

WEBVTT

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Sujata Srivastava: Welcome everyone to our forum. My name is Sujata Shri Bastava, and I am the San Francisco director for spur. We appreciate you joining us today for this digital discourse.

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Sujata Srivastava: Many of you are already spur members. So thank you so much for your support. If you're not a member, I encourage you to join spur, ongoing work in using education, policy, analysis, and advocacy to make our cities and region more prosperous, sustainable, and equitable places to live.

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Sujata Srivastava: Your financial support enables us to continue our work, including the hosting of programs like today's, you'll find more information about membership at spur, org slash. Join.

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Sujata Srivastava: Our next public program is scheduled for June 20, seventh, at 1230 pm. It is called going deep with dip, dig deep farms. and it's a tour of one of dig deeper facilities as we explore their model of regenerative agriculture and the service of daily relief for those experiencing food insecurity.

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00:01:25.760 --> 00:01:34.740

Sujata Srivastava: Today's digital discourse is reinventing the city, how New York and Los Angeles are approaching downtown recovery!

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00:01:35.420 --> 00:01:43.829

Sujata Srivastava: The COVID-19 pandemic gave cities around the world the opportunity to reimagine urban living with the adoption of hybrid work.

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00:01:43.990 --> 00:01:54.190

Sujata Srivastava: falling transit ridership, growing public safety concerns and economic uncertainty. City leaders are looking at ways to breathe life into their downtowns.

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00:01:54.330 --> 00:02:04.540

Sujata Srivastava: How can office-centric downtowns reinvent themselves? Should a central social district replace the central business district? How else might downtown redevelop

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00:02:04.580 --> 00:02:11.780

Sujata Srivastava: today? We're gonna learn how Los Angeles and New York use this challenge as an opportunity to move in new directions.

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00:02:11.860 --> 00:02:32.269

Sujata Srivastava: Our speakers today are Julie Stein. Julie is the incoming executive director of the Union Square partnership. The community based nonprofit organization for Manhattan's Union Square, Fourteenth Street Neighborhood. That enhances quality of life creates a cleaner, safer and more enjoyable environment for Union Square residents, businesses, and visitors.

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00:02:33.050 --> 00:02:34.350

Sujata Srivastava: Prior to that

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00:02:34.380 --> 00:02:41.909

Sujata Srivastava: Julie Stein served as the executive director of the New New York Panel which was Governor Hope.

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00:02:41.960 --> 00:02:53.810

Sujata Srivastava: Kathy Hopeel and Mayor Eric Adams, Blue ribbon panel of civic leaders and industry experts that were tasked to develop a roadmap for the equitable recovery of New York in the wake of the pandemic.

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00:02:53.920 --> 00:03:03.390

Sujata Srivastava: Julie has been working in New York City government for nearly 15 years, doing urban planning, asset management, economic development, policy and health and human services.

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00:03:04.560 --> 00:03:19.769

Sujata Srivastava: Our next panelist is Mella Mikoskar. Nella is the President and CEO of Central City Association. The premier advocacy organization focused on enhancing the vibrancy of downtown Los Angeles and increasing opportunity in the region.

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00:03:20.100 --> 00:03:40.310

Sujata Srivastava: Cca. Represents the interest of over 300 businesses, trade or trade associations and nonprofits in La County, Nella has more than a decade of experience, leading strategy, coalition building and communications in a range of industries across tourism, retail health care, technology, Public Safety Development and more.

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00:03:41.530 --> 00:03:52.560

Sujata Srivastava: Today's forum will be moderated by Shinpei. Thai Shinpei is vice-chair of this first San Francisco Board and the director of Global policy for cities and sustainability. At Uber.

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00:03:52.670 --> 00:04:08.229

Sujata Srivastava: where she leads a team focused on creating a sustainable, inclusive, and multimodal urban future. Shinpee's experience converges at the intersection in design, policy and governance to transform the built environment with a focus on sustainable and inclusive transportation.

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00:04:09.660 --> 00:04:21.440

Sujata Srivastava: We want this to be an interactive conversation and plan on spending as much time as possible engaging with you all, so I encourage you to use the chat box to chat and share your thoughts.

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00:04:21.459 --> 00:04:43.020

Sujata Srivastava: and use the Q. A. Box to submit any questions that you might have that will be covering towards the end of the session. these are both buttons on the bottom of your screen, on the top of your screen. If you're using a mobile app, and within the next few days we'll be sharing a copy of the recording transcript and chat with everyone who registered.

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00:04:43.870 --> 00:04:50.790

Sujata Srivastava: With that I'm going to stop talking and turn it over to shin pay to provide opening remarks and kick us off. Thank you.

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00:04:50.920 --> 00:05:14.330

Shin-Pei Tsay / Uber: Thank you. To Jada. Welcome everyone. It's really an honor to be a part of this conversation. At spur. We've been looking at a downtown revitalization for San Francisco, San Jose, and Oakland, and in spite of the media stories about San Francisco being a poster child of the the zoom loop.

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00:05:14.330 --> 00:05:30.339

Shin-Pei Tsay / Uber: It really is an opportunity to rethink how downtown should be, and how we can be much more inclusive, how we can hit some longer term targets with climate and equity, and and really think about local economies in a really different way.

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00:05:30.340 --> 00:05:49.350

Shin-Pei Tsay / Uber: At spur. We believe that hybrid work has transformed downtown and central business districts and in the Bay area that has a specific kind of connotation. And we think that there's a lot to be learned from other places. that are also grappling with similar challenges in spite of the differences

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00:05:49.360 --> 00:06:12.820

Shin-Pei Tsay / Uber: key questions that we're thinking about at Sp is how to transition from a central business district that was really geared towards office workers and commuters to a 24, 7 district have a lot to learn from Los Angeles and New York City. In that regard we want to ensure that the small and byproduct businesses are benefiting from reinvestments, that we're not

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00:06:12.820 --> 00:06:21.250

Shin-Pei Tsay / Uber: re, copying what has happened in the past, and we in replicating structural inequities that have occurred.

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00:06:21.250 --> 00:06:33.089

Shin-Pei Tsay / Uber: And we want to make sure that also this is in in transportation. That this is this crisis is in a way an opportunity to rethink how

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00:06:33.150 --> 00:06:54.819

Shin-Pei Tsay / Uber: it transit itself can be reinvented, and how we can integrate more active transportation. we're really interested in how tax policy incentives can enable this change. And a lot of that policy is foundational to the kinds of actions that cities and others can take. So we're really excited to have

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00:06:54.820 --> 00:07:21.239

Shin-Pei Tsay / Uber: Nella and Julie join us here for this conversation and share more about the work that they're doing in their cities. So what we'll do today is have a short presentations from both of our panelists. I'll have a few questions I want to ask them. I'm really dying to ask them, and and then we'll have. We'll open up to Q. A. So hopefully, please do add your questions to Q. A. And Let's take it off with Julie in her presentation.

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00:07:23.580 --> 00:07:49.750

Julie Stein / New York: Thanks so much, Jimmie. good afternoon. Everyone. Yeah. Good afternoon. Everyone. Sorry I'm on the east coast. I was trying to remember what it was where you are. Good afternoon. Well, thank you so much for for inviting me to speak about New York City. My name is Julie sign. I'm the former director of the New New York Panel and the incoming executive Director of Union Square partnership, which is the community based advocacy, organization and business improvement district for the Union Square and Neighborhood in Manhattan.

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00:07:49.920 --> 00:07:51.160

Julie Stein / New York: Next slide, please.

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Julie Stein / New York: So I don't need to tell you this, but I I'll say it anyway. I you know we know the pandemic really has changed everything about how we live, work and play As a result of this there have been new trends that have been introduced in New York City and in cities across the nation and across the world.

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00:08:08.590 --> 00:08:29.749

Julie Stein / New York: But notably we know this has changed how and where people work. Both employers and employees have new expectations. For how many days a week. People are working from the office, and this has big impacts on the office space in our cities. It's of themselves, but also on the commercial ecosystems that are in our business districts which have traditionally revolved around these office workers.

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Julie Stein / New York: Furthermore, this has huge potential implications on our tax revenue, because, as we know, business districts are the fiscal foundation that cities are built on

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Julie Stein / New York: in New York City, midtown and downtown are home to almost half of New York City's jobs. 80% of our office space and represents almost 60% of citywide office in retail property tax revenue. And it's the revenue from our office districts that really power the government spending on all physical and social infrastructure across the city that touches every New Yorker, from rose to public education to senior centers and libraries.

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So even if you don't work in midtown or downtown or no of our business districts, Every New Yorker should still care about what's happening there?

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Julie Stein / New York: we also know that the pandemic, exacerbated existing inequality and impacted historically disadvantaged communities. The most. This is true, of course, in the health outcomes of the dynamic itself.

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00:09:19.420 --> 00:09:44.420

Julie Stein / New York: But it also, is true of the employment outcomes. as you know, throughout the pandemic job loss, particularly hit sectors that disproportionately impact low income new Yorkers, such as food service unemployment is still elevated across the city, 5.3% compared to 4.3% pre covid. But unemployment is especially elevated for black New Yorkers. which now are unemployed at 4 times the rate of what New Yorkers, and

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at a rate 25% higher than it was pre covid. So this is a very serious situation.

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Julie Stein / New York: in the more recent months we have been seeing certain positive signs of new York City's economic recovery. If you look at the latest news, subway ridership is now over 75 sorry. 70% of free pandemic levels, which is remarkable. we added 16,000 private sector jobs in May and private sector employment is now 99.7 of pre-covid levels, which is just 13,700 jobs away from a full recovery.

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00:10:14.870 --> 00:10:24.720

Julie Stein / New York: most importantly, maybe, to this conversation during the first week of June average weekly office occupancy in the New York City Metro area rose above 50% for the first time since the pandemic

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Julie Stein / New York: And so, despite, you know, headwinds in the banking sector and in the tech ecosystem. New York City continues to add jobs, and our residents can use our businesses, all of which are hallmarks of a continuing recovery.

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Julie Stein / New York: All of this, which is to say, as a point of introduction. You know New York City's success over time, and this is true across multiple crises is in has been our ability to convert crisis into opportunities. and in order to make you know recovery, hero recovery from the pandemic for all Mayor Avenue and Governor Hockey saw an opera similar opportunity here. to me. Re, imagine a New New York

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Julie Stein / New York: next slide, please.

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Julie Stein / New York: So in June of 2,022 the Mayor and the Governor can be into panel of 59 civic leaders and industry experts under the stewardship of 2 former deputy mayors, Dan, doctor

off and Rich Bury. The goal was to leverage a new moment of city State leadership, alignment to build a coordinated joint city state policy, agenda and action plan for the equitable recovery of the city and the entire interconnected downstate region.

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Julie Stein / New York: Our initial charge was actually just to revive the business districts. But in our work we very quickly realized that solutions we need to address a wider range of interconnected challenges that affected all New Yorkers, because in this new world where people can vote with their feet, we really need to answer the question of why should they work here? We you know, we we thought about this for a while, and it led us to the conclusion that we really needed being, or to be the best place to work, no matter what you do or how you work. In order to do that, we really just need to make new the best place period next slide.

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00:11:53.680 --> 00:12:12.960

Julie Stein / New York: So after 6 months of intensive work by the panel we released in December of this past year, making New York work for everyone, which is a 40 point action plan. The plan is organized under 3 key goals, which I'll touch on each in a moment. But Just to start up to say, I think, big picture, the plan is multi-dimensional, interconnected. It goes beyond

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00:12:12.960 --> 00:12:29.189

Julie Stein / New York: traditional economic development levers like tax incentives, and it acknowledges that there's no single silver bullet for recovery. Fundamentally it seeks not only to recover, but also to evolve, so that New York City becomes back stronger and better primed. For truly this new work that new world that we live in.

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00:12:29.650 --> 00:12:51.059

Julie Stein / New York: and some of the actions were our legislative changes. Some of them require new budgets, some required, you know, government agency action, summer States and our city. Some are both But fundamentally they are all catalytic private actions that are meant to spur private investment. and like, I said, the 4 Point Action Plan is organized under 3 key goals, which I'll I'll talk through. And right now next slide.

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Julie Stein / New York: so the first goal is reimagining New York's business districts as vibrant. 24, 7 destinations. This is about shedding our old ideas about single use business district and supporting their evolution into great places where people live, work, and play in 2,023. This may not be rocket science, but it's certainly not the way that midtown has traditionally been approached, and it would be transformational to take that approach there.

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Julie Stein / New York: It is a strategy that we've used in Lower Manhattan after 9, 11, and we've seen a lot of success. so we've identified 4 interconnected strategies to achieve this goal first is making sure that our city and state regulatory environment creates enough flexibility for our land use and our building use to evolve for the modern context and to really soak up some of the vacant access office space that we have.

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00:13:35.830 --> 00:13:47.309

Julie Stein / New York: This is about making sure that our business districts can become more residential while still remaining primarily global centers of commerce, and also making sure that we have, you know, updated and common sense rules governing our use of commercial space.

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Julie Stein / New York: Second, a key catalytic intervention under this goal is investment in beautiful, permanent public space. This is about reclaiming streets for pedestrians creating world-class network of landscape public spaces. It's a global best practice, I mean, see Paris, see Barcelona, and we know something like this would be really transformational for places like Midtown and our other business districts.

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Julie Stein / New York: We think, in particular about how new great public spaces serve multiple objectives. that, we're facing right now that we that we want to seek right now making the business districts more attractive as residential neighborhoods, making commutes more inviting and safer through our major transportation gateways that live there and then, of course, making more outdoor space for workers to convene. Because we know that workers now more highly value outdoor open space.

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Julie Stein / New York: Third, under this goal, we need to improve quality of life issues. Here we've included sustainability, such as the reduction of admissions and pollution. In addition to

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typical sort of clean and safe quality of life issues that you think of. under that paradigm. And then fourth, you know, while we, of course, strat to create these 20 four-seven active business districts with fiber public realms in the long term. We also acknowledged that some of them really need a shot in the arm when it comes to activation, especially in the short term. So we also want to offer new reasons for people to go to businesses just right now, whether that's ours

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Julie Stein / New York: for programming or other reasons to to to draw foot traffic in the immediate term next slide.



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Julie Stein / New York: the second goal is about making it easier for New Yorkers to get to work. This is both about improving commutes into Manhattan and also strengthening employment hubs and workspaces across all 5 boroughs, so that people also have options to work closer to home. What I love about this goal is that it explicitly it it explicitly acknowledges that the future of work is hybrid. It's sort of the first time that we got the mayor and the governor to say that out loud. And I think it's a really important thing to say out loud.

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Julie Stein / New York: you know, with, if the future work is hybrid, we know that we need to both reduce the burden of the commute. If we want people to come back into our Manhattan business districts. Well, at the same time, we do need to support folks that are going to work from other employment homes and also remotely

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Julie Stein / New York: next slide.

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Julie Stein / New York: And then our third goal is about generating inclusive a future focused growth. This is about supporting the growth of jobs and innovation, but also breaking down barriers to economic mobility. It's about diversifying our economy economy to make sure that we are more resilient to feature shocks, but also making sure that we are investing in feature for focused sectors, such as offshore wind and the green economy.

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Julie Stein / New York: This one is also about acknowledging that we really need to confront our housing crisis head on. It was super interesting in our first panel meeting last year, a bit a business leader in the tech sector. the first thing that basically came out of anyone's mouth was, you know that if we aren't dealing with our housing affordability crisis. It really didn't matter what else we did as part of this work that employers really need to know that their employees can be stably housed, or else. Companies aren't going to want to come to New York. So

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Julie Stein / New York: fighting the housing crisis became a key pillar of our New New York plan.

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Julie Stein / New York: And then, under this school. Last, but certainly not least, This goal is really about ensuring that access to opportunity is fair and equitable. This is about removing barriers to labor force participation, such as child care and making sure that people with disabilities don't have to choose between a home health aid and being able to have a job. It's also about aligning workforce development with real industry needs of the future and creating better business opportunities for bypass entrepreneurs and Mwb. Businesses

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Julie Stein / New York: next slide.

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Julie Stein / New York: So, looking ahead, you know, we re the city and the State really hit the ground running since this plan was announced in December. The New York priorities were well represented in the Governor and the mayor's agendas for this calendar year.

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Julie Stein / New York: We were excited, in particular, about the mayor making a 375 million dollars investment in public realm and open space as a result of the action plan and we've also seen a number of other legislative changes come through in this year. Session, Albany. Unfortunately, we didn't have the housing outcomes in Albany that we were hoping for. this has been a huge issue across any housing policy, but including that, the items that we put forth.

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Julie Stein / New York: I think we know that the housing crisis is going to be a multi-year fight, and we are still very much committed to the goals.

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Julie Stein / New York: But I think it all underscores that we really need a broad and deep coalition of leaders and organizations Andbreed in New Yorkers to help us push this plan forward, because, while I think many of these initiatives are quite common sense. There are certainly roadblocks implementation, whether it's, you know.

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Julie Stein / New York: the you know, the the old school politics or the new school politics. There's just there, there, there's a lot here. And so, you know, if we want to make sure that New York City isn't just recovered, but also evolved. We really need to to be laser focused on implementing this plan and building the right coalition behind it.

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Julie Stein / New York: So with that, I'm happy to turn it over to my colleagues from La, and then take any questions at the end of the session.

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Nella McOsker / Central City Association of Los Angeles: Thank you, Julie.

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00:18:34.470 --> 00:18:39.670

Shin-Pei Tsay / Uber: or to me. I don't know if I was supposed to. Oh, please go ahead and I'll go right it. Go ahead.

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00:18:39.870 --> 00:18:54.330

Nella McOsker / Central City Association of Los Angeles: I'm I'm having funny video issues where sometimes I seem to be flipping. I'm not sure how to control that, but I'm just going to keep going, and you can take a look at my slide deck as I present just a few things that we're doing in La at Cca.

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Nella McOsker / Central City Association of Los Angeles: so Central City Association. is a membership advocacy organization as we opened at the start about 300 businesses, institutions and nonprofits among our base.

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Nella McOsker / Central City Association of Los Angeles: and we really see our mission as

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Nella McOsker / Central City Association of Los Angeles: enhancing downtown la's vibrancy and increasing opportunity across the region we fulfill this mission by providing a vision for downtown

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Nella McOsker / Central City Association of Los Angeles: making it a place for housing at all income levels and advancing comprehensive solutions to homelessness. ensuring that we are making it the best experience to host employees.

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Nella McOsker / Central City Association of Los Angeles: visitors, and of course, the residents who make up the the downtown neighborhood and then supporting and attracting businesses and institutions to downtown.

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Nella McOsker / Central City Association of Los Angeles: That's that's sort of summation of our work.

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Nella McOsker / Central City Association of Los Angeles: Just to ground people who are less familiar with downtown la, and to really showcase its importance. To the rest of the city downtown is just one of the city's land area, but it accounts for more than 30 of new housing

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00:20:09.690 --> 00:20:30.559

Nella McOsker / Central City Association of Los Angeles: recent new housing, more than 15% of metro riders and about 20% of his jobs. we have about 90,000 residents in downtown and that's expected to grow. There's really high demand still to live in downtown by some estimates, as many as 250,000 residents by 2,024

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Nella McOsker / Central City Association of Los Angeles: we see about 20 million annual visitors.

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Nella McOsker / Central City Association of Los Angeles: to downtown la, and 300,000 workers. in this region. It's a, you know, center for jobs Transit Arts culture entertainment. Our civic center. and we often are making the case in the La region, for it's just sort of outsized role as an economic driver.

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Nella McOsker / Central City Association of Los Angeles: with, you know those tremendous assets and and share of of benefits for the city and for the wider region. It also has a larger share of of challenges. so we, you know, know that downtown is home to Skid Row, and about 20% of the cities on house population is in downtown.

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00:21:16.840 --> 00:21:31.019

Nella McOsker / Central City Association of Los Angeles: we have about nearly half of the city's office space in downtown which is probably a a, you know, oversupply, even pre pandemic, but presents a a liability, as I know we've been

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00:21:31.150 --> 00:21:44.420

Nella McOsker / Central City Association of Los Angeles: discussed already on this call. And looking to solutions there. Higher instance of crime in downtown about 6 times the crime rate. And I know that these are not unique challenges to

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00:21:44.470 --> 00:21:50.060

Nella McOsker / Central City Association of Los Angeles: la, that a number of cities are facing these in their and their Cvd.

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00:21:51.180 --> 00:22:09.809

Nella McOsker / Central City Association of Los Angeles: so in response Cca. Has launched an initiative that's still fairly recently had a handful of meetings. but this is a direct response to the sluggish post. Pandemic recovery that we're seeing in downtown It's sort of a natural embodiment of Cca's mission

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00:22:09.810 --> 00:22:25.530

Nella McOsker / Central City Association of Los Angeles: to focus on Downtown's vibrancy, and the acronym is stand for this sort of layered approach which is to reinvigorate public spaces, incubate economic opportunities, strengthen public safety and wellness and envision downtown's future.

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Nella McOsker / Central City Association of Los Angeles: We are convening our board and our members on a regular basis to sort of further, these efforts to do a combination of tactics that address the challenges, but also take advantage of the positives that we're seeing like I mentioned high demand to live in downtown and really strong evidence that tourism is returning to pre pandemic levels.

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00:22:48.370 --> 00:23:15.639

Nella McOsker / Central City Association of Los Angeles: and and we are convening and bringing in public officials to sort of address. Each of these pieces. we just finished just 30 min ago, one of our task force meetings with the direct deputy mayor of economic development in the mayor's office and digging into some of the immediate tactics and work we can do with that particular city partnership next month focused on law enforcement and our work with lapd

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00:23:15.800 --> 00:23:40.580

Nella McOsker / Central City Association of Los Angeles: The this sort of like layered and kind of collaborative approach is intended to address a number of important fronts in in the downtown recovery conversation. The first is, you know, planning, unlocking more growth and development for especially adaptive reuse. That's kind of the the driving force of downtown la's

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00:23:40.600 --> 00:24:04.480

Nella McOsker / Central City Association of Los Angeles: Re Renaissance and research in the last 20 years. With adaptive reuse and looking to I'm sure I've already seen some comments in the chat about opportunities there in investing in transit right? downtown is excited. We're celebrating 3 new stations in a regional connector that better connect riders from far reaches of La's

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00:24:04.500 --> 00:24:08.039

Nella McOsker / Central City Association of Los Angeles: footprint and connect them into downtown

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00:24:08.160 --> 00:24:22.240

Nella McOsker / Central City Association of Los Angeles: public space, as I know has already been great is the importance of activated, safe welcoming public spaces and parks. and then the way in which a public safety it really holistic approach. appropriate

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00:24:22.310 --> 00:24:29.729

Nella McOsker / Central City Association of Los Angeles: responses. Whether that's unarmed responses or mental health ones to address the needs that we see on our streets.

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00:24:35.290 --> 00:25:03.790

Nella McOsker / Central City Association of Los Angeles: Then, one final thing. We wanted to sort of highlight in this discussion. We're what we're looking at right now. Our sectors to sort of guide how we think about economic development for downtown. La This map shows downtown sectors by their annual growth rates and average days per week worked from home. So to Orient you a little bit to the chart. the top right hand corner

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00:25:03.790 --> 00:25:28.349

Nella McOsker / Central City Association of Los Angeles: are fast growing sectors, but also have the most in-person work which suggests to us, right that there's strong candidates to target to increase economic activity, but also increase foot traffic within downtown, which we know serves many additional benefits. The bottom right hand corner are also fast growing sectors, but generally have less in person. Work.

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00:25:28.350 --> 00:25:41.529

Nella McOsker / Central City Association of Los Angeles: we're more hybrid models. also good sectors to target and invest in, but require some consideration of the strategies. that, you know, we need to put in place to support that in person, presence, and activity.

101

00:25:41.730 --> 00:26:03.170

Nella McOsker / Central City Association of Los Angeles: so from this, you know, sort of initial analysis that we've done, and we are working towards a suggestion that the you know, multiplier effect of investing in tourism, hospitality, food, art, culture, entertainment. which includes film and television hugely important in La as well as health care.

102

00:26:03.170 --> 00:26:16.730

Nella McOsker / Central City Association of Los Angeles: we'll have this like, I said, sort of multiplying effect on the impact of downtown's recovery. so we're interested in in exploring this more and working more with our businesses and stakeholders to

103

00:26:16.750 --> 00:26:22.539

Nella McOsker / Central City Association of Los Angeles: you know. See how this can have an immediate impact. in our recovery.

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00:26:24.300 --> 00:26:30.619

Nella McOsker / Central City Association of Los Angeles: I believe that closes out as sort of a summation of our a much more grassroots work.

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00:26:30.660 --> 00:26:59.099

Nella McOsker / Central City Association of Los Angeles: And you know, I think, that there are. The last thing I'll say is that La has many different centers. you know. for those of you that have visited right from the West Side to all to Hollywood. And so downtown you know we were. We're laser focused on that work. But it means we're sort of making the case even among our government audiences about its importance on the rest of the city. so CC. Is with filling that.

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00:26:59.240 --> 00:27:03.769

Nella McOsker / Central City Association of Los Angeles: I'll say civic conversation Gap in convening our group.

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00:27:05.450 --> 00:27:06.940

Shin-Pei Tsay / Uber: Thank you, Neila.

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00:27:07.320 --> 00:27:18.200

Shin-Pei Tsay / Uber: Well, thank you, Nella and Julie, for such great presentations. It's it's super interesting to see the priorities, the solutions. I also

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00:27:18.400 --> 00:27:32.630

Shin-Pei Tsay / Uber: And reflecting on the more top down approach that Julie presented in her plan, and Nella, your bottom up where you're gathering together feedback and priorities from your members.

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00:27:32.630 --> 00:27:50.619

Shin-Pei Tsay / Uber: and where that's leading you in these similar but different different directions. In a way, there's overlap. But there's different ways of tackling the challenges. just I'm going to have a couple of questions just to kind of draw similarities and hear a little bit more about

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00:27:50.830 --> 00:28:17.940

Shin-Pei Tsay / Uber: the plans, what it took to get there. and you'll see a few questions that people are asking, you know, like, How are you paying for this like? What are the tools and incentives? that might be needed to transform the identity of downtown and generate the amenities. There's because of the shift right in in revenue sources due to the what, the hybrid work situation, and maybe some business

112

00:28:18.050 --> 00:28:28.959

Shin-Pei Tsay / Uber: are the economic shifts. What are the way? What are the other things that you're looking at to make this possible and to incentivize the goals that you've laid out. Maybe we start with Julie on that one.

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00:28:33.180 --> 00:28:39.770

Julie Stein / New York: What we're doing to incentivize the the the goals. Yeah, yeah, the goals that you've laid out.

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00:28:39.790 --> 00:28:46.139

Julie Stein / New York: Yeah. So I mean, we have this 3 prong plan. And the 40 point actually plan. And I, I think I want to underscore that

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00:28:46.460 --> 00:28:53.409

Julie Stein / New York: no single thing there. There's no single silver bullet right? And so there are certain things here that we need

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00:28:53.580 --> 00:29:09.789

Julie Stein / New York: in order to to to. Yeah, there, there's a lot. There's a lot of them that are played. What I will say is in terms of one of our first goals, which is about making these a more



20 four-seven vibrant districts, which I think is what you're talking about. I would say there are a couple of key things. One is.

117

00:29:09.790 --> 00:29:25.809

Julie Stein / New York: it's really important for the public sector to be investing in its own capital construction and improvement of the public realm. because we want to make sure that private business owners see that the city itself is invested in this feature, and that we're making a lot of those investments in the public realm.

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00:29:26.010 --> 00:29:36.689

Julie Stein / New York: that will further increase confidence that their own investments will will be worth it. but I think on the incentives front. there's a couple of things we're doing, one

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00:29:36.690 --> 00:30:00.509

Julie Stein / New York: we have a lot of ambitions for changing to land use and zoning and other legislative actions and regulatory actions. In order to make housing more viable in these locations. and we can go into that in a second, if that's interesting. but I think, in particular, making office residential conversion more viable and making the most flexible

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00:30:00.510 --> 00:30:22.870

Julie Stein / New York: most flexible regulations available throughout the in in all locations throughout the city. making sure that we are removing the 12 far cap, that where the State regulates how much housing density we can build in the city, which is ridiculous. Making sure that we have the right a replacement for the 428 with 21 a programs so to encourage affordable multi family

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00:30:22.870 --> 00:30:33.659

residential development, and then also making sure. And then there was also a key tenant of the governor to build the housing compact, which was a set of

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00:30:33.660 --> 00:30:39.849

Julie Stein / New York: targets with you know, not to similar to what California is doing to make sure that every community is doing its part.

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00:30:40.080 --> 00:31:00.740

Julie Stein / New York: So that's sort of the housing package that we want to see on the residential front. But there's also a set of changes that we are looking forward in the commercial space what what's called the zoning for economic zoning, for economic opportunity which will basically modernize a lot of regulations in commercial zoning that don't that basically

124

00:31:00.780 --> 00:31:19.030

Julie Stein / New York: don't anticipate a lot of modern retail or model or modern ground floor uses. So maker spaces, experiential retail stuff that just basically isn't allowed right now. and so there's a number of regulatory changes that we're looking for But I also just want to lift up one program that we recently release. The is a new

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00:31:19.030 --> 00:31:43.450

Julie Stein / New York: so program of the New York City Economic Development Corporation, the New York City and Industrial development agencies. it. It. It's in the Manhattan core program which is going to incentivize investment in in commercial space, so that there are certain Ida incentives that are going to be coupled with a certain level of investment to really make, because we know that the

126

00:31:43.980 --> 00:32:03.959

Julie Stein / New York: that the highest, that there there's obviously market segmentation among classes of office space. But there also is a flight to quality within each of those classes. And so this incentivizes building owners to make the types of investments that really make each of those those Manhattan office locations. you know.

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00:32:04.160 --> 00:32:07.519

Julie Stein / New York: appealing for for folks to take long

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00:32:08.150 --> 00:32:14.859

Shin-Pei Tsay / Uber: thanks, Julie and Nela. How about you? I I know that your plans a bit more nascent. But have you

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00:32:15.300 --> 00:32:21.469

Shin-Pei Tsay / Uber: there? Have you identified some of the tools or incentives that your members would like to see

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00:32:21.550 --> 00:32:22.890

Shin-Pei Tsay / Uber: put in place?

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00:32:23.030 --> 00:32:46.269

Nella McOsker / Central City Association of Los Angeles: Yeah, I'll pig you back a little bit on the adaptive reuse concept and conversation. You all could see my hands right now. Right? I'm

not changing anything on the of my camera. It's just it's turning me topsy turvy, which is maybe a statement on where we are in So I'm gonna let it sit. I've been turning it off and and resetting to.

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00:32:46.330 --> 00:32:51.109

Nella McOsker / Central City Association of Los Angeles: She can see me right side and well, it didn't work there. So

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00:32:51.220 --> 00:33:05.549

Nella McOsker / Central City Association of Los Angeles: yeah. So And again just to highlight that about, you know, late nineties downtown. La was truly just a sleepy office park, right? That only had primarily had people entering in, you know, 9 to 5 Monday through Friday.

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00:33:05.570 --> 00:33:21.270

Nella McOsker / Central City Association of Los Angeles: What really unlocked a huge transformation was an adaptive use. Ordinance city wide that enabled gorgeous old buildings to be repurposed into housing and into

135

00:33:21.560 --> 00:33:47.110

Nella McOsker / Central City Association of Los Angeles: you know, restaurants and hotels and sort of the amazing amenities that now we've just seen flourished in downtown. La, so, looking at, incentivizing so from a regulatory perspective. things are underway in on the city side of the planning side to to, you know, sort of do a 2 of that especially office to residential conversion. But we're looking at cities like Calgary is often used

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00:33:47.110 --> 00:33:59.119

Nella McOsker / Central City Association of Los Angeles: of sort of what will be needed financially. It's financial tools to help unlock even further right? Because the market requires that right now and then I'll kind of zoom out and take a little bit more of like a global or maybe

137

00:33:59.400 --> 00:34:08.420

Nella McOsker / Central City Association of Los Angeles: metaphorical version of that question on incentivizing. Because again, I I've seen a comment in there on, like, what are property owners doing to incentivize

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00:34:08.590 --> 00:34:35.259

Nella McOsker / Central City Association of Los Angeles: employees to return to work? I think some of the things we've been thinking about is just doubling down all the things that make cities great downtowns look great places to be are part of that right child. Care options transit public

space and activated parts. I think that, like Cca tends to think about the sort of 3 different kinds of people who are visiting the Cbd residents, visitors.

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00:34:35.330 --> 00:34:36.579

Nella McOsker / Central City Association of Los Angeles: and tourists.

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00:34:36.670 --> 00:34:51.729

Nella McOsker / Central City Association of Los Angeles: and or excuse me and and employees, and so things that are good for all 3 of those are are a helpful tool, I think, and thinking about a a more dynamic, comprehensive approach to downtown recovery.

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00:34:53.139 --> 00:34:56.920

Shin-Pei Tsay / Uber: That's great. Thanks, Noah. I was just thinking that

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00:34:57.090 --> 00:35:05.690

Shin-Pei Tsay / Uber: you know, with Julie, identify quite a few very specific policy changes that the plan really attached.

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00:35:05.820 --> 00:35:32.929

Shin-Pei Tsay / Uber: what they are hoping to achieve, too. Right? And so I was wondering about some of the leadership. like, how did you get people on board in order to buy into this idea that these changes needed to happen, would love to hear about that from the New York side. And also Nella, like, what are you thinking about in terms of building out support among leadership for the plan that you put in place. So let's start with Julie again.

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00:35:33.240 --> 00:36:01.989

Julie Stein / New York: Sure. so I can talk a little bit about the New York panel process overall. But I think to your very specific question, we wanted to make sure that we really started from a place of problem definition to make sure that we all had a common understanding of the data points and what the data was saying, so that we could, you know, come from a place of fact as opposed to a place, from feeling and making sure that everyone had a really a same understanding that so every everything we did was very based in data.

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00:36:01.990 --> 00:36:09.129

Julie Stein / New York: and and and really focusing on on on problem definition. But I I will say more generally, the

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00:36:09.230 --> 00:36:33.789

Julie Stein / New York: The New York panel was born out of a sort of brand new moment of city State alignment in New York. I don't know how much you know you know about You know the way the city and the State have historically not played well in the sandbox together, but for the first time in a very long time. There is a willingness for the governor and the mayors to work together, and for the teams to work closely together. And so we were taking advantage of that unique moment.

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00:36:34.010 --> 00:36:57.760

Julie Stein / New York: And hiding by and from at the highest levels in the mayor and Governor's office. regular meetings with, you know, a high level of officials to give direction and and by. And so that was great. We also had really great co-chairs. both highly respected former deputy mayors, who were super engaged and holding us to a very high standard of excellence. and giving us their feedback on content and direction. so we just had a lot of sort of the high level cooks in the kitchen, which which was

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00:36:57.760 --> 00:37:15.230

actually quite good, and in terms of getting buy-in. But, most importantly, the theory behind the New York panel was to bring in some external leaders in addition to engaging internal leadership, to develop a plan, and if everyone was involved in the development of that plan, they would also help advocate for it on the other side.

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00:37:15.230 --> 00:37:40.209

Julie Stein / New York: and so we had this group of 59 civic leaders and industry experts that were brought together. we pulled together, you know, group of people from they thought about, please people that thought about industry and people that thought about people and brought them all into the room And went through a very robust, although very quick engagement process again to define the problem, they helped us. Brainstorm potential solutions then helped us evaluate those potential

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00:37:40.210 --> 00:37:46.760

solutions against our selection criteria which things that had to be implementable. They have to be impactful, and then to go on to their goals.

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00:37:46.980 --> 00:38:14.539

Julie Stein / New York: And then You know, they they validated the proposed plan. And now they're carrying forward with advocacy for the plan after it was published. And the, you know. So it's really full circle. The idea of getting you know, getting a robust set of leaders from across sectors from across the city. different perspectives to help us build this comprehensive plan, but also then think about how they could help us push forward the different elements when it came to. You know the the sort of double and the details and recommendation. Piece of it.

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00:38:14.760 --> 00:38:35.280

Shin-Pei Tsay / Uber: Yeah, I think that multi layered aspect of the plan and then attaching a parallel multi later layered leadership structure to it seems to be part of the the the the secret sauce here with that proposal. Now, what are how are you thinking about building up leadership support for your plan.

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00:38:35.430 --> 00:38:54.150

Nella McOsker / Central City Association of Los Angeles: Yeah. Good question. I was reflecting on how initially, I think we were also similarly thoughtful of ensuring that our task force was representative of that broad swath. Right? Everything from a small business, a restaurant to major property owners. you know, huge players in office. and real estate.

154

00:38:54.150 --> 00:39:18.669

Nella McOsker / Central City Association of Los Angeles: sort of, you know, business improvement districts. which I'm sure you could appreciate right being at the table and being a part of the conversation in ways that are both macro and micro I think the piece that we are en v of, and looking at the New New York model, and also wanting to replicate or think about is that kind of intergovernmental or government partnership piece to make it tangible, actionable?

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00:39:18.670 --> 00:39:33.480

Nella McOsker / Central City Association of Los Angeles: Have it be really reflected in the policies of the city and the county, and I will commend Mayor bass on sort of her early leadership in these months in coordinating at first, especially her huge focus on homelessness.

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00:39:33.480 --> 00:39:56.590

Nella McOsker / Central City Association of Los Angeles: But more coordination than we've ever seen, I think, from the city of La to the county of La, which, right like you think about the layered you know, government model we have here. I you know, even all all those 2 entities I think coordinating would be replicable to some of the work of you know, from the State down to the city of that we're seeing in New York. So

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00:39:56.590 --> 00:40:09.420

Nella McOsker / Central City Association of Los Angeles: A huge part of why, we're trying to bring in those public officials to these conversations and figure out in these coming in our, in our kind of needs and phase. What that structure looks like that brings the

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00:40:09.420 --> 00:40:11.600

Nella McOsker / Central City Association of Los Angeles: the heavy hitters that

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00:40:11.600 --> 00:40:16.960

Nella McOsker / Central City Association of Los Angeles: you know, can really translate our good ideas into to action.

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00:40:17.490 --> 00:40:32.999

Shin-Pei Tsay / Uber: That's great. Thanks, Nella. You know something that we're thinking a lot about in San Francisco is as we're looking at all these different challenges and thinking about potential solutions is not replicating some of the structural equities of the past.

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00:40:33.060 --> 00:40:34.180

Shin-Pei Tsay / Uber: And

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00:40:34.390 --> 00:40:50.440

Shin-Pei Tsay / Uber: one aspect they wanted love to hear a little bit more about from both Los Angeles and New York City is how you can continue to promote economic and cultural diversity, as especially as a to small business. I know there's a lot of emphasis on like the big business shifts.

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00:40:50.440 --> 00:41:10.329

Shin-Pei Tsay / Uber: But what about the small businesses? Especially as you're like thinking about setting up additional hubs and creating that 24, 7 atmosphere. and also the residential, like the neighborhood building kind of work. Maybe start with you this time. Nowa, how are you thinking about that? In, in, in the inclusiveness in the work that you're doing?

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00:41:10.590 --> 00:41:38.420

Nella McOsker / Central City Association of Los Angeles: Yeah. First of all it does come down to like who is included in these conversations right? And being really targeted and thoughtful in that work. And then, secondarily, it was, is good timing. Actually, just today. from the city. The mayor's The mayor signed an executive directive that looks at small business support. opportunities to just streamline the process of opening and operating a business ever more effectively with the city. And I think

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00:41:38.420 --> 00:41:53.339

Nella McOsker / Central City Association of Los Angeles: already that addresses equity, and representation in that. I think it's something like it's more than half. It's like 55 of small businesses in La County are minority owned right? So making it as easy as possible.

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00:41:53.340 --> 00:42:18.339

Nella McOsker / Central City Association of Los Angeles: to work with the city or work with. These various agencies already helps a tremendous amount right to make la a business friendly place, so that that was one immediate thing. That kind of jumped out of my head is sort of like, who's in the room, and who is it helping when you look at these policies, and being honest and forthright about sort of that data that that may or may not align?

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00:42:20.660 --> 00:42:48.550

Julie Stein / New York: Good. Thanks. No. What do you? What about you, Julie? Yeah, I I would say a similar thing. I mean, I think equity was definitely a court tenant for us. And it was interesting having. And you know, a lot of people who were in the room have been around for multiple crises for multiple long term strategic plans. and there was an acknowledgment. I think that a lot of the revitalization that happened on the Bloomberg administration didn't take into account equity as a as a core lens. And so it was sort of interesting as a starting point with a lot of

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00:42:48.550 --> 00:42:59.910

Julie Stein / New York: former Bloomberg admin people in the room to sort of say we did well across a you know certain things, but we didn't do well enough on the on this dimension, and and it needs to be sort of upfront. So that was something that we held

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00:42:59.910 --> 00:43:29.150

Julie Stein / New York: held really high and really in it really is, you know, in the forefront, in our in the development of our plan. and I can touch on some of the specific recommendations that are made on this front, because I think they're all important. you know. And we were looking at equity from, you know, multiple different perspectives. a key piece of that was around childcare and making sure that we were removing child care as a barrier for labor force participation. So spending a lot of like, there are many, many, many pages of the report to talk about childcare.

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00:43:29.150 --> 00:43:40.950

Julie Stein / New York: similarly thinking about reducing barriers to entering the workforce for people with disabilities. And again, I think this goes to what now is saying in terms of having representation in the room. We had, you know, the former

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00:43:41.060 --> 00:44:02.730

Julie Stein / New York: Commissioner, the mayor's office people with disabilities. Who was there really advocating for this, and it became a core disability. access for people with disabilities became a core tenant across the plan. Whether it was for transportation or for you know, thinking about how we can do a Medicare buy in program that allows people to keep their home health care. It's while still on to go back in the workforce and not having to face to trade off around that

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00:44:02.730 --> 00:44:16.830

but around small business and around job opportunities. We also, we're looking at ways for workforce development, to become better aligned with real needs of industry and at really modernizing that that set of tools within New York City.

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00:44:16.830 --> 00:44:39.840

Julie Stein / New York: Then, also making sure that we are improving access to capital and technical assistance for backpack entrepreneurs and thinking about how, not just to you grant programs, but also how to do a secondary market. that would allow for sort of a perpetual fund for because we know that bypass entrepreneurs have harder time accessing capital. And then, lastly, you know, just really trying to clear the cobwebs out of bureaucracy

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00:44:39.840 --> 00:44:56.969

Julie Stein / New York: and making sure that we? you know, nwbe, certification is a really important tool in New York. in terms of how we spend our own money and how we can make a difference. supporting small businesses that are minority and business owned. And there is not currently reciprocity between the city and the States. So really thinking about how to, you know.

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00:44:56.970 --> 00:45:04.399

Julie Stein / New York: Put a shine of mirror on ourselves, and make some of the changes that we need in order to make it easier for those companies to get government contracts.

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00:45:04.710 --> 00:45:26.850

Shin-Pei Tsay / Uber: It's really refreshing to hear this committee. be able to reflect on work that they've done and try to take a different step forward. and similarly with, you know, with a relatively new Mayor to also be thinking about how things can be done differently. And I think that's that's a lot of the opportunity in front of us.

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00:45:26.860 --> 00:45:34.869

Shin-Pei Tsay / Uber: I'm gonna switch to Q, a. And essentially what we're gonna do, because there, there's been so many great comments and that people have left.

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00:45:34.900 --> 00:45:56.589

Shin-Pei Tsay / Uber: we're gonna try to synthesize some of the and and try to capture some of the the comments where they're tackling as a specific issue. And let's start with this one. Now, both of you have talked about incentives or policy changes that really target specific building types or parcels

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00:45:56.590 --> 00:46:08.350

Shin-Pei Tsay / Uber: in a district. And as we think about that, and how many cities are implementing building performance standards that require at the same time owners to reinvest

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00:46:08.360 --> 00:46:31.800

Shin-Pei Tsay / Uber: in their buildings, to decarbonize and improve the efficiency. In some cases this is seen as a burden. in, you know, in spite of the context of incentives, or like, how would you think about this as an opportunity? Because there is this re investment that's needed to convert uses into improved quality to attract tenants. So

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00:46:31.800 --> 00:46:40.529

Shin-Pei Tsay / Uber: I, both of you mentioned this and how we're shifting use of these buildings. Could you talk? Both talk a little bit about that? maybe starting with Nella.

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00:46:41.990 --> 00:46:52.369

Nella McOsker / Central City Association of Los Angeles: Yeah. So it's sort of like a almost like a sub committee of our Rise Task Force is looking at. you know the regulatory and

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00:46:52.430 --> 00:47:17.339

Nella McOsker / Central City Association of Los Angeles: financial tools that will be necessary to do these conversions. I think it's been raised, and I know it's known with this really sophisticated audience that not every building office building is the right one for conversion to housing. And nor is it the case that we, you know, while we yeah, Los Angeles, like many other cities, is experiencing a major housing affordability crisis.

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00:47:17.340 --> 00:47:38.190

Nella McOsker / Central City Association of Los Angeles: You know there's a whole bunch of other exciting uses for building. So it's like it's thinking about you know, if you using a few case studies or models a few examples that we already are building right now, and really creating a framework, advising city and even county departments. On what?

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00:47:38.200 --> 00:47:44.540

Nella McOsker / Central City Association of Los Angeles: you know what is needed? I I think that.

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00:47:45.230 --> 00:48:00.819

Nella McOsker / Central City Association of Los Angeles: yeah, I think I think that that's where we are. And again, I just want to emphasize like it's helpful to have in downtown la such a example of how it worked, and how it truly transformed a neighborhood into a neighborhood. And with

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00:48:00.990 --> 00:48:23.959

Nella McOsker / Central City Association of Los Angeles: again. Such strong tourism numbers and evidence, and with such strong demand to live in downtown still. I think those 2 pieces of like sort of what our conversions going to look like in terms of creating more attractive amenities and experiences. how do we get to those really exciting new numbers? Of how many residents can live here?

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00:48:23.970 --> 00:48:31.010

Nella McOsker / Central City Association of Los Angeles: and and using, you know, the regulatory and and frankly incentive frameworks to get there.

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00:48:32.890 --> 00:48:35.490

Shin-Pei Tsay / Uber: Thanks, Nella. What about you, Julie.

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00:48:35.620 --> 00:48:54.429

Julie Stein / New York: Yeah, I know it's a great question. And I think, we thought about it, you know, in a couple of different fronts, one in terms of quality of life and thinking about how this stuff is important, you know, to reduce pollution in the areas and also thinking about it as a way to upgrade buildings to I mean all all the things you were saying. you know. On the one hand, we know that

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00:48:54.870 --> 00:49:02.880

Julie Stein / New York: green they were building retrofits. Green building. Retrofits are huge in the, you know, in the, in the sector, and that

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00:49:02.880 --> 00:49:29.600

Julie Stein / New York: I can't remember the the stat right now, but I was sitting with one of the big S near C. Developers, and they were saying that it just for any finance firm or any developer. You know, the the Esg focus on green retrofits is huge and a huge factor in their thinking about it. of course, in New York City we also have local on 97, which requires green building retrofits. And so, to your question, in the New York plan. one of the

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00:49:29.990 --> 00:49:38.780

Julie Stein / New York: focuses on supporting innovative financing mechanisms for green-building retrofits and the New York. The Economic Development Corporation had release in the fall.

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00:49:38.780 --> 00:50:02.620

Julie Stein / New York: an Rfi that was called the decarbonization of capital investment strategy requests for for expressions of interest and they are looking at innovative ways to have public and private and philanthropic funding to come in and and play a role. I know it's a very live discussion right now about You know the carrots and 6 of local on 97 adoption. I think we all know fundamentally that

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00:50:02.620 --> 00:50:21.160

Julie Stein / New York: we need to act on our building emissions. If we don't we won't have cities to still have buildings in. And so, you know, there's always sort of the micro politics of winners and losers and short term and long term. But this is an error. We're going to have to act. And so that work that the economic corporate generation is corporation is doing on innovative financing is a key part of land.

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00:50:21.930 --> 00:50:23.160

Shin-Pei Tsay / Uber: Thank you?

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00:50:23.190 --> 00:50:46.580

Shin-Pei Tsay / Uber: Then I think we have time for just a couple more questions, and I think that the audience is really keen to hear how some of the work that you're doing might apply to a San Francisco context. So I, the next couple of questions are reflective of that. One is about really the fiscal challenge of doing all of this. Because we have a crisis, we have all these changes.

198

00:50:46.580 --> 00:51:00.780

Shin-Pei Tsay / Uber: At the same time, we're setting a course for future development and more investment. And there was a recent Wall Street Journal article that talked about property tax loss in downtown San Francisco, and the consequences of that

199

00:51:01.040 --> 00:51:13.640

Shin-Pei Tsay / Uber: are your respective cities looking at potential shortfall? And and how do you accommodate those potential losses while trying to keep people in your downtown districts?

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00:51:15.430 --> 00:51:29.870

Julie Stein / New York: I mean look. I I think that we definitely see You know more. A more conservative approach to city budgeting. you know, if you're paying attention to the politics of it in New York City. Certainly. there's been a lot of

201

00:51:30.020 --> 00:51:48.110

Julie Stein / New York: you know. Try trying to to reduce budget or reduce spending in order to make smart financial. You know. You protect our financial future. there's a lot of politics around it, and the city council, and you know the the executive branch, or, yeah, say different things about it. But I think, from Omb's perspective, it certainly is

202

00:51:48.110 --> 00:52:01.319

Julie Stein / New York: prudent to be more conservative. That said, we are seeing certain priorities getting Greenland. And so, for example, that you know that capital investment that I mentioned was something we were able to get through. I think our plan is not.

203

00:52:01.320 --> 00:52:18.860

Julie Stein / New York: Everything happens in your one. It's a it's a plan that's going to take investment over time. And so, we're trying to. There. The the city and state are trying to look at it and ways to get incremental investments that over time. you know, have impact. but I think it's a sort of false choice to say, well, you know

204

00:52:18.910 --> 00:52:41.369

Julie Stein / New York: we can't. If we can't fund everything, then it's not worth doing? I think that, you know we certainly are looking at making, you know prudent fiscal choices in in the very short term. To to make sure we have a balanced budget which is required by law. but we, in the context of that in New York City, has an enormous budget. And so there, you know, it's all about prioritization and and what we're spending on. And we were happy to see certain

205

00:52:41.550 --> 00:52:57.240

Julie Stein / New York: city and state investments come out for Fy. 24. That will That will further the goals of the plan. But you know, of course, it's not going to cover all 40 points in your one. So part of it is staggering right, like choosing a few things that you can invest in immediately, and then moving on and continue to build up.

206

00:52:57.280 --> 00:53:01.310

Shin-Pei Tsay / Uber: What about you know? A He is there a approach in locked? La!

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00:53:01.550 --> 00:53:26.389

Nella McOsker / Central City Association of Los Angeles: Some of it is still just trying to be defined right, and to try to make that case. So I think there is a tension on it. I'll continue to highlight. I think the leadership from the mayor's office to get just wrap arms around what that will mean the impact to city budgets. I saw a comment about a a a measure. Ula, I think there are a number of which is a transfer tax which is intended right to help

208

00:53:26.830 --> 00:53:49.770

Nella McOsler / Central City Association of Los Angeles: fund homelessness and affordable housing efforts. But sometimes, when you know these sort of ballot initiatives or other regulatory efforts come into play and have these unintended consequences that only sort of compounds, the challenges that we already see in place. And so I think, we're very much just trying to define that and make the case stitch together.

209

00:53:49.770 --> 00:53:58.289

Nella McOsler / Central City Association of Los Angeles: the narrative or the connection for our even elected audience about about those impacts. which we already seen?

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00:53:58.290 --> 00:54:10.849

Nella McOsler / Central City Association of Los Angeles: And then I think you know, it's not intentionally trying to pivot, but like a real focus on then what our other city is doing effectively. What do we see as other ways of

211

00:54:11.440 --> 00:54:30.249

Nella McOsler / Central City Association of Los Angeles: you know, bolstering budgets right? And if it, if it is a tourism and and other sort of sectors and opportunities are going to be part of the puzzle, like we have to actually divert attention there. An acknowledgment that some of the macro trends are in place right? hybrid work is here today.

212

00:54:31.520 --> 00:54:57.640

Shin-Pei Tsay / Uber: Yeah, for sure. this this one question. There are quite a few questions about housing and how to, you know, deal with that service in San Francisco and la, we're state mandated to comply with how, with housing element requirements to deliver a set amount of housing over the next 8 years. How is New York City ensuring that it's delivering sufficient housing, giving the rising cost and rent, and and also construction?

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00:54:58.190 --> 00:55:03.689

Julie Stein / New York: Yeah, so it's a it's a great question, and I think the you know the Governor, earlier this year, in her

214

00:55:03.690 --> 00:55:28.519

Julie Stein / New York: state of the State, put out. this bold housing compact that, I think was modeled not exclusively on your your requirements, but what I had. you know, the concept of every community having to do their part with targets for growth. And making sure that each locality was. You know it iss had targets in place with flexibility of how to meet those targets, whether it

215

00:55:28.520 --> 00:55:51.810

Julie Stein / New York: was converting a shopping center office to residential conversion, you know, to use you know, a lot of different ways to get there, but fundamentally creating targets and penalties. you know, basically a build, a builder's remedy. If those targets were not achieved. however, the it was called the Housing Compact, and it had no traction in Albany. The you know, the the Governor, the the Assembly, and the Senate did

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00:55:51.810 --> 00:56:04.810

Julie Stein / New York: did not get behind it. which is a hugely disappointing from my perspective. you know, on top of that we had different other core the housing supply.

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00:56:05.070 --> 00:56:30.459

Julie Stein / New York: an effort set measures that we wanted to see like a replacement for the 4 21, a program to incentivize multi-family rental development in addition to some office and residential conversion. and removing the 12 fa. R. Cap that restricts how much residential can be built. There was not action on any of those, and nor was there any action on any of the tenant protections that certain other advocates are looking to see. So the short answer is, we're not doing anything.

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00:56:30.460 --> 00:56:40.420

it's terrible. And it's only further in the crisis. and I feel very sad about it. and I know that a lot of people are working to try to find the right compromise. But

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00:56:40.420 --> 00:56:52.259

Julie Stein / New York: We were not able to make progress on it this year. But I think the the person asking the question as the right question, and it's a it is a key key.

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00:56:52.280 --> 00:57:06.920

Julie Stein / New York: action item for the New York plan. But you know a lot of different at people facing the housing crisis. People may diagnose the problem and the the solutions a little bit differently. but we need to find some sort of compromise, because we are in a dire situation.

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00:57:07.620 --> 00:57:18.040

Shin-Pei Tsay / Uber: Yeah, yeah, absolutely. this is my last question. There are quite a few questions about transportation transit investment.

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00:57:18.040 --> 00:57:38.180

Shin-Pei Tsay / Uber: the need to think about it differently. I think someone said. they're excited to see that there's more options that you're putting. You're putting forward in your plans? and that is integrated. But ha! Can you talk more about what that actually means? What does it mean to provide more options? Given this huge change in travel behavior that we're all experiencing?

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00:57:38.670 --> 00:58:05.989

Julie Stein / New York: Yeah, absolutely. So I think you know, we wanted to you know. Take a all. All hands on deck. Approach to different transportation options, knowing that public transportation is sort of the, you know, the life blood of New York City. one of the things that we called for was a sustainable operating model for the Mta. And some additional State funding which we did see come through it this year, which is good. it's not you know. It doesn't fix the Mta forever, but it does. I think.

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00:58:05.990 --> 00:58:08.929

Julie Stein / New York: put off a little bit our most immediate fiscal cliff.

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00:58:09.010 --> 00:58:19.149

Julie Stein / New York: I think that. You know, we know that. You know a lot of people have different transportation patterns. Mostly we want to reduce congestion and get people off of the

226

00:58:19.190 --> 00:58:35.129

Julie Stein / New York: you know, off of the roads. Congestion pricing will be a piece of that, but making sure that we have, you know, frequent subway service, making sure that a subway service is being modernized for current tread travel patterns like off more off

227

00:58:35.130 --> 00:58:49.219

Julie Stein / New York: peak frequency which we saw come through, which is really exciting. I think part of the question was about how we paying for any of it? which I think highlights another sort of implementation question about the New York process overall, which is that, you know, in addition to coming.

228

00:58:49.220 --> 00:59:13.010

Julie Stein / New York: I'm doing, you know, over 200 global expert interviews, local expert interviews, the panel. We also are working really closely with the agencies themselves to make sure that everything that was put forth in the action plan was something that was validated by the the agency that would be responsible for implementation. So we actually were talking very closely with the Governor's office and with the Mpa. On things that we thought were achievable in the plan. I think funding is still, you know, an open question. But, for example.

229



00:59:13.010 --> 00:59:23.290

Julie Stein / New York: you know the expansion of city ticket? you know, from being just an off peak option to being a 20 four-seven option, with something that has been a key priority for the Governor's office as well as the city

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00:59:23.290 --> 00:59:46.909

Julie Stein / New York: and so, putting that forth, you know, paying for it is important. But it wasn't just upon the sky idea. It's an idea that has backing from from city government, from State government as well as sort of the bike lane implementations, like everything that we put in that plan was validated by someone working specifically on its implementation. And so even though there, you know, it's not just a laundry list of things that we'd love to see. It's a it's a list of things that we thought were achievable.

231

00:59:48.090 --> 01:00:07.690

Shin-Pei Tsay / Uber: Thank you, Julie. Now do you have anything to add? I know we're at time, but wanted to give you a chance to also respond to the transit options. It's so exciting, right? But like being la, being such a car dependent, often city, we have these exciting investments. finally coming to fruition right? This huge opportunity with

232

01:00:07.690 --> 01:00:20.799

Nella McOsker / Central City Association of Los Angeles: a regional connector that really limits the amount of transfers for people to get on a train. I was on it yesterday, and was just like blown away. Someone might, you know, good candidate right for thinking about increasing ridership.

233

01:00:20.800 --> 01:00:50.089

Nella McOsker / Central City Association of Los Angeles: One challenge and I don't need to end on a negative note. But I know many transit systems are challenged right now with safety. with, you know, in a ha on house population, and there is actually really exciting and tremendous work that metro here in La is working on to ensure There's a safe, clean experience to get into downtown or to move out the city in in a you know period where there's people who just would prefer that car.

234

01:00:50.990 --> 01:01:20.309

Shin-Pei Tsay / Uber: can I? Can I say one more thing I just wanted on on your housing question. I also just wanted to make sure that I was lifting up the excellent work that everyone all the houses in New York City are doing to combat our housing crisis. I didn't want to minimize the work that is being done every day at the city and the state level with the tools that we do have in order to provide and preserve more for bl housing. I think the work that they do is tremendous. I just want to underscore that it's not enough, and we need more tools on our toolkit. But I didn't want to. I don't want to make it too much. No one's doing any good work. There's a lot of really important in

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01:01:20.340 --> 01:01:29.810

Shin-Pei Tsay / Uber: you both offered so many tools. I mean, there were so many great ideas I'm going to handle, which is to Java, because I know we're over time. But thank you both. It was I learned so much.

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01:01:29.850 --> 01:01:39.809

Sujata Srivastava: Yes, thank you, Julie. Nella Shinpee, Mella, you did this all sideways, and we really appreciate you.

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01:01:40.000 --> 01:01:52.820

Sujata Srivastava: We're gonna wrap just a reminder that we'll be following up with the the recording of this session, the transcript, the presentations and look forward to more discussion on these important topics. Thank you.

238

01:01:53.970 --> 01:01:55.220

Shin-Pei Tsay / Uber: Thank you.