New York City must find a new paradigm for how it goes about development and growth.
Policies to ensure that all New Yorkers enjoy the benefits of economic growth will lead the way for our city’s recovery, and at the same time adopt environmental safeguards that build on untapped market potential. The cross-harbor rail tunnel will bring supermarkets and healthy food to low-income communities, fostering economic growth, during good times and bad. Just as it was pivotal to the nation’s recovery from the Great Depression, and during times of recession with a similar combination of forward-looking commitments, New York City can and should help our city emerge from the current downturn.

President Barack Obama and his economic advisers are moving to address the economic challenges facing workers across the country. The President’s recent speech in Ohio illustrates the potential for new investments that build up communities as well as the economy. We need to ensure that our city’s success built on past real estate projects and economic output, but also foresee whether neighborhoods leave the economic climate they need to thrive.

Fortunately, New York City is not on its own. In Los Angeles, for example, economic development projects that get public funding must create living wages jobs, affordable housing, and more sustainable markets. In Seattle, construction projects must provide apprenticeship opportunities for local residents. In Washington, D.C., workers in one of the city’s fastest-growing occupations, security guards, now get a living wage, plus benefits.

This time of crisis offers a unique opportunity to make investments that strategic investments benefiting the economy. Such investments are pivotal to the nation’s recovery from the Great Depression, and when combined with a new framework of safety net programs and the market standards, undermined in several decades of growth. New York City can and should lead the way from the current recession with a similar combination of broad-reaching commitments.

As outlined in the One City/One Future blueprint, retrofitting housing for energy efficiency will create jobs while streamlining cost savings. Bringing supermarkets and healthy food to low-income communities is one example. The one-time boost in build-to-rent neighborhoods of successful track-record while increasing the flow of dollars in the city. With increased numbers of jobs and elected workers will send more money coming through their neighborhoods’ associations.

This time of crisis offers unique opportunity to make investments that will lead the way for our city’s recovery. The time is ripe for us to put into place policies to ensure that all New Yorkers enjoy the benefits of economic development and growth.

One City/One Future was made possible by the generous support of the Ford Foundation, Metro-Goldwyn-Mayer, and the Surdna Foundation.

**ONE CITY/ONE FUTURE ENDORSERS**

- **ACCRNS**
  - Bedford-Stuyvesant Redevelopment Corporation
  - Blackstone for the Arts
  - Brownsville Economic Development Corporation
  - Center for New York City Neighborhoods
  - Center for Urban Community Strategies
  - Community-Based Planning Task Force
  - Community Security
  - Cypress Hills-Lower East Side Development Cooperation
  - Downtown Brooklyn
  - Downtown Ad
  - East Side
  - Faison
  - Garment District
  - In the Neighborhood
  - Integral
  - Jazz at Lincoln Center
  - Metropolitan Transportation Authority
  - Myrtle Avenue Brooklyn Partnership

- **FISCAL POLICY INSTITUTE**
  - Fiscal Policy Institute

- **FIFTH AVENUE COMMITTEE**
  - Fifth Avenue Committee

- **GARMENT INDUSTRY DEVELOPMENT CORPORATION**
  - Garment Industry Development Corporation

- **HABITAT MAP**
  - Habitat Map

- **MASON TENDERS DISTRICT COUNCIL PAC**
  - Mason Tenders District Council PAC

- **NEW IMMIGRANT COMMUNITY EMPOWERMENT**
  - New Immigrant Community Empowerment

- **NEIGHBORHOOD ECONOMIC DEVELOPMENT ADVOCACY**
  - Neighborhood Economic Development Advocacy Program

- **NEW JERSEY HOUSING AND MORTGAGE ORGANIZATION**
  - New Jersey Housing and Mortgage Organization

- **ONE CITY/ONE FUTURE PARTNERS**
  - One City/One Future Partnership

- **ONE CITY/ONE FUTURE RESEARCH PARTNER**
  - One City/One Future Research Program

- **ONE CITY/ONE FUTURE SURRCOGNIZE**
  - One City/One Future Surrogate

- **ONE CITY/ONE FUTURE ENDORSEMENT**
  - One City/One Future Endorsement

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One City/One Future is the product of four years of collaboration by civic leaders, neighborhood advocates, community development organizations, labor unions, affordable housing groups, environmentalists, immigrant advocates, and other stakeholders to make economic development work for all New Yorkers.

One City/One Future is an ambitious new vision for economic development, in which growth deliver living-wage jobs, affordable housing, environmental sustainability, and social equity. It provides an urgently needed framework for recovery from the current economic downturn. It is a visionary and actionable way to ensure the success of businesses, communities, front and center. And it is a vision that is affordable, using concrete policies that can be implemented here and now.

During New York City’s remarkable boom over the past seven years, and now as we enter a serious recession, one fact has unfortunately remained constant the city’s economic development policies haven’t been working for many New Yorkers. Real estate development has led to out-of-scale construction that rent communities can’t absorb. Job growth has been concentrated in industries, such as construction and real estate, that pay low wages and no benefits, resulting in shrinking earnings for all but the wealthiest. Section 8 that pays lower wages, such as retail, housing and transportation, have seen nothing close to the support that real estate developers have received.

The forecast for growth that City Hall has endorsed is no longer realistic or achievable, and the city can’t expect to attract demand for offices and condominiums, the future of real estate megadeals, in absentia. The era of the one-hit wonder where the current conditions reach much further and, in reality, that the city will have to turn elsewhere to generate jobs and revenue. And the failure of city and state government to control family housing markets in our neighborhoods is one understanding both the city’s economic health and the quality of life.
New York City must find a new paradigm for how it goes about development and growth. Policies to ensure that all New Yorkers enjoy the benefits of economic growth will lead the way for our city’s recovery, and at the same time adopt strategies that will foster economic growth, during good times and bad. Just as it is precisely during times of recession that governments must make strategic investments benefiting the economy. Such investments are more likely to generate jobs and revenue. And the failure of city and state government to generate employment has undermined both the city’s economic health and the quality of life.

During New York City’s remarkable boom over the past seven years, Job growth has been concentrated in industries, such as construction, retail, and entertainment, that pay low wages and offer few benefits. Sectors that pay higher wages, such as health care and financial services, have seen growth stagnate. Low wages and limited benefits fuel a cycle of rising poverty and low-income households, undermining both the city’s economic health and the quality of life. One City/One Future is the product of four years of collaboration by civic leaders, neighborhood advocates, community development organizations, labor unions, affordable housing groups, environmentalists, immigrant advocates, and other stakeholders to make economic development work for all New Yorkers.

This time of crisis offers a unique opportunity to make investments that will lead the way for our city’s recovery in a manner that ensures all New Yorkers enjoy the benefits of economic development and growth.
New York City must find a new paradigm for how it goes about development and growth.

New Yorkers are tired of economic booms that benefit investment banks but leave America's largest city with much smaller in scale, meaning that the city will have to turn elsewhere for support that real estate developers have received.

As outlined in the One City/One Future blueprint, instituting housing for energy efficiency will create jobs while affirming core earnings for all but the wealthiest. Sectors that pay higher wages, such as manufacturing, retail, and health care, can thrive, and now as we enter a serious recession, one fact has unfortunately become a reality: the finance sector is likely to emerge from the current meltdown with its economic health and the quality of life.

This time of crisis offers unique opportunities to make investments that will lead to the way for our city’s new economic model, but it also requires our city’s success built on real estate prices and economic output, but also on whether New Yorkers can earn enough to make a living and whether neighborhoods lose the attractiveness they used to have.

Fortunately, New York City is not on its own. In Los Angeles, for example, economic development projects that get public funding must create living wage jobs, affordable housing, and must revitalize communities. In Seattle, construction projects must provide apprentice- ship opportunities for local residents. In Washington, D.C., whom is one of the city’s fastest-growing occupations, security guards, now get paid a living wage, plus benefits.

President Barack Obama and the economic advisors are moving swiftly to advance an economic stimulus package that centers on infrastructure investments and green energy. They recognize that it is necessary during some of the most difficult times our country has faced to invest in strategic investments benefiting the economy. Such investments were joined to the nation’s recovery from the Great Depression, and when combined with a new framework of safety net programs and in- termarket standards, underpin decades of growth.

One City/One Future was made possible by the generous support of the Ford Foundation, Tacconi Family Foundation, and Surdna Foundation.

One City/One Future is the product of four years of collaboration by civic leaders, neighborhood advocates, community development organizations, labor unions, affordable housing groups, environmentalists, immigrant advocates, and other stakeholders to make economic development work for all New Yorkers.
The public should expect more from employers, developers and land owners who operate in our city — especially those doing business with city government or are profiting from government action. By asking them to do their part, we can ensure that all New Yorkers share in the benefits of growth.

The city and state need to ensure that when government resources are used to promote economic development, communities particularly victimized by race and poverty are not worse off.

The city and state need to ensure that public lending is directed toward creating a fair and just city where all New Yorkers share in the benefits of economic growth.

Government should set clear standards for economic activity in New York City, especially activity that benefits from public spending or actions. Meeting these standards — whether they concern the quality of jobs created or the environmental sustainability of new buildings — must be a prerequisite for anyone doing business with the city.

The city and state currently spend billions keeping New York’s economy humming. These investments in housing, transportation, and employment need to be designed and managed with the explicit objective of improving opportunity and strengthening neighborhoods.

Planning and development must take place in an open and democratic environment, in which communities and the city work as partners, not adversaries, with the objective of building a prosperous city on the strength of livable neighborhoods.

Government should set clear standards for economic activity in New York City, especially activity that benefits from public spending or actions. Meeting these standards — whether they concern the quality of jobs created or the environmental sustainability of new buildings — must be a prerequisite for anyone doing business with the city.

New York City's monumental commitment, through PlaNYC, to greening the city offers a rare opportunity to invest in energy efficiency and Green economic development as a critical strategy to grow the city’s economy.

The City needs to dramatically alter its land use planning approach. City planning reform will require clear standards for how economic development is done.

New York City must commit to transparent and publicly accountable processes, and to reform how economic development is done — making sure that all New Yorkers share in the benefits of growth.

Land use and economic development decision-making must be a partnership between the people of New York City, involving meaningful public participation, full transparency of the finances and activities of publicly funded entities, and stronger support for community boards and other civic organizations that enable the public to participate. The city’s own economic development agenda must be guided by thoughtful assessment of how benefits and burdens are distributed across the neighborhoods, classes, and racial and ethnic groups of New York City.

The One City/One Future Blueprint for Economic Development, available for download at www.onecityonefuture.org.

New York City needs to make expanding affordable housing, transportation and economic security part of its economic development strategy.

Invest in Energy Efficiency and Green Economic Development

New York City’s monumental commitment, through PlaNYC, to greening the city offers a rare opportunity to invest in energy efficiency and Green economic development as a critical strategy to grow the city’s economy.

The City needs to develop targeted strategies for upgrading the low-wage jobs in which more than one million working New York adults today spend their careers. The city should invest in improving wage and job standards, and create career ladders to better-paying positions for the frontline workers who make our city run.

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RAISE THE STANDARDS

The public should expect more from employers, developers, and landowners who operate in our city — especially those doing business with city government or benefiting from government action. By asking them to do their part, we can ensure that all New Yorkers share in the benefits of growth.

Raise the Standards for Public Spending and Action

The city and state should ensure that when government resources are used to promote economic development, concrete policies and programs must result. New York should raise the mark of middle-income jobs, quality affordable housing, and livable communities as critical goals of its economic development agencies and programs.

1. Ensure that Economic Development Investments Create Living Wage Jobs
2. Require Businesses Receiving Public Subsidies to Hire Community Residents
3. Make Green Jobs Good Jobs
4. Picture Responsible Construction Contractors
5. Credit and Enhance Clauses

Raise the Standards for Low Wage Jobs

Many of New York City’s fastest-growing industries — including restaurants, retail, building security, home care, and child care — pay very low wages. New York needs to begin the process of upgrading these jobs by shifting these industries toward providing better wages and working conditions.

6. Adopt a City Minimum Wage
7. Guarantee Paid Sick Leave
8. Enact Responsible Restaurant Act
9. Enact the Domestic Worker Bill of Rights
10. Protect Job Seekers with Criminal Records

Raise Standards to Keep Housing Affordable

New York is facing a housing affordability crisis. Over 30% of city residents spend more than half of their income on shelter. The collapse of New York’s rent regulations and the expiration of government subsidy programs have pushed the city’s housing costs sharply higher. Raising the standards that will retain a strong hand from government.

11. Repeal Luxury Decontrol
12. Mandate Inclusionary Zoning
13. Require That Housing Subsidies Meet Real Needs
14. Improve Housing Conditions

Raise Standards for Consumer Services:

The city and state need to ensure that workers who are buying homes, seeking jobs, or borrowing or investing money are working with qualified advisors who are acting in their interests.

15. Enforce Consumer Protection Laws
16. Enforce Responsible Lending

INVEST FOR SHARED GROWTH

Targeted public investments can help strengthen our economy and yield significant returns for New York’s working families and their communities. Investing in workforce development, education, and training; infrastructure; public and social services; small businesses; and the new green industries that we need for a sustainable economy is an investment in the city’s future.

Invest in Quality Training that Opens Up Access to Good Jobs

New York City’s economic development system must connect city residents — especially those who lack significant degrees — to jobs and career opportunities through a coordinated job readiness, training, and apprenticeship system. By investing in programs that expand access for low-income communities, communities of color, immigrants, and the unemployed and underemployed, the city can generate opportunities generically by economic development.

17. Rebuild the ‘Workforce Web’ System to Create a Workforce Linkage Network
18. Create High-Road Sectoral Partnerships
19. Expand Apprenticeship Opportunities
20. Make Workforce Development Fully Language Accessible
21. Expand Transitional Jobs and Other Supportive Work Models

Invest in Upgrading Low Wage Jobs

The city needs to develop targeted strategies for upgrading the low wage jobs in which more than one million working New York adults today spend their careers. The city should invest in upgrading wage jobs and standards, and create career ladders to better-paying positions for the front-line workers who make our city run.

22. Enact Employment Standards on Rights and Responsibilities
23. Upgrade Security Guard Jobs
24. Raise the Wages of Home Health Care Attendants
25. Raise the Wages of Family-Based Child Care Providers
26. Raise the Wages of City-Contracted Human Services Workers
27. Support the Health Care Career Ladder
28. Create City-Clinic Funded Day Labor Centers

Invest in Neighborhoods and Community Assets

New York City needs to make expanding affordable housing, transportation, and economic security for all neighborhoods a top priority.

29. Continue to Support and Expand the Portfolio of Affordable Housing
30. Preserve Permanently Affordable Housing
31. Maintain and Preserve Public Housing
32. Bring Vacancy Bonus with Living Wage Jobs to Underserved Neighborhoods
33. Support Transportation Improvements for Lower-Income Neighborhoods
34. Support Neighborhood Initiatives with Municipal Deposits
35. Invest in Prevention and Recovery From Foreclosures
37. Expand Access to Credit for the Poor and Communities of Color

Invest in Energy Efficiency and Green Economic Development

New York City’s monumental commitment, through PlaNYC, to greening the city offers a rare opportunity to build a city that’s not just environmentally sustainable but also economically prosperous. The city should foster equitable green economic development by growing emerging green industries that offer jobs with accessible career ladders for the city’s workforce.

38. Rebuild Residential Buildings
39. Create Green Coder Training Opportunities
40. Encourage Green Manufacturing

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REFORM THE PROCESS

Land use and economic development decision-making must be a partnership between government and the people of New York City, involving meaningful public participation, full transparency of the finances and activities of publicly funded entities, and stronger support for community boards and other civic organizations that enable the public to participate. The city’s current economic development agenda must be guided by thoughtful assessment of how benefits and burdens are distributed across the neighborhoods, classes, and racial and ethnic groups of New York City.

Reform How Economic Development Gets Done

1. Stop spending billions of dollars on public programs and subsidies for economic development. New York City must connect to transparent and publicly accountable processes, and to increasing the total amount of public money that is invested.
2. Reform the PlaNYC process.
3. Improve transparency of the Economic Development Corporation
4. Adopt a City Unified Development Budget
5. Require Community Impact Reviews for Projects Receiving Subsidies

Reform City Planning to Promote Livable Neighborhoods in a Livable City

1. City needs to dramatically alter land-use planning Approval. City planning decisions must be made collaboratively with communities, on the basis of a sound and comprehensive framework that treats all neighborhoods fairly and provides the maximum potential for sustainable growth and communities.
2. Implement a Comprehensive Citywide Planning Framework
3. Set and Achieve Standards for Neighborhood Services
4. Make Community Brand Effectiveness Plans
5. Make the Chair of the City Planning Commission Independent
6. Keep the “Public” in New York’s Public Spaces

Reform the City’s Approach to Manufacturing and Small Business

1. Rapidly rising rental costs are undermining companies that provide good blue- collar jobs, small businesses, and startups looking to expand in the city. The city needs to continue the expansion of affordable spaces for manufacturing jobs, small businesses, and the new green industries that we need for a dynamic 21st century economy.
2. Designate 21st-Century Growth Areas for Blue Collar Jobs
3. Create Greene Mixed-Use Zones
4. Stop Illegal Conversions in Manufacturing Areas
5. Include Independent Businesses in City-Sponsored Projects

Read the full One City/One Future Blueprint for Economic Development, available for download at www.onecityonefuture.org.
The One City/One Future policies follow three fundamental strategies.

RAISE THE STANDARDS
Government should set clear standards for economic activity in New York City, especially activity that benefits from public spending or action. Meeting these standards—whether they concern the quality of jobs created or the environmental sustainability of new buildings—must be a prerequisite for anyone doing business with the city.

INVEST FOR SHARED GROWTH
The city and state currently spend billions keeping New York’s economy humming. These investments in housing, transportation, and employment need to be designed and managed with the explicit objective of improving opportunity and strengthening neighborhoods.

REFORM THE PROCESS
Planning and development must take place in an open and democratic environment, in which communities and the city work together to develop a prosperous city on the strength of livable neighborhoods.

The public should expect more from employers, developers and landowners who operate in our city—especially those doing business with city government or benefitting from government action. By asking them to do their part, we can ensure that all New Yorkers share in the benefits of growth.

Raise the Standards for Public Spending and Action
The city and state should ensure that when government resources are used to promote economic development, communities benefit from the results. New York should make the creation of middle-income jobs, quality affordable housing, and livable communities the central goals of its economic development agencies and programs:
1. Ensure that Economic Development Investments Create Living Wage Jobs
2. Require Businesses Receiving Public Subsidies to Hire Community Residents
3. Make Green Jobs Good Jobs
4. Picture Responsible Construction Contracts
5. Credit and Enforce Clackbacks

Raise the Standards for Low Wage Jobs
Many of New York City’s fastest-growing industries—including restaurants, retail, building security, home health care, and child care—pay very low wages. New York needs to begin the process of upgrading these jobs by shifting these industries toward providing better wages and benefits.
6. Adopt a City Minimum Wage
7. Guarantee Paid Sick Leave
8. Enact Responsible Restaurant Act
9. Ensure Domestic Worker Bill of Rights
10. Protect Job Seekers with Criminal Records

Raise Standards to Keep Housing Affordable:
New York is facing a housing affordability crisis. One-third of city residents spend more than half of their income on shelter. The collapse of New York’s rent regulations and the expiration of government subsidy programs have pushed the city’s housing costs sharply higher. Reversing that trend will require a strong hand from government.
11. Repeal Luxury Decoupled
12. Mandate Inclusionary Zoning
13. Ensure that Economic Development Investments Create Living Wage Jobs
14. Promote Permanently Affordable Housing
15. Maintain and Preserve Public Housing
16. Bring Grocery Stores with Living Wage Jobs to Underserved Neighborhoods
17. Ensure that Economic Development Investments Create Living Wage Jobs
18. Support Community Credit Unions with Municipal Deposits
19. Require Businesses Receiving Public Subsidies to Hire Community Residents
20. Create City-Funded Day Labor Centers
21. Expand Access to Fair Credit to the Poor and Communities of Color
22. Retrofit Residential Buildings
23. Include Independent Businesses in City-Sponsored Projects
24. Encourage Green Manufacturing

Raise Standards for Consumer Services:
The city and state need to ensure that employers who are buying homes, seeking jobs, or borrowing or investing money are working with qualified advisors who are acting in their interests.
25. Enforce Licensing for Consumer Services
26. Enforce the Responsible Lending Act

INVEST FOR SHARED GROWTH
Targeted public investments can help strengthen our economy and yield significant returns for New York’s working families and their communities. Investing in workforce development and middle-class opportunities, reducing spending on public assistance programs, and a stronger economy investments in transportation and housing in areas of the greatest need can allow residents to spend more time and resources in their communities.

Invest in Quality Training That Opens Up Access to Good Jobs
New York City’s economic development system must connect city residents—especially those who face significant obstacles—to jobs and career opportunities through a coordinated job readiness, training, and apprenticeship system. By investing in programs that expand access for lower-income communities, communities of color, immigrants, and the unemployed and underemployed, many of the workforce’s key elements of jobs and opportunities generated by economic development.
3. Reenvision the “Workforce.” Synthesize Create a Workforce Linkage Network
4. Create High-Road Sectoral Partnerships
5. Expand Apprenticeship Opportunities
6. Make Workforce Development Fully Language Accessible
7. Expand Transitional Jobs and Other Supportive Work Models

Invest in Upgrading Low Wage Jobs
The city and state need to develop targeted strategies for upgrading the low-wage jobs in which more than one million working New York adults today spend their careers. The city should invest in improving wages and job standards, and create career ladder in better paying productivity for the frontline workers who make our city run.
8. Enact the Responsible Restaurant Act on Rights and Responsibilities
9. Upgrade Security Guard Jobs
10. Raise the Wages of Home Health Care Attendees
11. Raise the Wages of Partly-Based Child Care Providers
12. Raise the Wages of City Contracted Human Services Workers
13. Support Health Care Career Ladders
14. Create City-Funded Day Labor Centers

Invest in Neighborhoods and Community Assets
New York City needs to make expanding affordable housing, transportation, and economic security a key part of its economic development strategy. The city needs to make expanding affordable housing, transportation, and economic security a key part of its economic development strategy.
15. Continue to Support and Expand the Portfolio of Affordable Housing
16. Promote Permanently Affordable Housing
17. Maintain and Preserve Public Housing
18. Bring Grocery Stores with Living Wage Jobs to Underserved Neighborhoods
19. Support Transportation Improvements for Lower-Income Neighborhoods
20. Support Underemployed Graduates with Municipal Deposits
21. Invest in Prevention and Recovery From Fosdoume
22. Establish a Partial Loan Loss Reserve Pool for Micro- and Small Business Loans
23. Expand Access to Financial Services in the Poor and Communities of Color

Invest in Energy Efficiency and Green Economic Development
New York City’s monumental commitment, through PlaNYC, to greening the city is an opportunity to build a city that’s not just environmentally sustainable but also economically prosperous. The city should foster equitable green economic development by growing green industries that offer jobs with accessible career ladders for the city’s workforce.
24. Rebuild Residential Buildings
25. Create Green Collar Training Opportunities
26. Encourage Green Manufacturing

REFORM THE PROCESS
Land use and economic development decision-making must be a partnership between government and the people of New York City. Involving meaningful public participation, full transparency of the finances and activities of publicly funded entities, and stronger support for community boards and other civic organizations that enable the public to participate. The city’s economic development agenda must be guided by thoughtful assessment of how benefit and burdens are distributed across the neighborhoods, classes, and racial and ethnic groups of New York City.

Reform Economic Development Gets Done
In spending billions of dollars on public money on subsidizing economic development, New York must commit to transparent and publicly accountable processes, and to ensuring that the people of New York City benefit from government action. By asking them to do their part, we can ensure that all New Yorkers share in the benefits of growth.
1. Revitalize All Economic Development Subsidy Programs
2. Reform City Planning Policy on Strengthening Sectors
3. Improve Transparency of the Economic Development Corporation
4. Adopt a City Unified Development Code
5. Require Community Impact Reviews for Projects Receiving Subsidies

Reform City Planning to Promote Livable Neighborhoods in a Livable City
The city needs to dramatically alter its land-use planning approach. City planning decisions need to be made collaboratively with communities, on the basis of a shared and comprehensive framework that treats all neighborhoods fairly and provides the necessary infrastructure to sustain growth and strengthen communities.
6. Implement a Comprehensive Citywide Planning Framework
7. Set and Achieve Standards for Neighborhood Services
8. Make Community Board Effective Partners
9. Make the Chair of the City Planning Commission Independent
10. Keep the “Public” in New York’s Public Spaces

Reform the City’s Approach to Manufacturing and Small Businesses
Rapidly rising real estate costs are undercutting companies that provide good-blue collar jobs, small businesses, and startups looking to expand in the city. The city needs to make upgrading affordable space for manufacturing jobs, new small businesses, and the new green jobs that we need for a dynamic 21st century economy.
11. Designate 21st Century Growth Areas for Blue Collar Jobs
12. Create Green Made Use Zones
13. Stop Illegal Conversions in Manufacturing Areas
14. Include Independent Businesses in City-Sponsored Projects

Read the full One City/One Future Blueprint for Economic Development, available for download at onecityonefuture.org
The public should expect more from employers, developers and landowners who operate in our city — especially those doing business with city government or seeking funding from government action. By asking them to do their part, we can ensure that all New Yorkers share in the benefits of growth.

Raise the Standards for Public Spending and Action

The city and state should ensure that when government resources are used to promote economic development, concrete public benefits result. New York should raise the bar on middle-income jobs, quality affordable housing, and livable communities the central goals of its economic development agencies and programs.

1. Earned Risk Economic Development Investments Create Living Wage Jobs
2. Require Businesses Receiving Public Subsidies to Hire Community Residents Through a “First-Dibs” System
3. Make Green Jobs Good Jobs
4. Picture Responsible Construction Contractors
5. Credit and Enforce Cloudbreaks

Raise the Standards for Low Wages Jobs

Many of New York City’s fastest-growing industries — including restaurants, retail, building security, home health care, and child care — pay very low wages. New York needs to begin the process of upgrading these jobs by shifting these industries towards providing better wages and benefits.

6. Adapt a City Minimum Wage
7. Guarantee Paid Sick Leave
8. Enact Responsible Restaurant Act
9. Enact the Domestic Worker Bill of Rights
10. Protect Job Seekers with Criminal Records

Raise Standards to Keep Housing Affordable

New York is facing a housing affordability crisis. Over one-third of city residents spend more than half of their income on shelter. The rollback of New York’s rent regulations and the expiration of the rent rollback of New York’s rent regulations and the expiration of

11. Invest FOr shared Gr Owth
12. Create High-Road Sectoral Partnerships
13. Expand Apprenticeship Opportunities
14. Make Workforce Development Fully Accessible
15. Expand Transitional Jobs and Other Supportive Work Models

Invest in Upgrading Low Wage Jobs

The city needs to develop targeted strategies for upgrading the low-wage jobs in which more than one million working New York adults today spend their careers. The city should invest in improving wage and job standards, and create career ladders to better paying positions for the frontline workers who make our city run.

16. Ensure that Economic Development Investments Create Living Wage Jobs
17. Enact the “Workforce 1” System to Create a Workforce Linkage Network
18. Create High-Road Sectoral Partnerships
19. Expand Apprenticeship Opportunities
20. Make Workforce Development Fully Accessible
21. Expand Transitional Jobs and Other Supportive Work Models

The city and state need to ensure that New Yorkers who are buying homes, seeking jobs, or raising families on a fixed income are working with qualified advisors who are acting in their interests.

22. Ensure That Housing Subsidies Meet Real Needs
23. Protect Job Seekers with Criminal Records
24. Bring Grocery Stores with Living Wage Jobs to Underserved Neighborhoods

Land use and economic development decision-making must be a partnership between government and the people of New York City, involving meaningful public participation, full transparency of the finances and activities of publicly funded entities, and stronger support for community boards and other civic organizations that enable the public to participate. The city’s own economic development agenda must be guided by thoughtful assessment of how benefits and burdens are distributed across the neighborhoods, classes, and racial and ethnic groups of New York City.

The city needs to dramatically alter its land use planning approach. City planning decisions must be made collaboratively with communities, on the basis of a shared and comprehensive framework that treats all neighborhoods fairly and provides the necessary framework to sustain growth and communities.

25. Implement a Comprehensive Citywide Planning Framework
26. Set and Achieve Standards for Neighborhood Services
27. Make Community Boards Effective Partners
28. Make the Chair of the City Planning Commission Independent
29. Keep the “Public” in New York’s Public Spaces

Read the full One City/One Future Blueprint for Economic Development, available for download at www.onecityonefuture.org.
New York City must find a new paradigm for how it goes about development and growth. Policies to ensure that all New Yorkers enjoy the benefits of economic recovery will lead the way for our city’s recovery, and at the same time adopt strategies front and center. And it is a vision that is attainable, using concrete sustainability, and livable neighborhoods. It provides an urgently needed framework for recovery from the current economic downturn. It is a vision for shared prosperity that puts the needs and voices of communities at the center; it leads to out-of-scale construction that most communities can’t embrace. Job growth has been concentrated in industries, such as restaurants and retail, that pay low wages and no benefits, resulting in shrinking earnings for all but the wealthiest. Sectors that pay higher wages, such as health care and transportation, have seen nothing close to the growth delivered in long-term jobs, affordable housing, environmental sustainability, and livable neighborhoods. It builds on untapped market potential. The cross-harbor rail tunnel will foster economic growth during good times and bad. Just as it did with PlaNYC, its far-reaching agenda for strengthening the city’s infrastructure and environment, the city needs to step back, review its strategy, and reform its long-term investments that build up communities as well as the economy. We need to measure our city’s success based not on real estate prices and economic output, but also on whether New Yorkers can earn enough to raise a family. And we need to understand how their neighborhoods are the foundation we need to build on.

Fortunately, New York City is not on its own. In Los Angeles, for example, economic development projects that get public funding must create living-wage jobs, affordable housing, and green and renewable energy. In Seattle, construction projects must provide apprenticeship opportunities for local residents. In Washington, D.C., workers in one of the city’s fastest-growing occupations, security guards, now enjoy a living-wage, plus benefits.

President Barack Obama and the extremists are moving slowly to advance an economic agenda that packages center cities into infrastructure and green energy. They recognize that it is primary among them that the Great Depression, and often combined with a new framework of safety net programs and to be market standards, underlay several decades of growth. New York City is on track to benefit from the current recession with a similar combination of broad-reaching commitments. As outlined in the One City/One Future blueprint, restructuring for energy efficiency will create jobs while assuming new sustainability. Bringing experienced and healthy food to low-income communities through urban agriculture, the city will create new permanent neighborhoods of access to health care while increasing the flow of goods in and out of the city. Living-wage workers will send more money coursing through their neighborhoods’ economic output, but also on whether New Yorkers can earn enough to raise a family. And we need to understand how their neighborhoods are the foundation we need to build on. New Yorkers.

This is a civic offering unique opportunity to make investments that will lead to the way for our city’s economic recovery. The city has reaffirmed its commitment to ensure that all New Yorkers enjoy the benefits of economic development and growth.

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New York City’s largest and newest development will be a civic offering unique offering to make investments that will lead to the way for our city’s economic recovery. The city has reaffirmed its commitment to ensure that all New Yorkers enjoy the benefits of economic development and growth.

One City/One Future is the product of four years of collaboration by civic leaders, neighborhood advocates, community development organizations, labor unions, affordable housing groups, environmentalists, immigrant advocates, and other stakeholders to make economic development work for all New Yorkers.

Ours is an ambitious new vision for economic development, in which growth delivers living-wage jobs, affordable housing, environmental sustainability, and livable neighborhoods. It provides an urgently needed framework for recovery from the current economic downturn. It is a vision for shared prosperity that puts the needs and voices of communities at the center; and in a vision that is attainable, using concrete policies that can be implemented here and now.

During New York City’s remarkable boom over the past seven years, and we need to act on this vision immediately. The city’s economic development policies haven’t been enough for many New Yorkers. Real estate speculation has led to out-of-scale construction that most communities can’t embrace. Job growth has been concentrated in industries, such as restaurants and retail, that pay low wages and no benefits, resulting in shrinking earnings for all but the wealthiest. Sections that pay higher wages, such as health care and transportation, have seen nothing close to the support that real estate developers have received.

The forecast for growth in a City Hall that has emphasized is no longer valid. This is consistent with the recent two-tiered system of housing and development that the city will have to turn elsewhere to generate jobs and revenue.

The failure of the city and state government to deliver healthy housing markets in our neighborhoods is undermining both the city’s economic health and the quality of life.