment across a \$20 billion annual purchasing portfolio. The City is designing the Procurement and Sourcing Solutions Portal (PASSPort) to standardize, digitize, centralize, and streamline procurement practices across the City with the goal of reducing the time and administrative effort that it takes for the City to purchase goods and services. These efforts also benefit vendors and nonprofit providers by decreasing

the complexity required for these stakeholders to navigate the City’s contracting process. These efforts are expected to provide new opportunities for small businesses, including M/WBEs, with increased access to City resources and opportunities to grow their businesses.

• **LIMIT AVOIDABLE LABOR COSTS FOR MUNICIPAL WORKERS**

The City will reduce labor costs within our own workforce without impeding strategic priorities. The City has already sought ways to cap overtime costs for both skilled trades workers and civilian employees. Through tightened controls and approval processes, these initiatives reinforce the expectation that agencies must minimize the use of overtime. At the same time, the City is smoothing the path to retirement for City workers while opening up advancement opportunities for lower-tenure employees and addressing the challenge of part-time work that can be difficult to fill — at a lower cost to the taxpayer. The Silver Stars program, for example, allows employees eligible for retirement to shift from full- to part-time status at the discretion of their agency while officially filing for retirement. City employees benefit by earning their pension while collecting partial wages. At the same time, it enables the transition of institutional knowledge while expanding opportunities for younger-tenure employees to apprentice or up-skill in a soon-to-be-vacant post.

• **CONTINUE TO GENERATE SAVINGS FROM CITY HEALTH PLANS**

For the past two decades, health care costs have increased dramatically for employers, including the City. The City has partnered directly with unions, reaching agreements with the Municipal Labor Committee (MLC) that mitigate rising health care costs for City employees, both active and retired. Total savings from the two agreements through Fiscal Year 2022 is \$10.3 billion, with annual recurring savings of \$1.9 billion in Fiscal Year 2021 and beyond. These savings initiatives not only reduce the per capita cost of care, but also improve the health of beneficiaries and the patient experience.

We are also addressing the long-term health and resiliency of NYC employees through worksite programs offered by WorkWell NYC that are designed to support employees with healthy eating, physical fitness, disease prevention and mental well-being.



THE PATH FORWARD

TO ACHIEVE OUR GOALS, WE MUST HAVE A PLAN AND HOLD OURSELVES ACCOUNTABLE. Here, we identify the actions that are necessary to achieve our goals, the owners of each action, and the indicators that will help us measure progress and ensure success. We are also constantly working to raise our ambitions, with several opportunities in the near future to add more detail to select indicators and targets. For further information and a complete set of interim milestones, see our detailed action plans at nyc.gov/OneNYC.

INITIATIVE #5: GROW THE ECONOMY WITH GOOD-PAYING JOBS AND PREPARE NEW YORKERS TO FILL THEM		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Diversify the City’s economy and broaden access to good-paying jobs	EDC, WKDEV	Funded
Strengthen and expand the capacity of adult education in a connected workforce system	WKDEV, SBS, CUNY, DOE, DYCD	Partially Funded
Integrate human capital investment into all City initiatives	WKDEV, SBS	Funded
Support the growth and retention of small businesses	SBS , EDC	Funded
Invest in the space for equitable growth	EDC	Funded
INDICATORS	LATEST DATA	TARGET
Labor force participation rate	60.8% (2019)	Increase
Individuals connected to employment through the City’s workforce development programs	66,390 (2018)	Increase
Total employment	4.5M (2018)	Increase
Income disparity by race (median household earnings of white households divided by median household earnings of black, Hispanic, Asian, and other race households)	2.0 (2017)	Decrease

INITIATIVE #6: PROVIDE ECONOMIC SECURITY FOR ALL THROUGH FAIR WAGES, AND EXPANDED BENEFITS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Aggressively enforce fair wages and working conditions	Opportunity, DCWP	TBD
Guarantee access to lifeline benefits	Opportunity, HRA	Partially Funded
Address high living costs and debt loads	Opportunity, DCA, Mayor’s Office to Protect Tenants	Funded
INDICATORS	LATEST DATA	TARGET
Percentage of New Yorkers living in or near poverty	43.6% (2016)	Decrease
New Yorkers lifted out of poverty or near poverty (since 2014)	236,500 (2017)	800,000 by 2025
Food insecurity rate	14.4%	Decrease

INITIATIVE #7: EXPAND THE VOICE, OWNERSHIP, AND DECISION-MAKING POWER OF WORKERS AND COMMUNITIES		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Increase economic opportunities for minority- and women-owned business enterprises	OMWBE	Call for Action
Leverage the buying power of anchor institutions to strengthen local economies	OMWBE, MOCS	TBD
Increase employee-ownership to produce value for working New Yorkers	OMBWE, SBS	In Planning
Leverage City-owned assets to protect community wealth and generate housing assets	HPD	Funded
Expand community ownership of renewable energy infrastructure	MOS, MOR	TBD
Increase economic opportunities for diverse participants in the evolving cannabis industry	MOCJ, IGA	Call for Action
INDICATORS	LATEST DATA	TARGET
Total number of worker cooperatives created through the Worker Cooperative Business Development Initiative	48 (2018)	Increase
Amount awarded to City-certified M/WBE businesses, including subcontracts	\$1.069 billion (2018)	Increase
Total number of M/WBEs certified	6,829 (FY2018)	Increase

INITIATIVE #8: STRENGTHEN THE CITY'S FISCAL HEALTH TO MEET CURRENT AND FUTURE NEEDS		
STEPS TO GET THERE	AGENCY OWNER	FUNDING STATUS
Increase centralized savings through improved government operations	OMB, DCAS, MOCS	TBD
INDICATORS	LATEST DATA	TARGET
New York City's general obligation bond credit rating	Aa1	Maintain
Securities sector share of total wage earnings	19.1%	Decrease

For more information on the funding status of OneNYC initiatives, please see the City of New York Fiscal Year 2020 Executive Budget and Ten-Year Capital Strategy.



WHAT YOU CAN DO

BUILDING A STRONG AND FAIR CITY WILL REQUIRE THE HELP AND SUPPORT OF ALL NEW YORKERS. HERE ARE A FEW EASY STEPS YOU CAN TAKE:

1

DISCOVER THE BENEFITS YOU'RE ELIGIBLE FOR, and sign up. Learn about the benefits and support available to residents, including the new IRAs for All program and programs covering public assistance, employment and unemployment benefits, food, health care, utilities, and death and grieving. Assess your eligibility at ACCESS NYC and apply at ACCESS HRA. Also book an appointment for free financial counseling or free tax prep at the City's Financial Empowerment Center for help with budgeting, tackling debt, improving credit, or opening a bank account at a local bank or credit union.

2

SUPPORT LOCAL BUSINESSES, M/WBEs, and worker-owned businesses. Shop in your neighborhood, get to know business owners, and search a worker co-op business directory, where you'll find a range of businesses covering everything from childcare to cleaning to homecare that pay fair wages in a good work environment. If your company or organization is hiring a contractor or consultant, use the City's database of 7,400 certified businesses to find a fit. For a challenge, try supporting only local businesses for a month.

3

EDUCATE YOURSELF ON WORKERS' RIGHTS and report bad behavior. Download the Workers' Bill of Rights in your preferred language to make sure you know your rights to paid safe and sick leave, minimum wage, overtime, a discrimination-free workplace, pay for work done as an independent contractor, a safe and healthy workplace, and others, based on your industry. File a workplace complaint to confidentially report violations of workplace laws.

For more ways you can get involved, visit [NYC.GOV/OneNYC](https://nyc.gov/OneNYC).
Share your story of taking action on social media and tag us at [#OneNYC](https://twitter.com/OneNYC).



THE CITY OF NEW YORK
MAYOR BILL DE BLASIO

DEAN FULEIHAN
FIRST DEPUTY MAYOR

DOMINIC WILLIAMS
CHIEF POLICY ADVISOR

DANIEL A. ZARRILLI
OneNYC DIRECTOR

OneNYC

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