

REBUILD, RENEW, REINVENT: NEW YORK CITY'S ECONOMIC RECOVERY

INTRODUCTION

The Economic Recovery Blueprint outlined the vision for New York's City's economic recovery and the future of the City's economy, grounded in equity, dynamism, and inclusivity. In the wake of the COVID-19 pandemic that devastated New York City's economy and the collective well-being of New Yorkers, the Blueprint's strategy laid the foundation for addressing historic injustices, reimagining outdated ways of doing business and building a stronger, more resilient and more equitable city.

The Blueprint's plan to accelerate the city's recovery and build a more resilient economy rests the following key pillars:

1. Restarting the City's economic engines and reactivating the public realm;
2. Supporting small businesses, entrepreneurship, and a more equitable economy;
3. Driving inclusive sector growth and building a future-focused economy;
4. Connecting New Yorkers to quality jobs and in-demand skills; and
5. Planning and building for inclusive growth now and in the future.

Since the release of the Blueprint in March of 2022, the recovery of the City has accelerated across several key indicators. Over 99.9 percent of the record-high pre-pandemic private sector jobs have been recovered, reaching more than 4.7 million jobs in total. More New Yorkers are entering or returning to the workforce, with the labor force participation rate reaching a record-high 61.5 percent at the end of Fiscal 2023. At the end of Fiscal 2023 the New York City rate was 5.2percent, down from 7.2 percent at the end of Fiscal 2022. Job sectors like healthcare and social assistance have rebounded well above their pre-pandemic levels.

New Yorkers themselves are returning to the City. Manhattan added 17,000 residents in Fiscal 2022, reversing a loss of 98,000 in Fiscal 2021. Over Fiscal 2023, tourism and pedestrian counts have often surpassed pre-pandemic levels, with days reaching 95 percent of previously observed foot traffic in Times Square and weeks this summer following pre-pandemic occupancy rates in New York City hotels. In Fiscal 2023, subway ridership surpassed 4 million riders five times between April and May 2023, the first time since before the pandemic began in 2020. Small businesses have recovered remarkably with new business creation reaching a fiveyear high this fiscal year. Over 32,100 (or 1 in 9) businesses in New York City started in this fiscal year. with the majority in the boroughs other than Manhattan. This growth represents a dramatic turnaround of net business formation after a net loss in calendar year 2020 (-14,500). The City's recovery has also supported the growth of anchor industries like life sciences and media production, and accelerated the diversification of New York City's economy through the growth of offshore wind and technology.

There is more work to be done to ensure the City's recovery is both robust and equitable, though this will be the final instance of its reporting in the Mayor's Management Report. Some work sectors, such as hospitality and arts and entertainment, have not fully recovered to their pre-pandemic levels. Office occupancy levels still below pre-pandemic levels, hitting a record high 23 percent. Hybrid work continues to contribute to depressed economic activity in the New York's central business districts, with office attendance looming around 50 percent on a typical workweek.. New Yorkers that are Black, Indigenous, people of color (BIPOC) still experience higher unemployment rates than white New Yorkers; the unemployment rate of Black New Yorkers (10.4 percent) is four times more than that of white New Yorkers (2.5 percent). As a result, the work to build the pipelines and infrastructure connecting New Yorkers to family sustaining jobs in all corners of the City is key to ensuring New York City's inclusive recovery.

PERFORMANCE INDICATORS	AGENCY	ACTUAL					TARGET		TREND	
		FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-YEAR	DESIRED DIRECTION
Total private sector employment	EDC	4,019,933	3,865,625	3,532,475	3,808,392	4,056,800	*	*	Neutral	*
Unemployment rate (%)	EDC	4.0	7.2	12.9	7.2	5.2	*	*	Up	*
Labor force participation rate (%)	EDC	60.3%	59.6%	58.0%	59.3%	61.5%	*	*	Neutral	*
Net small business starts	EDC	-3,979	-6,080	-2,420	14,040	5,220	*	*	Up	*

RESTART THE CITY'S ECONOMIC ENGINES AND REACTIVATE THE PUBLIC REALM

The City has bolstered public safety, addressed quality of life concerns, and reactivated the public realm-defined as any publicly accessible open spaces, civic buildings, and facilities-as the first step to restarting the City's economic engines. Additionally, the City continues to market itself as the best place in the world to live, work, and play and as the destination for conferences and world-class events. Accomplishments in this strategy include:

IMPROVING PUBLIC SAFETY

- Through a joint effort between New York City Police Department (NYPD) and the Metropolitan Transportation Authority (MTA) Police Department, the City increased officer presence on platforms and trains by approximately 1,200 overtime shifts each day, beginning in October 2022. Officers are present at more than 300 stations during peak hours. In the City's subway system, major crimes fell by 9.1 percent (169 v. 186) in February 2023 compared to the same period 2022, representing the second consecutive month of crime declines in the subway system. Consequently, transit index crimes are down 19.4 percent (315 v. 391) so far this year, with 76 fewer index crimes compared to the same period last year.
- The [Retail Theft Report](#) was released in March 2023, a plan to combat retail theft by investing in diversion programs, tackling the underlying factors leading to retail theft, training retail workers in de-escalation tactics, and protecting small businesses.
- An [action plan](#) was announced in June 2023 to expedite investigations into 311 complaints about potentially hazardous conditions involving lithium-ion batteries at bike shops and repair shops. This included a joint outreach and education campaign between the Fire Department of the City of New York (FDNY) and the Department of Small Business Services (SBS) to educate bike shop and bike repair shop owners about the dangers presented by lithium-ion batteries and best practices to avoid fires.

ADDRESSING QUALITY OF LIFE CONCERNS AND ACTIVATING THE PUBLIC REALM

- The Department of Transportation (DOT) implemented a nearly two-mile expansion of the “Summer Streets” program in July 2022 extending it for the first time from the Brooklyn Bridge up to East Harlem. In June 2023 “Summer Streets” expanded to all five boroughs over five Saturdays between July and August, doubling its size to span 20 car-free miles.
- DOT hosted over 120 events on the City’s Open Streets and plazas in August 2022 along with daily Open Streets operations in all five boroughs.
- The Department of Parks and Recreation (DPR) and the New York City Housing Authority (NYCHA) launched a \$23 million pilot program in September 2023 to improve access to public open spaces and playgrounds, including parks in six NYCHA housing developments: three developments in Queens, two in the Bronx and one in Brooklyn.
- The City announced a \$35 million investment in the design and construction of the Metropolitan Hub in Queens for Phase one of QueensWay through DPR and the New York City Economic Development Corporation (NYCEDC) which will convert abandoned railroad tracks into a linear park to make the surrounding community safer, healthier, and greener.
- \$14.5 million was invested in November 2022 to clean more than 1,000 neglected areas around the City, increase litter basket service, expand camera enforcement against illegal dumping, and onboard rat exterminators—resulting in faster and more reliable cleaning of every corner of the City.
- The City’s first-ever citywide director of rodent mitigation was announced in April 2023 to coordinate across City agencies, community organizations, and the private sector to reduce the rat population in New York City.
- The new Harlem Rat Mitigation Zone was announced in April 2023 and a \$3.5 million investment starting in Fiscal 2023 to expand and accelerate rat reduction work across Harlem.
- The Department of Sanitation (DSNY) enforced new rules to reduce the number of hours trash and recycling will sit on New York City sidewalks in April 2023 by adjusting the time-of-day trash may be placed on the curb.
- DSNY published final rule in June 2023 to mandate that all food-related businesses containerize their trash and began the rulemaking process on a new proposal to expand the containerization requirements to all chain businesses with five or more locations in New York City.

ATTRACTING VISITORS & STRENGTHENING TOURISM AND HOSPITALITY SECTORS

- 11 City blocks opened to pedestrians in December 2022—the City’s largest-ever holiday season-specific Open Street—through a partnership between DOT, NYPD, and the Fifth Avenue Association.
- NYC Tourism and Conventions expanded the “It’s Time for New York City” international tourism marketing campaign to attract international visitors and encourage their return to New York City.
- The “Get Local NYC” tourism marketing campaign was launched to encourage New Yorkers and visitors alike to shop at local small businesses across the five boroughs.
- NYC Tourism and Conventions celebrated the 30th anniversary of NYC Restaurant Week with pre-fixed meals available at more than 500 participating restaurants across the five boroughs.
- The City organized the “Rise Up NYC” concert series providing ten free community concerts across all five boroughs in summer 2022 and summer 2023.
- New York and New Jersey were jointly named a host city for the 2026 FIFA World Cup, and celebrated the unveiling of the official logo and branding in May 2023. Launched “NYC Summer of Games”—a citywide celebration of New York City’s booming digital games community featuring marquee events, expos, tournaments, exhibits, workshops, and programs across all five boroughs during summer 2023.

SUPPORT SMALL BUSINESSES, ENTREPRENEURSHIP, AND A MORE EQUITABLE ECONOMY

Supporting small businesses, boosting entrepreneurship, and creating a more inclusive economy are guiding stars for the City's future. Ninety percent of City businesses that closed permanently between April 2020 and March 2021 were small businesses with less than 10 employees. The City, through the Department of Small Businesses, has taken several steps to mitigate the impact of the COVID-19 pandemic on small businesses. Accomplishments in this strategy include:

OVERHAULING HOW BUSINESSES WORK WITH GOVERNMENT

- SBS formed the Small Business Advisory Commission (SBAC) in October 2022 to forge strong partnerships with the City's business community and slash through regulatory barriers to accelerate the economic recovery. The SBAC released its inaugural [report](#) in June 2023, spotlighting eight recommendations to cut red tape, improve business services, and forge a stronger small business economy.
- SBS launched the NYC Business Express Service Team (BEST) in September 2022, comprised of SBS small business advocates, compliance advisors, and experts from City agencies—the team streamlines the many interactions required with City agencies through a single point of contact and provides advice on how to expedite permit and licensing processes and resolve or avoid fines and violations. As of May 2023, SBS saved NYC small businesses \$22 million in costs connected with municipal fines and assisted over 2,200 diverse businesses to resolve or avoid fines, violations and expedite permit and licensing processes.

ENGAGING SMALL BUSINESSES AND HELPING THEM GROW, AND PROMOTING BIPOC AND IMMIGRANT ENTREPRENEURSHIP

- SBS created the \$75 million NYC Small Business Opportunity Fund in January 2023 to support startup and growth-stage businesses, especially minority and women-owned business enterprises (M/WBEs), in accessing capital, with a focus on ensuring broad access to the fund by eliminating credit score minimums and not requiring application fees. Since June 2023, 601 businesses have been awarded a total of \$50.5 million in capital, with 75 percent of the capital going to M/WBEs.
- The Department of Consumer and Worker Protection (DCWP) expanded NYC Free Tax Prep in January 2023 to self-employed New York gig workers, freelancers, and small business owners who often struggle to file taxes and manage financial record keeping and face limited access to capital, banking services, and loans.

INVESTING IN NEIGHBORHOODS AND COMMERCIAL CORRIDORS

- SBS launched two new grant funds (Single District, Citywide) in July 2022 to support small Business Improvement Districts (BIDs) and commercial corridors throughout the five boroughs and provide increased sanitation, maintenance, public safety, marketing, beautification, and events funding for neighborhoods in need.
- SBS deployed nearly \$4.4 million in investments to support dozens of under-resourced Business Improvement Districts (BIDs) throughout the five boroughs by kickstarting impactful projects to improve neighborhood safety and quality of life, enhance street life for pedestrians, residents, and shoppers, and provide support to retain local businesses.
- SBS launched the \$2.4 million Merchant Organizing Strategic Impact Grant in March 2023 to fortify existing merchants' organizations and help local nonprofit organizations form new ones.

SUPPORTING M/WBES

- SBS announced the City surpassed in September 2022 the ten-year OneNYC goal to award \$25 billion in contracts to minority- and women-owned business enterprises (M/WBE) by Fiscal 2025, three years ahead of schedule.
- SBS launched first-ever Latino American Small Business Task Force in June 2023 to promote awareness of SBS resources to the Latino business community, as well as incorporate feedback from local business owners and community leaders on ways the City can improve access to its services.

PERFORMANCE INDICATORS	AGENCY	ACTUAL					TARGET		TREND	
		FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-YEAR	DESIRED DIRECTION
Average processing time (days)	DCWP	2	3	8	6	2	*	*	Up	Down
Number of businesses served by QuickStart	SBS	NA	NA	NA	1,979	405	*	*	NA	Up
Number of neighborhoods visited by the SBS Mobile Unit	SBS	NA	NA	NA	17	33	*	*	NA	Up
Number of businesses referred or served by Small Business Resource Network (SBRN)	EDC	NA	NA	4,986	5,514	3,465	*	*	NA	*
M/WBEs awarded City contracts	SBS	1,528	1,539	1,416	1,605	1,903	*	*	Up	Up
Share of M/WBE certified firms receiving a contract (%)	MOCS	18.89%	16.42%	14.38%	14.92%	15.67%	17.00%	18.00%	Down	*
Share of LL1-eligible contracts dollars awarded to M/WBEs (%)	MOCS	23.60%	28.00%	25.30%	22.94%	28.04%	30.00%	30.00%	Neutral	*
Total contract dollars awarded to M/WBEs using the discretionary [Noncompetitive Small Purchase] method (\$000,000)	MOCS	\$73.58	\$83.42	\$75.44	\$109.25	\$169.77	\$150.00	\$200.00	Up	*
Total contract dollars awarded to disparity-within-the-disparity M/ WBES (Black, Hispanic, and Asian women) using the discretionary [Noncompetitive Small Purchase] method (\$000,000)	MOCS	\$32.46	\$34.46	\$32.46	\$63.66	\$102.52	*	*	Up	*

DRIVE INCLUSIVE SECTOR GROWTH AND BUILD A FUTURE-FOCUSED ECONOMY

The City continues to invest in growing high-growth industries like tech, the life sciences and cannabis for the benefit of New York City's economy and its residents. These efforts include reinforcing NYC's standing as the second biggest tech hub in the world, telling the story of New York City's world-class, diverse talent, and investing in new sectors with the potential to create jobs and meaningful, inclusive economic impact in the years to come. Accomplishments in this strategy include:

Maintaining and growing New York City's competitiveness as a global economic powerhouse

TECH

- New York City Economic Development Corporation (NYCEDC) launched Venture Access NYC. This project included an expansion of the Founder Fellowship Program in November 2022 to support 100 underrepresented entrepreneurs. Through a \$1.5 million investment, the program, in its second installment, expanded to support more diverse tech entrepreneurs with access to networking, fundraising, mentorship, and more opportunities necessary to build and scale their enterprises. Additionally, it included the launch of the Venture Access Alliance, an initiative to venture capitalists who share in the goal of building a more diverse and equitable tech ecosystem.
- NYCEDC launched the Cyber NYC Internship Program in March 2023 to facilitate placements into paid internships for qualified candidates, building a talent pipeline for the industry and connecting diverse New Yorkers to one of the fastest growing sectors in tech.

Diversifying the economy by investing in promising growth industries

LIFE SCIENCES

- The City announced plans for Science Park and Research Campus (SPARC) Kips Bay, a job and education innovation hub driven by a historic partnership from the City and State, in October 2022. SPARC will be a full City block campus that will host space for education and training, research, and operations for three CUNY schools, the Department of Education (DOE), NYC Health + Hospitals (NYCHH), Office of Chief Medical Examiner (OCME), and private sector life sciences companies. It is projected to create 10,000 jobs and \$25 billion in economic impact over 30 years for the City. Most importantly, it represents an innovative new approach to braiding economic and workforce development in the areas of biotech, life sciences, health care, and public health.
- EDC awarded \$26.6 million (\$15 million to City College of New York (CCNY) and \$11.6 million to the Mount Sinai Health System), in August 2022 through NYCEDC, to support the construction of new facilities that will allow the creation of new life sciences jobs and startups in the city and connect research to industry and advancing health care and technology through NYCEDC's \$1 billion LifeSci NYC initiative.
- The Brooklyn Navy Yard Development Corporation (BNYDC) announced the \$20 million center for sustainability-focused bio biotech at the Brooklyn Navy Yard in March 2023. The center will be the first commercial hub for sustainable biotechnology in the United States and will produce new technologies that will help address climate change and advance the City's carbon neutrality goals.
- NYCEDC announced a three-year expansion of the BioBus program in the Bronx in May 2023. The program provides students of all ages with free educational programming and training to prepare for careers in science, technology, engineering, and mathematics.

Centering equity in the evolution and development of both legacy and emerging industries

CANNABIS

- The City launched Cannabis NYC in August 2022. Cannabis NYC is an initiative to develop a cannabis industry that creates good jobs, successful small businesses, and opportunities in communities adversely impacted by the war on drugs.
- Cannabis NYC launched the Lift Off! Cannabis NYC Listening and Learning Tour in February 2023. The five-borough tour provides communities with information, education, and conversation space to discuss the current state laws, citywide resources, initiatives, and opportunities to get involved in the multi-billion-dollar industry.
- The City launched interagency taskforce, in partnership with the New York State Office of Cannabis Management (OCM), to enforce unlicensed cannabis dispensaries that are jeopardizing the success of New York's equity-centered legalization.

GREEN ECONOMY

- NYCEDC partnered with the CUNY in September 2022 to announce six CUNY colleges are the initial recipients of \$3.98 million in City funding to train the next generation of professionals for careers in offshore wind and other green economy sectors and continue building a pipeline from local public colleges to these growing fields.
- NYCEDC launched the Offshore Wind (OSW) Training Program in March 2023 for 18 Minority, Women-Owned and Disadvantaged Business Enterprises (M/WBEs) in waterfront construction, offshore wind or those who are seeking to pivot to these industries. The program, created in partnership with NYCEDC and TMI Waterfront Services, offers small-to-mid-size M/WBEs expert resources, education courses, and information on NYCEDC projects to help improve access and awareness about the City's contracting opportunities in waterfront construction.
- NYCEDC launched The Summer of Offshore Wind (OSW) on Staten Island in June 2023, a free 20-event series that will educate Staten Islanders about the existing and future opportunities that the OSW industry will bring to Staten Island communities and the local economy.

INVESTING IN THE CREATIVE AND CULTURAL ECONOMY

- The Mayor’s Office of Media and Entertainment (MOME) announced, in July 2022, the launch of the Film and Television Production Industry Council, a first-ever convening of film and television industry leaders to ensure New York City remains the top production destination in the world.
- MOME launched the “Made in NY” Marketing Credit Program for Digital Games in March 2023, which provides advertising opportunities for digital games made in NYC through the Mayor’s Office of Media and Entertainment.
- The Department of Cultural Affairs (DCLA) awarded more than \$58 million in grants to more than 1,000 cultural nonprofits, marked by major boosts for smaller groups and organizations led by people of color, as well as an increase in the number of groups receiving City support for the first time.
- MOME opened applications for \$2 million in grants for NYC Women’s Fund for Media, Music and Theatre, which since launching in 2018 has funded 245 women-led projects in film, theater and music.

PERFORMANCE INDICATORS	AGENCY	ACTUAL					TARGET		TREND	
		FY19	FY20	FY21	FY22	FY23	FY23	FY24	5-YEAR	DESIRED DIRECTION
Program organizations awarded CDF payments	DCLA	973	987	1,037	1,022	1,096	*	*	Up	*
Total financial support provided to qualifying organizations (\$000,000)	DCLA	\$189.4	\$200.2	\$174.2	\$206.0	\$239.4	*	*	Up	*
Business development qualified leads	EDC	NA	NA	42	55	52	*	*	NA	*
Business development qualified wins	EDC	NA	NA	6	15	25	*	*	NA	*
Business development jobs attracted/retained	EDC	NA	NA	NA	8,883	1,851	*	*	NA	*
LifeSci NYC Internship program participants	EDC	93	71	140	137	164	*	*	Up	*
Square footage of new life sciences space brought online citywide (000)	EDC	NA	NA	NA	481	94	*	*	NA	*
Film permits issued	MOME	10,705	9,180	5,698	8,616	8,302	*	*	Down	*

CONNECT NEW YORKERS TO QUALITY JOBS AND IN-DEMAND SKILLS

With so many businesses leveraging their technology assets to develop new ways of doing business during the COVID-19 pandemic, workers in many sectors face challenges, such as how to re-enter the workforce or advance in an economy that requires an ever-changing set of skills. The City’s historically marginalized communities including BIPOC, LGBTQ+ New Yorkers, and people with disabilities were particularly hurt by this challenge. Thus, there is an opportunity to reinvent workforce infrastructure to connect more of the under and unemployed to career pathways that provide family sustaining wages, intra- and inter-generational upward mobility. Accomplishments in this strategy include:

REIMAGINING THE PUBLIC WORKFORCE SYSTEM

- The City created a Future of Workers Task Force in August 2022 to consider and inform every aspect of the City’s strategy for empowering New Yorkers to secure and succeed in family sustaining careers. The taskforce unveiled “Pathways to an Inclusive Economy” Blueprint in June 2023 outlining five core strategies to advance an employer-driven workforce training system, prepare New Yorkers for long-term career success, and ensure New York City’s employers can tap the talent they need.

INCREASING NEW YORKERS' ABILITY TO SUCCESSFULLY SKILL AND UPSKILL BY PROVIDING WRAPAROUND SUPPORT

- DCWP announced, in January 2023, an initiative to bring financial counseling to jobseekers across New York City through expanding DCWP's one-on-one financial counseling services at SBS's five main Workforce1 Career Center Hubs in each borough, which will provide a one-stop-shop for New Yorkers to access free, professional, and confidential financial counseling, along with job readiness services and connections to workforce development training.
 - Since July 1, 2022, nearly 40,000 unique customers have received services through SBS' Workforce1 system and walk-in inquiries have risen to approximately 85,000, rivaling pre-pandemic service levels.
- NYCHA and The Office of Innovation and Technology (OTI) announced the citywide launch of "Big Apple Connect", a landmark digital equity program that will make free high-speed internet and basic cable TV available to approximately 300,000 New Yorkers living in more than 200 NYCHA developments by the end of Calendar 2023.
 - As of March 2023, "Big Apple Connect" expanded to an additional 67 NYCHA developments since last year, reaching up to 40,000 new households.

MAKING FOUNDATIONAL INVESTMENTS IN ADULT EDUCATION AND DIGITAL LITERACY

- The NYC Mayor's Office of Talent and Workforce Development and Human Resources Administration (HRA) launched the New York City Pathways to Industrial and Construction Careers (PINCC) in August 2022. This \$18.6 million innovative new talent development initiative that will help place nearly 2,300 low-income New Yorkers on the trajectory to careers in two high-growth sectors of the City's economy over the next three years.
- The Precision Employment Initiative expanded in October 2022 with a \$54 million investment to connect New Yorkers at risk of gun violence with career readiness and job placement programs.
- SBS signed an agreement between Paris Baguette and the American Chamber of Commerce in April 2023 to offer internships for New Yorkers and support for M/WBEs through hands-on training and classroom instruction on food production in either baking or cake decoration.

BUILDING HOLISTIC K-16 AND ADULT WORKFORCE STRATEGY FOR OUR TARGET SECTORS

- The City and the Department of Education (DOE) announced the Career Readiness and Modern Youth Apprenticeship (CRMYA) program in September 2022 that will connect 3,000 students across more than 50 public schools with paid multi-year apprenticeships. Approximately 500 students will be placed in apprenticeships at companies focused on New York City finance, technology, and business by the end of the 2023 calendar year to build a path of career-connected learning for public school students.
- The City gave \$15 million to the Brooklyn, New York, and Queens Public Libraries for dedicated teen centers and programming across the five boroughs in partnership with Google, the Best Buy Foundation, and the Joly Family Foundation for an additional \$5 million in October 2022.
- NYCEDC laced over 675 students at 175 partner companies through the LifeSci NYC program in May 2023. The program provides quality internships for undergraduate and graduate students, while providing host companies with diverse talent and support across scientific and business functions.

ADVOCATING FOR WORKER PROTECTIONS AND LONGER-TERM WAGE SUPPORTS AND SOLUTIONS FOR LOWER-WAGE SECTORS

- DCWP announced Nation's first minimum pay rate for app-based restaurant delivery workers in June 2023. The ruling is currently being contested in court, but when it is allowed to go into effect, the City's more than 60,000 delivery workers—who currently earn \$7.09/hour on average—will earn a predictable, fair base rate, and additional tips.

PLAN AND BUILD FOR INCLUSIVE GROWTH NOW AND IN THE FUTURE

A post-pandemic New York City must adapt in response to dynamic changes in how people choose to live, work, and enjoy the City. A truly inclusive recovery takes a holistic focus: how to build better and faster, how to reach New Yorkers where they are, and how to ensure climate resiliency. This section includes achievements and milestones in guiding the City to a more equitable and vibrant future. Efforts in re-envisioning job hubs, reducing inefficiencies in affordable housing creation, and investing in neighborhoods across the five boroughs are all initiatives this administration will continue to pursue to its greatest ability. Accomplishments in this strategy include:

STREAMLINING LAND USE AND ZONING FOR AN EQUITABLE RECOVERY

- The City unveiled the ‘Get Stuff Built’ report, 111 specific actions that will improve efficiency and effectiveness of three governmental processes that have slowed housing production: City Environmental Quality Review (CEQR), land use approvals, and the City’s building permitting process. These improvements will shorten the time needed for these processes by 50 percent, accelerating the creation of new housing and reducing costs. Seventeen are already completed, of them:
 - The Landmarks Preservation Commission launched a digital photo archive of NYC designated landmarks and historic districts in August 2022 to allow the property owners, architects and contractors to easily download designation photos as they consider work on these properties.
 - HPD’s Building and Land Development Services (BLDS) streamlined the review process for preservation projects by creating Preservation Design Guidelines that will outline HPD’s requirements for projects undergoing moderate or substantial rehabilitation and by relying on cost reviews by the entities that are financing the project rather than completing duplicative analyses.
- The New York City Office Adaptive Reuse Study report was released in January 2023, which outlines 11 concrete recommendations that would make changes to New York State laws and City zoning requirements in an effort to extend the most flexible conversion regulations to an additional 136 million square feet of office space. The office conversions could potentially create as many as 20,000 homes in the next decade, enough to house up to 40,000 New Yorkers.
- The Department of City Planning (DCP) hosted the Scoping Meeting in January 2023 for the Bronx Metro North Study—formally kicking off the environmental review process to rezone the areas around the four new Metro-North train stations coming to the Bronx and create as many as 6,000 new homes and a projected 10,000 family-sustaining jobs.
- The Trust for Governors Island unveiled the “New York Climate Exchange” in April 2023, a \$700 million first-in-the-nation climate research, education, and jobs hub on Governors Island that will create thousands of permanent jobs and \$1 billion in economic impact for the City.
- DCP kicked off the public review process for the for “City of Yes for Carbon Neutrality” citywide zoning amendments in April 2023, that will modernize the City’s Zoning Resolution through 17 policy proposals to facilitate climate action, clean energy, and resiliency by removing barriers to greener energy, buildings, transportation, and water and waste systems.
- The “City of Yes for Economic Opportunity” was unveiled in June 2023, a text amendment proposal with 18 policy changes that would change zoning citywide to support new and growing small businesses, create family-sustaining jobs for New Yorkers, and promote an inclusive and more equitable economic recovery for the City.

DOWNTOWNS AND JOB CENTERS

- The [‘New’ New York: Making New York Work for Everyone](#) report was published in December 2022. “New” New York is a blue-ribbon panel of experts from across New York City. The report itemized 40 initiatives to achieve three overarching goals: Reimagine New York’s Business Districts as Vibrant 24/7 Destinations, Make It Easier for New Yorkers to Get to Work, Generate Inclusive, Future-Focused Growth. “New” New York achievements include: The City appointed a City Chief Public Realm Officer, in February 2023, to execute on the City’s plan to invest \$375 million to create and expand high-quality public spaces in all five boroughs. The Chief Public Realm Officer was responsible to lead the City’s work to deliver a permanent outdoor dining program in partnership with the City Council that works for businesses and residents.
- NYCEDC launched the Manhattan Commercial Revitalization Program (M-CORE) in May 2023, which will provide financial assistance, in the form of tax incentives, to support transformative renovations of aging commercial office buildings located in Manhattan south of 59th Street. The program is projected to have a positive fiscal impact on New York City, with the net benefit estimated to be between \$750 million and \$844 million. The program aims to generate additional positive economic impact on the City of approximately \$2.3 billion related to construction and employment activities.
- A \$500 million investment was announced for the area around the Broadway Junction subway station in May 2023 to deliver vibrant public space, add more than 2,000 new homes, over 2,300 create family-sustaining jobs, and unlock inclusive economic growth throughout East New York.
- “The Arches” were opened in May 2023 after being closed to the public for over a decade to revitalize public spaces in Chinatown and across lower Manhattan.
- DOT completed the newest phase of the “Broadway Vision” plan in June 2023, to create vibrant, new public spaces and improved street safety between Madison Square and Herald Square in Manhattan. Kicked off in March 2023, this phase of the plan delivered two new plazas, two new blocks of shared streets, and a two-way bike connection along Broadway, from West 25th Street to West 32nd Street.
- \$110 million of United States Department of Transportation (USDOT) funds were secured for the City through the Infrastructure for Rebuilding America program in September 2022. The funds were granted to Hunts Point Market to strengthen critical freight movement and improve the environment, public health, and quality of life for the Hunts Point community.
- \$130 million from the State were secured for the City towards the redevelopment of the Hunts Point Produce Market and to make the facility more environmentally friendly and bring it into federal compliance.
- The vision to transform the Willets Point community was unveiled in November 2022. The plans promise to deliver 2,500 completely affordable homes, New York City’s first soccer-specific stadium for Major League Soccer Club Champions NYC Football Club, over 40,000 square feet of public open space, a 250-key hotel and neighborhood-serving, and ground-floor retail shops that jointly are projected to create 16,000 good-paying jobs for community residents.

NEIGHBORHOOD INVESTMENTS AND PLANNING

- DCP kicked off the Atlantic Avenue Mixed-Use Plan neighborhood development initiative in Central Brooklyn in December 2022. It promises to bring thousands of new homes, and permanently income-restricted homes, commercial and industrial jobs, infrastructure, and other improvements to Atlantic Avenue and its neighboring blocks in Crown Heights and Bedford-Stuyvesant.
- DCP kicked off efforts in Jamaica, Queens in May 2023 for a community-led planning process to provide a long-term vision for a more resilient and thriving Jamaica. The plan, developed in collaboration with local community members and organizations, would support more housing, more jobs across many industries, improvements to public space, and investments in local infrastructure.
- LPC designated several sites associated with Black history, Latino history, and Lesbian Gay Bisexual Transgender and Queer (LGBTQ) history as landmarks as guided by LPC's Equity Framework
 - In November 2022, LPC designated the home of the Lesbian Herstory Archives, the Nation's oldest and largest collection of lesbian-related historical material, as culturally significant.
 - In May 2023, LPC designated the (Former) Colored School No.4 in Manhattan as culturally significant and announced \$6M in rehabilitation funding.

In June 2023, LPC designated the following venues that shaped the sound and trajectory of modern jazz as culturally significant: 935 St. Nicholas Avenue Building in Washington Heights, longtime home of two jazz pioneers, Edward Kennedy "Duke" Ellington and Noble Lee Sissle; the John Birks "Dizzy" Gillespie Residence in Corona, Queens; and Harlem's Hotel Cecil & Minton's Playhouse Building.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Updated previously published Fiscal 2021 and Fiscal 2022 performance data for 'Streets rated acceptably clean (%)', 'Streets rated filthy (%)', 'Sidewalks rated acceptable clean (%)', and 'Sidewalks rated filthy (%)'. In the Fiscal 2022 Mayor's Management Report and Fiscal 2023 Preliminary Mayor's Management Report, Fiscal 2022 values were erroneously reported as Fiscal 2021.
 - Updated 'Streets rated acceptably clean (%)' from 89.6 percent to 93.7 percent in Fiscal 2021 and from 90.8 percent to 89.6 percent in Fiscal 2022.
 - Updated 'Streets rated filthy (%)' from 1.5 percent to 0.6 percent in Fiscal 2021 and from 0.7 percent to 1.5 percent in Fiscal 2022.
 - Updated 'Sidewalks rated acceptable clean (%)' from 95.2 percent to 97.6 percent in Fiscal 2021 and from 95.4 percent to 95.2 percent in Fiscal 2022.
 - Updated 'Sidewalks rated filthy (%)' from 0.8 percent to 0.5 percent in Fiscal 2021 and from 0.6 percent to 0.8 percent in Fiscal 2022.
- Updated definition for 'Net small business starts.' Data now reflects small business starts at the firm level instead of the establishment level.
- Updated previously reported Fiscal 2019 performance data for 'Total contract dollars awarded to disparity-within-the-disparity M/WBEs (black, Hispanic, and Asian women) using the discretionary [Noncompetitive Small Purchase] method (\$000,000).'
- Removed 'Streets rated acceptably clean (%)', 'Streets rated filthy (%)', 'Sidewalks rated acceptable clean (%)', and 'Sidewalks rated filthy (%)', and 'Average acceptably clean BID sidewalk ratings (%)'. The Scorecard street cleanliness inspection program is being overhauled to better reflect current standards of what constitutes a clean or dirty street and sidewalk, as the original scoring system was developed in the 1970s. These indicators will be replaced in a future Mayor's Management Report and historical ratings are still available on Open Data.

ADDITIONAL RESOURCES

For additional information go to:

- Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery:
<https://www.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Mayor-Adams-Economic-Recovery-Blueprint.pdf>
- Making New York for Everyone:
<https://newnypanel.com/>
- Get Stuff Built:
<https://www.nyc.gov/assets/home/downloads/pdf/press-releases/2022/GetStuffBuilt.pdf>
- Retail Theft Report:
<https://www.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2023/combating-retail-theft-report-may-17-2023.pdf>
- Charge Safe, Ride Safe:
<https://www.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2023/micromobility-action-plan.pdf>
- Small Business Advisory Commission Report:
https://www.nyc.gov/assets/sbs/downloads/pdf/about/reports/SBAC_Report.pdf
- "New" New York:
https://edc.nyc/sites/default/files/2023-02/New-NY-Action-Plan_Making_New_York_Work_for_Everyone.pdf