

Volume 5

NEW DAY FOR NEW YORK:

A PLAN TO JUMPSTART NEW YORK CITY'S ECONOMY IN A POST-COVID AGE

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EXECUTIVE SUMMARY

The COVID-19 pandemic has delivered a devastating blow to the New York City economy. Within the first twelve weeks following the city's shutdown, New Yorkers lost over a million jobs — a scale of loss not seen since the Great Depression. Even as the economy has gradually recovered from the depths of the initial shock, New York City remains more than 600,000 jobs below its peak employment in early 2020. To put it another way, in less than a year, New York lost an entire decade's worth of job gains.

And the crisis has not abated. Our central business districts remain virtual ghost towns, populated by vacant storefronts and empty office towers. For certain industries — small retailers, restaurants, salons and barbers, hotels, and the performing arts — the pandemic has been a constant struggle to survive, leaving their viability in doubt and threatening the character of neighborhoods in every part of the city. Nor has this been an economic crisis that has fallen equally upon all New Yorkers. While there is likely not a single New Yorker whose work life has not been impacted by COVID-19, the economic toll the pandemic has taken on New York's communities of color has spread in concert with the disease itself, exacerbating existing inequalities and compounding suffering.

Scott Stringer recognizes that the foremost task of New York's next Mayor will be to lead the city forward in a comprehensive recovery effort to rejuvenate and reimagine New York's economy – bringing back the jobs we've lost, connecting New Yorkers with the jobs of the future, and fortifying New York City's status as our nation's economic engine with a strengthened foundation.

Scott also knows it will not be enough to simply rebuild the city's economy – we must build a fairer and more equitable economy in the process, so that the benefits of New York's growth are shared broadly across every community in our city. That means speeding direct grants to small businesses in all five boroughs, and lifting up workers by making higher education available to all with free tuition to CUNY community colleges, doubling down on workforce development, and connecting New Yorkers of all backgrounds to the jobs of tomorrow.

His commitment is simple: Scott will erase the job losses caused by COVID-19 within his first year as Mayor and grow our economy from there – not by making pie-in-the-sky promises, but by having an actual plan on Day 1 to create the environment that businesses need to recover and create high-quality, good-paying jobs that support workers while working to green and diversify our economy.

With the passage of the \$1.9 trillion American Rescue Act in Washington, D.C., New York City has a once-in-a-generation opportunity to rethink the fundamental pillars of our economy and use these recovery dollars to position ourselves for the future. New York City alone is expected to receive about \$6 billion in federal stimulus money, which while temporary in nature can go a long way toward getting our economy back on its feet in a way that helps us build a stronger, more equitable future. How those dollars get spent – and what gets prioritized in the process – will be a defining challenge for the next mayor.

Scott Stringer has the vision, the plan, and the experience to get small businesses back on their feet while arming New Yorkers with the skills they will need to compete in fast-growing sectors of our economy. He will build a New York that

is more equitable and offers more opportunity for workers of all ages, remains a magnet for talent from across the nation and the globe, and makes New York City a leader in green jobs and other jobs of the future.

Scott's plan has eight essential components:

Part I: Jumpstart New York's local economy by creating the NYC Recovery Now Fund, with \$1 billion in federal stimulus to speed grants to small businesses and not-for-profits. Even as vaccination rates improve, key sectors of the city's economy remain acutely vulnerable. Restaurants, small businesses, non-profit organizations, arts and cultural institutions – all have been devastated by the pandemic and are in dire need of immediate help. As Mayor, Scott will leverage federal American Rescue Plan dollars to establish a \$1 billion NYC Recovery Now Fund to help small businesses get back on their feet swiftly through direct grants, with the vast majority going to the 85% of small businesses in hard-hit sectors with payrolls under \$500,000. Unlike the Payroll Protection Plan and other programs that came wrapped in red tape, NYC Recovery Now Funds will be dedicated to delivering targeted grants of \$20,000 to \$100,000 to small and medium-sized businesses and not-for-profits with a minimum of paperwork to help cover a range of costs, from back rent and insurance costs, to inventory, payroll and any structural improvements intended to make places of business safer. As part of the roll-out, Scott will establish multi-lingual, Rapid Business Outreach Teams to go door-to-door to businesses in every borough and provide information and aid, focusing especially on the hardest hit communities, as well an international ad campaign, “New York, New Day” to herald the city's re-opening.

Part II: Slash red tape and deliver new supports to help businesses grow and thrive. Time is money when you are a business owner, but New York City's bureaucracy and the scores of regulatory hoops it requires of anyone trying to start or run a business has become a profound impediment to entrepreneurship and innovation in today's New York. Of course, safety standards must come first. But

alleviating the regulatory burdens on New York’s small business and entrepreneurs must be a key to New York’s recovery. As mayor, Scott will be laser-focused on helping entrepreneurs by creating a single online portal, LaunchNYC, where applicants can get all the permits they need to open and run a business, and he will set strict time limits on agencies to sign off on all necessary permits and certificates. At the same time, he will continue to support the recovery of restaurants and bars by expanding outdoor dining; creating a NYC Tech Corps to help small businesses expand their digital presence, and allowing businesses a “cure period” to address and fix violations rather than fining them immediately.

Part III: Keep New York City a magnet for talent and hard work. The economic engine of New York City has always been the talent and resiliency of our people – those born and bred in our city, and those drawn to it from across the country and the world. Scott will ensure that New York continues to serve as a magnet for talent and hard work by investing in programs that will make the City a better, more affordable place to live and raise families – including his “NYC Under 3” plan, the single largest local investment in child care in the nation; putting two teachers in every elementary school classroom; reversing the brutal budget cuts that the current administration has made to the Parks Department; and making every neighborhood more affordable for every New Yorker with his Universal Affordable Housing plan.

Part IV: Launch Rebuild NYC to double down on infrastructure investments, including 5G and universal broadband. For New York’s economy to truly recover, we need our physical infrastructure to recover as well. Scott will launch Rebuild NYC, a major public works program to rebuild the City’s crumbling infrastructure – from public transit, streets, utility lines, and parks to schools and hospitals. To make sure New York’s infrastructure supports the needs of the city now and in the future, Scott will initiate a program to redesign the city’s streetscapes to better serve the needs of pedestrians, cyclists, and small businesses; and reconfigure and realign the transit system to serve the needs of a 24-hour, five-borough economy. In addition, Scott

will harness federal dollars dedicated to closing the digital divide by investing in our 5G infrastructure and ensuring that every New Yorker has access to high-speed, affordable broadband at home.

Part V: Make CUNY community colleges free and train New Yorkers for the jobs of the future. The COVID-19 pandemic has once again underlined the economic challenges that many New Yorkers face. The City must take a more active role in supporting and preparing New Yorkers for a 21st century economy. Scott has a plan to once and for all transform New York's scattershot workforce development programs into a coherent whole and to train New Yorkers for the jobs of the future, including by making all CUNY community colleges tuition-free for all city residents, and fully aligning our workforce training programs with the needs of employers.

Part VI: Create over 100,000 good-paying jobs with a Green New Deal for New York City. To leave behind for the next generation a New York that is greener and stronger, we must fully confront the challenges of climate change. Scott will bring a Green New Deal to New York to transform our city into a beacon of sustainability and environmental justice, an effort that will bring with it tens of thousands of good-paying green jobs as we build out green infrastructure, retrofit New York's most inefficient buildings, transform Rikers into a green energy hub, buildout shoreline resiliency projects, and jumpstart solar installations throughout the five boroughs.

Part VII: Lead a Broadway revival and spur the creative economy. New York's creative sector remains one of the most vital yet unheralded elements of our City's economy, employing hundreds of thousands of people and generating tens of billions of dollars in economic activity. Our creative workforce is part of what defines New York City in a way that is unmatched by any other city in America. Under Scott's leadership, the City will invest substantial resources to help this dynamic sector recover and grow, including purchasing 250,000 tickets at cultural venues throughout the five boroughs to distribute to frontline workers, students, and families as a way to herald the sector's reopening.

Part VIII: Harness the City budget to rejuvenate and double spending with Minority and Women-Owned Businesses (MWBEs): One of Scott's first acts as Comptroller was to appoint a Chief Diversity Officer, the first-ever in New York City government. Since then, he has worked to increase MWBE spending at the Comptroller's office from 13 percent to 50 percent – even as Mayoral agencies continue to spend only 5 percent of the City's \$20 billion procurement budget with MWBE's. As Mayor, Scott will expand on his track-record of standing up for MWBEs by appointing a Chief Diversity Officer empowered to ensure the City utilizes diverse suppliers, institutes equitable workplace policies, ensures diverse representation across Mayoral appointments, implements true language access across City agencies, and launches a new generation of the City's Local Law 1 MWBE program.

Part I

Jumpstarting New York City's Economy and Building Back Stronger

The impact of COVID-19 on the New York City economy was swift and traumatic. It took little more than three weeks after New York's first official case was diagnosed for the city's economy to ground to a near halt. Entire industries were all but shuttered. And every sector of the city's economy began to shed jobs. Between February and April 2020, New York City lost 901,000 jobs, and workers lost incomes. Within six weeks, subway ridership, perhaps the most direct measure of the City economy's activity, plunged by over 90% to the lowest level in a century. In May 2020, New York City's unemployment rate was 20.2 percent, the highest rate on record.

For certain industries and communities, the economic toll has shocked the system. Retailers, salons, barbers, bars, restaurants, performing arts venues, gyms, hotels – all the businesses that depend on face-to-face interaction or large crowds – have been devastated. Two thirds of New York's jobs in leisure and hospitality disappeared

in the immediate aftermath of the initial shutdown. Overall, small business revenue in New York dropped 70% within the first month of COVID's arrival. By the middle of July, New York had lost nearly 3,000 small businesses, including over 1,200 restaurants, and these losses have only increased.

In turn, as these industries suffered disproportionately, so have the communities that depend on them for employment. Black and brown workers in New York have borne the brunt of the pandemic's economic impact, just as they have borne the brunt of the disease. At New York's lowest point, a full quarter of all the workers in these communities were unemployed.

The unfortunate reality is that today, a year after the pandemic's onset, the city remains in a general state of economic weakness. There are 642,000 fewer private sector jobs in New York than there were pre-pandemic. While Wall Street and many of the large white collar services firms have recovered, and in many cases enjoyed record profits, the parts of the New York economy that suffered the most painful shock initially remain on life support. The needs of impacted workers, businesses, industries and communities remain acute. Scott recognizes that if we are to have a truly robust, equitable recovery, whose benefits are shared fairly amongst all New Yorkers, we must enact policies that specifically target those industries and neighborhoods hit the hardest with immediate action. Scott's plan to address this ongoing economic crisis and provide for a robust recovery involves the following elements:

- 1. Create the NYC Recovery Now Fund, seeded with \$1 billion in grant money for small businesses and not-for-profits**

The economic scars of the pandemic are visible in every neighborhood in New York — empty storefronts, closed performing arts venues, cherished bars and restaurants whose menus and logos have been replaced with goodbye notes and vacancy signs. For those small businesses that have managed to survive, continuing to operate remains a week-to-week, if not day-to-day, proposition. The reality for many of

these businesses is that given their steep declines in revenues, minimal foot traffic, low levels of capitalization, and the ongoing investment required to configure themselves to operate in a safe manner, relying on a gradual return to economic normalcy will not be enough. Simply put, if we do not act immediately, many of the businesses that managed to survive over the last year will be forced to close their doors forever.

To help stem the losses and build back stronger, Scott will create the NYC Recovery Now Fund, seeded with \$1 billion in federal stimulus dollars to help provide grants to small businesses and not-for-profits. The NYC Recovery Now Fund would help small businesses and nonprofits get back on their feet swiftly by delivering targeted grants with a minimum of paperwork to help cover a range of costs, from back rent and insurance costs, to inventory, payroll and any structural improvements and equipment intended to make businesses safer.

Under Scott's plan, small businesses and nonprofits with annual payrolls of up to \$5 million would be eligible and would be scored on a range of factors. Applications would be evaluated and priority would be given to independently-owned businesses in the city's hardest-hit sectors – leisure and hospitality, retail, transportation and warehousing, administrative services, other (personal) services, and manufacturing. The vast majority of city businesses in these most impacted sectors (85 percent) have payrolls of \$500,000 or less; another 11.5% have payrolls of \$500,000 to \$2.5 million, while 1.8% have payrolls of \$2.5 million to \$5 million.

Businesses that lost 50 percent or more in revenues during 2020 would be scored higher, although smaller grants could be available to businesses that lost 35 percent or more. Priority would also be given to businesses that were not able to access PPP loans or other forms of government assistance; are in low- to moderate-income neighborhoods; are minority-, women-, or immigrant-owned businesses; or require a substantial capital investment in order to re-open safely.

Grants would be sized based on annual payrolls:

- ➔ Up to \$20,000 per business for firms with annual payrolls up to \$500,000
- ➔ Up to \$50,000 per firm with annual payrolls up to \$2.5 million
- ➔ Up to \$100,000 for firms up to \$5 million in annual payrolls.

Applications and grant disbursements would be managed by the city's Department of Small Business Services, in coordination with local business improvement districts (BIDs), chambers of commerce and other small business groups. To ensure an equitable distribution across all five boroughs, applications would not be reviewed on a first-come, first-serve basis, but in separate tranches based on need. Eligible uses would include:

- ➔ **Replacing lost revenue** to the extent needed to pay back taxes, rent or mortgage arrears, and to meet ongoing payments in those areas if revenues are insufficient.
- ➔ **Re-hiring and paying employees** as needed to resume business operations, until such time as the economy has revived and revenues restored.
- ➔ **Meeting other business expenses related to reopening**, including insurance, operating debts related to the pandemic, and other costs not sufficiently covered by operating revenues.
- ➔ **Making necessary improvements to resume operations safely**, including PPE and other equipment, reconfiguration of business spaces, ventilation systems and other measures to protect the health of workers and customers alike.

Recipients would be required at the end of six months to provide documentation showing that they had spent the money within allowed parameters.

2. Launch multi-lingual, door-to-door Rapid Business Outreach Teams to speed grants to hard-hit employers

As we learned during the first phase of the federal Paycheck Protection Program (PPP), the existence of government support is not enough if firms are unable to access it. For too many of New York's small businesses, the theory behind PPP did not match the reality, as business owners found themselves mired in red tape and stymied by bureaucratic requirements, or put at the back of the line because the banks serving as intermediaries put their favored clients at the top of the queue. On top of that, 51 percent of New York City businesses are immigrant-owned, which makes language access a critical priority that city government has fundamentally failed to address in meaningful ways for decades.

That kind of red tape and status quo thinking ends when Scott is mayor. To ensure that the City meets the needs of all of New York's businesses in need, Scott will establish door-to-door Business Outreach Teams to serve as on-the-ground ambassadors for the Recovery Now Fund and other benefit programs, and he will center language access in delivering these dollars. By partnering directly with BIDs, local Chambers of Commerce and local community-based organizations, outreach teams will operate in every neighborhood in every language, prioritize those neighborhoods that have been hit the hardest, and they will knock on the door of every small business in New York. They will offer swift, hands-on support to business owners, distributing information on all Federal, State and City programs available to help them, and assist them in their applications. In addition they will make sure businesses owners are aware of the latest protocols for their industry with regards to operating in post-pandemic New York.

3. Launch the “New York, New Day” advertising campaign to kickstart the economy and build back tourism

The world needs to know that New York City is back and open for business. To kickstart New York City’s revival, Scott will launch the “New York, New Day” advertising campaign, a major post-pandemic outreach and marketing effort to attract business, drive tourism, and encourage patronage at our retailers, restaurants, and nightlife industries. The City will partner with cultural organizations in every neighborhood in every borough to organize a year long festival of art and performances throughout the City, supporting artists as well as reinvigorating our street life. Scott will also double the budget of NYC & Company, the City’s marketing arm, to let people throughout the country and across the globe know that from the Bronx Zoo to Broadway, from Flushing to Fulton Mall, from Richmond Town to Riverdale, New York is open for business and welcomes visitors with open arms.

Part II

Slash Red Tape, End “Fine First” Mindset, and Deliver New Supports to Help Businesses Grow

Scott has long been an advocate for reducing the government red-tape that hobbles both existing small businesses and aspiring entrepreneurs who are trying to get ahead in New York. Now more than ever, the City must play a central role in preserving New York’s small businesses and encouraging new business development. To accomplish that, Scott has a multi-pronged plan to make the City a partner, not an impediment to helping small businesses start, thrive and grow. As mayor, he would.

4. Continue to support the recovery of restaurants and bars by expanding outdoor dining

New York's restaurants and bars have been especially devastated by the COVID-19 pandemic, and they require additional support. Depending as they do on unmasked customers sitting for lengthy periods of times in enclosed spaces, they were among the first businesses to be shuttered, and remain unable to operate at full capacity. Even when they are allowed to return to 100% seating and service, many of New York's restaurants and bars will need to operate below their actual capacity in order to allow patrons to socially distance. While the Recovery Now Fund will provide significant aid, there are additional ways the City can continue to support restaurants and bars as they work their way back to economic health, which Scott will prioritize, including:

- ➔ **Expand and make permanent the successful “Open Streets” program.** The recent influx of outdoor dining has transformed commercial corridors and offered a vision of street spaces that serve a wider variety of needs and uses beyond driving and parking. As Mayor, Scott would make the Open Streets program permanent and allow for permits to be automatically renewed each year, spanning from March 15th to November 1st. In conjunction with these reforms, Scott will work to widen commercial and residential sidewalks to make them more passable for shoppers, strollers, and wheelchairs and provide more space for crucial amenities like street seating, street vendors, bus shelters, garbage bins, bike parking and public bathrooms.
- ➔ **Allow businesses a “cure period” to address and fix violations, rather than fining them immediately.** Under a Stringer administration, any business violation that does not pose an immediate hazard to the public would be granted a 30-Day “cure period” to address and rectify the issue. Rather than taking a punitive approach and issuing a fine, the City should grant all businesses the opportunity to remediate problems first, and also provide free, multi-lingual trainings for all new restaurants on city health code regulations.

- ➔ **Continue to relax liquor regulations and eliminate the City tax on liquor licenses.** During the pandemic, liquor regulations have been eased, allowing bars and restaurants to sell alcohol to go. These policies should continue and be expanded moving forward. As part of these reforms, the State should expedite the issuance of new liquor licenses, continue to ease regulations on alcohol pick-up and delivery, and repeal the recent executive orders that require food to be purchased along with alcohol. Moreover, Scott will eliminate the distinction between “live” and “recorded” music as part of liquor licence applications, so that more bars can have live music, providing more jobs for local musicians.
- ➔ **Permanently cap the fees charged by third-party delivery companies.** In mid-May, the City Council voted to temporarily cap the fees and commissions that restaurants paid to companies like Uber Eats and Seamless. Delivery fees are now temporarily capped at 15 percent and non-delivery services at 5 percent. Prior to the pandemic, restaurants had been paying as much as 30 percent on delivery commissions—an exorbitant sum for an industry that operates on razor-thin margins. This can no longer be tolerated. To help these businesses both during the pandemic and beyond, caps on third-party delivery companies should be made permanent.

5. Address the ongoing commercial eviction and vacancy crises

The sudden drop in economic activity following New York’s lockdown, and the slow economic recovery of the City has only deepened the ongoing challenge that rental costs present to many New York families and businesses. Scott has been at the forefront of the movement to extend eviction moratoriums for households and businesses, and to cancel rent for those families most at risk of homelessness. As Mayor, Scott will continue to fight for state and federal legislation in order to protect families and small business owners from losing their homes and their livelihoods for as long as the economic crisis continues. In addition, the Recovery Now Fund will be specifically tasked with helping New York businesses cover short term rental costs as the economy heals.

There is more that the City must do. In the years before the pandemic, commercial vacancies were increasing at an alarming rate in New York, nearly doubling over the past decade. With the onset of COVID-19, retail vacancy has become its own economic epidemic, and this in turn has exposed local neighborhood economies to even greater risk. It is a vicious cycle, in which vacancies depress economic activity in commercial corridors, which in turn leads to more vacancies. We need to arrest the cycle of vacancy, supporting small businesses now to keep them in place, and working to fill those spaces that are already empty.

To revitalize commercial corridors, and reduce the number of vacant storefronts throughout New York, Scott will:

- ➔ **Create a storefront incentive program** to draw retail and restaurants to hollowed-out neighborhood corridors, offering incentives to entrepreneurs to lease space in areas with persistently high vacancy rents. Businesses that relocate to these areas would be eligible to receive a credit against either the Commercial Rent Tax (in areas of Manhattan where it applies) or their real property taxes.
- ➔ **Establish a public-facing database of vacant storefronts** to facilitate reopening and match businesses with the space they need by creating a public, detailed inventory of all vacant spaces, and make it available free of charge to new small businesses as well as those looking to expand.
- ➔ **Waive all permitting and inspection fees for businesses** that take over a vacant space anytime within the first twelve months of Scott's mayoralty, incentivizing businesses to act quickly.
- ➔ **Leverage large vacant spaces for civic use**, including as libraries, art studios, child care centers and community centers.
- ➔ **Provide free legal representation to small businesses in commercial lease disputes** and negotiations to prevent the cycle of vacancy from beginning.

6. Create a NYC Tech Corps to give small businesses the help they need to build out their tech capacity and develop online platforms

Even in a post-COVID world, it's clear that without a viable web-presence, and an ability to transact business online, small businesses will become even further marginalized, and struggle for traction. Under Scott's leadership, the City will stand up a NYC Tech Corps, whose sole focus will be to help New York's small businesses develop their technological capacity so they can compete as well online as in person. Based in SBS, the Tech Corps will focus on helping small businesses and entrepreneurs establish a web presence, grow online sales, and put in place digital payroll, sales and inventory tools. Instead of providing tutorials and classes, the Tech Corps will offer hands-on assistance with web design and software purchases, installation and implementation.

7. Help New York's immigrant entrepreneurs expand and grow

Fifty-one percent of the city's businesses are immigrant owned. Combined, New York City's 3.3 million immigrants earn more than \$100 billion every year, or 32 percent of the city's total earnings. But in many instances, language barriers, or a lack of familiarity with the opportunities, hinders immigrant owners from moving beyond a single location or expanding into new markets.

As Mayor, Scott will make assisting immigrant entrepreneurs in their expansion efforts a central linchpin of SBS, by offering marketing, promotion and translation services geared specifically to immigrant business. In addition, the City will pilot a new program to help existing, successful immigrant small business owners expand to second locations throughout the city, including establishing a dedicated lending program for just this purpose. He will also pilot a re-entrepreneurship program, to connect small business owners reaching retirement age with young entrepreneurs looking to establish themselves. A model that has worked well elsewhere, re-entrepreneurship will serve to ensure the long-term viability of businesses while providing young entrepreneurs with valuable knowledge and experience as they seek to establish themselves in the business world.

8. Create single point-of-contact “LaunchNYC” for starting a business and waive permitting and inspection fees for the next 10 months

To streamline and facilitate the launching of a new business (or the modification of an existing commercial space), Scott will create LaunchNYC, a single, online portal where applicants can get information and file all necessary paperwork to get up and running. In addition, all business owners will be assigned a Business Advocate to help them navigate the City bureaucracy and provide assistance with construction permitting, health and safety inspections, liquor license applications, among others, all ideas Scott first advanced in his 2016 [Red Tape Commission](#) report. The corps of business advocates must be multilingual and should be placed within the Mayor’s Office—rather than SBS—so that they have the authority to navigate the inter-agency nature of their job.

9. Establish clear timelines for the approval of permits and expand real-time tracking of permits.

In a Stringer administration, each City agency that issues permits or licenses of businesses will be required to establish and maintain publicly available timelines that define how long businesses should expect to wait for applications to be considered and approved. These formal timelines will increase accountability by providing a metric to measure actual performance. Once established, this information will be published alongside the performance indicators that are already included in the Mayor’s Management Report as a way to hold commissioners accountable for meeting application timelines.

At the same time, Scott will ensure that just like people can track a package today, permit applicants will be able to track the status of their City license or permit application in real time. While some City agencies, including DOB and the Department of Consumer Affairs (DCA) already do this, adoption has not been universal and the city should move to universally track permits. This information should be built into existing systems wherever possible.

10. Abolish the need for expeditors at the Department of Buildings for routine work

There is perhaps no greater indictment of the City’s regulatory superstructure than the need for expeditors to help shepherd routine applications for small jobs through the Department of Buildings (DOB). Called “Filing Representatives” by the DOB, these private, for-hire fixers have been ingrained into the fabric of DOB, charging fees to help would-be business owners navigate the agency and “expedite” the approval process. Scott will remove the need for expeditors and replace them with a team of in-house Business Advocates to solve problems for businesses and residents free of charge.

11. Provide businesses with free consultative sessions in multiple languages

Rather than taking the current “fine-first” approach, City agencies that inspect businesses will, on request, provide business owners with at least one free in-person consultative training in the business’s first year, and then at least one additional training every three years thereafter. This more collaborative approach would allow business owners to learn directly from City officials about how to identify, prevent, and resolve problems before they turn into costly fines and would lead businesses to see government as a partner, rather than an obstacle, to their success.

Part III

Keep New York City a magnet for talent and hard work

New York has always been a city able to reinvent itself. From serving as America’s great port city in the 19th century to becoming its manufacturing hub in the 20th to its current role as global economic center, the City has shown a remarkable ability to adapt and prosper. The secret to the City’s economic success has always been the talent and resiliency of New Yorkers – those born and bred in our city, and those drawn to it from across the country and throughout the world. Scott understands that it is the job of City Hall to help unleash this human capital and build a city people are proud to call home – a city where families want to put down roots, where

the trash gets picked up, where every neighborhood boasts great schools, where streets are safe, parks are clean, and where the cultural vibrancy of New York is maintained. To ensure that remains as true in the future as it has in the past, Scott will:

12. Make NYC the first city in the nation to provide high-quality, affordable child care to all working families.

Scott's "NYC Under Three" proposal would be the single largest local investment in child care in the United States, and is exactly the sort of initiative that a forward-looking city must embrace both to boost its quality of life and expand economic opportunities for all. In more than half of New York's married families with children, both parents go to work. And well over two-thirds of women with children under six are in the labor force. At the same time, child care has become the single biggest expense most families must assume. A slot in a child care center in New York costs over \$20,000, triple the tuition a New Yorker pays to attend CUNY, and more than the median rent in every borough. And that's if you can find a spot. In many parts of the City, licensed child care is all but impossible to find, let alone afford. All of this adds up to a significant drain on families, in some instances pushing parents out of the labor force, or in other instances, pushing them out of the City entirely. This is a loss not only for those families, but for the citywide economy as a whole. Scott's "NYC Under 3" proposal would:

- ➔ **Extend child care assistance to working families with incomes up to 400 percent of poverty, or roughly \$100,000 per year.** "NYC Under 3" would work on a sliding scale, so that eligible families' contributions would be limited to what is affordable for them. It's estimated that this program would serve more than 70,000 New York families, and more than 80,000 children, tripling the number of New York children under three whose families would be getting help to pay for child care.

- ➔ **Make a capital commitment of \$500 million over five years to support the construction and renovation of child care facilities**, as well as providing grants for child care start ups and expansion. The availability of a subsidy will be of little use to families who cannot find convenient child care facilities where there is space to accommodate their children. As part of Scott’s plan, the City will fund a significant expansion of child care facilities across all five boroughs, to ensure that there are enough slots to accommodate every family that is seeking one.
- ➔ **Increase funding by at least \$50 million each year for providers**, and also investing to expand access to training and professional development for child care workers. Few things are as important as the care that children receive in the early years of their life. The income of the workforce that provides that care should be commensurate with the importance of the work that they do. They should also have access to training, scholarships and professional development to strengthen instruction and guarantee a high level of quality care.

13. Put two teachers in every elementary school classroom and create the nation’s largest teacher residency program

Schools are anchors of our neighborhoods, and yet it’s been years since City Hall has fundamentally reimagined how we educate our children. Scott is committed to putting **two teachers in every classroom** from K-5, doubling the ratio of teachers to students helping to drive equity across the system. Most private schools already operate this way, and many wealthy PTA’s across the city raise funds privately to hire second teachers – and they do so because it works. Scott would make two teachers the norm – becoming the first big city to do so – allowing for personalized instruction for all students of all abilities. At the same time, Scott would launch the largest teacher residency program in the country to prepare teachers for the profession and reduce turnover in our schools, where we lose 40 percent of teachers every five years because they don’t get the training and the support they deserve.

14. Invest in our world-class parks and cultural institutions

As a lifelong New Yorker and the parent of two children, Scott knows what parks mean to our City and will work to preserve and create a world-class network of parks that serve every community. As Mayor, Scott will reverse brutal budget cuts to the Parks Department and will instead baseline more funding to support park maintenance, permanent jobs for park workers, and the acquisition of new park space. Scott will also follow through on his call to build out 200 new playgrounds within the next five years, particularly in low income, neglected communities. And he will advance his vision of transforming the crumbling Brooklyn-Queen Expressway into a two-mile linear park through the heart of Brooklyn by decking over the BQE trench and turning the roadway below into a truck-only freight route. Scott is also committed to building up the City's great cultural institutions. The threat the pandemic presented to New York's museums and theaters, both great and small, has often felt like a threat to New York itself. Under Scott's leadership, the City will continue to make major investments in our cultural institutions across all five boroughs to ensure that they will survive and thrive for future generations of New Yorkers. He will also enhance capital support for smaller cultural institutions, so they are more easily able to access financial support for expansions and major renovations.

15. Make New York the healthiest city in the world

Scott's vision is for every New Yorker to have access to affordable primary health and mental health services; for every NYC neighborhood to have community health and telehealth access locations; for health disparities that cut short the lives of our Black, Brown and low-income communities to be eliminated; and for all New Yorkers to feel safe and healthy in how they live, work and move about the city. That will require not just deep investments in and coordination between our public hospital and public health infrastructure, but also leveraging the enormous assets of our world-class private institutions by making it easier for them to grow and innovate, while creating good-paying jobs in the process. With our vast network of world-class universities, hospitals and research labs, New York City is already well-positioned

to become a global leader in public health and life sciences, and city government should lead that effort with targeted investments to build out the sector and make New York City – and its economy – healthier and more resilient than ever.

16. Build deeply affordable housing in every neighborhood

Across the economic spectrum, New Yorkers are some of the most rent-burdened residents of any American city. The inability to find affordable housing continues to be the main reason people end up leaving the City, even when their strong preference is to remain. Scott understands this, which is why he has put forward [a 27-point plan](#) built around his conviction that safe, stable, affordable housing is a right, not a privilege. As mayor, Scott would:

- ➔ **Extend eviction moratoriums and cancel rent:** State and federal efforts to extend eviction moratoriums until at least May 1, 2021 are good steps, but we need to be clear that the moratorium must last for as long as the economy remains on pause. If people can't work, they can't pay rent—and our policies need to reflect that reality. Scott has joined the call to cancel rent throughout the crisis and believes such a program can work with appropriate subsidies for small landlords and nonprofits that will need additional funding to remain solvent.
- ➔ **End wasteful tax breaks to big developers,** leverage the city's trove of some 3,000 vacant lots to create permanently affordable housing, and Create a NYC Land Bank and partner with community land trusts to build housing New Yorkers can afford.
- ➔ **Double down on preserving existing affordable housing** to fight rampant displacement and stabilize housing, aggressively take control of distressed buildings from absentee landlords and slumlords, prioritize not-for-profit preservation, and end the City's lien sale.
- ➔ **Reform NYCHA and secure the funding it needs** to protect New York City's most important source of deeply-affordable units and keep public housing public.

- ➔ **Make every neighborhood more affordable for every New Yorker by requiring all big developments to set aside 25% of all units as affordable** under his Universal Affordable Housing proposal.
- ➔ **Help first-time homeowners with down payments**, give tenants a legal right to buy their buildings when they go up for sale, and allow homeowners to build small rental units—known as accessory dwelling units—to earn the extra income that comes from a rental.

Part IV

Double Down on Infrastructure Investments to Get New York City Building and Moving Again

For New York’s economy to truly recover, we need our physical infrastructure to recover as well. The talent and energy of New Yorkers can take us only so far if we fail to maintain and improve the built environment in which we live and work — whether our streets and subways, our bridges and buses, or our schools and sidewalks. The more we invest in the City’s backbone, the greater the payoff, both in the near term, as we put more New Yorkers back to work, and in the long-term, as we reap the economic benefits of healthier and better functioning “streetscapes, community spaces and public transit.”

The DeBlasio administration decision to suspend the City’s capital program during the onset of the COVID-19 crisis — a decision Scott loudly objected to at the time — reflects the historical tendency by Mayoral administrations to too often see infrastructure investment as a luxury to be set aside for other more immediate concerns. This shortsightedness has left New York with an inventory of bridges, tunnels, pipes and roadways whose main feature is their age. For the sake of the City’s economic growth and to maintain our competitiveness, it is essential that we bring these assets into a state of good repair.

At the same time, we must also build for the future. New York’s history is full of examples of the city making transformative infrastructure investments – from its water system to its subway system to its park system – that provided the foundation for its long-term economic expansion. It is time for us to rediscover that boldness, and embrace an infrastructure vision for the 21st century.

In particular, we need to rethink how we move people around New York. Our transit system was built for another era, designed to move people between the outer boroughs and the Manhattan core. We need to move away from that outmoded model that no longer matches the economic needs of a changing city. Scott has a vision and a plan to reimagine and reinvent our New York’s transit system that will meet the needs of a 24-hour, five-borough economy.

As we redesign the way we move people, we also need to redesign the way we move information. The 21st century economy demands a digital infrastructure that serves all New Yorkers. We learned all too well during COVID-19 how digital disadvantages translate into economic disadvantage. And for small businesses, the lack of access to broadband is an enormous competitive disadvantage, one that can threaten their very survival. As Mayor, Scott will once and for all close the digital divide, initiating a plan to finally bring broadband to every neighborhood and every household that needs it.

To ensure that New York’s infrastructure supports the needs of the City now and in the future, Scott will:

17. Launch RebuildNYC, a major public works program to modernize the City’s crumbling infrastructure – from public transit, streets, utilities, and parks to schools and hospitals.

We must raise our ambitions when it comes to ensuring that we maintain New York’s infrastructure in a state of good repair. For too long, New York City has accepted substandard conditions in too much of its physical plant – whether “temporary”

external boilers in NYCHA buildings that remain in place for years, school ventilation systems that provide no real air flow, century old water mains, or roadways that present a genuine physical risk to pedestrians, bike riders, and drivers. Under Scott's leadership, the City will launch RebuildNYC, a major public works program to repair, rebuild, and modernize our public buildings, parks, bridges, utility lines, and other infrastructure systems. And in order to accelerate this process, Scott will overhaul the City's deficient construction process, scaling back the DDC and empowering larger city agencies to do more design, contracting, project management, and construction work in-house.

Moreover, Scott will use this massive investment in infrastructure to create career pathways for New Yorkers throughout the five boroughs, tripling apprenticeships in the building trades. Scott will set ambitious targets for local hiring and work with city agencies, unions, and contractors to get the job done, and he will collaborate with labor-management partnerships to create good jobs and ensure high-road standards on all big City projects.

18. Realign transit service to meet the needs of a 24-hour, five-borough economy

As Scott has laid out in his transportation plan, [“Our Streets, Our Recovery;”](#) now is the moment for New York to reimagine its transportation network and bring it into the 21st century. New York's mass transit network was an essential piece of the City's rise to become one of the world's great economic engines, designed to efficiently transport millions of people dispersed across the entire tri-state region into Manhattan's central business districts, mainly by rail. While commuter trains and the subway remain central to New York's transportation future, this hub and spoke model is no longer sufficient for the needs of the City. New York's economy is no longer simply about midtown and downtown. Nor is the 9-5, Monday-to-Friday workday the rule. We need a transportation system that adapts to serve the needs of all New Yorkers in all professions, in all neighborhoods, and that fits its design to the realities of the New Yorkers, whether they're commuting to work or otherwise. Scott's plan to bring New York's transportation system into the 21st century includes:

- ➔ **NYC in 6.** Trains and buses should arrive at least every six minutes, all day every day. Fifty-seven percent of all job growth in the last decade has been in healthcare, hospitality, retail, restaurant, and entertainment – all industries that don’t operate according to the standard 9-to-5 work day. To support these frontline workers, we need to realize true around-the-clock service and cut wait times at night and on weekends. As Mayor, Scott will work with the MTA to implement his “NYC in 6” plan, ensuring that New Yorkers never wait more than six minutes for the next ride, even if they’re traveling outside of rush hour.
- ➔ **Open up commuter rail lines for in-city MetroCard use to expand affordable transit.** The 41 Metro-North and LIRR commuter stations located across the five boroughs are locked behind a high-cost paywall with fares running up to four times as high as a MetroCard swipe – well out of reach for most New Yorkers. Commuter lines often serve neighborhoods that don’t have direct access to the subway system. Making commuter trains accessible with the swipe of a MetroCard for all in-city trips would effectively add several new subway lines overnight, bringing affordable transit to more New Yorkers who need better ways of getting around.
- ➔ **Implement Scott’s 19-Point Bus Action Plan to improve bus speeds and reliability.** This includes a massive expansion of bus shelters, transit signal priority, and fully-protected bus lanes, improved bus lane enforcement, and all-door boarding.
- ➔ **Work with the MTA to make our subways accessible to all.** Seventy six percent of our subway stations currently fail to meet accessibility standards, a clear violation of federal law. We need to reopen closed subway entrances and improve station accessibility for mobility-impaired residents, seniors, and young families, providing them with service and access that is rightfully theirs.
- ➔ **Restore 24-Hour Subway Service.** We are the city that never sleeps. Twenty four hour subway service is non-negotiable. It is a bedrock covenant between the MTA and the residents of New York City. It must be restored. No more excuses.

19. Tackle the digital divide and invest in the citywide buildout of 5G.

COVID-19 revealed the depths of our city’s “digital divide” and the impact it has on New Yorker’s ability to participate in schooling, access healthcare, pursue economic opportunities, and more. In the future, these divisions will only become more pronounced as the pandemic has accelerated trends that center the importance of technology in New Yorkers lives. As our city recovers, we need to do everything we can to harness new federal investments in this area to guarantee that everyone, regardless of geography, race, age, ability, or income, has the technological access and skills our modern economy requires.

As Mayor, Scott Stringer will lead the charge to make sure all New Yorkers can take advantage of available technologies and are prepared for those on the horizon. Scott will leverage public sectors assets, and work with both community and industry partners to make New York a national model of universal broadband access, successfully deploy a 5G cellular network, and implement innovative best practices, while reshaping our education and economic systems so all communities can benefit from New York’s technological leadership. Additionally, Scott will ensure that every homeless shelter and public housing resident has access to digital infrastructure.

Part V

Preparing workers and students of today for the jobs of the future

Even as we fight to bring back New York’s economy today, we must also keep our eyes on the New York economy of the future. COVID-19 has reinforced how much more vulnerable certain workers are in today’s economy. While white collar jobs and businesses have mostly survived, even thrived, in the pandemic, lower-wage, shift-workers — 75 percent of whom are people of color — have borne the brunt of the downturn.

To fundamentally change this unjust reality and to create a more equal city, it is essential that we provide New Yorkers with the tools they need to thrive in today's, and tomorrow's economy. For too long, New York has lacked a coherent workforce development system, instead relying on uncoordinated, piecemeal efforts that have done little to provide training, skills, and education to those who need it most.

Part of the City's economic development strategy must include taking a more active role in training our workforce, especially our young people, for the jobs of tomorrow. Green energy, tele-health, early education, software development and life sciences are just a few of the sectors we know are poised to grow, and become larger components of the city's economic life. By reimagining the City's training and workforce development programs, we will be able to provide the next generation of students, as well as newly displaced workers, with the tools they need to compete and excel in the 21st century economy.

To make sure New Yorker's are prepared for the economic opportunities of tomorrow, Scott will:

20. Make CUNY community colleges free for all

The CUNY system is an enormous asset, one whose vast potential as a transformative economic engine is too often overlooked and underappreciated. With over 180,000 enrolled students and 25 campuses across the city, CUNY has an enormous reach with programs that already extend into every sector of our economy. By making CUNY more affordable, more accessible, and aligning its offerings more closely with the needs of part-time and low-income students, as well as the recently unemployed, Scott's plan will create for the first time a real City-wide world-class workforce development program.

The first step in transforming CUNY must be to once again make CUNY's community colleges free for all its students. We are long past the fiscal crisis of the 1970s, when New York abandoned its promise to offer its residents a free college education.

Now more than ever, we need to return to honoring that commitment. As mayor, Scott will also invest in CUNY's successful ASAP program; encourage the expansion of more short-cycle training and stackable credentials, which give students more flexibility to enhance their skills while they are between jobs, or to earn a degree over time; and invest in Bridge Programs that provide basic literacy, English proficiency, and other essential skills.

21. Establish a universal, paid internship program for CUNY students

Nothing beats the value of real world experience as a way to convert classroom education into true professional training. Unfortunately, as of 2019, little more than 20% of CUNY students participated in any sort of internship, and barely half of those were paid internships, putting CUNY students at a distinct competitive disadvantage.

As Mayor, Scott will work closely with the City's largest employers to implement a universal paid internship program for CUNY students. As part of this effort, he will dedicate a portion of the City's Summer Youth Employment budget to funding the summer internships of CUNY students who are on a career track. And CUNY will expand its existing Career and Development Centers to assist students in finding paid work that matches their course work. Once established, a universal paid internship program will serve as an important stepping stone for CUNY graduates, enabling them to transition successfully into the workforce across all of New York City's industries.

22. Develop training programs in partnership with the private sector that are aligned with ever-changing workforce needs.

Matching education and training programs with the needs and requirements of the private sector is essential if we are to ensure that New Yorkers are able to turn their training into employment. The CUNY universal paid internship program will serve the CUNY population, but much more needs to be done to expand these opportunities for all New Yorkers.

Under Scott's leadership, the City will work closely with New York's business, non-profits, and labor unions to develop new training programs as well as fine-tune existing ones. This will involve a large-scale effort across all five boroughs. CUNY as well as other workforce development programs will need to do a better job working with the private sector to keep their curriculums up-to-date and to offer certificate programs that are tailored to developing economic trends. The business community will also need to step up – offering additional apprenticeships, paid internships, and work-based learning programs in order to provide opportunities for skill development and on-the-job training for a larger portion of the City's workforce. In order to accomplish the latter, Scott will aggressively engage business leaders across the five boroughs to create a true public-private partnership to guide New York's workforce development system.

23. Expand Career and Technical Education, Early College, and College Now in public schools.

When run properly, we know that the City's Career and Technical Education (CTE), Early College, and College Now programs work, and have proven to be an invaluable stepping stone for setting many of New York's high school graduates on a trajectory for career success. As Mayor, Scott will expand all three programs, so that even more public high school students are able to take advantage of the career and college opportunities these programs provide.

CTE programs in particular are a key cog in preparing students for the workforce. Unfortunately, over the past eight years, the City has seen a decline in the number CTE programs offered to students, and has struggled to bring existing CTE programs up to par. Too many existing CTE schools remain uncertified by New York State, and many lack industry partners or a sufficient number of CTE-certified teachers. As Mayor, Scott will prioritize expanding CTE programs, finding partners, increasing the number of certified teachers, and working with the state to streamline the certification process.

Scott will also expand the number of Early College programs the City offers. These are a proven avenue for increasing high school graduation and college attendance rates. As Mayor, Scott will set a goal of at least one Early College High School in every one of New York's community school districts. Scott will also expand College Now, the program that allows students to take college course credits while still in high school, with the goal to raise the number of students enrolled in College Now courses to 75,000 by 2025.

24. Bring out-of-school, out-of-work youth back into the education system.

COVID-19 has taken an especially brutal toll on the economic situation of New York's young people. Not only has high-school and college education been disrupted, but for many, job and professional opportunities have largely disappeared. As is always the case, those most at risk have been hit the hardest. As Mayor, Scott will ensure that the DOE and CUNY target those Out-of-School and Out-of-Work young people with a multi-faceted effort to bring them back into the education system, and ensure that we do not lose this generation to the secondary effects of this terrible pandemic.

As part of this focus, the City must do a better job utilizing Transfer Schools, which re-engage students who have dropped out or have fallen behind and are at risk of dropping out. One of the most at-risk populations are recently arrived immigrant youth in their teens. Under Scott's plan, the City will expand the number of Transfer Schools that integrate language development, which has been shown to improve outcomes for these young people.

The City will also expand its institutional partnerships with community-based organizations that focus on supporting out-of-school and out-of-work young people. The existing CUNY Network for College Success, which works with CBOs to support and prepare students so they are ready and able to do college-level work, will also be expanded.

Scott will also dramatically expand after-school, youth employment, and paid internship opportunities. The hours between 3 p.m. and 6 p.m. are just as vital for student learning and development as the traditional school day, yet too often these opportunities are available only to those with the means to pay. While New York City has made real strides in recent years in expanding after-school opportunities, there are still far too many families who are unable to afford high quality after-school opportunities for their children.

As mayor, Scott will work to expand universal free high-quality afterschool for children in grades K-8. For older students, the City needs to ensure that every high school student has access to a paid internship that is connected to their academic learning, allowing them to develop their skills and interests, and make informed choices about their futures. He will also ramp up the City's Summer Youth Employment Program and make sure those jobs are connected to student's interests and school-based learning.

Part VI

Create over 100,000 good-paying green jobs

Taking action to confront climate change is the greatest responsibility our generation of political leaders owes to our children and the generations to follow. It will require an effort and commitment to environmental justice on a scale far beyond anything undertaken in this City or in this country. Scott isn't deterred by the scope of the challenge before us. Instead, he sees an opportunity to create a better, more equitable city where solar panels top our roofs and batteries sit in basements, where smokestacks are replaced by wind turbines, where shorelines are ringed by living breakwaters and wetlands, where vibrant streets support pedestrians and transit, where every neighborhood hosts world-class parks, and where workers from all backgrounds can earn a living wage by building a better City we can all thrive in.

A Green New Deal for New York City can serve as a springboard to an equitable economic recovery, heralding a transformation that is on par with other defining shifts in our nation's economic history, from the Industrial Revolution to the advent of the computer age. Every element of Scott's climate plan focuses on opportunities to create good-paying green jobs that will allow New York City to lead the 21st century green economy. Scott will prioritize the workforce development and community engagement necessary to ensure all New Yorkers, especially those within environmental justice communities, are able to train for and access green job opportunities. Remaking our City will jumpstart a jobs boom that will take us out of the COVID-19 induced downturn and onto a stronger more equitable future. Scott will support apprenticeships, local hiring, and the development of good union jobs.

Scott is proud to have long been a leader in fighting for a more sustainable future, and to have already put forward the most progressive, ambitious municipal climate action plan in the country. Our transition to a greener, more just, environmentally conscious New York will also provide us with an enormous economic opportunity which we must seize, creating tens of thousands of well-paying green jobs. To turn New York into the center of green job innovation Scott will:

25. Double down on resiliency projects, and green New York's capital program

As part of his overall infrastructure plan, the City under Scott's leadership will make crucial investments that will allow us to invest in our public spaces, overhaul NYCHA, install highly-efficient boilers, undertake deep retrofits of schools and other City buildings, bolster shoreline defenses, improve transit infrastructure, and create affordable housing. Every billion dollars in construction spending directly creates nearly 5,000 good-paying jobs and generates hundreds of other supporting jobs. Under Scott's leadership, the City will take a holistic approach to capital planning, maintenance, and land use that prioritizes long-term, sustainable planning.

This will include bringing crucial resiliency projects to fruition. Eight years on from Sandy, too many neighborhoods are still impacted by the aftermath of the

storm or others since and too many communities remain vulnerable and exposed to the next rainfall, hightide, or heatwave. Scott will work to build out the resilient infrastructure the city needs to survive ongoing climate shocks. He will start by finally bringing post-Sandy infrastructure projects to a close. Scott has documented how a combination of federal red tape and delays in City construction have left billions of Sandy aid unspent and crucial infrastructure unbuilt. As Mayor , Scott would make preparing for the next storm an urgent priority and would get shovels in the ground on crucial projects that can protect our schools, hospitals, and homes and ensure that reforming our capital planning, budgeting, and implementation process is a top priority. Fast-tracking these projects will generate good jobs and will protect against the City potentially leaving any federal funding on the table.

In addition, Scott will utilize the capital budget to expand green infrastructure. Green roofs, bioswales, and rain gardens offer an opportunity to both beautify our neighborhoods and to capture rainfall that could flood neighborhoods or pollute waterways. Scott will double down on green infrastructure solutions that can mitigate the more than 20 billion gallons of sewage and stormwater our city discharges into our riverways and harbor each year. As Comptroller Scott has scrutinized how neglect and forgone maintenance has allowed bioswales and rain gardens to wither and has offered specific management recommendations to ensure the program thrives. Scott will explore ways to drastically increase the coverage of permeable areas across the city, including better utilizing permeable pavement, requiring more retention of stormwater in new developments, and more City support for green roofs. Effective, small scale investments in green infrastructure will in the aggregate help avoid enormously costly wastewater treatment plant upgrades, all while protecting the health of our waterways and beautifying our streets.

26. Retrofit our City's most polluting buildings to lower energy bills and to cut air pollution

As we build for a green future, we also need to confront the environmental impact of our legacy infrastructure. New York's building stock is full of large properties constructed without concern for their greenhouse gas emissions. Buildings account for about 73 percent of all emissions in New York City and are at the center of Scott's climate agenda. Decarbonizing the City's building stock offers an opportunity to reduce greenhouse gases and create new jobs and better indoor environments for New Yorkers to live and work in. The Climate Mobilization Act has mapped out a pathway to reducing building emissions by 80% – and as mayor, Scott will ensure that the law is a success. He will put all of the pieces in place – from workforce development and affordable financing, to expertise in energy audits – to make Local Law 97 a model for the nation. MIT estimates that should Local law 97 achieve its objectives it could generate as many as 141,000 new jobs by 2030.

This effort will catalyze exponential growth in the green construction and retrofit sectors. To ensure that small businesses in New York City can capitalize on the new demand for green labor, Scott will work with the Economic Development Corporation and private entities to develop programs that help green construction and retrofit companies scale up their workforce. Scott will work with labor unions, who will be the backbone of a clean energy transition, to make sure that our workers are equipped with the skills and opportunities to engage in green construction. Scott's plan will center pathways to apprenticeships and opportunities for local hires to create the good jobs that can sustain families. Scott will work with companies to develop innovative, urban specific technology such as compact heat-pumps that can help New York. Scott will put particular focus on ensuring that minority and women-owned businesses in this sector are given the resources they need to develop their businesses.

27. Transform Rikers Island into a hub of energy storage, renewable energy generation, and wastewater treatment

As Mayor, Scott will put Councilmember Costa Constantinides' visionary Renewable Rikers Plan into action by beginning the transformation of Rikers Island from a jail into a hub of urban sustainability. Closing the jail complex on Rikers Island and replacing it with a combination of energy storage, renewable energy generation, and wastewater treatment facilities would offer an unprecedented opportunity to alleviate environmental injustices in communities that saw many of their residents victimized by the criminal justice system. In particular, utilizing the island's 400 acres as a venue for battery storage could allow for the permanent closure of nearby peaker plants in northern Queens, the South Bronx, and Northern Manhattan. Building a Renewable Rikers could drive as much as \$340 million in annual economic activity per year while generating sustainable energy and good, green jobs that can lift up communities that have suffered from both incarceration and pollution. A \$15 billion dollar investment to overhaul the island would create as many as 1,500 jobs.

28. Jump-start solar installations throughout the city by increasing the solar property tax abatement and slashing red tape

Solar energy remains one of easiest and most efficient means at our disposal to meet our clean energy goals while creating meaningful long-term efficiency savings for homeowners, building owners and the city itself. Despite the pressing need to connect more renewable energy to our grid to meet our goal of 100% clean electricity by 2040, solar installations have stagnated in New York City over the past few years. We need to accelerate the transition to solar energy throughout the City, in residential, commercial, and government properties.

For homeowners, Scott will double the City's solar property tax abatement, and slash the red tape that has made installing solar much harder than it should be for building owners. He will expand community-shared solar projects and use the shared solar model to lower the energy bills of low- and moderate- income residents of affordable housing. Scott will also seek to encourage MWBE solar and cooperative

solar installers to ensure that all New Yorkers can participate in the clean energy transition.

We also need to put solar on schools, libraries, and every City-owned property where it's feasible. As Borough President and Comptroller, Scott has pushed to put solar on schools, libraries, and all other City-owned buildings — but the City has failed to make real headway on its goal of installing 100 megawatts of solar by 2025, having only added an anemic 1.6 megawatts over the last four years. As Mayor, Scott will put the City on track to meet its 2025 goal by putting union labor to work to build out and maintain City-owned solar systems on City buildings. Scott will also explore ways of adding additional solar capacity by building out solar canopies over City-owned parking lots and using City-owned lands within the watershed where feasible and appropriate to support solar installations. To expand beyond the City's goal of 100 MWs on City buildings, Scott will also develop new programs that aim to lease space on private buildings, especially affordable housing buildings and non-profits, for the installation of City-owned solar. Drastically expanding solar capacity will generate not only renewable energy but good union jobs paying prevailing wage.

29. Overhaul City buildings to make our schools, libraries, and public spaces hubs of sustainability.

All students deserve to attend sustainable schools that safeguard their well-being, improve their communities, and model what a greener future looks like. Under Scott's leadership, the School Construction Authority will be given the resources it needs to accelerate the deep retrofit of school buildings that can slash resource use and enhance learning environments. Schools can use the opportunity of retrofits to engage with children about the environment and use resources like green roofs, solar panels, and other innovative technologies as learning opportunities. Air quality has a direct effect on learning and school readiness, and under Scott's direction polluting heating and ventilation systems will be replaced with state-of-the-art sustainable options that protect the lungs of our children. Where possible Scott will also seek to put schools at the center of community energy infrastructure by

connecting them to microgrids and hosting large battery systems. School roofs also have an opportunity to offer learning opportunities around urban agriculture, which can benefit the curriculum and the lunch menu.

30. Fight for the federal and state funding to implement a Green New Deal, including a Green New Deal for NYCHA, and creating a Green jobs pipeline

Scott will continue to be a forceful advocate for Congresswoman Alexandria Ocasio-Cortez and Senator Ed Markey's Green New Deal resolution, and use his platform as New York's Mayor to put the City at the center of this fight to decarbonize America and create a sustainable economy that empowers everyone. He will rally cities across the country to demand that Washington delivers a Green New Deal to decarbonize America and create a sustainable economy that empowers everyone. Scott will never be afraid to take on the status-quo—including members of his own party—who don't act with the urgency we need to confront climate change.

As part of advocating for a Green New Deal, Scott will work with New York's congressional delegation to fight for the Green New Deal for Public Housing as sponsored by Representative Ocasio-Cortez and Senator Bernie Sanders, which would transform conditions at NYCHA, cut emissions, and create over 32,000 good-paying jobs per year in New York City alone. As Scott works to improve living conditions

at NYCHA, he will seek opportunities to phase NYCHA buildings off of the fossil fuel heating and cooking systems that have so often failed residents and onto reliable and sustainable electric stoves and heating systems. Scott will also ensure that temporary boiler systems are switched off for good in favor of reliable, green replacements. To make these improvements, Scott will make sure contractors are hiring from within NYCHA and providing economic opportunity to NYCHA residents.

More broadly, Scott will create a Green Jobs pipeline. Scott knows that achieving a Green New Deal for New York City means combatting both climate change

and economic inequality in tandem. Scott will create a labor and workforce training pipeline that centers the communities that have suffered the most from environmental injustice. In particular, Scott will continue to work with the CUNY Building Performance Lab to place STEM students in opportunities where they can help create a greener City. Scott's plan will result in both private and public sector green jobs, and he will ensure that DCAS is a partner in building a strong green jobs workforce. Scott will also seek to jump start green startups and a green manufacturing sector by using the Economic Development Corporation to help carve out the physical space to host more green start-ups and lend support these businesses need to manufacture renewables, electric stoves, or other green technologies.

Part VII

Lead a Broadway revival and spur the creative economy

New York's role as one of the globe's great cultural centers is unquestioned. We are home to many of the world's greatest art museums, and the theaters of Broadway are preeminent. Whether for dance, opera, or orchestral music, New York is second to none as the place to come to experience the performing arts. Yet New York's creative economy spans well beyond the city's iconic cultural institutions, encompassing thousands of jobs in publishing, fashion, advertising, architecture, design, music production, film production and other creative fields. Before the onset of COVID-19, the creative sector employed over a quarter of a million New Yorkers and was responsible for more than \$100 billion total economic activity.

Yet for many of the New Yorkers who work in the creative sector, employment and income remain unpredictable and precarious. Creative sector workers are more likely to be self-employed or freelancers, dependent on the next gig or sale. They are less likely than other workers to have secure benefits or protections, and even in good times their income is often volatile. In the face of COVID-19 and the near total shutdown of the performing arts, New York's creative economy faces an existential threat.

Scott Stringer understands that to restore New York’s economy to full health, and to continue it’s long-term growth, the City must take a more active role in fostering and supporting the City’s creative economy. His plan to do that involves:

31. The City should purchase 250,000 tickets at cultural venues, as it did after 9/11, and distribute them to frontline workers and students.

As the pandemic subsides, reopening will be a challenge for many cultural venues. Lower patronage due to social distancing requirements, plummeting tourism, and post-pandemic anxiety will make it practically impossible to cover upfront costs. City support will be paramount.

To boost these venues and the arts economy, the City’s Economic Development Corporation and its tourism board, NYC & Co, can look to an important post-9/11 program in which they purchased 50,000 Broadway tickets and distributed them to tourists as evidence that New York was back in business. This time, the City should leverage federal stimulus dollars to purchase 250,000 tickets from a broader range of venues and distribute them to frontline workers, students, and their families as a show of appreciation. There should also be a batch devoted to tourists, to help bring out-of-towners back to the city and support the thousands of jobs that rely on the tourism industry.

Moreover, this approach to arts funding should be more prominent moving forward – with a greater focus on the “demand-side,” purchasing tickets for New Yorkers who struggle to afford or are atypical cultural consumers. Towards this end, the Broadway Bridges Program, which strives to get every high school student to a Broadway show before they graduate should be accelerated and also extended to a broader range of cultural organizations.

32. Address the dire need for space faced by creative industries and workers

One of the greatest challenges for the creative sector in New York is space. As a city where space is always at a premium, this is a particular problem for businesses and workers who often need studio and workshop areas that are hard to find, or too expensive for start-ups or free-lancers to afford. As part of Scott's plan to bolster the creative economy, the City will specifically target the space crunch facing the creative sector. These efforts will include:

- ➔ Establishing creative economy zones. Creative economy zones are defined districts with specific zoning rules which allow creative sector employers to utilize existing industrial spaces, and incentive the development of new workspaces tailored to creative industries.
- ➔ Expand the role and number of creative-focused business incubators. Existing incubators, such as EDC's Made in NY Media Center and Pratt Brooklyn's Fashion and Design Accelerator serve an essential function in allowing young professionals and start-up firms to get a foothold in New York. They provide shared space and equipment as well as nurturing a collaborative atmosphere that pays dividends in the future. In a Stringer administration, the City will invest in additional partnerships to establish more creative focused business incubators.
- ➔ Better utilize existing public spaces. New York's public schools are already home to dance studios, music rooms, theaters, visual arts rooms and media arts rooms. The Department of Education and the Department of Cultural Affairs will partner with local arts organizations to make these spaces available at affordable rates for creative workers and artists.
- ➔ Create new affordable housing and work spaces. The City has a long history of supporting the creation of spaces designated specifically for artists to live and work. As part of Scott's effort to enhance the creative sector, New York will embark on an even more ambitious program to make sure affordable artist space is included as part of the City's broader affordable housing program.

33. Improve the process for capital funding, and create more tax-advantaged cultural districts

The City provides substantial funding for non-profit cultural organizations, whether aiding them with facility improvements and renovations, equipment upgrades, or even supporting the purchase of entire buildings. However, gaining access to that funding is typically bureaucratic, slow and often entails financial requirements that many small organizations struggle to meet. As Mayor, Scott will streamline this process, and introduce funding streams specifically targeted to smaller arts organizations to enable them to participate more equitably in the City's capital program.

In addition, the City will work with communities to identify, create and promote new cultural districts. Most visitors to New York are familiar with Museum Mile, where many of the City's most prominent museums are located. It is a brand that stamps the neighborhood, and has made a visit to the entire breadth of Fifth Avenue between 82nd Street and 105th Street a must-see for most tourists. The City has a number of other cultural districts – including the Brooklyn Cultural District in Fort Greene and the Kaufman Arts District in Astoria – which serve both as tourist draws and economic anchors for their neighborhoods. As Mayor, Scott will identify existing cultural clusters throughout the City and coordinate with communities to designate new cultural districts. These districts will be promoted by NYC & Company to drive tourism, and the City will work with the State to create tax benefits for artists and arts organizations located within them.

34. Enhance the diversity of the creative economy

While workers in the creative economy come from diverse backgrounds, the overall diversity of the creative workforce remains below that of the City as a whole. The City has an important role to play in enhancing that diversity, both by connecting cultural institutions to local residents, and by helping to expand opportunities in creative fields for all New Yorkers. As part of his focus on the creative economy, Scott will make this a key priority. The pillars of this effort will include:

- ➔ **Increasing art education in schools.** Arts programming continues to be treated like a luxury in our school system, instead of the necessity it is for a full, well-rounded education. Too many public schools do not even meet the state minimum for arts instruction. Under Scott’s leadership, every New York City public school will have a full-time arts educator, and will partner with at least one if not more than one local art organization.
- ➔ **Expand internships and apprenticeships for creative sector careers.** While a number of trade organizations offer internships and residencies in the creative sector, sometimes in collaboration with the city, more can be done. As part of Scott’s effort to train the workforce of the future, the City will make a special effort to include creative sector employers and trade groups, and dramatically increase the number of paid internships and apprenticeships available in the field.
- ➔ **Support increases in arts programming for at-risk and underserved youth.** Through a number of existing programs, the City has already shown the power of arts programming as a way to reach at-risk young people. Hundreds of young people have successfully graduated from arts based diversion programs, which have provided education and training opportunities instead of jail or other court-imposed sanctions. Working with arts groups across all five boroughs, the City will expand these and other programs.

Part VIII

Expanding equity and opportunity by advancing workers rights and investing in MWBEs

The immense financial and social disruption caused by COVID-19 serves as a stark reminder of how we need to do all that we can to strengthen protection for our workers, and to expand both equity and opportunity, especially in communities of color. As Mayor, Scott will advance a broad-based plan to lift up the economic and physical well-being of all our communities — by continuing his unmatched record of supporting minority and women owned businesses (MWBEs) across all

five boroughs, by strengthening enforcement of existing workforce protections and working to expand them into new areas, and by supporting worker-centered business models like workers coops.

35. Invest in MWBEs and expand the promise of Local Law 1

Today, New York City spends more than \$22 billion on goods and services — yet only 4.9 percent of that money went to MWBEs in FY 2020. The same cannot be said of the Comptroller’s Office, where the percentage of total procurement dollars spent with MWBE’s rose to 50 percent last year, up from 13 percent when Scott first took over the office in 2013. But more must be done to expand the promise of Local Law 1, which sets goals for MWBE spending by the City in major sectors of our economy. As Mayor, Scott will:

- ➔ Re-imagine the foundation of the MWBE program by ensuring that all City agencies are mandated to employ MWBE contracting goals on every City contract where applicable.
- ➔ Streamline the certification process and create a universal certification application across local, state, and federal MWBE programs.
- ➔ Establish an initiative to pay MWBEs and small businesses for their upfront overhead costs.
- ➔ Require transparent timelines for RFP awards and notify vendors that did not receive awards of their option to debrief.
- ➔ Increase compliance to make sure that MWBEs and all businesses get paid on time- all the time.

36. Create a Minority Business Accelerator program

Like government contracting, tapping into corporate supply lines also offers an excellent opportunity for small businesses to scale up. In Cincinnati, the Regional Chamber’s Minority Business Accelerator, for instance, offers local businesses strategy, guidance, capital, and networking opportunities. Moreover, working with major corporations that are committed to “more inclusive procurement practices,”

the MBA program has helped nearly 70 local MWBEs scale up and tap into private sector supply chains.

In New York City, Small Business Services and the borough chambers of commerce should create their own Minority Business Accelerator. Pairing local MWBEs with locally headquartered corporations, the City can help diversify private sector supply chains and help minority-owned businesses grow.

37. Advance a workers justice agenda

As mayor, Scott will also use every lever at the City's disposal to strengthen workplace protections. Although we as a City have made great strides in recent years — from paid sick days to right-to-request to the State's paid family leave law — many workers, and low-wage, part-time, temporary, and gig workers in particular, continue to fall through the cracks of our existing policies. The pandemic has made painfully clear how critical these supports are not only for the economic security and wellbeing of individual families but also for public health citywide. Specifically, Scott's plan will be to:

- ➔ **Stand up for freelancers.** As mayor, Scott will support state legislation to combat wage theft by broadening the New York State Department of Labor's oversight and enforcement authority to ensure that freelancers receive the same wage protections as traditional employees. He will push for access to quality, affordable health insurance for all freelancers and creative workers, particularly as nearly 10 percent of creative workers in the city lack health insurance. And he will work to expand unemployment benefits to creative and freelance workers.
- ➔ **Connect local people to local jobs.** As mayor, Scott will create a local "network coordinator" to serve as a point person in every Community District in order to strengthen the pipeline between local businesses and residents, especially in rapidly gentrifying neighborhoods. Further, this role will help connect individuals to apprenticeship and training programs for major capital investments, such as the new affordable housing and the green

jobs programs. Additionally, to help local workforce development providers coordinate business recruitment, locate job opportunities for their clients, and build new training programs based on employer needs, Scott will look to existing workforce development programs like the Lower East Side Employment Network – a partnership of seven veteran workforce development providers and Community Board 3 – as a model that could be extended citywide.

- ➔ **Support worker-centered business models**, including worker cooperatives, which have been shown to offer workers more stability, safety, and economic security via higher wages, greater access to benefits, and worker voice. Scott will advocate for additional funding to support the development of new worker cooperatives in the city and to ensure existing cooperatives have access to the technical assistance and resources needed to sustain and scale their organizing. New York City should be leading the nation in supporting the creation of worker cooperatives. That is why in addition to increasing funding for the City's Worker Cooperative Business Development Initiative, Scott will appoint a senior staff person in my administration to liaise with SBS and facilitate the growth of the City's worker cooperative portfolio.
- ➔ **Enforce hard-won workplace laws.** In addition to advocating for greater access, Scott will also invest in enforcement of existing laws to ensure workers know their rights and are able to obtain relief when those rights are violated. As Mayor, Scott will make sure that the Department of Consumer and Worker Protection, the Commission on Human Rights, and other enforcement agencies have the funds needed to be able to appropriately investigate and adjudicate all violations of our labor laws.