



**ONE CITY**  
**ONE FUTURE**

**A Blueprint for Growth That Works  
for All New Yorkers**

*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 front and center. And it is 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 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 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 manufacturing and transportation, have seen nothing close to the support that real estate developers have received.

The formula for growth that City Hall has embraced is no longer reliable or productive. In a credit crisis coupled with shrinking demand for offices and condominiums, the future of real estate megaprojects is in doubt. The finance sector is likely to emerge from the current meltdown much smaller in scale, meaning that the city will have to turn elsewhere to generate jobs and revenue. And the failure of city and state government to nurture healthy housing markets in our neighborhoods is now undermining both the city's economic health and the quality of life.

New York City must find a new paradigm for how it goes about fostering 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, revise its strategy, and lead the way with ambitious policies and long-term investments that build up communities as well as the economy. We need to measure our city's success based not just on real estate prices and economic output, but also on whether New Yorkers can earn enough to raise a family and whether neighborhoods have the infrastructure 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 wage jobs, affordable housing, and more resilient neighborhoods. 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 paid a living wage, plus benefits.

President Barack Obama and his economic advisers are moving swiftly to advance an economic stimulus package that centers on infrastructure investments and green energy. They recognize that it is precisely during times of recession that governments must make strategic investments benefiting the economy. Such investments were pivotal to the nation's recovery from the Great Depression, and when combined with a new framework of safety net programs and labor market standards, ushered in several decades of growth.

New York City can and should help our city emerge from the current recession with a similar combination of forward-looking commitments. As outlined in the One City/One Future blueprint, retrofitting housing for energy efficiency will create jobs while achieving cost savings. Bringing supermarkets and healthy food to low-income communities builds on untapped market potential. The cross-harbor rail tunnel will relieve neighborhoods of noxious truck traffic while increasing the flow of goods in and out of the city. Living wages for underpaid service workers will send more money coursing through their neighborhoods' economies.

This time of crisis offers a unique opportunity to make investments that will lead the way for our city's recovery, and at the same time adopt policies to ensure that all New Yorkers enjoy the benefits of economic development and growth.

# *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 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.

## **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 as partners, not adversaries, with the objective of building a prosperous city on the strength of livable neighborhoods.

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# RAISE THE STANDARDS

The public should expect more from employers, developers and land owners who operate in our city — especially those doing business with city government or profiting 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 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 Through a "First Source" System
3. Make Green Jobs Good Jobs
4. Promote Responsible Construction Contractors
5. Codify and Enforce Clawbacks

## 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 towards providing better wages and benefits.

6. Adopt a City Minimum Wage
7. Guarantee Paid Sick Days
8. Enact the 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. 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 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 Decontrol
12. Mandate Inclusionary Zoning
13. Ensure That Housing Subsidies Meet Real Needs
14. Improve Housing Conditions

## Raise Standards for Consumer Services:

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

15. Enforce Licensing for Consumer Services
16. Enforce the Responsible Lending Act

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# 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 can lead to higher employment rates, reduced 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 under-employed, all segments of the workforce can share in the jobs and training opportunities generated by economic development.

1. Reinvent the “Workforce 1” System to Create a Workforce Linkage Network
2. Create High-Road Sectoral Partnerships
3. Expand Apprenticeship Opportunities
4. Make Workforce Development Fully Language Accessible
5. 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 wages and job standards, and create career ladders to better-paying positions for the front-line workers who make our city run.

6. Educate Workers and Employers on Rights and Responsibilities
7. Upgrade Security Guard Jobs
8. Raise the Wages of Home Health Care Attendants
9. Raise the Wages of Family-Based Child Care Providers
10. Raise the Wages of City-Contracted Human Services Workers
11. Support Health Sector Career Ladders
12. 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 part of its economic development strategy.

13. Continue to Support and Expand the Portfolio of Affordable Housing
14. Promote Permanently Affordable Housing
15. Maintain and Preserve Public Housing
16. Bring Grocery Stores with Living Wage Jobs to Underserved Neighborhoods
17. Support Transportation Improvements for Lower-Income Neighborhoods
18. Support Community Credit Unions with Municipal Deposits
19. Invest in Prevention and Recovery From Foreclosure
20. Subsidize a Partial Loan Loss Reserve Pool for Micro- and Small Business Loans
21. Expand Access to Fair Credit to 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 well-paying jobs with accessible career ladders for the city’s workforce.

22. Retrofit Residential Buildings
23. Create Green Collar Training Opportunities
24. 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 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.

### Reform How Economic Development Gets Done

In spending billions of dollars of public money on subsidizing economic development, New York City must commit to transparent and publicly accountable processes, and to ensuring that the benefits of those investments are shared broadly.

1. Reevaluate All Economic Development Subsidy Programs
2. Focus Economic Development Policy on Strengthening Sectors
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

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 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 Boards 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 Business

Rapidly rising real estate costs are undermining companies that provide good blue- and green-collar jobs, small businesses, and startups looking to expand in the city. The city needs a comprehensive set of policies aimed at preserving affordable space for manufacturing jobs, small businesses, and the new green industries that we need for a dynamic 21st century economy.

11. Designate 21st Century Growth Areas for Blue Collar Jobs
12. Create Genuine Mixed-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](http://www.onecityonefuture.org), available for download at [www.onecityonefuture.org](http://www.onecityonefuture.org).

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## ONE CITY/ONE FUTURE ENDORSERS

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**ONE CITY  
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*Making Growth Work. For All New Yorkers*

One City/One Future  
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